

DISABILITY INSURANCE BRANCH STRATEGIC PLAN

2014 - 2017

*Since 1946...
A proud legacy of service!*

TABLE OF CONTENTS

	PAGE
Executive Message	1
Mission, Vision, and Guiding Principles	2
Program Overview	3
Organizational Structure.	5
Strategic Planning Process	6
Environmental Changes	8
Initiatives, Performance Goals, and Milestones.	11
Glossary	13
Appendices	
1 DI Strategic Plan July 2011 – December 2013.	14
2 Accomplishments July 2011 – December 2013.	14
3 Workload Charts.	17
DI Branch Senior Management Team	21

EXECUTIVE MESSAGE



This plan builds on “a proud legacy of service” that is the foundation of the State Disability Insurance program....

Pauline Sing
Deputy Director
Disability Insurance Branch

The State Disability Insurance (SDI) program has been a customer-focused organization since our earliest days. By placing customers at the heart of everything we do, we are able to deliver quality and timely services that meet the needs of claimants, medical providers, employers, and business partners, thereby contributing to California’s economy.

Customer service is the foundation of our strategic direction and this plan will guide the Disability Insurance (DI) Branch for the next three years. The DI Branch Strategic Plan aligns with and supports the 2012 – 2016 Employment Development Department (EDD) Strategic Plan.

The DI Branch Strategic Plan consists of three goals:

- Enhancing the customer experience.
- Investing in a highly-skilled workforce.
- Aligning operations to responsibly manage resources.

In the following pages, you will find the DI Branch Strategic Plan goals will be achieved through technological enhancements, quality services, workforce development, and operational alignment.

It is exciting to be part of a team during a time of change and adaptation to new technology. The last strategic plan left the branch with a strong foundation to continue. Now is the time to take advantage of opportunities, remove barriers, and allow staff to shine. For the next three years, the branch will focus on these three goals while ensuring a culture of transparency and staff involvement.

We understand and recognize that any strategic plan is only as good as the staff that supports the vision, goals, and objectives. To this end, the executive team is counting on each and every SDI family member to help implement this strategic plan and remain committed to our “proud legacy of service.”

MISSION, VISION, AND GUIDING PRINCIPLES

Vision

The SDI program is a model of excellence, innovation, and integrity.

Mission

We provide California's eligible workers with timely benefits and deliver quality service to all our customers.

Guiding Principles

We foster an atmosphere of trust by modeling consistent and professional behaviors and valuing them in others. We demonstrate our commitment to the EDD's core values—service, adaptability, people, care and respect, communication, leadership, teamwork, accountability, and citizenship—by following the DI Branch's guiding principles.

These principles guide our decisions and actions:

Ownership	We accept responsibility for timeliness and quality of service.
Respect	We treat everyone with equity, courtesy, and understanding.
Responsibility	We follow through on our commitments and hold ourselves accountable.
Communication	We disseminate information consistently in an open, honest, and timely manner.
Partnerships	We work collaboratively by seeking innovative solutions with internal and external stakeholders.
Competence	We strive for excellence in all that we do by investing in ourselves and owning our responsibilities.
Integrity	We conduct ourselves in a manner that is beyond reproach.

PROGRAM OVERVIEW

The EDD's Disability Insurance (DI) Branch administers the State Disability Insurance (SDI) program, which provides partial wage replacement benefits to approximately 13.1 million California workers. SDI is mandatory for most workers unless an employer, with the consent of their employees, offers a voluntary plan. The DI Branch provides oversight of voluntary plans to ensure compliance with statute and regulations.

The worker-funded SDI program requires coverage for employees working for employers with payrolls in excess of \$100 in a calendar quarter. Employees pay for the SDI benefit through a payroll deduction, and the withholding rate is set by law. These contributions are deposited into the Disability Fund.

For employers and self-employed individuals who are not covered by SDI, the option to elect to participate in the SDI program is available through Disability Insurance Elective Coverage (DIEC). DIEC is funded by employer-paid premiums calculated using a net profit formula. The DI Branch, in conjunction with the EDD Tax Branch, provides administrative oversight of DIEC.

The DI Branch administers two partial wage replacement benefits: DI and Paid Family Leave (PFL). Workers covered by SDI (including DIEC or voluntary plan) are covered for both of these benefits.

Disability Insurance

The SDI program was established in 1946 to provide DI benefits to California workers. Eligible workers, who suffer a wage loss and cannot work due to pregnancy or a non-work-related illness or injury, may receive a maximum of 52 weeks of benefits. Benefits are calculated to replace approximately 55 percent of a worker's earnings.

Paid Family Leave

Legislation enacted in 2002 extended the SDI program to individuals who take time off work to care for a seriously ill child, spouse, parent, or registered domestic partner, or to bond with a new minor child. California was the first state in the nation to implement PFL, and benefit payments began July 1, 2004. PFL provides benefits for a maximum of 6 weeks within a 12-month period. On July 1, 2014, PFL benefits were extended to include caring for parents-in-law, grandparents, grandchildren, and siblings.

