Washington
Paid Family & Medical Leave

Employment Security Department
WASHINGTON STATE

Advisory Committee Meeting

December 16, 2021

Agenda

- Introductions & approve minutes
- Phone update
- Language access plan
- Playbook 2022
- 2022 legislative session
- Agenda items for January meeting
- Open comment and adjourn

Meeting structure

- Only Advisory Committee and the presenters will be unmuted during the meeting, until open comment.

- Public to hold all feedback until the open comment period.

- Comments and questions in the chat will not be reviewed as part of the meeting structure, rather:
  - Open comments will be taken at the end of the meeting.
  - Please frame your questions as a comment.
  - "Raise your hand" if you have a comment.
  - The meeting host will unmute individual line to allow for the open comment.

Introductions

- Advisory Committee

(Note: We will use the Zoom feature to identify who is on the phone rather than announcing during meeting)

Approve November minutes

- Discussion

Phone update

John Mattes, Operations Manager

Telephony data

	Percentage of calls into queue*	Percentage of calls answered from Paid Leave queue	Queue time for Paid Leave
July	47%	40%	1:04:12
August	69%	41%	47:48
September	69%	40%	50:39
October	55%	37%	48:50
November	59%	56%	30:23
December(12/14)	68%	71%	15:34
	includes calls for WA Cares Fund		

