

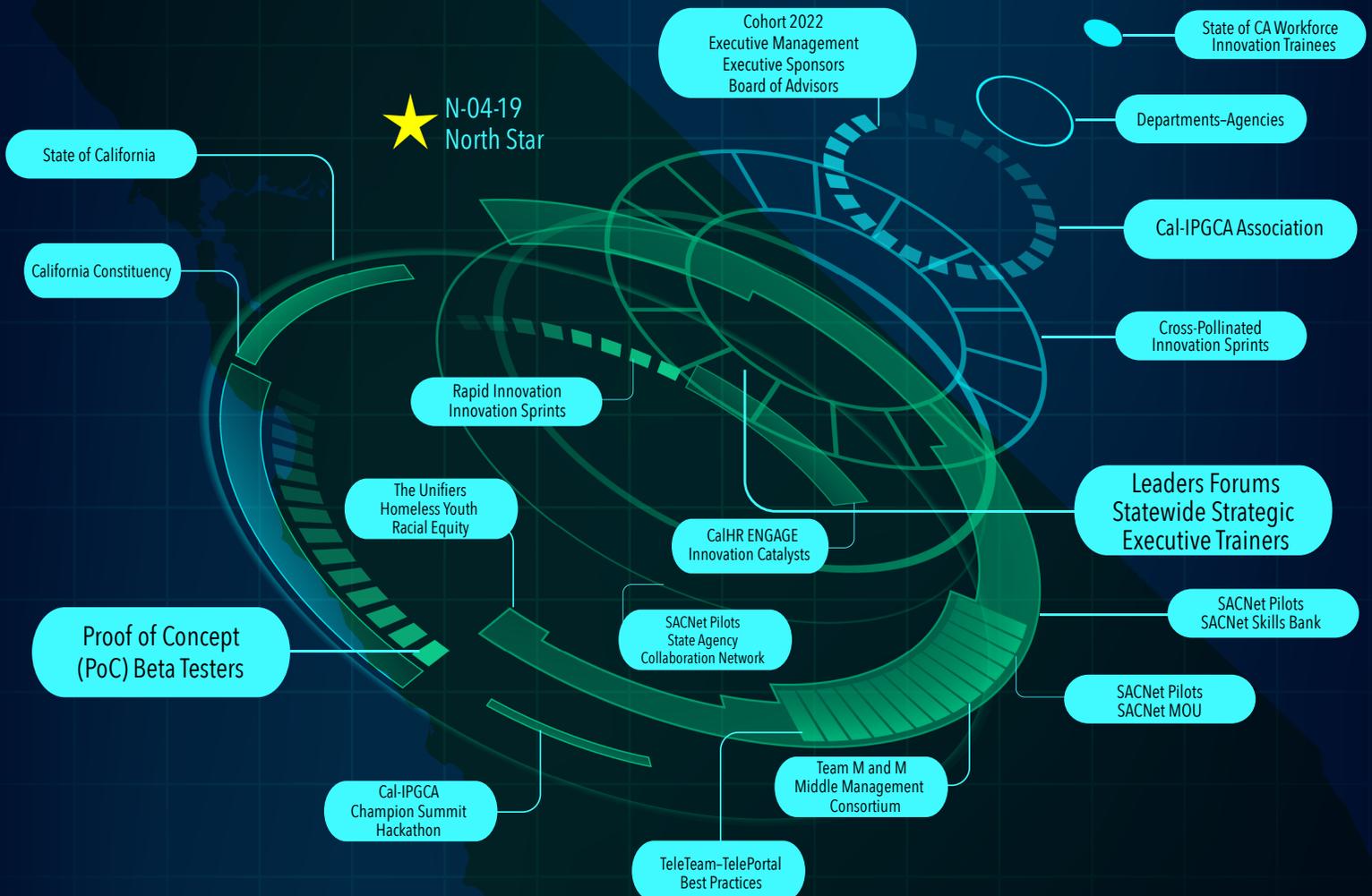
CORTHORTS 2012-2022

GOVERNANCE INNOVATION HUD

Cal-IPGCA's Innovation Head Up Display (HUD) presents a holographic view of the program's systems-powered State Agency Collaboration Network (SACNet). The Innovation HUD diagrams the forward vision of the governance model guiding its Innovation Priorities and Moonshot Projects as we co-create a California for All!

The Cal-IPGCA State Agency Collaboration Network (SACNet) Playbook 2012 - 2022

"Government Innovation Testbeds...a delivery approach that models the way!"



"California is a Nation State. We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence. —Governor Gavin Newsom March 20, 2020

Over the past 11 years, Cal-IPGCA has grown to tap and resource all levels of government. As Mark Ghilarducci, Director, CaIOES says: "one team, one fight!"

WHO IS **Cal-IPGCA** ?

One System.
One State.
One World.

TABLE OF CONTENTS

 Each section category of the TOC provides access to "Use Key"  that guides user review, with a link to the underlying content.



I. COHORT 2022 PROGRAM OUTCOMES USE KEY

- Executive Leaders Forum Videos
- O.N.E. Wrapper
- SACNet
- The New Team M&M: Middle Managers Consortium
- TeleTeam: Telework Portal
- JEDI Unifiers: Justice, Equity, Diversity and Inclusion (JEDI)

 Click "Chapter Headers" for quick access to the Playbook Content.

II. PEOPLE USE KEY

- State Executive Leaders: Innovation Trainers
- Executive Leadership Bios
- Program Chair Bio  [PDF Bio](#)
- Trainee Categories
- Proof of Concept (PoC) Beta Testers
- Participating Agencies and Department

III. APPROACH USE KEY

- Calendar of Events
- Infographic: Cal-IPGCA Curriculum
- SACNet Platform: Video Overview - Features

IV. TESTIMONIALS USE KEY

- Value Proposition 22: Transcript
- Value Proposition Videos: Personal-Organizational-State of CA

V. RECOMMENDATIONS USE KEY

- Integrating Innovation for Resilience
- Recommendations Summary
- Why Innovate—Want to be Inspired?
- Join the Movement
- Institutionalization of Cal-IPGCA

- Proposed Institutionalization Pilot 2023
- Executive Order N-04-19 Prototyping
- SACNet MOU Deployment
- Proposed State of CA Institutionalization Team
- Benefits of Institutionalization

VI. APPENDIX USE KEY

PROGRAM OUTCOMES

● USE CASES

- Executive Leaders Forums
- TeleTeam ENGAGE: Modules: 1-18 (Applied Team Building)
- TeleTeam Wisdom-Learning Circles

PEOPLE

- **JUST ASK WHY: KATHLEEN WEBB, COO, STATE CONTROLLER'S OFFICE**
- **THE BOOK OF WHY: DEPARTMENT OF MOTOR VEHICLES (COHORT 2021)**

APPROACH

- **CAL-IPGCA 8-STEP PATH**
- **WHOLE SYSTEMS VS HIERARCHICAL SYSTEMS**
- **DATA ANALYTICS AND PERFORMANCE METRICS**

- SACNet Analysis: 284 Respondents
- Change Leadership Analysis: 231 Respondents
- Middle Managers Analysis: 267 Respondents
- CalHR Core Analysis: 88 Respondents
- CalHR Leadership Analysis: 74 Respondents

OTHER

- **HISTORY OF CAL-IPGCA**
- **FREQUENTLY ASKED QUESTIONS (FAQ)**
- **2023 CAL-IPGCA TRAINEE TYPES - COST SHEET**



i. WELCOME TO THE CALIFORNIA INNOVATION PLAYBOOK FOR GOVERNMENT CHANGE AGENTS!



Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of **People, Processes, and Technology**. The **"People"** comprise key CA leadership that work together with a network of public and private sector employees. Our **"Processes"** hone collaboration critical tools and protocols. And our **"Technology"** maintains a platform that integrates knowledge, skills, and abilities. Moving at the pace of change, we tackle California's most complex needs through the development and deployment of moonshot projects and programs as well as the co-creation of a statewide value system to drive our mission and vision. Collectively, we are energetically transforming the State of California into an Employer of Choice and Go-To Service Providers. The public benefits from this dynamic systemic approach as we increase opportunity by co-creating One People, One System, One State, and One World—a **California for all!**



Cal-IPGCA utilizes a systems approach that spans and integrates state leadership, the state's workforce at all hierarchical levels, and departments and agencies to co-create and collaborate projects and programs that lead innovation and change. Like all innovative endeavors, Cal-IPGCA iterates improvements each year. Annually, Cal-IPGCA graduates hundreds of trainees in both full and part-time curriculums that vary from a low of 8 hours to a high of 108 Professional Development Hours. Professional development hours meet the State of California biennial leadership training requirements. (GC19995.4).



We are a leaders training leaders program. The executive leadership for the State of California are integral in training and mentoring the future leader and rising stars within the state's workforce.

EXECUTIVE SPONSORS:

The Cal-IPGCA Executive Sponsors represent a group of State of California leadership that have collaboratively come together to guide the design and development of the Cal-IPGCA program on an annualized basis. Current Cal-IPGCA Executive Committee members include: State Controller's Office (SCO), Department of Water Resources (DWR), Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), State Compensation Insurance Fund (SCIF), the Asian Pacific State Employees Association (APSEA), the Cal-IPGCA Association, One World Institute (OWI), and ORA Systems, Inc., of Sacramento.

EXECUTIVE TRAINERS:

The key trainers for the Cal-IPGCA program represent the Executive Leadership from across the State of California. Prominently Agency Secretaries, Directors and Chiefs, executive trainers are augmented by leadership from academia and the private sector. Here are the bios of Cal-IPGCA's Executive Training Team for Cohort 2022. Our leaders are the key instructors for Cal-IPGCA's state-of-the-art curriculum, and they are the advisors for our trainees' Moonshot prototypes and "test-bed" activities. ORA Systems, Inc., leads day-to-day programmatic activities in collaboration with the Cal-IPGCA Association.

CAL-IPGCA ASSOCIATION:

In their desire to continue innovating at the conclusion of Cohort 2017, the Cal-IPGCA Association was formed by members of its graduating class. Growing from a conceptual idea to a membership of over 1600 and 60 departments, the Cal-IPGCA Mission is: To model leadership that promotes creativity, innovation, and growth to transform government. Its vision: To create a community of California government change agents who lead tomorrow's innovative workforce, today! **Since 2017, the Cal-IPGCA Association has become the foundation of the State Agency Collaboration Network (SACNet) by integrating and involving the state's workforce. They represent a force of leadership within the Cal-IPGCA Program.**

COHORT PLAYBOOKS:

Each annual Cohort curates personal playbooks for full-time trainees that cover their teamed and personal program chronology. Annually, the Cohort-wide Playbook has previously been provided in the context of a linked annual Outcome Summary Report, as reflected by [Cohort 2022](#). At the close of Cohort 2022, the "institutionalization" of the Cal-IPGCA within state government was proposed. To support evaluation and consideration, a comprehensive linkable playbook was curated to historically track executive leadership involvement and statewide programmatic integration and maturation of agencies, departments, and the state's workforce at large.

iii. EXECUTIVE SUMMARY



Note: The Cal-IPGCA Playbook Table of Contents (TOC) is comprehensive, covering years 2012-2022, although this Executive Summary Represents **Cohort 2022 Deployment Outcomes Only**.

Master Executive Summary - Teamed Moonshot Deployment Outcomes - **COHORT 2022 ONLY**: The following Executive Summary allows users to access increasing levels of detail for all moonshot innovation deployment outcomes for Cohort 2022. For each moonshot team listed below, this executive summary provides links to the following:

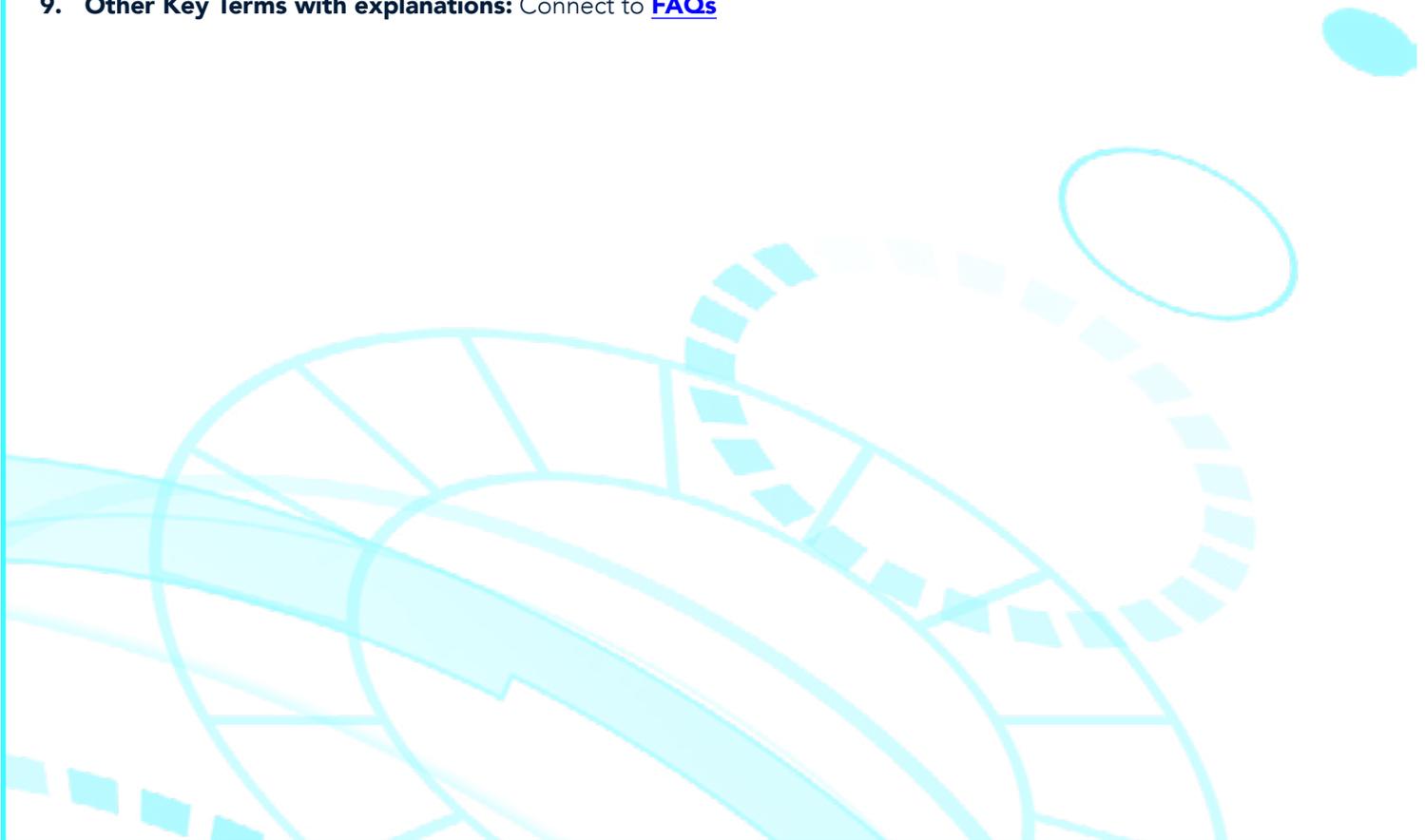
- An overarching 4-6 minute video (*This is the most expedient way to understand the moonshot in determining if you want to delve further.*)
- California Executive Intro – by a CA State Leader as an executive advocate
- Video Presentation by the Moonshot Team
- Written Deployment Outcome Report by the Moonshot Team (*This is the most comprehensive report-out.*)
- The Deployment Outcome Report PowerPoint Slides

KEY TERMS



1. **Cal-IPGCA:** California Innovation Playbook for Government Change Agents (Cal-IPGCA). Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of **People, Processes, and Technology**. The **"People"** comprise key CA leadership that work together with a network of public and private sector employees. Our **"Processes"** hone collaboration critical tools and protocols. And our **"Technology"** maintains a platform that integrates knowledge, skills, and abilities. Moving at the pace of change, we tackle California's most complex needs through the development and deployment of moonshot projects and programs as well as the co-creation of a statewide value system to drive our mission and vision. Collectively, we are energetically transforming the State of California into an Employer of Choice & Go-To Service Providers. The public benefits from this dynamic systemic approach as we increase of opportunity by co-creating One People, One System, One State, and One World—a **California for all!** Innovation: Innovation can be a method, idea or device, but in its most simplistic form, innovation creates value designed to exceed expectations.
2. **Innovation Priority:** An Innovation Priority (IP) is a State of California enterprise-wide problem/challenge identified by State of California Leadership and given to the Cal-IPGCA Program to innovate as a "testbed" activity within the construct of a moonshot project.
3. **Moonshot:** The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift approach and outcomes of people, process and technology to make that solution possible.