PROGRAM OVERVIEW

Non-Industrial Disability Insurance

In addition to the SDI program, the DI Branch is responsible for administering the Non-Industrial Disability Insurance (NDI) program for the Department of Personnel Administration. NDI provides short-term wage continuation benefits for excluded employees; rank-and-file employees in bargaining units 2, 5, 6, 7, 8, 9, 10, 12, 13, 16, 18, and 19; state employees who are active members of the Public Employees' Retirement System; state officers; and employees of the legislature not covered by SDI. The DI Branch maintains a claims management office and a call center, located in Stockton, dedicated to processing NDI claims. The NDI office authorizes benefits for state workers who are unable to work due to non-work-related injuries, illnesses, or pregnancy. The maximum benefit is determined by the employee's bargaining unit, and benefits are payable for a maximum of 182 days.

Voluntary Plan

A voluntary plan is a private short-term disability coverage plan that an employer may offer to its California employees as a legal alternative to the mandatory SDI. This alternative plan to SDI (also referred to as the State Plan) is provided for by the California Unemployment Insurance Code (CUIC). The Director of the EDD must approve a voluntary plan prior to its operation. Employers and employee groups may establish a voluntary plan with mutual consent of the employer and a majority of the employees. An employee may choose SDI coverage even if his or her employer provides a voluntary plan.

Disability Insurance Branch Stakeholders

Key internal customers include our employees, other EDD program branches, and the Director's Office. Key external customers include California ratepayers, employers, claimants, the medical community, the California legislature, advocacy groups, voluntary plan administrators, and other state entities.

ORGANIZATIONAL STRUCTURE

The EDD DI Branch has more than 1,300 employees located in offices throughout California, with the administrative headquarters located in Sacramento.

Disability Insurance Branch Central Office

The Central Office (CO) provides administrative support to DI Branch executive staff and field operations. CO staff develop policies, procedures, and training materials; oversee program quality and integrity; and act as a liaison to coordinate efforts to obtain services from EDD support entities including the Fiscal Programs Division, Business Operations Planning and Support Division, Public Affairs Branch, and Information Technology Branch.

Field Operations Division

The Field Operations Division (FOD) provides direct service to eligible workers seeking wage replacement benefits. Claims Management Office (CMO) staff process DI claims, and one CMO is devoted solely to processing PFL claims and handling PFL calls. These operations respond to direct customer contacts through in-person service, electronic inquiries, and telephone calls from claimants, workers' compensation carriers, employers, and medical providers.

The Customer Relations component of FOD oversees three customer service centers and the centralized Customer Relations Unit (CRU) which handles all calls, in-person contacts, and "Ask EDD" electronic inquiries related to DI claims. The CRU is a part of the Customer Relations Section, which also oversees the Education and Outreach Unit (EOU). The EOU is the liaison with the EDD Public Affairs Branch to coordinate efforts on all marketing and outreach efforts.

STRATEGIC PLANNING PROCESS

The DI Branch's vision is to be "a model of excellence, innovation, and integrity," which is linked to the EDD's vision to "strengthen the economic vitality of Californians and their communities."

The DI Branch's Strategic Plan for 2014 to 2017 provides a roadmap to achieve our mission by providing "timely benefits and quality services to California's eligible workers." It provides goals, identifies initiatives, and aligns strategic objectives with the EDD's Strategic Plan goals.

Goal One: Fiscal Stewardship

Responsibly manage our public resources and align investments with strategic goals.

Goal Two: Skilled Workforce

Build a highly skilled and responsive workforce with clear roles and responsibilities.

Goal Three: Sustainable Operations

Align system operations, administration, resources, and business processes with strategic priorities.

Goal Four: Enabling Innovation

Invest in our future by supporting appropriate business and technology solutions.

Goal Five: Responsible Service

Negotiate clear commitments with stakeholders and focus on priorities.

The strategic planning process was initiated with an environmental scan that solicited input from DI Branch managers, supervisors, staff, and customer feedback on services. We identified opportunities and developed initiatives to help us meet our vision and mission for the next 36 months.

The DI Branch's focus will be the following goals:

- Goal I:** Enhance SDI customer experience through automation and quality service.
- Goal II:** Achieve and maintain a highly-skilled workforce through education and growth.
- Goal III:** Align DI Branch operations to responsibly manage resources by working with other EDD branches and external partnerships.

STRATEGIC PLANNING PROCESS

The following table illustrates the interrelationship between the EDD and the DI Branch Strategic Plan goals.

Disability Insurance Branch			EDD
Goal	Initiative	Strategic Outcome	Strategic Plan Goals
Enhance Customer Service Experience	Technological enhancements	Maximize technology to expand services.	<ul style="list-style-type: none"> • Responsible service • Skilled workforce • Sustainable operations • Enabling innovation • Fiscal stewardship
	Quality service	Improve quality of customer service.	
Achieve and Maintain a Highly-Skilled Workforce	Workforce Development and Succession Planning	Prepare workforce to assume greater roles of responsibility.	<ul style="list-style-type: none"> • Responsible service • Skilled workforce
Align Operations to Responsibly Manage Resources	Operational alignment	Create efficiency in service delivery.	<ul style="list-style-type: none"> • Sustainable operations • Fiscal stewardship

ENVIRONMENTAL CHANGES

Planning for the future requires knowledge of the current internal and external drivers, pressures, expectations, opportunities, and threats. In the DI Branch, we recognize and capitalize on our strengths and work to mitigate issues and overcome challenges. We strive to deliver our mission and to stay on course towards our vision.