Telephony data

Telephony data

General Queue Time
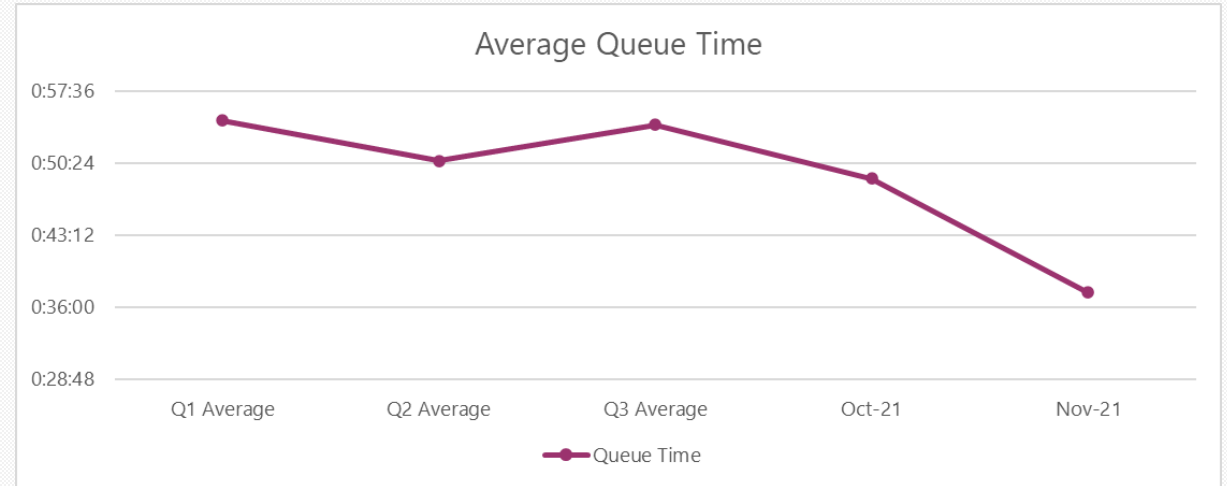