

Councilmember Mary Cheh, Chairperson
Committee on Government Operations and the Environment
Responses of the D.C. Department of Human Resources to Prehearing Questions
Regarding Performance for the Fiscal Years 2009 and 2010 Budgets
February 4, 2010

I. Agency Organization

- 1 *Please provide a complete, up-to-date organizational chart for each division within the agency including, either attached or separately, an explanation of the roles and responsibilities for each division and subdivision.*
 - *Please include a list of the employees (name and title) for each subdivision and the number of vacant positions.*

Answer: See Attachment A.
 - *Please provide a narrative explanation of any organizational changes made during the previous year.*

Answer: Audit Branch merged with the Policy and Staffing Services Administration; and the Compliance Branch merged with the Legal.

II. Personnel

- 2 *Please provide a complete, up-to-date position listing for your agency, which includes the following information:*
 - *Title of position*
 - *Name of employee or statement that the position is vacant, unfunded, or proposed.*
 - *Date employee began in position*
 - *Salary and fringe, including the specific grade, series, and step of position*
 - *Job status (continuing/ term/ temporary/ contract)*

Please list this information by program and activity

Answer: See Attachment B.
- 3 *Please provide the number of FY09 full-time equivalents (FTEs) for the agency, broken down by program and activity. Please also note the number of vacancies at the close of FY09, by program and activity, and current vacancy information.*
 - *For each vacant position, please note how long the position has been vacant and whether or not the position has since been filled.*
 - *How many vacancies within the agency were posted during FY09 and FY10, to date?*

Answer: See Attachment B.
- 4 *Does the agency conduct annual performance evaluations of all its employees? Who conducts such evaluations? What steps are taken to ensure that all agency employees are meeting individual job requirements?*

Answer: Yes, DCHR conducts annual performance evaluations of all of its employees. These evaluations are performed by managers and these managers ensure that all agency employees are meeting individual job requirements.

- 5 *Please list all employees detailed to or from your agency, if any. Please provide the reason for the detail, the detailed employee's date of detail, and the detailed employee's projected date of return.*

Answer: Jennifer Iwu is detailed to Department of Parks and Recreation for 120 days to provide recruitment support.

- 6 *Please provide the Committee with:*
- *A list of all employees who receive cellphones, personal digital assistants, or similar communications devices at agency expense*

Answer: See chart below.

Assigned User	Title
Ali, Mohamed	Resource Allocation Analyst
Cox, Jacqueline	Supervisory HRIS Specialist
Dawkins, Valerie	Drug and Alcohol Program Coordinator
Gregory, Brender	Director
Harvey-Johnson, Laverne	Administrative Officer
Hernandez, Daniel	Associate Director, CCA
Iwu, Jennifer	Customer Service Manager
Kirby, Karla	Associate Director, BRA
Lattimore, Phillip	General Counsel, DCHR
Mundell, Lorrie	HR Audit Manager
Murphy, Joan	Supervisory, HR Specialist
Pimentel, Jessica	Associate Director, PPA
Richard Mattiello	Compliance Review Manager
Scott, Michael	HR Specialist
Stillwell, Camille	Associate Director, WDA
Thorpe, Kimberly	Supervisory IT Specialist
Williams, Lamont	Information Technology Spec

- *A list of all vehicles owned, leased, or otherwise used by the agency and to whom the vehicle is assigned*

Answer: DCHR owns one vehicle, a 2006 Chevy Impala LS.

- *A list of employee bonuses granted in FY09 and FY10, to date, if any*

Answer: FY09 -- Mohamed Ali, Hiring Bonus -- \$5,000.

- *A list of travel expenses, arranged by employee*

Answer:

Valerie Wilkins – Supervisory HR Specialist	\$697
Lorrie Mundell – Audit Manager	\$1,282
Valerie Dawkins (nee Holcomb) – Drug & Alcohol Coordinator	\$1,566
Camille Stillwell – Associate Director, Workforce Development	\$621
Brender Gregory – Director	\$2,014

- *A list of the total overtime and workman’s compensation payments paid in FY 09 and FY10, to date*

Answer:

Overtime – FY09 -- \$40,950.34
 FY10 -- \$802.97
 Total -- \$41,753.31

Workman’s compensation -- \$0.

III. Budget

- 7 *Please provide a chart showing your agency’s approved budget and actual spending, by program, for FY09 and FY10, to date. In addition, please describe any variance between fiscal year appropriations and actual expenditures for FY09 and FY10, to date*

Answer: See Attachment C.