4. **One System, One State, One World:** The achievement of **“an active state of governance”** where, as one system of government, we maintain our independent mission, purpose, and governance identity as we work together in an agile and fluid state of interdependence. The organic flow from independent to interdependent increases the collaborative strength and performance of both in tandem in a cohesive environment able to respond to real-time need.
5. **SACNet:** SACNet is a human-centered innovation test bed that enables the State of California to develop and test processes and tools consistent with Governor Newsom’s Innovation Procurement Sprint for California (EO N-04-19). This Executive Order (EO) directs agencies and departments to transparently share their business needs in partnership with private industry to offer solutions. The SACNet is propelled by the intersection of People (human-centered design), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services). First developed by Cal-IPGCA Cohort 2019, the purpose of the SACNet is to empower and enable employees to share their knowledge, skills, and abilities (KSAs) and best practices to foster agile inter-agency collaboration. Building a SACNet enables state agencies and their partners to collaborate in creating workable solutions to the toughest challenges.
6. **SACNet Skills Bank:** The SACNet Skills Bank Platform is a technological web-based environment that fuels the human connectivity of the State Agency Collaboration Network, but the SACNet is the driving force for human systems innovation, Government Innovation and Change Leadership.
7. **Test Bed:** A Cal-IPGCA human-centered innovation testbed is a platform for conducting rigorous, transparent, and replicable testing of scientific theories and computational tools. The test bed affords a systems approach to the integration and utilization of “People, Processes and Technologies” that guides real time Government Innovation for the State of California. The term is used across many disciplines to describe experimental research and new product development platforms and environments.
8. **Whole Systems Approach:** A “whole system” manifests when independent parts come together to work interdependently to accomplish the goal or aim of the system. Indeed, in a technological sense, today’s virtual world mimics nature as a living system. Each department of the State of California has an independent mission it serves, but as we work together we create a statewide system of governance. *“California is a Nation State. We are many parts, but we are one body— there is a mutuality and a recognition of our interdependence.”* **–Governor Gavin Newsom**
9. **Other Key Terms with explanations:** Connect to [FAQs](#)



iv. RECOGNITION



"Never doubt that a small group of thoughtful, committed citizens can change the world; indeed, it's the only thing that ever has." – Margaret Mead

The Cal-IPGCA Executive Sponsors, Executive Leadership Trainers, Cal-IPGCA Association Directors and Membership, and Cal-IPGCA Trainees together with Proof of Concept Beta Testers are pioneers of government innovation and change leadership for the State of California. **Together we have learned...**

- Cal-IPGCA is first and foremost about personal transformation...because
- Governments don't change through mandates. Governments change because people change. When have the tenacity and courage to change (transform)) ourselves, we change the world around us!
- Change is a constant, but adapting and evolving is a choice. It's simple, but it's not easy. We're more comfortable with the status-quo of "what is" than embracing a change that takes us into the unknown of "what can be."
- The "soft stuff" is really the "hard stuff." Transforming ourselves requires a tenacious spirit.
- Innovation can be a method, idea or device, but in its most simplistic form, innovation creates value that is designed to exceed expectations.
- Rather than incremental, Moonshots create exponential improvement. Quoting Google's Astro Teller: *"It's often easier to make something 10 times better than it is to make it 10 percent better!"* Twelve years ago, we would have been called crazy if we would have said, "We're going to build a State Agency Collaboration Network (SACNet) that creates One System, One State, One World of Government Innovation and Change Leadership.

And that's exactly what WE DID!

BRAVO

to the Intrapreneurs and Entrepreneurs
of State service that Collectively achieved this milestone!



COHORT JANUARY 13 - JUNE 9 2022

TEAM CALIFORNIA

Pioneering Government Innovation Into the Future

EXECUTIVE SPONSORS

POWERED BY: **SACNet** **Cal-IPGCA**

One System. One State. One World.

Executive Managing Sponsor



Executive NGO Sponsor



Executive Association Sponsor



Cal-IPGCA Association Sponsor



Executive Departmental Sponsors



CALIFORNIA DEPARTMENT OF WATER RESOURCES



STATE OF CALIFORNIA Franchise Tax Board



EXECUTIVE MANAGING SPONSOR



Rebekah Christensen
CEO, ORA Systems, Inc.
Program Chair



EXECUTIVE DEPARTMENTAL SPONSORS



Kathleen Webb
Chief Operating Officer
State Controllers Office
Executive Sponsor,
Cal-IPGCA



Kathie Kishaba
Deputy Director,
Department of
Water Resources



Cris Rojas
Chief Deputy Director,
Department of Motor Vehicles,
Executive Sponsor,
Cal-IPGCA



Selvi Stanislaus
Executive Officer,
Franchise Tax Board



Sean Adams
Vice President,
Innovation,
State Fund



EXECUTIVE NON-GOVERNMENTAL ORGANIZATION (NGO) SPONSOR



Stephenson Loveson
APSEA President,
Chief Technology Officer,
CalPERS



EXECUTIVE ASSOCIATION SPONSORS



MD M. Haque
Branch Chief,
Department of Water
Resources
President, Cal-IPGCA
Association



Aman Thiara
Workforce Planning Analyst,
Governor's Office of Emergency
Services, Secretary Cal-IPGCA
Association, Executive Sponsor,
Cal-IPGCA

The Cal-IPGCA Executive Sponsors

represent a group of State of California Leadership that have collaboratively come together to guide the design and development of the Cal-IPGCA program on an annualized basis. Current Cal-IPGCA Executive Committee members include: State Controller's Office (SCO), Department of Water Resources (DWR), Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), State Compensation Insurance Fund (SCIF), the Asian Pacific State Employees Association (APSEA), the Cal-IPGCA Association, One World Institute (OWI) and ORA Systems, Inc. of Sacramento.

Individually and collectively you have contributed legions of hours in designing, mentoring and guiding. You have chartered new territory in Government Innovation. You have designed curriculum and you have served as teachers and Subject Matter Experts. You have paved roads of "leveling the playing field" as you have reached out to involve the state workforce each of you represents. You have been fearless pioneers of Government Innovation and the impact of change that has ensued bears the sacrifice of the commitment you've made!

Cal-IPGCA

STATE OF CALIFORNIA EXECUTIVE LEADERSHIP FORUMS

Cal-IPGCA Executive Trainers

The key trainers for the Cal-IPGCA program represent the Executive Leadership from across the State of California. Prominently, Agency Secretaries, Directors and Chiefs, and Executive Trainers are augmented by leadership from academia and the private sector. [Here are the Bios](#) of Cal-IPGCA's Executive Training Team for Cohort 2022. Our leaders are the key instructors for Cal-IPGCA's state-of-the-art curriculum, and they are the advisors for our trainees' Moonshot prototypes and "test-bed" activities. As a "Leaders Training Leaders" line-up, collectively you are the foundation of the Cal-IPGCA Program. Through the Executive Forums, your strategic advisory is deployed into an accelerating audience representing California's workforce. Your guidance, insights, and recommendations are deployed in the testbed activities of Cal-IPGCA's moonshot innovation and deployment plans. You have given voice and instruction to the CalHR 9 Leadership Values which creates the applied learning framework for individual and teamed development of a Statewide Value System. Many of you go above and beyond the instruction you provide to serve as ongoing Subject Matter Experts that hone clarity into our innovation test bed environment. Despite demands on your time that exceed hours in the day, consistently, year after year, you return to lead as One System, One State, One People and One World of Government Innovation and Change Leadership!

Thursday, January 27, 2022 8:00 AM - 11:00 AM

The goal of a Moonshot is exponential rather than incremental improvement!

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF MOONSHOT PROJECTS



Moderator

WILL BROWN

DEPUTY SECRETARY
HUMAN RESOURCES,
GOVERNMENT
OPERATIONS
AGENCY

WADE CROWFOOT

SECRETARY, CNRA

MARK GHILARDUCCI

DIRECTOR,
CALIFORNIA
GOVERNOR'S
OFFICE OF
EMERGENCY
SERVICES

KARLA NEMETH

DIRECTOR, DWR

TOKS OMISHAKIN

DIRECTOR, DOT

THOM PORTER

DIRECTOR,
CAL FIRE

AMANDA RAY

COMMISSIONER,
CHP

Thursday, February 3, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF CHANGE LEADERSHIP



Moderator

PAUL DANCZYK

DIRECTOR OF
EXECUTIVE EDUCATION,
USC SOL PRICE SCHOOL
OF PUBLIC POLICY

ANGELA BARRANCO

UNDER SECRETARY,
CNRA

STEVE GORDON

DIRECTOR, DMV

JOHN SANBORN

CHIEF LEARNING
OFFICER, CalHR

STEPHANIE TOM

CHIEF CONSULTANT,
ASIAN PACIFIC
ISLANDER
LEGISLATIVE CAUCUS

MEREDITH WILLIAMS

DIRECTOR,
DEPARTMENT OF
TOXIC SUBSTANCES
CONTROL, CalEPA

JOE XAVIER

DIRECTOR,
DEPARTMENT OF
REHABILITATION

Thursday, February 10, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF DIGITAL UPSKILLING



Moderator

STEPHENSON LOVESON

CHIEF TECHNOLOGY OFFICER, CalPERS, PRESIDENT, APSEA EXECUTIVE SPONSOR, Cal-IPGCA

GEORGE AKIYAMA

DIRECTOR, INFORMATION TECHNOLOGY, CIO DOT

LIANA BAILEY-CRIMMINS

STATE CHIEF TECHNOLOGY OFFICER, CALIFORNIA DEPARTMENT OF TECHNOLOGY (CDT)

SARAH GESSLER

DIVISION CHIEF WORKFORCE DEVELOPMENT CalHR

AJAY GUPTA

CHIEF DIGITAL TRANSFORMATION OFFICER, DMV

SCOTT GREGORY

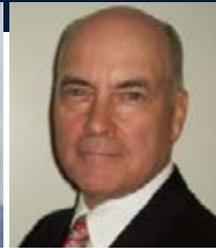
DEPUTY DIRECTOR, TECHNOLOGY, CAL FIRE

KATHLEEN WEBB

CHIEF OPERATING OFFICER, STATE CONTROLLERS OFFICE, Cal-IPGCA EXECUTIVE SPONSOR

Thursday, February 17, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF INTRAPRENEURSHIP



Moderator

SEAN ADAMS

SENIOR VICE PRESIDENT OF INNOVATION DESIGN, STATE COMPENSATION INSURANCE FUND, EXECUTIVE SPONSOR, Cal-IPGCA

JOHN BENARD

AUTHOR, "GOVERNMENT THAT WORKS" GUBERNATORAL ADVISOR

REBEKAH CHRISTENSEN

CO-FOUNDER—CEO, ORA SYSTEMS, INC., CHAIR, Cal-IPGCA

KAMYAR GUIVETCHI

DIRECTOR, INNOVATION AND COLLABORATION, Cal-IPGCA ASSOCIATION

DAVID KILGORE

DIRECTOR, CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

GENE ROMAGNA

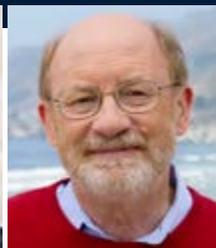
DIRECTOR, COMMUNICATIONS Cal-IPGCA ASSOCIATION

MICHELLE SCHMITT

MASTER INNOVATION FACILITATOR Cal-IPGCA PROGRAM

Thursday, February 24, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF RISK INTELLIGENCE



Moderator

KATHLEEN WEBB

CHIEF OPERATING OFFICER, STATE CONTROLLERS OFFICE, Cal-IPGCA EXECUTIVE SPONSOR

RICHARD GILLIHAN

COO, DEPARTMENT OF FINANCE

HENRY JONES

DIRECTOR, PRESIDENT, CalPERS BOARD

JOHN LAIRD

SENATOR, DISTRICT 17 STATE OF CALIFORNIA

LISA MANGAT

CHIEF DEPUTY DIRECTOR POLICY AND ADMINISTRATION Cal OES

SELVI STANISLAUS

EXECUTIVE OFFICER, FRANCHISE TAX BOARD

BETTY YEE

CONTROLLER, STATE OF CALIFORNIA

Cal-IPGCA

BOARD OF DIRECTORS

Graduates of Cohort 2017 became enamored with the impacts possible through collaboration and innovation... so much so that you didn't want to return to the status quo. Rather than waiting for change, you created change. Collectively you formed the Cal-IPGCA Association. You grew an idea of what might be possible into an organization that now boasts over 1600 members representing 60 Departments and in 2023, this current Cal-IPGCA Board will assume the leadership of an established 501(C) (3) non-profit where you will inspire



MD Haque, DWR
President, Cal-IPGCA
[Bio](#)



Aman Thiara, CalOES
Cal-IPGCA Secretary
[Bio](#)



Kamyar Guivetchi, DWR
Cal-IPGCA Director,
Innovation and Collaboration
[Bio](#)

innovation and change leadership, not only with the State of California government but, now your mission will embrace innovation and change leadership in our broader society. As a Board and as a membership, the tenacity, perseverance and dogged commitment to serve is the banner of service you wear!



Shkiba Amri, DCSS
Cal-IPGCA Director,
Membership
[Bio](#)



Gene Romagna, DMV
Cal-IPGCA Director,
Communications
[Bio](#)



Homa Hajyhosseindadeh,
Student Intern, Social Media
[Bio](#)





Cal-IPGCA

STAFF: CAL-IPGCA MANAGEMENT TEAM

Cal-IPGCA Staff—you give “small but mighty” new definition! 100%, across the board, you are all peak performers with a sense of mission that is a driving force in your own lives, but most all of you have “charted new territory” of innovation and change for Cal-IPGCA. Each of you carries a unique imprint of service you provide. Many of you have never met each other, and yet, there is a unifying force of excellence as you collective paint the broad strokes and finite details necessary to develop, deploy and communicate the ever-changing landscape of innovation and change leadership for California and, yes, the world. You share an uncanny trait in that each of you approaches your work as if it carries your signature. This depth and breadth of brand of excellence is uncommon, but individually and collectively this is how each of you stands in the world!



Cal-IPGCA

Honoring a "Trifecta" of Integration, Foundation & Support.... USC – CalOES – APSEA



Paul Danczyk
Director, Executive Education,
USC Sol Price School
of Public Policy, Sacramento



Grace Koch
Retired Chief Deputy Director,
CalOES

APSEA Past Presidents supporting Cal-IPGCA:



Linda Ng



Dean Lan



Rhonda Basarich



Jeff Uyeda



Alicia Wong



Stephenson Loveson



Both independently and interdependently you have supported Cal-IPGCA since its inception in 2012. All of you have been instrumental in its design and execution and the imprint of who you are and what you have done has been integral in how we collectively stand in the world of state government today. Each of you launched the Navigating Leadership Program ([NLP](#)) in collaboration with ORA and APSEA in 2012.

Paul Danczyk... USC hosted the first 4 years of the NLP at your USC Sacramento Campus while all of you co-hosted, moderated and rolled up your sleeves to do the many tasks for our collective “start-up” endeavors for the State of California. USC hosted the launch of the “Google Bus” that took the Cohort to the Google Campus in 2014 to embrace 10x Thinking that has moved forward as a Hallmark of the Cal-IPGCA Program. As curator of the 360Energizes Professional Assessment tool, this tool has become integral to the program with full-time trainees and within the Beta Test launch of the Skills Bank by Cohorts 2021-2022. You have been an Executive Coach to many of our trainees where careers were assessed and honed into greater levels of performance and excellence. You have moderated Change Leadership and Intrapreneurship and chronicled the Value Propositions for Cal-IPGCA of our Executive Leaders.

Grace Koch... whether through APSEA, USC, or CalOES, you have personally and professionally served Cal-IPGCA as an ambassador in state service, as a moderator, as a leader of the state’s rising stars and as the author of the Cal-OES submitted Innovation Priority for Continuity Planning that was the precursor to the launch of the State Agency Collaboration Network. Upon retirement, you stepped back up and into the leadership of Cohort 2022 as a facilitator for the SACNet team where you rolled up your sleeves and did whatever needed to be done to support the first statewide deployment of the SACNet in state service.

