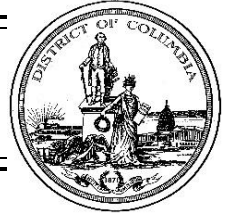

OFFICE OF AT-LARGE COUNCILMEMBER ANITA BONDS
CHAIR, COMMITTEE ON EXECUTIVE ADMINISTRATION & LABOR



January 16, 2026

Director Charles Hall Jr.
Department of Human Resources
1015 Half St SE #9
Washington, DC 20003

Dear Director Hall:

The annual performance hearing for the Department of Human Resources is scheduled for **Wednesday, February 4th, 2026, beginning at 9:30 AM**. The hearing will begin with public testimony and followed by government witness(es). Please plan to arrive in time to listen to the entirety of the public testimony presented with respect to the agency. Pursuant to Council rule 522(a), we ask all executive witness(es) to submit their hearing testimony 48 hours in advance of their performance oversight hearing.

As a reminder, the Council has the authority to create, abolish, or organize any office, agency, department, or instrumentality of the government of the District and to define the powers, duties, and responsibilities of any such office, agency, department, or instrumentality¹. The Council also adopts the annual budget for the District of Columbia government². As such, the performance oversight process is not only mandatory, but necessary to maintain our government. Written pre-hearing questions for your agency are attached. Please provide **five hard copies** of your responses as well as electronic versions in Microsoft Word and PDF format **by no later than 5:00 PM on Wednesday January 28th, 2026**.

Please note that if you feel that I could use additional information outside the scope of the attached questions, please feel free to include an additional written statement. If your office requires any clarification of the attached questions, please contact Committee Director, Jeanmarie Elican at jelican@dccouncil.gov. Thank you in advance for your timely and comprehensive response.

Sincerely,

A handwritten signature in black ink, appearing to read "ANITA BONDS".

¹ D.C. Code § 1-204.04(b)

² D.C. Code § 1-204.46(a)

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I. Standard Questions

A. Governance and Personnel

1. Please provide a current organizational chart for the agency, including the number of vacant, frozen, and filled positions in each division or subdivision. Include the names and titles of all senior personnel and note the date that the information was collected on the chart.
 - a. Please provide the number of divisions or bureaus within your agency, the number of staff in each division, the lead personnel of each division and their contact information, and the lead personnel’s tenure in that division.

Answer: Please see attachment 1-DCHR Organizational Chart and below. This data is as of January 20, 2026.

- b. Please provide an explanation of the roles and responsibilities of each division and subdivision.

Answer:

Office of the Director - The Office of the Director (OOD) provides executive management and recruitment; policy direction; strategic and financial planning; public relations; resource management; support for DCHR and consultation to the Mayor and members of the Cabinet on human resource issues. The OOD controls and disseminates work assignments and coordinates agency operations to ensure the attainment of the agency's goals and objectives.

Lead Personnel: Charles Hall Jr., Director; Tenure – 2 years and 8 months;
Charles.hall@dc.gov

Office of the General Counsel - The Office of the General Counsel (OGC) provides legal support and advice to DCHR and District agencies on a wide variety of personnel matters related to the Comprehensive Merit Personnel Act (CMPA), District Personnel Manual (DPM), and other federal and District personnel and employment laws. Additionally, OGC provides litigation support to the Office of the Attorney General and Police and Firefighters' Retirement and Relief Board (PFRRB) regarding pending legal matters.

Lead Personnel: Gregory Evans, General Counsel; Tenure – 6 years and 5 months;
Gregory.evans@dc.gov

Policy and Compliance Administration - Policy and Compliance Administration (PCA) designs, implements, and oversees unified personnel standards to support a safe, and effective work environment. The Administration carries out its mission by collaborating with District agencies to develop modern and useful personnel practices, developing, and supporting government-wide compensation strategies, assisting agencies and employees to achieve success through amicable conflict resolution, and auditing and monitoring personnel standards and practices to achieve strategic personnel goals.

Lead Personnel: Amir Farhangi, Associate Director; Tenure – 3 years;
amir.farhangi2@dc.gov

Human Resources Solutions Administration - The Human Resources Solutions Administration (HRSA) is responsible for providing a talent acquisition strategy that aids in the department's mission to attract, develop, and retain a well-qualified and diverse workforce. HRSA is also responsible for providing IT direction for the agency and supports the human resources information system (HRIS).

The Administration carries out its mission through its talent acquisition and information technology teams. Through these teams, the Administration performs functions such as position management; classification; recruitment/retention advisement; implementing, maintaining, and providing help desk support for human capital technology software; continuous development, implementation, and maintenance of DCHR

telecommunications desktop and server infrastructure; and related policies and procedures.

Lead Personnel: Keisha Hawkins, Associate Director; Tenure – 6 years and 6 months;
Keisha.hawkins@dc.gov

Benefits & Retirement Administration - The Benefits and Retirement Administration (BRA) is responsible for the service delivery of the District's employee benefits program and policies for 32,000 benefit-eligible employees and retirees (pre and post October 1, 1987). This includes the plan management, contracting, and communication for all health, voluntary, and retirement programs. In addition, BRA oversees the Police and Firefighters' Retirement and Relief Board, which makes determinations and decisions on all retirement and survivor benefit claims and cases.

Lead Personnel: Paul Shaw, Associate Director; Tenure – 8 years and 10 months;
paul.shaw@dc.gov

Strategic Human Capital Administration - Strategic Human Capital provides oversight and full cycle management of the human capital planning process. This includes promoting and managing employee performance management, developing organizational strategies based on internal and external workforce data, and translating strategy into effective and actionable initiatives. Work includes establishing appropriate metrics, providing solutions based on results, and monitoring outcomes to ensure objectives are achieved. The division's activities include benchmarking, researching best practices, executing business process improvement initiatives, and recommending changes to enhance targeted human capital goals in support of District priorities.

Lead Personnel: Agnes Cholewa, Deputy Director; Tenure – 10 years and 4 months;
agnes.cholewa@dc.gov

Center for Learning & Development - Learning and Development provides training, workforce planning, organizational development programs, and activities that increase the knowledge, skills, and competencies of District government employees to enable them to provide the highest quality and most cost-effective services to the District of Columbia.

Lead Personnel: Rodney Jennings, Chief Learning Officer; Tenure – 1 year and 9 months;
Rodney.jennings@dc.gov

- c. Please provide a narrative explanation of any changes to the organizational chart made during the previous year.

Answer: There have been no changes to the organizational chart from the previous year.

2. Please provide a current Schedule A for the agency which identifies each position by program and activity, with the employee's title/position, salary, fringe benefits, residency status, and length of time with the agency. Please note the date that the information was collected. The Schedule A should also indicate if the position is continuing/term/temporary/contract or if it is vacant or frozen. Please separate salary and fringe and indicate whether the position must be filled to comply with federal or local law.

Answer: Please see Attachment 2- DCHR Schedule A. DCHR cannot provide residency information for employees as this would constitute an unwarranted invasion of personal privacy. The total number of DC residents per division is captured in question 48.

3. Please list all employees currently detailed to or from your agency. For each detailed employee, include:
 - a. The reason for the detail;
 - b. The job duties if detailed to your agency;
 - c. The start date of detail;
 - d. The agency the employee is detailed to/from; and
 - e. The projected date of return.

Answer: DCHR does not currently have any employees detailed to or from DCHR.

4. Please provide the Committee with:
 - a. A list of all employees who received or retained cellphones, personal digital assistants, or similar communications devices at agency expense in FY25 and Q1 of FY26;

Answer: Please see Attachment 4a-DCHR Employee Cellphones.

- b. A list of monthly costs for cell phones, tablets, and laptops;

Answer: Please see 4b-DCHR Equipment Cost.

- c. A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned in FY25 and Q1 of FY26;

Answer: DCHR owns and operates a 2017 Toyota Sienna. The vehicle is assigned to the Office of the Director.

- d. A list of travel expenses, arranged by employee for FY25 and Q1 of FY26, including the justification for travel; and

Answer: Please see attachment 4d-DCHR Travel Expenses. Employees who are selected to travel are given the opportunity to attend the SHRM Annual Conference and other HR Conferences and travel to maintain the Certified Program Manager (CPM) program accreditation. These conferences are specifically designed for HR professionals and serve as key opportunities for education, networking, and professional development. Conference attendance has also been critical to bring new ideas and approaches to our organization and expand the professional development of DCHR staff.

