

GOVERNMENT OF THE DISTRICT OF COLUMBIA

DEPARTMENT OF EMPLOYMENT SERVICES



H.O.P.E.

HELPING OTHERS PERSEVERE EQUITABLY

STRATEGIC WORK PLAN



DISTRICT OF COLUMBIA
DEPARTMENT OF
EMPLOYMENT SERVICES



GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR



**“WE ARE WHAT WE REPEATEDLY DO.
EXCELLENCE, THEN, IS NOT AN ACT,
BUT A HABIT.”**

—WILL DURANT

DOES

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Jameka Miller, Project Empowerment - Ward 5

“A value is a way of being or believing that we hold most important. Living into our values means that we do more than profess our values, we practice them. We walk our talk - we are clear about what we believe and hold important, and we take care that our intentions, words, thoughts, and behaviors align with those beliefs.” — BRENÉ BROWN



I released my Vision Forward Plan in 2020 to outline the agency's strategic goals and focus on the future of the Department of Employment Services. What followed only a few short weeks later would change the way we do business forever.

As the economic first responders supporting DC residents and workers suddenly out of work due to the global pandemic, our priorities shifted to focus on customer service, timely benefit payments, and frequent data reporting to track unemployment insurance claims.

During that same year, we successfully launched our Paid Family Leave benefits program, maintained our Marion Barry Summer Youth Employment Program by operating 100% virtually, and began focusing on DC's efforts toward economic recovery.

All of our staff returned fully to an in-office operation during the summer of 2021, and we have expanded several programs due to federal and local funding and continue to identify opportunities to help our customers up-skill or train for new employment opportunities.

While we stay ahead of the curve with labor market demands, the changing landscape in workplaces with remote work, the gig economy, and a focus on digital transformation, I'm proud to continue advancing our vision forward with the publication of our Strategic Work Plan, entitled "H.O.P.E. Helping Others Persevere Equitably."

The biggest opportunity as we move forward is that all our strategic initiatives now fall under 4 brand-new key focus areas, replacing the 6 original goals, adding a total of 26 brand new projects aligned with our mission:

- 1. ACHIEVE ORGANIZATIONAL EXCELLENCE**
- 2. SERVE AS A WORLD-CLASS LABOR AND WORKFORCE AGENCY**
- 3. PROMOTE THE DISTRICT'S HUMAN CAPITAL**
- 4. CREATE DIVERSITY, EQUITY, INCLUSION, AND ACCESS**

Our H.O.P.E Plan supports Mayor Muriel Bowser's DC's Comeback Plan which she released earlier this year and has three goals: Successful Businesses, Opportunity Rich Neighborhoods, and Thriving People. DOES will be part of the equation to create 35,000 new jobs in high-growth target sectors, retaining our current residents, and helping to increase the economic prosperity for our Black residents.

My team has relied on feedback from you - our customers, our stakeholders, and our employees - to set strategic goals that make sense. I look forward to continuing our valuable partnerships with District businesses, employers, educators, workers, and residents, including our youth, to drive workforce development, economic progress and put people back to work.

In partnership,

A stylized handwritten signature in black ink, appearing to read "U. Morris-Hughes".

Dr. Unique Morris-Hughes
Director, DC Department of Employment Services

MISSION

Our mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, and effective working communities.

VISION

We provide comprehensive employment services to ensure a competitive workforce, full employment, life-long learning, economic stability and the highest quality of life for all.

VALUES

Accountability • Autonomy • Collaboration • Innovation



WE BELIEVE...

- It is our role to serve all residents of the District from all economic, social, and cultural backgrounds.
- We are responsible for providing excellent service to all of our customers and partners.
- We are the partner of choice for all DC employers to find skilled and talented employees in the District.
- We must increase equitable opportunities for all DC residents so they may secure jobs that provide livable wages and the opportunity for economic advancement.
- In providing training that is responsive to the needs of employees and innovative to meet the needs of employers in our growing city.
- The key to our success is to leverage cutting-edge technology to support residents seeking meaningful employment.