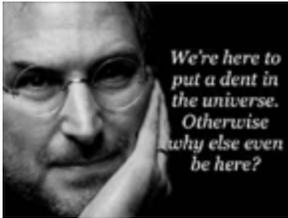
APSEA... You are far more than support – you are a partner in sponsoring, designing and contributing to the NLP and the SACNet. As the baton passed from leader to leader within the NLP and the Cal-IPGCA, your involvement has steadfastly continued. You’ve worn many hats as Keynotes, Moderators, and Facilitators and above and beyond all, as Advocates of innovation and change leadership in the State of California.

BRAVO, Kudos and resounding applause

for your collective leadership. The partnership shared is testament to
“It takes a Village” to change the world, and indeed you have!



Cal-IPGCA COHORT Recognition



Cohort recognition has been given in the [Cal-IPGCA Historical Chronology](#) (2012-2022), but each new Cohort builds upon the “People, Process, and Technology” that came before. Not only are no two years alike, but each Cohort provides a unique reference point that establishes a remarkable and sustaining imprint that is integral to the strength and durability of the transformational change you are arduously and steadfastly building. There are many, but in each Cohort, there is a one “remarkable dent” that became a “North Star” for others to follow!

COHORT 2022

Since the inception of Cal-IPGCA, Cohorts have developed, from year to year, innovation plans that evolve in maturity as each Cohort hands over its achievements and outcomes to the Cohort that follows. The “**remarkable dent**” you co-created is you **DEPLOYED** the State Agency Collaboration Network and SACNet Skills Bank. We collectively learned that co-developing an innovation plan of “what can be” is very different than deploying a plan that represents “what is” The “what is” launched is embryonic in stature. But, “we launched” and the promise for the future of society it represents is remarkable!

COHORT 2021

The “**remarkable dent**” made is that Cohort 2021 you were first Cohort pioneering a remote environment as a virtual classroom! From this new environment of “being” state employees, you wrote “deployment ready” innovation plans that included the heavy lift of launching the [inaugural lineup](#) of “Proof of Concept (PoC) Beta Testers.” [DMV and DWR](#) pioneered collaborative leadership, where a “[The Book of Why](#)” was the unanticipated deliverable from the PoC Beta Tester Registration process. It was here DMV first recognized the “unseen” breadth and depth of workforce that bore knowledge, skills and abilities that far exceeded their duty statements and where their penchant to contribute was all-pervasive. Through Cohort 2021, we collectively launched the collaborative development of statewide innovation plans.

COHORT 2019

The “**remarkable dent**” made is that Cohort 2019 launched the “[Innovation Force](#)” which was the precursor to the O.N.E. Integration Team. As we iterated “integrated” innovation teams that broke down silos we found that it was far too easy to fall into patterns of our old existence of competition. The “self-proclaimed” Innovation Force launched to combat this behavior by uniting as an integrated force of change that brought together representatives from each to bridge and contrast in real time the independent and yet interdependent work of each innovation team. YOU laid the foundation of integration that subsequent Cohorts would follow in co-creating a foundation a collaborative change that defined and refined people, process and technology to share resources, remove redundancies and recognize and act upon a tangible systems approach to government innovation.

COHORT 2018

The “**remarkable dent**” made is that Cohort 2018 came through your development of operating systems that now form the foundation of the core curriculum for all subsequent Cohorts. You chronicled the journey in a plethora of micro video profiles that are featured in [Cohort 2018 Historical achievements](#). Cohort teams developed the foundational innovation plans for what would evolve to become the State Agency Collaboration Network. During Cohort 2018, Cal-IPGCA Association formalized its operating structure, bylaws were written and a Board of Directors and officers (Cohort graduates) were elected: President, Jag Nagendra, DWR; Vice-President, MD Hague, DWR; Treasurer, Jeremy Callahan, DWR; and Communication Co-Chairs Mimi Fitzsimons and Tracy Vaca of FTB. Its Mission and Vision: MISSION... To model leadership that promotes creativity, innovation, and growth to transform government. Our VISION... To create a community of California government change agents who lead tomorrow’s innovative work force. Cohort 2018 aligned the goals of the [Cohort with the goals of the Cal-IPGCA Association](#). Lastly the first annual Cal-IPGCA Hackathon was launched under your Cohort’s leadership!

COHORT 2017

The “**remarkable dent**” made is that Cohort 2017 is that you were the TRANSFORMATION Cohort that took us from the Navigating Leadership Program into the full launch of the California Innovation Playbook for Government Change Agents. Initiating in Cohort 2017, Cohort 2017 fully transitioned into an integrative applied learning format where executive guidance guided our path of innovation but where collectively, YOU, were responsible for the outcomes achieved. Thus it was in 2017 that Cal-IPGCA fully transitioned into an applied learning environment. You chronicled your journey by drafting a teamed book...“[Insights on Innovation](#).” One of the most significant deployments from the 2017 Cohort was the trainee initiated deployment of the [Cal-IPGCA Alumni Association](#)!

COHORT 2016

The “**remarkable dent**” made by Cohort 2016 came at your Day of Innovation where the combined performance of Cohort Trainees was so inherently powerful that your outcomes and your empowered articulation of those outcomes gained the attention of the Government Operations Agency. This led to GovOps decision to step up and step in as an executive sponsor where Kathleen Webb picked up the mantle of key executive leadership. Her leadership has never wavered—Kathleen Webb has continued serve as a “hands-on” executive co-curator and trainer. This opened the door for the future iteration of Cal-IPGCA’s transition and transformation into the Cal-IPGCA by Cohort 2017. The skills developed under the Cohort 2016 training series were applied to create six different use cases. Collaboratively, the over-arching program outcomes combine to recommend replication models through the formulation of the California Mobile Innovation Strike Team (CalMIST), which expresses attributes of the future SACNet. [Cohort 2016 chronicled 21 Executive Leadership Backstories!](#)

COHORT 2014

The “**remarkable dent**” made is that Cohort 2014 is that this Cohort predicated a working model for [Cal-IPGCA’s 10x model of innovation](#). We developed [18 organizational backstory videos](#) that communicated the heart and soul of the organizational ethos. This integrated with a secondary year-long activity that communicated and video-taped the agency or department’s most integrative and innovative project or program, embracing the over-arching mission and vision of the organizations (departments and agencies). The culminating event generated a panoramic vision of government. This resulted in integrative-innovative outcomes holistically depicting California’s then \$2 trillion+ economy—as the 6th largest economy in the world!

COHORT 2013

The “**remarkable dent**” made is that Cohort 2013 explored the premise that leadership is less about power and more about influence. Your key goals were to hone the art and the science of the personal backstory as one of the most powerful tools in defining and refining our character of leadership—in our personal lives as it bridges into our jobs and out into the world. [Cohort 2013 key state leaders](#) taught the transformational qualities of the backstory as it informs an integrated and holistic leadership approach that is unique to each individual.

COHORT 2012

The “**remarkable dent**” made is that Cohort 2012 was the FIRST! Spanning one-year of collaborative development, this framework was designed as a “working model” to demonstrate an accelerating societal shift underway that transforms people and economies (personal, professional and community) from the old paradigm of hierarchical leadership and management to the new paradigm of whole-systems; e.g., collaborative and integrated management. **Key Goals:** To demonstrate the opportunities that the challenge of change creates—in people, organizations and in California’s economy; to initiate the “back story” as an overarching tool that defines the character of leadership in us all. Here’s the first [Cohort 2012 inaugural event binder](#)!

iii. EXECUTIVE SUMMARY



Note: The Cal-IPGCA Playbook Table of Contents (TOC) is comprehensive, covering years 2012-2022, although this Executive Summary Represents **Cohort 2022 Deployment Outcomes Only**.

Master Executive Summary - Teamed Moonshot Deployment Outcomes - **COHORT 2022 ONLY**: The following Executive Summary allows users to access increasing levels of detail for all moonshot innovation deployment outcomes for Cohort 2022. For each moonshot team listed below, this executive summary provides links to the following:

- An overarching 4-6 minute video (*This is the most expedient way to understand the moonshot in determining if you want to delve further.*)
- California Executive Intro – by a CA State Leader as an executive advocate
- Video Presentation by the Moonshot Team
- Written Deployment Outcome Report by the Moonshot Team (*This is the most comprehensive report-out.*)
- The Deployment Outcome Report PowerPoint Slides

KEY TERMS



1. **Cal-IPGCA:** California Innovation Playbook for Government Change Agents (Cal-IPGCA). Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of **People, Processes, and Technology**. The **"People"** comprise key CA leadership that work together with a network of public and private sector employees. Our **"Processes"** hone collaboration critical tools and protocols. And our **"Technology"** maintains a platform that integrates knowledge, skills, and abilities. Moving at the pace of change, we tackle California's most complex needs through the development and deployment of moonshot projects and programs as well as the co-creation of a statewide value system to drive our mission and vision. Collectively, we are energetically transforming the State of California into an Employer of Choice & Go-To Service Providers. The public benefits from this dynamic systemic approach as we increase of opportunity by co-creating One People, One System, One State, and One World—a **California for all!** Innovation: Innovation can be a method, idea or device, but in its most simplistic form, innovation creates value designed to exceed expectations.
2. **Innovation Priority:** An Innovation Priority (IP) is a State of California enterprise-wide problem/challenge identified by State of California Leadership and given to the Cal-IPGCA Program to innovate as a "testbed" activity within the construct of a moonshot project.
3. **Moonshot:** The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift approach and outcomes of people, process and technology to make that solution possible.

4. **One System, One State, One World:** The achievement of **“an active state of governance”** where, as one system of government, we maintain our independent mission, purpose, and governance identity as we work together in an agile and fluid state of interdependence. The organic flow from independent to interdependent increases the collaborative strength and performance of both in tandem in a cohesive environment able to respond to real-time need.
5. **SACNet:** SACNet is a human-centered innovation test bed that enables the State of California to develop and test processes and tools consistent with Governor Newsom’s Innovation Procurement Sprint for California (EO N-04-19). This Executive Order (EO) directs agencies and departments to transparently share their business needs in partnership with private industry to offer solutions. The SACNet is propelled by the intersection of People (human-centered design), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services). First developed by Cal-IPGCA Cohort 2019, the purpose of the SACNet is to empower and enable employees to share their knowledge, skills, and abilities (KSAs) and best practices to foster agile inter-agency collaboration. Building a SACNet enables state agencies and their partners to collaborate in creating workable solutions to the toughest challenges.
6. **SACNet Skills Bank:** The SACNet Skills Bank Platform is a technological web-based environment that fuels the human connectivity of the State Agency Collaboration Network, but the SACNet is the driving force for human systems innovation, Government Innovation and Change Leadership.
7. **Test Bed:** A Cal-IPGCA human-centered innovation testbed is a platform for conducting rigorous, transparent, and replicable testing of scientific theories and computational tools. The test bed affords a systems approach to the integration and utilization of “People, Processes and Technologies” that guides real time Government Innovation for the State of California. The term is used across many disciplines to describe experimental research and new product development platforms and environments.
8. **Whole Systems Approach:** A “whole system” manifests when independent parts come together to work interdependently to accomplish the goal or aim of the system. Indeed, in a technological sense, today’s virtual world mimics nature as a living system. Each department of the State of California has an independent mission it serves, but as we work together we create a statewide system of governance. *“California is a Nation State. We are many parts, but we are one body— there is a mutuality and a recognition of our interdependence.”* **–Governor Gavin Newsom**
9. **Other Key Terms with explanations:** Connect to [FAQs](#)



USE KEY



Click Use Key to link to entire section.

I. COHORT 2022 PROGRAM OUTCOMES USE KEY

Click each link to access a specific sub-category.

-  Executive Leaders Forum Videos
-  O.N.E. Wrapper
-  SACNet
-  The New Team M&M: Middle Managers Consortium
-  TeleTeam: Telework Portal
-  JEDI Unifiers: Justice, Equity, Diversity and Inclusion (JEDI)



I. COHORT 2022 PROGRAM OUTCOMES

Category I. represents the interdependent and independent Program Outcomes for Cohort 2022

Executive Leaders Forum Videos: The **Executive Leaders** are Cal-IPGCA executive trainers and strategic advisors. Each year, the Executive Leaders Forums are designed to inspire and instruct the trainees. Annually recorded in “real time,” you hear from the highest levels of Government leaders on their (1) Moonshot Projects, (2) Change Leadership, (3) Digital Upskilling, (4) Intrapreneurship, and (5) Risk Intelligence. Our executive leadership are also our trainers for the CalHR 9 Leadership Values that are designed for teamed development and deployment. In 18 uniquely curated micro-modules Cal-IPGCA teams guide the development of a statewide value system. (This is the interdependent video outcomes of all executive leaders.)

- The Executive Forums guide the “testbed” Moonshot projects.
- Each leader provides strategic advisory and how they navigate major challenges and continuous change.
- Strategic advisory is “mined” by Cohort trainees to inform innovation/deployment plan development.
- To understand how the Executive Leaders Forums integrate and support the Cal-IPGCA Program, reference #10 in the **[Cal-IPGCA Programmatic Curriculum Overview](#)**.

Featured Deployment Plans: Each of the following represents the most comprehensive report out of the Cal-IPGCA Innovation Teams.

- **[O.N.E. Wrapper](#):** This consolidation report is termed “The Wrapper,” as it is an integration summary of all 4 Moonshot Deployments. *(This is an interdependent outcome by all teams.)*
- **[SACNet](#):** **This teamed deployment plan covers:** Building an online State employee collaboration platform that links all departments and agencies.
- **[The New Team M&M](#):** **This teamed deployment plan covers:** Building a statewide Middle Manager Consortium and Mentorship Program.
- **[TeleTeam](#):** **This teamed deployment plan covers:** Through access to best practices and new innovative approaches, builds a tele-portal telework community that co-creates a fairness of opportunity for staff, managers, coordinators and the workforce at large.
- **[JEDI \(Justice, Equity, Diversity and Inclusion\) Unifiers](#):** **This teamed deployment plan covers:** Advances the agenda of co-creating “JEDI” in State government.

[All Outcomes - Cohort 2022](#)



Cal-IPGCA EXECUTIVE LEADERS FORUMS
COHORT JANUARY 13 – JUNE 9
2022

#JoinTeamCalifornia

8 AM – 11 AM | JAN 27 FEB 3 FEB 10 FEB 17 FEB 24

Real-Time strategic advisory to innovate leadership and change in a virtual world!

Executive Leadership Forums: Each year, the **Executive Leaders Forums** are designed to inspire and advise the trainees. They are recorded prior to the start of each Cohort year (January – June), thus the advisory received is “real time.” You hear from the highest levels of Government leaders on their (1) Moonshot Projects, 2) Change Leadership, (3) Digital Upskilling, (4) Intrapreneurship and (5) Risk Intelligence. The question set for these forums is designed by Cal-IPGCA Leadership to guide the upcoming Cohort projects. Each leader provides strategic advisory and how they navigate major challenges and continuous change. Each pre-recorded “documentary” is 1-1.5 hours. This is followed by a 1-hour live Q and A creating a 3-hour training segment.

The five Module series, held weekly for 5-weeks, at the front-end of each Cohort, carries 15 Professional Development Hours. These forums are open for attendance by an audience consisting of the state’s workforce, thus executive leadership advisory can be deployed statewide. Certificates of completion are awarded for those validating attendance for the five modules. These Forums are documented in transcribed reports available in your SACNet Platform media library. These reports are mined for advisory that mirrors and supports Cal-IPGCA deployment plans, to integrate their advisory and hone ideation and deployment activities. Quote your leaders as your substantiation of the direction taken.

JAN 27 ACCELERATING GOVERNMENT LEADERSHIP and INNOVATION THROUGH MOONSHOT PROJECTS

A Moonshot is a combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that shift the approach and outcomes of people, process, and technology to solve that problem. These leaders will unpack the State of California’s Moonshot projects!

- Executive Leaders Forum [Video](#)
- Executive Leaders Forum [Live Q & A](#)

Thursday, January 27, 2022 8:00 AM - 11:00 AM
 The goal of a Moonshot is exponential rather than incremental improvement!
ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF MOONSHOT PROJECTS

Moderator WILL BROWN DEPUTY SECRETARY HUMAN RESOURCES, GOVERNMENT OPERATIONS AGENCY	WADE CROWFOOT SECRETARY, CNRA	MARK S. GHILARDUCCI DIRECTOR, CALI- FORNIA GOVER- NOR'S OFFICE OF EMER- GENCY SERVICES	KARLA NEMETH DIRECTOR, DWR	TOKS OMISHAKIN DIRECTOR, DOT	THOM PORTER DIRECTOR, CAL FIRE	AMANDA RAY COMMISSIONER, CHP
---	---	---	--------------------------------------	--	---	---

FEB 3 ACCELERATING GOVERNMENT LEADERSHIP and INNOVATION THROUGH CHANGE LEADERSHIP

Technologically, we live in a real-time world that moves, morphs, and changes 24/7. Social media continuously creates headlines from yesterday's obscurities. Every enterprise-wide challenge faced by business and government is a product change, and best outcomes must integrate agility as a cornerstone in whatever is built. This lineup reveals the immersive change underway in California State Government.

