Washington Paid Family & Medical Leave

Employment Security Department
WASHINGTON STATE

Washington's Paid Family and Medical Leave Technology Solution

Merrill Baumgardner Award
Sample Work Products

Paid Family & Medical Leave

Our Vision
Washingtonians are able to take the time to care for themselves and the people they love.
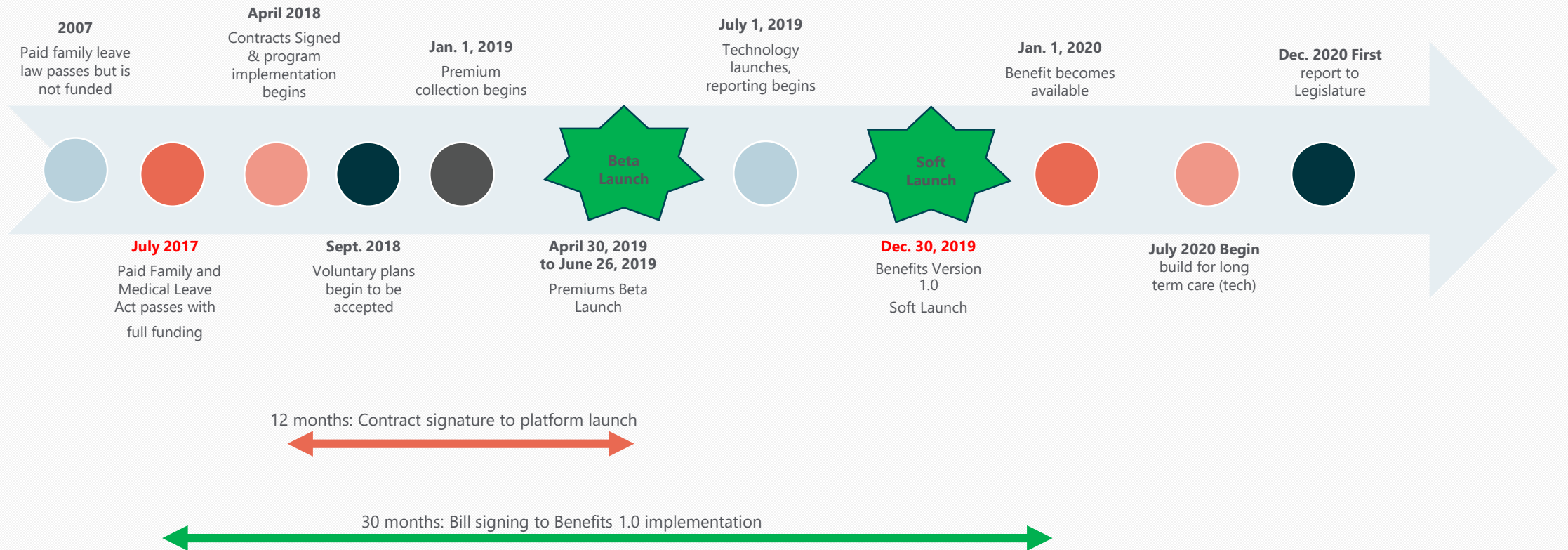
Our Mission
To provide an easily accessible benefit that helps employers and employees maintain economic stability and peace of mind in challenging times.

Timeline

2007
Paid family leave law passes but is not funded

April 2018
Contracts Signed & program implementation begins

Jan. 1, 2019
Premium collection begins

July 1, 2019
Technology launches, reporting begins

Jan. 1, 2020
Benefit becomes available

Dec. 2020 First report to Legislature

Beta Launch

Soft Launch

July 2017
Paid Family and Medical Leave Act passes with

full funding

Sept. 2018
Voluntary plans begin to be accepted

April 30, 2019 to June 26, 2019
Premiums Beta Launch

Dec. 30, 2019
Benefits Version 1.0
Soft Launch

July 2020 Begin build for long term care (tech)

12 months: Contract signature to platform launch

30 months: Bill signing to Benefits 1.0 implementation

Governance structure

Employment Security Department
WASHINGTON STATE

Executive Sponsors

Champions the program and its priority within the agency.

Provides executive leadership and guidance.

Removes barriers to program execution.

Represents the program to statewide audience.

Executive Steering Committee

Allocates resources to project.

Defines what issues or decisions should come to the steering committee.