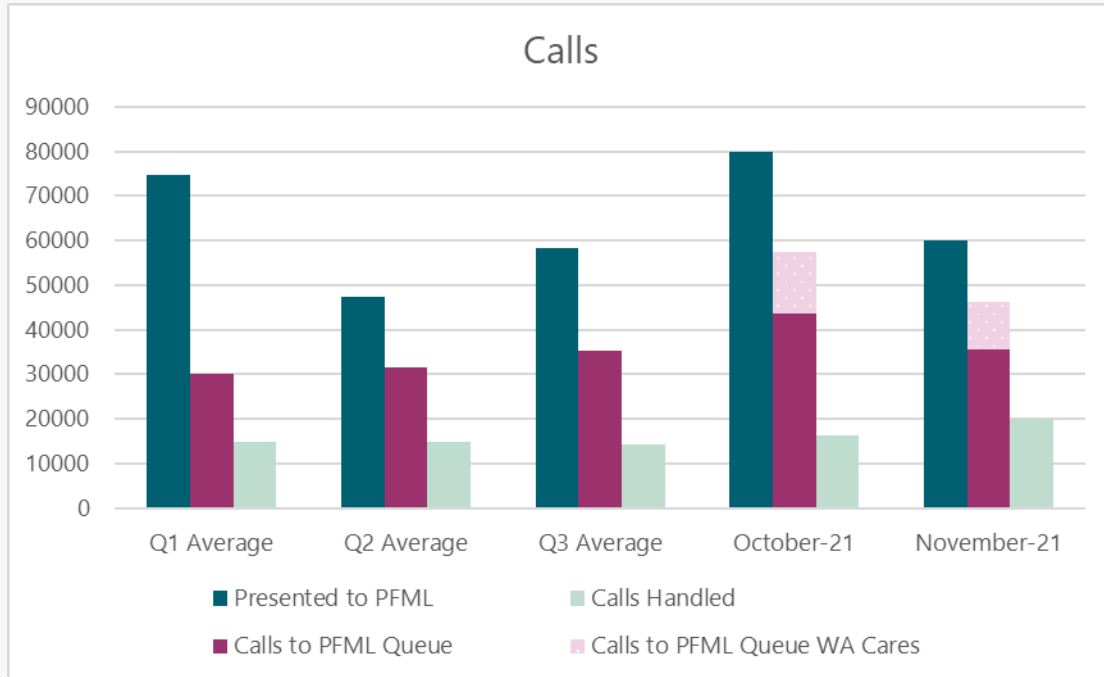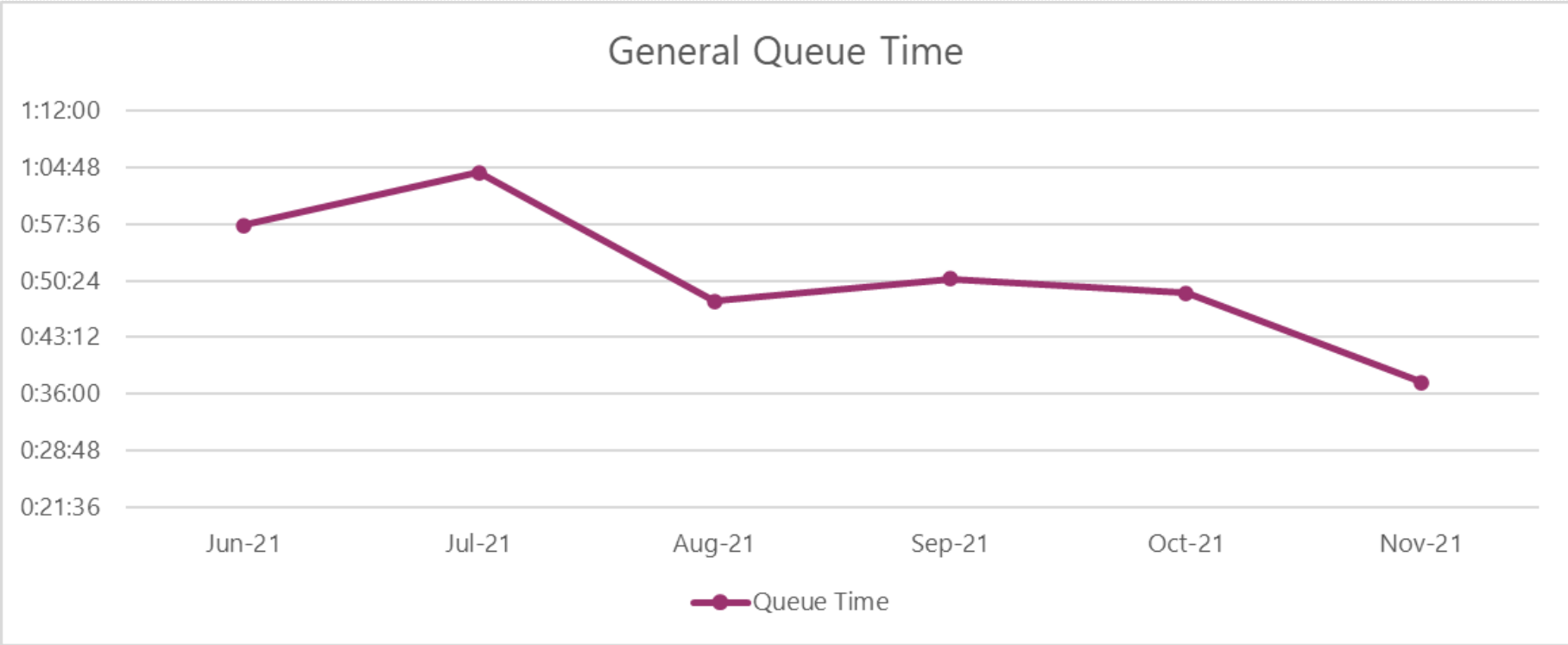
Language access plan

