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

2026-06-09

2. Department

State Compensation Insurance Fund

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

Information Technology

4. CEA Position Title

Senior Vice President of IT Governance & Corporate Services

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

The SVP position is critical to the department's mission because it establishes the governance structures, fiscal discipline, and operational accountability frameworks that ensure every investment of capital, talent, and technology directly supports the delivery of reliable, cost-effective IT services to State Fund's business operations — ultimately enabling the organization to fulfill its statutory mandate to provide workers' compensation insurance to California employers and injured workers. They will translate CIO-level strategic direction into durable enterprise policy, investment governance, and organizational discipline across a large, complex, multi-vendor IT environment.

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

Career Executive Assignment, Range C/ Deputy Chief Information Officer

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*): The SVP has frequent contact with the Executive Management Team because they serve as the CIO’s principal operational authority, responsible for translating top-level strategy into enterprise policy. This requires regular engagement with executives to align IT governance, investments, and organizational resilience with the broader strategic commitments of the enterprise.

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.

The SVP of IT Governance and Corporate Services holds enterprise-wide accountability across five critical governance domains:

Global Sourcing & Workforce Model Strategy: Provides executive direction over the transformation of IT's workforce delivery model, governing the strategic shift from an on-site consultant footprint toward a cost-optimized, performance-driven sourcing delivery architecture. For example, the position establishes the policy criteria and risk frameworks that determine which IT functions — such as application maintenance, quality assurance, or infrastructure monitoring — are candidates for transition to another source delivery, and which must remain on-site due to data sensitivity, institutional knowledge requirements, or regulatory constraints. The position holds executive accountability for relationships with primary sourcing vendors and managed service providers, setting enterprise-level performance expectations and exercising escalation authority when delivery quality or cost targets are not met.

Vendor Management Office (VMO) Governance & Consultant Performance - Establishes and governs enterprise-wide VMO policy and standards across the department's multi-million dollar consulting spend. For example, the position directs the architecture of Consultant Scorecards across all IT domains, standardizing KPIs, SLA frameworks, and performance metrics so that contract continuation, renegotiation, or termination decisions are driven by data rather than subjective assessment. The position exercises final executive authority over vendor contract decisions based on quarterly performance analysis — such as directing the renegotiation of an under-performing MSP contract or terminating a consultant engagement that fails to meet established SLA thresholds.

Budget Governance & Financial Stewardship - Serves as the executive steward of the IT Department's annual budget, ensuring that all financial decisions — across global sourcing, technology investment, vendor performance, and workforce programs — align to the CIO's strategic priorities. For example, the position directs cost-benefit evaluation of proposed technology investments, ensures that global sourcing delivery transitions demonstrate measurable ROI, and proactively identifies and escalates cost risks before they affect delivery commitments. The position partners with the CIO, SVP of Strategy, Enterprise Architecture, CISO, and Chief of Staff to ensure every capital and operational investment reduces technical debt and reinforces long-term organizational resilience.

Portfolio Governance & Executive Operations - Provides high-level governance over the IT Project Portfolio, establishing accountability structures that ensure resources — both civil service staff and consultants — are deployed against the CIO's highest-priority strategic outcomes. For example, the position establishes governance standards for cross-functional project prioritization and presents portfolio trade-off recommendations to the CIO when competing initiatives require resource reallocation. The position also directs the Chief of Staff in managing the operational governance cadence of the IT Department, including executive staff meetings, board-level reporting, and strategic communications.

Technology Rationalization & Anti-Sprawl Governance - Establishes and chairs the Architecture & Tooling Review Board, providing executive governance authority over all technology intake, evaluation, and decommissioning decisions. For example, the position enforces "one-in, one-out" intake controls to prevent SaaS sprawl, directs the decommissioning of redundant platforms to reduce annual licensing burden, and partners with the CISO to ensure consolidation decisions materially reduce attack surface exposure and third-party risk.

Workforce Culture, Engagement & Knowledge Transfer - Sponsors and provides executive direction to the IT Pulse engagement program and the IT Employee Engagement Group, using workforce data and engagement scores to diagnose systemic health issues and staff-consultant ecosystem tensions. For example, the position directs initiatives to strengthen the employee value proposition for civil service staff during global sourcing transitions, ensuring that workforce model changes do not erode institutional knowledge, morale, or retention of mission-critical expertise.