Approves changes to scope, schedule, and budget outside tolerances.

Assists in risk planning and mitigation to protect the program.

Advisory Committee

Brings voice to employer and employee interests.

Brings advocates' concerns and risk assessments forward.

Provides critical stakeholder input.

Offers transparent citizen engagement.

Exec. Sponsors •

ESD Commissioner

Exec. Steering Committee •

ESD Commissioner
ESD Assistant Commissioner & Chief Information Officer
ESD Legislative & Executive Operations Director
ESD Director Paid Family and Medical Leave
OCIO Oversight Consultant
Quality Assurance Management
CHAIR: ESD Paid Family and Medical Leave Project Manager

Advisory Committee

Employer Interests
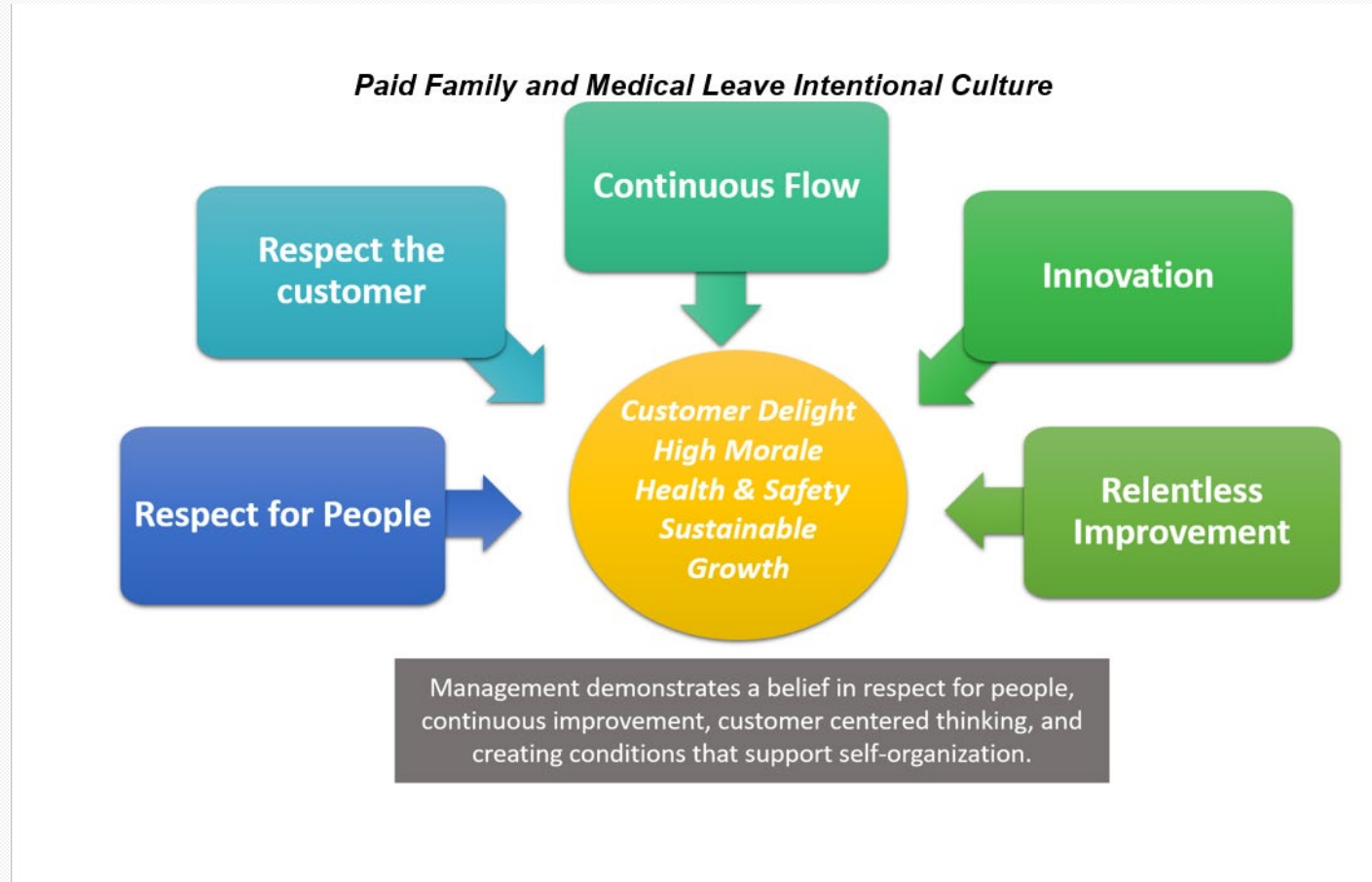Association of Washington Business
Assoc. General Contractors of WA
Washington Hospitality Association
Washington Retail Association