- e. A list of the total workers' compensation payments paid in FY25 and Q1 of FY26, including the number of employees who received workers' compensation payments, in what amounts, and for what reasons.

Answer: DCHR has not made any workers' compensation payments in FY25 or in Q1 of FY26.

5. Please list all memoranda of understanding ("MOU") entered into by your agency during FY25 and Q1 of FY26, as well as any MOU currently in force. For each, indicate the date on which the MOU was entered and the termination date.
 - a. Please provide copies of MOUs for all independent agencies contracting with DCHR.

Answer: Please see Attachment 5-DCHR FY25 and FY26 MOUs that lists all MOUs. A copy of one of the MOUs is also provided, as the language is the same for all agencies

6. Does the agency have independent contracting authority? If so, please provide a chart detailing the active contracts the agency entered, the date the contract was entered into, dollar amount, contracting entity, contract expiration date, purpose, and option years.

Answer: DCHR does not have independent contracting authority.

7. Please provide a complete, up-to-date list of contract workers working directly for your agency, ordered by program and activity, and including the following information for each position:
 - a. Title of position;
 - b. Indication that the position is filled or vacant;
 - c. Date employee began in the position;
 - d. Whether the position must be filled to comply with federal or local law;
 - e. If applicable, the federal or local law that requires the position be filled;
 - f. The entity from which they are contracted; and

g. The contracted annual cost.

Answer: Please see the table below. The FY25 annual expenditure was \$322,234.53.

Title of the Position	Program/Activity	Date Employee Began	Required for Law	Contracting Entity
Program Analyst	Records Management	11/12/24	No	Aspen
Program Manager V	Classification	4/22/24	No	Aspen
Customer Service Representative I	IT	11/3/25	No	Aspen
Customer Service Representative I	Benefits	10/27/25	No	Aspen
Customer Service Representative I	Benefits	10/27/25	No	Aspen
Customer Service Representative III	Benefits	10/27/25	No	Aspen
Human Resources Assistant I	Office of the Director	11/3/25	No	Aspen

8. Please provide, for each month of FY25 and Q1 of FY26, the net number of personnel separated from and hired to the agency.

Answer: Please see table below.

Month	Number of Separations	Number of Hires
October-24	0	1
November-24	4	11
December-24	0	4
January-25	3	2
February-25	0	1
March-25	3	4
April-25	2	2
May-25	4	2
June-25	0	1
July-25	0	0
August-25	2	0
September-25	11	2
October-25	3	1
November-25	1	1
December-25	0	0
January-26	2	1

B. Government Operations

9. Please provide a list of programs, initiatives, activities conducted by the agency in FY 25 to support the Mayor’s Grow DC plan.

Answer: DCHR has implemented the below initiatives, activities, and programs to support Mayor Bowser’s Grow DC Plan:

Public Service Launchpad Initiative (PSLI): Through this initiative, DCHR hopes to increase the number of District resident public servants by intentionally engaging students. Through partnerships with District high schools, colleges, universities, and trade schools—including Roosevelt High School and the Academy of Hope Public Charter School—PSLI showcases the purpose, impact, and career pathways available in public service while advancing Mayor Bowser’s Grow DC and Talent Capital Agenda. Together with quarterly hiring events and resume and interview preparation sessions, this initiative reflects a comprehensive approach to expanding access and opportunity for DC residents.

Federal Employee and Contractor Dedicated Hiring Event: In March 2025, DCHR, in collaboration with the Department of Employment Services, hosted the Gateways to District Careers Hiring Event which directly linked current or former Federal employees or contractors with District government employment opportunities. In preparation for the event, DCHR created a dedicated interactive employment hub that listed District employment opportunities and the various benefits of working for the District government. During the event, attendees participated in multiple workshops including Creating a Powerful LinkedIn Account and Resume Writing and Interview Preparedness and were able to receive professional headshots. Over 600 individuals attended the event.

Work for America Partnership: DCHR formalized a partnership with Work for America (WFA), a non-profit organization, that matches candidates who are interested in being public servants with government job opportunities. Through the partnership, DCHR can market upcoming hiring events and District positions on WFA’s website and can access their pool of resumes to identify perspective candidates and invite them to apply for District positions.

10. Please provide a chart of agency programs conducted during FY25. Include the following:
- a. Initiation date;
 - b. Number and grade of FTEs assigned;
 - c. Program manager;

- d. Total budget expenditure for the program (e.g. FTE salaries, materials, etc.); and
- e. Outcomes from implementation (e.g. policy changes, program continuation, public support comments, etc.)

Answer: Please see 10-DCHR FY25 Activities and Programs. As the activities and programs are ongoing, an initiation date is unknown.

11. Please provide a chart showing the agency’s program priorities for FY25 and FY26. Include the following:
- a. Staffing numbers;
 - b. Expenditure;
 - c. Community outreach activities; and
 - d. Measurable outcomes or metrics associated for each priority.

Answer: Please see 11-DCHR FY25 and FY26 Priority Programs.

12. Please provide a copy of your agency’s approved FY26 performance plan as submitted to the Office of the City Administrator, including approved goals, objectives, timelines, planned program and projects, anticipated FTE allocation and expenditure, and metric outcomes to be analyzed.

Answer: Please see 12-DCHR FY26 Performance Plan.

13. Please provide a copy of the agency’s FY25 Performance Accountability Report of strategic objectives, indicate if key performance indicators were met, and with which other government agency was the report filed.

Answer: Please see 13-DCHR FY25 Performance Accountability Report.

14. Describe problems and challenges, including chronic maintenance issues and design flaws, in agency-owned or leased facilities.

Answer: DCHR does not oversee building designs or maintenance.

15. Please provide the following information regarding capital projects:
- a. A list of all capital projects in the financial plan.
 - b. For FY23, FY24, FY25, and Q1 of FY26 an update on all capital projects under the agency’s purview, including a status report on each project, an explanation of any delays, the timeframe for project completion, the amount budgeted, actual dollars spent, and any remaining balances, to date.
 - c. An update on all capital projects planned for FY26, FY27, FY28, and FY29.

Answer: DCHR does not have any capital funding or projects.

16. A description of whether the capital projects begun, in progress, or concluded in FY23, FY24, FY25, or Q1 of FY26, had an impact on the operating budget of the agency. If so, please provide an accounting of such impact.

Answer: DCHR does not have any capital funding or projects.

17. What capital or operating projects arose from these issues in FY25 and FY26, including cost and actions taken?

Answer: DCHR does not have any capital funding or projects.

18. Please provide the number of FOIA requests for FY25 and Q1 of FY26, that were submitted to your agency. Include the number granted, partially granted, denied, and pending. In addition, please provide the average response time, the estimated number of FTEs required to process requests, the estimated number of hours spent responding to these requests, and the cost of compliance.

Answer: Please see the below FOIA information from FY25 through Q1 of FY26 (to date/Jan 13, 2026):

TOTAL:

1. Total number of requests - 79
2. Number of requests granted in full – 8
3. Number of requests partially granted – 13
4. Number of requests denied – 6
5. Number of requests with “Other” (i.e., withdrawn, no responsive records, no response from requester, or referred to another agency) – 52
6. Number of pending requests - 0
7. Average number of days to respond – 6.80 days
8. Estimated number of FTEs required to process requests – 2 to 3 FTEs (1 FOIA officer; 1 to 2 records, support or other staff)
9. Estimated number of hours spent – 444.77
10. Estimated cost of compliance - \$21,690.41

FY25*:

1. Total number of requests – 63
2. Number of requests granted in full – 8
3. Number of requests partially granted – 12
4. Number of requests denied – 4
5. Number of requests with “Other” (i.e., withdrawn, no responsive records, no response from requester, or referred to another agency) – 39
6. Number of pending requests - 0
7. Average number of days to respond – 7.10 days

8. Estimated number of FTEs required to process requests – 2 to 3 FTEs (1 FOIA officer; 1 to 2 records, support or other staff)
 9. Estimated number of hours spent – 354.69
 10. Estimated cost of compliance - \$17,191.82
- *This information includes two FOIA requests that were originally filed in FY24, but were resolved in Q1 of FY25.

