

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

2018-08-08

2. Department

State Compensation Insurance Fund

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

Enterprise Project Management Office/Innovation Design Center

4. CEA Position Title

SVP of Innovation Design

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

The Senior Vice President of Innovation Design (SVP ID) will be the principal policymaker for State Fund's Innovation Strategy. The SVP ID directs and supports the Innovation Design team in the evaluation and oversight of innovation strategies, processes, and procedures within State Fund; facilitating innovation efforts through data collection, analysis and processes that impact and achieve enterprise goals; and developing and supporting the tools and processes necessary to effectively innovate and deliver outcomes. This leader is responsible for creating strategy and policy for the transition of concepts from innovation design to a scaled launch. This will include, but not be limited to, direction on the creation of new project transition plans, business plans, marketing plans, and launch plans. This position will work closely with State Fund Executives, Department leads and virtual teams assigned for specific approved concepts for scaled deployment.

6. Reports to: (Class Title/Level)

EVP of Enterprise Project Management, 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): Will regularly advise and update the exec management team on innovation design strategies, and will present to the Exec Committee and the Board of Directors on a regular basis.

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.

### Developing Innovation Design Capabilities

- Develops strategy and processes for the development of transition plans for approved concepts with scaled deployment, which will produce future revenue streams, client solutions, or services including
- Develop strategy and direct staff in the development of business growth plans
- Develop strategy and direct staff in the completion of business cases for the transition to business units
- Develop strategy and direct staff in the assessment of concepts through the final stage gate including the support for virtual teams
- Develop strategy and direct staff in the tracking of viability testing, pre-launch market research on ideas; supporting virtual teams that may be engaged in these same activities

### Strategic Innovation Planning

- Develop strategy, policy and processes to understand and assess business issues, problems, risks, and challenges.
- Develop strategy, policy and practices that allow staff to develop actionable, executable plans, e.g., defining next steps, developing action plans, mitigation plans or work plans.
- Data preparation (sourcing, acquisition, integration)
- Reporting, analytics, data exploration and data visualization
- Leverage existing enterprise data and information in innovation

### Innovation Expertise and Design Center Program Management

- Provides oversight with knowledge and expertise to identify, map, plan and integrate innovation design projects, including working with appropriate EC members and stakeholders to identify necessary business and systems requirements. Additionally oversees and manages the Innovation Design Center:
- Budget management
- Staff coordination/development
- Vendor management
- Day to day leadership function includes establishment and follow up on the department strategic direction as well as defining priorities and coordinating cross-functional initiatives.

**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 SVP of Innovation Design will be the principal policymaker and director for the Innovation Design practice & team at State Fund. This includes evaluation and oversight of innovation strategies, processes and procedures, data collection, analysis, and processes that impact and achieve enterprise goals, and developing and supporting the tools and processes to effectively innovate and deliver outcomes.

**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.

State Fund must operate like a business, remaining agile in the midst of constantly evolving business and technological changes. This requires us to place a priority on innovation to remain profitable and relevant. By creating an agile, adaptable culture that encourages rapid experimentation while using cross functional working groups for ideation, design and testing, we will create an organization capable of rapid implementation. We need an organizational structure that can measure and evaluate innovations in emerging digital technologies to increase the speed, flexibility, and effectiveness of our core business operations and to provide insights into facilitating faster, better business decisions.

### **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.

1. Innovative products and services -- Developing policy and organizational structure with measurements for agile ideation and testing, such as integrating artificial intelligence, and machine learning strategy for deployment of Chatbot.

2. Strategic Opportunity Areas -- Developing policy and a governance model for determining boundaries and assessing areas of strategic innovation focus, such as Direct Business (operational areas working directly with businesses instead of through brokers) specialization strategy, and other areas that would enhance business operations.

3. Systematic and repeatable Innovation model -- Developing policy for, and an incubator approach that creates clarity, focus, and consistency with Executive's feasibility, priority, and project viability, for example using Utilization Review Connected to automate our Utilization Review process, with the goal to develop automations and enhance efficiencies.

**C. ROLE IN POLICY INFLUENCE (continued)**

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

1. Design innovation practices for State Fund.
2. Develop innovation design capabilities.
3. Create strategic innovation planning.
4. Develop innovation expertise and design center program management.
5. The authority to carry out the full scope of the program as described above.

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

The CEA will develop and implement all policy related to the program. This will being as all new policy as this is our initial innovation practice at State Fund.