Purpose

The plan describes how we will:

Implement the agency's Language Access Policy.

Ensure we provide meaningful access to customers with limited English proficiency (LEP).

Approach a feedback process to address language access concerns or complaints from customers.

Ensure we remove barriers for customers with LEP to access our programs and services.

Provide quality language access services to customers with LEP.

Increase awareness and understanding of our programs and services among customers with LEP.

What we've done so far

Initial assessment of vital documents.

Adjustments to phone tree to increase access to bilingual staff and interpreter service.

Identified approach to improving translation process and providing notice to customers.

Established a framework for monitoring, evaluating, and updating the plan.

Gathered initial customer and stakeholder feedback.

Next steps

Internal workgroup to assess current state and plan for identification, prioritization and translation of materials.

Build a framework for outreach to community-based organizations, agencies, and other partners.

Establish a steering committee to advise on language access needs, assist in problem-solving, and identify resources and partnerships.
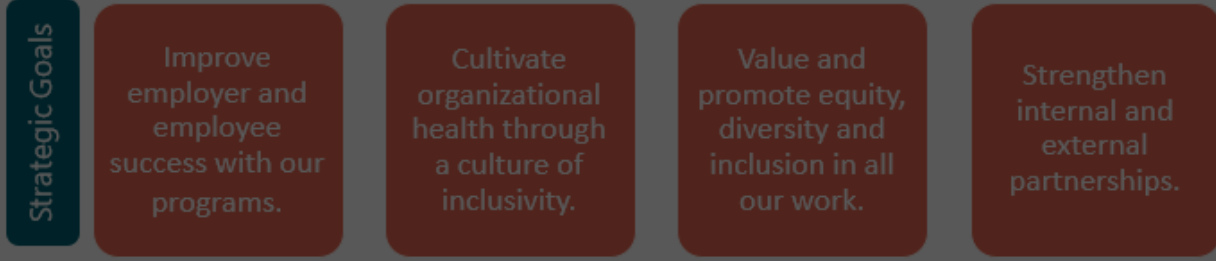
Playbook 2022

Leave & Care Division *Playbook 4.0 Strategy Map*

Why do we exist? So Washingtonians can care for themselves and the people they love in life-changing times.

What do we do? Support employees and employers so that they can maintain economic stability and peace of mind in challenging times.

How do we behave? Take care of each other; Center equity, inclusion, and accessibility; Innovate, improve, and iterate; Seek and embrace diverse perspectives; Value psychological safety; Work together to get things done; Celebrate success.

Strategic Goals

- Improve employer and employee success with our programs.
- Cultivate organizational health through a culture of inclusivity.
- Value and promote equity, diversity and inclusion in all our work.
- Strengthen internal and external partnerships.

