

dc paid  
**family leave**

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QUARTER 1 FISCAL YEAR 2021 REPORT

DC PAID **FAMILY LEAVE**



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## PURPOSE

The Department of Employment Services (DOES) is submitting this District of Columbia Paid Family Leave (PFL) Quarter 1 (Q1) Fiscal Year (FY) 2021 report on behalf of the Executive pursuant to section 104 of the Universal Paid Leave Amendment Act of 2016 (“Paid Leave Act” or “Act”) (D.C. Law 21-264; D.C. Official Code § 32-541.04).

The report provides an update on the status of the Bowser Administration’s progress in implementing the Act. It further serves as the quarterly report required by the Paid Leave Act and explains the requirements needed to develop all software necessary to administer the paid leave system established pursuant to the Act. This report also includes information on program administration, critical program deadlines, information technology (IT), staffing, procurement, and public engagement. The findings in this report detail implementation activities during Q1 of FY 2021 (October 1, 2020, through December 31, 2020).<sup>1</sup>

## BACKGROUND

The Paid Leave Act, which became District law in 2017, provides paid leave for employees who are bonding with a new child, providing care or companionship for a family member with a serious health condition, and/or caring for the employee’s own serious health condition. To qualify for these paid family leave benefits, an individual must be a part-time or full-time employee in the District, regardless of their residence, and must meet all the requirements established by the Paid Leave Act. District government and federal employees are excluded from coverage under the Act. The Paid Leave Act allows for eight (8) weeks of parental leave, six (6) weeks of family leave, and two (2) weeks of medical leave for every 52 weeks. The maximum weekly benefit amount is currently \$1,000 and is funded solely by an employer-paid tax. The current tax rate is 0.62 percent of the wages of each of the employer’s covered employees or the annual self-employment income of a self-employed individual.

DOES has established the Office of Paid Family Leave (OPFL) to implement the District’s PFL program. OPFL is comprised of the following:

- Division of Tax, which handles the collection of taxes, premiums, contributions, fees, and revenue functions;
- Division of Benefits, which handles claim filing, claim processing, payment of paid leave benefits, and benefit payment control;
- Appeals, which handles internal reconsideration requests, affirms or overturns an initial determination based on the evidence, and represents OPFL in external proceedings with the Office of Administrative Hearings (OAH);
- Contact Center, which provides customer service;
- Communications and Outreach, which provides public engagement; and
- Support, which develops procedures, budget, studies, quality assurance, and trainings.

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<sup>1</sup> Due to the timeframes involved for reviewing and submitting this quarterly report, the status of all activities included are as of November 2, 2020. The activities that were planned to occur between then and the end of the quarter are noted throughout the report. Updates to these activities will be included in the next quarterly report, as needed.

## DC Paid Family Leave Quarter 1 Fiscal Year 2021 Report

### IMPLEMENTATION OF THE PFL PROGRAM

The District has successfully been operating the PFL program for two quarters following the launch of the PFL Benefit Administration System (PFLBAS) on July 1, 2020. As the program continues to provide timely benefits to the District's employees, DOES has made a concerted effort to enhance its IT systems, customer service, and community engagement. Additionally, the program has successfully processed more than 3,900 claims and approved more than 3,200 claims while meeting the projected staffing goals. OPFL will continue to collect employer tax contributions, administer PFL benefits, and work with vendors, community leaders, and other key stakeholders.

### TAX COLLECTION

To date, OPFL's Division of Tax has collected more than \$70 million for the Universal Paid Leave Fund in Q3 of Calendar Year (CY) 2020, the most recently completed quarter. As part of this effort, OPFL has collected approximately 97 percent of taxes owed on wages reported during the quarter. As part of the more than \$70 million, OPFL has collected approximately \$1.7 million in delinquent taxes, interest, and penalties.

For the employers who did not file wage reports or submit their payments in full for Q3 of CY2020 by the deadline of October 31, 2020, OPFL will send late notices in November 2020. The notices will inform employers of the 30-day remittance requirement, which includes interest and penalties. For employers who do not request an administrative appeal, after 30 days, if payment is not received in full, OPFL will send delinquency notices in December 2020. The notices will give employers the option to enter into an installment payment agreement. If employers do not respond accordingly to the notices by entering into an installment payment agreement or by paying in full the amounts owed, the Collections Unit from the Division of Tax will consider all methods authorized by the Act to collect the delinquent amounts.

The annual self-employed individual (SEI) enrollment period was open from November 1, 2020, through December 31, 2020. An individual who earns income from self-employment in the District was permitted to opt in to the PFL program during this period. In addition to this annual open enrollment period, SEIs can opt in to the PFL program within 60 days of the commencement of their self-employment in the District. A wide range of individuals may be considered self-employed, including ride-sharing drivers, bloggers, photographers, food-delivery workers, consultants, caregivers, artists, and graphic designers.

### BENEFITS CLAIMS

As referenced above, on July 1, 2020, OPFL successfully launched the PFLBAS and began administering benefits to eligible workers in the District. Since the launch of benefits administration, OPFL has received a total of 3,932 claims, as shown in Table 1 below.

**Table 1: Total PFL claims received, as of November 2, 2020**

PFL Claim Type	Count
Parental Leave	2,978
Medical Leave	722
Family Leave	232
<b>Total Claims Received</b>	<b>3,932</b>

## APPEALS

Claimants have had the opportunity to appeal their determinations via the internal DOES reconsideration process and/or the external OAH process.

The internal DOES reconsideration process allows claimants to provide additional information or clarification to issues that were not resolved during the initial 10-day benefits determination process. For example, if the claimant did not provide adequate documentation or needed clarification on a document, the internal reconsideration process provides the claimants with additional time and recourse to produce this information. This internal process provides claimants with an additional opportunity to resolve an issue without having to file an appeal and request a formal hearing with OAH. Since the launch of benefits administration, OPFL has resolved a total of 111 internal reconsideration requests, as shown in Table 2 below.

**Table 2: Status of PFL internal reconsideration requests, as of November 2, 2020**

Internal Reconsideration Requests	Count
Total Internal Appeals	111
Overtured Claims	65
Affirmed Claims	46

The external OAH process allows claimants to directly appeal a decision based on their disagreement with the benefits determination and/or the internal reconsideration determination. Since the launch of benefits administration, there have been 3 OAH appeal requests, as shown in Table 3 below.

**Table 3: Status of PFL appeals, as of November 2, 2020**

OAH Appeals	Count
Total OAH Filings	3
Pending Claims	1
Affirmed Claims	2
Overtured Claims	0

## CONTACT CENTER

The PFL Contact Center enlisted the assistance of vendor agents to assist with the launch of PFL benefits. Since the launch of benefits administration, these agents, along with DOES staff, have answered nearly 15,000 calls with an average wait time of 15 seconds. Agents have assisted customers with claim filing, answering general PFL questions, troubleshooting issues, and completing a variety of other tasks associated with the PFL Benefits and Tax Divisions. All PFL Contact Center staff members have been cross-trained to assist with both benefits and tax calls.

## POLICY

DOES signed a Memorandum of Understanding (MOU) with the Office of Human Rights (OHR) for FY2021 on October 1, 2020, transferring \$1,858,227 to OHR per the FY2021 Budget Support Act of 2020 (BSA). The MOU with OHR provided funding and an agreement as to how OHR will handle PFL complaints other than

## DC Paid Family Leave Quarter 1 Fiscal Year 2021 Report

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claim determinations as required under the Paid Leave Act. DOES also signed an MOU with the OAH for FY2021 on September 30, 2020, transferring \$939,806 to OAH per the terms of the BSA. The MOU with OAH provided funding and an agreement as to how OAH will handle appeals of claim determinations as required by the Paid Leave Act.

DOES prepared a Request for Applications (RFA) for grants to be awarded to private organizations in the District under the Workplace Leave Navigators Program Establishment Amendment Act of 2020. The RFA was posted on the DOES website on October 30, 2020. All applications for grants must be received by December 1, 2020. OPFL intends to award funding to applicants to help District employers and employees better understand and navigate the available District and federal leave laws, such as the DC Paid Leave Act, the DC Accrued Sick and Safe Leave Act, and the DC and federal Family and Medical Leave Acts.

### STAFFING PLAN

Currently, there are 112 fully-onboarded PFL employees. These employees are critical to the program's success as OPFL collects employer tax contributions and distributes PFL benefits. OPFL continues to hire new staff during the declared public health emergency and plans to hire 12 additional staff members for a total of 124 employees by the end of Q1 of FY2021.

### SYSTEM IMPLEMENTATION

#### PFL Tax System

The PFL Tax System (PFLTS) has been operational for employers to remit their PFL contributions since July 2019. Over the last year, OPFL made enhancements to the system to improve the efficiency of tax collection processes through field audit and management reporting functionality.

On February 21, 2020, the District renewed its contract with Sagitec Solutions, Inc. to continue the operations and maintenance of the PFLTS and exercise the contract's first option year. On July 21, 2020, the Council of the District of Columbia passed the Approval and Payment Authorization Emergency Declaration Resolution and Act of 2020 for modifications 3, 4, and 5 to contract number CW67661 with Sagitec. These modifications will enhance the PFLTS with new functionality in the areas of financial reporting, tax payments, payment plans, and the general ledger. The full integration of the PFLTS with the District's System of Accounting and Reporting (SOAR) is scheduled for deployment in December 2020.

#### PFL Tax System Project Timeline

The following timeline, as shown in Figure 1, depicts a high-level overview of milestones for the implementation of the PFLTS:



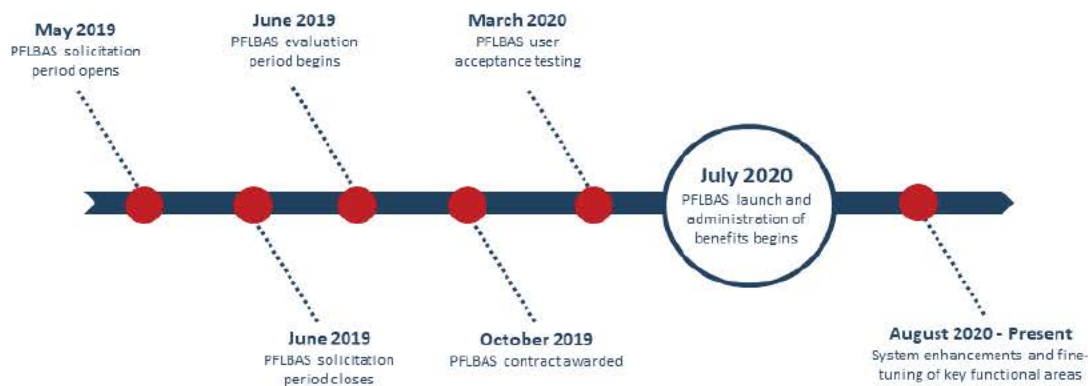


**Figure 1: Paid Family Leave Tax System Project Timeline**

### PFL Benefits Administration System

Following the successful launch of the PFLBAS on July 1, 2020, the project entered the maintenance phase in which Geographic Solutions, Inc., the PFLBAS vendor, provides support-level services, upgrades, and system enhancements to fine-tune key areas of the system. Prioritization meetings are held regularly to determine key functionalities that require additional development or strategizing to improve the overall customer experience. A larger focus this quarter has been further enhancing the overpayment, investigations, collections, and reporting functional areas.

The following timeline, as shown in Figure 2, provides a high-level overview of milestones for the implementation of the PFLBAS:



**Figure 2: Paid Family Leave Benefits Administration System Project Timeline**

### Independent Verification and Validation

Independent verification and validation (IV&V) services are important to ensure that the District's implementation of both the PFLTS and the PFLBAS meet the necessary functions and requirements to establish, administer, and manage a PFL program compliant with the Act.

## DC Paid Family Leave Quarter 1 Fiscal Year 2021 Report

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In May 2020, the PFLTS IV&V contract was renewed with Eigennet, LLC. As a result, Eigennet continues to provide assistance in verifying system issues and performing regression testing for each system build to verify that the system is working as expected.

In February 2020, the PFLBAS IV&V contract was awarded to Promesa Consulting Group, Inc. Promesa immediately began to work alongside the District to validate the technical and functional components of the PFLBAS. Post-launch, Promesa has continued to assist the District in the verification of the platform's functionality through system architecture assessments, in-depth risk analyses, and ongoing testing efforts.

### Organizational Change Management

On July 24, 2020, the District renewed the Georgetown Firm's contract to continue providing Organizational Change Management (OCM) services to OPFL. During the option year, OCM services will focus on the creation of a strategic management plan, which will assist in the areas of human capital, communication, and reporting.

### Business Transformation

The Business Transformation and Data Analytics contract was awarded to Metropolitan Strategies and Solutions on April 10, 2020. Metropolitan Strategies and Solutions is responsible for providing OPFL with transformation services in support of PFLBAS operations, as well as support in the areas of economic modeling and forecasting, claim projections, data analytics, project management, and accounting.

### Interactive Voice Response

The Interactive Voice Response (IVR) solicitation was posted on April 22, 2020, and closed on June 19, 2020. The District is seeking a vendor that can provide a web-based IVR solution with the ability to receive claim support as well as provide call queue maintenance, account updates to claimants without speaking to a call center representative, and reporting. The solicitation is currently in the evaluation period.

### Healthcare Provider Verification

The Healthcare Provider (HCP) License Verification solution was awarded to Provider Trust, Inc. on May 13, 2020. Provider Trust, Inc. supplies software that enables the program to verify and manage HCP credentials when claimants apply for PFL benefits. The company has fine-tuned its Application Programming Interface product, "DASH," to process 90 percent of verifications within 24 hours of the request. The DASH software will be integrated with the PFLBAS this quarter.

### Continuous Process Improvement

The Continuous Process Improvement contract was awarded on May 1, 2020, to DigiDocs, Inc. The solicitation required the vendor to provide guidance to OPFL and the Office of Unemployment Compensation leadership through the development and implementation of a continuing and comprehensive process-improvement program, specifically targeting new and growing organizations within the government sector. These programs are undergoing capital projects focused on modernization that require a significant change from former systems and practices.



## Clean Hands Interface

The Clean Hands contract was awarded on October 21, 2020, to Northrop Grumman Systems, Inc. The District of Columbia Clean Hands mandate stipulates that individuals and businesses are to be denied city goods or services if there is a debt owed to the District for fees, fines, taxes, and/or penalties. In early 2021, the vendor will create a digital interface with the PFLTS and the Office of Tax and Revenue's Clean Hands database to ensure that employers are compliant with provisions of the Clean Hands initiative. The interface reports delinquent employers and compiles their data which is sent for tracking within the Clean Hands process. This effort includes analysis, development, deployment, testing, documentation, and monitoring of the interface.

## PUBLIC ENGAGEMENT

The challenges brought on by the COVID-19 pandemic continue to impact OPFL's communication and outreach strategy. As many workers and employers adjust to the current environment, OPFL's goal is to better inform our key stakeholders about the benefits of paid family leave while navigating these uncertain times.