Our clients, stakeholders, and business partners expect accuracy, timeliness, and superior customer service. To meet these expectations, we are maneuvering strategically through budgetary challenges, staff attrition, and technological changes to ensure our SDI offices are staffed with trained professionals who effectively serve the public and protect the integrity of the Disability Fund.

Economic

Through periods of economic expansion and contraction, the SDI program continues to provide a financial safety net to working Californians who are unable to work due to a disability or a need to provide care to a family member. California's unemployment rate has gradually decreased from an annual average high of 12.3 percent during 2010 to 8.7 percent in July 2013. As the California unemployment rate decreased, more workers contributed to and became covered by SDI. Consequently, the Disability Fund realized a surplus that increased from \$909 million in January 2009 to \$2.3 billion in July 2013. Another factor that contributed to the increased surplus was the annual SDI Contribution Rate which rose from 0.8 percent in 2008 to 1.0 percent in 2013. An experience-based contribution formula is calculated annually to determine the SDI Contribution Rate. This formula is designed to maintain a prudent reserve for future claims, reflect benefit costs, and avoid excessive instability to our program.

DI and PFL benefits paid to workers increased from \$4.5 billion in 2008 to \$4.8 billion in 2012 while administrative costs rose from 4.54 percent to 5.06 percent during the same period. From 2008 through 2012, PFL initial claims filed experienced an annual average increase of 1.82 percent. PFL initial claims filed will likely continue to increase with the implementation of Senate Bill 770, which expanded the number of eligible care relationships from four to eight to include parents-in-law, grandparents, grandchildren, and siblings.

By responsibly administering the SDI program, SDI leaders ensure contribution rate increases are minimized and a healthy fund balance remains in place for the long-term to pay benefits to California workers who fund this critically important program.

ENVIRONMENTAL CHANGES

Improved Service Delivery

The SDI program has maintained high-performance levels in paying benefits to sick or injured workers, or those who have missed work to care for a sick or injured family member, or bond with a new minor child. SDI customers primarily interact with the DI Branch by telephone and mail. A small number of customers conduct business in person. Prior to the implementation of SDI Online, DI Branch staff consistently exceeded the 86 percent First Pay Time Lapse (FPTL) goal (average of 88.4 percent from August 2011 to August 2012), and for the first time in the program's history, successfully reduced pending workload numbers to zero. While SDI benefits were timely, increasing customer expectations of quicker, more convenient services could not be met within an old and inflexible system that was completely reliant on paper documents. Driven also by changing needs of a growing population, the SDI Online system was developed and deployed to:

- Modernize and replace significant parts of the mainframe legacy applications that support SDI processing.
- Allow claimants, medical providers, and employers to electronically submit DI and PFL claims and related supporting claim information.
- Improve quality through standardizing business rules.
- Reduce manual processing through the use of smart forms.
- Improve overall auditing and fraud prevention processes with tailored business rules and newly developed reports.
- Better manage workload using system features that can be scaled at statewide, regional, and local office levels.
- Improve claimant payment timeframe by having initial claims automatically paid.

In October 2013, the SDI FPTL was 87.5 percent, the first time above the 86 percent FPTL goal since November 2012.

Automation

The DI Branch will embark on several projects simultaneously. The first is the automation of the PFL system also referred to as SDI Online Phase 4. The second will be updating and streamlining the Interactive Voice Response (IVR) telephone system. The third will be to update the DI Branch's telephone system to improve operational claim processing, workload management, and provide new self-serve options for DI and PFL customers.

ENVIRONMENTAL CHANGES

The PFL system will be automated to bring it in line with all of the features of SDI Online. Business rules will be used to provide additional security for a Web-based system and allow automated processing of clean claims for PFL. Customers will have Web access to the status of claims and payments 24 hours a day, 7 days a week. This allows for flexibility and service efficiencies that will improve our responsiveness.

The DI Branch will improve the IVR service by streamlining the current IVR menu and scripts to provide timely and quality services to SDI customers. The IVR system messages have not been updated since January 1999, which impacts service level expectations. This project will reduce costs associated with the navigation and maintenance of the IVR system. The improvement of IVR services will be measured by comparing network calls and calls offered to the agents at the beginning of the project and post implementation.

The DI Branch will evaluate alternatives to upgrade the telephone equipment. The business solution will include, but is not be limited to: Computer Telephony Integration, IVR system, real-time Automated Call Distribution System, and Intelligent Call Management including (skill-based routing) recording and reporting data.

Workforce

The government workforce continues to experience high staff attrition rate due to retirements. Staff attrition leaves gaps in institutional knowledge and reduces the pools of qualified candidates to fill vacancies at a time when jobs are changing and technology becomes more widespread. As of July 2013, 43 percent of SDI managers and supervisors were 55 years old or older and 30 percent of SDI rank and file staff were 55 years old or older. The DI Branch must address these changes and anticipate the needs of workers of all generations, cultures, and backgrounds.

Managing change in this dynamic environment is critical to mitigate the adverse impact these changes have on the workforce. The DI Branch places change readiness as a high priority to prepare employees for new work processes and tools while maintaining staff morale and enthusiasm.