- Executive Leaders Forum [Video](#)
- Executive Leaders Forum [Live Q & A](#)

Thursday, February 3, 2022 8:00 AM - 11:00 AM
ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF CHANGE LEADERSHIP



Moderator

PAUL DANCZYK
DIRECTOR OF EXECUTIVE EDUCATION, USC SOL PRICE SCHOOL OF PUBLIC POLICY

ANGELA BARRANCO
UNDER SECRETARY, CNRA

STEVE GORDON
DIRECTOR, DMV

JOHN SANBORN
CHIEF LEARNING OFFICER, CalHR

STEPHANIE TOM
CHIEF CONSULTANT, ASIAN PACIFIC ISLANDER LEGISLATIVE CAUCUS

MEREDITH WILLIAMS
DIRECTOR, DEPARTMENT OF TOXIC SUBSTANCES CONTROL, CalEPA

JOE XAVIER
DIRECTOR, DEPARTMENT OF REHABILITATION

FEB 10 ACCELERATING GOVERNMENT LEADERSHIP and INNOVATION THROUGH DIGITAL UPSKILLING

In a real time culture, technological prowess is human-systems-driven ideation, change and innovation, but technology is the fuel that keeps the engine running. The relationship between the two is inseparable. This panel explores how technology fuels, connects and advances the human-centric nature of innovation and change.

- Executive Leaders Forum [Video](#)
- Executive Leaders Forum [Live Q & A](#)

Thursday, February 10, 2022 8:00 AM - 11:00 AM
ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF DIGITAL UPSKILLING



Moderator

STEPHENSON LOVESON
CHIEF TECHNOLOGY OFFICER, CalPERS, PRESIDENT, APSEA EXECUTIVE SPONSOR, Cal-IPGCA

GEORGE AKIYAMA
DIRECTOR, INFORMATION TECHNOLOGY, CIO DOT

LIANA BAILEY-CRIMMINS
STATE CHIEF TECHNOLOGY OFFICER, CALIFORNIA DEPARTMENT OF TECHNOLOGY (CDT)

SARAH GESSLER
DIVISION CHIEF WORKFORCE DEVELOPMENT CalHR

AJAY GUPTA
CHIEF DIGITAL TRANSFORMATION OFFICER, DMV

SCOTT GREGORY
DEPUTY DIRECTOR, TECHNOLOGY, CAL FIRE

KATHLEEN WEBB
CHIEF OPERATING OFFICER, STATE CONTROLLERS OFFICE, Cal-IPGCA EXECUTIVE SPONSOR

FEB 17 ACCELERATING GOVERNMENT LEADERSHIP and INNOVATION THROUGH INTREPRENEURSHIP

Entrepreneurs not only perceive an opportunity but they also create an organization to pursue it. Intrepreneurs perceive opportunity and move to transform their environments of work to create the systems of cultural change that can allow innovation to occur. Each path is unique yet the commonalities shared connect these government intrapreneurs to accelerate a sea of change as a movement from within.

- Executive Leaders Forum [Video](#)
- Executive Leaders Forum [Live Q & A](#)

Thursday, February 17, 2022 8:00 AM - 11:00 AM
ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF INTRAPRENEURSHIP



Moderator

SEAN ADAMS
SENIOR VICE PRESIDENT OF INNOVATION DESIGN, STATE COMPENSATION INSURANCE FUND, EXECUTIVE SPONSOR, Cal-IPGCA

JOHN BENARD
AUTHOR, "GOVERNMENT THAT WORKS" GUBERNATORAL ADVISOR

REBEKAH CHRISTENSEN
CO-FOUNDER—CEO, ORA SYSTEMS, INC., CHAIR, Cal-IPGCA

KAMYAR GUIVETCHI
DIRECTOR, INNOVATION AND COLLABORATION, Cal-IPGCA ASSOCIATION

DAVID KILGORE
DIRECTOR, CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

GENE ROMAGNA
DIRECTOR, COMMUNICATIONS, Cal-IPGCA ASSOCIATION

MICHELLE SCHMITT
MASTER INNOVATION FACILITATOR Cal-IPGCA PROGRAM

FEB 24 ACCELERATING GOVERNMENT LEADERSHIP and INNOVATION THROUGH RISK INTELLIGENCE

This panel is convened to build the state's culture of risk intelligent management and to guide our moonshot teams by sharing their most impactful experiences that have refined or diametrically shifted their approach in managing risk and where they think the trajectory is heading.

- Executive Leaders Forum [Video](#)
- Executive Leaders Forum [Live Q & A](#)

Thursday, February 24, 2022 8:00 AM - 11:00 AM
ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF RISK INTELLIGENCE



Moderator

KATHLEEN WEBB
CHIEF OPERATING OFFICER, STATE CONTROLLERS OFFICE, Cal-IPGCA EXECUTIVE SPONSOR

RICHARD GILLIHAN
COO, DEPARTMENT OF FINANCE

HENRY JONES
DIRECTOR, PRESIDENT, CalPERS BOARD

JOHN LAIRD
SENATOR, DISTRICT 17 STATE OF CALIFORNIA

LISA MANGAT
CHIEF DEPUTY DIRECTOR POLICY AND ADMINISTRATION Cal OES

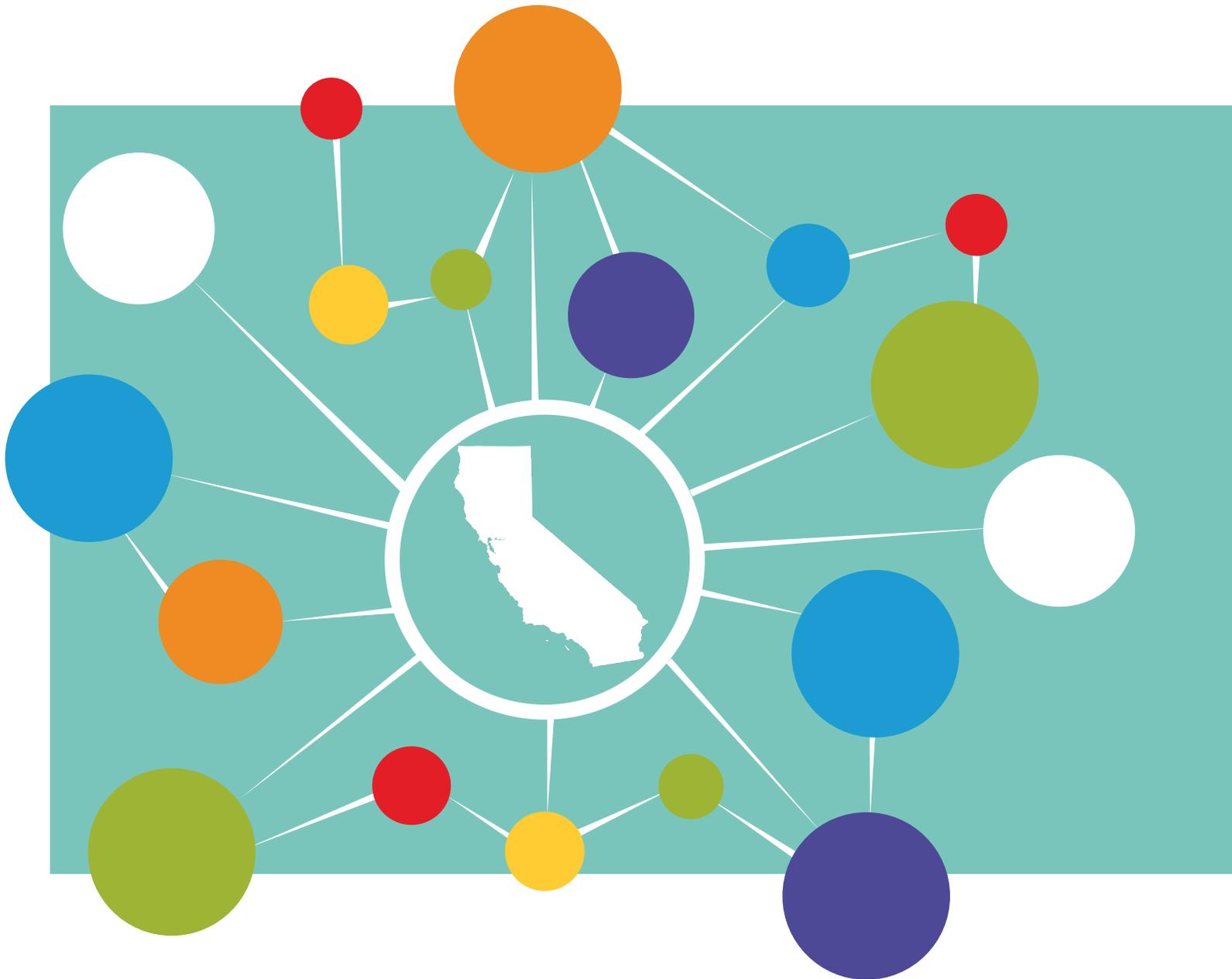
SELVI STANISLAUS
EXECUTIVE OFFICER, FRANCHISE TAX BOARD

BETTY YEE
CONTROLLER, STATE OF CALIFORNIA

The O.N.E.

I N T E G R A T O R S

Opening minds. Networking agencies. Expanding connections.

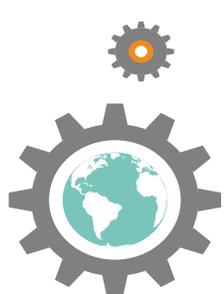


T H E W R A P P E R

Building a Human-Centered Innovation Testbed for the State of California

Building a Human-Centered Innovation Testbed for the State of California

The O.N.E. Integrators Team—Opening Minds, Networking Agencies, Expanding Connections—prepared this integrated executive summary of the innovative solutions, use cases, and recommended next steps from the Cohort 2022 Moonshot Deployment Plans of the California Innovation Playbook for Government Change Agents (Cal-IPGCA). Affectionately known as “The Wrapper,” this summary is organized by people, process, and technology to:

- 
- 1 Motivate State Actions Needed to Implement the Deployment Plans
 - 2 Help Shape the Innovation Projects for Cohort 2023
 - 3 Garner Validation for the Cal-IPGCA Program and Association as Catalysts of Innovation and Change for the State of California

Preparing a Foundation for Innovation

The Cal-IPGCA program which was designed in 2011 as leadership training conducted by and for State leaders, has evolved into a human-centered innovation testbed for the State of California. Cohort 2022 began on the heels of the COVID-19 pandemic, while recovering from severe economic downturn, unemployment, homelessness, social upheaval in response to inequity and racism, and widespread remote schooling and emergency telework.

Building on the accomplishments of prior cohorts, this year’s Cal-IPGCA trainees, beta-testers, and hackers prepared for the first-time *Innovation Deployment Plans* as blueprints for exponential and transformative change needed to address pressing enterprise-wide innovation priorities, defined by State leadership and developed in the Cohort 2021 [Innovation Plans](#).

Tackling the more difficult task of creating deployment plans and taking the projects to the next level, Cohort 2022 Moonshot Project Teams’ *Innovation Deployment Plans* describe the scope, approach and execution needed to overcome recalcitrant problems in State government operations and services. Each plan outlines the innovative solutions, use cases, resources, metrics, and the recommended next steps for the State of California to deploy.

The four project teams utilized a whole-systems approach designed to unleash the immense human potential in California’s workforce, improve government operations and service delivery, and promote innovation as envisioned by Governor Newsom’s Innovation Sprint [Executive Order N-04-19](#). To adapt to new service delivery models in a rapidly changing digital world and increasingly hybrid workforce, the State—as a single employer across its many agencies—must develop strategies to attract talent, provide consistent training



and development opportunities, and retain skilled employees in a nationally competitive job market. A common aim of the teams' deployment plans is to make State government an *Employer of Choice for current and future employees and a Go-To Service Provider, for Californians.*

Cohort 2022 teams recommend that the State of California build an authentic, inclusive, and diverse Network to enable its 236,000-strong workforce to collaborate across over 200 agencies, departments, boards, and commissions, and to work more agilely—as a single employer with the private sector. The State needs a State Agency Collaboration Network (SACNet)—powered by the integration of people, process, and technology—to empower and enable its employees and organizations to rapidly share knowledge, skills, abilities, and resources; and to foster the agile interagency collaboration essential to deliver a California for All as described in the [SACNet Pilots Innovation Plan from Cohort 2021](#).



Deploying Innovative Solutions

(The four Cohort 2022 Moonshot Teams are introduced here, and details can be found in their Innovation Deployment Plans.)

Team SACNet—Creating an Online Platform for Collaboration

California State government resources are fragmented and the State as an employer has a long-standing history of under-utilizing human capital. Both factors increase duplication of work, inhibit employee growth, and result in a lack of connection and an under-engaged workforce. California needs an online platform that links all departments and agencies. The platform will make unified State resources easily accessible and connect all State Employees regardless of classification or department.

[2-Page Overview](#) [Innovation Deployment Plan](#)

Team The New M&M—Empower. Connect. Support.

State middle managers are over-utilized and under-resourced, reducing their ability to innovate and develop project teams in an agile environment. This unsustainable approach results in reduced employee engagement, retention, morale, and a vast compromise of public service. The State needs a Middle Manager Consortium as one of the SACNet communities to improve collaboration, share best practices, build relationships, and empower middle managers in their role as a driving force of innovation in California government. The New M&M is instituting an Executive Committee to drive Consortium initiatives via SACNet for collaboration and to share best practice via a statewide Skills Bank. A companion Mentorship Program will accelerate their leadership development and support succession planning.

[2-Page Overview](#) [Innovation Deployment Plan](#)

Team TeleTeam—Make Telework Work

The COVID-19 pandemic brought rapid expansion of telework for all sectors within California. These changes brought new requirements for State agencies to have telework policies, plans, agreements, and coordinators. A SACNet Telework Community is an opportunity for consistent application of telework policies and tools across agencies, and it will help ensure that similar jobs at varying agencies have similar access to telework. With a TelePortal on a SACNet online platform, telework coordinators, managers, and teleworkers from multiple State agencies will find solutions for a unified telework response.

[2-Page Overview](#) [Innovation Deployment Plan](#)

Team JEDI Unifiers—One Team. One World. One Love.

Racial inequity is an obstacle that holds people back. It truncates growth and prosperity opportunities for all. Raising awareness to diversity, equity, and inclusion is necessary to create safe and secure workplaces. To help develop a true wheel of justice, all State agencies need racial equity plans, tools, and accountability measures; State employees need diversity, equity, and inclusion training with a healing component; and legislation is needed to establish a California Office for Equity.

[2-Page Overview](#) [Innovation Deployment Plan](#)

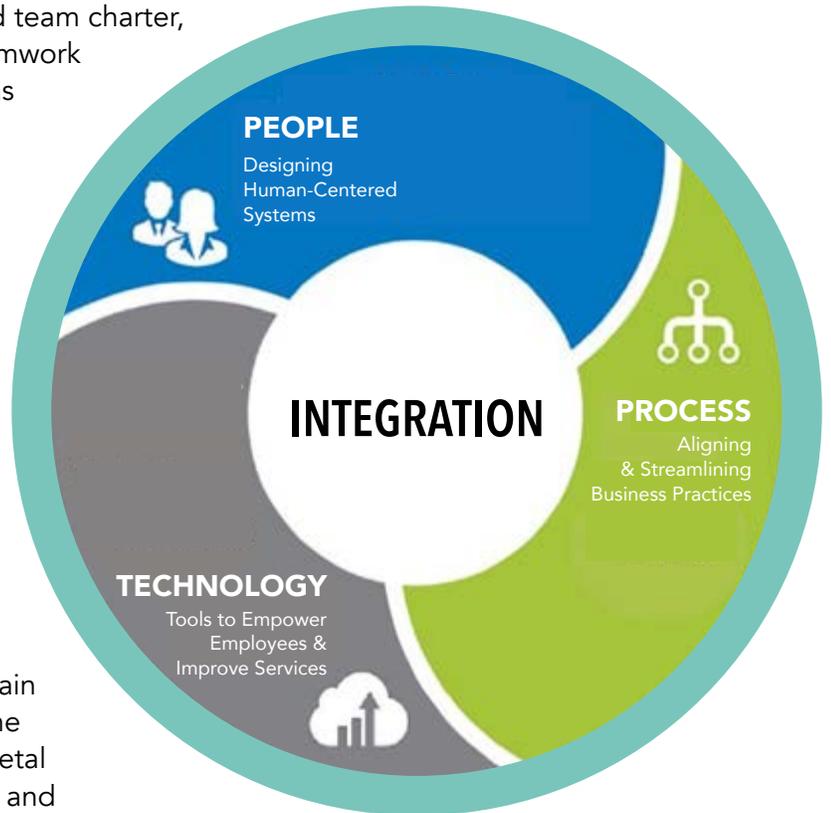


Integrating Innovations for Resilience

Following in the footsteps of Cohort 2019's Innovation Force, and Cohort 2021's O.N.E. Integrators Team, Cohort 2022 convened the O.N.E. Integrators Team comprised of representatives from the four Moonshot Teams listed in Attachment A.