Continuing to expand upon the communications plan to engage employers, employees, and the medical community, OPFL has made great strides in providing interactive and innovative initiatives to increase program awareness in the digital space. In addition, communication channels such as the PFL electronic newsletter, social media platforms, and PFL and DOES websites continue to be at the forefront of the program's multi-faceted public education campaign.

## Healthcare Provider Outreach

To enhance outreach to healthcare providers, OPFL hosted an information session to educate medical professionals about the DC Paid Family Leave program on October 22, 2020. Also, OPFL continues to host Wellness Wednesdays, a free 20-minute virtual series offering an opportunity to learn about essential subject matters impacting the community. Past topics of Wellness Wednesday sessions included parenting during COVID-19, the importance of routine health visits, and preventive care for chronic diseases. Past collaborators included the Mayor's Office on Latino Affairs (MOLA), Children's Health Center Anacostia, and Mary's Center. Thus far, Wellness Wednesdays have attracted over 1,000 participants.

## Direct Marketing Outreach

The COVID-19 pandemic continues to shed light on the health disparities facing minorities, specifically in the African American and Hispanic communities. Understanding the importance of outreach to underserved populations, OPFL implemented initiatives to help minimize the gap and provide insight on PFL resources. For example, OPFL delivered 325,000 postcards to households with an income below the poverty line. OPFL will continue outreach to the most vulnerable communities by helping to alleviate barriers, achieving exemplary customer service, and providing a more inclusive program.

## Webinars

Biweekly webinars continue to be the go-to method in connecting with PFL's target market. By providing insightful and valuable information, OPFL addresses concerns and common questions harbored by District residents and employers about the program. Using data captured by PFL's website metrics, OPFL hosted webinars for targeted groups, including self-employed individuals, medical providers, and a session in Spanish for the Hispanic and Latinx community. To date, PFL webinars have engaged more than 8,500 stakeholders.

## DC Paid Family Leave Quarter 1 Fiscal Year 2021 Report

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about the benefits of paid family leave.

### **Paid Family Leave Newsletter**

The PFL electronic newsletter for employer and employee audiences continues to be a powerful email marketing tool. With a member list of more than 70,000 key stakeholders, the newsletter is essential in sharing program updates, increasing PFL website traffic, and driving awareness of the PFL program.

### **Paid Family Leave Website**

The PFL website, [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov), is crucial in delivering program-related information to key stakeholders. Serving as the focal point of PFL communications, OPFL is continuously updating the website to address our target audience's needs. In addition, OPFL continues to develop and house new resources, including Frequently Asked Questions guides, one-pagers, and toolkits. These resources are translated into the six (6) commonly-spoken, non-English languages across the District and are available on the PFL website.

### **Partnerships**

Partnership development is an essential component to OPFL's overall communications and outreach strategy. By forging relationships, OPFL has increased program knowledge, reached a broader audience, and learned new methods in engagement. Outcomes from strategic partnerships have included email blasts, newsletter inclusion, social media content, and featured media interviews and stories, engaging more than 72,000 residents and employers across all eight wards of the District. OPFL partners include Sinclair Broadcast, El Tiempo Latino, Univision, the DC State Board of Education, and the Greater DC Diaper Bank.

### **Special Events**

Whether it is transitioning in-person events to the digital space or downsizing efforts to accommodate the current climate, OPFL has successfully executed innovative initiatives to attract potential claimants. These activities included organizing the inaugural DC-wide Baby Shower, a virtual experience for new and expecting parents with 535 Facebook views and counting, and the Maternity Ward Dropoff, a gratitude gesture to OPFL's medical provider partners that distributed over 1,000 cloth face masks to maternity wards across the District. Through these initiatives, OPFL continues to build on the growing public awareness and interest in paid family leave.

## **CONCLUSION**

Despite the current public health emergency, OPFL successfully launched the PFL program on time for District workers and continues to effectively administer the program. With the implementation of benefits, DC Paid Family Leave is helping to ensure the economic stability and community prosperity for individuals who need it most. More than ever, District workers are demanding a better place to work, live, and do business. OPFL is committed to maintaining the momentum from the successful launch of PFL benefits and to helping provide District workers with the resources to plan for tomorrow, today.





DEPARTMENT OF EMPLOYMENT SERVICES  
4058 Minnesota Avenue, NE  
Washington, DC 20019

**DCPaidFamilyLeave@dc.gov**

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**

OFFICE OF THE CHIEF FINANCIAL OFFICER



**Jeffrey S. DeWitt**  
Chief Financial Officer

December 18, 2020

The Honorable Muriel Bowser  
Mayor of the District of Columbia  
1350 Pennsylvania Avenue, NW, Suite 306  
Washington, DC 20004

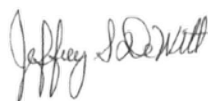
The Honorable Phil Mendelson  
Chairman  
Council of the District of Columbia  
1350 Pennsylvania Avenue, NW, Suite 504  
Washington, DC 20004

**Re: FY 2020 September Certification of Paid Family Leave (PFL) Quarterly Balances**

Dear Mayor Bowser and Chairman Mendelson:

Attached is the FY 2020 September certification of the balances for Paid Family Leave (PFL). Please contact DOES Agency Fiscal Officer, Natalie Mayers, at (202) 727-5145, with any questions.

Sincerely,



Jeffrey S. DeWitt

Attachment

cc: Angelique Rice, Associate Chief Financial Officer, Government Operations Cluster  
Natalie Mayers, Agency Fiscal Officer, Department of Employment Services

**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
**OFFICE OF THE CHIEF FINANCIAL OFFICER**  
**GOVERNMENT OPERATIONS CLUSTER**  
**DEPARTMENT OF EMPLOYMENT SERVICES**



Agency Fiscal Officer

**MEMORANDUM**

**TO:** **Jeff DeWitt**  
Chief Financial Officer

**THRU:** **Angelique Rice** *Angelique Rice*  
Associate Chief Financial Officer  
Government Operations Cluster

**FROM:** **Natalie Mayers** *Natalie Mayers*  
Agency Fiscal Officer  
Department of Employment Services

Digitally signed by  
Natalie Mayers  
Date: 2020.12.03 14:36:41  
-05'00'

**DATE:** **December 3, 2020**

**SUBJECT:** **FY 2020 September Certification of Paid Family Leave (PFL) Quarterly Balances**

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As noted per the Universal Paid Leave Implementation Fund Act of 2016, effective (D. C Law 21-160; D.C. Official Code § 32-551.01); beginning with October 2017, and quarterly thereafter, the Chief Financial Officer of the District of Columbia shall certify the balance of the Fund. FY20 was the first year that the expenditures for the Fund are tied to the PFL funding streams.

The OCFO certifies that for the period ending September 30, 2020, the balance in the Fund (revenues minus expenditures) is \$354.6M. The revenue within the Fund is primarily employer taxes and secondarily interest income.

As of the fourth quarter of FY20 (Quarter ending 9/30) the report reflects the payment of benefits in the amount of \$8.2M. As required by law, PFL began processing benefit payments on July 1, 2020. The chart below shows the total revenue over expenditures (ROE) for the quarter ending September 30, 2020 and the subsequent fund balance. The information is reported on a cash basis without accruals or commitments.



*FY 2020 September Certification of Paid Family Leave (PFL) Quarterly**Balances November 27, 2020**Page | 2**(Amounts in Thousands)*

Quarter Ending	Description	Revenue	Actuals	Fund Balance
<b>Jun 30,2020 - Ending Balance</b>				<b>298,492</b>
Sep 30,2020	Taxes	67,569	-	366,061
	Interest Income	8	-	366,069
	Payment to Beneficiaries	-	(8,209)	357,859
	Administration	-	(3,279)	354,580
<b>Sep 30,2020 - Total</b>		<b>67,577</b>	<b>(11,489)</b>	<b>354,580</b>

*(Numbers may not add up due to rounding)*

If you have any questions regarding the information, please contact Agency Fiscal Officer Natalie Mayers at 202-727-5145.

January 2021 DOES PFL Written Responses - Question 18  
**GOVERNMENT OF THE DISTRICT OF COLUMBIA**  
Department of Employment Services



MURIEL BOWSER  
MAYOR

DR. UNIQUE MORRIS-HUGHES  
DIRECTOR

**DOES Office of Paid Family Leave  
Self-Employed Individuals Open Enrollment Radio Ad Scripts**

**Purpose**

Seeking approval promote the Paid Family Leave (PFL) open enrollment period for self-employed individuals (SEIs) through radio advertising.

**Background**

Open enrollment for self-employed individuals takes place November 1- December 31. The following plan outlines the recommendation on how to drive awareness about the problem among sole proprietors, independent contractors, and membership partners.

**Radio Ads**

Identify local media broadcast partners to help expand and build engagement with self-employed individuals. Design and implement media content that excites and reinforces program messaging among key stakeholders, including:

- Promos: (:30 seconds) public service advertisements (PSAs) to promote the SEIs open enrollment period.

Radio station: Radio One; Entercom Stations (WPGC/El Zol)

Air-time: Between the hours of 6am-10am and 3pm-6pm

30-second advertisement script:

Are you a self-employed individual working in the District at least 50% of the time? You can opt into the District's Paid Family Leave program.

Paid Family Leave is a benefit that gives you freedom, so you don't have to choose between caring for yourself and your loved ones or financial security.

For more information, visit: [dcpaidfamilyleave.dc.gov](http://dcpaidfamilyleave.dc.gov) or call 202-899-3700.

Open enrollment for self-employed individuals ends December 31. Plan for tomorrow, today with DC Paid Family Leave!

**PFL Robo Campaign Script**

“Are you a self-employed individual working in the District at least 50% of the time? You can opt into the District’s Paid Family Leave program.

Paid Family Leave is a benefit that gives you freedom, so you don’t have to choose between caring for yourself and your loved ones or financial security.

For more information, visit: [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov) or call 202-899-3700.

Open enrollment for self-employed individuals ends December 31. Plan for tomorrow, today with DC Paid Family Leave!”

# DC PAID FAMILY LEAVE

## WHAT YOU NEED TO KNOW



**Monnikka Madison**

Deputy Director, Office of Paid Family Leave

**Dr. Unique Morris-Hughes**

Director, Department of Employment Services

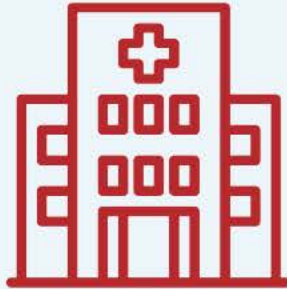
# DC PAID FAMILY LEAVE OVERVIEW

## PARENTAL LEAVE



**8  
WEEKS**

## FAMILY LEAVE



**6  
WEEKS**

## MEDICAL LEAVE

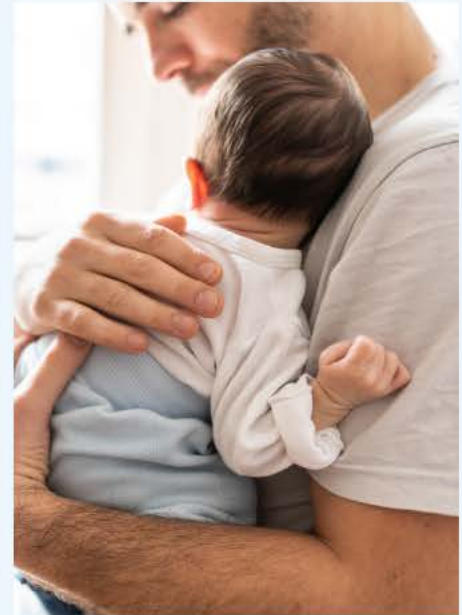


**2  
WEEKS**

**NO MORE THAN 8 WEEKS OF LEAVE TOTAL IN A YEAR.**

# COVERED FAMILY MEMBERS

- CHILD
- PARENT
- GRANDPARENT
- SIBLING
- SPOUSE





# BENEFIT AMOUNT

- SELF-EMPLOYED INDIVIDUALS PAY A 0.62% FLAT TAX RATE ON THEIR GROSS SELF-EMPLOYMENT INCOME.
- THIS TAX APPLIES TO ALL OF THEIR SELF-EMPLOYED BUSINESSES THAT THEY OPERATE IN DC FOR AT LEAST 50% OF THE TIME.
- DC PAID FAMILY LEAVE PROVIDES UP TO 90% OF WEEKLY WAGE REPLACEMENT FOR WORKERS EARNING UP TO 1.5 TIMES DC'S MINIMUM WAGE.
- THE MAXIMUM WEEKLY BENEFIT AMOUNT IS \$1,000. TO DETERMINE YOUR BENEFIT, DC PAID FAMILY LEAVE USES YOUR PAST FIVE (5) QUARTERS OF INCOME EARNED AND REPORTED TO THE DC DEPARTMENT OF EMPLOYMENT SERVICES (DOES).

# SELF EMPLOYED INDIVIDUALS

TO BE CONSIDERED SELF-EMPLOYED BY THE OFFICE OF PAID FAMILY LEAVE (OPFL), YOU NEED TO CARRY ON A TRADE OR BUSINESS AS A:

- SOLE PROPRIETOR,
- INDEPENDENT CONTRACTOR, OR
- MEMBER OF A PARTNERSHIP.

THE INCOME YOU RECEIVE FROM YOUR BUSINESS MUST BE REPORTABLE AS SELF-EMPLOYMENT INCOME TO THE IRS. TO BE ELIGIBLE FOR BENEFITS, THE INCOME YOU EARNED MUST HAVE BEEN FOR WORK PERFORMED MORE THAN 50% OF THE TIME IN DC.

# HOW IT WORKS

AFTER A  
QUALIFYING  
EVENT, WORKERS  
SUBMIT A CLAIM



7 DAY  
WAITING  
PERIOD



CLAIMS  
PROCESSED  
WITHIN 10 DAYS



BENEFITS  
PAID  
BI-WEEKLY

WORKERS CAN RECEIVE BENEFITS CONTINUOUSLY OR INTERMITTENTLY.

# WAYS TO OPT IN

1. DURING OPEN ENROLLMENT, EVERY NOVEMBER AND DECEMBER (STARTING IN 2020)
- OR
2. WITHIN 60 DAYS OF BECOMING SELF-EMPLOYED IN DC.

SELF-EMPLOYED INDIVIDUALS WHO DON'T OPT IN WHEN THEY ARE FIRST ELIGIBLE MUST REMAIN IN THE PROGRAM FOR THREE YEARS IF THEY OPT IN LATER.

# INFORMATION NEEDED

TO OPT IN, INDIVIDUALS MUST PROVIDE DOCUMENTS TO PROVE THEIR SELF-EMPLOYMENT.

- THIS CAN BE DONE BY PROVIDING A COPY OF THEIR DC BUSINESS LICENSE OR OCCUPATIONAL LICENSE.
- AN INDIVIDUAL CAN ALSO SUBMIT:
  - CONTRACTS,
  - TAX DOCUMENTS,
  - BILLINGS FROM OR PAYMENTS TO A DC ADDRESS (INCLUDING ELECTRONIC BILLINGS),
  - DOCUMENTS DEMONSTRATING THAT WORK WAS PERFORMED AT A SPECIFIC SITE IN DC, OR
  - SIMILAR DOCUMENTATION THAT DEMONSTRATES SELF-EMPLOYMENT IN DC.