FY26 Q1:

1. Total number of requests - 16
 2. Number of requests granted in full – 0
 3. Number of requests partially granted – 1
 4. Number of requests denied – 2
 5. Number of requests with “Other” (i.e., withdrawn, no responsive records, no response from requester, or referred to another agency) – 13
 6. Number of pending requests - 0
 7. Average number of days to respond – 5.625 days
 8. Estimated number of FTEs required to process requests – 2 to 3 FTEs (1 FOIA officer; 1 to 2 records, support or other staff)
 9. Estimated number of hours spent – 90.08
 10. Estimated cost of compliance - \$4,498.59
19. If there are any boards or commissions associated with your agency, please provide a chart listing the names, confirmation dates, terms, wards of residence, and attendance of each member. Include any vacancies. Please also attach agendas and minutes of each board or commission meeting in FY25 and Q1 of FY26, if minutes were prepared. Please inform the Committee if the board or commission did not convene during any month.

Answer: DCHR administers the Police & Firefighters Retirement & Relief Board (PFRRB). The Board conducts hearings for police and firefighters to determine retirement eligibility due to disabilities sustained through the performance of duty. Due to the medical, surgical, and psychiatric nature of these cases, the docket and transcripts are confidential. DCHR does not manage the board membership; the Mayor’s Office of Talent and Appointments (MOTA) is the agency responsible for membership and maintains appointment information. As mandated by statute, PFRRB also determines eligibility for United States Secret Service (USSS), USSS Uniformed Division, and United States Park Policies families and dependents.

20. Please provide a list of any additional training or continuing education opportunities made available to agency employees. For each additional training or continuing education program, please provide the subject of the training, the names of the trainers, and the number of agency employees that were trained.

Answer: Please see the table below.

Subject of Training	Trainers	Number of Employees Attending
HR Best Practice Conference	WorkHuman	1
HR Best Practice Conference	Society for Human Resources Management	10
IT Service Delivery	ServiceNow	1
Certified Program Management	National Certified Public Manager Consortium	1

21. Please describe the agency’s customer feedback and public engagement. How does the agency solicit feedback from members of the public (i.e., District residents served)? What has the agency learned from this feedback?

Answer: DCHR solicits resident feedback after each hiring event through an anonymous survey. The feedback received typically praises the event but recommends a larger space based on the number of attendees. In addition, participants recommend having all agency hiring managers attend the event.

DCHR also solicits feedback from the Districtwide HR community during the monthly HR meeting and the annual HR Summit. Based on feedback at the annual HR Summit, DCHR created the HR Connection Lab. An initiative that forms five working groups composed of DCHR and HR professionals Districtwide (hiring, workforce planning, communications, employee relations/leave and HR training) to collaboratively identify best practices, compile relevant tools, and improve and streamline business processes.

As part of the HR Business Partner initiative, DCHR provides pre and post engagement surveys to understand DCHR’s effectiveness.

C. Data

22. In filterable and sortable spreadsheet, please list all electronic databases maintained by your agency, including the following:

- a. A detailed description of the information tracked within each system;
- b. The age of the system and any discussion of substantial upgrades that have been made or are planned to the system; and
- c. Whether the public can be granted access to all or part of each system.

Answer: Please see Attachment 22-DCHR Databases.

23. Provide a list of all publications, brochures and pamphlets prepared by or for the agency during FY25 and Q1 of FY26. Please provide copies.

Answer: DCHR has not prepared any publications, brochures, or pamphlets in FY25 or Q1 of FY26.

24. Please provide a list of all studies, research papers, reports, and analyses that the agency prepared or contracted for during FY25 and Q1 of FY26. Please state the status and purpose of each. Please submit a hard copy to the Committee if the study, research paper, report, or analysis is complete.

Answer: DCHR did not complete any studies, research papers, reports, and analyses in FY25 and thus far in FY26.

D. Laws, Audits, and Reports

25. Please list any legislation that impacts your agency from the prior two fiscal years and provide a status report on the agency's implementation related to each piece of legislation.

Answer:

1. Youth Mentorship Through Community Engagement Act 2024

- Passed on January 24, 2025.
- The Act establishes a professional youth mentorship and family engagement program to enhance well-being and teach essential life skills. It would also create community service leave for eligible District government employees to volunteer as a tutor or mentor to a student. Candidates to be mentors must pass a criminal background check, complete a course of training, etc.
 - The Act first requires that the OCFO includes a fiscal effect statement for the implemented changes and for such changes to be included in an approved budget and financial plan before such changes can go into effect. DCHR is not aware that any such fiscal effect study has been conducted in order to inform what actions DCHR shall need to take.

2. Peace DC Omnibus Amendment Act of 2025

- Passed on November 14, 2025; Effective from October 28, 2025
- Proposed that Police and Firefighters who die from an illness or injury covered by the DC Code's presumption for death caused by respiratory disease, cancer, or infectious disease shall be deemed to have died in the performance of duty. Members who have died within 5 years of an injury or illness covered under these presumptions are also deemed to have died in the performance of duty.
 - The Act first requires that the OCFO includes a fiscal effect statement for the implemented changes and for such changes to be included in an approved budget and financial plan before such changes can go into effect.

DCHR is not aware that any such fiscal effect study has been conducted in order to inform what actions DCHR will need to take.

26. Please identify any legislative changes that would enable the agency to better meet its mission.

Answer: None currently.

27. Please list all reports or reporting currently required of the agency in the District of Columbia Code or Municipal Regulations. Indicate the following:

- a. Report due date;
- b. If the agency complied;
- c. Date of actual transmittal; and
- d. To which entity the reports were filed.

Answer: Please see table below.

Report	Statute/Rule	Report due date	Transmittal
Agency Performance Report (to Council)	DC Code § 1-614.13	January 15	Annually posted on OCA's website
Agency drug policy compliance report (to City Administrator)	Mayor's Order 2019-081	December 31	Submitted on December 17, 2025
Financial Disclosure Statement Report (to BEGA)	6B DCMR § 1810	July 1	Submitted to BEGA on May 30, 2025.
Freedom of Information Act Report (to Mayor)	1 DCMR § 413	Annually	FY24 FOIA report was submitted on November 20, 2025.
Incentive Awards Activity (to Mayor)	6B DCMR § 1908.3	Annually (if any awarded)	FY25 report submitted to Mayor on January 16, 2026.
Monetary Awards (to Council)	6B DCMR § 1908.4	Within 30 days of execution	FY25 Report attached to FY25 performance hearing answers
Residency Compliance (to Council)	DC Code § 1-515.06 YB DCMR § 309	November 30	FY25 report submitted to Council .
Suitability Activity (to Mayor)	6B DCMR § 441	Biannually	FY25 annual report submitted to Mayor on January 7, 2026.

Agency Sexual Harassment Data Disclosure Report	D.C. Code § 1-5406.01 <i>et seq</i>	Annually	Submitted to OHR on November 4, 2025.
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28. Please list all pending lawsuits in which the agency, or its officers or employees acting in their official capacities, are named as defendants, and for each case provide the following:

- a. The case name;
- b. Court where the suit was filed;
- c. Case docket number;
- d. Case status; and
- e. A brief description of the case

Answer:

Case Name	Number	Claim	Status
Steve Pappas, et al., v. District of Columbia, et al.	No. 19-2800 in the United States District Court for the District of Columbia	Petitioners claim violations of the ADA process for referring injured officers to the Police and Firefighters’ Retirement and Relief Board (PFRRB) without first determining whether an ADA accommodation is feasible.	Pending: As of Jan. 13, 2026, OAG has informed DCHR that the court recently granted a motion for former officer Vincent Hopkins to intervene in the case. DCHR continues to work with OAG on this matter.
Carla Mitchell v. Department of Human Resources	Office of Employee Appeals Matter No. 1601-0081-25	Petitioner/Appellant challenged her 2025 separation from the agency.	Pending: The first hearing in this matter, a Prehearing Conference, is scheduled for January 29, 2026.
John Doe v. Romand Catholic Archbishop of Baltimore, et al.	No. C-16-CV-25-003047 in the Circuit Court for Prince George’s County	Plaintiff alleges that between 1966 and 1968, while detained at the Oak Hill Youth Center as a minor, he was sexually assaulted by a resident Catholic priest. The Complaint alleges, among other things, that DYRS and the DCHR negligently failed to oversee the facility’s operations and failed to	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.