INITIATIVES, PERFORMANCE GOALS, AND MILESTONES

I. TECHNOLOGICAL ENHANCEMENTS

The goal for this initiative is for the DI Branch to build on existing technology to enhance our service delivery.

- SDI Online will be expanded for use by our PFL customers and staff.
- Telephone capabilities will be developed to promote self-help features and better manage resources.

Measure	Performance Goal	Milestone
Develop, submit, and receive approval for a Feasibility Study Report (FSR) for SDI Online Phase 4 (PFL Automation).	FSR approved.	State Fiscal Year 2015/2016
Develop, submit, and receive approval for a Budget Change Concept/Proposal for SDI Online Phase 4 (PFL Automation).	Funding approved.	State Fiscal Year 2015/2016
Identify business solution, receive approved funding for telephony improvements, and implement solution.	Business solution implemented.	December 2016

II. QUALITY SERVICES

The goal for this initiative is to enhance the customer's experience when interacting with DI Branch employees by improving the quality of service.

Measure	Performance Goal	Milestone
Incorporate customer service training into orientation and on-going training (annually).	Training delivered to all staff.	December 2013
Improve Customer Service Survey results after delivery of training.	Improvement in percentage of satisfaction by at least 10 percent.	December 2014
Conduct quality reviews.	Assess proficiency levels and provide technical assistance.	December 2014
Conduct monthly SDI Online customer survey.	Results improve by at least 20 percent.	December 2015

INITIATIVES, PERFORMANCE GOALS, AND MILESTONES

III. WORKFORCE DEVELOPMENT

The goal for this initiative is to achieve and maintain a highly-skilled and knowledgeable workforce. Succession planning is an inherent component as we must prepare our workforce to assume greater roles of responsibilities.

Measure	Performance Goal	Milestone
Develop operational guides for all levels of work throughout the branch to ensure tacit knowledge is captured.	Guides developed.	December 2015
Establish a DI Branch mentoring program for staff at all levels.	Program implemented.	January 2015
Define leadership competencies for all staff.	Competencies communicated.	December 2014
Implement a Leadership Development program for staff using a hybrid approach.	Program implemented.	December 2015
Implement enhancements to the DI Leadership Academy.	Program implemented.	December 2014
Implement use of EDD's Microsoft e-Learning training and tracking resources.	Training implemented.	Through 2016
Complete the SDI Online manual.	Manual available to staff.	February 2015

IV. OPERATIONAL ALIGNMENT

The goal for this initiative is to responsibly manage our resources and create efficiency in service delivery.

Measure	Performance Goal	Milestone
Evaluate current expenditures to identify areas of efficiencies and reduce costs.	Reduction in facility costs and Operating Expense and Equipment expenditures.	December 2016
Evaluate DI workers' compensation procedures and practices to identify efficiencies.	Efficiencies achieved.	December 2015

GLOSSARY

GUIDING PRINCIPLES: An organization's guiding principles articulate those shared values that are of importance to all. They are the embodiment of the organization's philosophy for doing business and treatment of people.

INITIATIVES: The specific programs, activities, projects, or actions an organization will undertake in an effort to meet performance targets. It is key action programs developed to achieve objectives or close gaps between performance measures and targets. Initiatives differ from objectives in that they are more specific, have stated boundaries (beginning and end), have an individual or team assigned to accomplish them, and have a budget. Several initiatives taken together may support a specific objective or theme.

MEASURE: A standard used to evaluate and communicate performance against expected results. Measures are normally quantitative in nature capturing numbers, dollars, percentages, etc. Reporting and monitoring measures helps an organization gauge progress toward effective implementation of strategy. Measures are written statements of what we will track and trend over time, not the actual targets such as direction and speed. A measure should include a statement of the unit to be measured, such as dollars, percentage, rating, etc.

MISSION STATEMENT: Defines the core purpose of the organization and why it exists. The mission examines the "reason for existence" for the organization beyond simply increasing shareholder wealth, and reflects employees' motivations for engaging in the company's work. Effective missions are inspiring, long-term in nature, and easily understood and communicated.

OBJECTIVE: A concise statement describing the specific things an organization must do well in order to execute its strategy and what is critical to its success. Objectives often begin with action verbs (increase, reduce, improve, achieve, etc.) and may include the means and/or desired results as well as the action. Each perspective usually contains three to six primary objectives that state a key aspect of the strategy to be achieved over the next three to five years.

STRATEGIC PLAN: The strategic plan ensures linkage between an organization's strategy and its activities. It also ensures consistency across the organization from a framework and definitional standpoint.

VISION: A powerful vision provides everyone in the organization with a shared mental framework that helps give form to the often abstract future that lies ahead. It is a concise written statement defining the mid- to long-term (3-5 years) strategy of the organization. The vision is the summary statement of how the organization wants or intends to be perceived by the world. The vision statement should not be abstract—it should contain as concrete a picture of the desired state as possible, and also provide the basis for formulating strategies and objectives.

