

GOVERNMENT OF THE DISTRICT OF COLUMBIA
DEPARTMENT OF EMPLOYMENT SERVICES

VISION FORWARD

VALUES | GOALS | STRATEGIES | MEASURES

2020-2022



DISTRICT OF COLUMBIA
DEPARTMENT OF
EMPLOYMENT SERVICES



GOVERNMENT OF THE
DISTRICT OF COLUMBIA
MURIEL BOWSER, MAYOR



MESSAGE FROM THE DIRECTOR



My Vision Forward Plan will guide my work as the District's labor administrator and Director of the Department of Employment Services (DOES) along with the work that we are doing to accomplish our strategic goals.

I am proud to lead a team of professionals who are dedicated to developing and executing meaningful strategies to reduce unemployment and increase labor force participation across all eight wards. From Anacostia to Woodley Park, DOES is reimagining the way we deliver important workforce services to residents and businesses.

Leveraging the strengths of our workforce partners, which include community-based organizations, educational institutions, training providers, government agencies and other stakeholders, is the key to the success of our Vision Forward Plan. These strategic partnerships will ensure that we continue expanding employment opportunities by building the District's workforce and growing our local economy.

We have an opportunity to fully coordinate components of the District's workforce ecosystem to further accelerate pathways to the world of work, training, and professional credentials. DOES has made great progress in addressing the needs of opportunity youth, and there is more work ahead. A greater alignment of strategies will help improve outcomes, and we are committed to working from the place where education and workforce intersect.

I am excited about the strides we are making and the energy around our new direction. Our Vision Forward is built on a challenge for us to elevate our services to DC residents and businesses and realize our greatest potential as a community.

In partnership,

Dr. Unique Morris-Hughes

MISSION

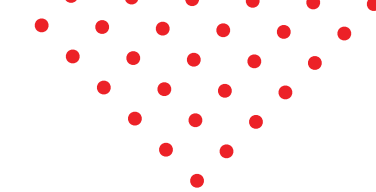
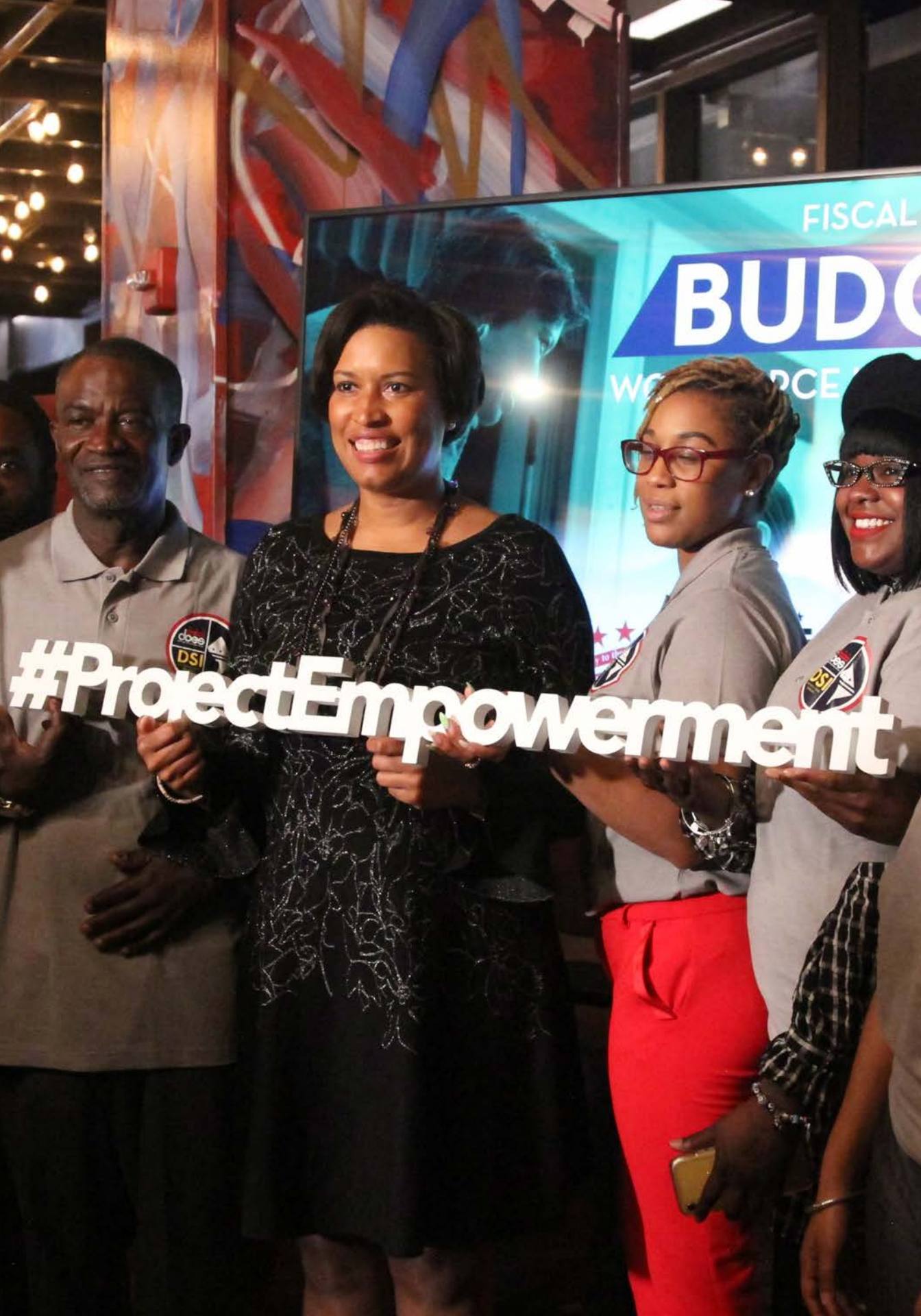
Our mission is to connect District residents, job seekers, and employers to opportunities and resources that empower fair, safe, and effective working communities.