Employee Interests
WA State Labor Council
UFCW 21
MomsRising
Economic Opportunity Institute

CHAIR: Paid Leave Director

Paid Family and Medical Leave--Culture

Paid Family and Medical Leave Intentional Culture

- Respect the customer
- Continuous Flow
- Innovation
- Respect for People
- Relentless Improvement

Customer Delight
High Morale
Health & Safety
Sustainable
Growth

Management demonstrates a belief in respect for people, continuous improvement, customer centered thinking, and creating conditions that support self-organization.

The organization was established and is operated with a deliberate focus on culture. Our culture drives our work and serves as our "north star". This has allowed us to put customers and people at the forefront of all our work, be much more nimble, and focus management on creating conditions for success. Leadership commitment to this culture, coupled with dedicated change management has been the foundation for our thriving teams.

Paid Family and Medical Leave Change Management

Successful change requires management for both the technical and people sides of the change

Source: Prosci
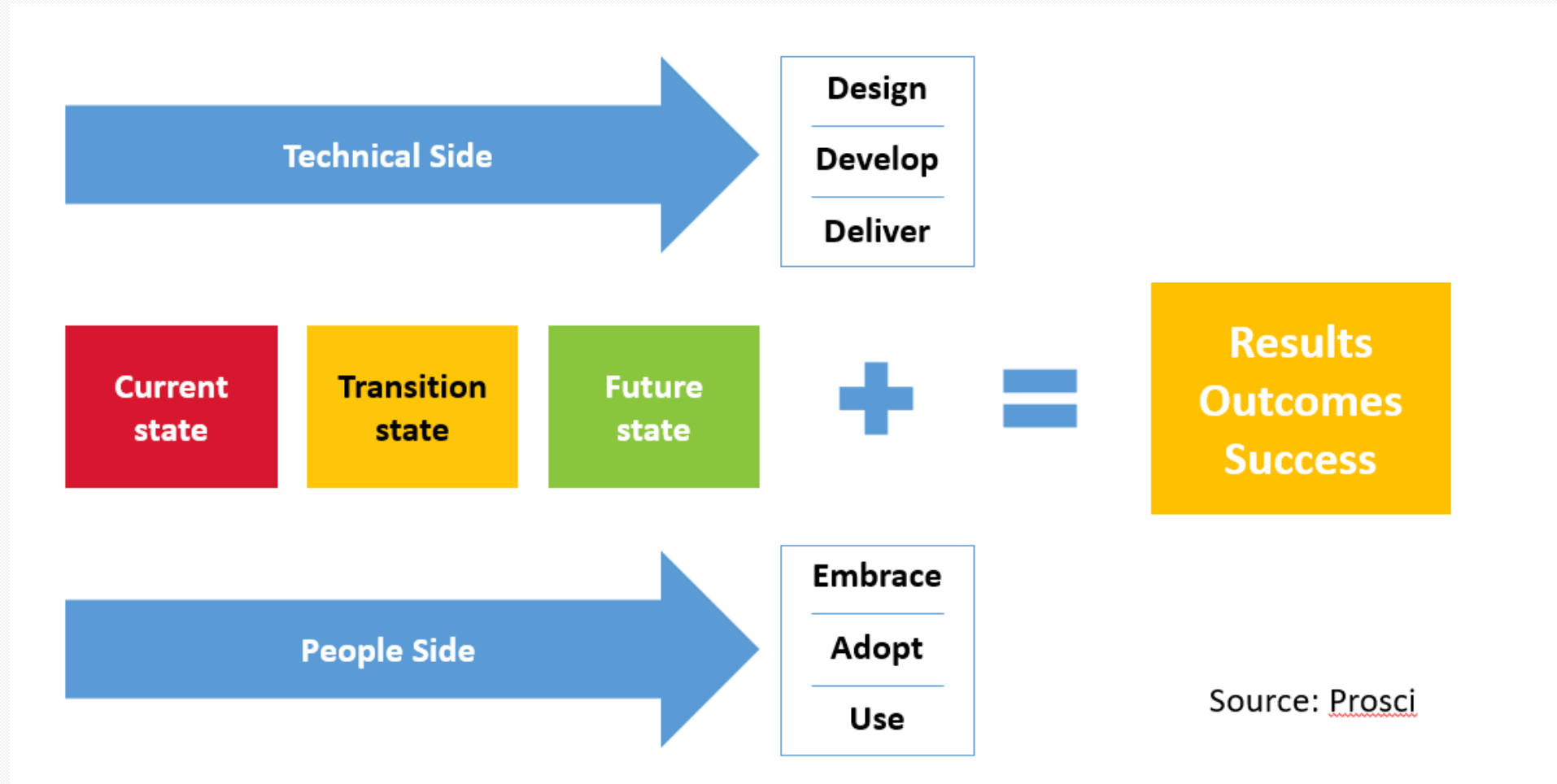
Paid Family and Medical Leave Organizational Change Management Approach