		provide a safe environment for the youth in their care.	
S.W. vs. The State of Maryland, et al.	No. C-24-CV-25-004436 in the Circuit Court for Baltimore City, Maryland	Plaintiff alleges around 2000 and/or 2001, while detained at the Oak Hill Youth Center, as a minor, he was sexually assaulted by two unknown male staff members.	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.
S.T. vs. The State of Maryland, et al.	No. C-24-CV-25-004502 in the Circuit Court for Baltimore City, Maryland	Plaintiff alleges he was sexually assaulted around 1994 while detained at the Oak Hill Youth Center as a minor.	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.
R.L.B. vs. The State of Maryland, et al.	No. C-24-CV-25-004740 in the Circuit Court for Baltimore City, Maryland	Plaintiff alleges that around 1987, as a minor detained at the Oak Hill Juvenile Detention Center, he was sexually assaulted by a male staff member.	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.
J.B. vs. The State of Maryland, et al.	No. C-24-CV-25-004780 in the Circuit Court for Prince Georges County	Plaintiff alleges that between 1985 and 1990, while detained at the Oak Hill Youth Center and Cedar Knoll Facilities as a minor, he was sexually assaulted by staff members.	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.
M.J. vs. The State of Maryland, et al.	No. C-24-CV-25-004834 in the Circuit Court for Baltimore City, Maryland	Plaintiff alleges that between 2015 and 2016, while detained at New Beginnings Youth Development Center, formerly known as the Oak Hill Youth Center, Plaintiff was sexually assaulted by three staff members.	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.
T.H. vs. The State of Maryland, et al.	No C-24-CV-25-005221 in the Circuit Court for the City of Baltimore, Maryland	Plaintiff alleges that between 1991 to 1994 he was sexually assaulted, while detained at the Oak Hill Juvenile Detention Center as a minor.	Pending: OAG filed motion to dismiss that is still pending. Discovery has not yet started.
McFarland v. DC Dept of Consumer and Regulatory Affairs, et al.	No. 23-CV-607 in the District of Columbia Court of Appeals (DCCA)	Petitioner/Appellant challenged a 2019 determination regarding his job classification.	Closed: On March 21, 2025, the Superior Court ruled in DCHR’s favor and held that it does not have jurisdiction to

			hear classification appeals that do not reduce an employee's grade.
Wright v. DCHR	OHR Case No. 18-158-P (CN); 1:22-cv-03666-RBW in the U.S. District Court for the District of Columbia (U.S. D.D.C.)	Complainant/Plaintiff had pending cases in two forums regarding same claims of hostile work environment and retaliation from 2016.	Closed: On November 3, 2025, OHR issued a final order adopting the parties' voluntary settlement agreement.
Zainab Yusuff v. District of Columbia, et al.	No. 2024-CAB-005229 in the Superior Court of the District of Columbia	Plaintiff named DCHR, BEGA, OHR, DISB, ABRA, OEA, and others in a complaint alleging wrongful termination. She asserts claims including discrimination and hostile work environment.	Pending: In an order on Dec. 31, 2024, the Superior Court dismissed Plaintiff's complaint as to all individual agencies as <i>non sui juris</i> . The amended claims were removed on Feb. 7, 2025, to the U.S. District Court for the District of Columbia. This case is still pending in federal district court. OAG is currently waiting for a decision for a motion for reconsideration of OAG's motion to dismiss.
EEOC Charges:			

A. M. v. DCHR	No. 570-2024-00560: Charge filed with EEOC	Charge filed by former contractor alleging discrimination.	Closed: DCHR submitted its position statement on or around June 26, 2024. On Feb. 13, 2025, the EEOC issued its determination that it “will not proceed further with its investigation” into this matter.
Alphonso Lee v. DCHR	No. 570-2026-00927: Charge filed with EEOC	Charge filed alleging discrimination, harassment, and retaliation by DCHR for termination and interference with hiring.	Pending: Charge filed. OAG has sent initial information request.

29. Please list the total amount of money the agency or the District, on behalf of the agency, expended to settle claims against it, or its officers or employees acting in their official capacities, in FY 25 and FY 26, to date.

Answer: \$80,000

30. Please list each settlement the agency or the District, on behalf of the agency, entered into in FY 25 and FY 26 to date that involved claims against the agency, or its officers or employees in their official capacity, including any settlements covered by D.C. Code § 2-402(a)(3). For each settlement, provide:

a. The amount of the settlement,

Answer: \$80,000

b. If related to litigation, the case name and brief description;

Answer: In Janice Wright v. District of Columbia, the Plaintiff filed a Title VII employment discrimination claim against DCHR alleging that, while employed by DCHR, she was retaliated against for reporting what she believed to be sexual harassment of another employee by that employee’s supervisor.

c. If unrelated to litigation, please describe the underlying issue or reason for the settlement (e.g. administrative complaint, etc.).

Answer: This is not applicable.

31. Please describe the agency's procedure for handling allegations of workplace harassment during FY25 and Q1 of FY26. Indicate the following:
- a. Date of offense;
 - b. Whether the parties report to the same supervisor;
 - c. The findings of substantiation or non-substantiation; and
 - d. What official action was taken.

Answer: Besides lawsuits and charges listed under Question # 28, DCHR received zero (0) workplace harassment claims during FY25 and Q1 of FY26.

32. Please describe the agency's handling of sexual harassment claims received during FY25 and Q1 of FY26. Indicate the following:
- a. Date of offense;
 - b. Whether the parties report to the same supervisor;
 - c. The findings of substantiation or non-substantiation;
 - d. What official action was taken;
 - e. Identify the investigating official or Sexual Harassment Officer (SHO) for each claim; and
 - f. The date the report was forwarded to the Mayor's Office of Legal Counsel.

Answer: DCHR follows Mayor's Order 2023-131. The Agency received zero (0) sexual harassment claims during FY25 and Q1 of FY26.

33. Please list all administrative complaints or grievance received in FY 25 and Q1 of FY26. Indicate the following:
- a. The nature of the complaint;
 - b. The review procedure followed; and
 - c. The resolution of the complaint.
 - d. Whether or not the employee(s) complaint was resolved by moving to a different workspace, and or supervision.

Answer: DCHR has not received any administrative grievances or complaints filed by parties outside District government against DCHR regarding services provided by or actions of the agency or any employee of the agency in FY25 or FY26 to date.

34. Please list all investigations, audits, or reports on your agency or any employee of your agency conducted in FY25 and Q1 of FY26. Include copies of any concluded reports and indicate the anticipated date of conclusion for any ongoing reports.

Answer: Please see details below.

Annual Financial Audits:

The following annual audits are completed by an independent third-party vendor selected by the Office of the Chief Financial Officer (OCFO) and are in the final stages for FY25 (fieldwork for FY26 typically does not begin until the third quarter of the fiscal year):

Annual Comprehensive Financial Report (ACFR): The annual ACFR was conducted by Clifton Larson and Allen and examines the financial completeness and accuracy of new hire and termination actions within the District. The ACFR also examined the technology used for recruiting and hiring employees (i.e., PeopleSoft).

Retirement Plan Audit 401(a) Defined Contribution Plan and 457(b) Deferred

Compensation Plan: The annual Retirement Plan Audit for 401(a) and 457(b) was conducted by F.S. Taylor & Associates and examines the operations and assets of the 401(a) and 457(b) plans, including verifying that employees are enrolled correctly and contributing the correct amounts. In FY25, the auditors completed all necessary field work and expressed verbally that all testing was complete.

Office of the Inspector General (OIG) Human Capital Audit: As defined in the OIG's December 2024 announcement letter (attachment labeled as "34a-Human Capital Mgmt Audit - Engagement Letter - OIG No. 25-1-02MA"), the OIG's "objective is to determine whether District agencies maintain effective policies throughout the human capital management lifecycle – from strategic planning and recruitment to staff development, retention, succession planning, and separation." The auditor has not yet provided DCHR with a final report.

Office of the DC Auditor (ODCA) Discretionary Audit: As defined in the ODCA's engagement letter (attachment labeled as "34b- DC Auditor Engagement Letter 8.14.24"), the ODCA's discretionary audit "will consider HR operations in independent agencies as well as DCHR. The preliminary objectives are as follows: Identify fragmentation, overlap, and duplication in D.C. government human resources operations. Identify potential effects of fragmentation, overlap, and duplication in D.C. government human resources operations. Identify options to increase efficiency; reduce or better manage fragmentation, overlap, and duplication; and generate cost savings in D.C. government human resources operations." The ODCA provided draft recommends but a final report has not been issued.

