



2017

LEADERSHIP ON LOCATION



GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR



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MESSAGE FROM THE DIRECTOR



As the Director of the Department of Employment Services (DOES) I am dedicated to serving two customers: the residents of the District of Columbia and the 600+ employees at DOES that work daily to ensure that our residents are being placed on the pathway to the middle class.

Leadership on Location was designed to hone in on customer and staff needs, and to create a platform for new ideas and process improvements. In FY 2017, the Executive Leadership team of our agency had the opportunity to gauge the pulse of the community and our agency by spending more time at our initial access points for service delivery, the American Job Centers.

Through Leadership on Location we learned about some the challenges facing our residents and employees, but we also learned of the major successes and relied on staff to deliver innovative opportunities to enhance our service delivery. The leadership team walked away with viable staff-generated recommendations that will continue to be implemented in the future.

Recent DOES innovations that were developed by staff during Leadership on Location include the development of the agency's Customer Service Bill of Rights, a Strategic Community Outreach Taskforce, and expanded support for our Customer Navigation Center.

We are proud to have the opportunity to empower the servant leaders within our agency. I am committed to continuing to support staff driven initiatives that will create a better Department of Employment Services and a better Washington, D.C.

In Service,

A handwritten signature in black ink, appearing to read 'Odie Donald II'.

Odie Donald II
Director
DC Department of Employment Services

DEPARTMENT OF EMPLOYMENT SERVICES (DOES)

MISSION

The Department of Employment Services (DOES) mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, effective working communities.

VISION

The Department of Employment Services provides comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all District residents.

CONNECT WITH US

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Washington, DC 20019

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Email: does@dc.gov

OFFICE OF THE DIRECTOR - SPECIAL PROJECTS AND STRATEGIC PARTNERSHIPS

In addition to traditional agency programming, the Department of Employment Services has made an investment in enriching our commitment to District of Columbia residents through the expansion of agency Special Projects and Strategic Partnerships. The Special Projects and Strategic Partnership team works to increase the capacity of the agency to develop new models for program and service delivery while creating innovative opportunities to strategically employ the DOES mission.

BACKGROUND

The goal for The Department of Employment Services is to stand out as the #1 workforce agency in the nation. The vision and expectation is for DOES team members to serve the residents of the District of Columbia ensuring customers have access to exceptional service, quality jobs, and opportunities to become tax paying citizens.

Oftentimes, leaders develop strategies while employees execute the real tough work. The Department of Employment Services understands that its work and successes are the reflection of the hard work and relationships established in each area of service at DOES. With this understanding, DOES values employee feedback to maintain a pulse on the needs of the internal and external customer. Receiving input and feedback allows DOES leadership to examine and improve services while promoting connection and commitment to employees which leads to higher levels of productive work behaviors and exceptional, world class service.

INTRODUCTION OF LEADERSHIP ON LOCATION

Leadership on Location is a key component to moving the agency towards world class service delivery. It is a mutual sharing of information and assessment of best practices to learn, improve, and grow with a unified perspective and mindset centered on being a national model for superior service. Reminiscent of Mayor Bowser's 2015 initiative charging leaders from across District government to spend their workday at Mayor Muriel Bowser's East of the River office to "bring government closer to residents", DOES' Leadership on Location focuses on customer and staff needs, as well as creates a platform for new ideas and process improvements. It's an opportunity for staff to share their ideas for improving the agency,

including how DOES can better connect services to all eight Wards and innovative ways to provide more training and development opportunities to our team. Staff members devise creative recommendations, and the Executive Team commit to implementing the strongest ideas presented.

Beginning in July 2017, Leadership on Location sessions were held at three American Job Center sites during FY17. It is at the American Job Center, the Department of Employment Services provides job seekers with a number of employment opportunities. Each center provides career counseling, résumé' assistance, job placement, vocational training, access to online services, information about local and national labor markets, unemployment insurance, and much more. On the following dates, American Job Centers served as the "think tanks" for Leadership on Location:

JULY 14, 2017

American Job Center - Northeast

CCDC - Bertie Backus Campus
5171 South Dakota Avenue, NE
Washington, DC 20017, and

JULY 25, 2017 AND JULY 26, 2017

American Job Center - Headquarters

4058 Minnesota Avenue, NE
Washington, DC 20019

AUGUST 29, 2017

American Job Center - Southeast

3720 Martin Luther King, Jr. Avenue SE,
Washington, DC 20032

LEADERSHIP ON LOCATION: OUTCOMES AND PROGRESS REPORT

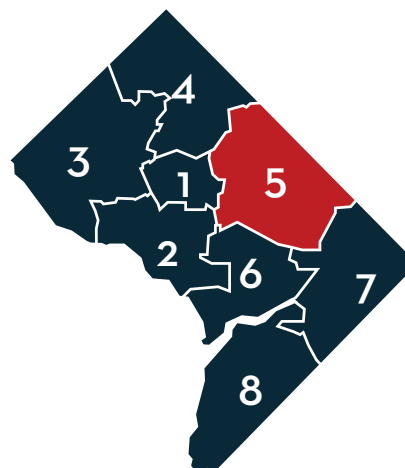
AMERICAN JOB CENTER - NORTHEAST (NE) / BERTIE BACKUS LOCATION

Date

Friday, July 14, 2017

Location

American Job Center Northeast,
CCDC-Bertie Backus Campus
5171 South Dakota Avenue, N.E., 2nd Floor
Washington, DC 20017