Key Strategies

| Improve capabilities to ensure employers fulfill their program responsibilities | Improve employee success and reduce barriers to access | Implement WA cares milestones and investments | Create a more equitable, diverse and inclusive workplace culture | Establish and Grow Community Partnerships | Support and align with agency-wide projects, services, and standards |

Planned Initiatives

- Proactively notify employers when they have not met their premium and wage reporting responsibilities
- Establish the baseline of employers who are expected to participate in PFML and WA
- Devel... ...tive tool... capability to act on audit outcomes
- Conduct focused employer outreach

- Update weekly claims to reduce user errors
- Establish the Customer Response Team to reduce customer service wait times
- Update the Benefit Application process with a focus on reducing the need for fact finding and redeterminations
- Improve the process for individuals to establish an authorized representative to support them through the life of their claim
- Finalize and publish a Leave and Care language access plan

- Continued support for WA Cares Exemptions
- Update Wage Reporting and Premium Co... ... to incorporate WA Cares
- Enable self-employed individuals to ... WA ... coverage
- Migrate the Leave & Care platform to ... ... chart
- Optimize financial management processes and capabilities to ... WA Cares
- Partner with partner agencies to plan and design WA Cares benefits

- Increase awareness and diverse representation on the Division's EDI workgroup
- ... awareness level training to all Division staff on EDI concepts
- ... de Leadership Training and coaching in creating an inclusive workplace culture
- ... the Division's culture chart to deliberately communicate developing a ... people of color in our team.
- Evaluate and adjust recruitment and candidate selection processes to provide more equitable outcome for candidates

- Create a community partnership network with a focus in key customer areas
  - o low wage workers
  - o people who work for small businesses
  - o language access
  - o digital literacy support
- Develop support methods and tools to support the community partnership network
- ... crease program awareness in industries with low program utilization

- Support One Washington implementation
- Provide agency level visibility on division measures and projects
- Evaluate telephony system alignment and support development of an agency roadmap
- Adopt and align with enterprise services for identity verification
- Implement Multi-Factor Authentication for all customers

Program Improvement Goals

- 100% of major milestones for WA Cares are tracking to the expected delivery date or are completed
- Reduce by 10% the need for fact finding
- Reduce by 10% redetermination of benefit applications
- 80% of projects support a more inclusive workplace culture and/or reduce barriers to program access
- Increase by 5% supervisors or managers who are people of color
- Reduce by 80% the number of employers with premiums balances of 60+ days
- Reduce by 50% missing quarterly wage reports

- Customer satisfaction survey results have an average a score of 4+ out of 5
- All call queues hold times average 15 minutes or less
- Program utilization is representative of worker demographics in Washington state
- 100% of the time, ESD takes action when an employer is suspected of not fulfilling their responsibilities
- Average time from initial Paid Leave application to first approved payment is 3 weeks

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Playbook 4.0

- Strategic goals
- Key strategies
- Planned initiatives
- Program improvement goals

Leave & Care Division *Playbook 4.0 Strategy Map*

Why do we exist? So Washingtonians can care for themselves and the people they love in life-changing times.

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Strategic Goals

- Improve employer and employee success with our programs.
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Key Strategies

Improve capabilities to ensure employers fulfill their program responsibilities	Improve employee success and reduce barriers to access	Implement WA cares milestones and investments	Create a more equitable, diverse and inclusive workplace culture	Establish and Grow Community Partnerships	Support and align with agency-wide projects, services, and standards

Planned Initiatives

Improve capabilities to ensure employers fulfill their program responsibilities
- Proactively notify employers when they have not met their premium and wage reporting responsibilities
- Establish the baseline of employers who are expected to participate in PFML and WA Cares
- Develop tracking tools and capability to act on audit outcomes
- Conduct focused employer outreach

Improve employee success and reduce barriers to access
- Update weekly claims to reduce user errors
- Establish the Customer Response Team to reduce customer service wait times
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- Improve the process for individuals to establish an authorized representative to support them through the life of their claim
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Implement WA cares milestones and investments
- Continued support for WA Cares Exemptions
- Update Wage Reporting and Premium Collection to incorporate WA Cares
- Enable self-employed individuals to elect WA Cares coverage
- Migrate the Leave & Care platforms to cloud hosting
- Optimize financial management processes and capabilities to scale support for WA Cares
- Partner with partner agencies to plan and design WA Cares benefits