- 8 *Please list any reprogrammings, in or out, which occurred in FY09 or FY10, to date. For each reprogramming, please list the total amount of the reprogramming, the original purposes for which the funds were dedicated, and the reprogrammed use of funds.*

Answer: See Attachment D.

- 9 *Please provide a complete accounting for all intra-District transfers received by or transferred from the agency during FY09 or FY10, to date.*

Answer: See Attachment D.

- 10 *Please identify any special purpose revenue accounts maintained by, used by, or available for use by your agency during FY09 or FY10, to date. For each account, please list the following:*

- *The revenue source name and code*
- *The source of funding*
- *A description of the program that generates the funds.*
- *The amount of funds generated by each source or program in FY09 and FY10, to date*
- *Expenditures of funds, including the purpose of each expenditure, for FY09 and FY10, to date*

Answer: See Attachment D.

- 11 *What steps have been taken during FY09 and FY10, to date, to reduce the following:*

- *Space utilization*

Answer: In FY-09 DCHR reconfigured existing space to create a new program with the implementation of the Drug and Alcohol lab within One Judiciary Square from a storage area. This allowed the agency to provide an additional service to applicants without increasing the agency's space allocation.

- *Communications costs*

Answer: DCHR has converted all desktop telephones to the DCNet telephone system from Verizon.

- *Energy use*

Answer: In partnership with OCTO, DCHR has begun a program to have all non-essential computer equipment automatically turned off at 8:00 p.m. each night. In addition, all lights within the DCHR office space are on motion activated timers which turned the lights off when it fails to detect motion after 15 minutes.

- 12 *Please provide the agency's fixed costs budget and actual spending for FY08, FY09, and FY10, to date. Please include a narrative description of any substantial changes in these costs.*

Answer: See Attachment C.

- 13 *Please identify all legislative requirements that the agency lacks sufficient resources to properly implement.*

Answer: DCHR is not aware of any legislative requirements that it is unable to implement because of insufficient resources.

IV. Agency Policies and General Operations

- 14 *Please list each policy initiative of your agency during FY09 and FY10, to date. For each initiative please provide:*

- *A detailed description of the program*
- *The name of the employee who is responsible for the program*
- *The total number of FTE's assigned to the program*
- *The amount of funding budgeted to the program*

Answer: See table below.

<u>Program</u>	<u>Description</u>	<u>Responsible Employee</u>	<u>Total number of Employees</u>	<u>Funding</u>
Classification and Compensation	FY10 -- Revision of Chapter 11 of the DCMR (Classification and Compensation)	Daniel Hernandez, Associate Director, CCA	2 FTEs assigned as part of their normal duties.	No additional funding within regular scope of duties

<u>Program</u>	<u>Description</u>	<u>Responsible Employee</u>	<u>Total number of Employees</u>	<u>Funding</u>
Classification and Compensation	Revision of Chapter 14 of the DCMR (Performance Management).	Daniel Hernandez, Associate Director, CCA	2 FTEs assigned as part of their normal duties.	No additional funding within regular scope of duties.
Workforce Development	DPM Instruction No 8-64, 9-32 & 38-20: <i>Special Consideration for Advancement – Graduates of the District Government’s Certified Public Manager (CPM) Program and Capital City Fellows.</i>	Camille Stillwell, Associate Director, WDA	1 FTE	No additional funding within regular scope of duties
Policy and Planning	Enhancements to Electronic Processing of Standard Form 52 and 50 in PeopleSoft.	Zondie Pendarvis	1 FTE	No additional funding within regular scope of duties

15 Please describe any initiatives your agency implemented within FY09 or FY10, to date, to improve the internal operation of the agency or the interaction of the agency with outside parties. Please describe the results, or expected results, of each initiative.

Answer: See table below.

<u>Program</u>	<u>Initiative</u>
Benefits and Retirement	FY09/10 -- working in conjunction with OCTO to launch ESS from home which allowed employees to access and change benefits and other personal information from home. ESS from home increased accessibility and Open Enrollment participation, resulting in 5,298 benefits elections changes, up from 4,149 during the previous Open Enrollment.
Benefits and Retirement	FY09/10 – VERA/Retirement Incentive Program. For FY09 the program resulting in 303 retirements. For FY10 to date, the program has resulting in 79 retirements.