**“IF YOU WANT TO GO FAST GO ALONE,
IF YOU WANT TO GO FAR GO TOGETHER.”**

-AFRICAN PROVERB

KEY FOCUS AREAS



1

**ACHIEVE ORGANIZATIONAL
EXCELLENCE**



2

**SERVE AS A WORLD-CLASS LABOR
AND WORKFORCE AGENCY**



3

**PROMOTE THE DISTRICT'S
HUMAN CAPITAL**



4

**CREATE DIVERSITY, EQUITY,
INCLUSION, AND ACCESS**





Cultivate a culture of accountability that leads to excellence in service delivery, data proficiency and literacy, and DOES being an employer of choice in the District of Columbia.

OBJECTIVE 1.1**OPERATE SMART AND EFFECTIVE SYSTEMS**

- Develop and deploy a robust, fully-integrated Unemployment Benefits and Tax solution resulting in efficiencies and the ability to offer broader services. All systems within Unemployment Insurance will be integrated.
- Complete the Office of Youth Programs Web-based data management system.
- Develop a responsive, integrated, and effective system of records management.
- Plan and promote agency-wide Data Enterprise Management.
- Develop an Outreach Plan to include the use of social media platforms, participation at community events, and DOES sponsored engagement activities.
- Integrate a Systems Thinking approach into DOES trainings, all staff events, and engagement activities.

OBJECTIVE 1.2**PROVIDE BEST-IN-CLASS CUSTOMER SERVICE**

- Review, update and create Standard Operating Procedures that are responsive to customer needs.
- Develop and implement a customer service strategy aligned with the Customer Service Bill of Rights that contributes to overall enhanced customer experience and increased customer satisfaction.
- Conduct a customer touchpoint analysis in order to optimize service delivery.
- Centralize external-facing customer service operations.

OBJECTIVE 1.3**ENHANCE THE AGENCY'S WORKFORCE TALENT MANAGEMENT**

- Develop comprehensive strategy to recruit and hire qualified individuals.
- Complete and compile best-practice research to improve the new employee onboarding experience.
- Align employee performance plans with agency performance plan and goals.

OBJECTIVE 1.4**CREATE OPPORTUNITIES FOR EMPLOYEE ENGAGEMENT, EDUCATION, AND EMPOWERMENT**

- Streamline agency processes through coordinated intra-agency project management and collaboration.
- Create a comprehensive Data Governance Strategy that includes a method for accelerating data literacy for DOES employees and customers.
- Conduct Quarterly All Staff Meetings.



Align service-delivery systems to ensure DOES is the premier workforce development partner for DC Residents, Employees, and Businesses.

OBJECTIVE 2.1

PROVIDE HIGH QUALITY TRAINING, UPSKILLING, JOB PLACEMENT AND CAREER DEVELOPMENT SERVICES

- Provide personalized career development services to customers through comprehensive intake, skill assessment, and case management services.
- Identify, endorse, and track the achievement of a core set of workforce credentials that demonstrate job readiness and occupational skills.
- Promote opportunities for employment using the “Earn and Learn” Model.

OBJECTIVE 2.2

EMPOWER AND PROTECT DC’S WORKFORCE

- Create and distribute a workforce development toolkit that will provide DC stakeholders including K-12, postsecondary students, teachers, community-based organizations and the government with funding, strategic resources, and connections.

OBJECTIVE 2.3

DELIVER UNEMPLOYMENT COMPENSATION BENEFITS, PAID FAMILY LEAVE BENEFITS, AND WORKER’S COMPENSATION BENEFITS TO ELIGIBLE INDIVIDUALS

- Track and monitor the disbursement of Unemployment Insurance and Paid Family Benefits using OCTO supported business intelligence tools.





Endorse the knowledge, skills, and abilities of our customers, District residents, and DOES employees.

