

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

12/27/17

2. Department

State Compensation Insurance Fund

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

Corporate Communications

4. CEA Position Title

Vice President of Communications

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

The VP of Communications is responsible for the direction and implementation of internal and external communications for State Fund. The VP of Communications plays an important role in ensuring the profitable growth of business by developing and supporting the State Fund brand through a variety of media, and by developing and supporting the communication plans and strategies of distribution management and customer experience across channels.

6. Reports to: (Class Title/Level)

Executive Vice President of Public Affairs - 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): Incumbent will report directly to member of Executive Committee and will have frequent contact with Executive Committee members, Board of Directors and Chief Executive Officer in developing and implementing communication internally and externally.

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.

Strategic communications planning – Leads enterprise communication strategies that apply from the top down, from the CEO and Executive Committee throughout the organization to ensure every department plays an ambassadorship role in the course of content creation and external communication. Leads the communications planning process by working with senior leaders across the organization to identify business objectives and to develop effective communication plan(s) that include goals, strategy, tactics and measurements.

Provides communications counsel and support to the Board of Directors and Executive team. Provide support through script writing, message development, resolution and high impact, cross-organizational and external communications.

Crisis communication - Serves as key leader on the Crisis Response team and advises leadership on appropriate communication tactics and protocols. Keeps State Fund's crisis communication plans updated and ensures State Fund is prepared to respond to all stakeholders effectively.

Brand development and support – Develops and builds State Fund's brand through internal and external communication and initiatives. Ensures that State Fund's messaging and corporate images are consistently aligned with the organization's values and guidelines.

Internal communications – Collaborates and partners with business partners through effective dialogue/coaching to develop effective communication strategies to support key initiatives.

Internet/Company Website/Electronic communications – Collaborates with business partners, including Information Technology, to design/develop web content that supports business objectives and promotes brand identity. Establishes and maintains website standards, structure and content to ensure consistency, usability and accessibility standards are met.

Social media – Develops and maintains effective social media strategy/tactics that supports State Fund's business objectives including monitoring and measurement. Keeps abreast of current innovations in social media platforms and makes recommendations to the Executive Committee to ensure State Fund is appropriately positioned.

Media relations/Public relations – Develops media strategy and implementation to develop positive and responsive relationships with media outlets, develops effective content to support brand identity, reputation management, and key business goals. Provides media training to State Fund leaders and key business partners.

Advertising – Develops advertising campaigns (social and print) that promote State Fund's brand identity and effectively reach targeted audience – independent commercial brokers and business owners.

Publications production - Oversees the production and publication of corporate material including the annual report, marketing material, business communication and newsletters.

Oversees/Manages the Communications Department :

- 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 Communications Department plays an integral role in State Fund's mission by developing and implementing a strategic communication strategy and creating consistent content that accurately represents and supports the organization's values and business objectives. By building and maintaining a corporate communications framework the VP of Communications ensures that all of State Fund's stakeholders receive timely and accurate information about the organization, and that State Fund is effectively marketed to brokers and California employers within a highly competitive insurance market.

The VP leads enterprise strategic communication strategy that applies from the top down, providing communications counsel and support to the Board of Directors and Executive team to ensure that:

- Messages are accurate, clear and consistent;
- Communication to and from the organization is centrally coordinated;
- Communication activities are tied directly to State Fund's enterprise strategy; and,
- State Fund Workforce members' use of social media is consistent with State Fund's Corporate Policies and Procedures.

The Communications Department acts as the State Fund spokesperson and is responsible for all State Fund official organizational and employee communications, public relations, publications, branding, and advertising. Communications is responsible for all other State Fund public notices.

Only State Fund employees officially designated as State Fund spokespersons by Communications may communicate on behalf of State Fund.

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 California's largest workers' compensation insurance carrier and safety net, it is critical that State Fund's corporate communications effectively reach stakeholders with accurate, timely and relevant information. Additionally, its communications and marketing efforts must effectively position State Fund to successfully compete in California's highly competitive workers' compensation insurance market. This requires leadership with the specific and requisite skills in areas such as branding, marketing, advertising, publishing, social media, crisis communications, issues management and reputation management.