APPENDICES

1 DI STRATEGIC PLAN JULY 2011 – DECEMBER 2013

The DI Strategic Plan aligned with and supported the 2007-2011 EDD Strategic Plan. It provided a roadmap of the actions taken to accomplish the DI Branch's mission of "providing timely benefits and services to eligible workers and families while supporting California's economy" and it demonstrated our commitment to the Department's success by focusing our efforts and resources on two critical priorities:

- I. Successful implementation of the Disability Insurance Automation (DIA) project. To achieve our vision of being "a recognized leader and a model of excellence, innovation, and integrity in the Disability Insurance Industry," we must use technology and automation to improve, expand, and transform the way we serve our customers and how we manage our work.
- II. Build staff capacity. With almost half of all DI Branch employees transitioning into retirement, we must invest in the development of our staff and leaders to prepare them to assume mission critical responsibilities.

2 ACCOMPLISHMENTS JULY 2011 – DECEMBER 2013

I. DISABILITY INSURANCE AUTOMATION (DIA) PROJECT

The DIA project successfully implemented SDI Online services in October 2012. External customers (claimants, medical providers, employers, and voluntary plans) can now submit forms and data online and receive status information.

Measure	Performance Goal	Milestone	Outcome
Initial and continued claims and medical provider certifications will be processed through electronic methods.	At least 70 percent of transactions processed through electronic methods.	December 2013 (The end of the first full year of DIA operations.)	As of March 1, 2013, 100 percent of transactions are processed through electronic method. The DI Branch only accepts initial claims filed through SDI Online or submitted on the new Optical Character Recognition form.
Initial and continued claims will be issued automatically.	At least 50 percent of initial claim and at least 20 percent of continued claim payments issued automatically.	December 2013	As of September 2013, 25 percent of initial and 57 percent of continued claims are processed automatically.

APPENDICES

Measure	Performance Goal	Milestone	Outcome
Health Insurance Portability and Accountability Act (HIPAA) privacy and confidentiality requirements will be achieved for applicable parts of the online system.	Full compliance with HIPAA.	June 2012	As of September 2012, HIPAA requirements achieved with the implementation of SDI Online.

II. DATA CAPTURE AND REPORTING IMPROVEMENT PROJECT

The scope of the project was the review and prioritization of the most critical issues that impact data capture and reporting operations. The project focused on the elimination of duplicative reports.

Measure	Performance Goal	Milestone	Outcome
Improved quality and integrity of data.	Survey of users reflects 100 percent confidence in accuracy of data.	December 2013	The data from SDI Online continues to be reviewed to ensure the integrity and quality of information. A significant change is effective October 2013, the DI FPTL data is pulled from SDI Online.
Redundant and duplicative reports that include similar data elements are reduced.	100 percent of redundant and duplicative reports identified and 80 percent of those eliminated.	December 2013	The DI Branch has eliminated and reduced the number of duplicative reports. This is an on-going process to review and refine reports that are being used to track the branch's performance, as well as, make sure that the reports and data are necessary.

III. DISABILITY INSURANCE BRANCH HUMAN RESOURCE PROJECT

In collaboration with EDD stakeholders, the project will evaluate existing DI Branch human resource practices, policies, and structures to ensure alignment with current automation changes, business strategies, and workforce changes.

APPENDICES

Measure	Performance Goal	Milestone	Outcome
Identify post-DIA training needs, curriculum, and delivery methods.	Goal completed.	September 2011	In November 2012, the DI Branch began delivering a new Block Training curriculum, which incorporates DIA via Adobe to trainees in their offices to eliminate travel costs.
Identify resource needs and functional responsibilities post-DIA.	Goal completed.	April 2012	Central Office organizational structure modified to support SDI Online maintenance.

IV. DISABILITY INSURANCE BRANCH WORKFORCE AND SUCCESSION PLAN

The DI Branch is facing a significant “workforce gap” due to attrition. Overall, 48 percent of our workforce is age 50 or older and eligible to retire. The DI Branch Workforce and Succession Planning Project will build on the initiatives identified in the EDD Workforce Plan to ensure that our workforce is prepared with the right skills, resources, and knowledge to successfully achieve our mission.

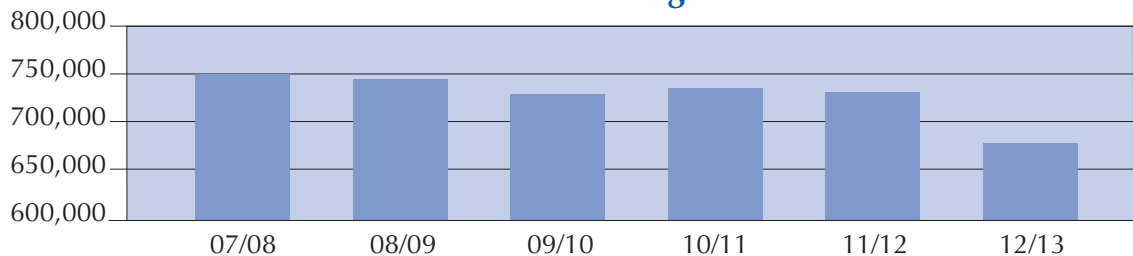
Measure	Performance Goal	Milestone	Outcome
Develop a DI Branch Workforce Plan.	Goal completed.	September 2011	DI Branch Workforce Plan developed in April 2012.
Establish a DI Branch mentoring program.	Program implemented.	December 2013	Job Shadowing Mentoring Checklist developed and implemented as the foundation of the program.
Implement enhancements to the DI Leadership Academy (DILA).	Participation extended to all DI Branch managers. Curriculum enhanced.	December 2012	All DI Branch managers were afforded the opportunity to attend DILA. Senior Management Team provided feedback on curriculum and hybrid approach to hold future sessions.
Implement Leadership Development program for staff.	Program implemented.	December 2013	Professional Growth Plans used for staff expressing interest in upward mobility. These plans outline goals for future leaders.
Implement Branch Management Development program.	Program implemented.	December 2011	The DI Branch is an active member of the enterprise level workgroup.