Time

9:00 am - 2:00 pm

THE LEADERSHIP ASKS OF AJC-NE

THE LEADERSHIP ON LOCATION TEAM POSED THREE QUESTIONS TO AJC-NE STAFF:

How can we improve traffic flow and enhance community-based marketing?	
Recommendations From Staff	Design a targeted ward-specific outreach and branding campaign.
Executive Team Commitment	The Office of Public Affairs (OPA), in conjunction with AJC-NE, will develop a marketing campaign to include center-specific: branding, social media, and a comprehensive communications and community outreach plan (spanning 3-6 months). This will include a cadre of marketing collateral designed for the Bertie Backus campus and its customers.
Completed Actions	<p>Social Media Support Plan: Plan has been created by DOES Office of Public Affairs to include social media messaging and graphics promoting AJC-NE and its programs and services.</p> <p>Outreach Work Plan: DOES Office of Public Affairs developed outreach work plan spanning 3-6 months.</p> <p>Implementation has commenced with the Workforce Development Bureau and Office of Public Affairs.</p>

How can we have better coordination with the Business Services Group (BSG)?	
Recommendations From Staff	Co-locate one job developer at each AJC to better meet the unique skillset of the customers in each area.
Executive Team Commitment	Workforce Development and BSG leadership will work together to develop goals and an implementation plan. BSG will co-locate one job developer at each AJC in order work in tandem with the center staff to provide center-specific leads, recruitments, and hiring events.
Completed Actions	BSG team members were co-located in all AJC locations on Oct. 2, 2017.

How can we increase opportunities for senior customers in the community?	
Recommendations From Staff	Increase access to training and employment opportunities for seniors through AJC-NE direct referrals to the 50+ program.
Executive Team Commitment	Starting with the 4th cohort, the Back to Work 50+ program will be 100 percent filled with direct referrals from the AJC-NE.
Completed Actions	Back to Work 50+ program established a referral process with AJC-NE that included completion of a registration form at the AJC and a follow-up call from Back to Work 50+ staff confirming attendance at pre-entrance workshop and for intake assessment. Those who completed full intake process were enrolled in the 4th Cohort.

LEADERSHIP ON LOCATION: OUTCOMES AND PROGRESS REPORT

AMERICAN JOB CENTER HEADQUARTERS (HQ)

Date

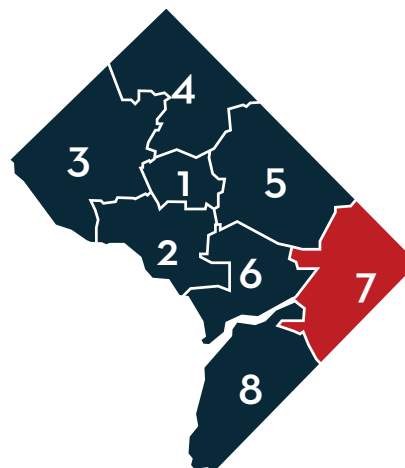
July 25, 2017 and July 26, 2017

Location

Department of Employment Services
4058 Minnesota Avenue NE
Washington, DC 20019

Time

9:00 am - 4:30 pm



THE LEADERSHIP ASKS OF AJC-NE

THE LEADERSHIP ON LOCATION TEAM POSED FOUR QUESTIONS TO AJC-NE STAFF:

How can management better support the growth and professional development of non-management staff?	
Recommendations From Staff	<p>Improve professional development for Senior Managers.</p> <p>A comprehensive program and relevant materials to educate DOES staff on the agency.</p>
Executive Team Commitment	<p>Connect senior managers to 7 hours of executive coaching to develop skills to better support and develop non-management staff.</p> <p>Launch of DOES 101. DOES 101 is a suite of programming and resources to educate staff members about the functions of all agency divisions. DOES 101 will be inclusive of a comprehensive presentation deck, an educational program, and a formal agency mentorship program.</p>
Completed Actions	<p>All DOES managers have been enrolled in Executive Leadership Coaching Services with George Washington University.</p> <p>DOES 101 PowerPoint is being developed by Office of the Director, Human Resources and Office of Public Affairs.</p>

How can DOES better coordinate services between programs (i.e., connecting services across multiple bureaus such as Workforce, Office of Wage-Hour (First Source enforcement), and Unemployment Insurance)?