Create a more equitable, diverse and inclusive workplace culture
- Increase awareness and diverse representation on the Division's EDI workgroup
- Provide awareness level training to all Division staff on EDI concepts
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- Evaluate and adjust recruitment and candidate selection processes to provide more equitable outcome for candidates

Establish and Grow Community Partnerships
- Create a community partnership network with a focus in key customer areas
  o low wage workers
  o people who work for small businesses
  o language access
  o digital literacy support
- Develop support methods and tools to support the community partnership network
- Increase program awareness in industries with low program utilization

Support and align with agency-wide projects, services, and standards
- Support One Washington implementation
- Provide agency level visibility on division measures and projects
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- Program utilization is representative of worker demographics in Washington state
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Key strategies & planned initiatives

Improve capabilities to ensure employers fulfill their program responsibilities	Improve employee success and reduce barriers to access	Establish and grow community partnerships

• Proactively notify employers when they have not met their premium and wage reporting responsibilities
• Establish the baseline of employers who are expected to participate in Paid Leave and WA Cares
• Develop tracking tools and capability to act on audit outcomes
• Conduct focused employer outreach
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Program improvement goals

Customer experience
- Customer satisfaction survey results have an average a score of 4+ out of 5
- All call queues hold times average 15 minutes or less

Benefits
- Reduce by 10% the need for fact finding
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- Program utilization is representative of worker demographics in Washington state

Employers
- Reduce by 80% the number of employers with premiums balances of 60+ days
- Reduce by 50% missing quarterly wage reports
- 100% of the time, ESD acts when an employer is suspected of not fulfilling their responsibilities

Division
- 80% of projects support a more inclusive workplace culture and/or reduce barriers to program access
- Increase by 5% supervisors or managers who are people of color

2022 legislative session

January meeting

Details

- 1 – 3 p.m., Friday, Jan. 14, 2022

Agenda

- Topics?

Open comment

Continue the conversation

Lisa Kissler

Director, Paid Family & Medical Leave

Employment Security Department

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Visit us online at www.paidleave.wa.gov

Join our listserv at bit.ly/PaidLeaveList

Operations Telephony Data

Past 10 weeks

Customer Care Call Processing	9/27 10/1	10/4 10/8	10/11 10/15	10/18 10/22	10/25 10/29	11/1 11/5	11/8 11/12	11/15 11/19	11/22 11/26	11/29 12/3
Calls Presented to PFML	14,395	16,562	20,778	17,897	21,081	16,868	11,671	13,692	8,588	16,947
Calls Presented	9,523	10,797	10,689	9,245	11,002	9,329	7,677	8,656	5,056	10,127
Calls Answered	4,051	4,222	3,527	3,551	3,950	4,206	4,180	5,491	3,484	6,266
Calls Abandoned	5,472	6,575	7,162	5,694	7,052	5,123	3,497	3,165	1,572	3,861
Average Handle Time	0:09:40	0:08:52	0:09:19	0:09:16	0:10:11	0:09:54	0:09:47	0:09:49	0:08:49	0:09:20
Max Handle Time	2:15:59	1:30:41	2:21:22	1:59:08	2:23:38	1:52:42	2:21:01	2:01:27	1:35:07	2:06:51
Average Queue Time	0:46:46	0:40:17	0:53:31	0:49:30	0:57:20	0:42:51	0:32:50	0:23:22	0:19:43	0:23:45
Max Queue Time	4:11:24	3:33:47	5:00:32	4:27:02	5:58:33	5:25:05	3:29:06	3:30:39	1:32:03	2:23:06

Application & Weekly Claim data through 12/4

Applications Submitted (weekly 2021)