Guided by a [Declaration of Interdependence](#) and team charter, the Integrators were a catalyst for promoting teamwork and building trust among trainees. They served as liaisons and provided cross-pollination and integration among the Moonshot teams' deployment solutions, identified interdependencies and synergies, reduced redundancy of effort, and enhanced the performance and outcomes of every team.

The Wrapper is organized by the trifecta of People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services) because Cohort 2022 recognizes that the integration of people, process, and technology is key to a resilient California government. This integration in government operations enables the State to remain fluid, agile, and resilient in responding to real-time changes in daily business activities, constant societal change, and natural hazards such as fires, floods, and earthquakes. Ultimately, the public benefit of this dynamic and systemic approach is to create One People, One System, One State, and One World.



People – Designing Human-Centered Systems

Cal-IPGCA Cohort 2022 Contributors

In addition to the 19 trainees in the four teams, many others made significant contributions to the Cal-IPGCA Cohort 2022 Program and Moonshot Project Deployment Plans. Cohort contributors included 1,495 Cal-IPGCA Association members, over two dozen Leadership Forum panelists and over 1,460 forum participants, 106 beta testers, 110 Champion Summit participants, 91 Hackathon participants, 10 facilitators, and 13 ORA Systems staff and consultants led by Program Chair, Rebekah Christensen. The O.N.E. Integrators Team appreciates the opportunity to co-create with them and acknowledges their contributions. It takes a village. Cohort 2022 contributors are described in Attachment B.

State Agency Collaboration Network (SACNet)

Building a people-centered Network that includes all State agencies and their employees will foster agile and effective interagency collaboration by empowering and enabling them to share knowledge, skills, and abilities (KSAs), best practices, and resources. Holistically, the State of California is one employer and an investment in its strengths will ensure success for the State as a whole. This is where SACNet can be leveraged to create better support structures for agencies and departments with limited resources to develop, implement and monitor resources, increase employee engagement, and build capacity and resilience to effectively respond to future challenges. A workforce is more motivated and agile when it is highly engaged and empowered and has greater access to opportunity and resources.



SACNet Communities and Affinity Groups

As a network, SACNet participants can convene communities of interest or communities of place comprised of members across State agencies/departments to collaborate on projects and deliver services. The Cohort 2022 teams recommend the creation of these communities of interest/place to help implement their Deployment Plans:

- Career- or job-related groups within State service for more effective coordination, reduce redundancy, create homogenous policy, share information, and create community
- Affinity groups to come together (e.g., Cal-IPGCA Association) and share successful efforts, increase awareness and understanding of different cultures, support a safe space for individuals to be authentic and their whole self, and promote uniform policies across all departments
- Middle Manager Consortium with an Executive Committee to improve collaboration, share best practices, build relationships, and empower middle managers across all State agencies and programs
- Telework discussion groups and wisdom circles comprised of Telework Coordinators, managers, and supervisors from multiple state agencies to engage, guided conversations, discuss problems, find solutions, and create a unified telework response

Training to Build Capacity, Increase Opportunities, and Improve Customer Service

Cohort 2022 project teams recommend additional State employee training to build capacity and increase opportunities for all SACNet participants. The teams see this as essential for embracing diversity, equity, and inclusion as corner stones for engagement, growth, development, effectiveness, agility, empowerment, and well-being of State employees. The Cohort 2022 project teams recommend these training programs to help implement their Moonshot solutions:

- Utilization of Executive Leaders Forums to strategically guide the development of innovation deployment plans
- Middle Managers Mentorship Program to accelerate their leadership development and support succession planning
- Mandated diversity, equity, and inclusion training with a healing component for all State classifications
- Continuous deployment and employee access to the Cal-IPGCA / CalHR Engage leadership training modules
- Broader use of Wisdom Circles as a collaborative communication process across State agencies and programs for more agile and adaptive problem identification and solutions

Process – Aligning and Streamlining Business Practices

SACNet Guiding Principles

A SACNet that fosters agile interagency collaboration is most effective when its participating members, communities, and agencies/departments (nodes of the network) adopt common principles and practices to guide how State employees communicate, interact, exchange information, and collaborate (links of the network) as well as partner with those external to State government (e.g., federal, tribal and local governments, non-governmental organizations, and the private sector). See Attachment C for suggested SACNet guiding principles.



Business Process Improvements

The Cohort 2022 teams recommend these business process improvements to help implement their Deployment Plans:

- Dual mechanism for agency managers to identify available human resources for special projects and present the opportunity for interested staff-level employees to apply for cross-department projects
- User agreement for the SACNet online technology platform to encourage engagement and commitment from organizations and individuals
- Middle Manager Consortium Memorandum of Understanding and companion Executive Committee Charter describing member roles, responsibilities, and commitments
- Unified application of shared telework policies and procedures by State agencies facilitated by discussion groups of Telework Coordinators, managers, and supervisors
- Consistent and aligned equity accountability measures and reporting across State agencies

Technology – Tools to Empower Employees and Improve Services

The Moonshot Project teams included an online platform for collaboration as an essential feature for implementing their Innovation Deployment Plans, and they recommend that the State develop and maintain a robust platform with user profiles and virtual resumes for all State employees and for knowledge sharing and exchange in support of SACNet.

The online platform (referred to as the Skills Bank by Cohort 2021) is the pivotal technology tool that will enable SACNet to go from vision to deployment, growth, and realization. A robust State-wide online employee collaboration tool must be built, rigorously tested, and vetted by executives at all State agencies/departments to take the innovation priorities and critical needs from brainstorm and passion to a seamless, dynamic reality in the hands and on the desktops of every State employee. This technological scaffolding requires tremendous thought and consideration, achieved through iterative testing of use cases and platform features to meet the diverse needs of State agencies and their workforce.

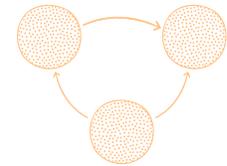
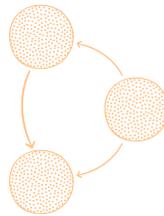
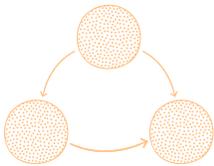
The online platform will connect career and affinity groups within State service for more effective coordination, reduce redundancy, provide an opportunity to share information, and create a large selection of communities to support State employees work and personal life. In addition, the platform will allow State agency/department managers to search for available human resources for multi-agency and special projects, as well as present the opportunity for staff-level employees to apply for cross-department projects.

The Cohort 2022 teams recommend these SACNet platform related technology improvements to support implementation of their Deployment Plans:

- Single sign-on technology platform for exchanging information, best practices, resources, and employee skills and competencies among all State agencies and programs
- Robust user profiles for all state employees to support collaboration and cross-department projects
- A detailed organization chart of State agencies to help understand the structure of State government to identify and contact cross-department counterparts and share resources and trainings



- Digital, searchable project tracking application accessible across State agencies to enable project managers to discover cross-department projects and available expertise and staff resources. The application would provide useful data such as project descriptions, required expertise/skills, project timelines, and staff allocation
- Online project/job bulletin board where employees can view a list of projects, understand the time required, and sort, apply, or ask for approval to join cross-agency projects
- State-owned and operated interactive TelePortal via the SACNet platform accessible to all State employees to exchange telework information, guidance, and tools across all State agencies including challenges, lessons learned, and best practices
- Middle Manager Consortium web portal on the SACNet platform including an automated Mentorship Program implementation process (mentors and mentees, one-on-one and Mentorship Circle)
- State Equity Clearinghouse / Training Hub as part of SACNet platform



Use Cases – Integrating People, Process, and Technology

Cal-IPGCA Cohorts 2021 and 2022 – trainees, Champion Summit and Hackathon participants, and PoC Beta Testers -- have only scratched the surface for developing groundbreaking Use Cases and Pilot Projects. Each of these State employee-submitted use cases help frame the needed functional specifications of the SACNet platform. Example use cases identified involve searching the platform for subject matter experts:

- Enable employees to easily identify and connect with staff from other departments and join various groups, including affinity groups
- Efficient reallocation of staff to help complete multi-agency special projects
- As a speaker, panelist, or moderator for upcoming meetings or events
- As a peer reviewer related to a topic, activity, or project
- To advise a program or project team on existing knowledge, expertise, data, business processes, tools, lessons learned, and/or best practices
- To participate on a standing community of practice/place/interest (user group)
- To participate on a matrix project team, as member or manager (for set duration)
- To serve on a multi-agency committee or team for co-creating shared outcomes with pooled resources and in-kind services
- To participate on an emergency response team to a disaster (e.g., COVID-19 contact tracers)
- To temporarily backfill staff who is assigned to an emergency response team





Deployment Recommendations

The Cohort 2022 teams make these recommendations for immediate and near-term actions by the State of California and subsequent Cal-IPGCA Cohorts:

- 1** Build an online technology platform that links all agencies/departments, programs, and employees. Collaborate with California Government Operations Agency (GovOps) and California Department of Technology (CDT) to apply suitable technology for hosting the online platform to support an array of use cases.
- 2** Build a Middle Manager Consortium and convene an Executive Committee with sponsorship from State leadership.
- 3** Launch a Middle Manager Mentorship Program to accelerate leadership development and fill gaps in the workplace.
- 4** As a first step, perform TelePortal proof-of-concept with Telework Coordinators group to facilitate the free exchange of information and open conversation in a safe environment, and to promote consistent and effective telework for employees among agencies. This will inform scaling up TelePortal for use by all State employees.
- 5** Integrate the Governor's Strategic Growth Council's Racial Equity Resolution & Racial Equity Plan to include racial equity in Council leadership operations, programs, policies, and practices; and to ensure adequate resources for all State agencies to convene CCORE Teams and provide DEI training to all employees.
- 6** Identify and implement substantive and measurable actions and reporting to achieve racial equity among SGC member agencies.
- 7** Conduct an equity survey at every level of employment to identify service gaps, training needs, and best practices.
- 8** Brief State leaders and sponsors on Deployment Plan next steps, and request sponsorship and resources to implement the Moonshot innovation pilot projects.
- 9** Frame Cohort 2023 innovation projects around Cohort 2022 deployment plans' use cases, lessons learned, and implementation next steps.



Guidance for Implementing Deployment Plans

These considerations can expedite and assist State agencies and their employees to implement Cohort 2022 deployment plan recommendations:

- ⚙️ Identify agency/department sponsors for deployment of Cal-IPGCA Moonshot projects.
- ⚙️ Involve other agencies with overlapping authorities at the beginning and throughout the planning process. Include representatives from State, federal, tribal, and local governments.
- ⚙️ Start the process by providing clear and concise preliminary goals and objectives for implementing projects.
- ⚙️ Identify areas of agreement and non-alignment and move forward with a collectively developed plan to ensure greater alignment whenever feasible.
- ⚙️ Adopt collaborative and adaptive management for all-party involvement with actions that involve considerable risk and uncertainty.
- ⚙️ Engage staff and provide resources to help align plans, programs, policies, and regulations with the projects being implemented.
- ⚙️ Coordinate research and data collection activities among programs across State agencies.

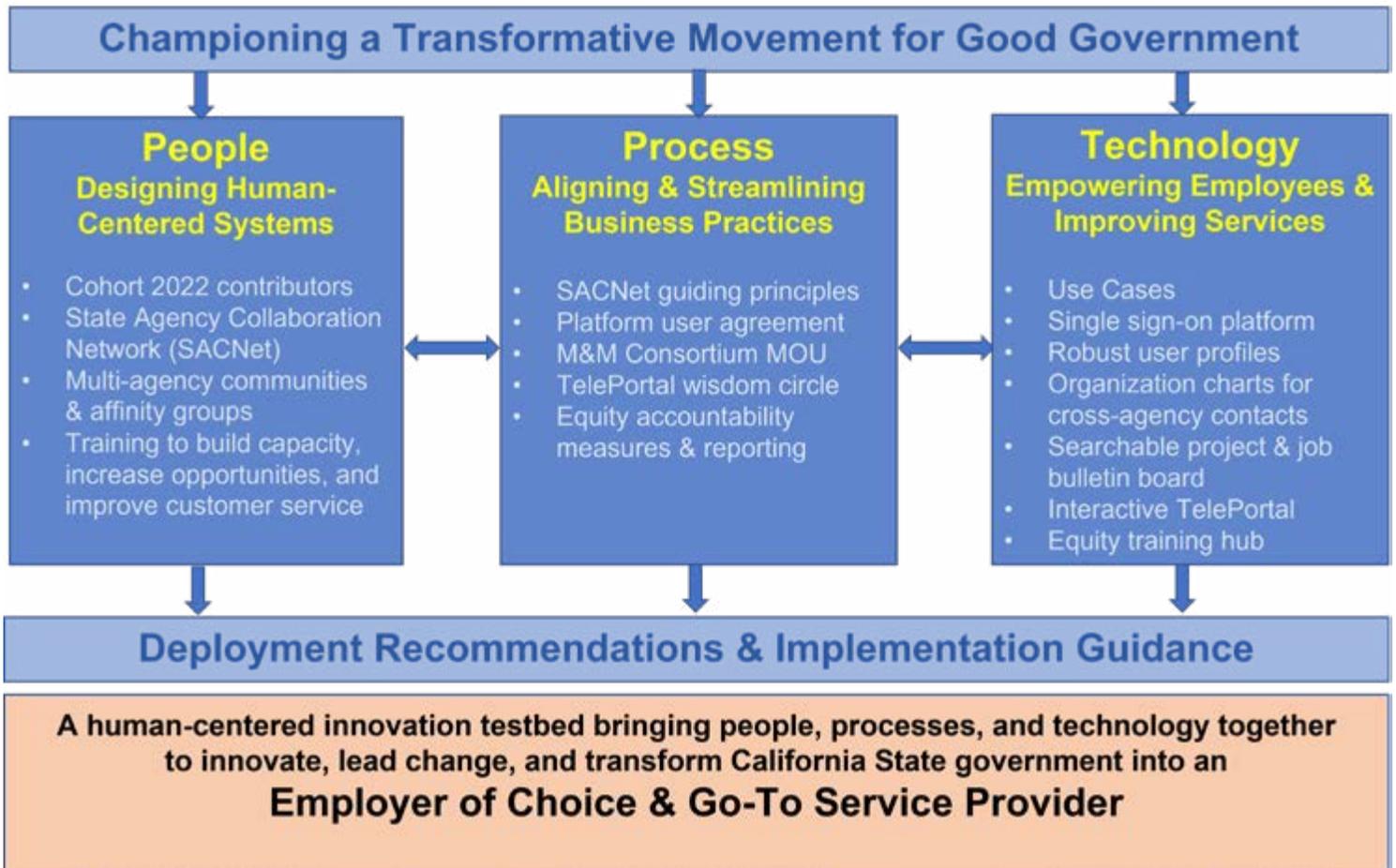
Championing a Transformative Movement for Good Government

The rapid evolution of environmental, health and safety challenges caused by numerous hazards faced by the state and exacerbated by the COVID-19 pandemic has created both expectations and opportunities for State agencies. State operations and initiatives need to improve the quality and efficiency of service delivery to California residents by fueling the engagement of State employees. Transforming California's State government is a massive project requiring leadership, innovation, and persistent collaboration at all levels.

A three-pronged approach to this transformation can usher in dramatic improvements in government service delivery, workforce development, as well as employee satisfaction, engagement, and equity, namely: (1) Developing a network of public and private sector employees (People), (2) Connecting them with common collaboration principles and protocols (Process), and (3) Integrating critical projects/opportunities and employee KSAs with a State Agency Collaboration Network platform (Technology). This ambitious and attainable approach can foster unprecedented collaboration among State agencies and their employees, and with public and private sector partners to meet tomorrow's challenges, it can transform State government operations, and distinguish the State of California as an employer of choice and go-to service provider.