Goals: Breakdown psychological barriers that prevent progress and productivity to meet aggressive PFML timelines and business goals. Most barriers to progress and performance are psychological not mechanical. Gain organizational adoption of Agile culture and principles: "people over processes" and "pivot without mercy or guilt" in order to create organizational agility and resilience.

Analysis: Conducted change readiness assessment for Agile and risk/impact of the cultural change on staff to understand baseline mentality. 1:1 interviews with **all** staff members of the impact (fears, beliefs, assumptions) of the cultural shift. Results communicated to whole organization and OCM plan developed to address the fears, assumptions and beliefs.

Leadership Development: Assess and develop managers on Change Management principles and their role in embodying the culture and coaching their employees. Manager as Coach Training, Conversational Intelligence training, Leadership Vulnerability, 1:1 Leadership Coaching, LT group coaching for group cohesion and facilitated strategy development with vision/mission and organizational playbook (priorities, objectives, results and measures) communicated to the organization.

Coaching: Over 80 PFML employees have engaged with OCM/Executive coach in monthly 1:1 coaching sessions on issues they are facing in achieving their business goals. These confidential sessions intended to brainstorm and find next steps/solutions to blockers and issues impacting their performance and productivity. Additionally, 8 intact teams engage in monthly group coaching sessions with OCM where they bring issues around "how" they work together – these groups address underlying issues that are preventing their optimal group performance and productivity and coach each other on solutions.

Learning: Customized workshops and training developed and implemented on demand based on employee/organizational need on the following topics: Dealing with Ambiguity, Strengthsfinder, Values/Team Cohesion, Trust and Safety, How to Coach, EQ, Customer Insight, Customer Research, Nimble and Decisive (IT leadership workshop), Feedback (how to receive), Team Toxins, Employee engagement. Quarterly All Staff meetings address organizational issues (e.g. Cross Team Communication) through All Staff root cause analysis and retrospectives (an Agile ceremony)

Conflict/Resistance Management: OCM brings groups together for facilitated discussions when groups are in conflict to get to resolution more quickly and get back to productivity. OCM also works with key individuals who may be resisting changes to develop a path forward.
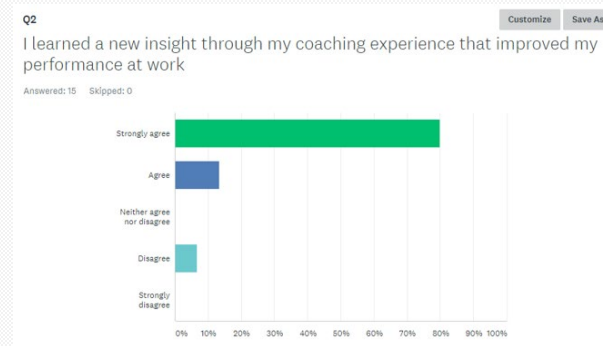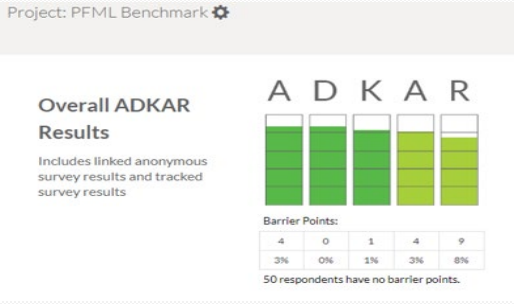
Results: Business goals achieved ahead of schedule.