<u>Program</u>	<u>Initiative</u>
Classification and Compensation	FY09 -- posted 85 standard position descriptions to the intranet for HR Advisors in the field to utilize. Expected outcome was for all agencies to use them instead of trying to create their own descriptions. Classification staff has seen a decrease in classification request for agencies.
Classification and Compensation	FY09 -- training on ePerformance system including how to develop plans, online access, and how to evaluate employees. DCHR conducted over 150 training sessions for HR Advisors, managers, and supervisors. This coupled with an intensive online publication library and quick facts helped agencies place employees on performance plans and completion of annual evaluations.
Workforce Development	In FY09, Workforce Development Administration (WDA) streamlined the application processes for all Emerging Leaders Programs (ELPs) by mandating online application procedures via PeopleSoft. The result of this mandate is a significant reduction of paper in the recruitment and selection processes. For FY10, WDA will continue to implement green policy processes in the area of training with the reduction and eventual elimination of printed training certificates for instructor-led courses.
Policy and Staffing Services	<i>Automated Priority Placement Process (PPP)</i> – The <i>Automated PPP</i> is operated through PeopleSoft Seventeen (17) displaced employees have been placed via the Automated PPP.
Policy and Staffing Services	Development of the <i>Audit and Compliance Table of Infractions and Penalties</i> – The <i>Audit and Compliance Table of Infractions and Penalties</i> sets forth penalties for agency violations of Mayor’s Order 2008-81 or violations of personnel rules. The use of the <i>Audit and Compliance Table of Infractions and Penalties</i> has resulted in increased awareness, accountability, and compliance with HR policies and procedures.
Policy and Staffing Services	Establishment of the <i>Electronic Recruitment Box</i> – The <i>Electronic Recruitment Box</i> was established as a streamlining and “go-green” paper elimination measure. Under this system, agencies use the <i>Electronic Recruitment Box</i> to make electronic submission of competitive and non-competitive recruitment actions to the DCHR. The establishment of the <i>Electronic Recruitment Box</i> has resulted in smoother HR operations and less paper. Further, it has given the DCHR the ability to track the receipt and monitor the

	progress and timeliness of the processing of personnel actions.
<u>Program</u>	<u>Initiative</u>
Policy and Staffing Services	<i>PeopleSoft eRecruit Training</i> - DCHR has provided eRecruit training to HR Advisors and staff in agencies under the personnel authority of the Mayor. The training provides an overview of the online recruitment process which has resulted in more agencies processing vacancies through eRecruit, uniformity in information contained in vacancy announcements, and improved agencies abilities to keep applicants informed as to the final disposition of vacancies.
Administrative Services Administration	FY10 -- DCHR, in partnership with OCTO, will be implementing an upgrade to the PeopleSoft HRMS system. This upgrade will streamline several processes including the number of steps required to complete the online application. Presently we receive approximately 1,000 applications on line and about 300 paper application per week. As we move away from accepting paper applications, we need to ensure that applicants will not be frustrated by the process being too long and complicated. This upgrade will also provide enhanced features to existing modules such as active employees requesting leave online thereby making a paper leave slip unnecessary.

16 *Please provide a list of all studies, research papers, and analyses (“studies”) the agency prepared, or contracted for, during FY09 and FY10, to date. Please state the status and purpose of each study.*

Answer:

Classification and Compensation – Contracted for Compensation and Classification Reform FY09/10.

Status: Project currently being worked on which includes analysis and will result in a final report along with other deliverables (PeopleSoft module, policies, training, job specifications, etc.)

17 *If applicable, please explain the impact on your agency of any legislation passed at the federal level during FY09 or FY10, to date.*

Answer:

- American Recovery and Reinvestment Act of 2009 (ARRA) – The ARRA, effective February 17, 2009, and amended by the Department of Defense Appropriations Act of 2010 (P.L. 111-118) on December 19, 2009, has an impact on benefits for certain District government employees. Specifically, the ARRA provides for an employer-subsidy of Consolidated Omnibus Budget Reconciliation Act (COBRA) premiums

for involuntarily terminated employees. The ARRA provides for premium reductions in health insurance benefits for former employees who were or are involuntarily terminated between September 1, 2008 and February 28, 2010.

Passage of the ARRA required the DCHR to work with health insurance carriers to determine whether the 65% premium reimbursement cost under the ARRA would also apply to District government employees (because District government health insurance benefits are covered under Temporary Continuation of Coverage or "TCC," not COBRA.) In addition, DCHR provided notification to impacted terminated employees.

- Section 1905 of the Defense Authorization Act (Act) for Fiscal Year 2010 – The Act provides retirement credit for service of certain employees transferred from the District government service to the federal government. The passage of the Act required the DCHR to work with the U.S. Office of Personnel Management to develop a certification process to identify prior service for covered employees currently employed with the federal government.
- Subtitle CC of Title I of the Fiscal Year 2010 Budget Support Congressional Review Emergency Act of 2009 (effective January 10, 2010) – The Act prohibits the payment of bonus pay and special pay during FY 2010, except for retirement awards pursuant to D.C. Official Code § 1-619.01. The legislation expires on April 4, 2010.
- Subtitle CC of Title I of the Fiscal Year 2010 Budget Support Second Emergency Act of 2009 (effective October 15, 2009) – The Act prohibited the use of funds to pay special pay or bonus pay during FY 2010.