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:

State Compensation Insurance Fund is a self-supporting, not-for-profit public enterprise dedicated to keeping California working. Our mission centers on providing fairly priced workers' compensation insurance, improving workplace safety, and restoring injured workers. The SVP of IT Governance and Corporate Services directly supports this mission through the broad strategic control and financial oversight of the IT department:

1. Driving Fiscal Integrity and Fair Pricing

- Cost Stewardship: By maintaining strict "financial stewardship" and "budget alignment," the SVP ensures IT dollars are spent efficiently. This low operational overhead directly supports State Fund’s commitment to operating at cost and offering fairly priced premium rates without financial obligation to the public.
- Vendor Ecosystem Governance: Overseeing the global sourcing strategy and vendor performance limits waste, ensuring the massive $21 billion enterprise fund optimizes its resource allocation.

2. Building Enterprise Resilience

- Organizational Health: The SVP's mandate to oversee "portfolio-level risk" and "organizational resilience" ensures that the core digital systems managing claims and safety programs remain secure and operational.
-Technology Portfolio Rationalization: Eliminating redundant systems and keeping modern structures in place guarantees that claims adjusters and safety experts have dependable, continuous access to critical tools.

3. Operational Discipline for Customer Excellence

- Strategic Infrastructure: The SVP translates the CIO’s direction into policies and frameworks that establish institutional discipline. Reliable backend systems mean employers get immediate customer service and injured workers receive prompt medical treatment and indemnity benefits without systemic delays.

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 State Compensation Insurance Fund is not under the authority of the California Department of Technology, we need to address three concurrent, enterprise-scale transformations that have created an operational governance demand that exceeds the capacity of existing civil service classifications and requires dedicated executive-level authority.

1. Global Sourcing Transformation: The IT Department is executing a strategic shift from a predominantly on-site consultant workforce model to a cost-optimized source for delivery architecture. This transformation affects hundreds of consultant positions across multiple IT domains, requires negotiation and governance of complex multi-year contracts with vendors and managed service providers, and carries significant risk to service continuity, institutional knowledge, and civil service workforce morale if not governed at the executive level. No existing position holds enterprise-wide accountability for this transition. The work has been performed by a high-level consultant, but the scope, strategic sensitivity, and long-term governance requirements of this initiative demand permanent executive authority accountable to the CIO and DCIO — not a temporary engagement subject to contract renewal cycles.

2. Vendor Ecosystem Complexity: The department's multi-million dollar consulting spend spans dozens of vendor relationships, managed service provider (MSP) contracts, and individual consultant engagements across all IT domains. The absence of a unified, executive-level Vendor Management Office (VMO) governance authority has resulted in inconsistent performance standards, fragmented contract management, and insufficient data-driven accountability across the vendor ecosystem. Establishing this CEA provides the enterprise-wide policy-making authority needed to standardize vendor performance governance, implement Consultant Scorecard architecture, and exercise contract-level decision authority that protects the department from vendor dependency and unjustified cost escalation.

3. Technology Portfolio Sprawl and Fiscal Pressure: The department faces growing technical debt, 'Software as a Service' (SaaS) proliferation, and Shadow IT risk that require executive-level governance to rationalize the technology portfolio. Simultaneously, fiscal pressure from the global sourcing transition, budget constraints, and the need to demonstrate measurable return on investment (ROI) on all technology investments demands a dedicated executive steward who can govern financial performance, enforce intake controls, and ensure that every investment decision reflects the department's long-term strategic commitments. These intersecting pressures — workforce transformation, vendor governance, technology rationalization, and fiscal stewardship — are deeply interdependent and require a single executive authority capable of governing across all four domains simultaneously.

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.

Examples of policy areas the SVP of IT Governance and Corporate Services will be the principle policy maker are as follows:
1. Global Sourcing Transition Policy: Establish the enterprise policy governing which IT functions, roles, and workstreams are eligible for transition to global sourcing delivery — including risk criteria, quality thresholds, data classification constraints, and civil service workforce impact requirements that must be satisfied before any transition is approved. **Statewide impact:** State Fund provides workers' compensation insurance coverage to the majority of California's employers. The reliability and quality of IT services directly affect claims processing, policyholder services, and regulatory compliance. Policy governing how the IT workforce model transitions to global delivery directly determines whether these critical services remain stable, secure, and responsive during a period of significant organizational change.

2. Vendor Performance & Contract Governance Policy: The CEA will establish the department's enterprise-wide vendor performance management framework — including standardized KPIs, SLA structures, Consultant Scorecard architecture, and the criteria under which contracts are continued, renegotiated, or terminated. **Statewide impact:** The department's consulting spend represents a multi-million dollar annual investment of public funds. Policy governing how vendor performance is measured, enforced, and acted upon directly affects the fiscal stewardship of these expenditures and the quality of IT services delivered to the organization and, by extension, to California's injured workers and employer policyholders.