# SELF-EMPLOYED RESOURCES

**SELF-EMPLOYED WORKERS**



dc paid family leave 

PLAN FOR TOMORROW TODAY.

DC offers Paid Family Leave so you don't have to choose between taking care of yourself or your loved ones and earning income at your business. Make sure you're ready to apply for DC Paid Family Leave through open enrollment in November.

You're the boss. Taking care of yourself is good business. Paid Family Leave a portion of your income for up to eight (8) weeks to bond with a new child, six (6) weeks to care for a family member with a serious health condition, or two (2) weeks to care for your own serious health condition.

- Information materials are available to download on the Paid Family Leave website

<https://dcpaidfamilyleave.dc.gov/self-employed/>

- Includes:
  - Information about PFL options for self-employed workers
  - Frequently Asked Questions

**8-6-2**

Paid Family Leave will provide 8 weeks to bond with a new child, 6 weeks to care for a family member with a serious health condition, and 2 weeks to care for your own serious health condition.



# HOW TO OPT-IN

You can opt in via the Online Portal at:

[essp.does.dc.gov/](https://essp.does.dc.gov/)



The District of Columbia

Department of Employment Services



Government of the District of Columbia

**Employer Self-Service Portal**



dc paid  
family leave



# Questions?

## Q: WHAT IF I'M ONLY SELF-EMPLOYED PART TIME?

A: PART-TIME SELF-EMPLOYED INDIVIDUALS ARE STILL ELIGIBLE FOR PAID FAMILY LEAVE (PFL) BENEFITS. IF YOU WORK FOR AN EMPLOYER WHO IS REQUIRED TO PARTICIPATE IN THE PFL PROGRAM, THEN YOUR PFL BENEFITS MAY REFLECT BOTH YOUR SELF-EMPLOYMENT INCOME AND YOUR WAGES RECEIVED FROM YOUR EMPLOYER. HOWEVER, YOUR TOTAL PFL BENEFITS CANNOT EXCEED THE MAXIMUM WEEKLY BENEFIT AMOUNT OF \$1,000.

## Q: WHEN CAN I OPT IN?

A: THERE ARE TWO (2) TIMES A SELF-EMPLOYED INDIVIDUAL CAN OPT IN:

- EVERY NOVEMBER AND DECEMBER (STARTING IN 2020),  
OR
- WITHIN 60 DAYS OF BECOMING SELF-EMPLOYED IN DC.

## Q: CAN WORKERS RECEIVE PFL FOR SHORT PERIODS OF LEAVE?

A: Yes, workers can receive PFL benefits for part-time leave, allowing them to work on some days and take leave on other days during the same week.

**Q: HOW DO I SUBMIT A CLAIM FOR PFL BENEFITS?**

**A: The benefits portal will be accessible from OPFL's website at [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov).**



# STAY INFORMED

VISIT THE PAID FAMILY WEBSITE AT [DCPAIDFAMILYLEAVE.DC.GOV](https://dcpaidfamilyleave.dc.gov)  
OR

EMAIL: [DOES.OPFL@DC.GOV](mailto:DOES.OPFL@DC.GOV)




PHONE: 202.899.3700

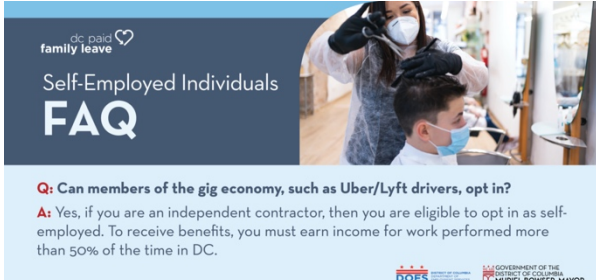
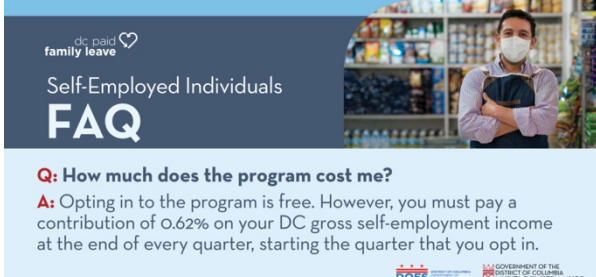
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## DISTRICT OF COLUMBIA DEPARTMENT OF EMPLOYMENT SERVICES

<p>1.</p>  <p>dc paid family leave</p> <p>Self-employed individuals open enrollment begins November 1, 2020.</p> <p>Learn more at <a href="https://dcpaidfamilyleave.dc.gov">dcpaidfamilyleave.dc.gov</a></p> <p>DOES DEPARTMENT OF EMPLOYMENT SERVICES GOVERNMENT OF THE DISTRICT OF COLUMBIA MURIEL BOWSER, MAYOR</p>	<p>To be considered self-employed by the Office of Paid Family Leave, you need to carry on a trade or business as a sole proprietor, independent contractor, or member of a partnership. Learn more at <a href="https://dcpaidfamilyleave.dc.gov/self-employed/">https://dcpaidfamilyleave.dc.gov/self-employed/</a>.</p> <p>#DCPaidFamilyLeave</p>
<p>2.</p>  <p>dc paid family leave</p> <p><b>ENROLL NOW</b></p> <p>Self-employed individuals open enrollment is every November and December.</p> <p>Learn more at <a href="https://dcpaidfamilyleave.dc.gov">dcpaidfamilyleave.dc.gov</a></p> <p>DOES DEPARTMENT OF EMPLOYMENT SERVICES GOVERNMENT OF THE DISTRICT OF COLUMBIA MURIEL BOWSER, MAYOR</p>	<p>Learn more about #DCPaidFamilyLeave and how self-employed individuals can opt in at <a href="https://dcpaidfamilyleave.dc.gov/self-employed/">https://dcpaidfamilyleave.dc.gov/self-employed/</a>.</p> <p>#DCPaidFamilyLeave</p>
<p>3.</p>  <p>dc paid family leave</p> <p>Open enrollment for self-employed individuals is November 1 - December 31, 2020.</p> <p>Learn more at <a href="https://dcpaidfamilyleave.dc.gov">dcpaidfamilyleave.dc.gov</a></p> <p>DOES DEPARTMENT OF EMPLOYMENT SERVICES GOVERNMENT OF THE DISTRICT OF COLUMBIA MURIEL BOWSER, MAYOR</p>	<p>To opt in to DC Paid Family Leave, individuals must provide documents to prove their self-employment. This can be done by providing a copy of their DC business license, occupational license, or other business documents. To find out what other documents are accepted, visit <a href="https://dcpaidfamilyleave.dc.gov/self-employed/">https://dcpaidfamilyleave.dc.gov/self-employed/</a>.</p> <p>#DCPaidFamilyLeave</p>

<p>4.</p>  <p><b>Q: Can members of the gig economy, such as Uber/Lyft drivers, opt in?</b></p> <p><b>A:</b> Yes, if you are an independent contractor, then you are eligible to opt in as self-employed. To receive benefits, you must earn income for work performed more than 50% of the time in DC.</p> <p>DOES OFFICE OF THE DISTRICT OF COLUMBIA MURIEL BOWSER, MAYOR</p>	<p>Independent contractors who perform work more than 50% of the time in DC are eligible to opt in as self-employed. To learn more, visit <a href="https://dcpaidfamilyleave.dc.gov/self-employed/">https://dcpaidfamilyleave.dc.gov/self-employed/</a>. #DCPaidFamilyLeave</p>
<p>5.</p>  <p><b>Q: How do I opt in to DC Paid Family Leave?</b></p> <p><b>A:</b> You can opt in via the Online Portal at <a href="https://essp.does.dc.gov/">https://essp.does.dc.gov/</a>.</p> <p>DOES OFFICE OF THE DISTRICT OF COLUMBIA MURIEL BOWSER, MAYOR</p>	<p>Self-employed individuals can opt in to DC Paid Family Leave via the online portal at <a href="https://essp.does.dc.gov/">https://essp.does.dc.gov/</a>. To learn more, visit <a href="https://dcpaidfamilyleave.dc.gov/self-employed/">https://dcpaidfamilyleave.dc.gov/self-employed/</a>. #DCPaidFamilyLeave</p>
<p>6.</p>  <p><b>Q: How much does the program cost me?</b></p> <p><b>A:</b> Opting in to the program is free. However, you must pay a contribution of 0.62% on your DC gross self-employment income at the end of every quarter, starting the quarter that you opt in.</p> <p>DOES OFFICE OF THE DISTRICT OF COLUMBIA MURIEL BOWSER, MAYOR</p>	<p>The DC Paid Family Leave program is free. However, self-employed individuals must pay a contribution of 0.62% on your DC gross self-employment income at the end of every quarter, starting the quarter that you opt in. To learn more, visit <a href="https://dcpaidfamilyleave.dc.gov/self-employed/">https://dcpaidfamilyleave.dc.gov/self-employed/</a>. #DCPaidFamilyLeave</p>

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dc paid family leave

**ENROLL NOW**

Self-employed individuals  
open enrollment is  
every November and  
December.

Learn more at [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov)

 DISTRICT OF COLUMBIA  
DEPARTMENT OF  
EMPLOYMENT SERVICES  GOVERNMENT OF THE  
DISTRICT OF COLUMBIA  
MURIEL BOWSER, MAYOR

Join us on Thursday, November 19, 2020 at 1:30 pm for a Paid Family Leave webinar.

This webinar for Self-Employed Individuals (SEIs) will cover an overview of enrollment and benefits, filing claims, and the implementation of benefits. All are encouraged to join, especially SEIs, to learn more about the program and how it impacts you.

You may submit questions in advance at [DOES.OPFL@dc.gov](mailto:DOES.OPFL@dc.gov).

We also encourage you to download resources on our website,  
<https://dcpaidfamilyleave.dc.gov>.

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REGISTER HERE

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November 18, 2020

## Self-Employed Individuals: Open Enrollment is Here!

- Self Employed Individuals Open Enrollment
- Paid Family Leave Resources
- DC CAN - DC COVID-19 Alert Notice
- Upcoming Events
- In Case You Missed It: DC's Virtual Baby Shower & Mayor Bowser's Maternal & Infant Health Pre-Summit Panel
- New Workplace Leave Navigators Program
- Healthy Holiday Recipe

[Learn more!](#)

### Paid Family Leave is here!

For more information, visit our website [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov) or call 202-899-3700. Follow the Department of Employment Services on Twitter at [@DOES\\_DC](https://twitter.com/DOES_DC) and on Facebook at [@DCDeptofEmploymentServices](https://www.facebook.com/DCDeptofEmploymentServices).

[Visit our website to learn more](https://dcpaidfamilyleave.dc.gov)


## Open Enrollment for Self-Employed Individuals is Here!

Self-employed individuals (SEI) open enrollment began on November 1, 2020. SEIs can opt into the Paid Family Leave program between November and December each year.

All sole proprietors and independent contractors are eligible to opt-in as self-employed individuals. To receive benefits, you must earn income for work



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performed more than 50% of the time in DC. You must pay a contribution of 0.62% on your DC gross self-employment income at the end of every quarter, starting with the quarter that you opt-in.

Learn more at our upcoming information session on Thursday, November 19, 2020, at 1:30 pm. Register [here](#). We hope to see you there!

For more information, visit [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov) or call our contact center at 202-899-3700.

## Paid Family Resources

We have updated resources to include additional information about Paid Family Leave benefits for self-employed individuals. You can access this information by visiting the [resources page](#) of our website. The additional information provides insight into how benefits may impact businesses and workers in the District.

For questions, email [does.opfl@dc.gov](mailto:does.opfl@dc.gov) or call our contact center at 202-899-3700.

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## DC CAN - DC COVID-19 Alert Notice



DC has a new tool to help you know if you might have been exposed to COVID-19.

Mayor Muriel Bowser and DC Health has announced the DC COVID Alert Notice, also known as DC CAN, a new mobile exposure notification system for the District of Columbia.

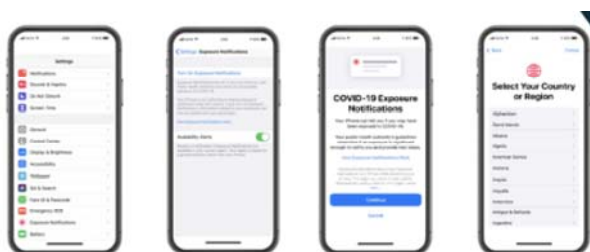
**DC CAN notifies you if you may have been exposed to COVID-19**, allowing you to seek timely medical attention and reduce the risk for your family and friends. It was created with both public health and public trust in mind: *It's easy to use and ensures your privacy. No location or personally identifiable information is ever collected, stored, or transmitted while DC CAN is enabled.*

How to activate DC CAN on iPhone:



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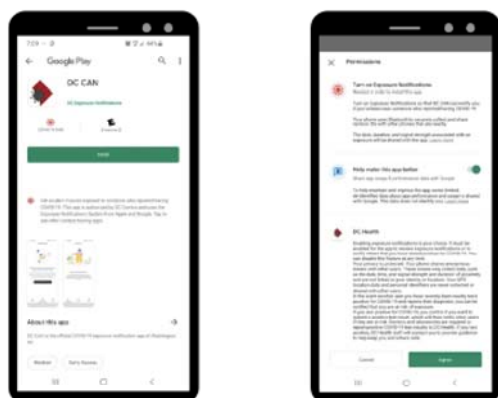
If you have an iPhone, opt-in to Exposure Notifications in your device Settings:



iPhone users can use DC CAN if they have iOS version 13.7 or later.

### How to activate DC CAN on Android:

For Android users, download DC CAN through Google Play. Open the Settings feature within the app, click Exposure Notifications and turn the switch to “On”



### How does DC CAN work if I visit or live in a different State?

DC CAN is completely interoperable with Exposure Notifications apps from New York, New Jersey, Delaware, Pennsylvania, North Carolina, Nevada, North Dakota, and Wyoming. Users that travel between these regions will receive Exposure Notifications if they come in close contact with another user that has verified a positive test result regardless of the State experience they are using.

DC CAN is not yet interoperable with the Virginia Exposure Notification App (COVIDWISE), but we expect that it will be in the near future.

Maryland is also working on an exposure solution. Residents that split time between VA and DC are encouraged to set up the system for the region where they spend the majority of their time.

You can find more details, including frequently asked questions and specifics about how DC CAN works, at [coronavirus.dc.gov/dccan](https://coronavirus.dc.gov/dccan).

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## Upcoming Events



### Maternity Ward Mask Drop-Off

This December, in gratitude for our medical provider partners, we will be distributing over 1,000 cloth face masks to maternity wards across the city. Stay tuned for more information about the OPFL team in the community!

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## In Case You Missed It: DC's Virtual Baby Shower

On Wednesday, October 28, 2020, the Office of Paid Family Leave (OPFL) hosted a Paid Family Leave virtual baby shower to celebrate new and expecting parents!