OBJECTIVE 3.1

PROVIDE RECOMMENDATIONS AND SOLUTIONS FOR SUCCESSFUL AND INNOVATIVE CAREER PATHWAYS

- Determine the workforce needs of employers using data collected by the Office of Talent and Client Services.
- Offer training in high-growth target sectors of employment and other scholarships to District residents pursuing post-secondary development and career opportunities.
- Engage our youth-focused community (families, students, teachers, educational institutions) as subject-matter experts on critical issues such as workforce development and training opportunities, youth employment, and apprenticeships. Use this to drive solutions, projects and grant development.
- Identify current labor market trends and produce outreach materials for use by customers and employees (i.e. Hot Jobs List, Labor Market Awareness Dashboard, etc.).
- Support retention through job coaching services.

OBJECTIVE 3.2

ALIGN WORKFORCE WITH EDUCATION

- Establish a MBSYEP Teacher Internship.
- Ensure robust career training and technical education programs available in high schools are offered to youth, young adults and adults seeking career growth opportunities.
- Partner with District of Columbia Public Schools and Public Charter Schools, the University of the District of Columbia, and career and technical education programs to include competency-based and dual enrollment options.

OBJECTIVE 3.3

INCREASE EMPLOYEE, CUSTOMER AND STAKEHOLDER SATISFACTION

- Convene Quarterly Stakeholder Engagement Forums.
- Plan and conduct an agency Open House at DOES Headquarters.
- Administer an Employee Engagement Survey annually and share results with agency management.
- Administer a Customer Satisfaction Survey annually and use the data to drive changes within the agency.
- Administer a Stakeholder Engagement Survey annually and use the data to identify opportunities for continuous improvement.
- Conduct 30, 60, 90-day Focus Group with all new DOES employees.
- Provide promotion opportunities for current DOES employees.

OBJECTIVE 3.4

PROVIDE TAILORED/SPECIALIZED LEARNING & DEVELOPMENT OPPORTUNITIES FOR DOES EMPLOYEES

- Provide skill development opportunities for our front desk, call center, and language access operations to create more positive customer experiences through the Office of Customer Experience.
- Produce an Annual All-Staff Professional Development Day.
- Perform a DOES Employee Skill Analysis to identify training and professional development needs of agency staff.
- Plan and execute an annual DOES Learning Expo.
- Educate and empower current DOES employees through three unique training opportunities: Developing Leaders Program, Aspiring Managers Summit, LEAD Program.



Prioritize the pillars of diversity, equity, inclusion, and access at DOES with well-defined goals and objectives.

OBJECTIVE 4.1

IDENTIFY AND RECOMMEND SOLUTIONS TO ADVANCE RACIAL EQUITY WITHIN THE DEPARTMENT

- Implement recommendations from the 2022 Equity Audit.

OBJECTIVE 4.2

USE BEST PRACTICE RESEARCH AND LABOR MARKET INFORMATION TO DETERMINE THE CAREER DEVELOPMENT NEEDS OF AND JOB OPPORTUNITIES FOR OUR UNDERSERVED POPULATIONS

- Conduct research and gather labor market information to identify ways to better serve customers with barriers to employment: District youth, returning citizens, customers age 50+, and people with disabilities.

OBJECTIVE 4.3

RECRUIT, TRAIN, AND RETAIN A DIVERSE WORKFORCE AT DOES

- Conduct Quarterly Hiring Events to recruit individuals to DOES to fill vacancies.
- Incorporate Language Access Training into the agency onboarding activities.
- Establish an Employee Recognition Program.
- Hold bi-annual meetings that allow all staff in the agency to meet each other, and learn about upcoming projects and initiatives within the bureaus.

OBJECTIVE 4.4

SUPPORT POVERTY REDUCTION MEASURES

- Advance policies and initiatives aimed at elevating the needs of persons in poverty through the Commission on Poverty.
- Assess current and new programs to ensure they meet the needs of clients experiencing poverty through performance measurement activities.