18 *Please list and describe any ongoing investigations, studies, audits, or reports on your agency or any employee of your agency, or any investigations, studies, audits, or reports on your agency or any employee of your agency that were completed during FY09 or FY10, to date.*

Answer: An OIG inspection of Benefits and Retirement Administration commenced in FY 2009; however, it was cancelled by the OIG prior to completion.

19 *Please identify all electronic databases maintained by your agency, including the following:*

- *A detailed description of the information tracked within each system*
- *Identification of persons who have access to each system, and whether the public can be granted access to all or part of each system*
- *The age of the system and any discussion of substantial upgrades that have been made or are planned to the system*

Answer: See table below.

<u>Electronic database</u>	<u>Description of information</u>	<u>Access to system</u>	<u>Age of system and any upgrades</u>
Classification system	Used to log all request for position descriptions and classifications	Only accessible for staff within the Compensation and Classification Administration	Microsoft access databases that have been upgraded to Microsoft-Access 2007. This system was created in 2006.
Smart Trip system	Used to log and maintain the listing of all employees who are eligible for the \$25 WMATA commuter benefits	Only accessible for staff within the Benefits & Retirement Administration	Microsoft access databases that have been upgraded to Microsoft-Access 2007. The SmartTrip database has been in use since the program's inception in FY2008.
ASPEN system	Maintains the training records of all active employees who attend training provided by the Workforce Development Administration	Only accessible for staff within the Workforce Development Administration	ASPEN version 2.5 upgrade was installed in 2003. It will be replaced by the eLearning module within the citywide PeopleSoft system in FY11.

- 20 *What has the agency done in the past year to make the activities of the agency more transparent to the public? In addition, please identify ways in which the activities of the agency and information retained by the agency could be made more transparent.*

Answer:

Benefits and Retirement

The incorporation of more e-Recruit functionality has also made the recruiting process more transparent in that hiring managers have direct access to applicant information as it

becomes available through PeopleSoft. It is more transparent to our customers (some of which is the public) in that the transactions are self initiated and generate confirmation statements reflecting the elections of the employee.

Classification and Compensation

- Performance Management
Published Chapter 14 rules in the D.C. Register for comments on January 30, 2009 and final on August 28, 2009
- Classification and Compensation
Compensation schedules online, including some independents. There is also a historic archive as compensation schedules online on our public website

Workforce Development

WDA has significantly expanded its marketing efforts for the Capital City Fellows Program and the Centralized College Internship Program with promotions via the National Association of Fellowship Advisors listserv, as well as outreach to select Schools of Public Policy, Public Administration, and related areas. Promotional information on social networks will be explored during this fiscal year.

Policy and Staffing Services

Effective January 2009 the DCHR officially replaced the four-volume (4-volume) *District Personnel Manual* or *DPM* with the *Electronic District Personnel Manual* or *E-DPM*. District government employees and the general public can access the *E-DPM* at www.dchr.dc.gov.

While this effort resulted mainly from the DCHR's paperless initiatives, a crucial "by product" is that the *E-DPM*, which contains all the published chapters of Title 6B of the DCMR as well as HR policies, procedures, and implementing guidance, is fully accessible to all District government employees and the general public, guaranteeing transparency with regard to the HR operations and processes.

Office of the General Counsel

DCHR is in compliance with the Freedom of Information laws and regulations of the District. In this way, the agency also makes its activities more transparent.

21 *Please identify any statutory or regulatory impediments to your agency's operations.*

Answer: We will continue to work with the Committee and Chairperson Cheh as we identify statutory or regulatory impediments to the agency's operations.

22 *Please identify all recommendations identified by the Office of the Inspector General or the D.C. Auditor during the previous 3 years. Please note what actions have been taken to address these recommendations.*

Answer:

Benefits and Retirement

In its Management Alert Report dated May 8, 2009, titled *D.C. Department of Human Resources: Benefits and Retirement Administration – Documents Containing District Employees' and Retirees' Personal Data Not Safeguarded*, the Office of the Inspector General (“OIG”) recommended that DCHR further secure employee personal and personnel information. In response to this finding/recommendation, DCHR restricted access to the Benefits & Retirement Suite and also file areas, so that they are card reader accessible only by BRA staff of DCHR. Further, all customers wishing to enter the BRA suite must first report to the Customer Service area to be escorted by a staff person.