The Cal-IPGCA Program and Association have become a human-centered innovation testbed bringing people, processes, and technology together. Both will continue to champion this transformative government innovation movement by leading change, and transforming the California State government into an employer of choice and go-to service provider.



Attachment A

O.N.E. Integrators Team Members

Cohort 2022
DAY OF INNOVATION
June 9, 2022 – 8 AM to 5 PM



The O.N.E. Integrators

Opening minds. Networking agencies. Expanding connections.

Trainees:

Kimberly Bozeman, DOT
JEDI Unifiers

Shanti Ezrine, DOR
SACNet

Catalina Munoz, FTB
The New M&M

Monica Nolte, DWR
TeleTeam

Minisha Trivedi, EDD
JEDI Unifiers

Alexander Whyte, DMV
The New M&M

Facilitator:

Kamyar Guivetchi, DWR

Co-Facilitators:

Rebekah Christensen, ORA MD Haque, DWR

2022 PoC Beta Testers:

[Cohort 2022 Beta Testers](#)



Cohort 2022 Innovation
Deployment Plan Priorities

Cohort 2022 Background Information:

* [Video Overview](#)

* [Moonshot Outcome Report/Recommendations](#)

* [Team Bios](#)



Attachment B

Cohort 2022 Contributors



"People" (* Fee-Based and ** Non-Fee-Based)

- Executive Leadership Trainers:** The key trainers for the Cal-IPGCA program represent the [Executive Leadership](#) from across the State of California. Prominently Agency Secretaries, Directors and Chiefs, Executive Trainers are augmented by leadership from academia and the private sector. [Here are the Bios](#) of Cal-IPGCA's **Executive Training Team** for Cohort 2022. Our leaders are the key instructors for Cal-IPGCA's state-of-the-art curriculum, and they are the advisors for our trainees' Moonshot prototypes and "test-bed" activities. ORA Systems, Inc., leads day-to-day programmatic activities in collaboration with the Cal-IPGCA Association.
- Executive Sponsors:** The [Cal-IPGCA Executive Sponsors](#) represent a group of State of California Leadership that have collaboratively come together to guide the design and development of the Cal-IPGCA program on an annualized basis. Current Cal-IPGCA Executive Committee members include: State Controller's Office (SCO), Department of Water Resources (DWR), Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), State Fund (SCIF), the Asian Pacific State Employees Association (APSEA), the Cal-IPGCA Association, One World Institute (OWI) and ORA Systems, Inc., of Sacramento.
- Cal-IPGCA Association:** In their desire to continue innovating at the conclusion of Cohort 2017, the [Cal-IPGCA Association](#) was formed by members of its graduating class. Growing from a conceptual idea to a membership of over 1500 and 60 departments, the Cal-IPGCA **Mission is:** To model leadership that promotes creativity, innovation, and growth to transform government. It's **Vision:** To create a community of California government change agents who lead tomorrow's innovative workforce, today! Since 2017, the [Cal-IPGCA Association](#) has provided collaborative leadership support for the Cal-IPGCA Program.
- Full-Time Trainees* (99 Professional Development Hours):** Over the span of the six month Cohort, Full-Time Innovation and Change Leadership Trainees develop comprehensive moonshot projects from Innovation Priorities assigned by State of California Leadership. Cohort 2022 broke new ground as the Cohort leads statewide deployment of the State Agency Collaboration Network (SACNet) and Skills Bank, which includes 3 additional integrated programs covering Middle Management, Telework, and Diversity, Equity and Inclusion (DEI).
- Full-Time Facilitation Assistants* (111 Professional Development Hours):** Over the span of the six month Cohort, Full-Time Innovation and Change Leadership Facilitation Assistants guide the development of comprehensive moonshot projects from Innovation Priorities assigned by State of California Leadership. Facilitation soft skills are essential to the success of individuals, teams, customer relationships, and the delivery of constituent services. These skills truly represent an enterprise-wide need! Cal-IPGCA facilitation instruction sets itself apart from other training, as training is conducted in tandem with the Cal-IPGCA Program. We train facilitators (and the trainees they oversee) to thrive in this environment at the forefront of change and innovation in government. Skills and competencies gained can be immediately applied back to the trainees work environment. **Qualifications:** To apply, Facilitation Assistants must be a graduate of a prior cohort as a Full-Time Trainee.
- Part-time PoC Beta Testers*:** Within the framework of the Cal-IPGCA Test Bed, Beta Testers conduct rigorous, transparent, and replicable testing of the SACNet platform features and programs to recommend improvements, e.g. prominently, the [4 Cal-IPGCA Cohort 2022 Innovation Projects](#) underway, and the [CalHR ENGAGE Leadership Modules](#). Utilizing a "People, Processes and Technologies" approach, it is primarily a human system first. This [network of department and agency personnel](#) guide the Moonshot innovation and change leadership activities underway. The "Process" represents the tools and features used by SACNet and the "Technology" is focused on the attributes of the SACNet Platform.
- Executive Leaders Forums - Statewide Workforce Participants**:** The Executive Leaders Forums audience is offered through the Cal-IPGCA Association as a member benefit. This training component offers an opportunity for broad expansion as a departmental training tool to "download" the real time strategic advisory of the State of California's executive leadership.
- Cal-IPGCA Hackers**:** A creative problem solver! Expertise Sought-It's open ended: Coders, app developers, data analysts and data storytellers, software developers, artists, graphic designers, trainers and curriculum designers, video production, communications specialists, community advocates, diversity specialists, social media influencers, policy gurus, program analysts, fiscal hawks, whole-systems thinkers, business plan and grant writing aficionados, venture capitalists. **BOTTOM LINE:** If you have value to invest in return for the capacity to change the world, then here's your open door to opportunity.



ORA Systems, Inc. of Sacramento, CA, has chaired the Cal-IPGCA Association since its inception in 2012. ORA is a State of California CMAS Contractor: 4-15-03-0629A. ORA holds the leadership responsibility of its design and management coordinating and integrating all "People, Process and Technology" identified by this Programmatic Infographic and Innovation Appendix.

Small Business Certification
ID: 1792372

For more information, please reference the Cal-IPGCA Timeline.



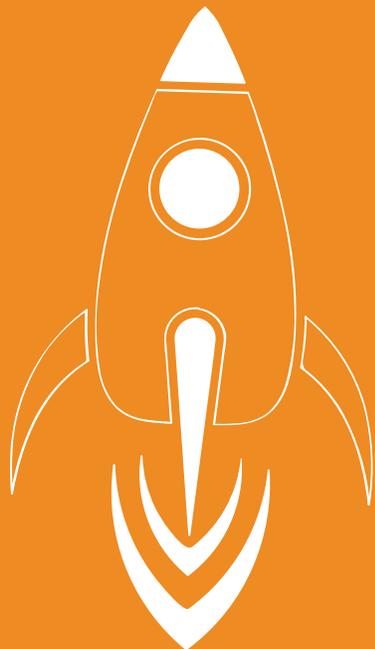
Attachment C

SACNet Guiding Principles

A SACNet that fosters agile interagency collaboration is most effective when its participating members, communities, and agencies/departments (nodes of the network) adopt common principles and practices to guide how they communicate, interact, exchange information, and collaborate (links of the network); as well as partner with those external to State government (e.g., federal, tribal and local governments, non-governmental organizations, and the private sector).

1. Respect and value the roles and responsibilities of each agency.
2. Use inclusive, transparent, and collaborative processes to develop trust and improve relationships.
3. Strive for shared ownership of State policies and practices aligned with common or consistent goals and services.
4. Involve each other early and often during program and project planning and implementation.
5. Enlist and empower agile interagency teams to define problems, find solutions, and resolve challenges.
6. Seek small, early successes that can lead to broader solutions for larger issues confronted by State government as a whole.
7. Use science and technology as important foundations for planning, policy, and implementation and consider new approaches to resolve long-standing challenges.
8. Provide a learning environment conducive to developing/sharing best practices on technology, management, and leadership skills.
9. Use an outcome-based approach at a regional scale for setting State policies, programs, regulations, and investments.





SACNet



*Creating a Collaborative
Community*



Introduction

STATEMENT OF INNOVATION PRIORITY

Create a deployment plan for the SACNet online technology platform that powers the State Agency Collaboration Network (SACNet). As a Proof of Concept (PoC) demonstration site, this platform houses Cal-IPGCA Moonshot projects. It provides for an annually iterated suite of technology tools to meet the dynamic programmatic and social networking features needed for the success of SACNet.

As stated by Secretary Crowfoot on the Jan 27 Exec Panel, “. . . **our moonshot is, simply put, to transform our workplace. Beyond just the talking points to the really fundamentally changing their work experience.**”

–Secretary Wade Crowfoot, CNRA –
Cal-IPGCA Executive Leaders Forum –
Moonshot Projects January 27, 2022



EVOLUTION OF SACNET PLATFORM

Since the inception of SACNet, the online platform has centered around a vision to empower and enable State employees to rapidly share knowledge, skills, abilities, and resources. The 2021 Cohort report contained recommendations for an online platform, including suggested functions and elements. The work and input provided by the 2021 Cohort beta testers and trainees identified great potential for the online platform, but also highlighted necessary modifications and limitations.

As California emerges from the COVID-19 pandemic and adapts to a hybrid workforce, the online platform recommendations must expand to meet the priorities of a changing landscape. The different areas of expertise and experience from the 2022 Cohort, the Cal-IPGCA Champion Summit participants, and the Hackathon volunteers have brought forward new ideas and tested platform features that reflect the changing work environment.

While the value of the 2021 online platform concept remains intact, the 2022 Cohort refined these ideas and developed a Deployment Blueprint that will transition concepts to reality. The following figure illustrates a high-level evolution of the online platform.

CONCEPT TO DEPLOYMENT

- Start small and grow-pilot programs with sponsor departments.
- Develop user agreements addressing individual participation.
- Beta test online management systems to find the platform that is able to offer a multitude of features that support the SACNet concepts.

2022 EXPANSIONS & REFINEMENT

- Build an online platform—continuing and expanding usability and opportunities (career and group connections, affinity group affiliation, cross-department special projects).
- Develop user agreement targeted at individuals' (users) participation in the platform.
- Expand Skills Bank concept through robust user profiles to support individual growth and collaboration with other users.

2021 MOONSHOT CONCEPTS

- Build an online platform for SACNet.
- Create a departmental Memorandum of Understanding for SACNet.
- Develop Skills Bank to provide skills, training, and career exchange opportunity.



The expansions and refinement of the online platform concepts include the following, with additional items detailed further in appendices as noted.

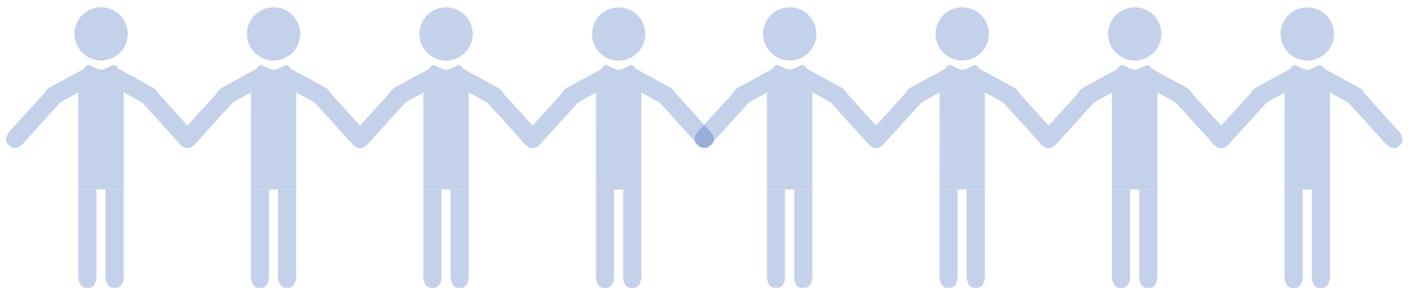
- Develop networking infrastructure on the platform that includes cross-agency organizational charts, user profiles, and user agreements. The Cohort 2022 took much of the work from the Cohort 2021 to identify these cornerstone elements necessary to ensure functional requirements exist and are operational. For example, the priority placed on user engagement shifted the focus from an inter-agency memorandum of understanding (MOU) to individual user agreements. We recognize both are needed. Additionally, the broader **SACNet Platform**, built on Tovuti Learning Management System, beta tested the creation and launch of robust user profiles. These critical infrastructures support the success of the platform use cases.
- Connect career-or job-related groups, including affinity groups, within State service for more effective coordination, reduce redundancy, create homogeneous policy, share information, and create communities for systemic cross-departmental collaboration and innovation to occur. **[See Appendix A]**
- Create an employee job share program that leverages the online platform’s technology elements to identify available human resources for special projects and present the opportunity for employees to apply for cross-department projects. **[See Appendix B]**

DEPLOYMENT PLAN SUMMARY

The task of the 2022 Cohort is to outline the steps to deploy the online platform. In direct coordination with the new hybrid work culture and finalized Future of Work policies, California is exploring a new way to collaborate. The online platform, as a digital tool, will support and transform collaboration between State agencies like never before. Also, in alignment with the spirit of equality, diversity, fairness, and inclusion, the online platform embodies the core values of a “California for All” by making unified State resources easily accessible in one location and connecting all State employees regardless of classification or department. Counties and federal agencies, as well as private sector companies, colleges, state contractors, other state partners and the general public as a whole will also benefit from a seamless, connected State workforce.

The online platform will connect career and affinity groups within State service for more effective coordination and collaboration, easy access to resources and expertise, reduction of redundancy, an opportunity to share information, and a large selection of communities to support State employees work and personal life. In addition, it will allow agency managers to identify available human resources for disaster management, continue operations and special projects, and present the opportunity for employees to apply for cross-department projects.

The Deployment Blueprint is employee-centered and puts people at the core of the process and system.



“My priority as employees return from the pandemic is to “shift the culture of the workplace . . . actually come back with more dynamic workplace and a culture that supports more of our employees in better ways.”

–Secretary Wade Crowfoot, CNRA – Cal-IPGCA Executive Leaders Forum – Moonshot Projects January 27, 2022

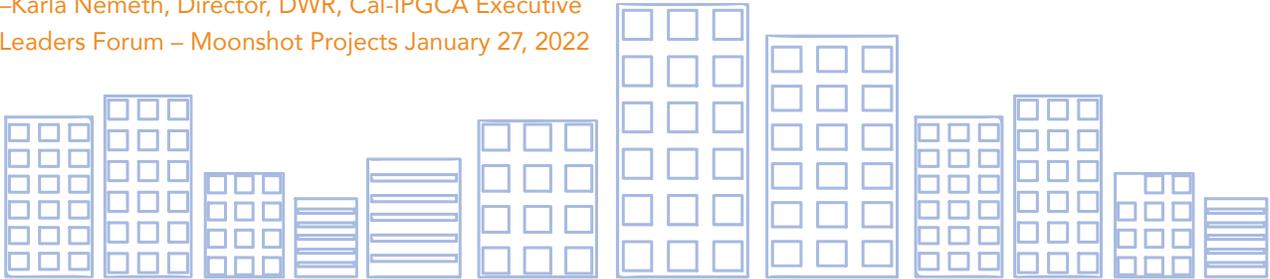
URGENCY AND OPPORTUNITY

California State government resources are fragmented and the State as an employer has a long-standing history of under-utilizing human capital. The nature of these factors lead to stagnant employee growth opportunities and a lack of organic connection. The unfortunate outcome of these combined factors ultimately result in a slow, ineffective, and under-engaged State employee workforce. The 2021 Cohort Report lists out multiple research findings that highlight these outcomes in greater detail.

These shortcomings have been exposed and magnified with the recent emergence of major health and environmental crises. As we have seen, these factors have generated a lack of cohesion across government that exacerbates scattered emergency response efforts and results in duplication of work that inhibits rapid response timeframes. Many times, this leads to an increase in costs and a decrease in efficiency and performance. The COVID-19 pandemic, coupled with California's continuous state of emergency response, revealed a strong and immediate need for workforce diversity and workforce agility.

“. . . what we started to learn was that we needed to interact more comprehensively with our employees on the question of organizational health and make sure that as we were working with our employees to give structure to our return to work and work force of the next century. . .”