KEY RESULTS

DOES will track and regularly report our progress using the following indicators:

- **Total Number of DOES Customers Served**
- **Labor Market Information**
 - » Labor Market Participation Rate
 - » Unemployment Rate
 - » DC Ward Unemployment Rates
- **Compliance with DOES Employee Training Requirements**
 - » Total Percentage of Employees completing Cybersecurity Training
 - » Total Percentage of Employees completing Language Access Refresher
 - » Total Percentage of Employees completing Sexual Harassment Awareness Training
- **Employee Engagement**
 - » Total Number of Employee Engagement Events
 - » Employee Participation Rate at Engagement Events
- **Employee Satisfaction**
 - » Employee satisfaction measured by Employee Satisfaction Survey
- **Customer Satisfaction**
 - » Customer satisfaction measured by Customer Satisfaction Survey





- **Stakeholder Engagement**
 - » Total Number of Stakeholder Engagement Events
 - » Total Number of attendees at Stakeholder Events
- **Data Proficiency & Literacy**
 - » Employee attendance at training courses and workshops
- **Total Number of Hiring Events and Job Fairs for DOES Customers**
 - » Number of Hiring Events
 - » Number of DOES Sponsored Job Fairs
- **Diversity, Equity, Inclusion, and Access**
 - » Total Number of NEP/LEP Customers served
 - » Total Number of Customers with self-identified barrier to employment
 - » Total Number of Customers with self-disclosed disability

The Agency uses the metrics in the Agency Performance Plan to track and report both Workload Measures and Key Performance Indicators (KPIs) important to our work. To view the plan, the measures, as well as past agency performance plans and accountability reports, please [click here](#).



DISTRICT OF COLUMBIA
DEPARTMENT OF
EMPLOYMENT SERVICES

MEASURING FOR RESULTS PROGRESS AND PERFORMANCE REPORT

VISION FORWARD (2020-2022)

Labor Market Indicators

% Labor Market participation (Calendar Year)

- **2019:** 71.1%
- **2020:** 69.5%
- **2021:** 69.2%
- **2022:** 70.1%

% of new hires (gained employment) for DOES program participants in Ward 7 and Ward 8

- **FY20** - 38%
- **FY21** - 31%
- **FY22** - 33%

Total number of all DOES customers who enter/re-enter the workforce (includes UI Claimants)
Source: DC Wage Data (quarterly)

- **FY20** - 112,718
- **FY21** - 61,625
- **FY22** - 47,453

Agency Services and Programs Indicators

DOES Customers (Total Unique Individuals) Served

- **FY19** - 28,087
- **FY20** - 21,136
- **FY21** - 18,763
- **FY22** - 20,724

of hiring, recruitment, education, and training fairs for District job seekers

- **FY20** - 35
- **FY21** - 89
- **FY22** - 78

% of participants that attained a recognized postsecondary credential or a secondary school diploma

- **FY20** - 723 Credentials were earned by 556 unique individuals in DOES Programs. Additionally, 53 youth program participants earned a high school diploma.
- **FY21** - 507 Credential were earned by 382 unique individuals in DOES Programs.
- **FY22** - 690 Credentials were earned by 473 unique individuals in DOES Programs.

% of customers that access services during extended service hours (12/19/2019 - 3/13/2020) at the American Job Centers

*During this reporting period only 39 customers were served in the American Job Center during extended service hours. Due to the COVID-19 Pandemic beginning in March 2020, the program was discontinued and to date has not been resumed.

of new DC Networks users

- **FY19** - 21,310
- **FY20** - 105,874
- **FY21** - 53,381
- **FY22** - 16,144

of new employer partnerships; registrations in DC Networks

- **FY19** - 801
- **FY20** - 791
- **FY21** - 606
- **FY22** - 485

% of returning Marion Barry Summer Youth Employment Program employer partners

- **PY20** - 60.1%
- **PY21** - 54.9%
- **PY22** - 50.1%

MEASURING FOR RESULTS PROGRESS AND PERFORMANCE REPORT

VISION FORWARD (2020-2022)