The baby shower included advice from parenting experts, signature curated recipes, a baby and me fitness class, and information regarding DC's Paid Family Leave benefits. You can watch the video of the event [here](#).

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## In Case You Missed It: Mayor Bowser's Maternal and Infant Health Pre-Summit Panel

We recently hosted a panel discussion on *The Balancing Act: Work, Family, and the Role of Paid Family Leave* as a part of Mayor Bowser's Maternal and Infant Health Summit. We encourage you to watch the presentation [here](#).

### THE BALANCING ACT:

Work, Family, and the Role of Paid Family Leave

September 14 at 12:00 pm

Join the Office of Paid Family Leave for a thought-provoking conversation on the economic benefits of paid family leave for women and families.

**MODERATED BY:**  
Adrianna Hopkins  
Anchor and Reporter, WJLA



**Dr. Meredith Anderson**  
Senior Research Associate, UNCF



**Dr. Jessica Lazerov**  
Attending Physician, Children's National Hospital



**Dr. Unique Morris-Hughes**  
Director, DC Department of Employment Services



**Amanda Rodriguez**  
The DukePam Blogger, Social Media Manager



**Simona Noca Wright**  
Subunit and Special Event Planner



**Karen Lindsey Marshall**  
Director, Advocacy & Engagement, National Alliance for Caregiving

To view this panel, visit [dcmaternalhealth.com](https://dcmaternalhealth.com) or follow along at @MomHealthDC and @ThrivebyFiveDC.




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## New Workplace Leave Navigators Program

The Department of Employment Services (DOES), through its Office of Paid Family Leave (OPFL), launches the Workplace Leave Navigators (WLN) Grant Program application. Through this initiative, DOES will award grants to qualified organizations to help the District's workforce and employer community gain the knowledge on workplace leave laws or policies. For more information on the WLN Grant Program guidelines and detailed eligibility requirements, read the full Request for Applications (RFA), which is available [here](#). Completed applications are due no later than December 1, 2020.

## Healthy Recipe Apple Walnut Salad

### Ingredients:

- 1 head of lettuce
- 2 apples
- 1/2 cup of walnuts (chopped)
- 1 cup of dried cranberries
- 1/2 cup green onions
- 3/4 cup vinaigrette dressing

### Directions:

1. Toss lettuce, apples, walnuts, cranberries, and onions in a large bowl.
2. Add dressing; toss to a coat.
3. Serve immediately.

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For more information about Paid Family Leave, visit: [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov).



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# COVID-19

## FREQUENTLY ASKED PFL QUESTIONS REGARDING CORONAVIRUS (COVID-19)

**Q. Can an individual who is presently ill due to coronavirus (COVID-19) file a claim for benefits now with the Office of Paid Family Leave (OPFL)?**

A. No. An individual cannot file a claim for paid family leave (PFL) benefits until July 1, 2020.

**Q. After July 1, 2020, will someone be eligible for PFL benefits who is quarantined due to COVID-19 but is not experiencing symptoms and has not received an official diagnosis?**

A. No, PFL benefits will not be paid to individuals who are quarantined but have not received an official diagnosis of COVID-19.

**Q. Will the PFL Benefits Program still launch on July 1, 2020?**

A. The PFL program is currently on schedule to accept claims for PFL benefits. However, the current COVID-19 emergency may pose unforeseen challenges. OPFL continues to monitor the District's emergency status and will assess any potential changes to the program's schedule. For the latest information on our PFL implementation efforts, please visit the PFL website at [dcpaidfamilyleave.dc.gov](https://dcpaidfamilyleave.dc.gov).

**Q. Will PFL benefits be paid retroactively to individuals who are diagnosed with COVID-19 before July 1, 2020?**

A. No, PFL benefits will not be awarded retroactively for leave taken before July 1, 2020.

**Q. If an individual is unemployed due to COVID-19 and has not regained employment by July 1, 2020, would the individual be eligible to file a claim for PFL benefits on July 1?**

A. If the individual is unemployed before July 1, 2020, then they would not be eligible to file a claim for PFL benefits. An individual must be currently employed by a covered employer to be eligible to file a claim for PFL benefits.

**Q. If an individual is receiving other benefits due to the pandemic, can they also receive PFL benefits during the state of emergency?**

A. An individual who receives benefits from another source can receive PFL benefits for the same qualifying event, except for unemployment compensation and long-term disability compensation.

**Q. If a family member is diagnosed with COVID-19, can an individual file a claim for PFL benefits to care for that individual?**

A. Yes, an individual may file a claim for PFL benefits to provide care or companionship to a family member diagnosed with COVID-19. Eligibility will be determined on a case-by-case basis.





## TELEWORK: Frequently Asked Questions

### How do I know if I am covered by the PFL program?

Your employer is required to tell you if you are covered by the PFL program. If you are covered, your employer should have provided you with information about the PFL program. If you are uncertain about whether you are covered by the PFL program, you may ask your employer in which state your wages are being reported for the purpose of Unemployment Insurance taxes. If your wages are being reported to the District of Columbia (DC) and your employer has not notified you of an exception, then you are covered by the PFL program.

### If I am teleworking outside of DC, but was working in DC before the pandemic, am I still covered by the PFL program?

In most cases, you would be, but you should ask your employer. If your telework arrangement is temporary and is expected to end after the public health emergency, then most likely your employer has been reporting your wages to the District of Columbia and you remain covered by the PFL program. To confirm, you may ask your employer in which state your wages are being reported for the purpose of Unemployment Insurance taxes. If your wages are being reported to the District of Columbia and your employer has not notified you of an exception, then you are covered by DC's PFL program.

### Can I receive PFL benefits while I am working from home?

No, you are not allowed to earn income by working on any day during which you are receiving PFL benefits. This restriction includes telework. If you would like additional flexibility in your leave schedule, you may apply for intermittent leave benefits, which may allow you to take leave and receive PFL benefits on some days and perform work on other days. You just cannot work and receive benefits on the same day.



**20. The RFAs for the Workplace Leave Navigators grant program, newly approved in the Budget Support Act of 2020, were released on Oct. 30, and a conference was held on Nov. 13. However, local organizations were not informed of a pre-application meeting until 6pm on Nov. 12.**

**b. Please provide a list of organizations that were informed of the RFAs.**

DC Bar Pro Bono Center: Washington District of Columbia
Think Local First DC: Washington District of Columbia
The Aquiline Group: Washington District of Columbia
DC APPLESEED CENTER FOR LAW AND JUSTICE: Washington District of Columbia
Bespoke Inc.: Washington District of Columbia
Homes for Hope Inc: Washington, DC District of Columbia
First Shift Justice Project: Washington District of Columbia
Innovative Day LLC: Washington District of Columbia
Captivate Perspectives: Washington District of Columbia
John Payne: Washington District of Columbia
University of DC: Washington District of Columbia
Bay Atlantic University: Washington District of Columbia
National Children's Museum: Washington District of Columbia
Institute for Academic Management Ltd.: Washington District of Columbia
Time For Change: Washington District of Columbia
CDMA Business Model: Washington District of Columbia
Young Ladies of Tomorrow LLC: Washington Alabama
Infinite 8 Institute, LLC: Washington District of Columbia
Friendship Public Charter School: Washington District of Columbia
BYTE BACK: Washington District of Columbia
Art and Soul Solutions: Washington District of Columbia
Destined for Greatness: Washington District of Columbia
Adult Career Technical Academy, Inc.: Washington,DC District of Columbia
BASICS ABA Therapy, LLC: washington District of Columbia
Living Classrooms Foundation: Washington District of Columbia
DAMIEN MINISTRIES INC: WASHINGTON District of Columbia
Cadogan & Associates LLC: Washington District of Columbia
Flaunt Group Corp: Washington District of Columbia
Jules & Baker Enterprise, LLC: Washington District of Columbia
SOUTHEAST WELDING CENTER: Washington District of Columbia
Georgetown University: Washington District of Columbia
Solutions By SF LLC: Washington District of Columbia
Soka Tribe: Washington District of Columbia
DC Jobs With Justice: Washington District of Columbia
Rich Capital Concepts: Washington District of Columbia
CW&A,LLC: Washington District of Columbia

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LNB Consuting: Washington District of Columbia
Saving Our Next Generation (S.O.N.G.): Washington District of Columbia
Life Enhancement Services: Washington District of Columbia
The Simmons Advantage LLC: Southfield Michigan
Healthysolutions: Washington District of Columbia
Elite Training Academy: Washington District of Columbia
District of Columbia Students Construction Trades Foundation Incorporated:
Toni Thomas Associates, Inc.: Washington District of Columbia
Unified Strategic: Washington District of Columbia
Washington Digital Media, LLC: Washington District of Columbia
Dream Health Group: Washington District of Columbia
Mommas Safe Haven: Washington District of Columbia
Outlines Unnoticed In Life Organization: Washington District of Columbia
LaunchCode Foundation: Washington District of Columbia
Tree of Life Staffing: Washington District of Columbia
Jah Kente International: Washington District of Columbia
Renaissance Cultural Center: Washington District of Columbia
Multi-Media Training Institute: Washington DC District of Columbia
Career TEAM: Washington District of Columbia
Evolve Green LLC: Fredericksburg Virginia
The Veterans Enterprise Training and Services Group Inc.: Washington District of Columbia
JMG PRODUCTIONS INC: WASHINGTON District of Columbia
To Inspire Strong African Children Fund: Washingotn District of Columbia
Nautiquos Data Solutions, LLC: Washington District of Columbia
Bunifu,LLC: Washington District of Columbia
Washington Literacy Center: Washington District of Columbia
WDC Solar, Inc.: Washington District of Columbia
CENTER FOR INNOVATION, RESEARCH, AND TRANSFORMATION IN EDUCATION: WASHINGTON District of Columbia
Career Discovery LLC: Washington District of Columbia
Excel Automotive Institute: Washington District of Columbia
Southeast Welding Center: Washington District of Columbia
Student-Athletes Organized to Understand Leadership: Washington District of Columbia
Professional Development Solutions, LLC: Fort Washington Maryland
The Dance Institute of Washington, Inc.: Washington District of Columbia
Constituent Services Worldwide Public Benefit Corporation: Washington District of Columbia
Academy of Hope Adult Public Charter School: Washington District of Columbia
Pendergrast Alston Consulting Services: Washington District of Columbia
Ateya Productions, LLC: WASHINGTON District of Columbia
The Crown Companies, LLC: Washington District of Columbia
Youth Organizations United to Rise (YOUR) Community Center, Inc: Washington District of Columbia

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The Family Place: Washington District of Columbia
Collaborative Solutions for communities: Washington District of Columbia
Thrive DC: Washington District of Columbia
Trabajadores Unidos de Washington DC: Washington District of Columbia
PIZZAZZ: Washington District of Columbia
Women Who Boss: Washington District of Columbia
LITERACY VOLUNTEERS AND ADVOCATES: Washington District of Columbia
Bright Beginnings, Inc.: Washington District of Columbia
Metro DC Community Center Inc: WASHINGTON District of Columbia
Constituent Services Worldwide Public Benefit Corporation: Washington District of Columbia
PACS: Washington District of Columbia
Hales Creative Solutions: Washington District of Columbia
Community Connections: Washington D.C. District of Columbia
Community: District of Columbia
Davis Memorial Goodwill Industries: Washington District of Columbia
Building Bridges Across the River: Washington District of Columbia
WESTLINK CAREER INSTITUTE: washington District of Columbia
DC Central Kitchen: Washington District of Columbia
So Others Might Eat: WASHINGTON District of Columbia
AOBA Educational Foundation: Washington District of Columbia
Marshall Heights Community Development Organization: Washington District of Columbia
Echelon Community Services Inc: Washington District of Columbia
Ethiopian Community Center Inc.: Washington DC District of Columbia
Simple Technology Solutions, Inc.: Washington District of Columbia
Hales Creative Solutions LLC: Washington District of Columbia
Judah Project: Washington District of Columbia
CAN I LIVE, INC: Washington District of Columbia
Thurgood Marshall Center Trust, Inc.: Washington District of Columbia
George Worrell Style LLC: Washington District of Columbia
Education Services of Greater Washi: Washington District of Columbia
KBEC Group, Inc.: Washington District of Columbia
United Planning Organization: Washington District of Columbia
Community College Preparatory Academy: Washington District of Columbia
Dramatic Solutions, Inc.: Washington District of Columbia
Greater Washington Urban League: Washington District of Columbia
Community Tech: Washington District of Columbia
Heifer Project International: Little Rock
Partnership for Education Growth Systems: Washington District of Columbia
Extensions of Hope: Fort Washington Maryland
iconiqstyle.com: Washington District of Columbia
Vicki Davis Group: Washington District of Columbia
Central Community Development Corporation: Washington District of Columbia

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Sewing Opportunity Never Ending (SONE): Washington District of Columbia
Empowerment Center of MD: Washington District of Columbia
Excalibur Legal Staffing, LLC: Washington District of Columbia
Barnes & Associates LLC: Largo Maryland
Check It Enterprises LLC: Washington District of Columbia
3i Inspiration Innovation Inception, LLC: Washington District of Columbia
ArtsGroup, Inc: Washington District of Columbia
Uniting Our Youth: Washington District of Columbia
Dental Assistant School, LLC: Accokeek Maryland
Boss Incorporated: Washington District of Columbia
Quality Education for Minorities Network: Washington District of Columbia
DC: Washington DC Washington
D'Marc Consulting: Glenn Dale Maryland
Strategy 6 Solutions, LLC: Washington District of Columbia
Aunt Berta's Love 1: WDC District of Columbia
Destiny Management Services LL: silver spring Maryland
Red Sprinkle Boot Camp: Washington District of Columbia
1st Needs Medical: Washington, DC District of Columbia
TEN Clothing LLC: Washington District of Columbia
Contemporay Family Services, Inc.: Washington District of Columbia
Run Hope Work: Washington District of Columbia
Partnership for Education Growth Systems: Washington District of Columbia
Sou Sou Investment Solutions: Washington District of Columbia
The National Center for Children and Families: Bethesda Maryland
Covenant House Washington: Washington District of Columbia
Vow Transportation LLC: Washington District of Columbia
Empowerment Enterprise II: Washington District of Columbia
Golf. My Future. My Game.: Washington District of Columbia
TOTAL FAMILY CARE COALITION: WASHINGTON District of Columbia
R. Emmanuel Bell Consulting, LLC: Washington District of Columbia
TRAINING GROUNDS INC: WASHINGTON District of Columbia
Golden Diversity, Inc: Washington District of Columbia
Opportunities Industrialization Center of DC: Washington District of Columbia
Kid Power, Inc.: Washington District of Columbia
Ye N'Eka, Inc.: Washington, DC District of Columbia
DMVrowing: WASHINGTON District of Columbia
DAKTAN: WASHINGTON District of Columbia
AGFIN: Washington District of Columbia
Kevin Bed and Breakfast LLC,: Washington DC District of Columbia
Shyanne's Choice: Washington District of Columbia
The Aquiline Group LLC: Washington, DC District of Columbia
ITC Technologies: College Park Maryland
BTB Foundation: Washington District of Columbia