State Fund has traditionally staffed this position within our insurance classifications, which limits our pool of qualified candidates. The role of corporate communications in business continues to grow more integral to successful strategy development and implementation. A vacancy has arisen in this role that gives State Fund an opportunity to establish a CEA position to allow us to hire a leader with the communications expertise to successfully lead State Fund's corporate communications as a key element of our larger business transformation.

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.

Communications Management:

In addition to working closely with the CEO and other top-level executives, the VP of Communications reports directly to the Executive Vice President of Public Affairs and exercises leadership in developing, managing and executing State Fund's brand platform (e.g. competitive landscape overview, competitive positioning, brand values, competitive advantages, key messages, visual and creative content, etc.) This work is critical to State Fund's reputation across the state and across all stakeholders as it influences their perceptions of the organization and their willingness to do business with us. Provides oversight and direction in the development and implementation of strategic, multi-faceted communications and marketing plans to support organizational objectives. This includes stakeholder analysis, message development, channel identification and measurement, and creative content development for the organization's most important initiatives. Develops and maintains relationships with members of the media and identifies opportunities to support organizational initiatives through publicity and outreach. On many issues serves as first in line as media spokesperson and provides media training to key executives.

Communications Policy:

The VP of Communications formulates, maintains and oversees State Fund's communication policy to ensure information is disseminated to stakeholders timely and accurately and consistently with the organization's values and objectives on a range of important issues. This includes oversight of State Fund's speaking engagements, media interviews, all-employee communication and social media engagement.

Website Design and Maintenance and Corporate Publications:

Establishes and maintains website, YouTube channel and blog site standards, structure and content to ensure consistency, usability and accessibility standards are met. Establishes and maintains social media channels with customers to promote services and brand identity. Keeps abreast of social media and technical innovations, resources, trends to and ensures that messaging is consistently executed across communications channels. Oversees the publication of several important corporate publications such as the annual report, corporate newsletters, marketing and business communication.

Crisis Response Leader:

Serves as a key leader providing counsel and direction to the organization when responding to a natural disaster or other business interruption. Protects State Fund's reputation by ensuring that communication is centrally managed and that stakeholders receive accurate and timely information to mitigate and manage the situation.

Program Management:

Independently manage the communications department and budget by working with department personnel to ensure that communications support is constantly being provided by PR and Content staff and that messages in the content stay consistent and accurately represent State Fund's brand. Recruits, retains and develops employees and allocates appropriate talent and resources for all communications initiatives and guides them to completion. Manages key vendor relationships to ensure State Fund receives appropriate service and best value.

C. ROLE IN POLICY INFLUENCE (continued)

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

In State Fund's enterprise risk framework, the VP of Communications has responsibility to evaluate all significant business decisions and developments to determine possible media interest and proactively develops communication plans to protect State Fund's reputation and/or leverage opportunities to support key business objectives.

Oversee the continued development and maintenance of State Fund's brand platform (messages, visual and creative content across all communication channels)

Leads the organization's strategic communication planning process and ensure that communication plans and content meet the organization's standards for quality, consistency with brand and effectiveness to improve and protect State Fund's brand identity.

Serves as a key leader providing counsel and direction to the organization when responding to a natural disaster or other business interruption. Protects State Fund's reputation by ensuring that communication is centrally managed and that stakeholders receive accurate and timely information to mitigate and manage the situation.

Formulates, maintains and oversees State Fund's communication policy to ensure information is disseminated to stakeholders timely and accurately and consistently with the organization's values and objectives on a range of important issues. This includes oversight of State Fund's speaking engagements, media interviews, all-employee communication and social media engagement.

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

Corporate Communications plays an integral role supporting enterprise strategy through effective strategic counsel and communication planning. A large part of the role involves developing and implementing new policy as the organization's strategy evolves and as technology and communication channels evolve. As the organization's strategy evolves, the VP of communications will be heavily involved in helping to frame and implement new directions as well as recommending new communication strategies to take advantage of changing market dynamics.