APPENDICES

3 WORKLOAD CHARTS

The following seven charts display key workload data over the past six years. Each chart is followed by a brief description of the chart's contents. The charts include DI and PFL claims filed, PFL care and bonding claims filed, DI and PFL average weekly benefit amounts (AWBA), DI and PFL calls received, Disability Fund balance, and SDI maximum weekly benefit amounts (MWBA).

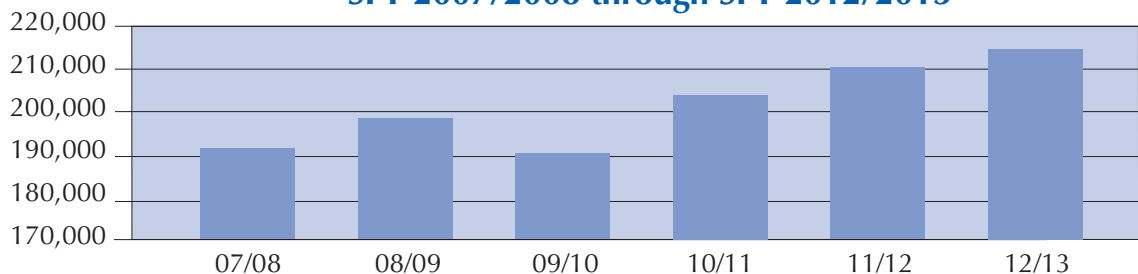
DI Claims Filed
SFY 2007/2008 through SFY 2012/2013



SFY	07/08	08/09	09/10	10/11	11/12	12/13
DI Claims Filed	749,232	742,497	729,860	734,650	732,812	678,263

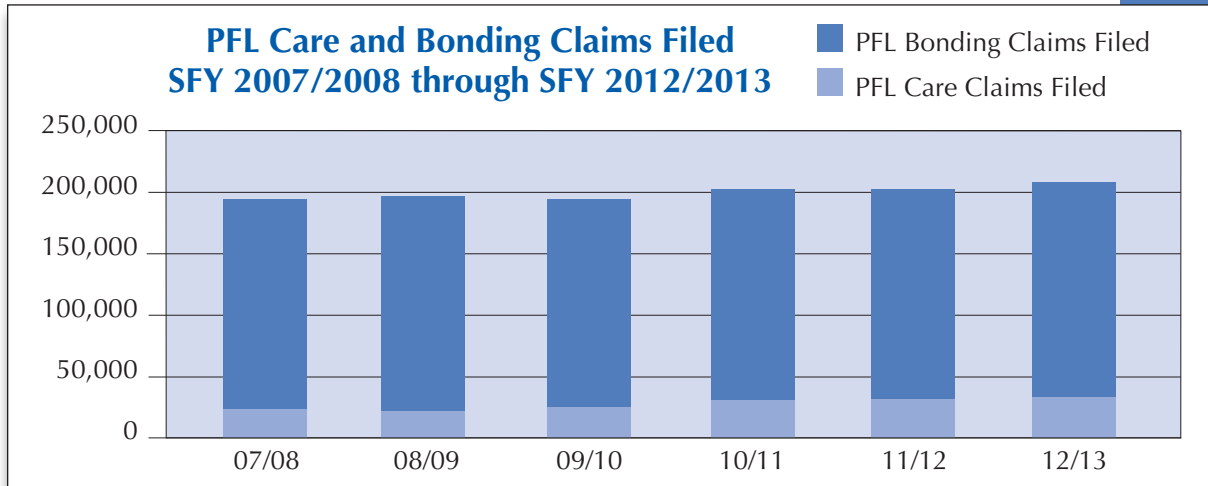
The chart above reflects the number of claims filed in DI offices, which remained relatively consistent from State Fiscal Year (SFY) 2007/2008 through SFY 2011/2012. During SFY 2012/2013, a slight decrease occurred that was primarily associated with the launch of SDI Online.