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Advanced cleaning systems: Washington District of Columbia
On-Ramps to Careers: Washington, DC District of Columbia
Community Arts Experience: Washington DC District of Columbia
SecureTech360,LLC: washington District of Columbia
Strengths Academy: Washington District of Columbia
Hope Foundation Re-Entry Network: Washington District of Columbia
Walker's Legacy Foundation: A project of the Washington Regional Association of Grantmakers: Washing
Health-Works1: Lorton Virginia
See Forever Foundation & Maya Angelou Schools: Washington District of Columbia
YOUTH ENTREPRENEUR INSTITUTE: WASHINGTON District of Columbia
PREP, LLC: Washington District of Columbia
National Housing Trust-Enterprise Preservation Corporation: Washington District of Columbia
Sasha Bruce Youthwork, Inc. (SBY): Washington District of Columbia
SchoolTalk, Inc.: Washington District of Columbia
Shaw Community Ministry: Washington District of Columbia
Associates for Renewal In Education Inc: Washington District of Columbia
Golden Diversity, Inc.: Washington District of Columbia
Washington, DC Chapter of the National Black MBA Association, Inc. (NBMBA-DC): Washington District
Multicultural Career Intern Program: Washington District of Columbia
My Brother's Keeper Transitional Living Services: Washington District of Columbia
MEDICI ROAD: WASHINGTON District of Columbia
Southeast Welding Academy: Washington District of Columbia
D.C. Public Charter School Cooperative: Washington District of Columbia
Center for Workforce Development and High Impact Training: Washington District of Columbia
Adams Morgan Youth Leadership Academy: Washington District of Columbia
Joy of Motion Dance Center: Washington District of Columbia
Mission Driven, Inc.: Washington District of Columbia
Nai Xander: Washington District of Columbia
In-Class Solutions: Washington District of Columbia
IBG Consulting Group: Washington District of Columbia
KIPP DC: Washington District of Columbia
DC Community Carrot: Washington District of Columbia
Future Leaders & Young Entrepreneurs (FLYE): Washington District of Columbia
Latin American Youth Center: Washington District of Columbia
PAINTS INSTITUTE: washington District of Columbia
The MusicianShip DC: Washington District of Columbia
Sitar Arts Center: Washington District of Columbia

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WBS No.	Activity	Deliverables	Activity Description	Start Date	End Date	Duration (Work Day)
<b>DOES Paid Family Leave Engagement</b>		<b>DOES Paid Family Leave Engagement</b>		<b>04/15/20</b>	<b>04/15/21</b>	<b>262d</b>
<b>1.0</b>	<b>Transformation Strategy</b>	<b>Transformation strategy and management plan</b>	<b>Develop a Transformation Strategy to be published and distributed to DOES and all contractors for review.</b>	<b>05/01/20</b>	<b>07/01/20</b>	<b>60d</b>
1.1	Develop a transformation strategy		The strategy will address a range of topics, such as overall approach, standards, and procedures	05/01/20	07/01/20	45d
<b>2.0</b>	<b>Project Management Support</b>	<b>Deliverable review report, reviewed deliverables, and issues</b>	<b>Project Management Support</b>	<b>04/23/20</b>	<b>04/15/21</b>	<b>256d</b>
2.2	Provide recommendations to improve Program Management		Research and recommendations to improve areas within Program Management	04/23/20	04/15/21	256d
2.3	Program evaluation		Evaluate issues and provide recommendations related to program cost, schedule, and performance	04/23/20	04/15/21	256d
<b>3.0</b>	<b>Project Integration</b>	<b>Transformation schedule linked to other project activities; Build strategy for implementation</b>	<b>Integrate transformation efforts into the overall project schedule</b>	<b>07/01/20</b>	<b>09/01/20</b>	<b>60d</b>
3.1	Integrate transformation into schedule		Participation in the definition of the agile approach for the application builds with the PFL contractors	07/01/20	09/01/20	60d
<b>4.0</b>	<b>Risk Identification</b>	<b>Risk management assessment; documented risks and mitigation approaches</b>	<b>Communications of risk issues and ensure these risks have been reflected in the overall project schedule and priorities</b>	<b>04/15/20</b>	<b>04/15/21</b>	<b>262d</b>
4.1	Communications of business risks		Communications of risk issues with DOES	04/15/20	04/15/21	262d
<b>5.0</b>	<b>Integrated Master Planning</b>	<b>Develop business performance and process maps that use the standard, Business Process Model, and Notation 2.0 or equivalent</b>	<b>Integrated Master Planning</b>	<b>04/23/20</b>	<b>04/15/21</b>	<b>256d</b>
5.1	Develop Business performance and process maps that utilize the standard (BPMN) 2.0 or equivalent	Develop Business performance and process maps that utilize the standard (BPMN) 2.0 or equivalent	Access support to the process and strengthen, revise, and capture the implemented future state business process to ensure that all functional requirements for the PFL are captured	05/01/20	06/30/20	60d
5.2	Integrated Master Planning		map all future business processes as the implementation of the PFL program is placed into operation	04/23/20	04/15/21	256d
<b>6.0</b>	<b>WBS and Schedule</b>	<b>WBS and schedule</b>	<b>Develop WBS and schedule</b>	<b>04/23/20</b>	<b>04/30/20</b>	<b>6d</b>
6.1	Prepare WBS and schedule		Develop WBS and schedule	04/23/20	04/30/20	6d
<b>7.0</b>	<b>Financial Management and Forecasting Model Support</b>	<b>Forecast Models and visualization tools</b>	<b>Build quantitative models and dashboards</b>	<b>04/23/20</b>	<b>04/15/21</b>	<b>256d</b>
7.1	Build statistical models to forecast benefit usage and cash inflow of fund		Use external data to forecast benefit usage and fund inflow	04/23/20	06/01/20	49d
7.2	Use Tableau to build visualization tools		Use Tableau to develop dashboards	06/01/20	06/30/20	22d
7.3	Ongoing monitoring of model performance and model updates		When internal data becomes available, update model using internal data	04/23/20	04/15/21	256d
<b>8.0</b>	<b>Advanced data analytics and applied sciences</b>	<b>Reports and presentations</b>	<b>Use quantitative models to analyze data</b>	<b>08/01/20</b>	<b>04/15/21</b>	<b>200d</b>
8.1	Ad Hoc analysis		Ad hoc analysis	08/01/20	04/15/21	200d
8.2	other complex data analytics		complex quantitative models	08/01/20	04/15/21	200d
<b>9.0</b>	<b>Status Reporting</b>	<b>Weekly, monthly and quarterly status reports</b>	<b>Provide DOES project Management with weekly status reports clearly describing the state of the verification and validation efforts, and a monthly management report</b>	<b>04/30/20</b>	<b>04/15/21</b>	<b>251d</b>
9.1	prepare status reports		Provide DOES project Management with weekly status reports clearly describing the state of the verification and validation efforts, and a monthly management report	04/30/20	04/15/21	251d
<b>10.0</b>	<b>Review by DOES</b>	<b>Review comments</b>	<b>Provide all project deliverables to DOES PM for review</b>	<b>04/30/20</b>	<b>04/15/21</b>	<b>251d</b>
10.1	Provide deliverables for review		schedule and participate in regular review meetings for the project and for all deliverables	04/30/20	04/15/21	251d
<b>11.0</b>	<b>Current PFL Review</b>	<b>Documented review notes; issues</b>	<b>Review documentations and interview staff</b>	<b>04/27/20</b>	<b>04/15/21</b>	<b>254d</b>
11.1	Review the operations and systems functions		Review the completed operations and systems functions of the PFL program to assist DOES in determining the current and future requirement	04/27/20	05/27/20	23d
11.2	Review systems documentations		Review the systems documentation, user manuals, and PFL handbooks	04/27/20	04/15/21	254d
11.3	Interview DOES staff to understand the current process		Interview staff to gain a thorough understanding of the current programs and processes	05/01/20	04/15/21	250d
<b>12.0</b>	<b>Training Support</b>	<b>Training plan and training materials</b>	<b>Prepare training materials</b>	<b>04/27/20</b>	<b>04/15/21</b>	<b>254d</b>
12.1	Provide training support to DOES		Training support to DOES in preparing the requisite materials for training the DOES staff in the use and operation of the financial forecasting model and all data analytics and business transformation tools	04/27/20	04/15/21	254d
<b>13.0</b>	<b>Business Operations Review and Compliance Review</b>	<b>Revised DOES policies, processes, and procedures</b>	<b>Process and compliance review</b>	<b>04/27/20</b>	<b>04/15/21</b>	<b>254d</b>
13.1	Policy, process, and procedure review		Review departmental policies, processes, and procedure applicable to the use and operation of the new PFL system	04/27/20	04/15/21	254d
13.2	Compliance review and mitigation recommendations		Compliance review including legal compliance review and mitigation recommendations for any needed changes to these items	04/27/20	04/15/21	254d



## **Department of Employment Services**

Office of Paid Family Leave (PFL) and  
Unemployment Insurance (OUI)  
Continuous Business Process Improvement



## **Continuous Improvement Methodology and Plan**

**DigiDoc**  
**dba: Public Sector Solutions Group**  
**510 Florida Avenue NW**  
**Washington, DC 20001**

**June 30, 2020**



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## Introduction

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DigiDoc Inc (dba) Public Sector Solutions Group (PS2G) is pleased to be selected to provide Continuous Process Improvement Services to the Office of Paid Family Leave (PFL) and Unemployment Insurance (OUI). The project will utilize a Lean Six Sigma methodology to review processes, metrics, and waste in the organization in collaboration with the functional teams. A DMAIC model will be utilized by the project team to develop recommendations and ultimately deliver a guidance plan to the Agency that will look forward for the next five years. Up to 10 members of the staff will be selected by PFL/OUI to be trained on a rapid improvement tool (Kaizen Blitz) to continue the journey of process improvement after the PS2G team has disengaged. The following document reviews both our continuous improvement methodology and our plan to execute.

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## Project Methodology

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The selected methodology for the DOES Continuous Improvement project leverages a Lean Six Sigma approach to quality and continuous improvement or the DMAIC model. This framework will be utilized in both the Office of Paid Family Leave (OPFL) and the Office of Unemployment Insurance (OUI) within the Economic Stability and Benefits functional group. The standardization of the framework will allow the team members and stakeholders to become familiar with the basics of the quality tool, and facilitate knowledge transfer for the team to lead small improvement teams after the engagement is concluded.

Lean Six Sigma is a methodology designed to optimize end to end processes by eliminating low yield activities and optimizing resources.

The key benefits are:

- Lean Six enables a holistic view of problem solving,
- It is iterative by nature, allowing participants to view the process as a journey versus a destination,
- Teams may continue to use an abbreviated version of the process, with minimal training.

The five phases of the DMAIC Model - Define, Measure, Analyze, Improve and Control are outlined in more detail below.

### **DEFINE PHASE**

In the define phase of the DMAIC model, PS2G will seek to understand the existing process from the perspective of the knowledge workers and business process owners in selected departments through interviews. Each department will be asked to designate 3-5 SME's and 2 business process owners. PS2G will conduct 2 discovery sessions with each team to understand the current process flow and compile the team's recommendations for how the processes might be improved. Session notes of the current state for each group will be included in the weekly reports and documented in the guidance plan at the end of the project.

Change and the anticipation of change can be disruptive to current processing. It is during this phase that PS2G will seek approval and engagement from agency leadership teams to help socialize the formal change management process. The typical elements of this engagement process include developing a formal communications plan and engaging early adopters to gain a deeper understanding of the improvement process.

## **THE MEASURE PHASE**

Immediately following the define phase, the PS2G team will begin the measure phase. This phase of the project will focus on documenting the current state, benchmarking industry best practices, researching effective processes used in other states, validating internal policies against Department of Labor (DOL) metrics, and evaluating opportunities for process simplification and automation. The customary DMAIC tool for understanding the current state of an organization is value streaming, however for the complex workflows that PS2G has previously observed in DOES, PS2G recommends a Swim Lane approach that will allow us to take a deeper dive into specific tasks. Swim Lane diagrams of the current state will be developed through interviews with SMEs in their respective functional areas.

PS2G will also review the performance metrics for each department and begin to develop Key Performance Indicators (KPIs). Please note that recommendations that emerge during this phase are very preliminary. PS2G will segment these recommendations into three distinct categories:

1. Recommendations that obviously benefit the team and have no negative impact. These recommendations could potentially be implemented immediately. Immediate improvements of this nature have a positive overall impact to the change process but must be vetted throughout the organization.
2. Recommendations that will improve the process, streamline the process, or ensure compliance, but may negatively impact downstream activities if not properly coordinated. These interrelated changes have a better chance of adoption if they are saved and vetted during the improve phase.
3. Recommendations that will streamline the process, but due to resource constraints cannot be implemented at this time.

All recommendations will be reviewed with the team leads weekly to determine the best implementation plan.

## **THE ANALYSIS PHASE**

The PS2G team will utilize a series of analytical tools to evaluate the current state and review recommendations made during the measure phase. The results of this analysis will undergo two levels of review.

The first review will be conducted with the functional SME's. Outputs and agreements from those meetings will be reviewed with the stakeholders for final approval. This analysis will fall into 7 categories:

Motion	Activities that do not add value or are duplications. Duplicate activities will be evaluated for automation.
Waiting	Inactivity of internal resources or waiting time for consumers.

Over Processing	Efforts not valued by the consumer, redundant activities, or activities that do not yield the desired outcome.
Defect	Rework required to rectify defects.
Underutilized Skills and Skill alignment	Skills not utilized to add customer value
Use of Automation	Validation that automation is working for the team versus the team working for the automation. The PS2G team will also evaluate and recommend automation of routine processes.
Metrics	Define and validate metrics that drive desired behaviors and outcomes. Metrics will be reviewed at the State (agency) and federal levels and validated against known audit requirements.

### **THE IMPROVE PHASE**

Approved recommendations will be implemented. The PS2G team will conduct weekly touchpoint meetings with the team to discuss successes and address challenges. The output of the team sessions will be utilized to improve procedures and ensure interoperability. As processes are validated, they will be documented within a formalized Standard Operating Procedure (SOP). The project plan will be updated to reflect the various required training and reinforcement activities for the teams.

Should a bottleneck or process design flaw be identified, PS2G will conduct a Kaizen Blitz with the team to implement a process correction or improvement. Kaizen Blitzes are short, focused problem-solving sessions structured around a Plan, Do, Check and Adjust (PDCA) model. The last “A” in the PS2G model is “Adjust” versus “Act”, to acknowledge the agility in the process and the intent to strive for the best solution.

Additionally, PS2G will train up to 10 internal resources designated by DOES on the Kaizen Blitz process and facilitation. Trained DOES Blitz Coordinators will enable the teams to implement continuous improvement initiatives post-engagement. PS2G also recommends that the agency consider identifying resources for more intense Six Sigma training or engage trained SME’s if more robust changes are required.

Resources trained in Kaizen Blitz or PDCA will assist PS2G in resolution of point problems (problems that can be easily isolated). In general, Blitz and PDCA are short run cycles, typically taking 2 to 10 days to complete. These processes are perfect for small teams to utilize independently, because of the low time commitment and a structure that promotes solution-based idea generation.