Employer of choice score (reflective of organizational health): 85%

Agile culture fully embraced and adopted: see ADKAR survey results

Coaching an accepted and sought after practice: see question from

coaching survey to participants

Agile Culture Adoption survey
(Awareness, Desire, Knowledge, Ability and Reinforcement)

Project: PFML Benchmark ⚙

Overall ADKAR Results

A D K A R

Includes linked anonymous survey results and tracked survey results

Barrier Points:

4	0	1	4	9
3%	0%	1%	3%	8%

50 respondents have no barrier points.

Q2 Customize Save As

I learned a new insight through my coaching experience that improved my performance at work

Answered: 15   Skipped: 0

Strongly agree

Agree

Neither agree nor disagree

Disagree

Strongly disagree

0% 10% 20% 30% 40% 50% 60% 70% 80% 90% 100%

Technology: Customer-centered product

Maximize effective, efficient delivery of services through the use of technology matched to customer needs.

Align with identified customers to increase the value of user interaction.

Have a modern look and feel, aligning with the expectations of today's users.

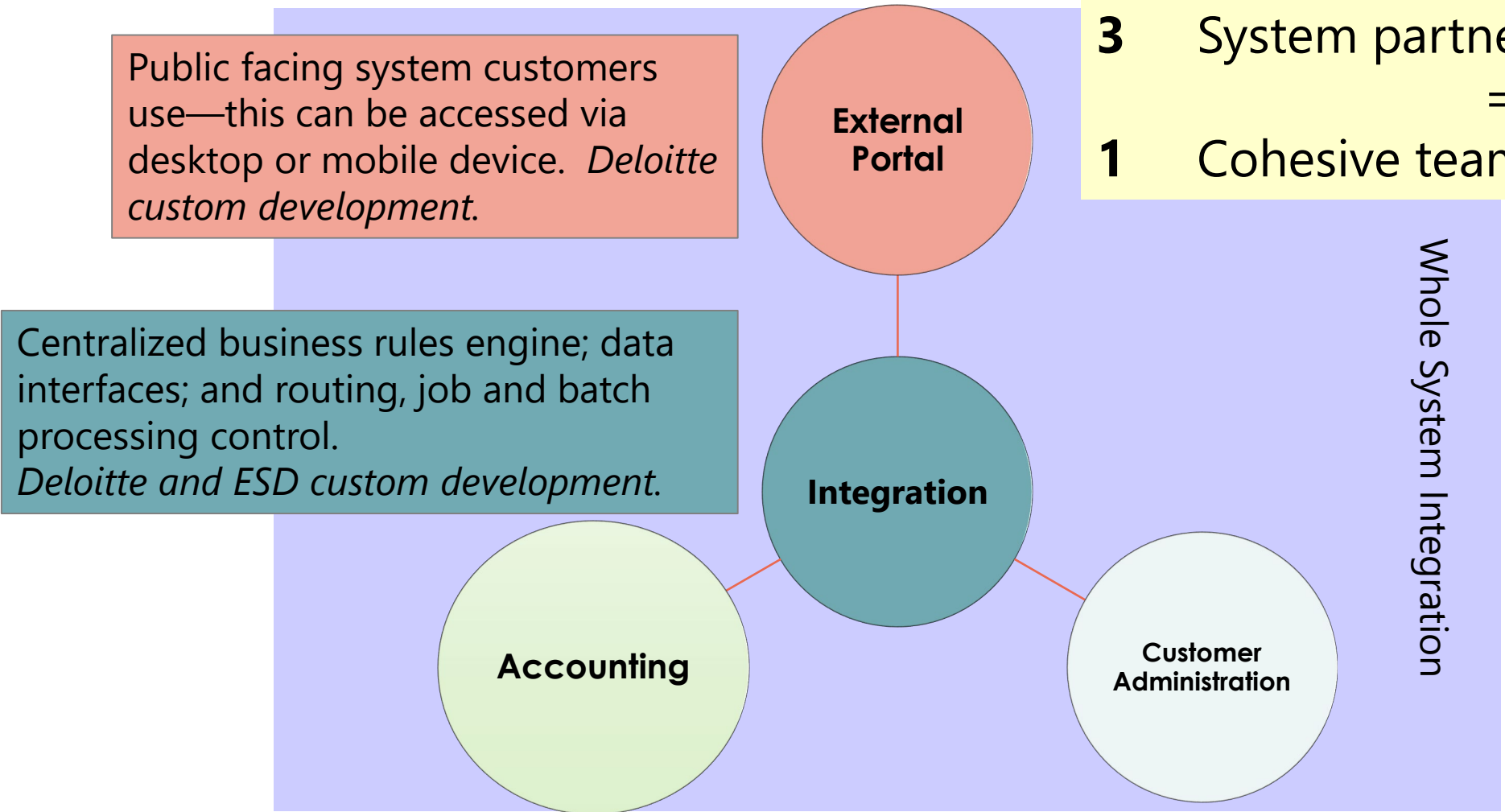Integrate into ESD's enterprise environment.

