CEA ACTION PROPOSAL

Per California Code of Regulations, title 2, section 548.5, the following information will be posted to CalHR's Career Executive Assignment Action Proposals website for 30 calendar days when departments propose new CEA concepts or major revisions to existing CEA concepts. Presence of the department-submitted CEA Action Proposal information on CalHR's website does not indicate CalHR support for the proposal.

A. GENERAL INFORMATION

1. Date	2. Department
11/25/2024	Employment Development Department

3. Organizational Placement (Division/Branch/Office Name)

EDDNext Branch/Integrated Claims Management System (ICMS)

4. CEA Position Title

ICMS Project Director

5. Summary of proposed position description and how it relates to the program's mission or purpose.
(*2-3 sentences*)

Under the administrative direction of the Deputy Director, EDDNext Branch, the Integrated Claims Management System (ICMS) Project Director is responsible for planning, directing, and overseeing the ICMS Project and ensuring that deliverables and functionality are achieved following the Project Approval Lifecycle stage gate process. This position supports the Department's mission as this transformative endeavor aims to consolidate and streamline the EDD claims management processes, enhancing efficiency, accessibility, and overall service delivery for both claimants and employees.

6. Reports to: (*Class Title/Level*)

Deputy Director, EDDNext Branch/CEA C

7. Relationship with Department Director (*Select one*)

☑ Member of department's Executive Management Team, and has frequent contact with director on a wide range of department-wide issues.

☐ Not a member of department's Executive Management Team but has frequent contact with the Executive Management Team on policy issues.

(*Explain*):

8. Organizational Level (*Select one*)

☐ 1st   ☐ 2nd   ☑ 3rd   ☐ 4th   ☐ 5th (mega departments only - 17,001+ allocated positions)

B. SUMMARY OF REQUEST

9. What are the duties and responsibilities of the CEA position? Be specific and provide examples.

Under the administrative direction of the Deputy Director, EDDNext Branch, the ICMS Project Director will be the full-time product owner of the ICMS Project, responsible for planning, directing, and overseeing all operational information technology elements, which includes implementation of a new claims benefit system for the Unemployment Insurance (UI), Disability Insurance (DI), and Paid Family Leave (PFL) programs.

The ICMS Project Director will be the primary policy maker, including developing and establishing information technology policies for EDD's new claims benefit system. The ICMS Project Director will create, evaluate, and implement information technology policies for the claims benefit system, including but not limited to: system development and innovation, user experience and accessibility, data management, security and fraud management, reporting and analytics, and system operations and maintenance. These policies will help establish a robust framework for the successful deployment and ongoing operation of a statewide benefits system, ensuring security, compliance, and efficient user and data management. Ensures information and policies for the ICMS Project are communicated to stakeholders. Directs and participates in the formulation of policies for the delivery of ICMS services statewide. Serves as the key advisor to the Deputy Director, EDDNext Branch in all areas related to the ICMS Project.

The ICMS Project Director is responsible for overall project management and coordination of resources and workload throughout all lifecycle phases of the California Department of Technology's Project Approval Lifecycle process.

The ICMS Project Director ensures that the project remains on schedule, within budget, and takes steps to properly identify, mitigate, and manage project risks throughout the project lifecycle.

The ICMS Project Director coordinates project-related issues with other efforts, reviews and resolves project issues not resolved at lower levels, and directs the project management functions. The ICMS Project Director acts as the principal interface to the contractors.

Develops staff and carries out Department and Branch succession plan strategies. Completes training plans, probation reports, and other personnel-related products in a timely manner, according to the EDD Personnel Management Handbook. Manages administrative activities for group staffing and budgeting. Plans workload and maintains staff time estimates for projects and line of business activities. The incumbent demonstrates knowledge of laws, rules, regulations, and policies, including but not limited to Government Code, Public Contracting Code, State Administrative Manual, Statewide Information Management Manual, and the State Contracting Manual, which are relevant and applicable to their lines of business.

B. SUMMARY OF REQUEST (continued)

10. How critical is the program's mission or purpose to the department's mission as a whole? Include a description of the degree to which the program is critical to the department's mission.

☑ Program is directly related to department's primary mission and is critical to achieving the department's goals.

☐ Program is indirectly related to department's primary mission.