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.

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.
- + We must provide 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.



GOALS

- 1 Promote the District's Human Capital
- 2 Align Workforce with Education
- 3 Create Equity and Access
- 4 Achieve Excellence in Service Delivery
- 5 Operate Smart and Effective Systems
- 6 Provide Best-in-Class Customer Service



GOAL 1

PROMOTE THE DISTRICT'S HUMAN CAPITAL

FOCUS 1.1

Align service delivery systems to ensure that DOES is the premier workforce development partner for DC businesses

- + Conduct a comprehensive study of current DOES services, District resident workforce, and current and future job market needs.
- + Prepare the District workforce for incoming tech jobs.

FOCUS 1.2

Provide quality job training, job placement and career development services for all DC job seekers

- + Provide personalized career development services to customers through comprehensive intake, skill assessment, and case management services.
- + Support employee retention through job coaching services.

FOCUS 1.3

Connect employers to District residents seeking jobs

- + Determine the workforce needs of employers using data collected by the Office of Talent and Client Services.

- + Identify workforce needs which include in-demand jobs and other careers that are central to economic development in the region.

FOCUS 1.4

Develop human capital within DOES

- + Develop comprehensive strategy to recruit and hire qualified individuals.
- + Foster a culture of learning by aligning training opportunities with agency needs and staff development goals.
- + Hold bi-annual meetings that allow all staff in the agency to meet each other, and learn about upcoming projects and initiatives within other bureaus.
- + Increase retention through targeted and diverse trainings for employees so they can upskill.
- + Offer a professional coaching program for agency managers.
- + Provide promotion opportunities for current DOES employees.



GOAL 2

ALIGN WORKFORCE WITH EDUCATION

FOCUS 2.1

Create more than one pathway to success

- + Identify early career opportunities in addition to the Marion Barry Summer Youth Employment Program.
- + Create an online workforce academy to provide job seekers alternative ways to earn credentials in high demand fields.

FOCUS 2.2

Generate and promote opportunities for employment that incorporate on the job training

- + Address essential and occupational skills through new and innovative methods and pathways.
- + Identify, endorse, and track the achievement of a core set of workforce credentials that demonstrate job readiness and occupational skills.

FOCUS 2.3

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



GOAL 3

CREATE EQUITY AND ACCESS

FOCUS 3.1

Determine the career development needs of and opportunities for our underserved populations

- + Perform a full assessment of current DOES services and programs and compare to the current needs of our residents through the use of research grants.