Support continuous improvement.

Technology platform

Public facing system customers use—this can be accessed via desktop or mobile device. *Deloitte custom development.*

External Portal

4   System components
+
3   System partners, QA and OCIO
=
1   Cohesive team

Centralized business rules engine; data interfaces; and routing, job and batch processing control. *Deloitte and ESD custom development.*

Integration

Accounting

Customer Administration

Whole System Integration

System Implementation Oversight, Solution Architecture, Business Analysis, DevOps, Production Support, Test Automation, and Core System Development supplied by ESD.

System used by ESD Finance to track and manage financial transactions. *Microsoft Dynamics/AX.*

System used by ESD Staff to support customers and program administration. *Microsoft Dynamics CRM.*

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Paid Family and Medical Leave System Components

Paidleave.wa.gov	External Portal	Integration & Batch Management	Customer Administration	Accounting and Finance
• ESD and Independent Consulting • Cloud Hosted • Orchard CMS and WordPress • Web Content, Test wage filing, and Voluntary Plans • Delivered first • Currently undergoing refresh for benefits	• ESD and Deloitte Consulting • Custom developed (Microsoft stack, Facts.NEXT) • Primary business system • Supports online services for external users • Hosted on-premises	• ESD and Deloitte Consulting • Custom developed (ESD assets, Microsoft stack) • Handles communication between components and data movement • Supports asynchronous processing • Hosted on-premises	• ESD and Microsoft • Dynamics CRM with custom extension • Case management, internal workflow, and customer management • Hosted on-premises	• ESD and Microsoft • Dynamics AX/Finance & Operations • Accounting and financial tracking and reporting • Hosted on-premises

Critical Technology Success Factors*

Adequate funding	Strong, Active, and Visible Sponsorship & Partnership	Deliberate Team Culture—seamless integration of ESD staff and Vendor partners to form a unified team	Modern Technology Practices
Amazing People!!!	Iterative Delivery	High Tolerance for Transparency	Do, Learn, Measure, and Adjust
	Freedom to fail and learn from failure	Strong Vendor Management	

*These factors are critical not only for successful technology delivery, but also for overall program success.

Definition of Ready

A user story is ready to move into a development sprint backlog when it is clear, feasible, and testable and is part of a prioritized feature. When a story meets the following criteria, it is ready for development on a PFML Scrum team.

- Invest Criteria is demonstrated by the story:

    - "I"ndependent: Work is independent of all other work.

    - "N"egotiable: The story is not a contract for how the business need will be met.

    - "V"aluable or "V"ertical: Work will result in a discrete value for the user.

    - "E"stimable: Work will be estimable within a good approximation by the Scrum team.

    - "S"mall: Work can be completed and can be demonstrated within a single sprint.

    - "T"estable: Work can be tested for meeting the story's acceptance criteria.

- Acceptance Criteria completed by Business Analysts and is testable.

- Business Design Specialists have provided business input and the Product Owner has prioritized the work.

- The Scrum team has reviewed the INVEST criteria for the stories and have been provided opportunities to comment and to ask questions with the Business Design Specialists, Business Analysts, Product Owner and Architects.

- Artifacts and questions with answers have been annotated and linked to the user stories by the Business Analysts.

- The Scrum team has preliminarily sized the story.

- Inter and intra scrum team resources and dependencies have been identified, including those needed to support the release train tests, development operations (including infrastructure and environment changes, and system operations (documentation that allows the system to be maintainable and supportable).