☐ Program plays a supporting role in achieving department's mission (i.e., budget, personnel, other admin functions).

Description: The Employment Development Department enhances California's economic growth and prosperity by collaboratively delivering valuable and innovative services to meet the evolving needs of employers, workers, and job seekers

The proposed CEA is critical to the Department's mission.

EDD administers multibillion-dollar benefit programs, including UI, DI, and PFL, that provide financial stability to workers and communities. From March 2020 through May 2024, 31.7 million UI claims were filed and EDD paid over $195 billion in UI benefits. The pandemic tested every benefit system in the country and pushed capabilities to their limits, exposing the need to engage customers directly to design better systems and modernize operations. The ICMS Project will provide a customer centered experience for claimants and EDD staff built upon modernized services and infrastructure.

The ICMS Project is the most complex, encompassing functionalities including intake, eligibility, payments, collections, and appeals, among others. The ICMS Project solution will integrate program functionalities for UI, DI, and PFL. ICMS expects to benefit from automated workflow management, integrated claimant information management, and centralized business rules administration. The purpose the ICMS Project is to revolutionize the EDDNext approach to claims processing by procuring and implementing a cohesive, customer-centric solution.

This project aims to:
• Elevate customer service standards through enhanced access and self-service capabilities.
• Improve adaptability to regulatory requirements and responsiveness to changing demands.
• Strengthen fraud mitigation measures to safeguard integrity.
• Facilitate informed decision-making in claims management.
• Streamline and optimize all claims-related processes, thereby enhancing the employee experience.

B. SUMMARY OF REQUEST (continued)

11. Describe what has changed that makes this request necessary. Explain how the change justifies the current request. Be specific and provide examples.

As the EDDNext effort progresses, the program has identified a need for the creation of a CEA B to provide leadership and oversee the information technology components of the ICMS modernization project due to the need to manage complexity, ensure strategic alignment, mitigate risks, and deliver results that align with public expectations and regulatory requirements. Some key regulatory requirements that govern the UI and DI programs from a combination of federal and state regulations are cited in the California Unemployment Insurance Code. These define the eligibility, establish requirements, set the process, and define benefit amounts for UI and DI programs. Also defined are employer contributions such as tax rates, appeals and dispute resolution, as well as fraud prevention and enforcement provisions. The new claims benefit system must comply with these regulatory requirements. The CEA B will bring essential decision-making authority, technology, management expertise, and cross-functional collaboration with stakeholders that are critical to the project's success. This leadership position is necessary to guide the project to successful completion and ensure its long-term success.

The ICMS Project is the largest workstream under EDDNext. The ICMS Project will be a transformative endeavor, therefore, it requires a full-time product owner that will provide leadership and direction while collaborating with executives, IT and business teams, and vendors to ensure the successful modernization of EDD's claims benefit systems. The Department seeks to establish an ICMS Project Director CEA B that will serve as a dedicated and committed product owner that will ensure the success of the project by meeting the intended objectives by partnering with all impacted stakeholders.

C. ROLE IN POLICY INFLUENCE

12. Provide 3-5 specific examples of policy areas over which the CEA position will be the principle policy maker. Each example should cite a policy that would have an identifiable impact. Include a description of the statewide impact of the assigned program.

The ICMS Project is a highly visible modernization effort that will completely transform the EDD customer and employee experience. The CEA B will be the primary policy maker, including developing and establishing project policy for the ICMS Project, which will include:

Integrated Claims Management: The CEA B position will be the primary policymaker for the information technology components of the ICMS, developing and implementing policies that encompass system development and innovation, user experience and accessibility, data management, security and fraud management, reporting and analytics, and system operations and maintenance. EDD anticipates awarding a contract in 2024-25 to begin the multi-year replacement of the core claims system and implementation of modernized claims processing capabilities. The implementation will occur in multiple phases to avoid interrupting the customer experience and allow EDD to continue serving customers while the modernization effort is taking place concurrently. The new claim processing system will leverage the integrated data management platform to establish integrations with internal and external data sources to ensure real time and integrated information is available for both claimants and EDD staff. The CEA B will participate in statewide technical policy issues of critical significance and their resolution. The CEA B will ensure that ICMS Project information and policy is communicated to the project stakeholders. The CEA B will direct and participate in the formulation of policies for the delivery of services statewide. The CEA B will participate in the formulation and review of policies and procedures for the future maintenance and operations processes.