PFL Claims Filed
SFY 2007/2008 through SFY 2012/2013



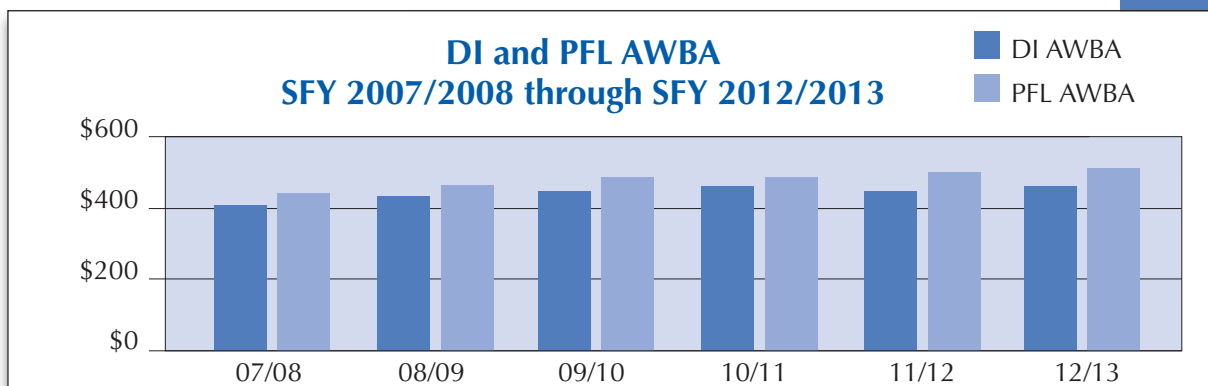
SFY	07/08	08/09	09/10	10/11	11/12	12/13
PFL Claims Filed	192,494	197,638	190,743	204,893	210,167	215,830

PFL was implemented on July 1, 2004, to extend disability compensation to individuals who take time off work to care for a seriously ill child, spouse, parent, or registered domestic partner, or to bond with a new minor child. The chart above shows the number of PFL claims filed by SFY comparing each full fiscal year.



SFY	07/08	08/09	09/10	10/11	11/12	12/13
PFL Care Claims Filed	23,900	22,232	23,220	26,040	26,249	26,496
PFL Bonding Claims Filed	168,594	175,406	167,523	178,853	180,753	189,317

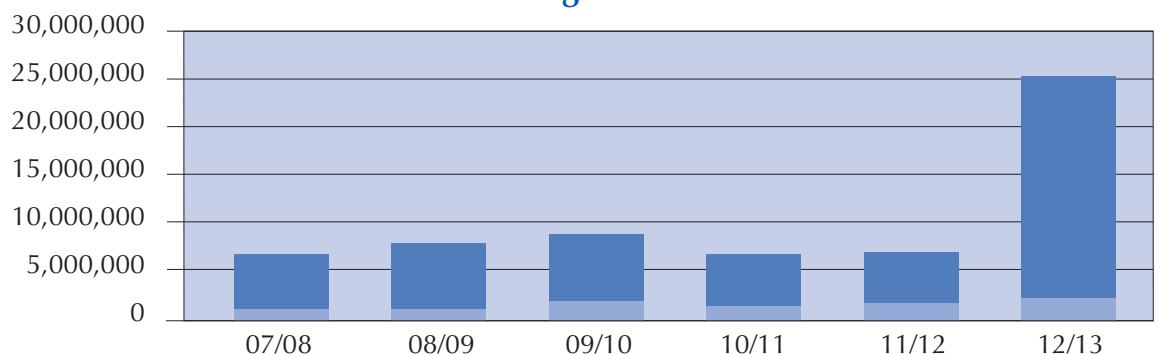
The chart above provides a six-year comparison of the care claims filed and bonding claims filed beginning with SFY 2007/2008 and ending in SFY 2012/2013.



SFY	07/08	08/09	09/10	10/11	11/12	12/13
DI AWBA	\$413	\$431	\$448	\$446	\$448	\$463
PFL AWBA	\$457	\$472	\$488	\$488	\$497	\$517

The AWBA is the average weekly benefit authorized to an eligible DI or PFL recipient. The chart above provides a six-year comparison of the average weekly benefit amounts for PFL and DI recipients beginning with SFY 2007/2008 and ending in SFY 2012/2013.

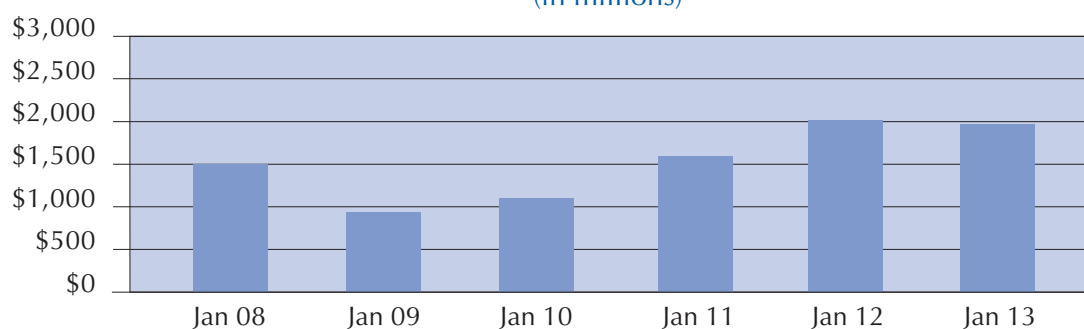
DI and PFL Calls Received SFY 2007/2008 through SFY 2012/2013



SFY	07/08	08/09	09/10	10/11	11/12	12/13
DI Calls Received	4,982,634	5,885,180	7,328,853	5,762,357	6,227,863	23,794,413
PFL Calls Received	599,573	680,903	1,427,393	764,847	799,926	1,485,408
Total SDI Calls Received	5,582,207	6,566,083	8,756,246	6,527,204	7,027,789	25,279,821

The calls received counts represented in the chart above include calls received by DI, PFL, NDI, and SDI for state employees. The chart provides a six-year comparison of the calls received beginning with SFY 2007/2008 and ending in SFY 2012/2013. During SFY 2012/2013, an increase occurred that was primarily associated with the launch of SDI Online.