Definition of Done

The **PFML Definition of Done** for working software is a set of standards that the PFML SOFTWARE DEVELOPMENT TEAM agrees will be met before the work exits a sprint. Every team member knows this checklist of activities that must be complete for a User Story to be done. It is each development team's responsibility to ensure all code for an iteration meets the **Definition of Done** <u>and</u> meets Product Owner requirements before they consider their work complete.
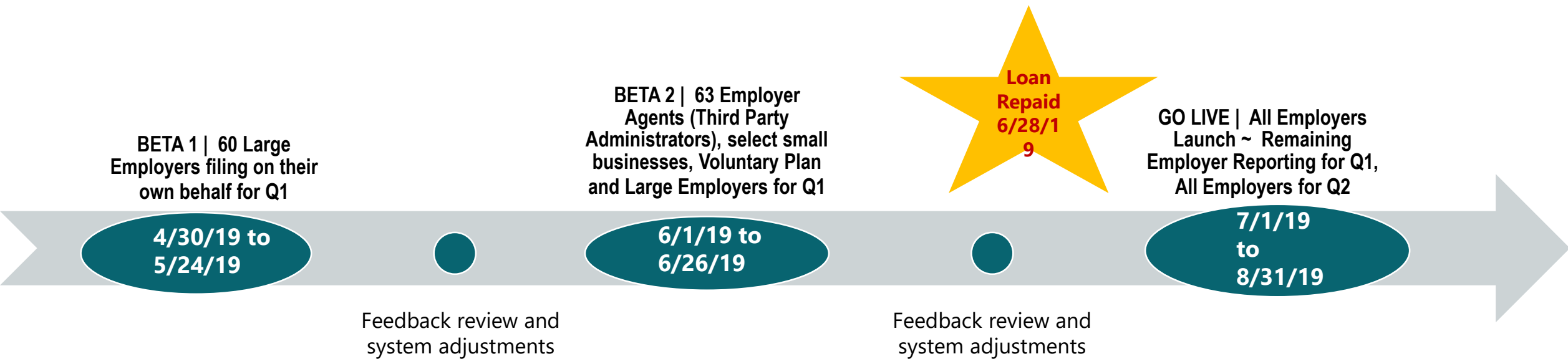
- The user story entering the sprint meets the **Definition of Ready**. It is part of a release that meets the **Definition of Ready**. Otherwise, it's not taken.

- The Deliverable (software and/or artifacts) is created, and it meets all **Acceptance Criteria**.

- The code is complete (including unit tests).

- Test case(s) are created.

- A test plan suitable for the code package is developed.

- Migration scripts are written and tested.

- Any configuration changes are completed.

- The deliverable is integrated with other code and then tested, including running static security analysis and component performance/load testing.

- Static security bugs or any exceptions approved by the Security Architect are resolved within the sprint.

- The code passes other **in-sprint QA/project code quality standards, including design review by an engineer on another team to avoid 'rubber stamping.'**

- The Scrum team demos cross-functionally the **_story in TEST_**, and it is approved by the Business Process Design Specialist(s) and Product Owner.

- Bugs for a User Story are closed.

- Support Knowledge Base articles or documentation is created or updated.

- VSTS is updated to reflect accurate status of all child work items (task, bug, issues) as closed.

Definition of Complete

The **PFML Definition of Complete** is a quality checklist of activities that must be completed by the RELEASE TRAIN teams for features to be ready for customers. The Release Train teams own ensuring all code for a release meets the **Definition of Complete** and meets Product Owner requirements prior to deployment.

○ Only software that meets the **Definition of Done** exits sprints. If the code does not meet the **Definition of Done**, it will not be taken by Release Train.

○ The test architect reviews and finalizes the test plan.

○ High priority test cases are reviewed by the Product Owner and Solution Manager for approval.

○ The code is regression tested. Defects are returned to the teams for resolution.

○ The code may be also subject to end to end testing and/or performance testing. Defects are returned to the teams for resolution.

○ Dynamic security analysis is performed as a final step of the release. Defects are returned to the teams for resolution.

○ Healthy code is then handed off to Development Operations for promotion and staging for release.

○ The code is staged for deployment to Production within parameters established by Release Train plan.

○ System support documentation and Knowledge Base articles are updated by Systems Operations.