Famly Applications

Medical Applications
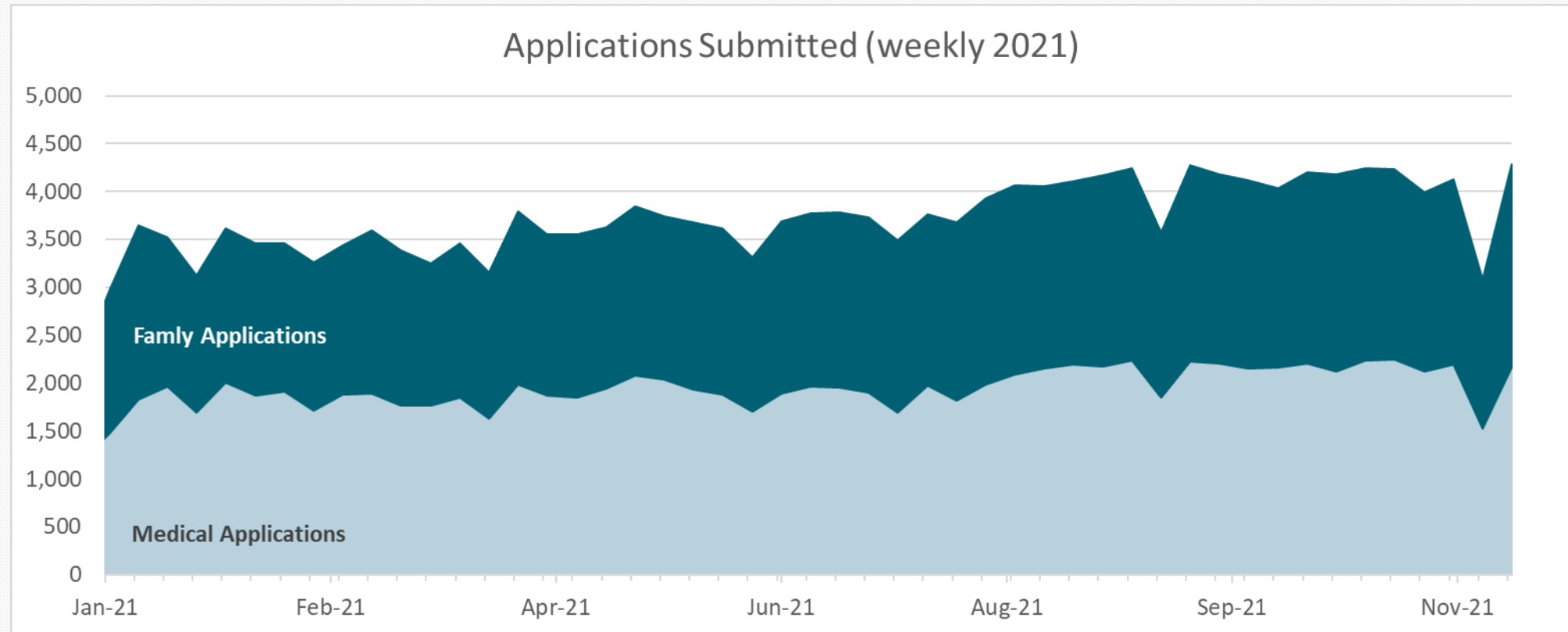
Application & Weekly Claim data past 10 weeks

Week Ending	2-Oct	9-Oct	16-Oct	23-Oct	30-Oct	6-Nov	13-Nov	20-Nov	27-Nov	4-Dec
Applications submitted	**4,116**	**4,033**	**4,206**	**4,178**	**4,245**	**4,233**	**3,991**	**4,131**	**3,084**	**4,286**
Submitted via paper	61	55	67	47	40	51	21	69	30	53
Family total	**48%**	**46%**	**48%**	**49%**	**47%**	**47%**	**47%**	**47%**	**50%**	**50%**
Family Bonding	36%	34%	35%	36%	35%	35%	34%	34%	37%	36%
Family Care	12%	12%	12%	13%	12%	12%	13%	13%	13%	13%
Family Military	0.05%	0.10%	0.07%	0.05%	0.05%	0.05%	0.08%	0.02%	0.16%	0.12%
Medical total	**52%**	**54%**	**52%**	**51%**	**53%**	**53%**	**53%**	**53%**	**50%**	**50%**
Medical Self	45%	46%	45%	44%	45%	45%	45%	44%	36%	37%
Medical Pregnancy	7%	7%	8%	7%	8%	8%	8%	9%	13%	13%