35. Please list all requests for information submitted to the agency in FY 24, FY 25 and Q1 of FY26 by the Office of the Inspector General; D.C. Auditor; Internal audit; and any other federal or local oversight entities. For each request, please indicate:
- The subject of the request;

- b. The requesting agency;
- c. The date received;
- d. The information was supplied; and
- e. Whether the information was supplied by the date request. If information was not timely supplied, please indicate the reason for any delays.

Answer: Besides information submitted by DCHR pursuant to the matters listed under Question #34 above, the following requests for information were submitted in FY 24, FY 25, and Q1 of FY 26 to the named oversight entities:

Subject of Request	Requestor	Date Received	Info Supplied	Timely?
Complaint Referral 24-00472	OIG	2/12/2024	Summary of actions taken to resolve allegation(s) and findings	Yes
Complaint Referral 24-00782	OIG	6/6/2024	Summary of actions taken to resolve allegation(s) and findings	Yes
Complaint Referral 24-00560	OIG	3/25/2024	Summary of actions taken to resolve allegation(s) and findings	Yes
Complaint Referral 25-00162	OIG	2/20/2025	Summary of actions taken to resolve allegation(s) and findings	Yes
Complaint 25-00194	OIG	1/24/2025	Summary of actions taken to resolve allegation(s) and findings	Yes
OIG Management Alert Report, 2025-MAR-003	OIG	8/13/2025	Summary of DCHR findings and actions taken to resolve issue(s) raised; clarification of the scope of the issue(s).	Yes
Report Recommendations Follow-Up - DCHR, OIG No. 20-1-25MA	OIG	8/8/2025	Status of corrective actions	Yes

36. Please provide each collective bargaining agreement that is currently in effect for agency employees. Please include the bargaining unit and the duration of each agreement. Please note if the agency is currently in bargaining and its anticipated completion.

Answer: DCHR does not have any employees covered under a Collective Bargaining Agreement.

37. Is the agency currently party to any active non-disclosure agreements? If so, please provide all allowable information on all such agreements, including:

- a. The number of agreements;
- b. The department(s) within the agency associated with each agreement; and
- c. Whether any agreements are required for specific positions (please list each position by division and program and indicate whether the position is contracted).

Answer: DCHR is not currently party to any non-disclosure agreements.

38. Please include a chart of FY25 employee evaluation rating showing the employee's job title, duties/responsibilities, classification grade, salary, date of employment, and FY25 evaluation rating. Also, please identify if the employee has been separated from the agency during FY25 or Q1 of FY26.

Answer: DCHR cannot provide performance evaluation ratings by job title as this would identify individual employees and constitute an unwarranted invasion of personal privacy.

E. Finance and Budget

39. Please provide a table showing your agency's Council-approved original budget, revised budget (after reprogrammings, etc.), and actual spending, by program and activity, for FY25 and Q1 of FY26.

- a. For each program and activity, please include total budget and break down the budget by funding source (federal, local, special purpose revenue, or intra-district funds).
- b. Include any over- or under-spending. Explain any variances between fiscal year appropriations and actual expenditures for FY25 and Q1 of FY26 for each program and activity code.
- c. Attach the cost allocation plans for FY25 and FY26.
- d. In FY25 and Q1 of FY26, did the agency have any federal funds that lapsed? If so, please provide a full accounting, including amounts, fund sources (e.g. grant name), and reason the funds were not fully expended.

Answer: Please see 39- DCHR FY25 and FY26 Budget and Expenditures.

40. For FY25 and Q1 of FY26, please list all intra-District transfers to or from the agency.

Answer: Please see 40-DCHR FY25 and FY26 Intra Agency Transfers.

41. For FY25 and Q1 of FY26, please identify any special purpose revenue funds maintained by, used by, or available for use by the agency. For each fund identified, provide:
- a. The revenue source name and code;
 - b. The source of funding;
 - c. A description of the program that generates the funds;
 - d. The amount of funds generated by each source or program;
 - e. Expenditures of funds, including the purpose of each expenditure; and
 - f. The current fund balance.

Answer: Please see 41- DCHR FY25 and FY26 Special Purpose Revenue.

42. Please fill out the attached spreadsheet titled “Grants Received,” and list all federal and/or private grants received by your agency in FY25 and Q1 of FY26, current balances, and indicate any that lapsed during or at the end of FY25. Please submit the completed document in both Excel and PDF formats, and ensure to include the following:
- a. Name and amount of federal source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - b. Name and amount of local source of funding agency and program, broken down in percentage (%) and dollar amount (\$);
 - c. Identify whether each funding source is recurring or one-time;
 - d. Identify whether the contract was competitively bid or sole-source; and
 - e. Indicate the receiving agency and amount of funding for funds moved out of the agency.

Answer: DCHR does not receive any federal or private grants.

43. Please provide a status report, including timeframe of completion, for all projects for which your agency currently has capital funds available.

Answer: DCHR does not receive any capital funding.

44. Please list all budget enhancement requests (Form B or similar) submitted in FY25 and Q1 of FY 26 and all budget enhancements received in FY25 and Q1 of FY26, please provide a status report on the implementation of each enhancement.

Answer: In regard to budget enhancement requests, this request asks for information that is protected from disclosure by the deliberative process and executive privileges. DCHR did not receive any budget enhancements in FY26.

II. Agency Specific Questions

A. Agency Administration

45. Please discuss the Department of Human Resources' top five priorities. Included in this response, please discuss what has been done in 2025 and what is planned moving forward in 2026.

Answer: Please see the below.

1. District Branding and Marketing: DCHR will focus on marketing the District as an employer of choice by increasing the use of social media, creating and posting informative videos that showcase District employees, and expanding the way DCHR engages with applicants.

In FY25, DCHR rebranded and increased our use of LinkedIn by posting all District positions on the platform. The rebranding included an increase of video postings that highlight the contributions and impact that District employees make on District residents. DCHR also increased its social media content designed to market the District Government as an employer of choice. The DCHR communications team has been using our social media channels to drive interest in District events, including hiring fairs, the HR Summit, and our benefits and wellness fairs. We've moved away from just posting flyers as marketing and are now using video reels to share success stories, workshops, and event recaps. By staying current with trends, we've made our content more accessible to a wider audience. This approach is working—we're seeing steady growth in our follower counts and much higher engagement across all platforms. We also recently launched the "THIS IS DC" video, which serves as a tribute to public service and showcases what it's like to work for the District.

2. Strategic Recruitment including the Public Service: DCHR will continue to work towards this initiative by planning and hosting quarterly hiring events and engaging with college and university student centers to establish partnerships that will facilitate recruitment of graduates. DCHR will also further educate agency HR partners on the benefits of using the District's centralized LinkedIn platform. DCHR will also prepare District residents for government opportunities by facilitating community career conversations and informative job preparedness conversations that focus on applying and interviewing for District job opportunities.

In FY25, DCHR held its first community conversation where participants learned best practices and tips on resume writing, interview skills, and applying specifically for District government jobs. In addition, participants received one-on-one feedback on their resumes and participated in a mock interview process. DCHR received positive feedback

on the session. DCHR also held three hiring events: 1. Fall Hiring Event: In collaboration with the DC National Guard and the DC Mayor’s Office of Veteran’s Affairs, DCHR hosted the fall hiring event in November 2024. 2. Winter Hiring Event: This two-day event occurred in February 2025. 3. Gateways to District Careers: a hiring event dedicated for current or former Federal employees or contractors in March 2025. This event included multiple workshops including Creating a Powerful LinkedIn Account and Resume Writing and Interview Preparedness and opportunities for professional headshots. In total, over 2,300 candidates attended these events and over 100 job offers were provided.

DCHR also formalized a partnership with Work for America, a non-profit organization, that matches candidates who are interested in being public servants with government job opportunities. Through the partnership, DCHR can post District vacancies and announcements on Work for America’s portal. DCHR also enhanced LinkedIn use by determining how to identify if a candidate who reviewed a posting on LinkedIn applied for the position. This helps to track the effectiveness of LinkedIn postings.

In FY26, through partnerships with District high schools, colleges, universities, and trade schools—including Roosevelt High School and the Academy of Hope Public Charter School—DCHR will implement the Public Service Launchpad Initiative (PSLI). The PSLI showcases the purpose, impact, and career pathways available in public service while advancing Mayor Bowser’s Grow DC and Talent Capital Agenda. Together with quarterly hiring events and resume and interview preparation sessions, this initiative reflects a comprehensive approach to expanding access and opportunity for DC residents.

