

## DC DEPARTMENT OF HUMAN RESOURCES

## DECISION POINT MEMO

## Office of the Director

To: Kevin Donahue, Interim City Administrator

Through: Ventris C. Gibson, Director, DC Department of Human Resources

Through: Jay Melder, Assistant City Administrator, Internal Services

Through: Yared Assefa, Agency Fiscal Officer, Office of the Chief Financial Officer

From: Nicole Cook, Chief Administrative Officer, DC Department of Human Resources

Date: [Click here to enter a date.](#)

Subject: **DC Department of Human Resources Proposed Realignment**

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## Decision Point

The DC Department of Human Resources (DCHR) seeks approval to restructure its Policy and Compliance Administration. Given changes in new electronic publication platforms, our proposed realignment will enable us to more efficiently meet our organizational goals.

## Need for Decision

To address changing skillset requirements as we transition to electronic publications, DCHR proposes the restructuring of the Policy and Compliance Administration to increase operational efficiencies. Pursuant to DCHR Issuance No. 2020-##, *Realignments*, the Office of the Chief Financial Officer, the Assistant City Administrator for Internal Services, and DCHR must review and concur with the proposed realignment. The proposed realignment must then receive final approval from the City Administrator.

We have secured the required concurrences and now seek your final approval.

## Recommendation

With respect to the changing nature of policy publications from print media to online, digital formats, and the growing scope of the administration's compliance functions, we propose to realign the Policy and Compliance Administration by consolidating redundant functions and emphasizing a shift to the production of digital media and policy content.

We propose the following position changes:

## Realignments

### 1. HR Specialist (Policy) to Editor and Graphics Specialist

The HR Specialist position focuses more on research and responding to inquiries and less on production of materials. As research has become easier to perform due to a multitude of online information sources from industry leaders, this realignment will emphasize the production of quality, accessible, visual materials to meet the agency's publication needs.

### 2. Compliance Specialist to Program Coordinator

Originally, this compliance specialists' role dealt primarily with a small subset of agencies, manually overseeing drug and alcohol testing programs. Today, we oversee nearly 40 agencies' drug and alcohol testing requirements, provide required training, and have automated much of the manual processes of the past. The size of the program has grown to such an extent that it requires a dedicated coordinator to function effectively.

### 3. HR Specialist (Policy) to Writer (HR Policy)

We recommend consolidating the HR Specialist (Policy) functions into a single FTE, who can effectively conduct the necessary outreach and research for most policy projects. This frees up an FTE to be transitioned into a professional writer who can effectively take policy research and turn it into compelling policy products.

## Background / Context

Policy development is evolving beyond the creation of traditional and technical rules. Today, employees and stakeholders expect policy materials that are accurate, consistent, easy to understand, and flexible. This requires tighter controls in terms of writing and editing, which requires professional writers and editors. Moreover, transitioning to an electronic media also necessitates skilled graphics designers. Unfortunately, budgetary constraints do not permit the addition of FTEs. Therefore, we recommend restructuring the policy team. The team will include a policy specialist focused on research, a writer focused primarily on the initial drafting, and an editor/graphics specialist focused on layout, publication, and editorial consistency. To this end, our proposed realignment eliminates two policy specialist positions and creates, in their place, a writer and editor/graphics specialist.

## Implementation

If approved, DCHR will develop a change-management strategy which will include a strong information campaign to communicate the proposed changes with staff and outline expectations. Upon communicating with staff and addressing any staff concerns, DCHR will submit PAR actions for processing. We anticipate that full implementation will take 60 days.

## Need for Briefing?

If you have any additional questions or would like further briefing from staff on this matter, please do not hesitate to contact me.