



# 2023-2027 STRATEGIC PLAN

California  
Unemployment  
Insurance  
Appeals  
Board





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## Who We Are

The California Unemployment Insurance Appeals Board (CUIAB), established in 1943, is dedicated to protecting the rights of California's employers and unemployed or disabled workers. As an independent administrative quasi-judicial agency, the CUIAB provides due process to all California employers and workers seeking to challenge their benefit and payroll tax determinations made by the Employment Development Department (EDD).

As part of the due process, CUIAB provides two levels of appeal at no cost to the appeal parties. The first level is an appeal to an Administrative Law Judge (ALJ) with CUIAB's Field Operations. The second level is an appeal of the ALJ's decision to the Board Members. Further recourse beyond a decision issued by the Board may be pursued through the Superior Court.

The CUIAB is committed to providing **impartial and timely** appeal services and improving access to those services for all employers and workers.

## About Our Strategic Plan

Guided by our fundamental core values of **Services, Integrity, Respect,** and **Accountability**, this Strategic Plan outlines our vision, mission, and strategic goals.

This Strategic Plan also highlights our goals and objects for the next five years. A critical component of this iteration of our Strategic Plan is our focus on transparency and providing access to the appeals program and case information for all California employers and workers we serve through developing and implementing innovative tools. Embedded throughout this Strategic Plan are improvements and changes to our business model, which accounts for previous challenges encountered during the COVID-19 pandemic as well as a look ahead to future obstacles.

## About Our Board

The CUIAB's governing body is a five-member Board. Three members are appointed by the Governor, one member is appointed by the Senate President Pro Tempore, and one member is appointed by the Assembly Speaker.

In addition to fulfilling its statutory responsibility of reviewing and deciding second level appeals, the Board provides oversight of the California Unemployment Insurance (UI) appeals program. This includes approving major policies that govern the entire organization and monitoring performance during monthly public board meetings, where Board Members review, consider, and make decisions on operational matters presented by senior management.

Program accountability is also enforced by the CUIAB Board Members during monthly board meetings.



# OUR STRATEGIC PLAN



## OUR STRATEGIC GOALS FOR 2023 - 2027

<p><b>Appeals – Impartial Hearings &amp; Decisions</b></p>	<p>Provide timely and impartial hearings and decisions and preserve due process at all stages of the appeals process. Parties to appeals to the CUIAB are often under extreme financial hardship and need a decision as soon as possible.</p> <ul style="list-style-type: none"> <li>• Modernize the CUIAB appeals system, processes, and services to better respond to the needs of California’s employers and workers.</li> </ul>
<p><b>Accessibility to Justice for All</b></p>	<p>Provide the CUIAB’s constituents with quick and easy access to appeal services over the Internet.</p> <ul style="list-style-type: none"> <li>• Modernize the CUIAB appeals system and program to provide access to appeals information for appeal parties through a secured online public portal.</li> <li>• Provide staff with tools to respond to appeal parties quickly, conduct hearings, and manage appeal files more efficiently.</li> <li>• Conduct public outreach of our appeal programs and services.</li> <li>• Provide parties to appeals with quick and easy access to appeal services in multiple languages over the Internet.</li> </ul>
<p><b>Fiscal Stewardship</b></p>	<p>Manage resources responsibly, effectively, and efficiently.</p> <ul style="list-style-type: none"> <li>• Utilize process improvements and best practices to make the CUIAB appeals process more efficient.</li> <li>• Invest in innovative technology that will allow the CUIAB to utilize resources more effectively, efficiently, and enable us to respond to workload and budgetary fluctuations throughout periods of economic change.</li> </ul>
<p><b>Commitment to a Skilled Workforce</b></p>	<p>Develop a well-trained workforce that delivers prompt, high-quality services to the public that adapts well to change.</p> <ul style="list-style-type: none"> <li>• Recruit, develop, and retain a quality workforce. This includes planning for succession.</li> <li>• Provide leadership training for managers and supervisors.</li> <li>• Provide training to improve staff’s ability to identify potential process improvements.</li> <li>• Offer training to reinforce existing skills and teach new skills. As the CUIAB modernizes, staff and judges can transition successfully to new technology.</li> </ul>



## OUR CORE VALUES

Service	Integrity	Respect	Accountability
We serve and are responsible to California's workers and employers.	We act professionally and ethically and provide fair and equitable due process for all.	We treat everyone with courtesy and respect.	We conduct quality review of appeal cases to ensure fairness to all persons concerned and monitor the timeliness of appeals to guarantee prompt resolutions.

## OUR STAKEHOLDERS

CUIAB works collaboratively with its stakeholders to deliver the Appeal Programs for the UI and DI Benefit Programs and the Employer Payroll Tax Program.

### Our stakeholders include:

U.S. Department of Labor, Employment and Training Administration

California Labor and Workforce Development Agency

California Employment Development Department

California Workers and their Representatives

California Employers and their Representatives

Labor Organizations, including SEIU and CASE

California Employer and Worker Advocacy Organizations

California Department of Justice, Deputy Attorneys General





*Governor Gavin Newsom*

*Secretary Stewart Knox, California Labor and Workforce Development Agency*

*Chair Michael Allen, California Unemployment Insurance Appeals Board*

For more information, visit our website at:

[cuiab.ca.gov](http://cuiab.ca.gov)

