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

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

Policy Business Technology Division

4. CEA Position Title

Senior Vice President of Policy Technology

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

State Fund's mission to be California's workers' compensation insurance carrier of choice. This proposed CEA is a senior leadership level position driving the formulation, implementation, evaluation and innovation of the Policy technology portfolio (current and future) to meet the needs of Underwriting, Marketing, Premium Audit, Safety & Health and all other initiatives that fall under the Chief Operation Officer's purview, and align like services organization wide with Information Technology Services program. In addition, they will have full management responsibility over Policy Business Technology Divisiony and in developing the systems used by State Fund Policy Operations with responsibility to ensure strategic alignment across all internal business stakeholders; has broad authority for strategic enhancements and policy development within the division, for achieving synergies across the Policy Operations and establishing integrated, consistent, high-quality service levels needed to build effective solutions that improve business processes, streamline data entry, and support State Fund's core business with appropriate technology in an effort to enhance employee and customer satisfaction. This CEA will have a direct impact our customers experience working with State Fund and improving efficiencies of our employees, thereby making it easier to do business with State Fund and building customer loyalty.

6. Reports to: (Class Title/Level)

Chief Operating Officer (Exempt)

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): [This CEA will report directly to the Chief Operating Officer (COO) and have an indirect reporting relationship with the Chief Risk Officer. They will have full management responsibility over Policy Business Technology Division and in developing the systems used by State Fund Policy Operations, is tasked with ensuring inter-departmental collaboration and strategic alignment across all stakeholders (IT, Risk Management, and Corporate Underwriting). This includes providing leadership, setting strategy, and developing policies for all of Policy Operation's systems technology.]

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 Senior Vice President of Policy Technology will serve as a senior level manager within State Fund’s Policy Operations and report to the Chief Operating Officer will have senior level management responsibility for the planning, organizing, staffing, directing and controlling all work functions within the assigned units. The Senior Vice President will set strategic policy and direction for the Policy Program’s current technology portfolio, which includes customer portals, submission engines, quote management systems, policy administration systems (current and future state) and mission critical services that internal underwriting, marketing and policy staff and other impacted stakeholders use on a daily basis, as well as emerging technology initiatives. The Policy Operations programs include Underwriting (Small Commercial, Middle Market, Specialty Operations, and Direct Channel), Premium Audit, Safety & Health and Loss Prevention, and Corporate Marketing.

While reporting directly to the Chief Operating Officer, this Senior Vice President (SVP) will also have a strong working relationship with the Chief Risk Officer and has full management responsibility over Policy Business Technology Division and in developing the systems used by State Fund Policy Operations in managing the business, which comprises over $1 Billion dollars in premium annually. The SVP will play a major role in the formulation, implementation, evaluation and innovation of future state policy technology strategies and has broad authority for setting and implementing statewide policies with significant impact on all Policy Operations, programs as it relates to the Policy Business Technology Division technology portfolio. The SVP will also report to the Executive Committee regarding items related to the Policy Business Technology Department’s portfolio and system operations. In this capacity, the SVP provides expert technical advice and consultation and make clear and concise presentations to Executive and Senior Leaders on issues relevant to the Policy Business Technology Division. The SVP works jointly with Corporate Underwriting, key internal stakeholders such as IT and Legal to provide a strong vision and leadership in order to drive the Policy Business Technology program and organization-wide initiatives. Proactively identify new opportunities for process and system improvements and collaborate with each key stakeholder to identify and address areas of needed improvement in the development of program objectives, measurements and budgets that align with State Fund’s strategic objectives and the corporate mission, values, policies, and procedures that will improve policy performance and customer experience.

The Senior Vice President of Policy Technology’s responsibilities also include:

- Provide leadership and set policy for all of Policy Operation's technology systems continuum (including future state) including: planning, configurations, preparations, documentation, and support for development, testing, integration, staging, and production activities and work with appropriate stakeholders to identify necessary systems enhancements. In addition, they are responsible for the designing and developing, monitoring and alerts to ensure availability and performance is at expected service levels, as well as, the working environments and documentation of systems enhancements.
- Provide leadership and direction to ensure current and future technology changes maintain our compliance with legislative, regulatory and industry requirements and are aligned with our enterprise strategic goals and corporate objectives; building best practices and communications solutions. Manages the process of developing integrated designs to implement desired cross-functional solutions and user application support, staff and resources including on-site support services for module releases and training.
- Provide leadership and set policy for customer support (current and future state) systems and applications including computer operations, production services, service desk management for end users, incident reporting, resolution, customer service trend analyses, and management of outstanding issues to completion. Manage the future state service designs to implement desired business level expectations and outcomes with key stakeholders.
- Provide leadership and direction for Policy Business Technology Division and for the impacted business areas on system portfolio innovations and service options to facilitate better enterprise decision-making and forecasting future system portfolio service needs.
- Systems that will fall under the purview of this position include but are not limited to:
  - Customer Portal, Broker Portal, Quote & Bind, Bind Now, Price Now (front facing systems)
  - QMS, POP, SFO-D2 (quote and policy admin systems)
  - Billing Center and PNP (billing systems)
  - AUSUM and ACE (premium auditing systems)
  - STAR (safety and health system)
  - Data Aggregator (integrated throughout policy systems)
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 exempt from the Office of Technology (OTEC) and is self-reliant in the area of Information Technology, such as project management, innovation, design, policy formation, information security, and the development of technologies that support our mission to be California's carrier of choice.

The Policy Business Technology Division exists to ensure the optimization of our policy technology systems continuum for external and internal customers alike, from our customer portals and submission engines to our quote management and policy admin systems. This program will drive continued system and business transformation by creating a strong partnership between the Policy Business Unit and Information Technology and ensuring our enterprise wide systems are able to support all required regulatory and business critical functions, streamline Online process flows, automate administrative tasks, and innovate system capabilities that enable end users to more effectively manage policy-related workflows.

The goal of the Policy Business Technology Division is to improve business operations efficiencies in processes, streamlining data entry, and supporting State Fund's core policy operations with appropriate technology, thereby transforming our employees and customers' user-experience for the better.

The Senior Vice President of Policy Technology is critical to the department's mission to provide continuity, using industry expertise to enable Policy to drive change, and to tackle the most complex business technology challenges by measuring and understanding best practices. This position will play a large role in working with organizational wide partners to set vision, goals and prioritize current system portfolio enhancements while also prioritizing future system portfolio needs. This CEA will be responsible for staying abreast of changing federal and state laws, rules, regulations, industry trends, and emerging issues, as they related to California's workers' compensation insurance industry. This will allow State Fund to meet it's purpose to provide fairly priced workers' compensation insurance, help make California workplaces safe, and restore injured workers.
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.

In 2013, State Fund Information Technology (IT), with help from Underwriting, Actuarial and Policy Operations, began the development and migration to new platforms for our submission engines, quote management and policy administration systems - designed to achieve more flexibility and easier configuration for future state objectives. At the same time, State Fund's Actuarial embarked on a new pricing methodology, necessitating more complex systems needs for the future. These complex efforts have led to multi-year systems transformations. Within these systems, the level of responsibility and complexity to manage these transformations has dramatically increased in the last couple of years to support the Policy Operations and collaborate with the technology related and organizational business partners. The proposed CEA role will unify all related Policy system portfolio service needs, maximize staff resources and skill sets by merging staff who perform similar duties under a single service model and business framework. The CEA will also assume decision making, policy influence, and authority over policy systems and Policy Business Technology Division's operations to support all Policy related programs and operations specific to the system users.

The Policy Business Technology Division, will provide significant efficiencies and expertise which will in turn allow the efficient implementation of all required technological, corporate, and regulatory changes to the various systems in the portfolio. This work is needed to decrease the time it takes to make system changes and increase the ability to do system configuration enhancements at business levels while also reducing the risk of security breaches. The proposed CEA reports directly to the Chief Operating Officer and in addition will have a strong working relationship with the Chief Risk Officer and has full management responsibility over the Policy Business Technology Division and in developing the systems used by State Fund Policy Operations and related Programs in managing the business, which comprises over $1 Billion dollars in annual premium.

Further, the CEA will manage the Super Users program for Policy/Underwriting, which provides a wide array of services including future module releases, ongoing enhancements, communications, administration, change management and business continuity planning, testing and system/application user support for internal employees who use these systems daily as well as internal and external customers who use these systems. Policy Business Technology Division's Strategic and Business Plan goals increasingly require strong partnerships between program areas and Information Technology driven by a high level senior leader. Additionally, the need for optimization and continued investment in the future state system portfolio requires broader strategies and policies to integrate the architecture and infrastructures of other comparable organization wide technology systems. The role of the CEA will provide the level of consistency and uniformity of service direction and execution needed to address these critical Policy related service needs.