Classification and Compensation

Overtime Payments --

In FY09, DCHR has issued new policies about the use of overtime and exempt time off. In FY09, DCHR has worked with OCTO partners to clean up job codes that had inaccurate FLSA exempt or nonexempt designations.

Workforce Development

Audit Report DCA052008 recommended that DCHR's WDA establish a training class dedicated exclusively to performance measurement, supplementing the class presently offered in performance-based budgeting. WDA's response on 3/26/2008 indicated that a complete curriculum on Performance Measurement existed on the CapStat website. Classes on Performance Measurement were conducted in 2009 by the CapStat Director in conjunction with WDA. As well, Performance Measurement has been added to the FY2010 course catalog.

Policy and Staffing Services Administration

- Report from the Office of the Inspector General (OIG): *Report of Inspection of the District of Columbia Department of Human Resources (DCHR), Part One*, dated May 16, 2008 – This OIG report contains information on the OIG findings after conducting an inspection on DCHR. DCHR responded to the Draft Report on January 31, 2008 and has implemented the applicable recommendations.
- Report from the Office of the District of Columbia Auditor (DCA): *Performance Incentive Awards Payments Exceeding \$5,000 to Executive and Excepted Service Employees*, dated September 28, 2007 – This Report contains the results of an investigation conducted by the DCA on monetary incentive awards in excess of \$5,000 paid to District of Columbia government Executive and Excepted Service employees under the authority of *former* Mayor Anthony A. Williams. DCHR responded to the Draft Report on September 14, 2007 and has implemented applicable recommendations.

V. Workforce Development Programs

23 *In its FY 2010 Budget Report, the Committee directed DCHR as follows:*

The Committee directs that the agency provide the Committee, no later than December 1, 2009, with a comprehensive report of the benefits and cost effectiveness of all DCHR FY 2009 training programs. This report shall include an analysis of the content, attendance, benefits, educational value, and cost of each training session offered in FY 2009. This report shall include post-training reviews of each session by participants evaluating the quality of the curriculum and trainer, relevance to the attendee's job function, and benefits to the attendee and the government.

On August 25, 2009, DCHR addressed this issue as follows:

Question: What is DCHR doing to ensure that this report is transmitted to the Committee by December 1, 2009?

Answer: DCHR's Workforce Development Administration (WDA) is preparing documentation for this comprehensive report.

As the Committee has not yet received this report, please transmit it.

Answer: This report was already submitted to the Council on January 26, 2010.

24 *What are the problems with our employees that require such large investments in training? Why do current employees possess insufficient training and skills?*

Answer:

District employees, as with any other employees, public or private, require an investment in training for a number of reasons. Organizations such as the District government need to reliably require, develop, and retain the knowledge, skills, and abilities of their most important asset, their human capital. Training is essential due to demographic and situational changes in the District's workforce (such as retirements, reorganizations, and RIFs), the development of new technologies, the introduction of new legislations and procedures, the constant on-boarding of new employees, customer service and performance standards, and the demand for knowledge workers to name a few.

Research shows that despite the roughest economy in decades, organizations showed a commitment to learning and development. The American Society for Training and Development (ASTD) *2009 State of the Industry Report* reveal that U.S. organizations spent \$134.07 billion on employee learning and development in 2008. Of this number, \$45.48 billion was allocated to external services.

The ASTD report shows that public and private leaders do understand that an ongoing financial and operational commitment is required to leverage their human capital to the fullest, especially in difficult times. WDA's involvement in the training of District employees is integral to the ongoing development of essential government operations, standards, and procedures.

25 *Please explain the process for selecting training programs.*

- *How does DCHR know that each training program offered is beneficial and cost-effective? How is the measured?*

Answer: Each year, market research is conducted to determine if WDA training programs are comparable to others in the industry. We solicit input from agencies to determine their training needs. And, we evaluate the benefits of training with employee surveys. The Office for Contracting and Procurement (OCP), on behalf of DCHR, solicits training proposals through a competitive bidding process to determine the best value.

- *How does DCHR know that it is paying fair prices for training programs?*

Answer: OCP solicits bids for training RFPs and manages the process for screening and selecting the most cost effective training contracts based on the specifications we provide in statements of work.

- 26 *What other types of training not presently offered by the District could or should be provided to employees?*

Answer: Managerial courses such as “Giving Constructive and Effective Feedback”, “The Art of Networking”, and more national certification preparatory courses can be offered to further enhance training offerings.

- *What types of training programs do comparable jurisdictions offer?*

Answer: See Attachment E.