Recommendations From Staff	<p>Develop an internal taskforce with representation across departments.</p> <p>Connect Navigation Center across the agency to improve the quality of customer service.</p>
Executive Team Commitment	<p>Launch of Project Boom. Project Boom will serve as an inter-departmental taskforce to increase the communication and synergy between all programs and agency divisions with the goal of developing unified solutions for improved service delivery.</p> <p>Development of a survey to evaluate customer service enhancements based on staff feedback. This information will be used to define how to increase the capacity of the Navigation Center and will inform the development of a customer service platform.</p>
Completed Actions	<p>Project Boom taskforce has been established. The taskforce has developed a strategy to be implemented in FY18.</p> <p>The Customer Service Experience Team under the Strategy and Innovation Bureau has launched several customer service enhancements based on staff feedback:</p> <p>Internal Customer Service Survey: Survey was electronically distributed on September 22, 2017, to gain further input from employees.</p> <p>DOES Community Conversations: An idea developed based on the DOES Internal Customer Service Survey responses and serves as a community engagement series, allowing for customers to meet with agency leadership and share concerns.</p>

How can DOES increase awareness of all of our services East of the River?

Recommendations From Staff	<p>Increase outreach efforts to hard to reach groups and communities using a variety of tools and metrics.</p>
Executive Team Commitment	<p>Development of staff led strategic outreach taskforce with the intention to expand outreach efforts across all (8) Wards; particularly East of the River and Latin American communities.</p>
Completed Actions	<p>Taskforce has been established and an agency strategy has been developed for implementation in FY18.</p>

How can DOES make services more easily accessible to residents across all eight (8) wards?

Recommendations From Staff Expansion of the Workforce on Wheels (WOW) team.

Executive Team Commitment Development of a staff led agency taskforce to inform and implement strategy for the expansion of WOW. Expansion of the WOW team to include program staff and additional community locations (Pop-Up One Stops).

Completed Actions WOW team has been expanded to include additional staff to work on the fleet and engage in DOES outreach efforts.

DC Department of Employment Services

Community Conversations

Help Us Serve the Community Better

Odie Donald II
Director of the
DC Department of
Employment Services



**The DC Department of
Employment Services would
like to invite you to a Townhall
conversation with
Director Odie Donald II.**

September 5, 2017 | 6p.m.

**Town Hall Education Arts
Recreation Campus**
1901 Mississippi Ave SE
Washington, DC 20020

September 7, 2017 | 4p.m.

Columbia Heights Community Center
1480 Girard St NW
Washington, DC 20009

**Call 202.656.4852 for more information
RSVP at DOESTownhall.com**



DOES Community Conversations, a platform for customers to provide feedback

LEADERSHIP ON LOCATION: OUTCOMES AND PROGRESS REPORT

AMERICAN JOB CENTER - SOUTHEAST (SE)

Date

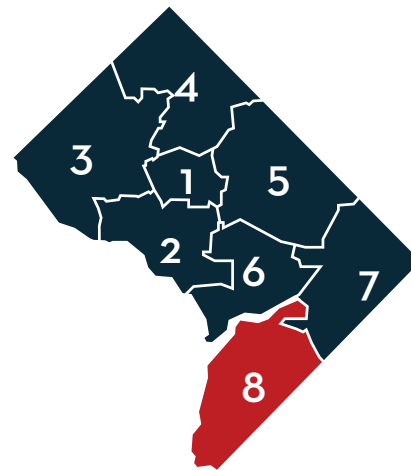
August 29, 2017

Location

American Job Center - Southeast
3720 Martin Luther King, Jr. Avenue SE,
Washington, DC 20032

Time

1:00 pm - 3:30 pm



THE LEADERSHIP ASKS OF AJC-NE

THE LEADERSHIP ON LOCATION TEAM POSED ONE QUESTION TO AJC-NE STAFF:

*NOTE: AJC-SE staff requested the opportunity to explore additional questions.
The Executive Leadership Team will revisit the agency early in CY-2018.*

What recommendations do you have for increasing traffic here at the SE Center?*	
Recommendations From Staff	Increase community outreach and visibility with primary and potential stakeholders.
Executive Team Commitment	Develop visibility and outreach plan for center.
Completed Actions	A Social Media Support and Outreach Work Plan has been developed by the DOES Office of Public Affairs. Implementation of the plan will commence with the Workforce Development Bureau and Office of Public Affairs.



The DOES Workforce on Wheels team (WOW) has been expanded as a result of Leadership on Location.



LOOKING AHEAD

The Department of Employment Services will continue facilitating Leadership on Location events, with one occurring at each AJC facility in the 2018 fiscal year. The next Leadership on Location session is scheduled for February 1, 2018 at American Job Center –Northwest Frank D. Reeves Municipal Center(2000 14th Street, NW, 3rd Floor Washington, DC 20009).



DC DEPARTMENT OF EMPLOYMENT SERVICES

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