–Karla Nemeth, Director, DWR, Cal-IPGCA Executive Leaders Forum – Moonshot Projects January 27, 2022



When there are problems, there are opportunities. The 2022 Cohort, Cal-IPGCA Champion Summit participants, and Hackathon volunteers felt that opportunities to address these urgent issues exist in the following areas:

- Increase opportunity to grow a support/collaboration network for state agencies and their employees that goes beyond what exists in their own departments and agencies.
- Increase opportunity for State employees to develop skills through training in pursuit of upward mobility. This supports the workforce in self-pursuit of a “career by design” which, in turn, accelerates the State of California to the position of an employer of choice.
- Allow State leadership a conduit for deployment of real time strategic advisory to collectively guide statewide innovation projects and rapidly respond to emergency situation.
- Enhance scalable workforce planning by providing expanded resource utilization opportunities.
- Enhance scalable employee engagement by leveraging cross-departmental skills and capabilities to meet real-time needs.
- Strengthen cross-departmental connectivity and collaboration that accelerates departmental growth, performance and resource management, and statewide real-time response measures.



Recommendation: ACTION!

COHORT 2022 DELIVERABLES

The previous cohorts have done due diligence in verifying the values of a SACNet. Their work proved that the creation of the online platform can achieve the opportunities identified. It can empower and enable employees to share their knowledge, skills, abilities, and best practices to foster an agile inter-agency synergy. It can connect resources across State government and kick start cross-system innovation. The 2022 Cohort acknowledges the work done to foster this vision and seeks to demonstrate how implementation can be achieved. Our team has identified three options to deployment and recommend **option 3** as the path forward.



OPTION 1: MAINTAIN STATUS QUO

Continuing to develop an online platform through Cal-IPGCA future cohorts has value because each year, new features are discussed, and the overall platform concept evolves. However, without action, there is no deployment. Furthermore, annual cohort handoffs result in setbacks and confusion. Subsequent cohort efforts to beta test platforms without a long-term work plan does not move the needle. An organized multi-year work plan is needed in order to build upon efforts and move the concept of an online platform into reality.

OPTION 2: FULL-SCALE IMMEDIATE IMPLEMENTATION

Although exciting and impressive, full-scale implementation is too aggressive. An online platform of this magnitude needs to be planned and thoughtfully built from the ground up, with strategic guidance from agency management. That takes time. Our priority is to build the online platform centered around the State employee user experience. Immediate full-scale implementation rushes this timeline and risks failure because it is not user-driven, nor does it incorporate the detailed use cases under development. Full scale implementation also requires a tremendous amount of resources, including funding. Without first obtaining statewide user buy-in, any substantial financial commitment to this project will result in a short-lived endeavor and a waste of state resources.

OPTION 3: PILOT PROGRAM IMPLEMENTATION

Implementing a pilot program with parallel projects is the most efficient way to move the SACNet program forward. It will allow use cases to inform the development of the platform and actionable pilot projects. The platform infrastructure and the pilot projects under development by the 2022 Cohort teams include:

1. Working with the California Department of Technology (CDT) to build the platform infrastructure. These include iterating the technological functionality of the SACNet platform to validate the advantages and disadvantages of the existing Tovuti software to advance a robust user profile. It also sets the standard for user participation by developing an all-encompassing user agreement, signed by all platform users and associated departments. The user agreement is an evolution of the 2021 Cohort idea of a MOU for the online platform. MOU's will be implemented to support the broader Human Systems SACNet.
2. Connecting career- or job-related groups, including affinity groups, within State service for more effective coordination, ensure accessibility of resources, reduce redundancy, create homogeneous policy, share information, and create community. This pilot program supports the 2022 Cohort TeleTeam, Middle Management, and JEDI team use cases.
3. Building an employee job share program to identify and connect available employees with projects within and across State agencies. This pilot program evolved from the 2021 Cohort idea of incorporating a Skills Bank into the online platform. Although the terminology has shifted to encompass a broader range of personal and professional goals, the concept remains to include a space within the platform to identify and validate skills, and expand upon conduits of training that will further employees' careers.

By securing pilot groups to execute the blueprint, with a full integration of people and process, the final deployment process across all State agencies can be seamless and only utilizes the most efficient and effective technology to create a robust and user-friendly platform. For example, our volunteer Champion Summit participants and Beta Testers highlighted the importance for the final online platform to ensure privacy and security while remaining user-friendly to elicit trust from all users. This solution will give pilot program users an opportunity to test the platform and find a resolution that addresses those concerns. The pilot program can also serve as further promotion of the online platform to engage State employees and departments for future use.

WHY THIS BLUEPRINT WORKS: INCENTIVES

With any new platform engagement, users will want to know 'What's in it for me?' Integration with an online platform offers benefits to individual users and departments that will assist with current and future workload, and catapult work-product into a new dimension.

- **Workload:** The online platform identifies available human resources for specific projects to increase current human capacity, capitalize on available human resources, and decrease the cost to contract with outside workforce.
- **Resources:** The online platform provides a space to share resources, training, tools, ideas, etc. to streamline and manage workload across all departments. All users can access existing resources rather than starting from scratch, saving time and money.
- **Efficiency:** The online platform provides opportunity to contact and integrate the involvement of subject matter experts quickly to cut down on wasted time. This direct link inspires innovation and problem-solving techniques, while reducing duplication and increasing shareability.
- **Diverse input and Professional Mobility:** As demonstrated by the 2022 Cohort teams, Champion Summit participants, and beta testers, provide users with the ability to collaborate on innovation projects across departments and professional classifications. This streamlines redundancies and heightens design integrity, function and use. It allows the state's workforce to promote themselves and reach aspirational career goals across all State departments. Users will more easily be able to explore mentoring/coaching opportunities with subject matter experts, and self-direct their career progression.
- **Social Engagement:** Similar to other social networks, the online platform allows users to connect directly with others who have similar skills, interests, positions, and personal passions. As we move through a post-pandemic world, we see it is more important than ever to engage in human relationships. The online platform inspires and creates conduits for human connection at its core.





“The pandemic created communication challenges and that you couldn’t take communication for granted. Rather it as an opportunity to purposefully connect with people – make sure they’re okay, make sure that your colleagues are connected, brainstorming.”

–Liana Bailey-Crimmins, CDT, Executive Leaders Forum –
Digital Upskilling, February 10, 2022



WHAT WE NEED TO GET STARTED: RESOURCES TO SUPPORT RECOMMENDATIONS

- **Sponsorship:** Department sponsors assign dedicated teams to support and expand the launch of the pilot program.
- **Funding:** The pilot program requires a fund source to support the program management and procurement of the digital platform.
- **Technology:** To iterate and evolve the features of an online platform and to execute deployment, computer programmers, a storage facility server, and software are needed.
- **Management:** A management group for stewardship and oversight ensures the platform runs smoothly.
- **Support:** The Cal-IPGCA leadership team is critical for the success of the overall SACNet program and the continuity of the pilot program from infancy to implementation.

Deployment Blueprint

Concept to Reality

The Cal-IPGCA program has brainstormed, discussed, conducted focus groups, and beta tested cross-collaboration of people, process and technology to bring the best ideas forward. Consistent with the message of “We Recommend Action!” the Deployment Blueprint defines the steps to implementation.

SUCCESSFUL PLANNING: THE FOUNDATION

Milestone One

Step One: Identify priority use cases and infrastructure for pilot projects. The SACNet team priority use cases include group connections (professional, social fabric, wellbeing, and personal interests of the workforce) and a job share program (State agency project-based job-sharing network). The highlighted platform infrastructure includes user experience elements (e.g., user agreement, personal profiles) and employee connect tools (e.g., organizational chart). Ensure companion 2022 Cohort teams’ use cases (Telework, Middle Management, JEDI) are included as priority pilot projects and that the online platform infrastructure also supports those use cases. **[See Appendix A and B] COMPLETED by 2022 Cohort**

Step Two: Finalize and fully define the priority use cases and platform feature requirements to support the use cases, initiated by the 2022 Cohort and previous cohorts.

Milestone two

Step One: Through cross-collaboration, State Departments identify use cases, infrastructure needs, and recommended pilot projects as testbed activities. Participating state departments to include GovOps and the California Department of Technology (CDT) working in collaboration with Cal-IPGCA, will lead the effort to identify and assure best available technology is hosted, via the online platform, to meet the needs of the use cases identified.



Milestone three

Step One: Present priority use cases to Cal-IPGCA [executive sponsors](#) to identify agencies and departments for pilot project deployment.

Step Two: Presentation to executive leaders in identified agencies and departments. Time and commitment from high-level managers at involved agencies is required!

Keeping in mind the overarching goal of the SACNet program (people, process, and technology), it is imperative to build the online platform technology while addressing findings and gaps from the pilot projects evaluation data.

ACCOUNTABILITY & MEASURES OF SUCCESS

Accountability and metrics will be a key to success in rolling out the blueprint of the online platform. Recommended accountability measures from the Cal-IPGCA program and focus groups include:

1. Ensure involvement and inclusion from a diverse departmental state workforce.
2. Individual user agreements including elements of responsible, accountable, consulted and informed (RACI) guidelines.
3. Ensure alignment with CalHR and CDT policies.
4. Collaborate with State employee collective bargaining units.
5. Establish key performance indicators (see below).
6. Perform ongoing risk management.

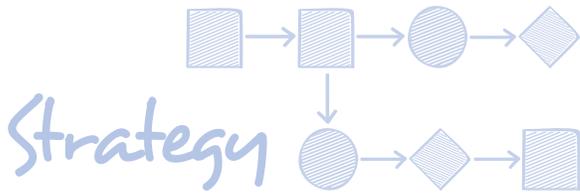
How well does the platform support and guarantee the success of the pilot program? The following are suggested metrics to indicate how well the platform is performing and the success of the deployed pilot projects.

1. Timing for the reassignment of department staff to cross-department special projects.
2. Demographics of use case participants (gender, race, ethnicity, diversity, equity, inclusion, etc.)
3. Efficient emergency response and continuity of government.
4. Qualitative data review, including survey feedback results from staff and management on job satisfaction and impact to quality of life and motivation.
5. Quantitative data review, including outcome results from cross-department special projects.
6. Fiscal cost analysis to identify overall improvement of costs in collective person hours and timeliness of project completion.



RECOGNITION AND BENEFITS FOR STATE EMPLOYEES

It is important for quality of life, job satisfaction, and engagement to recognize the accomplishments of State employees. The online platform will provide work- and social-related recognition tools and allow departments and agencies to publicize their achievements by highlighting success stories. Furthermore, engagement in the online platform will help employees feel more productive and connected to their colleagues.



“As CalTrans developed their IT strategic plan, ‘people first’ became their priority and most prominent goal and they plan to mature their culture to continue to emphasize their employees.”

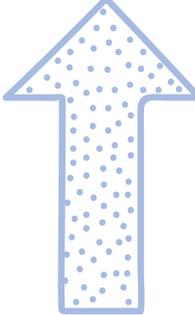
–George Akiyama, Director of Information Technology at Caltrans, CIO
Caltrans, Cal-IPGCA Digital Upskilling, February 10, 2022

Group Connections

1. Collaborative ongoing involvement of the platform user groups within the testbed use cases.
2. Achievement badges on the user profile for completing training or collaborative projects.
3. Engagement icons to indicate when a “conversation booster” participates in a thread or comment.
4. Ability to thank or leave positive posts on a colleague’s profile or the virtual bulletin board.
5. Online certificates obtained through online platform engagement (e.g., training courses, group admin) available through user profile.

Career Boosters

1. Electronic “employee folder” for archiving of volunteer engagement and training activity, as well as thank you’s and shoutouts. This is available in addition to the online resume for promotion, inter-agency projects, and career advancement.
2. Internal mechanism to track and document active engagement in the platform to potentially meet prerequisites or qualifications for lateral or promotional State job opportunities.
3. Active engagement in the platform can potentially meet prerequisites or qualifications for lateral or promotional State job opportunities.
4. Invitation and coordination of team-building gatherings.



“Whether it’s training courses, mentorship, job shadowing, apprenticeships—whatever strategy that we’re using, I think the opportunity now is to hopefully be much more intentional as to setting what expectations there are for that experience.”

–Sarah Gessler, CalHR, Cal-IPGCA Digital Upskilling Executive Forum, February 10, 2022



Transition & Hand-off

The emergence of major health and environmental crises has sparked innovative opportunities for State government to improve not only the quality and efficiency of service delivery, but also promote its human capital. Transforming State government is a massive undertaking, but the time to take action is now.

The first step to success for future cohorts is to obtain a strong understanding of the evolution of the SACNet program and SACNet online platform through review of 2021 and 2022 Cohort documents. The 2022 Cohort SACNet team is eager and available to facilitate this initial step.

We strongly believe the outlined deployment blueprint is a realistic step-by-step approach to action that prioritizes people, process, and technology.

While future cohorts are encouraged to continue building upon these innovation priorities, it is vital that we begin deployment small, adapt and address concerns through trial, and scale up. Only through this approach, can the state build an effective online platform that is both financially prudent and people-centered.

REFERENCES

[Cohort 2021 Cohort SACNet Pilots Report](#)

[Cohort 2021 O.N.E Report](#)

SPECIAL THANKS

Thank you to the supportive Cal-IPGCA Association management team, facilitators, and subject matter experts, and to the passionate Champion Summit and Hackathon volunteers.

Thank you to the Executive Leadership Forum leaders and strategic advisors for their encouraging words, clear vision, and inspirational enthusiasm for a dynamic and world-class State workforce.

We extend a warm thank you to our companion Cohort 2022 teams who collaborated with us during our journey and have so perfectly complemented our vision for the online state employee collaboration network.

SACNet TEAM MEMBERS

Carole Rains, Department of Water Resources

Nathan Burley, Department of Water Resources

Shanti Ezrine, Department of Rehabilitation

Sidney Burt, California Child Support Services

SACNet FACILITATION

Grace Koch, Lead Facilitator,

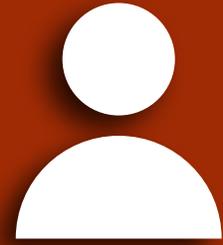
California Governor's Office of Emergency Response, (CalOES)



The New M & M



Middle Manager Consortium for Innovation & Change Deployment Plan



1. STATEMENT / DISCUSSION OF INNOVATION PRIORITY

Middle management serves as the liaison between the employee base and executive leadership. Due to the fact that most middle managers fulfill their roles as specialists and subject matter experts, they may not be equipped to transition from managing processes to leading people. The recent pandemic has highlighted this shortfall as well as the need to shift to a governance model that embraces an agile team environment that fosters innovation. If California is to successfully manage the reopening of the economy, replete with the expanding or contracting nature of the pandemic's ongoing impact on society, everyone involved must be able to easily connect all the pieces of the puzzle they are endeavoring to complete.

In doing so, middle managers need to collaborate using a top-down/bottom-up approach across organizational and hierarchical divides. Middle managers also need an environment that promotes a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play. This approach builds teams that cooperate and strive for bold courses of action that encourage innovation.

Middle managers must also be able to empower the employees they mentor as well as be receptive to the strategic vision they serve. As the State of California reopens and rebuilds the State's COVID-19 impacted economy, the Middle Manager Consortium for Innovation and Change (Consortium) is positioned to step forward and lead this paradigm shift.

2. INNOVATION/DEPLOYMENT PLAN SUMMARY OF REPORT

Our Innovation development goal is to increase executive support for middle managers by establishing this Consortium, instituting an Executive Committee, and launching a Middle Manager Mentorship Program. As part of the deployment plan, the focus of these goals will include a webpage for the Consortium, an Executive Committee charter, and preliminary supporting documents for Mentorship Program enrollment.

3. INNOVATION/DEPLOYMENT PLAN PROBLEM STATEMENT

There is a huge gap between the middle managers' role and the availability of resources that can enable them to build high performing teams. Middle managers are over-utilized and continuously required to keep up with increasing demands. This pressure reduces their ability to grow, innovate, and develop their teams in an agile environment. This unsustainable approach impacts tomorrow's leaders as well as the future of the State.

Middle managers lack resources such as executive support, mentorship, middle manager community, skills training, and time and space to innovate. This results in a reduction in employee engagement, retention and morale as well as a vast compromise of public service. Without investing in middle management, innovative change cannot and will not occur throughout the organization.