- 27 *In its FY09 Performance Accountability Report, DCHR stated that it only partially achieved Initiative 2.3. Please explain how DCHR did not meet this objective?*

Answer: Initiative 2.3 “Strengthen District’s employees’ skills, knowledge of industry standards, and preparation to meet program objectives, in the modern, dynamic, and competitive global environment” can only be partially achieved due to the very nature of the initiative. Strengthening District employees’ skills is an ongoing charter. DCHR, however, did make significant steps in FY09 to strengthen employee skills by expanding e-learning opportunities and instructor-led courses.

- 28 *Performance Indicator 2.2 measures the number of Certified Public Managers transitioning into management positions within one year of certification. Please explain why this number dropped from 42% in FY08 to 25% in FY09. Why was the FY09 target set at 10% -- less than one-quarter of the rate achieved in FY08? Was this target set too low? Why is the Certified Public Manager program worth its enormous cost if only one-quarter of its graduates enter management positions?*

Answer: The number of Certified Public Managers transitioning into management positions dropped from 42% in FY08 to 25% in FY09 due to the decreased number of vacancies available within District Government. In FY09, our government faced an overwhelming budget deficit. Government agencies reduced the number of vacancies in their efforts to alleviate budgetary constraints. This mandate drastically decreased the number of available vacancies for CPM graduates and other District employees to

consider, thus limiting the opportunity for advancement. As a point of clarification, most employees accepted into the CPM program are in management positions at the time of application. Therefore, Performance Indicator 2.2 measures the *continued* advancement of managers and their increase in responsibility as a result of their participation in the CPM program.

The targets for the FY08 and FY09 were set simultaneously at the beginning of FY08. Because this Key Performance Indicator had not been tracked prior to FY08, WDA used the 10% targets to create a baseline by which future performance could be measured.

VI. Recruitment and Hiring

29 *What are the District's challenges in hiring? Please explain.*

Answer: Some of the challenges are:

- Current discrepancies between union and non-union salary schedules
- Limited recruitment marketing strategies (most agencies' "recruitment marketing" efforts are limited to the use of DCHR's website, and staff may lack the knowledge of external recruitment sources/strategies, or agency may not have a recruitment marketing budget)
- Budget constraints
- Difficulty in filling certain hard-to-fill or specialized positions – it is difficult to find an adequate pool of applicants for these types of positions. In such instances, it may take an inordinate amount of time before the position is filled

30 *How are open positions advertised? Why are some positions not listed on DCHR's online job database? Please explain the action that DCHR took to improve the online recruitment tool in FY09?*

Answer: Vacant positions in subordinate agencies are advertised on the DCHR's website. Additionally, agencies may also utilize "external" recruitment such as newspapers, professional publications, journals, local news outlets, etc. Vacant positions advertised on the DCHR's website are posted "Agency-Wide," "District Government-Wide," or "Open to the General Public."

The DCHR website lists positions available in subordinate agencies as well as links on employment opportunities in independent agencies (i.e., University of the District of Columbia). Independent agencies are not required to advertise on the DCHR's website. There is no requirement to advertise Excepted Service or Executive Service positions.

During FY 09 the DCHR worked with the Office of the Chief Technology Officer (OCTO) to resolve various technical problems applicants were experiencing (i.e. password problems, system freezing or data not being saved) with the online application process. The OCTO has addressed and corrected the problems. In addition, we are in the process of upgrading the online application system which should take effect by April 2010.

31 *Please describe the action that DCHR took to streamline the hiring process in FY09?*

Answer: Please refer to the response to Question #15.

- 32 *How many employees were RIF'd in FY09? Of those, how many were placed off of the reemployment lists and how many were placed off of the displaced employee lists in FY09? Please explain the steps that DCHR takes to ensure that agencies consult the reemployment and displaced employee lists when filling vacancies?*

Answer: In FY09, there were 466 employees separated. It is important to note that the RIF numbers would have been higher, but before the date of the RIF some employees were placed in other jobs. Of those, seventeen (17) employees have been placed through the two (2) priority reemployment consideration programs (Agency Reemployment Priority Program (ARPP) and Displaced Employee Program (DEP)).

Regarding displaced employees, please refer to the response to Question #15.

- 33 *In its FY09 Performance Accountability Report, DCHR stated that it met Initiative 1.2 by increasing the number of job applicants. Please explain in detail what "focused recruitment efforts" the agency conducted. Please also complete the following chart:*

	<u>FY07</u>	<u>FY08</u>	<u>FY09</u>
(a) Total Number of Job Applications Received:	24,661	41,301	42,786
(b) Average Number of Applications Received per Job Announcement:	8	11	15

The term "focused recruitment efforts" in Initiative 1.2 of the FY09 Performance Accountability Report describes measures taken by the DCHR to increase the recruitment of District of Columbia residents. Specifically, during FY 09 the DCHR placed a total of fourteen (14) "Kiosk" machines in all eight (8) wards of the city to increase District resident's awareness and ability to apply for District government positions.