3. HR Training: DCHR will partner with the District HR community to develop and launch comprehensive HR training for managers and the HR community. The training will focus on topics including the recruitment process, compensation, and employee relations.

In FY25, DCHR hosted its annual HR Summit, a two-day professional development event for the District HR community. Participants engaged in a curated mix of panel discussions, interactive workshops, and peer-to-peer learning labs that sparked meaningful dialogue and practical takeaways. Specific sessions included: Recruitment 101, Artificial Intelligence and Public Employees, Engaging in a Multi-Generational Workforce, Informal Conflict Resolution, Compensation Basics, and a HR best Practice Panel. A key highlight of the HR Summit was the successful preview of HR Recruitment 101, marking a significant milestone in the rollout of our broader HR training series. This early showcase allowed us to gather valuable information and informal feedback

from the HR community, which will inform final content refinement. Over 150 HR professionals attended the event.

In FY26, DCHR will be implementing an HR new hire orientation and HR Foundations training that provides fundamental HR training in ten modules including classification, employee relations, benefits, strategic HR and data analysis, and employee relations. The training is expected to begin in early March 2026. In addition, with the support of the HR Business Partner and the HR Connection Lab described in number 49, DCHR and the HR community will develop multiple resources for the HR community including but not limited to a workforce planning guide and template and stay interview guides, which are similar to exit interviews but more proactive and inquire about an employee's intent to stay with an employer.

4. Employee Professional Development: DCHR will review and revamp our professional development opportunities at various workforce levels. Special emphasis will be placed on upskilling and reskilling to ensure that employees are prepared for the implementation of AI in their daily work.

In FY25, DCHR launched over 20 new training courses that focused on critical, in-demand skills including public speaking, critical thinking, project management and change management. Select new courses include Resilience and System Thinking, Effective Presentations, Critical Thinking and Problem Solving, and Project Management Parts 1 and 2. Over 500 employees attended these new courses and provided tangible feedback and insights as DCHR plans its FY26 training catalog. DCHR also held our annual MSS week that included a week of dedicated training for managers. The courses offered during this week ranged from manager MSS courses such as Principles of Management to new courses offered including Addressing Mental Health in the Workplace and Position Classification. Virtual and in-person opportunities across multiple locations were provided. 1,032 enrollments were recorded and 92.5% of managers who completed the follow-up survey were satisfied.

In FY26, DCHR will continue to develop and implement new courses based on employee survey feedback and a learning assessment that will be completed by managers.

5. HR Service Delivery: DCHR enhanced the HR ticketing system in HR Portal by adding new service categories for Classification, Training, Benefits, Retirement, and Distribution services. Each category has a dedicated request type with a form to simplify submissions. Additionally, DCHR integrated the AWS call center with the HR ticketing system to streamline call intake and case management. Furthermore, DCHR and the Office of the Chief Technology Officer communicated Districtwide to highlight the

benefits of the HR portal to include streamlined requests, real-time request tracking and a comprehensive resource hub with employee knowledge articles. Throughout FY25, over 15,000 tickets were submitted and processed across all categories.

In FY26, DCHR will refine the use of the HR portal by enhancing the dashboards, implementing additional templates, and reviewing customer feedback surveys to identify needed knowledge articles.

46. Does your agency track employee engagement with resources such as Financially Fit DC?

Answer: Financially Fit DC@work participation is tracked by our agency partners at the Department of Insurance Securities and Banking (DISB). For FY25, there were 1,201 attendees to both live & on-demand sessions.

47. Please provide an account of the categories of employment within the District government. Specify the number of managers and managers with tenure.

Answer: Please see the charts below as of January 22, 2026, which illustrate the categories of District employees and managers grouped by tenure time.

Classification	Employees
Career Service	21,298
Educational Service	13,484
Excepted Service	551
Executive Service	67
Legal Service	643
MSS	2,512
Acting	Less than 25
Grand Total	38,563

MSS Tenure Range (in Years)	Count
4 and Below	532
5 to 9	575
10 to 14	451
15 to 19	354
20 to 24	250
25 to 29	146
30 to 34	103
35 to 39	60
40 to 44	28

45+	Less than 25
Grand Total	2,512

48. Please list the various offices or departments within your agency, and include each function, responsibilities, number of personnel, and the number of personnel who are District residents.

Answer: Please see details captured below.

Office of the Director - The Office of the Director (OOD) provides executive management and recruitment; policy direction; strategic and financial planning; public relations; resource management; support for DCHR and consultation to the Mayor and members of the Cabinet on human resource issues. The OOD controls and disseminates work assignments and coordinates agency operations to ensure the attainment of the agency's goals and objectives.

Number of Personnel: 16, DC Residents: 8

Office of the General Counsel - The Office of the General Counsel (OGC) provides legal support and advice to DCHR and District agencies on a wide variety of personnel matters related to the Comprehensive Merit Personnel Act (CMPA), District Personnel Manual (DPM), and other federal and District personnel and employment laws. Additionally, OGC provides litigation support to the Office of the Attorney General and Police and Firefighters' Retirement and Relief Board (PFRRB) regarding pending legal matters.

Number of Personnel: 14, DC Residents: 4

Policy and Compliance Administration - Policy and Compliance Administration (PCA) designs, implements and oversees unified personnel standards to support a safe, and effective work environment. The Administration carries out its mission by collaborating with District agencies to develop modern and useful personnel practices, developing and supporting government-wide compensation strategies, assisting agencies and employees to achieve success through amicable conflict resolution, and auditing and monitoring personnel standards and practices to achieve strategic personnel goals.

Number of Personnel: 14, DC Residents: 6

Human Resources Solutions Administration - The Human Resources Solutions Administration (HRSA) is responsible for providing a talent acquisition strategy that aids in the department's mission to attract, develop, and retain a well-qualified and diverse workforce. HRSA is also responsible for providing IT direction for the department and

supports the human resources information system (HRIS).

The Administration carries out its mission through its talent acquisition and information technology teams. Through these teams, the administration performs functions such as position management; classification; recruitment/retention advisement; implementing, maintaining, and providing help desk support for human capital technology software; continuous development, implementation, and maintenance of DCHR telecommunications desktop and server infrastructure; and related policies and procedures.

Number of Personnel: 24, DC Residents: 10

Benefits & Retirement Administration - The Benefits and Retirement Administration (BRA) is responsible for the service delivery of the District's benefits program and policies for 32,000 benefit-eligible employees and retirees (pre and post October 1, 1987). This includes plan management, contracting, and communication for all health, voluntary, and retirement programs. In addition, BRA oversees the Police and Firefighters' Retirement and Relief Board, which makes determinations and decisions on all retirement and survivor benefit claims and cases.

Number of Personnel: 33, DC Residents: 18

Strategic Human Capital Administration - Strategic Human Capital provides oversight and full cycle management of the human capital planning process. This includes promoting and managing employee performance management, developing organizational strategies based on internal and external workforce data, and translating strategy into effective and actionable initiatives. Work includes establishing appropriate metrics, providing solutions based on results, and monitoring outcomes to ensure the objectives are achieved. The division's activities include benchmarking, researching best practices, executing business process improvement initiatives, and recommending changes to enhance targeted human capital goals in support of District priorities.

Number of Personnel: 30, DC Residents: 17

Center for Learning & Development - Learning and Development provides training, workforce planning and organizational development programs, and activities that increase the knowledge, skills, and competencies of District government employees, to enable them to provide the highest quality and most cost-effective services to the District of Columbia.

Number of Personnel: 10, DC Residents: 4

49. Please describe any initiatives that the agency implemented in 2025 to improve the internal operations of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

Answer:

Public Service Launchpad Initiative (PSLI): Through this initiative, DCHR hopes to increase the number of District resident public servants by intentionally engaging students. Through partnerships with District high schools, colleges, universities, and trade schools—including Roosevelt High School and the Academy of Hope Public Charter School—PSLI showcases the purpose, impact, and career pathways available in public service while advancing Mayor Bowser’s Grow DC and Talent Capital Agenda. Together with quarterly hiring events and resume and interview preparation sessions, this initiative reflects a comprehensive approach to expanding access and opportunity for DC residents.

Work for America Partnership: DCHR formalized a partnership with Work for America, a non-profit organization, that matches candidates who are interested in being public servants with government job opportunities. Through the partnership, DCHR can market upcoming hiring events and District positions on WFA’s website and can access their pool of resumes to identify perspective candidates and invite them to apply for District positions.