3. Technology Intake & Rationalization Policy: The CEA will establish and enforce enterprise-wide technology governance policy — including "one-in, one-out" intake controls, SaaS life-cycle standards, Shadow IT elimination frameworks, and ROI evaluation standards governing the full life-cycle of technology investments from acquisition through decommissioning. **Statewide impact:** Uncontrolled technology sprawl increases licensing costs, expands the organization's cybersecurity attack surface, and creates redundant capabilities that waste public funds. Policy governing technology rationalization directly affects the department's fiscal efficiency, security posture, and ability to deliver modern, consolidated technology services that support State Fund's mission.

4. IT Budget Alignment & Investment Governance Policy: The CEA will establish fiscal governance policy that requires all capital and operational investments — workforce, tooling, and infrastructure — to demonstrate measurable ROI, reduce technical debt, and align to the CIO's strategic priorities before approval. **Statewide impact:** State Fund operates as a state-chartered, self-funded insurer. Every dollar of IT expenditure affects the organization's operating efficiency and, ultimately, its ability to deliver affordable, reliable workers' compensation coverage. Investment governance policy ensures that IT spending decisions are disciplined, transparent, and defensible to the Board, to CalHR, and to the public.

5. Workforce Engagement & Knowledge Transfer Policy During Organizational Transitions: The CEA will establish policy governing how the department protects institutional knowledge, civil service workforce morale, and staff engagement during large-scale workforce model transitions — including knowledge transfer requirements, employee value proposition initiatives, and governance of the staff-consultant ecosystem. **Statewide impact:** Workforce transitions that erode institutional knowledge or civil service engagement degrade the department's long-term capability to support State Fund's mission. Policy in this area ensures that efficiency gains from global sourcing are not offset by knowledge loss, attrition of mission-critical expertise, or deterioration of organizational culture.

C. ROLE IN POLICY INFLUENCE (continued)

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

The scope is enterprise-wide across the entire Information Technology Department, carrying systemic accountability for four main pillars:
• Financial & Vendor Ecosystems: Global sourcing strategies, budget alignment, and vendor performance governance.
• Technology Portfolio: Asset rationalization, capital investments, and portfolio-level risk management.
• Workforce & Administration: The IT workforce model, organizational health, and institutional discipline.
• Policy & Governance: Translating executive vision into binding enterprise policies and operational frameworks.

The nature of this authority is delegated, independent, and macro-level:
• Broad Delegated Discretion: The leader operates with "independent decision-making discretion," serving as the CIO’s principal partner and operational authority.
• Non-Operational Oversight: This position does not manage daily IT activities, but instead wields "stabilizing oversight force" to design and enforce the structures through which others perform.
• Enforcement & Policy Creation: The authority is structural and policy-driven, meaning the leader has the power to mandate organization-wide compliance, enforce accountability, and decide how capital, talent, and technology are allocated.

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

The CEA position will be primarily developing and implementing new policy across multiple enterprise governance domains, while also interpreting and adapting existing policy to new operational contexts.

- Global Sourcing Governance Policy: No enterprise-level policy currently exists governing the criteria, risk frameworks, or workforce impact requirements for transitioning IT functions to global sourcing delivery. The CEA will develop this policy from the ground up — establishing which functions are eligible for transition, what quality and risk thresholds must be met, how institutional knowledge will be preserved, and how civil service staff engagement will be protected during transitions.

- Enterprise VMO Standards and Consultant Scorecard Architecture: While individual IT domains have informal vendor management practices, there is no standardized, department-wide framework for evaluating consultant and vendor performance against consistent KPIs and SLAs. The CEA will develop this enterprise-wide governance architecture and the policy governing how performance data drives contract decisions.

- Technology Rationalization and Anti-Sprawl Policy: No formal "one-in, one-out" intake control, SaaS life-cycle standard, or Shadow IT elimination framework currently exists at the enterprise level. The CEA will develop and enforce these policies, including the governance structure of the Architecture & Tooling Review Board.

- Workforce Engagement Governance During Transitions: While the department has employee engagement programs, there is no formal policy governing how workforce health, knowledge transfer, and employee value proposition are protected during large-scale workforce model transitions. The CEA will establish this governance framework.

Interpreting and Implementing Existing Policy:
The CEA will also interpret and apply existing State Fund financial governance policies, CalHR workforce regulations, civil service rules, and enterprise cybersecurity policies within the new context of global sourcing transitions, vendor ecosystem restructuring, and technology rationalization. For example, the CEA must ensure that global sourcing delivery transitions comply with existing data classification and security policies, and that vendor contract governance aligns with State Fund's procurement and financial accountability standards.