Summer 2009 – Congresswoman Eleanor Holmes Norton 12th Annual Job Fair and Job Fair sponsored by the Office of the State Superintendent of Education.

- 34 *Performance Indicator 1.1 measures the number of new hires "brought on board" within 30 days. This measure dropped from 78% in FY08 to 70% in FY09, far short of the FY09 target of 85%. Please explain why this target was not met and why this measure decreased during FY09.*

Answer: As indicated at the onset of the delegation of personnel authority, agencies are rating and ranking applications received for vacancies posted. Thus, the previous process of DCHR reviewing, ranking and preparing CERTs has been transitioned to the agencies in order to allow agencies to identify the best fit rather than DCHR determining the best fit. As such, the agencies provide DCHR with the "Ready to Hire" information once the candidate has been selected. Some agencies take more time to complete the process than others. Along those lines, the twenty-three (23) subordinate agencies delegated recruitment and selection authority under Mayor's Order 2008-81, not the DCHR, are now responsible for advertising for their vacant positions, rating/ranking, interview, and selection processes. The drop from 78% in FY 08 to 70% in FY 09 may be attributed to that change.

VII. Retirement Reform

35 *In its FY09 Performance Accountability Report, DCHR stated that it has developed a plan for retirement reform. Please provide a copy of that plan.*

Answer: Please see Attachment F, the Executive Summary that was prepared with regard to the reform effort.

36 *How do our retirement benefits compare with those of neighboring jurisdictions?*

Answer: Many of the surrounding jurisdictions are offering Defined Benefit plans or at a minimum hybrid Defined Benefit/Defined Contribution plans to employees. The District is on the low end with regard to Retirement Replacement in respect to other public entities. However, the District is aligned with many private entities. See Attachment G for retirement study showing replacement income comparisons.

Further, the enactment of D.C. Law 18-82, the Pension Vesting Amendment Act of 2009 (Act) should help attract candidates for employment and retain District government employees. The Act, which took effect on December 8, 2009, amended the vesting provisions of the District Defined Contribution Pension Plan ("401(a) Plan) from the five-year (5-year) vesting requirement to a graduated vesting system. The District government's contributions to the 401(a) Plan and the earnings on the District government's contribution for each employee will vest when the employee dies or becomes entitled to disability benefits under the Social Security Act, or in accordance with the following vesting schedule:

<i>Years of Creditable Service</i>	<i>Vested Percentage</i>
Less than 2	0%
2	20%
3	40%
4	60%
5 or more	100%

37 *How do retirement benefits affect recruiting and retention?*

Answer: Total Rewards as a whole affect recruiting. With the transient nature of employees, recent changes in DC plan vesting make the District more attractive to prospective applicants. Retention becomes more of an issue for employees that are looking for long term employment. With no form of plan match and a minimal contribution for the Defined Contribution program, the District often makes up for retirement in base salary, hiring bonuses and other one monetary incentive. Undoubtedly, progressive, comprehensive retirement benefits packages attract candidates and contribute greatly to their retention.

VIII. Other Personnel Reforms

38 *Please explain the ways in which your agency's operations and management could be improved.*

Answer: DCHR has taken on major initiatives to transition to paperless processes. These initiatives include scanning of Official Personnel Folders (OPF), Employee Self Service, enhanced functionality of e-Recruit, e-Learning, e-Performance and Compensation reform. Legislative policies to support all of the aforementioned initiatives to make these processes standard for all agencies across the District would greatly improve not only DCHR's ability to operate and manage information but also improve service delivery by all agencies. It is imperative that DCHR continue to take advantage of technological advancements in this economic climate in which all District agencies are being required to do more with less resources.

- 39 *Please explain any statutory or regulatory impediments to your agency's operations and how they could be resolved.*

Answer: See previous response to Question #21.

- 40 *Did the agency meet the objectives set forth in the performance plan for FY09? Please provide a narrative description of what actions the agency undertook to meet the key performance indicators or any reasons why such indicators were not met.*

Answer:

Benefits and Retirement Administration -- Retirement Reform was partially met in that two pieces of the plan were implemented, OPEB changes to Post Retirement HB and grading vesting for the District's 401A DC plan.

Compensation and Classification Administration --

- Implemented new ePerformance evaluation system.