FOCUS 3.2

Expand the service offerings to our most underserved populations

- + Administer grants and offer incentives that support quality outcomes to diverse and minority populations including veterans, the homeless, women, returning citizens, and at-risk youth.
- + Provide alternative ways for District residents to access services through online or alternative work hour opportunities.

- + Identify and endorse a list of high-demand occupations including those that are strategic to the District's economic development and that pay a family-sustaining wage.
- + Partner with the Mayor's Office on Returning Citizens Affairs, the Mayor's Office of Lesbian, Gay, Bisexual, Transgender, and Questioning Affairs, the Mayor's Office on Fathers, Men and Boys, the Department of Disability Services and other government agencies to support populations in need through specialized trainings and programs.

FOCUS 3.3

Build and maintain a diverse workforce at DOES

- + Create opportunities for residents who complete our workforce programs to obtain employment at DOES.



GOAL 4

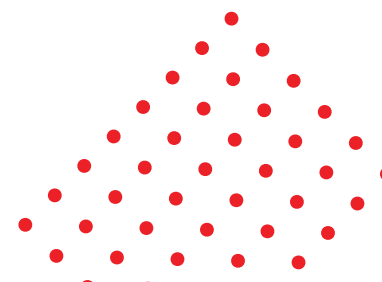
ACHIEVE EXCELLENCE IN SERVICE DELIVERY

FOCUS 4.1

Provide quality and meaningful learning and career opportunities to our customers

- + Conduct regular meetings with stakeholders to gain insight and feedback on current DOES services and programs.

- + Administer user surveys to assess customer needs related to job interests and training needs.
- + Provide more meaningful job matching through DC Networks and case management services.
- + Hold hiring events that connect our residents to employer partners.



GOAL 5

OPERATE SMART AND EFFECTIVE SYSTEMS

FOCUS 5.1

Develop a responsive, integrated and effective system of record for data management

- + Plan and promote agency-wide Data Enterprise Management.
- + Design and develop a database that will allow us to better track customer information, share information with our stakeholders, and support customer employment goals.
- + Create a data governance and management plan.
- + Use data analysis and visualization tools to promote performance-driven decision making.

FOCUS 5.2

Streamline agency processes that are responsive to the needs of our residents, employers and other stakeholders

- + Review, update and create program Standard Operating Procedures that are responsive to customer needs.
- + Optimize service delivery through a customer touchpoint analysis.

FOCUS 5.3

Cultivate a culture of accountability

- + Align employee performance with agency goals.
- + Promote data fluency, literacy and capacity through inter-agency learning opportunities for all staff.

GOAL 6

PROVIDE BEST-IN-CLASS CUSTOMER SERVICE

FOCUS 6.1

Create a Culture of Excellence to provide each customer, stakeholder, and employer with a tailored and positive experience

- + Provide training to all staff about enhancing the customer experience and increasing customer satisfaction.
- + Provide skill development opportunities for our front desk, call center, and language access staff to create more positive customer experiences through the new Office of Customer Experience.
- + Promote DOES Services and DC Networks to the District's residents and employers through a public service campaign.
- + Conduct regular customer satisfaction surveys and use the data to drive change within the agency.

FOCUS 6.2

Implement a customer service strategy that contributes to overall customer service excellence

- + Hire a Customer Service Officer.
- + Centralize external-facing customer service operations.

FOCUS 6.3

Improve employee satisfaction and morale

- + Conduct regular employee satisfaction surveys and use the data to drive change within the agency.
- + Hold bi-annual staff engagement lunches between the Director and staff so the Director can receive feedback and is aware of staff-level concerns.



MEASURING FOR RESULTS

DOES WILL TRACK AND REGULARLY REPORT OUR PROGRESS USING THE FOLLOWING INDICATORS.

- + Total number of DOES customers who enter/re-enter the workforce
- + % of new hires from Ward 7 and Ward 8
- + % of new employer partnerships
- + % of customers that access services during extended service hours at the American Job Centers
- + % Labor Market participation
- + % of returning Marion Barry Summer Youth Employment Program employer partners
- + % of participants that attain a recognized postsecondary credential or a secondary school diploma
- + % of new DC Networks users
- + # of hiring, recruitment, education, and training fairs for District job seekers
- + % decrease in call-wait time
- + % of employees that have confidence in DOES
- + % of employees that find their job fulfilling



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