Human Resources Business Partner: In FY25, DCHR hired a Human Resources Business Partner (HRBP) who provides direct HR support to agencies under DCHR’s personnel authority. The HRBP serves as a liaison between the agency they are supporting and DCHR and shares best practices across HR functions. The HRBP provides various HR support including recruitment and staffing support, strategic workforce planning, drafting of Standard Operating Procedures, and employee engagement.

HR Summit: In FY25, DCHR hosted its annual HR Summit; a two-day professional development event for the District HR community. Participants engaged in a curated mix of panel discussions, interactive workshops, and peer-to-peer learning labs that sparked meaningful dialogue and practical takeaways. Specific sessions included: Recruitment 101, Artificial Intelligence and Public Employees, Engaging in a Multi-Generational Workforce, Informal Conflict Resolution, Compensation Basics, and a HR best Practice Panel. Over 150 HR professionals attended the event.

The HR Connection Lab: Based on feedback at the HR Summit, DCHR created the HR Connection Lab. An initiative that forms five workgroups composed of DCHR and HR

professionals Districtwide (hiring, workforce planning, communications, employee relations/leave and HR training) to collaboratively identify best practices, compile relevant tools, and improve and streamline business processes.

Implementation of Customer Relationship Management: In FY25, DCHR continued to collaborate with the Office of the Chief Technology Officer (OCTO) to implement ticketing software to streamline employee requests. Additional services categories for benefits, retirement, customer care, learning and development, and classification were implemented in FY25. Employees can submit a ticket via an electronic portal and track the status of their ticket. Through this implementation, DCHR can effectively monitor, track and report on employee requests, ensure adherence to service level agreements, and maintain an online FAQ database that is up-to-date with new questions and comprehensive answers based on the evolving needs and feedback of employees. Throughout FY25, over 15,000 tickets were submitted and processed across all categories.

AWS Integration: In FY25, DCHR integrated the AWS call center with the HR ticketing system to streamline call intake and case management. This integration allows Customer Care representatives to answer calls and manage tickets within the same platform, ensuring that each call generates interaction records, including transcripts and recordings. Dashboards and tracking features provide insights into call activities, and service level agreements alert supervisors about prolonged cases.

B. Employee Processing

50. Please provide the average number of days the agency takes to conclude each of the following matters, and discuss the steps the agency is required to take for each:

- a. Onboarding of a new employee;

Answer: In FY25, the average number of days from when an applicant was identified to be onboarded to when they were active in PeopleSoft was 5.88 days.

- b. Retirement processing.

Answer: Retirements average 30-45 for processing, which may be impacted by several factors. The steps for an employee to retire should begin with attendance of a retirement information session to provide the employee with the appropriate information to determine whether they are ready for retirement. Next, the employee contacts DCHR to schedule a retirement consultation where a retirement specialist reviews the employee's personnel record to determine retirement eligibility, ensures that the record is in good order and advises the employee on the benefits to which they are entitled. Finally, the employee notifies their agency and DCHR of their chosen retirement date and submits all required

documentation to the retirement specialist for processing and coordination of benefits.

- c. Termination of an employee.

Answer: In FY25, on average it takes 8.62 days from the time DCHR receives all the needed paperwork from the employee's agency to final processing in PeopleSoft to terminate an employee.

51. Please provide the average number of days the agency takes to provide former employees payment for remaining annual leave balances. Moreover, briefly describe how former employees may receive any outstanding payments upon the end of their employment.

Answer: DCHR does not oversee the payout of annual leave or any other outstanding payments upon the end of employees' employment.

52. Please discuss how the agency supports District employees with retirement planning.

Answer: DCHR facilitates monthly in-person information sessions where employees learn the ins and outs of preparing for retirement including information on retirement eligibility, Social Security, 401(a) & 457(b) retirement plans, retirement benefits, Medicare and the Civil Service Retirement System. The sessions also include partners from MissionSquare and the health providers. Employees can register for these sessions in PeopleSoft under Course #110: Retirement 101. DCHR also coordinates with agencies for agency-specific sessions, as requested. DCHR also partners with MissionSquare to conduct routine outreach at various employee-focused events throughout the District to promote retirement savings. DCHR also coordinates with DISB and OCFO on the Financially Fit DC @ Work information series, where employees attend information sessions on various aspects of financial literacy, including retirement planning.

53. Upon retirement, please detail how and the timeframe for retiring employees to receive their investments from the 457(b) Deferred Compensation Plan and other investments they've made during their tenure.

Answer: Upon retirement, employees who wish to receive their investments from the 457(b) Deferred Compensation Plan and any other investments made during their tenure must submit a distribution request form to DCHR. Once the form is received and deemed in good order, the request is processed the same day or the next business day. The process typically takes 2–5 business days for the employee to receive their funds.

- a. When would retiring employees' health benefits/insurance policies end?

Answer: Retiring employees who have had five continuous years of coverage can elect to continue their health benefits and life insurance into retirement; otherwise, health benefit coverage ends 31 days after the employee separates from employment.

C. Paid Leave

54. How many paid leave hours have District employees used in 2025 to-date?

Answer: 927,276.5 hours of paid family and medical leave were used from October 1, 2025 to January 22, 2026.

- a. Please break down this information by parental leave, family medical leave, and medical leave.

Answer:

Leave Category	Number of Hours
Medical Leave - Family	436,027.25
Other	206,607.5
Parental Leave	165,342.5
Medical Leave - Self	119,299.25

- b. Can the agency track the number of paid leave requests taken on behalf of the different classifications of family, such as sibling or grandparent?

Answer: No, this is not tracked.

- c. Does the agency have the ability to track paid leave hours taken by employees employed under independent agencies? Would this data be helpful to know in the administration of the Paid Leave Program? If so, please explain.

Answer: 52,750.25 hours were taken by employees in agencies not under the Mayor’s authority. Although this data is available, the Paid Family and Medical Leave Program is administered using the same criteria and guidelines regardless of the agency and/or their personnel authority.

55. Please provide the average number of days the agency took to approve paid family leave requests in 2025.

Answer: During FY25, DCHR took an average of 3 days to review and approve paid family medical leave requests.

56. Please explain the effects and consequences resulting from instances where employees take emergency leave for a qualifying event, and submit an application, but, do not receive DCHR's approval beforehand.

Answer: In situations where an employee takes emergency leave for a qualifying event without receiving final approval beforehand, the agency can coordinate with the Office of the Payroll and Retirement Services (OPRS) to restore or credit any accrued leave the employee used by applying the appropriate PFML time-reporting codes once the application is approved.

57. How many employees used their paid leave allowances and did not return to work in 2025?

Answer: 633 used paid family and medical leave in fiscal year 2025 are no longer active employees.

58. Does your agency track incidents of benefit fraud? If so, please provide a summary of the types of benefits and the number of incidents a year.

Answer: DCHR does not currently track incidents of benefit fraud.

59. What resources are available to employees who have used all their available leave balance but are not yet able to return to work?

Answer: Employees who have used all of their accrued leave and are unable to return to work may be eligible for the below:

Agency Voluntary Leave Bank: Employees who have a serious medical condition may be eligible to receive annual or restored leave from colleagues at the same agency through the voluntary leave bank.

Districtwide Annual Leave Bank: Employees who have a serious medical condition may be eligible to receive annual leave from the annual leave bank. To be eligible to receive leave for the Districtwide leave bank, an employee must donate four hours of annual leave to the bank.

Short/Long-term Disability: All benefits-eligible employees may enroll in the short-term or long-term disability insurance programs. Disability insurance provides income replacement that may be used in conjunction with an employee’s annual or sick leave.

Collective Bargaining Specific Leave Banks: Certain collective bargaining agreements include language that provide additional employee leave bank opportunities.

Paid Family Leave: District of Columbia Government employees may receive up to eight (8) weeks of paid leave for the birth or adoption of a child or to care for a family member with a serious health condition.

D. Hiring and Retention

60. How many job openings are there in the District government right now?

Answer: As of January 20, there are 302 open positions in the District government that are included in PeopleSoft.

61. How many applications has DCHR received for the opening positions?

Answer: As of January 20, there are 20,746 applicants for the 302 open positions.

62. How many applications does DCHR receive on average each month?

Answer: During calendar year 2025, on average 3,407 applicants applied each month to positions posted on careers.dc.gov.