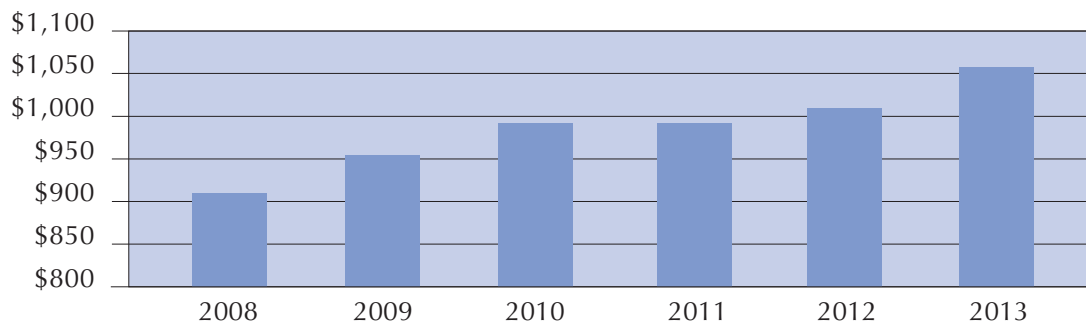
Disability Fund Balance January 2008 through January 2013 (in millions)



SFY	Jan 08	Jan 09	Jan 10	Jan 11	Jan 12	Jan 13
Fund Balance (in millions)	\$1,510.0	\$908.7	\$1,1117.7	\$1,618.4	\$2,014.8	\$1,925.4

The SDI program is state-mandated and funded through employee payroll deductions. The Disability Fund balance is the amount that remains in the Disability Fund after all DI and PFL benefits have been paid. The chart above provides a comparison of the fund balance in January of each year beginning with 2008 and ending in 2013. The 2011 Budget Act authorized a loan from the Disability Trust Fund to the General Fund for paying the interest owed on an Unemployment Insurance Trust Fund loan for \$303.5 million. The Budget Act of 2012 authorized another loan to pay the interest on the Unemployment Insurance Trust Fund for \$308.2 million. This loan had no impact on the SDI Contribution Rate or benefit receipts. The above loans are to be repaid by the General Fund no later than June 30, 2017.

**SDI MWBA
CY 2008 through 2013**



SFY	2008	2009	2010	2011	2012	2013
SDI MWBA	\$917	\$959	\$987	\$987	\$1,011	\$1,067

The MWBA is the maximum amount that can be paid to an eligible DI or PFL benefit recipient during a week. The chart above provides a six-year comparison of the average weekly benefit amounts beginning with CY 2008 and ending in CY 2013.

DI BRANCH SENIOR MANAGEMENT TEAM

Executive Team

Pauline Sing	Deputy Director
Linda Fredericksen	Field Operations Division Chief
Monica Vazquez	Central Office (CO) Division Chief

Leadership Team

Mark Durham	Operations Deputy Chief
Natalie Mack	Projects and Technology Deputy Chief
Vincent Walker	Customer Relations Deputy Chief
Zachary Bassig	Northern Region Employment Development Administrator
Yolanda Baugh	Fresno Region Employment Development Administrator
Kim Cardoza	Paid Family Leave Employment Development Administrator
Barry Elman	Van Nuys Region Employment Development Administrator
Manju Gera	Inland Region Employment Development Administrator
Ferdinand Guzman	Los Angeles Region Employment Development Administrator
Susana Miranda	Southern Region Employment Development Administrator
Carmen Mireles	Stockton Region Employment Development Administrator
Darrin Mix	Bay Area Region Employment Development Administrator
Cecilia Santos	Riverside Region Employment Development Administrator

Central and Field Office Senior Managers

Domingo Aguilar	Program Development Section Manager, CO Division
Ruth Anderson	Training and Integrity Section Manager, CO Division
Dale Kunesh	Technology Section Manager, CO Division
Regina Luster-Shaw	Customer Relations Section Manager, FO Division
Damon Nelson	Administrative and Research Section Manager, CO Division
Chris Okugo	Voluntary Plan Section Manager, CO Division
Sally Paniagua	Quality Control Section Manager, CO Division
Victor Young	Technology and Business Integration Section Manager, CO Division
Jill Kimble	Santa Ana Field Office Manager
Estela Valencia	Long Beach Field Office Manager
Cecilia Youn	Los Angeles Field Office Manager
Lupe Toste	San Bernardino Field Office Manager
Mickey Ruiz	Chino Hills Field Office Manager
Christie Kim	Santa Barbara Field Office Manager
Collette Nwonye	Fresno Customer Service Center Office Manager
Joyce Greely	San Jose Office Manager
Noemi Anaya	San Francisco Office Manager
Jacqueline McKinney	Santa Rosa Office Manager
Ken Shelton	Chico Office Manager



STATE OF CALIFORNIA

LABOR AND WORKFORCE DEVELOPMENT AGENCY

EMPLOYMENT DEVELOPMENT DEPARTMENT

The EDD is an equal opportunity employer/program. Auxiliary aids and services are available upon request to individuals with disabilities. Requests for services, aids, and/or alternate formats need to be made by calling 1-866-490-8879 (voice) or TTY 1-800-563-2441.