In FY09, DCHR successfully implemented ePerformance in PeopleSoft and began its first year of program administration. In conjunction with the Office of the Technology Officer (OCTO), DCHR integrated the new District performance appraisal system into PeopleSoft. The new system allows paperless workflow and electronic review signoff and recordkeeping, and provides the capability for independent agency HR units to perform most of the administration of the performance plan and review process within their agencies.

- Compensation and Classification Reform

In 2009, DCHR was successful in securing a vendor that can assist in Classification and Compensation Reform. In FY 2010, DCHR will begin the Compensation and Classification Reform project in conjunction with Office of Labor Relations and Collective Bargaining and the Labor Management Task Force. Since this project will overhaul the District's Classification and Compensation system and is legally required by the Compensation Units 1&2 contract, we anticipate that the project will be completed by the end of FY10, and that the implementation of the project will be complete early FY11.

IX. Contracting and Procurement

- 41 *Please list each contract, procurement, lease, and grant (“contract”) awarded or entered into by your agency during FY09 and FY10, to date. For each contract, please provide the following information, where applicable:*
- *The name of the contracting party*
 - *The nature of the contract, including the end product or service*
 - *The dollar amount of the contract, including budgeted amount and actually spent*
 - *The term of the contract*
 - *Whether the contract was competitively bid or not*
 - *The name of the agency’s contract monitor and the results of any monitoring activity*
 - *Funding source*

Answer: See Attachment H.

- 42 *Please provide a list of all MOUs currently in place and any MOUs planned for the coming year.*

Answer: See Attachment D.

Also, DCHR has entered into a contract with Automation Research Florida Drug Screening Company to provide drug screening tests for applicants and government employees who work in positions covered under the Child Youth Safety Act. The Contracting Officer Technical Representative is Valerie Holcomb-Dawkins. She ensures that DCHR receives specimen collection services, laboratory analysis and the proper medical review of results of positive drug tests. DCHR reviews all laboratory and breathalyzer results. In addition, the manager for the Compliance Unit examines all monthly invoices for tests conducted before the invoices are authorized for payment.

- 43 *Please describe the steps taken by the agency to provide oversight and management for contracts. Specifically, how does the agency ensure that its programmatic needs are being met? How does the agency ensure that contracting actions are standardized across various programs?*

Answer:

Benefits and Retirement Administration -- As oversight for the District’s Benefits contracts, DCHR is committed to meeting with vendors at minimum on a monthly basis to discuss contracts deliverables and issues. This is also evident in the renewal year negotiation which resulted in a savings of more than 10% of budgeted health benefits costs for FY10. Also, by reviewing utilization reports, DCHR is able to establish programs and create seminars for employees that address the major issues facing our population. The vendors that are on sight are Office of Finance and Treasury contracts, not DCHR contracts. The onsite piece is strictly for customer access.

Compensation and Classification Administration -- For compensation and classification contracts, the Contracting Officer Technical Representative is Daniel Hernandez, Associate Director. He reviews all work products and tasks against the agreed upon Statement of Work. Additionally, bi-weekly reports are also reviewed and signed off before any vendor invoices are paid.

Workforce Development Administration – For training contracts the Contracting Officer Technical Representative is Camille Stillwell, Associate Director. Camille meets with vendors on a regular basis to discuss contract deliverables, invoices, and other issues. Training classes and materials are audited by WDA staff to ensure compliance; classes are evaluated by participants and staff on a continuous basis for quality and effectiveness.

Administrative Services Administration -- The Xerox contract provides for agency wide multifunctional copiers. This contract is managed by Kimberly Thorpe. As the COTR, Ms. Thorpe is responsible for ensuring all problems and issues are resolved within the agreed to service level agreement as well as approval of all monthly invoice payments. The contract was competitively bid and was created as a one (1) year contract with three (3) option years. OCP sends out a customer survey each year to ensure that the vendor is meeting the specifics of the contract.

- 44 *What is the process, including a timetable, for the procurement of goods and services? How many steps must the agency take in order to complete a procurement? What is the process for a sole-source procurement?*

Answer: DCHR follows the procurement guidelines set by Office of Contracting and Procurement. During any procurement, the agency takes the following steps:

- Identify Minimum Need and Requirement
- Prepare the Scope of Work
- Budget and provide funding
- Enter Requisition in PASS
- Recommend the COTR
- Certify Invoices for payments from D.C. Chief Financial Officer (CFO) when necessary

- 45 *Please describe the methods used by your agency to monitor contract compliance. If your agency has a written policy on contract monitoring, please provide a copy of the policy.*

Answer: DCHR holds consistent meetings with the vendors and constant monitoring. Also, please see the answer to Question #43.