The Kaizen process begins with the identification of a problem area. To initiate the process, the team must first:

- Define the Metrics
- Set Goals

- Identify team members and schedule 2-3 days to Blitz the problem.

The following is a rough layout of the process and timeframes. The timeframes may be truncated for less complicated problems. If the problem does not fit into a 2-3 day timeframe, consider engaging a Lean Six Expert.

Day 1: Complete Current State Analysis

- Review Problem and agree on Problem Statement
- Agree on Metrics
- Complete Root Cause Analysis
- Prioritize root causes to develop countermeasures

Day 2: -Develop Recommendations

- Review decisions with Process Owner
- Develop Communication Plan and tools

Day 3: -Conduct full team meeting first thing in the morning to communicate plan

- Obtain feedback from the group, this may include pushback on the recommendations. If the pushback includes concerns that were not considered, then consider relooking at the suggestions. Also reconsider if all the people that need to be in the room to solve the problem were included.

Days 4-10

- Measure Outcomes
- Report results
- Celebrate Successes
- Check and Adjust Activities
- Document process

## **THE CONTROL PHASE**

The control phase is not the end of the cycle but serves as a precursor to define the next level of improvement. A draft of the guidance plan will be presented at the beginning of the Control Phase, to allow sufficient review and consideration of the recommendations and any adjustments required by the programs. The focus of the final phase will be monitoring impact of implemented recommendations, completing the guidance plan, and reinforcement with staff to ensure a smooth transition.

## Project Plan

The Project Manager (PM), has the overall responsibility to manage and execute the project in accordance with the Project Management Plan and its Subsidiary Management Plans. The PS2G Project delivery team will consist of three management consultants; one Subject Matter Expert with 30+ years of unemployment insurance experience; and a technical writer. The roles are defined below.

Name	Role	Responsibility	Contact
Darryl Wiggins	CEO	Executive Sponsor	[REDACTED]
Deidre Sherman	VP of Strategic Initiatives	Project Sponsor Six Sigma Green Belt	[REDACTED]
Chamorro Cox	Project Manager	Develops the project plan, schedule, and tracks deliverables to ensure project remains on time and on budget.  PMP Certified	[REDACTED]
[REDACTED]	Management Consultant	Define current state, review internal documentation, and create recommendations.  Six Sigma Green Belt	[REDACTED]
[REDACTED]	Management Consultant	Define current state, review internal documentation, and create recommendations.  Six Sigma Green Belt	[REDACTED]
[REDACTED]	Management Consultant	Define current state, review internal documentation, and create recommendations.  Six Sigma Green Belt	[REDACTED]
[REDACTED]	Technical Writer	Guidance Plan and validation of recommendations.  Six Sigma Black Belt	[REDACTED]





The governance of all PS2G projects is deeply rooted in the PMBOK Method of Project Management. We believe that strong project management facilitates on-time and on-budget project delivery and yields the expected outcomes that our clients require. Our entire team is experienced utilizing the PMBOK methodology and upon award the internal team will immediately begin pre-launch activities including; completion and delivery of the preliminary project plan and conducting an in-depth review of project milestones and project deliverables.

The project kickoff was completed on May 21, 2020 with the leadership teams for OPFL and OUI. PS2G reviewed the project delivery plan and timeline; identified documents required to support the process review, such as internal policies and audit results; and introduced the project team. Both the kickoff and the project start date were delayed due to COVID-19.

The kickoff initiated the weekly reporting, which recaps the prior week's activities; identifies open action items, documents any decisions, and identifies risks and associated mitigation plans. Staff engagement started on June 8<sup>th</sup>, with the scheduling of team interviews.

***Project Schedule***

	Continuous Improvement Plan and Timeline	DM/OPR Approval	May-20	May-20
	Refine scope and approach		May-20	May-20
	Complete review of agency materials.		May-20	May-20
<b>Define (Knowledge Workers)</b>			Jun-20	Aug-20
	Project Overview		Jun-20	Jul-20
	Interviews with OUI (Maximum of 2 Interviews per department)		Jun-20	Aug-20
	Interviews with OUI (Maximum of 2 Interviews per department)		Jun-20	Aug-20
	Bi-Monthly Lunch and Learns		Jul-20	Sep-20
	Weekly Reports		Jun-20	Aug-20
	Monthly Milestone Summary		Jun-20	Aug-20
<b>Measure</b>			Sep-20	Oct-20
	Swimlane Diagrams		Sep-20	Oct-20
	Benchmarking		Sep-20	Oct-20
	Initial Recommendations and KPI's		Oct-20	Oct-20
	Monthly Lunch and Learns		Sep-20	Oct-20
	Weekly Reports		Sep-20	Oct-20
	Monthly Milestone Summary		Sep-20	Oct-20
<b>Analysis</b>			Nov-20	Jan-21
	Evaluation Reports	DM	Nov-20	Jan-21
	Phase I Recommendations	DM	Jan-21	Jan-21
	Future Recommendations	DM	Jan-21	Jan-21
	Approval for Implementation Plan	DM	Jan-21	Mar-21
	Bi-Monthly Lunch and Learns		Nov-20	Jan-21
	Weekly Reports		Nov-20	Jan-21
	Monthly Milestone Summary		Nov-20	Jan-21
<b>Improve</b>			Feb-21	Mar-21
	Weekly Feedback Sessions	DM	Feb-21	Mar-21
	Kaizen Blitz Activity	DM	Feb-21	Mar-21
	SOP's Documented		Feb-21	Mar-21
	Bi-Monthly Lunch and Learns		Feb-21	Mar-21
	Weekly Reports		Feb-21	Mar-21
	Monthly Milestone Summary		Feb-21	Mar-21
<b>Control/Close</b>			Mar-21	Apr-21
	Train SME's on Kaizen Blitz	DM	Mar-21	Apr-21
	Weekly Reports	Agency	Mar-21	Apr-21
	Monthly Milestone Summary		Mar-21	Apr-21
	Final Post Assessment Summary	Agency	Mar-21	Apr-21

## Team Interview Plan

The OPFL and OUI are in very different stages of service delivery and each require different tools and timelines to effectuate continuous improvement programs.

**OPFL:** OPFL as a new program in the District of Columbia, was launched less than 12 months ago, and will launch the benefits portion of the program July 1, 2020. To accommodate the July 2020 launch, PS2G will delay the review of the benefits process to mid-July or early August. The delay may result in Benefits overlapping the measure phase of the project slightly, but will not impact overall completion if interviews are completed before the end of August.

**OUI:** The OUI is a mature program and as such the PS2G team anticipates that the OUI team will find the new CIM process both challenging and invigorating. PS2G will focus on the WIIFM (What's in it for me) and identifying early adopters to support the change management. The staff will need to see a demonstration that the process works by eliminating extra tasks and unnecessary steps. Data gathering will move quickly in this department, but adoption will be harder to achieve. PS2G plans to provide enhanced communication during the implementation phase for this team including weekly progress report and team meetings.

During the project planning phase, COVID-19 struck the Washington Metro area and the number of unemployment cases to be processed by UI Benefits, rose exponentially. PS2G will also accommodate this change in the environment, by moving interviews for UI Benefits to late July or early August. This change, again should have no impact on final completion.

## Preliminary Schedule

Office	Division	Business Unit	Plan Initial
PFL	PFL Appeals & Adjudications	Appeals & Adjudications (A&A)	July 20, 2020 to July 24, 2020
	PFL Benefits	Adjudications	July 20, 2020 to July 24, 2020
	PFL Benefits	Benefit Process Control	July 20, 2020 to July 24, 2020
	PFL Benefits	Validations	July 20, 2020 to July 24, 2020
	PFL IT	IT	June 15, 2020 to June 26, 2020
	PFL Program	Operations	June 22, 2020 to June 26, 2020
	PFL Program	Communications/Outreach	June 15, 2020 to June 26, 2020
	PFL Program	Policy	June 22, 2020 to June 26, 2020
	PFL Program	Quality Assurance	June 22, 2020 to June 26, 2020
	PFL Tax	Status	June 15, 2020 to June 26, 2020
	PFL Tax	Accounting	July 6, 2020 to July 10, 2020
	PFL Tax	Collections	July 6, 2020 to July 10, 2021
	PFL Tax	Audit	July 6, 2020 to July 10, 2022
	PFL Leadership Meeting	Managers	
UI	UI Benefits	Separations	July 20, 2020 to July 24, 2020
	UI Benefits	Non-Separations	July 20, 2020 to July 24, 2020
	UI Benefits	Validations	July 20, 2020 to July 24, 2020
	UI Benefits	Business Analyst Group	July 20, 2020 to July 24, 2020
	UI Benefits	AJC's	July 20, 2020 to July 24, 2020
	UI Benefits	Quality Assurance	July 20, 2020 to July 24, 2020
	UI Compliance & Appeals	Compliance & Appeals	June 15, 2020 to June 26, 2020
	UI Tax	Status	June 15, 2020 to June 26, 2020
	UI Tax	Accounting	June 15, 2020 to June 26, 2020
	UI Tax	Collections	June 15, 2020 to June 26, 2020
	UI Tax	Field Audit	June 15, 2020 to June 26, 2020
	UI Tax	Tax Compliance	June 15, 2020 to June 26, 2020
	UI Leadership Meeting	Managers	

## Communication Management Plan

This Communications Management Plan sets the communication framework for the project. It will serve as a guide throughout the life of the project and will be updated as requirements change. The matrix below maps out planned (formal) communications, participants, method of delivery, and the frequency.

The PM will take the lead role in ensuring effective communications on the project.

Type	Description	Frequency	Format	Participants	Deliverables	Owner
Kick-Off Meeting	Project Goals, objectives, scope, milestones and deliverables	Once	Conference Call	OPFL OUI	Project Management Plan	PM
Weekly Status Report	Summary of Project Status	Weekly	Email	OPFL OUI	Status Report	PM
Weekly Project Team Meeting	Review action items	Weekly	Conference Call	Project Team	Updated Project Work Plan	PM
Monthly Milestone Summary	Summary of Project Status and achievements of previous month	Monthly	Email	OPFL OUI	Status Report	PM
Monthly Project Briefings	Present metrics and status to stakeholders	Monthly	Conference Call In Person	OPFL OUI	Status and Metric Presentation	PM
Monthly Lunch and Learns	Monthly meetings for DOES staff to learn more about the project and offer ideas	Monthly	In Person	OPFL OUI	N/A	PM

While informal communication is a natural part of every project and is necessary for successful project completion, any issues, concerns, or updates that arise from informal discussion between team members must be communicated to the PM so the appropriate action may be taken.

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## *Scope Management*

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Proposed scope changes may be initiated by the Project Manager (PM), the Contract Administrator, Stakeholders, or any member of the project team. All change requests are to be routed through the PM, who is responsible to coordinate a review of the request with the appropriate stakeholders and to secure a timely response.

## *Issue Management*

The PM will manage issues in accordance with management techniques as prescribed by the Project Management Institute. Once risks affect the project, they become issues. An issue is defined as any functional, technical, or business-related event that arises during the course of a project or activity that requires a satisfactory resolution for the program and/or project to proceed as planned. Generally, issues require decisions to be made that are outside of the scope of day-to-day project tasks and their management. A framework for timely addressing issues is defined below:

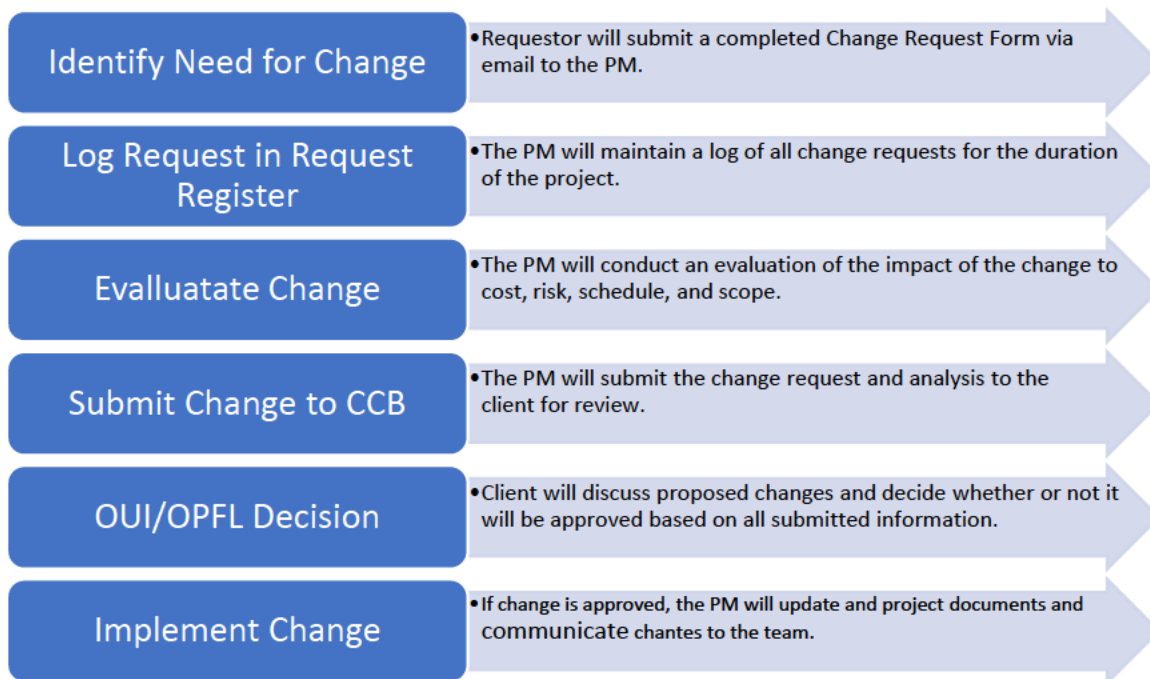
- **Issue Identification** – Issues will be documented in the Issues Log and maintained by the PM. Each issue will be assigned an owner who will be responsible for driving the issue to closure. An estimated completion date for closure of the issue will also be assigned.
- **Issue Assessment** – Issues will be assigned a rating of High, Medium, or Low based on the subjective assessment of impact to cost, schedule, or quality given by the issue identifier.
- **Issue Tracking** – Issues will be continually tracked and updated. The issue owner will be responsible for updating the status of the issue and updating completion dates as appropriate.
- **Issue Closure** – An issue is closed when all actions are taken to alleviate its impact and it is no longer affecting the program or related projects. Once completed, this will be noted in the Issues Log.

## *Change Management*

From time to time based on changes in project objectives it may be necessary to change and/or add services and specifications to the Statement of Work. The specifications of the current Statement of Work will govern until an Amendment to the Statement of Work is prepared that

addresses the scope and details of the program modifications. The Amendment to the Statement of Work may result in additional product investment, increased services, adjusted fees, etc. This will be determined while the changes are reviewed. The contract administrator for the project will be the primary contact for communication regarding the execution of Amendments to the Statement of Work and their approval. The PM will support the Amendment to the Statement of Work, Process using our Change Request Form.