Integrated Contact Center (ICC): The CEA B position will be the primary policymaker for the information technology components of the ICC, developing and implementing policies that encompass system development and innovation, user experience and accessibility, data management, security and fraud management, reporting and analytics, and system operations and maintenance. Improvements are well under way on the customer access system to enhance the overall experience and ensure timely and accurate support for EDD's customers. The solution is enhancing the accessibility, efficiency, and effectiveness of customer support, ensuring that individuals can easily access the necessary resources and services provided by the EDD. By addressing these issues, the EDD will be able to better serve its customers, reduce frustration, and provide timely and accurate assistance to those in need while maintaining a positive image to the public. The ICMS Project Director will be the primary creator and maintain all policies regarding the ICC and integration with benefit platforms.

Document Management System (DMS) Modernization: The CEA B position will be the primary policymaker for the information technology components of the DMS Modernization, developing and implementing policies that encompass system development and innovation, user experience and accessibility, data management, security and fraud management, reporting and analytics, and system operations and maintenance. Current forms processing systems are complicated, and a new scanning and optical character recognition (OCR) system are required for staff to efficiently manage forms. Recognizing that paper submission is an important option for customers, this initiative includes pilot replacement of scanning/data capture and document storage functionality that are currently processed at the Document and Information Management Center (DIMC). The ICMS Project Director will be the primary creator and maintain all policies regarding the information technology components of the OCR system and integration with benefit platforms. The ICMS Project Director will support the DIMC's strategic business goal for sustainable business operations by taking advantage of new modern technological opportunities for processing critical workloads using imaging, data capture, electronic file submissions, document storage, and retrieval capabilities. The ICMS Project Director will work in coordination with the Document Management Division (DMD) Chief to deliver the new DMS system that will bring state of the art software tools and technologies that will allow the DIMC to remain flexible, scalable, reliable, and secure to meet current and future needs.

C. ROLE IN POLICY INFLUENCE (continued)

13. What is the CEA position's scope and nature of decision-making authority?

The ICMS Project Director is tasked with a scope that includes guiding the ICMS Project's overall direction while ensuring alignment with business goals and managing resources effectively. The incumbent is responsible for defining the overarching strategy for modernization, including identifying technologies that need to be updated, replaced, or integrated. The incumbent will set a long-term vision for how the ICMS solution will meet the business needs and approving modernization roadmap and technology selection that aligns with organizational goals.

The incumbent will oversee the allocation of the ICMS Project's budget, ensuring that resources are appropriately distributed to meet project milestones. The incumbent will make high-level budgetary decisions and reassign resources when priorities shift during the project.

The incumbent will engage with stakeholders across the department to understand their needs and ensures that the ICMS Project aligns with business expectations. This includes executive sponsors, IT and business teams, and other stakeholders. The incumbent will make decisions about managing stakeholders, setting priorities, and resolving conflicts between competing efforts.

The incumbent will assess risks associated with the ICMS Project, such as data security, service level agreements, or regulatory issues, and implement mitigation strategies. The incumbent will approve risk management strategies and decide on risk trade-offs.

Efficient, effective, and timely operations at a large department responsible for benefit payments and tax collection are of high concern to Californians. Making sound policy decisions is critical to the continued success of both federal and state mandated programs. The EDD collects over $100 billion per year in revenue for the State of California and pays nearly $12 billion per year to millions of Californians in UI, DI, and PFL claims. This position plays a key supporting role to ensure that all services are delivered timely, accurately, and in a cost-efficient manner. Failure to properly implement a new claims benefits system that follows defined business objectives could result in flawed business decisions, inaccuracies in benefit payments, cause damage to the department's reputation, and overall negative impact to the labor workforce and State of California as a whole.

14. Will the CEA position be developing and implementing new policy, or interpreting and implementing existing policy? How?

The CEA B will develop, modify, and implement new policy for the ICMS Project. The CEA B will create new policy and evaluate existing policy for modification or removal. The policies will include changes in technology, system development and innovation, user experience and accessibility, data management, security and fraud management, reporting and analytics, and system operations and maintenance. Creating new policy and recommendations for existing policies requires the CEA B to work collaboratively with executive staff in program and other IT areas of the department.