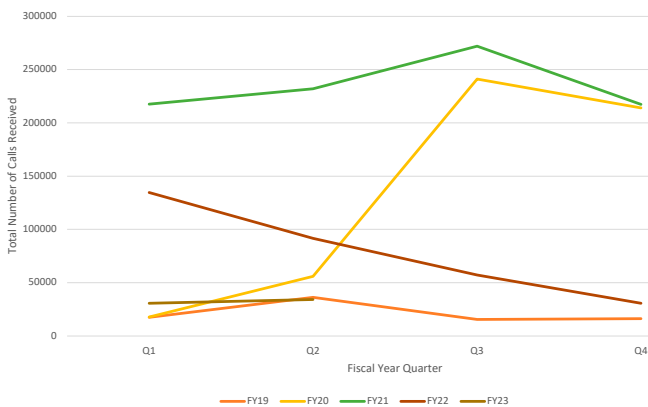
Employee Satisfaction Indicators

65% of employees have confidence in DOES (Employee Satisfaction Survey, Fall 2022)

75% of employees report finding their job fulfilling (Employee Satisfaction Survey, Fall 2022)

Calendar Year (CY) - January 1 - December 31
 Program Year (PY) - July 1 - June 30
 Fiscal Year (FY) - October 1 - September 30
 School Year (SY) - Based on DCPS School Year beginning in August

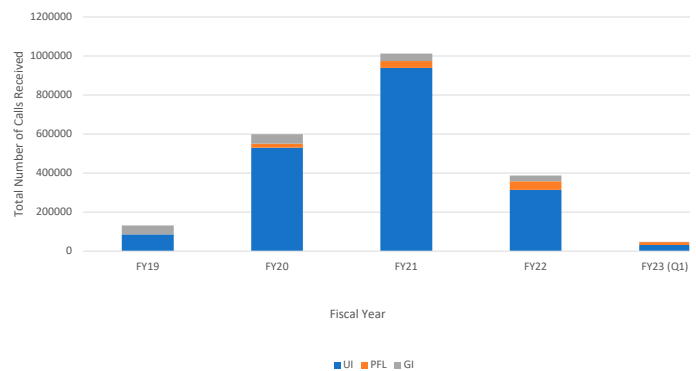
Unemployment Insurance Call Volume
Fiscal Year and Quarterly Trends