Application & Weekly Claim data – through 12/4/21

Submitted and Processed Applications - Weekly 2021

Application & Weekly Claim data – through 12/4/2021
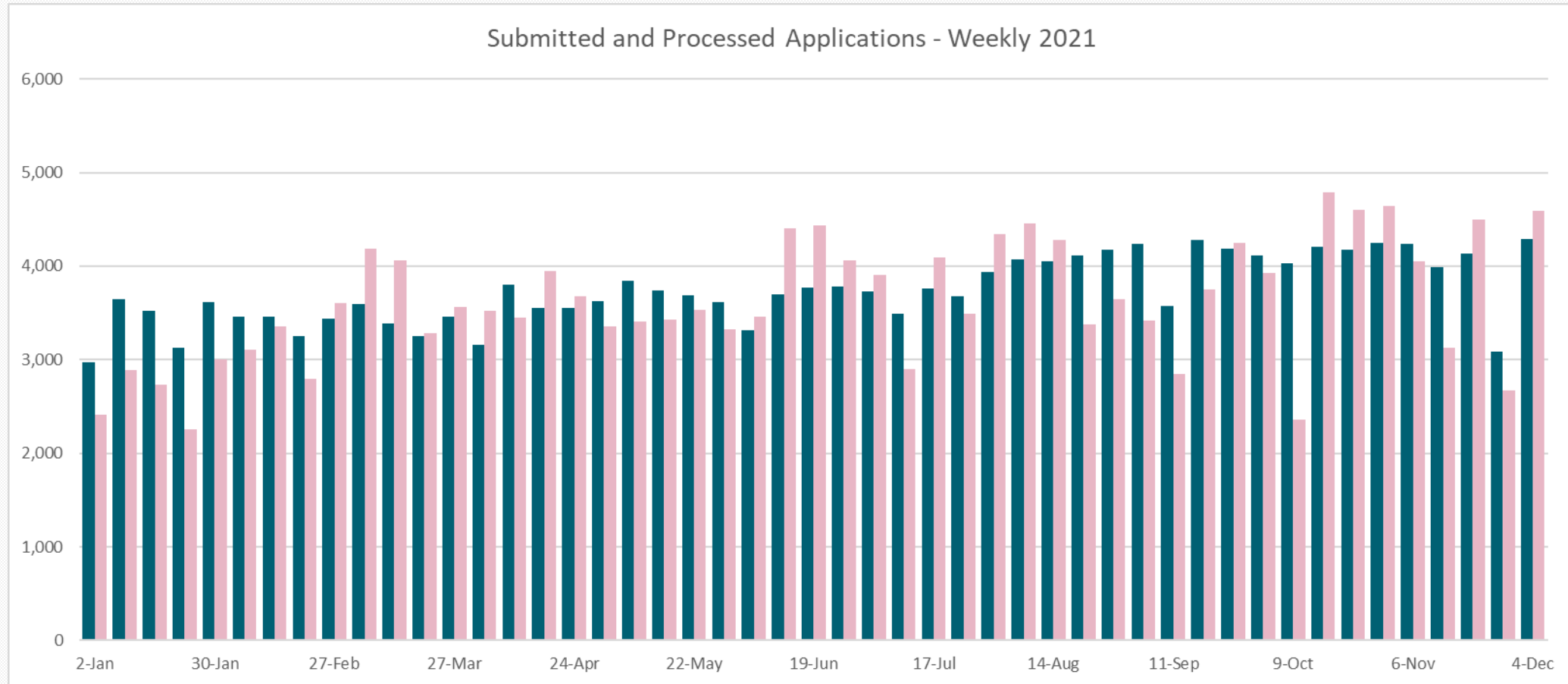
Submitted and Processed Weekly Claims - Weekly 2021
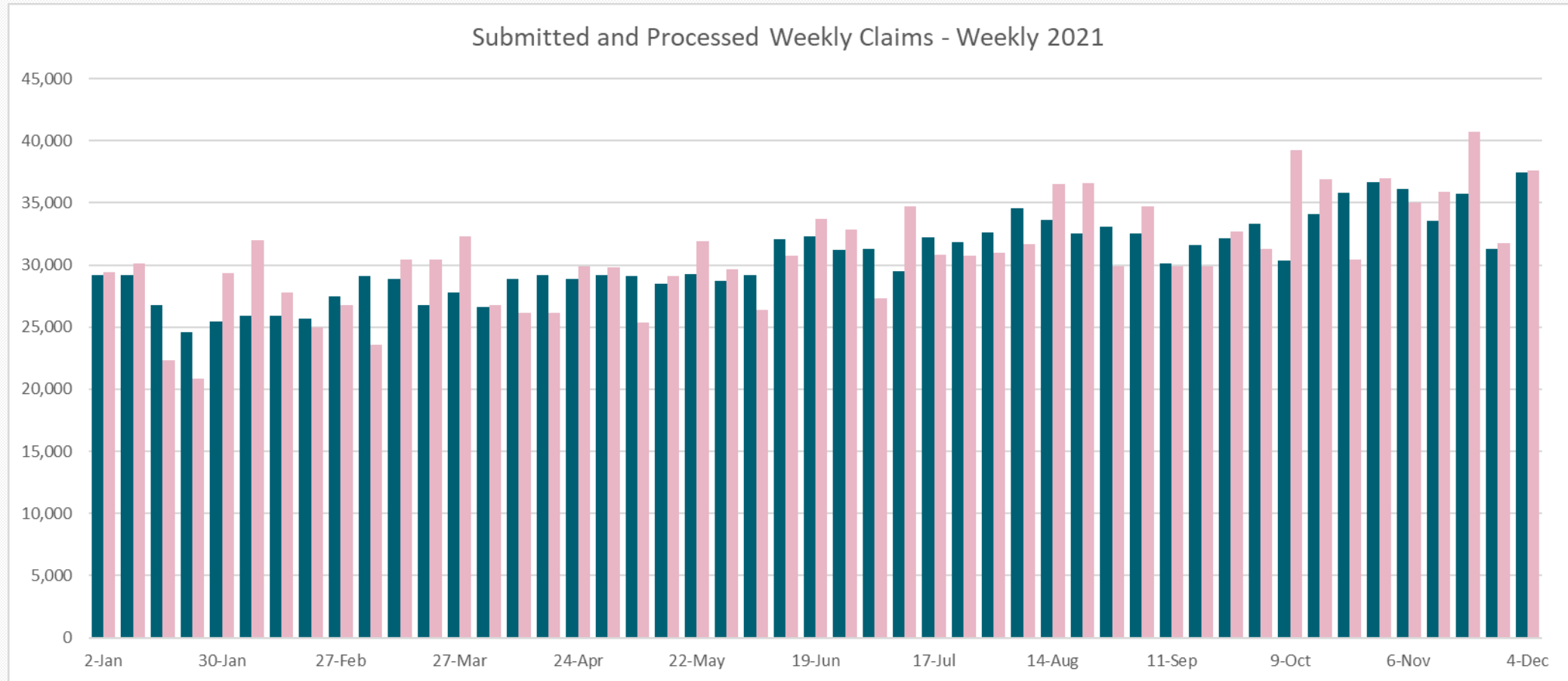
Processing time – past 10 weeks

Week Ending	2-Oct	9-Oct	16-Oct	23-Oct	30-Oct	6-Nov	13-Nov	20-Nov	27-Nov	4-Dec
Avg weeks processing time for applications processed in the week indicated	2.5	3.0	2.9	2.6	2.7	2.7	2.9	2.9	2.9	3.2
Median weeks processing time for applications processed in the week indicated	2.1	2.6	2.7	2.4	2.1	2.3	2.4	2.7	2.6	2.9