To accomplish this mission, we need an expert knowledgeable in a broad range of technology, a highly specialized knowledge of all Policy Operations and the Workers’ Compensation industry, and have demonstrated expertise in delivering superior performance in this specialty area of technology. Without the CEA to serve in this capacity, service gaps are likely to continue, particularly for mission critical commitments, goals and objectives. Therefore, State Fund proposes a new CEA position to support the increasing responsibilities associated with supporting Policy Business Technology Division and the Policy-related technology portfolio.
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.

State Fund is exempt from benefiting from Office of Technology’s services and support. As a result, we are responsible for setting policy with in relation to our technology development, design, project management, innovative solutions, and support. This CEA is responsible for developing and implementing Policy Technology policies which impact how hundreds of thousands of Californians interact and conduct business with State Fund. These interactions include, but are not limited to: obtaining online quotes for workers’ compensation insurance coverage, bind a policy, renew a policy, schedule and prepare for audits, request safety & health services, and obtain updated loss reports. These policies will directly impact the experience of our policyholders and the insurance broker community. State Fund places a high priority on the customer's experience, therefore these policies will take into consideration recommendations made by our Customer Experience team, to implement technology solutions that drive positive results for our current and future customers, and directly support our mission to be California’s carrier of choice.

The proposed CEA will focus on establishing continuity and consistent application in usage with Policy Technology’s portfolio of software and applications that interfaces with customers as well as our internal employees. The CEA will establish and implement policy that addresses the Policy Operations role in the in the quality and integrity of current and future state systems and applications including end user service desk management, incident reporting and resolutions, tracking customer issues, and customer service trend analyses. These policies will ensure continuity in its customer facing and internal user usages and supports our enterprise-wide strategic goal of making it easier to do business with State Fund. These policies will determine how projects are prioritized within Policy Technology’s portfolio and coordinating efforts between the business and our Information Technology program.

Ensuring our systems are safe, and the information contained therein is protected, is paramount in being California's carrier of choice. Therefore, this CEA will establish and implement policy that addresses the oversight and integrity of business operations and technology including working with and influencing other business units and functions (Premium Audit, Health & Safety, Corporate Underwriting, etc.), and ensure Policy Technology's portfolio of software and applications address security, privacy and compliance. In addition, these policies will mandate that current and future technology developments follow State Fund’s Risk Management and Enterprise Security practices, which will aid in efforts to keep abreast on trends and getting ahead of new trends as they develop.
13. What is the CEA position’s scope and nature of decision-making authority?

The scope and nature of decision-making authority of Senior Vice President (SVP) of Policy Technology will be to have sole responsibility to make decisions around setting policies that ensure alignment and efficiencies between services responsible for computer operations and production, service desk, desktop support, Super Users and program, and end user support. The SVP will make decisions regarding prioritization of system enhancements, future state system portfolio maturity assessments, resource and staffing levels needed to support the Policy system portfolio and ensure models/enhancements are commensurate with the level of support to sustain the Policy mission and objectives as well as cost efficiencies. The SVP is responsible for adapting and updating policy as necessary to successfully adhere to mandates, regulatory requirements (state and federal) and for executing all Policy Business Technology Division projects, initiatives that support current/future systems and that deploy needed resources, and for the day-to-day operations through subordinate leaders.

As a member of the Senior Leadership Team, the SVP is also responsible for driving the strategic plan for Policy’s system portfolio, formulating and implementing policies and procedures that will impact each area of Policy Operations and their key stakeholders; has broad authority and management responsibility for achieving necessary synergies between business units, stakeholders, products, and Policy Business Technology Division services, and will be the primary decision maker in areas of system development and enhancement making sure priorities regarding this are aligned with organizational goals and quality customer satisfaction levels.

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

The proposed CEA will play a critical role in developing, implementing, and interpreting new and existing policies and procedures. The CEA will consult directly develop, and implement of system policies, standards, processes, and procedures as it relates to the State Fund Policy Program’s application and system portfolio. The incumbent will be the highest level Policy technology system portfolio expert and a key advisor at State Fund to the Executive Committee, the CEO/President and State Fund's Board of Directors. The position has a direct impact on Policy Operations through the policies established governing Workers' Compensation Claims handling and services provided to injured workers and employers throughout California. The CEA has full authority and accountability for the Policy Business Technology Division and future state of the technology systems portfolio within State Fund, will address new and/or existing policies first with internal Policy/Underwriting experts and external business partners and a risk analysis will often be performed to identify policy gaps and solutions, and will set policy and establish procedures while ensuring consistency, continuity and compliance with enterprise wide strategies.