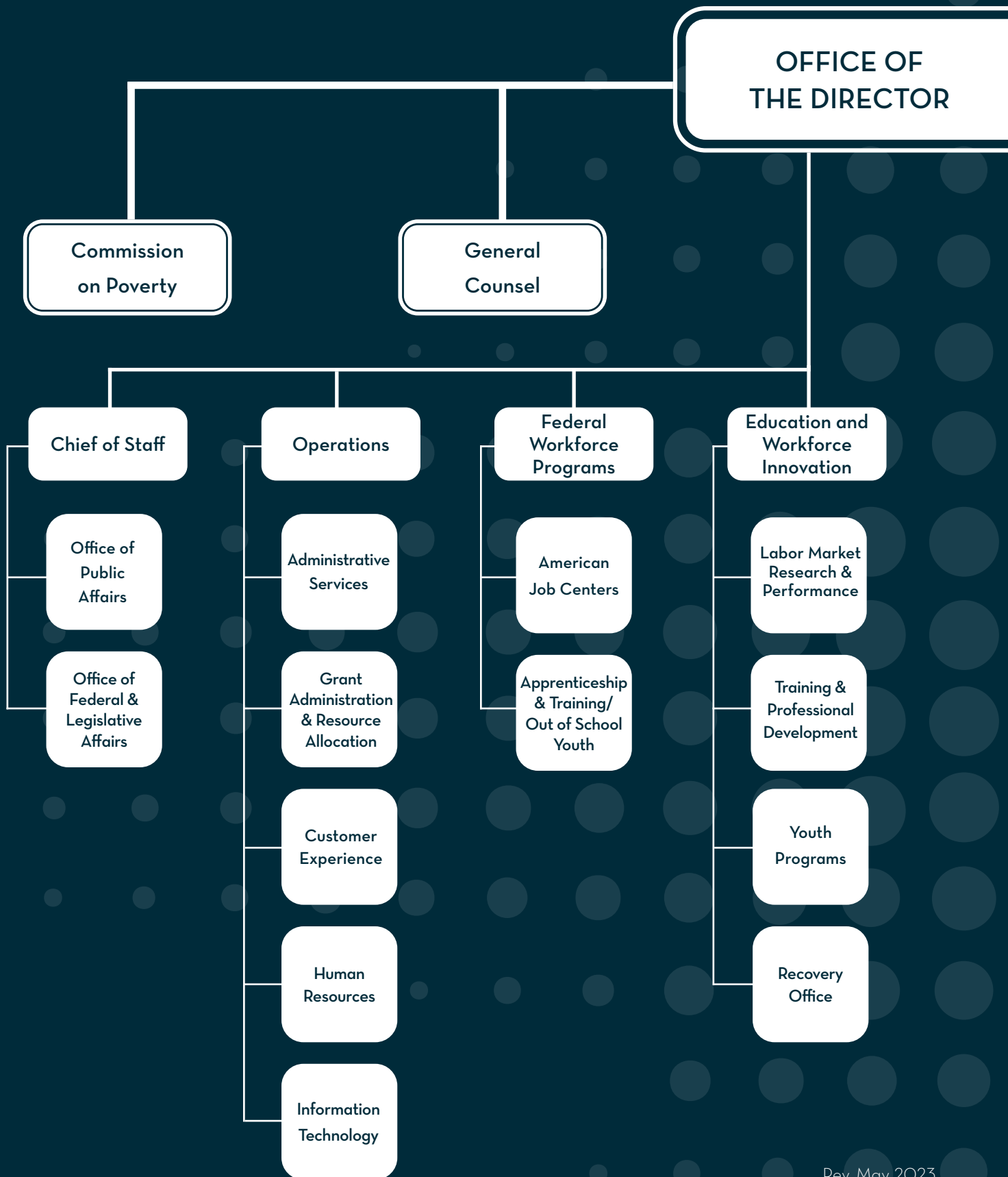


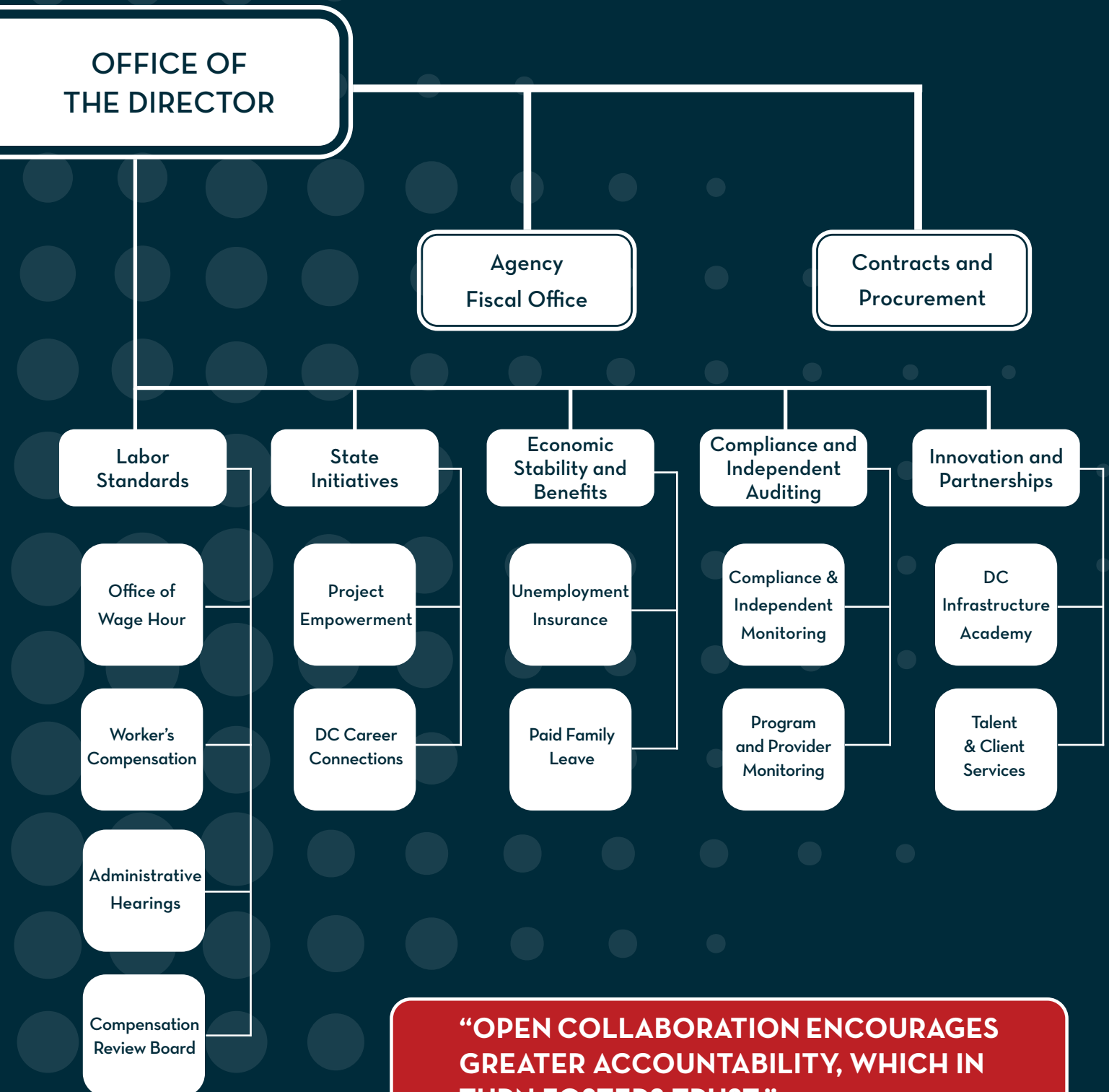
Customer Experience Indicators

The COVID-19 Pandemic impacted our Office of Customer Experience (OCE). The total number of calls received from customers calling about unemployment insurance was **6 times more in FY20 and 11 times more in FY21 than in FY19** which had a total of 85,499 calls. During the last three fiscal years, the agency received over 1.7 million calls from customers regarding the Unemployment Insurance Benefits Program administered at DOES.

DOES Office of Customer Experience
Call Center Volume by Fiscal Year

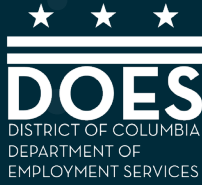






**“OPEN COLLABORATION ENCOURAGES
GREATER ACCOUNTABILITY, WHICH IN
TURN FOSTERS TRUST.”**

– RON GARAN



FIND US ONLINE

<https://does.dc.gov/>

AGENCY HOURS OF OPERATION

Monday to Friday
8:30 am to 5:00 pm

CONNECT WITH US

Phone: (202) 724-7000

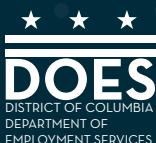
Fax: (202) 673-6993

TTY: (202) 698-4817

Email: does@dc.gov

AGENCY HEADQUARTERS AND AMERICAN JOB CENTER

4058 Minnesota Avenue, NE
Washington, DC 20019



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MURIEL BOWSER, MAYOR