63. How many LinkedIn job posting were made in 2025? How many solicitations were made on other sites?

Answer: In calendar year 2025, there were 3,179 job postings on LinkedIn. 6 positions were posted on Work for America’s portal.

64. Does DCHR utilize any artificial intelligence software to filter applications or applicants?

Answer: DCHR does not use artificial intelligence to filter applications or applicants.

65. Does DCHR utilize any artificial intelligence detection software to determine whether applicants used AI to generate their application materials?

Answer: DCHR does not use any software to determine if applicants used AI to generate their application materials.

66. What is the average duration of employment for District government employees?

Answer: The average tenure of District government employees is 11 years.

67. Following the shortfall caused by the congressional budget, the District government engaged a hiring freeze. Please provide an update on this.

Answer: Mayor Bowser’s Mayoral Order 2025-53 was lifted on October 17, 2025. On October 17, 2025, City Administrator’s Order 2025-7 was issued to restrict certain personnel actions: additional income allowances, bonuses, monetary awards, and retirement awards. Currently, no restrictions on other personnel actions exist.

68. Please provide a table showing how many employees have voluntarily left District employment in 2025. Please include how many of these separations were retirements.

Answer: 2,873 employees in non-temporary positions voluntarily left the District in FY25 including 574 employees who retired.

E. Employee Affairs

69. How many desk audits have been requested by District employees in 2025?

Answer: 79 desk audits were requested by employees in 2025.

70. How many desk audits did your agency conduct or authorize in 2025? Please provide a breakdown of the number of desk audits per agency.

Answer: DCHR completed 74 desk audits. A breakdown by agency is below.

Agency	Number of Desk Audits Completed
Commission on the Arts and Humanities	22
Department of Behavioral Health	1
Department of Licensing and Consumer Protection	1
District Department of Transportation	4

Department of Forensic Sciences	1
Department of General Services	4
Department of Housing and Community Development	2
Department of Human Services	5
Department of Insurance, Securities, and Banking	5
Department of Buildings	3
Department of Corrections	3
DC Health	5
Department of Parks and Recreation	2
Department of Public Works	3
Office of the Attorney General	1
Office of the Chief Financial Officer	2
Office of Contracts and Procurement	5
Office of the Chief Technology Officer	1
Office of the State Superintendent of Education	4

71. Please provide information on the classification of District government employees. Include the number of employees by classification and months of service in 2025.

Answer: Please see table below. Categories with fewer than 25 employees in the category are removed or indicated as such. Employee classifications can change across the year and may impact data.

Classification	Total Employees	FY25 Average Months of Service
Career Service	21,298	144
Educational Service	13,484	105
Excepted Service	551	93
Executive Service	67	135
Legal Service	643	119
MSS	2,512	158
Grand Total	38,555	130

72. How does DCHR render classification decisions?

Answer: Agency supervisors or employees may request a desk audit for an individual employee's position at any time if either believes that the official position description does not accurately reflect the duties and responsibilities performed by the employee in a significant way. To request a desk audit, an employee or manager completes the Position Review Request Form. Once this is reviewed, a Classification Specialist prepares and schedules an interview with the employee and supervisor to understand the work that the employee is completing. The Specialist specifically addresses any discrepancies that the employee or supervisor believe exist between the position description and the work that the employee performs. Once the interviews are complete, the Specialist reviews the information from the interview with the position description and established standards to draft a Factor Evaluation Statement (FES) that reviews if the scope and complexity of the work matches the descriptions within the Federal Office of Personnel Management's standards.

73. What is the process for handling requests for final agency determinations requested by DC government employees pursuant to 1110.1(a) of the DPM?

Answer: DCHR receives classification appeals regarding desk audits for reconsideration of a desk audit decision. An employee must file an appeal within 15 days from the date DCHR implements the classification decision. Following a Classification Appeals Request, DCHR's Director shall provide a classification appeal decision no later than 45 days from receipt of the request. When a classification appeal is submitted, a classifier other than the one who completed the initial classification request reviews the documentation pertaining to the case and schedules an interview with the employee and supervisor. They also review the original Factor Evaluation Statement (FES) to ensure the validity of the assessment. Once their review is completed, they draft a memo outlining their findings for the Director's review. Upon the Director's review of the matter and approval, the final agency determination is issued.

a. How many such final determination requests did DCHR receive in 2025?

Answer: DCHR issued 7 desk audit appeals in FY25.

74. Please provide a chart breaking down each course offered by the City University training program. Please include information on how many employees participated in each one in 2025, and any feedback or follow-ups which have arisen from employee feedback.

Answer: Please see the below.

Grants Management RFA

Date – Thursdays	Session #	Participants
November 21	0007	21
February 20	0008	21
May 15	0009	33
August 14	0010	5
		80 total

Grants Management 101

Date – Thursdays	Session #	Participants
November 14	0034	39
January 23	0035	35
March 27	0036	41
May 29	0037	33
July 24	0038	26
		148 total

Grants Management – How to Submit a Federal Application

Date – Thursdays	Session #	Participants
May 20	0001	33
August 19	0002	29
		62 total

F. Union Membership

75. What role does the agency play in the approval of employee union membership?
- How does DCHR process these requests?
 - What must be determined prior to approval?

Answer: DCHR does not play a role in the approval of an employee’s union membership.

76. What’s the average amount of time it takes the agency to process employee union membership requests? How many employees requested to join their agency’s union in 2025?

Answer: DCHR does not play a role in the approval of an employee’s union membership.

77. If applicable, how many employees requested to join their agency’s union in 2025?

Answer: DCHR does not play a role in the approval of an employee's union membership.

G. Fellowships and Apprenticeships

78. How many Capital City Fellows did the agency have in 2025? Please list the agencies that received a Capital City Fellow in 2025.

Answer: The Capital City Fellows Program hosted 9 participants in 2025. The partnering agencies who served as host sites for Capital City Fellows were:
DC Health Benefit Exchange-1
Office of the City Administrator-1
Department of Insurance, Securities and Banking-1
Office of Labor Relations and Collective Bargaining-2
DC Health-1
Office of Racial Equity/Office of Gun Violence Prevention-1
DC Department of Human Resources-2

79. Please explain the District Leadership program team's effort to engage high school and college students. Please indicate whether this reflects a change from 2024.

Answer: DCHR continues its efforts to engage high school and college students in the District Leadership Program (DLP). Through ongoing partnerships with local universities and engagement with high school seniors and DC government agencies, CLD actively markets and expands interest in the program. DCHR also holds bi-monthly collaborative meetings with our university partners, participates in campus and virtual career events, and engages with DLP alumni to help reinforce the program's presence and impact.

80. Please provide an update on the Career Pathways Apprenticeship Program. Please include information on how many participants completed the program in 2025 and how many of those have joined the District government since the program's inception.

Answer: In collaboration with the Department of Employment Services (DOES), DCHR is the sponsor of the Pathways to Public Service (PSS) Apprenticeship Program. This program is a workforce development initiative designed to support recent graduates from local colleges and universities as they launch careers in state and local government. The program provides structured career development, professional training, and hands-on work experience through apprenticeship opportunities within District government agencies. By integrating mentorship, networking, and skill-building opportunities, the PPS Apprenticeship Program ensures participants are well-prepared to secure and advance in public-sector careers while contributing to the long-term growth of the

District's workforce. To participate, individuals must be District residents or establish residency within six months of the program start date.

In FY25, a total of nine (9) agencies actively participated in this program supporting 22 apprentices. 21 apprentices successfully completed the program and transitioned into career service positions in their respective agencies. The below agencies sponsored apprentices:

DC Health-4

Department of Buildings-1

Department of Corrections-1

Department of Employment Services-6

Department of Energy and Environment-1

Department of Health Care Finance-4

Department of Human Services-1

Department of Parks and Recreation-1

Office of the Chief Technology Officer-2

Office of Contracting and Procurement-1

81. Please list all other currently active apprenticeships managed by DCHR.

Answer: Building off the success of the FY25 cohort, FY26 is off to a strong start. Six returning agencies and one new agency have elected to participate in the Pathways to Public Service Program, which reflects the confidence of this model. Currently, 17 apprentices are enrolled in this program across a range of occupational areas. The below agencies sponsor apprentices:

Department of Buildings-1

Department of Employment Services-5

Department of Forensic Services-2

Department of General Services-1

Department of Parks and Recreation-5

Office of Contracting and Procurement-1

Office of the Chief Technology Officer-2