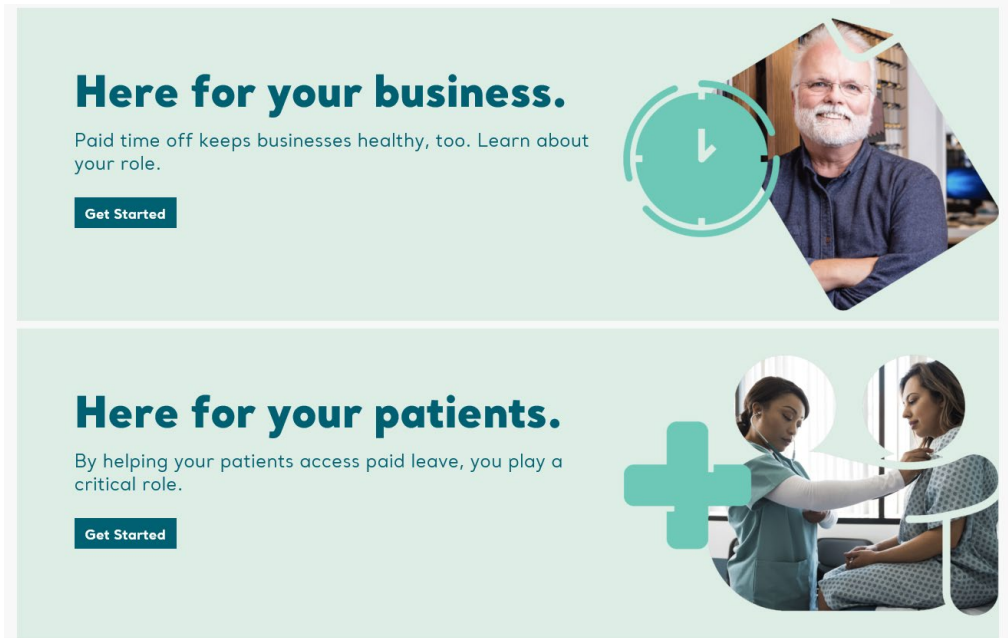# Premiums Beta Launches 5/1/2019 to 6/26/2019

BETA 1 | 60 Large Employers filing on their own behalf for Q1

4/30/19 to 5/24/19

Feedback review and system adjustments

BETA 2 | 63 Employer Agents (Third Party Administrators), select small businesses, Voluntary Plan and Large Employers for Q1

6/1/19 to 6/26/19

Feedback review and system adjustments

Loan Repaid 6/28/19

GO LIVE | All Employers Launch ~ Remaining Employer Reporting for Q1, All Employers for Q2

7/1/19 to 8/31/19

- Early small-scale launch with interested employers
- Individualized assistance with first reporting and payment cycle—by phone or in-person at place of business
- Identified system challenges with ability to fix them before launch at scale
- Obtained feedback to improve toolkits and other supports to help employers successfully file and pay
- Gathered extensive user feedback on the experience (care team interview, form and anonymous survey)
- Tested the "ready room"—cross functional operations center (key learnings applied to establish our current Support Center for Benefits 1.0 launch)
- Customer Care team used scripts, desk aids and other tools in real life situations and adjusted them to support wide-scale launch
- Built customer and customer care team confidence in the system
- Repaid our loan with interest 2 days ahead of schedule

Benefits Version 1.0 Soft Launch—December 30 and 31, 2019

○ 901 applications received via Paid Leave portal

○ 1,087 people registered in Secure Access Washington accounts

○ Received 1,094 calls to customer care with only 15 abandon calls and average wait time of 12 seconds (maximum wait time 4:38 minutes)

○ Allowed us to see our systems (both human and technology) in action, identify any gaps and work to resolve them quickly ahead of the widely publicized launch scheduled for January 2, 2020

○ Confirmed the system is performant and customers can navigate our systems to successfully submit applications

Paid Leave Website

- Our website, **paidleave.wa.gov**, is the best place for anyone inquiring about the program – whether employer or employee. It was recently updated and includes a **benefit estimator**, an **eligibility quiz tool** and **downloadable checklist** to get ready to apply.

- You can find one pagers and FAQs on the **About page of the website**.

- **Webinars and videos for employers**, an updated employer toolkit and other materials on the **Employer page of the website**.