The following are the steps for PS2G's change control process for all projects:



## Schedule Management

The Project Schedule identifies the specific work which must be performed to complete each deliverable. Activity sequencing will be used to determine the order of work packages and assign relationships between project activities. Activity duration estimating will be used to calculate the number of work periods required to complete work packages. Resource estimating will be used to assign resources to work packages in order to complete schedule development.

A preliminary schedule was provided in the solicitation response, and has been updated in this document. The billable milestones, adopted from the solicitation, are presented as a crosswalk to the project phases later in this document.



Roles and responsibilities for schedule development are as follows:

The PM will be responsible for facilitating work package definition, sequencing, and estimating duration and resources with the project team. The PM will also validate the schedule with the project team, stakeholders, and the project sponsor. The PM will obtain schedule approval from the project sponsor and baseline the schedule.

The project team is responsible for participating in work package definition, sequencing, duration, and resource estimating. The project team will also review and validate the proposed schedule and perform assigned activities once the schedule is approved.

## **Quality Management**

All members of the project team will play a role in quality management. It is imperative that the team ensures that work is completed in a manner that supports the final guidance plan.

The Project Sponsor is responsible for approving all quality standards for the project. The Project Sponsor will review all deliverables to ensure compliance with established and approved quality standards.

The Project Manager (PM) is responsible for quality management throughout the duration of the project. The PM is responsible for implementing the Quality Management Plan and ensuring all tasks, processes, and documentation are compliant with the plan. The PM will work with the project's quality specialists to establish acceptable quality standards. The PM is also responsible for communicating and tracking all quality standards to the project team and stakeholders.

The PS2G Delivery Team are responsible for working with the PM to develop and recommend tools and methodologies for tracking quality and standards to establish acceptable quality levels. The team will create and maintain Quality Control and Assurance Logs throughout the project.

## Risk Management

Risk management involves the identification, quantification, classification, and documentation of potential risks. Once risks are known, they are evaluated, managed, and reported in the Weekly Status Report. Risks that are identified within the project are communicated to the Project Manager (PM).

The following figure depicts the Risk Management Process:



The approach for managing risks for the project includes a methodical process by which the project team identifies, scores, and ranks the various risks. Every effort will be made to proactively identify risks ahead of time in order to implement a mitigation strategy. The most likely and highest impact risks were added to the project schedule to ensure that the assigned resources take the necessary steps to implement the mitigation response at the appropriate time during the schedule. The Project Team will provide status updates on their assigned risks in the weekly project team meetings.

Risks can be classified into three risk categories as shown in Table below:

**Risk Categories.**

Risk Category	Definition
Technical	The uncertainty in achieving project requirements of form, fit, function, performance, supportability, and operability within the planned cost and schedule. Note that the risk is classified as “Technical” if the root cause is related to an ability to complete an in-scope objective. A “Technical” risk may have schedule and/or cost impacts.
Schedule	The uncertainty in achieving the schedule within the planned cost if none of the technical risks should materialize. Note that the risk is classified as “Schedule” because the root cause is schedule related. A “Schedule” risk may have technical and/or cost impacts.
Cost	The uncertainty in maintaining the cost if none of the technical and none of the schedule risks should materialize. Note that the risk is classified as “Cost” because the root cause is cost related. A “Cost” risk may have technical and/or schedule impacts.

Upon the completion of the project, during the closing process, the PM will analyze each risk as well as the risk management process. Based on this analysis, the PM will identify any improvements that can be made to the risk management process for future projects. These improvements will be captured as part of the lessons learned knowledge base.

# DOES CPI Project Roadmap

	DEFINE	MEASURE	ANALYZE	IMPROVE	CONTROL
	May – Sep 2020	Oct 2020 – Jan 2021	Jan 2021 – Mar 2021	Mar 2021 – Apr 2021	Apr 2021 – May 2021
TASKS	<ul style="list-style-type: none"> <li>✓ Hold Kick-off Meeting</li> <li>✓ Complete Orientation</li> <li>✓ Develop Continuous Improvement Plan and Timeline</li> <li>✓ Complete review of agency materials</li> <li>✓ Project Overview</li> <li>✓ Interviews with OUI</li> <li>✓ Interviews with OPFL</li> </ul>	<ul style="list-style-type: none"> <li>✓ Perform process mapping activities</li> <li>✓ Review process maps for areas of wastes</li> <li>✓ Engage business analysts</li> <li>• Develop data collection plan</li> <li>• Identify benchmarks</li> <li>• Review data and begin to draft KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• Validate processes</li> <li>• Develop KPI recommendations</li> <li>• Evaluate processes against benchmarks</li> <li>• Scrutinize data and develop root causes</li> </ul>	<ul style="list-style-type: none"> <li>• Weekly feedback sessions</li> <li>• Propose mechanism to track metrics</li> <li>• Develop SOPs for approved processes</li> </ul>	<ul style="list-style-type: none"> <li>• Perform analysis on post assessment</li> <li>• Final Post Assessment including implementation recommendations</li> </ul>
	Business Analyst Engagement				
	❖ Weekly and Monthly Project Status Reporting				
	<ul style="list-style-type: none"> <li>• Proposed Overall Approach and Work plan</li> <li>• Proposed approach to Evaluate Current State</li> <li>❖ Team Member Interviews</li> <li>❖ Continuous Improvement Plan, Methodology Chart</li> <li>• Process Inventory</li> </ul>	<ul style="list-style-type: none"> <li>• Swimlane process diagrams</li> <li>• Benchmarks</li> <li>❖ Evaluation Reports</li> </ul>	<ul style="list-style-type: none"> <li>• Phase I Recommendations</li> <li>• Future Recommendations</li> <li>❖ Process Improvement Strategy and Guidelines Outline with KPIs</li> </ul>	<ul style="list-style-type: none"> <li>• SOPs for approved processes</li> <li>• Feedback sessions reports</li> <li>❖ Implementation of Change Report (1)</li> </ul>	<ul style="list-style-type: none"> <li>❖ Implementation of Change Report (2)</li> <li>❖ Final Post Assessment Summary Report and Key Recommendations</li> </ul>
	❖ Billable milestone				

January 2021 DOES PFL Written Responses - Question 23

#	SOW Ref #	Deliverable	Description	Planned Delivery Date
1	4.1; 4.3	<b>Continuous Improvement Plan Methodology Chart</b>	<p>4.1 The contractor shall promote staff engagement to implement core methodologies like Six Sigma or Kaizen with their process philosophy for the continuous process improvement for OPFL and OUI.</p> <p>4.3 The contractor shall submit a guidance plan including logic model development plans which shall follow a government industry standard framework from which the process implementation and evaluation shall be based on, to assess on-going processes and outcome indicators of programs to PFL and UI leadership;</p>	<b>June 30, 2020</b>
2	4.4	<b>Team Members Interviews</b>	<p>The contractor shall conduct regular status interviews and observations daily at DOES headquarters in Washington, DC, of program operation teams, including leads, and review established policies and procedures, operational guidelines, and other division protocols associated with day to day program operations during the evaluation process. Employee consultation will be incorporated throughout the evaluation process to define problems that interfere with productivity and achieving agency visions.</p>	<b>September 30, 2020</b> (Completed 62 Interviews. Original Interview schedule adjusted due to impacts of COVID-19)

January 2021 DOES PFL Written Responses - Question 23

#	SOW Ref #	Deliverable	Description	Planned Delivery Date
3	4.7	<b>Evaluation Report</b>	The contractor shall be responsible for identifying problems determined in the interview and evaluation process and provide support an evaluation report including recommendations to team lead(s) for solutions by analyzing and stating the problem, understanding and stating the effect on performance, determining and stating best solutions with controlled risks to increase efficiency, increase productivity and how to streamline their daily processes, and make recommendations of specific trainings teams or individuals should partake in order to improve in identified problem areas.	<b>December 30, 2020</b> (Original delivery date adjusted due to impacts of COVID-19. Adjustment will not impact final due date)
4	4.12; 4.17	<b>Process Improvement Strategy and Guidelines Outline with KPIs</b>	4.12 The contractor shall identify opportunities and provide recommendations to the PFL and UI teams on developing and revising manual processes, maps, and workflow charts that support the day to day functions of staff members including steps required for the overall success of the PFL and UI programs for achieving daily, weekly, monthly, quarterly, and annual KPIs including meeting all agency, federal, state, and/or program requirements. 4.17 The contractor shall work with PFL and UI team lead(s) on ensuring that divisions are meeting their KPIs by detailing how each process improvement strategy corresponds with the given KPIs.	<b>February 26, 2021</b>
5	4.6; 4.5; 4.7	<b>Implementation of Changes Report</b>	4.6 The contractor shall assess PFL and UI programs at the individual and team levels for daily operations of each team's functions within the first month of the contract and run daily until the evaluation of all divisions are complete. The evaluation must focus on how the various functions supporting Division programs run into obstacles and determining where and how there is room for improvement to team lead(s). 4.7 The contractor shall be responsible for identifying problems determined in the interview and evaluation process and provide support an evaluation report including recommendations to team lead(s) for solutions by analyzing and stating the problem, understanding and stating the effect on performance, determining and stating best solutions with controlled risks to increase efficiency, increase productivity and how to streamline their daily processes, and make recommendations of specific trainings teams or individuals should partake in order to improve in identified problem areas.	<b>March 26, 2021</b>



January 2021 DOES PFL Written Responses - Question 23

#	SOW Ref #	Deliverable	Description	Planned Delivery Date
6	4.20	<b>Final Post Assessment Summary Report and Key Recommendations</b>	The contractor shall provide a post assessment report that details the efficiencies of the processes, guidelines, models and trainings.	<b>May 14, 2021</b>
7	4.5	<b>Weekly Project Status Report</b>	The contractor shall ensure continuous communication and submit monthly milestone reports and weekly project status reports via email every Monday by 3:00 PM EST for the previous workweek to the designated Contract Administrator (CA) and PFL and UI leadership. The information in the Contract Line Item (CLIN) Item Description Total Price 0001 All Service Continuous Process Improvement Total Price 3 project status reports shall include the title of the program and division, the current step or cycle of their methodology being reported on, current status of the review of PFL and UI programs standard procedures (SOPs) and/or policies, deficiencies found in daily operations, policies and guidelines, feedback and recommendations to mitigate deficiencies, continuing timeframe of completion of each task, project milestones achieved, estimated time of completion on milestones, evaluation and recommendations to the process.	<b>Weekly, Monday, 3 PM</b>
8	4.5	<b>Monthly Milestone Summary</b>		<b>Monthly, last business day by 3 PM</b>





# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

Monthly Milestone Report

Reporting Period Ending: November 30, 2020

## ✓ Major Activities Completed (November 1 to November 30)

- Analyzed data captured during interviews with SMEs and business process owners.
- Refined swim lane diagrams based on feedback from business process owners.
- Conducted a business process owner interview with OUI Benefits Non-Separations on November 18, 2020.
- Drafted Evaluation Reports. The PS2G team is developing eight evaluation reports to communicate preliminary findings and initial recommendations within each division.
- Conducted three LSS Overview sessions with business analysts on the following dates and times:
  - November 12, 2020, 1 pm to 3 pm
  - November 13, 2020, 1 pm to 3 pm
  - November 19, 2020, 1 pm to 3 pm
- Conducted the DOES PFL / OUI CPI Monthly Leadership Brief on November 23, 2020 to present discuss preliminary findings of SME interviews.
- Submitted Weekly Status Report for periods ending October 30, November 6, November 13, November 20, and November 27, 2020.
- Submitted the November 2020 Monthly Milestone Report on November 30, 2020.

## 📅 Next Steps (December 1 to December 31)

- Submit draft Evaluation Reports (8 total) outlining preliminary findings for PFL and OUI divisions on December 7, 2020.
- Conduct workshops with each OUI and PFL Division to discuss evaluation reports and next steps. Workshops will be scheduled with the following:
  - PFL Tax
  - PFL IT
  - OUI Benefits
  - PFL Benefits
  - PFL Program
  - OUI Compliance and Appeals
  - PFL Appeals and Adjudications
  - OUI Tax
- Meet with business process owners to discuss findings and next steps.
- Meet with business analysts to discuss activities. Touchpoints will occur weekly on Thursdays, 3 pm to 4pm.
- Conduct Monthly Leadership Brief with DOES leadership to discuss preliminary observations and findings of interviews with business process owners.
- Submit December 2020 Monthly Milestone Report.
- Submit Weekly Status Reports for periods ending December 4, December 11, December 18, and December 25.

## ⚠️ Risks and Issues

- Closed. Obtain key artifacts and current state processes: If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted.  
Mitigation: PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery
  - PS2G has received a number of artifacts including PFL job descriptions and PFL/OUI standard operating procedures. The team will continue to follow-up with points of contact to obtain additional requested documents.

## 📅 Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	September 30, 2020
Measure	September 1, 2020	November 30, 2020
Analyze	December 1, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	April 21, 2021

# Completed Business Process Owner Interviews

Office	Team	Interview Date
OUI	Benefits: Non-Separations	November 18, 2020





# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

Monthly Milestone Report

Reporting Period Ending: October 30, 2020

## Major Activities Completed (October 1 to October 31)

- Analyzed data captured during interviews with SMEs and business process owners.
- Refined swim lane diagrams based on feedback from business process owners.
- Conducted a business process owner interview with OUI Benefits Quality Control on October 15, 2020.
- Drafted Evaluation Reports. The PS2G team is developing eight evaluation reports to communicate preliminary findings and initial recommendations within each division.
- Sent email communication to select business analysts to kick-off engagement efforts.
- Developed Lean Six Sigma (LSS) Overview materials to present to selected business analysts as identified by DOES management. Three LSS Overview sessions were scheduled to introduce business analysts to work being done by the PS2G team.
- Conducted the DOES PFL / OUI CPI Monthly Leadership Brief on October 5, 2020 to present discuss preliminary findings of SME interviews.
- Submitted Weekly Status Report for periods ending October 2, October 9, October 16, and October 23, 2020.
- Submitted the October 2020 Monthly Milestone Report on October 30, 2020.

## Next Steps (November 1 to November 30)

- Complete and submit Evaluation Reports (8 total) outlining preliminary findings for PFL and OUI divisions. Reports will be submitted as follows:
  - PFL Tax
  - PFL IT
  - OUI Benefits
  - PFL Benefits
  - PFL Program
  - OUI Compliance and Appeals
  - PFL Appeals and Adjudications
  - OUI Tax
- Meet with business process owners to discuss findings and next steps.
- Conduct three LSS Overview sessions with business analysts on the following dates and times:
  - November 12, 2020, 1 pm to 3 pm
  - November 13, 2020, 1 pm to 3 pm
  - November 19, 2020, 1 pm to 3 pm
- Conduct Monthly Leadership Brief with DOES leadership to discuss preliminary observations and findings of interviews with business process owners.
- Submit November 2020 Monthly Milestone Report.
- Submit Weekly Status Reports for periods ending October 30, November 6, 2020, November 13, November 20, and November 27, 2020.

