



District of Columbia Housing Authority
Workforce Assessment
Pre-Proposal Conference
December 2, 2019

Objectives

- Provide an overview of the Scope of the DCHA Workforce Assessment, including:
 - Key Departments
 - Key Processes
 - Timeline
- Respond to questions

BACKGROUND

- Significant shift in the business environment.
 - Mandated the **Repositioning Initiative**.
 - Limited resources are being re-allocated to respond to the findings and recommendations.
 - Re-alignment of the workforce to support this initiative, in the long and short term.
- Restructuring and Workforce Assessment is necessary.

WORKFORCE ASSESSMENT

- **Multi-Phase** Workforce Assessment and Restructuring Plan, includes:
 - **Phase I:** Immediate review and internal assessment of vacant and unencumbered positions
 - **Phase II:** Establishment of the Workforce Restructuring Committee
 - **Phase III:** Workforce and Operational Assessment (key departments)
 - **Phase IV:** Review Recommendations and Departmental Engagement
 - **Phase V:** Implementation of Workforce Assessment Recommendations

WORKFORCE ASSESSMENT

- The **first phase** of the plan involved an **Internal Workforce Assessment** of all vacant and encumbered positions. (**September 2019**)
- The **second phase** of the plan saw the establishment of a Workforce Restructuring Committee (Committee). The Committee is charged with ensuring the appropriate implementation of **identified measures** put in place to **gain greater efficiencies** and **reduce costs** across the Agency. (**October 2019**)
- The **third phase** will involve an agency-wide operational review and workforce assessment of key departments. (As outlined in the Workforce Assessment Solicitation)
- The **fourth phase** of the plan will include review of findings and departmental engagement of the results of the operations review and workforce assessment.
- The **final phase** of the operations review and workforce assessment will be implementation of selected findings and recommendations.

WORKFORCE ASSESSMENT SCOPE

Organizational Review will include a detail examination of DCHA's organizational structure and functions, prioritizing:

- Housing Choice Voucher Program
- Property Management Operations
- Eligibility and Continued Occupancy
- Office of Capital Programs
- Administrative Services
- Office of Financial Management
- General Counsel
- Human Resources Department

The review will include an assessment of reporting relationships, span of control, staff/supervisory ratios, staffing levels.

It will also include an assessment of the agency's administrative strengths (financial, supervision, staff development, risk management, use of technology and identify areas requiring additional support and staffing.

WORKFORCE ASSESSMENT SCOPE

Organizational Review will explore:

- Assess resource efficiency, resource deficiency, or redundancy.
- Assess current job descriptions and organizational chart and recommend revisions to minimize duplication of efforts and increase efficiency.
- Conduct interviews with staff and external stakeholders, including residents.
- Conduct staff time studies in the following departments: Property Management Operations, Housing Choice Voucher Program and Eligibility and Continued Occupancy.
- Assess reporting relationships, span of control, staff authority, and staffing levels.
- Assess administrative strengths, i.e., financial, supervision and development of staff, risk management coordination and practices, and use of technology and identify areas requiring additional support and staffing.

WORKFORCE ASSESSMENT SCOPE

Operational Review will be conducted on the operational functions and workflow processes for each area, prioritizing:

- Section 8
- Public Housing
- Maintenance
- Property Management
- Resident Services
- Development
- Procurement
- Human Resources
- Information Technology
- Finance
- Legal

WORKFORCE ASSESSMENT SCOPE

Workforce Assessment Recommendations will:

- Identify best practices and performance measures that should be adopted by DCHA.
- Recommend an optimal organizational model.
- Recommendations to streamline procedures and processes for current and required functions.
- Identify cost saving technologies to support current and future programs and operations.
- Recommendations to improve operations and support succession planning.
- Identify staffing requirements, including supervisor/subordinate ratio, both current and future.

WORKFORCE ASSESSMENT SCOPE

Workforce Assessment Timeline:

- RFP Initiated: November 2019
- Panel Review and Scoring: Week of December 20, 2019
- Consultant selected: January 2019
- Initial Recommendations: March 2019

QUESTIONS