## Risks and Issues

- Obtain key artifacts and current state processes: If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted.  
Mitigation: PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery
  - PS2G has received a number of artifacts including PFL job descriptions and PFL/OUI standard operating procedures. The team will continue to follow-up with points of contact to obtain additional requested documents.

## Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	September 30, 2020
Measure	September 1, 2020	November 30, 2020
Analyze	December 1, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	April 21, 2021

# Completed Business Process Owner Interviews

Office	Team	Interview Date
OUI	Benefits: Quality Control	October 15, 2020





# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

Monthly Milestone Report

Reporting Period Ending: September 30, 2020



## Major Activities Completed (September 1 to September 30)

- Conducted seven (7) second discovery interviews with SMEs. See slide 3 for details.
- Conducted 12 interviews with business process owners to validate outputs of initial SME interviews. See Slide 4 for details.
- Compiled interview notes captured during SME and business process owner interviews.
- Refined swim lane diagrams based on feedback from business process owners.
- Began developing Lean Six Sigma (LSS) Overview materials as outlined in the proposed Business Analysts Engagement Plan.
- Received the list of business analysts to be engaged in the DOES CPI Project.
- Continued to review the 33 key artifact files received to date to help assess the current state of processes and environment.
- Scheduled the DOES PFL / OUI CPI Monthly Leadership Brief on October 5, 2020 to minimize interruption to activities to close out the fiscal year.
- Submitted Weekly Status Report for periods ending September 4, September 11, September 18, and September 25, 2020.
- Submitted the August 2020 Monthly Milestone Report on September 7, 2020.
- Submitted the September 2020 Monthly Milestone Report on September 29, 2020.

## Next Steps (October 1 to October 31)

- Follow-up with business process SMEs to develop swim lane diagrams not captured during initial interviews.
- Compile and analyze data collected.
- Refine preliminary observations and findings.
- Execute benchmarking PFL and UI processes with identified best practices.
- Obtain formal approval and contract change order to move forward with Business Analysts engagement activities.
- Kick-off activities to engage Business Analysts in the DOES CPI Project.
- Finalize materials for overview sessions as outlined in the proposed Business Analysts Engagement Plan.
- Conduct Monthly Leadership Brief with DOES leadership to discuss preliminary observations and findings on October 5, 2020 and October 26, 2020.
- Submit October 2020 Monthly Milestone Report.
- Submit Weekly Status Reports for periods ending October 2, October 9, October 16, October 23, and October 30, 2020.

## Risks and Issues

- Obtain key artifacts and current state processes: If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted.  
Mitigation: PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery
  - PS2G has received a number of artifacts including PFL job descriptions and PFL/OUI standard operating procedures. The team will continue to follow-up with points of contact to obtain additional requested documents.

## Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	September 30, 2020
Measure	September 1, 2020	October 30, 2020
Analyze	November 2, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	March 31, 2021

# Completed Second SME Team Interviews

Office	Team	Interview Date
OUI	Tax: Accounting	September 1, 2020
PFL	Tax: Status	September 1, 2020
PFL	Program: Quality Assurance	September 3, 2020
OUI	Benefits: Business Analyst Group	September 8, 2020
PFL	Benefits: Validations	September 9, 2020
PFL	Benefits: Adjudications	
PFL	Benefits: Benefit Process Control	September 10, 2020

# Completed Business Process Owner Interviews

Office	Team	Interview Date
PFL	Tax: Audit	September 1, 2020
PFL	Tax: Status	
PFL	Program: Quality Assurance	September 1, 2020
OUI	Tax: Accounting	September 2, 2020
OUI	Benefits: Validations	September 3, 2020
OUI	Benefits: AJCs	September 4, 2020
PFL	Program: Operations	September 8, 2020
OUI	Tax: Status	September 9, 2020
PFL	Benefits: Validations	September 9, 2020
PFL	Benefits: Adjudications	
PFL	Benefits: Benefit Process Control	
PFL	Appeals & Adjudications	September 11, 2020
PFL	PFL IT	September 11, 2020
OUI	Tax: Compliance	September 15, 2020
OUI	Benefits: Business Analyst Group	September 17, 2020





# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

Monthly Milestone Report

Reporting Period Ending: August 31, 2020

## Major Activities Completed (August 1 to August 31)

- Coordinated and scheduled 20 SME interviews and 21 business process owner interviews.
- Conducted 14 second discovery interviews with SMEs. See slide 3 for details.
- Conducted seven (7) interviews with business process owners to validate outputs of initial SME interviews. See Slide 4 for details.
- Met with Jessica Lewis on August 18, 2020 to discuss the scope of Monthly Lunch and Learns and engagement of business analysts in the DOES CPI Project.
- Drafted a plan to engage business analysts in the DOES CPI Project to replace the scope of Monthly Lunch and Learns. The plan was submitted to Jessica Lewis on August 24, 2020.
- Continued to review the 33 key artifact files received to date to help assess the current state of processes and environment.
- Conducted the DOES PFL / OUI CPI Monthly Leadership Brief on August 31, 2020.
- Submitted Weekly Status Reports for periods ending August 7, August 14, and August 21, and August 28, 2020.
- Submitted the July 2020 Monthly Milestone Report on August 3, 2020.

## Next Steps (September 1 to September 30)

- Conduct second discovery interviews with business process SMEs.
- Conduct interviews with business process owners to validate the outputs of initial SME interviews.
- Follow-up with business process SMEs to develop swim lane diagrams not captured during initial interviews.
- Compile and analyze data collected.
- Refine preliminary observations and findings.
- Finalize plan and execute benchmarking PFL and UI processes with identified best practices.
- Finalize plan to engage Business Analysts in the DOES CPI Project.
- Obtain formal approval and contract change order to move forward with Business Analysts engagement activities.
- Develop materials for overview sessions as outlined in the proposed Business Analysts Engagement Plan.
- Conduct Monthly Leadership Brief with DOES leadership to discuss preliminary observations and findings.
- Submit August 2020 Monthly Milestone Report.
- Submit Weekly Status Reports for periods ending September 4, September 11, September 18, September 25, 2020.

## Risks and Issues

- Obtain key artifacts and current state processes: If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted.  
Mitigation: PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery
  - PS2G has received a number of artifacts including PFL job descriptions and PFL/OUI standard operating procedures. The team will continue to follow-up with points of contact to obtain additional requested documents.

## Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	September 30, 2020
Measure	September 1, 2020	October 30, 2020
Analyze	November 2, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	March 31, 2021

# Completed Second SME Team Interviews

Office	Team	Interview Date
PFL	Program: Communications and Outreach	August 13, 2020
PFL	Tax: Audit	August 13, 2020
PFL	Tax: Accounting	August 17, 2020
OUI	Tax: Status	August 17, 2020
OUI	Tax: Compliance	August 18, 2020
OUI	Tax: Field Audit and Collections	August 19, 2020
OUI	Compliance and Appeals	August 19, 2020
PFL	Tax: Collections	August 24, 2020
OUI	Benefits: AJCs	August 24, 2020
OUI	Benefits: Non-Separations	August 25, 2020
OUI	Benefits: Separations	August 25, 2020
OUI	Benefits: Quality Assurance	August 26, 2020
OUI	Benefits: Validations	August 27, 2020
PFL	Program: IT	August 31, 2020



# Completed Business Process Owner Interviews

Office	Team	Interview Date
OUI	Compliance and Appeals	August 21, 2020
PFL	Program: Communications/Outreach	August 24, 2020
PFL	Tax: Accounting	August 24, 2020
OUI	Tax: Field Audit & Collections	August 25, 2020
PFL	Tax: Collections	August 27, 2020
PFL	Program: Policy	August 27, 2020
OUI	UI Benefits: Separations	August 31, 2020





# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

Monthly Project Briefing

Reporting Period Ending: July 31, 2020

## Major Activities Completed (July 1 – July 31)

- **Team Interviews:** PS2G concluded 24 initial interviews with SMEs identified from 25 groups.
- During the reporting period 15 interviews were conducted. See the following slide for detail.
- Continued to receive key artifacts to help assess the current state of processes and environment.
- Began developing a plan to benchmark PFL and OUI business processes.
- Conducted the DOES PFL / OUI CPI Monthly Leadership Brief on July 28, 2020.
- Submitted Weekly Status Reports for periods ending July 3, July 10, and July 17, and July 24, 2020.
- Submitted the June 2020 Monthly Milestone Report on June 29, 2020.
- Completed onboarding for [REDACTED] as required by DOES.

## Next Steps (August 3 – August 31)

- Coordinate second discovery team interviews with the appropriate PFL and OUI points of contact.
- Conduct meetings with business process owners to validate the outputs of meetings held with SMEs.
- Develop swim lane diagrams for current processes.
- Finalize plan to benchmark PFL and UI processes with identified best practices.
- Conduct Monthly Lunch and Learn for DOES staff to learn more about the project and offer ideas.
- Conduct Monthly Leadership Brief with DOES leadership to discuss project updates, identified concerns, and decisions.

## Risks and Issues

- Obtain key artifacts and current state processes: If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted. Mitigation: PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery
  - PS2G has received a number of artifacts including PFL job descriptions and PFL/OUI standard operating procedures. The team will follow-up with points of contact to obtain additional requested documents.
- If DOES PFL/OUI staff are not available to meet during requested timeframes then the current state analysis and overall project schedule could potentially be impacted.
  - PS2G has concluded initial interviews and closed this identified issue.

## Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	September 30, 2020
Measure	September 1, 2020	October 30, 2020
Analyze	November 2, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	March 31, 2021



# Completed Initial Team Interviews July 2020

Office	Team	Interview Date
PFL	Tax: Audit	July 9, 2020 @ 1PM
PFL	Program: Operations	July 10, 2020 @ 9AM
PFL	Tax: Collections	July 10, 2020 @11AM
PFL	Tax: Accounting	July 10, 2020 @1PM
OUI	Benefits Separations	July 22, 2020 @ 11AM
OUI	Benefits Non-Separations	Jul 22, 2020 @1 PM
OUI	Benefits Quality Assurance	July 22, 2020@ 3 PM
OUI	Benefits AJCs	July 23, 2020 @ 1 PM
PFL	IT	July 27, 2020 @ 10 AM
OUI	Benefits Business Analysts Group	July 27, 2020 @ 1 PM
PFL	Appeals and Adjudications	July 28, 2020 @ 3:30 PM
OUI	Benefits Validations	July 29, 2020 @ 1PM
PFL	Benefits Adjudications	July 30, 2020 @ 9:30 AM
OUI	Benefits Validations	July 31, 2020 @ 9:30 AM
PFL	Benefits Process Control	July 31, 2020 @ 2 PM



# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

Monthly Project Briefing

Reporting Period Ending: June 30, 2020

## Major Activities Completed (June 1 – June 30)

### Team Interviews

#### PFL

- ✓ Program – Communications and Outreach: June 17, 2020
- ✓ Program – Policy: June 24, 2020
- ✓ Tax – Tax Status: June 25, 2020
- ✓ Program – Quality Assurance: June 26, 2020

#### OUI

- ✓ Tax – Compliance: June 16, 2020
- ✓ Tax – Compliance and Appeals: June 19, 2020
- ✓ Tax – Status: June 22, 2020
- ✓ Tax – Audit and Collections: June 23, 2020
- ✓ Tax – Accounting: June 25, 2020

- Completed onboarding documents as required by DOES.
- Obtained key artifacts to help assess the current state of processes and environment.
- Refined the Continuous Improvement Plan, Timeline, and Methodology Chart.
- Conducted the DOES PFL / OUI CPI Project Kick-off on June 5, 2020 with the DOES organization to outline the purpose of the project, discuss planned work, and answer questions.
- Submitted Weekly Status Reports for periods ending June 5, June 12, and June 19, and June 26, 2020.
- Submitted the May 2020 Monthly Milestone Report on June 1, 2020.



## Next Steps (July 1 – July 31)

- Continue to coordinate team interviews with the appropriate PFL and OUI points of contact.
- Interviews with PFL and OUI Benefits teams are planned for the week ending July 24, 2020.
- Plan and execute the monthly Lunch and Learn session. Anticipated date mid-July 2020.
- Conduct meetings with business process owners to validate the outputs of meetings held with SMEs.
- Conduct second discovery meetings with business process SMEs.
- Draft swimlane diagrams for current processes.
- Research best practices related to PFL business processes.



## Risks and Issues

- Obtain key artifacts and current state processes: If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted.  
Mitigation: PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery  
– PS2G has received a number of artifacts including PFL job descriptions and PFL/OUI standard operating procedures
- If DOES PFL/OUI staff are not available to meet during requested timeframes then the current state analysis and overall project schedule could potentially be impacted.



## Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	August 31, 2020
Measure	September 1, 2020	October 30, 2020
Analyze	November 2, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	March 31, 2021





# **Office of Paid Family Leave (PFL)/Unemployment Insurance (OUI) Continuous Process Improvement (CPI)**

*Monthly Milestone Summary*

*Reporting Period Ending: May 29, 2020*

## Major Activities Completed (May 1 – May 29)

### DOES PFL /OUI CPI Kick-off

- Conducted the project kick-off meeting with DOES PFL and OUI staff to discuss the project overview, goals and objectives, approach, logistics, timeline, communication and risk management, open questions, and next steps.
- Sent a list of questions and requested key artifacts as presented during the project kick-off meeting to DOES for response. Ms. Jessica Lewis is coordinating response to the questions and will provide an update to the questions during the week ending May 29, 2020.
- Met with Jessica Lewis to discuss project logistics on May 27, 2020
- Began reviewing project related documents to gain a better understanding of DOES current state.

## Next Steps (June 1 – June 30)

- Complete onboarding documents as required by DOES.
- Obtain key artifacts and current state processes to assess the current state of processes and environment.
- Start conducting interviews with PFL and OUI staff.
- Finalize and submit the Continuous Improvement Plan, Timeline, and Methodology Chart based on the information obtained from the review of project key artifacts.
- Plan and execute the DOES PFL / OUI CPI Project Kick-off with the DOES organization to outline the purpose of the project, discuss planned work, and answer questions.
- Plan and execute the June 2020 Lunch and Learn session.
- Plan and execute the June 2020 Project Briefing.
- Submit DOES PFL/OUI CPI Weekly Status Reports for the following weeks ending:
  - May 29, 2020
  - June 5, 2020
  - June 12, 2020
  - June 19, 2020
  - June 26, 2020
- Submit the May 2020 Monthly Milestone Summary on June 1, 2020.

## Risks and Issues

- **Obtain key artifacts and current state processes:** If PS2G does not receive the key artifacts by June 11, 2020 then the project schedule could potentially be impacted.  
**Mitigation:** PS2G will track risk and escalate to leadership via Weekly Status Reports and Leadership Touchpoints until the team obtains artifacts necessary for work product delivery

## Schedule / Other

Phase	Planned Start	Planned Stop
Define	May 21, 2020	August 31, 2020
Measure	September 1, 2020	October 30, 2020
Analyze	November 2, 2020	January 29, 2021
Improve	February 1, 2021	February 26, 2021
Control / Close	March 1, 2021	March 31, 2021