4. BACKGROUND INFORMATION

A. 8SP-1 (8-Step Path Step 1) **URGENCY–Current State**

Show How it is Broken:

Middle managers are often referred to as the glue that holds businesses together; they bridge the gap between the executive leadership team and the rank-and-file staff. Middle managers implement strategy and organizational change, while keeping workers engaged, motivated, and productive. Lack of support of middle managers can risk employee retention, morale, and innovation. As outlined in the 2015 CalHR Employee Engagement survey, staff indicated they felt only somewhat valued and recognized for doing good work. Feeling undervalued and unrecognized can lead to a high turnover rate, low morale, and low production. With engaged, motivated, and productive middle managers, everyone in the organization benefits.

Show How it is Unsustainable:

Feedback from interviews conducted with state employees overwhelmingly demonstrate that middle managers face increased workload due to unsustainable staffing shortages. Middle managers are required to enforce policies and decisions they often have no, or little, involvement in making. With increasingly faster and easier access to information, technology, and education in the past few decades, information overload in combination with systems rigidity continue to shackle productivity. In addition, the recent rise in management executives' retirement rates add to the risks associated with an ill-prepared pool of middle managers.

Middle managers' unique position between executive leadership and front-line employees can play a major role in implementing changes and innovation if, and only if, they are themselves engaged and prepared. Concerning day-to-day business activities and operations, they often have more knowledge than executive leaders about what works and what doesn't work. Their daily interaction with employees has a great influence on employee recruitment, job satisfaction, behavior, innovation, engagement, and retention.

While executive leaders are the most visible employees, it is the middle managers who often have more impact on employee behavior and organizational performance. Due to an increasingly complex world, implementing and sustaining organizational changes that support innovation, engagement, productivity, succession planning, diversity, inclusion, and morale has never been more critical. Investing in middle management and refining their role is a core component of implementing successful and sustainable changes.

External Forces:

When the COVID-19 pandemic mandated government stay-at-home orders, overnight, the work landscape changed for many middle managers. Face-to-face interaction with staff and supervisors came to a screeching halt. There was no time to develop the necessary skills or obtain the necessary resources for managing a remote workforce and deploying a well-thought-out workflow process. In addition to the challenges of managing remote staff, staffing shortages increased dramatically. Employees directly affected by COVID-19 required extended leave. Some employees required multi-week leaves to quarantine as a result of potential exposure. Many employees needed to stay home to care for children that could no longer attend in-person school. Some employees were deployed for contact tracing or other emergency activities.

The pandemic also brought about significant changes to bargaining unit contracts that resulted in across-the-board, multi-year pay cuts for State workers in an effort to offset extensive costs incurred during the initial onset of the pandemic. For those able to retire from State service, the financial incentive to stay was therefore lost. An aging workforce and lack of incentive to continue working resulted in a mass exodus of the State's workforce along with their knowledge and experience.

As California is reopening and state agencies are transitioning to a hybrid telework environment, a new set of challenges have emerged. For the workforce to continuously adapt to the changing landscape, enough time must be allowed for middle managers to optimally support their staff as they prepare for this telework and return-to-office hybrid approach.

Internal Forces:

A major internal force is the need to identify and develop middle-management individuals within the organization who can replenish existing talent when roles become vacant. This process takes ample planning and training to identify critical leadership roles, build leader success profiles, foresee high potential talent, assess development needs, develop talent, and measure an organization's progress. At the same time, middle managers are dealing with internal forces of retirement and employment climate change. To ensure succession planning is under control and not on life support, these factors are key to consider: Executive Support, Process, Communication, Documentation, Accountability, and The Long Game. Middle managers serve as the conduit between executive leadership and front-line employees, ensuring a constant flow of information between the two, in addition to managing their own tasks.

Middle managers are expected to consistently respond to the needs of executive leadership, employees, and the public their department serves. They are also expected to stay abreast of ever-changing laws and regulations, internal and control agency policy changes, and trends in public service needs. Middle managers also face the demands of satisfying multiple reporting relationships and overlapping territories.

With so many competing priorities, this leaves little time for innovation, creativity, and collaboration. This means managers are often stuck on the path of risk mitigation and avoidance. Scheduling time for innovation, creativity, and collaboration is rarely considered a priority, so this often gets overwritten by organizational priorities that others feel takes precedence.

The New M&M

Who is the Customer?

Consortium customers are state government's current middle managers as well as those aspiring to become the next generation of middle managers.

As previously noted, middle managers are responsible for ensuring the important work gets done. This includes meeting the needs of the residents of the State of California and making sure projects assigned by executive leadership are completed on time and meet quantity and quality standards. They are responsible for reviewing and ensuring that deliverables to both internal and external stakeholders are professional and represent the organization well. In addition, middle managers are responsible for upholding the strategic vision of their organization's executive leadership.

As tasked with the heavy responsibility of recruiting, selecting, training, guiding, and evaluating the state's workforce and the next generation of supervisors and middle managers, current middle managers must pick the right people for the right jobs to keep staff motivated and inspired. They serve as coaches and disciplinarians by building confidence or correcting performance issues where needed. They work tirelessly to maintain good morale, exemplify and promote a strong work ethic, find or create opportunities for staff development and skill building, and encourage and inspire innovation within their team, their sphere of responsibility, and the organization.



Impact on Customers, Stakeholders and Programs:

The Consortium will provide a centralized resource for middle managers statewide to collaborate and develop their skill sets, gain access to tools and best practices, and instill new mindsets focused on innovation and change in state government.

Middle managers will gain confidence in managing work and leading their people as well as upholding the strategic vision of executive leadership. They will use and share their learned skills, tools, best practices, and new mindsets to build an organizational and statewide foundation for innovation and change in California government.

Through effective words and actions, middle managers can become the embodiment of a culture that empowers employees, rewards creativity and innovation, and removes barriers to change. The state’s workforce will be challenged and inspired, resulting in greater employee retention and strengthening of the organization’s succession plan.

A shared focus on improving public service, improving the quality and efficiency of workflow, and collaborating on new and innovative ideas to meet the demands of the future, will allow the state’s workforce to not only meet but consistently exceed the expectations of internal and external customers, stakeholders, and programs.

Compel Urgency:

Without support of middle management, innovative ideas and processes will stagnate and employee retention and morale will continue to be at risk. We must now seize this opportunity and invest in middle management to create an agile workforce rooted in innovation and collaboration by attracting and developing talent committed to improving public service.

Further evidence from the majority of participants of the 2022 Champion Summit acknowledges the important role middle managers play concerning the need to put focus on the development of middle managers. They support consistent recognition of how valuable these middle managers are to the success of every state agency and department.



B. 8SP-2 OPPORTUNITY—What the Future Holds

Future state vision—What it looks like: Empower, Connect, Support

The Middle Manager Consortium is a multi-agency partnership that will focus on developing middle manager leadership. The Consortium will manage the day-to-day activities and is responsible for implementation of projects supported by the Executive Committee. The Consortium requires the formation of the Executive Committee to drive its mission. The guidance and direction, core projects and all business decisions will be the responsibility of the Executive Committee. SACNet will be leveraged to deploy the Middle Manager Consortium.

Gap between the current state and the future state:

Middle managers lack resources such as executive support, mentorship, middle manager community, skills training, and time and space to innovate. The Consortium provides a great opportunity to improve the landscape for the middle managers in the State of California.

WHAT IS THE VALUE PROPOSITION?

- Provide succession planning •
- Assist with career development •
- Instill a sense of ownership and pride •
- Increased confidence in decision-making •
- Risk calculation and anticipate what is next •
- From Time Management to Attention Management •
- Increased morale, productivity, and motivation of the state's workforce •
- Provide state workforce with a sense of being valued, engaged, and empowered •
- Industrial Age Middle Management paradigm to a Knowledge Worker Leadership style •
- Transition Middle Managers from a more traditional leadership style to a modern leadership style •
- Set California's investment in middle management as a national blueprint leading government innovation •

What are the benefits?

Investing in middle management will improve efficiencies through the development of standards and best business practices. This approach will allow employees a chance to develop their skills and knowledge. This will empower employees while providing management a clear path to stabilize the State of California workforce and improve public service.



5. ALTERNATIVES

Alternative 1:

Formalize the Middle Manager Consortium as a 501(c)(3) non-profit association. The formation of a 501(c)(3) non-profit organization will advocate for the development and growth of middle managers. This is similar to employee associations such as the Motor Vehicle Managers and Supervisors Association (MVMSA) and the Association of California State Supervisors (ACSS).

Alternative 2:

Formalize the Middle Manager Consortium as a program within the One World Institute, a 501(c)(3) non-profit association established in 2015. Cal-IPGCA is a program sponsored by One World Institute.

6. ANALYSIS OF ALTERNATIVES

Alternative 1:

With strong longer-term commitments from State leaders and middle managers, the Consortium may be formalized as a non-profit organization and the Executive Committee transitioned to become the organization's official governing body. Cohort 2022 envisions that the Middle Manager Consortium will transition to be its own 501(c)(3) non-profit association as the program matures and consistently secures funding.

Funding/Sources of Income These are the founding/sources of income for Cohort 2023 to evaluate:

- The primary source of income will be monthly Middle Manager membership dues \$25 (\$300 annually) which will provide sustainable funding. The monthly member dues will be payable through monthly payroll deduction program (Administered by the State Controller's Office).
- Securing Grants
- State government funding options
- Sponsorships
- Donations

There should be an administration team that will run the day-to-day operations of the Consortium. The team should be composed of an Executive Director, Finance Director, Office Manager, and Staff.

Alternative 2:

A fast-track approach may be considered for implementation by use of the existing One World Institute which already implements Cal-IPGCA projects. Below are the required guidelines that must be adhered to:

- A One World Institute Board Member will receive one seat within the Executive Committee. This One World Institute Board Member serving in the Executive Committee will have voting rights and will also serve as the Consortium Program Director.
- The Consortium will have full control of funding it has generated and will allocate a certain percent for administrative expenses to One World Institute when applicable.

7. RECOMMENDATION/SOLUTION/MOONSHOT

These goals are an innovative statewide approach to develop middle managers. It sets California's investment in Middle Managers as a national blueprint for Leading California Government Innovation. The Consortium will invest by:

- Providing the relationship, support and resources to fully empower the Middle Managers' role as the driving force of innovation in California government.
- Instituting an Executive Committee that will drive initiatives of the Consortium via SACNet for collaboration and best practice sharing via a statewide Skills Bank database.
- Launching a Middle Manager Mentorship Program to accelerate leadership development and fill in gaps in the workplace.

8. IMPLEMENTATION PLAN

A. 8SP-3 INCENTIVES—"What's in it for me?" WIIFM

Deploying these initiatives is the first step in showing a strong commitment and investment to the development and growth of Middle Managers as our future leaders. The Consortium will drive the mission of building an empowered, connected and fully supported Middle Manager and its community. By focusing on their development, this will lead to stronger leadership and high performing teams that are able to meet and exceed the demands of the future and deliver exemplary public service.

B. 8SP-4 RESOURCES—Tools to succeed

 **Funding:** Ongoing funding must be secured to sustain the program. The Consortium should also look at the possibility of charging for membership in future years.

 **Personnel:** Getting people on board in the Executive Committee, involvement of middle managers, and participants in the mentorship program.

 **SACNet** may not be comprehensively operational now. Strengthening the SACNet Platform Infrastructure will make Middle Manager Consortium sustainable (making the Middle Manager Consortium webpage accessible and automating the mentorship program).

C. 8SP-5 PLANNING—Show them how

Innovation/Deployment Plan Planning Steps

1. *What Proof of Concept (PoC) prototypes are being proposed or tested?*

It is proposed to develop the Middle Manager Consortium community within SACNet which will be available for all Middle Managers statewide. The formation of the Executive Committee includes securing sponsorship and the organizational charter. These serve as a value-added prelude for the Consortium Community as they pilot the Mentorship Program to serve middle managers across the State.

2. *What are the major steps/processes proposed that are being tested as a PoC?*

The major steps/processes are to determine the who/what/where/how/why of the Middle Manager Consortium community in SACNet. This includes the webpage, membership, training, and best practice sharing. The major steps/processes for the Executive Committee are to test the recruitment, engagement, buy-in, adoption of the organizational charter. The major steps/processes for the Mentorship Pilot Program to be tested are the lifecycle, enrollment, matching, onboarding, check-in meetings, proposed mentoring toolkit, training, 1on1, and Group Mentoring Circles.



3. What are the proposed or actual deliverables?

The Consortium infrastructure, webpage, actual members/participation, Middle Manager profiles in SACNet, and recruitment (departments/managers) are the deliverables. The Executive Committee will establish positions and organizational charter. The Mentorship Program will deliver membership requirements, curriculum, promote, and recruit.

4. Who are the proposed responsible parties?

A list of responsible parties are listed below: (Please refer to the Accountability Section for more information)

- Executive Sponsors
(John Sanborn, Liana Bailey-Crimmins – Executive Sponsorship was proposed to four State of CA executive leaders on 5-18-22—Two have confirmed, and two are tentative, contingent on additional review.)
- Executive Committee
- Future Cohorts
- Cal-IPGCA/SACNet
- Volunteers
- Middle Managers
- Executives/CEAs/Senior Leadership

D. 8SP-6 ACCOUNTABILITY—Who does what by when?

Assign ownership, responsibilities, and accountability



Set timelines for steps and implementation

May 2022	Executive Committee Sponsors Commitment (John Sanborn, Kathleen Webb, Liana Bailey-Crimmins, Meredith Williams)
Sept 2022	Launch Middle Manager Consortium webpage
Dec 2022	Executive Committee Engagement and Formation
Jan 2022	Middle Manager Consortium Formation and Official Launch
Jan 2023 – June 2023	Pilot Middle Manager Mentorship Program

E. 8SP-7 METRICS—What gets measured gets done

Quantitative:

- Cohort 2022 will secure intent from 2-4 Executive Committee sponsors by the end of May 2022. Future Cohorts will secure 3 additional Executive Committee members to complete the Committee by June 2023.
- The Middle Manager Consortium Community within SACNet will be formed by January 2023. To ensure successful implementation of the community, membership (number of middle managers) will be part of the consortium by June 2023. The number of middle managers will depend on the capacity/number of accesses allowed by SACNet platform.
- By January 2023, the Mentorship Program Pilot will launch with approximately 20-30 mentors and mentee participants thereby creating 10-15 mentorship matches.
- By January 2023, CalHR Engage Leadership Values training series will be part of the Mentoring Program curriculum. Reference: (TeleTeam CalHR ENGAGE Leadership Values Use Case referencing collaborative deployment.)
- By June 2023, fifty percent (50%) of Consortium members will have completed CalHR Engage Leadership Values training.
- Measure training effectiveness via Middle Managers Surveys.

Qualitative:

- Surveys will be provided to the Middle Managers Consortium members to evaluate all projects including the Mentorship Program, Leadership Values training, Community forum, and other future projects.

F. 8SP-8 RECOGNITION—Honor achievement

Both formal and informal recognition play an important part in the morale of team members and has a direct impact on the success of the team. Middle managers need to celebrate small successes and formally honor exemplary work which will lead to a more collaborative work environment, reinforce good behavior and work habits, and set a high bar for others to strive for.

Recognition of middle managers is usually based on the outcomes of the team. However, middle managers may also benefit from ongoing informal recognition at the personal level. Middle managers have an increasing number of priorities, and their behind-the-scenes work can easily go unnoticed and unrecognized until a ball is dropped or something goes wrong.

Publicizing success can be achieved through the Consortium webpage, newsletters and community forums. News on promotions and upward career mobility changes would be part of the news and in a separate subpage of the Consortium's website.

For Cohort 2022, the deployment plan would not have been completed without the support and involvement of the Proof-of-Concept (POC) Beta Testers and participants of the March Champion Summit and April Hackathon Event. Their inputs and insights allowed the team to forge a path forward towards their moonshot.



REFERENCES

A. List sources cited in Innovation/Deployment Plan, via [APA Format](#)

Preliminary work was performed and portions of the Consortium Structure and proposed projects are covered in the [2021 Cohort Middle Manager M&M Report; 10 Stages of Consortium Development; State of Minnesota's Middle Management Association; Article 1; Article 2.](#)

Preliminary work was performed and portions of the Executive Committee structure are covered in the "[Organizational Charter.](#)"

Tovuti Features: [1. SACNet Tovuti Software Overview - Draft Course Dev-Training and Collaboration Rev 3.pdf](#)

Mentoring resources: [CalHR Strategic Plan template - calhr-strategic-plan.pdf](#)
[CalHR Mentoring Program Handbook - sm-w3-full-mentor-handbook-12.15.17.pdf](#) (ca.gov)

**Please look at Page 23 for possible additional resources*

[Duke University's Mentorship Program](#)

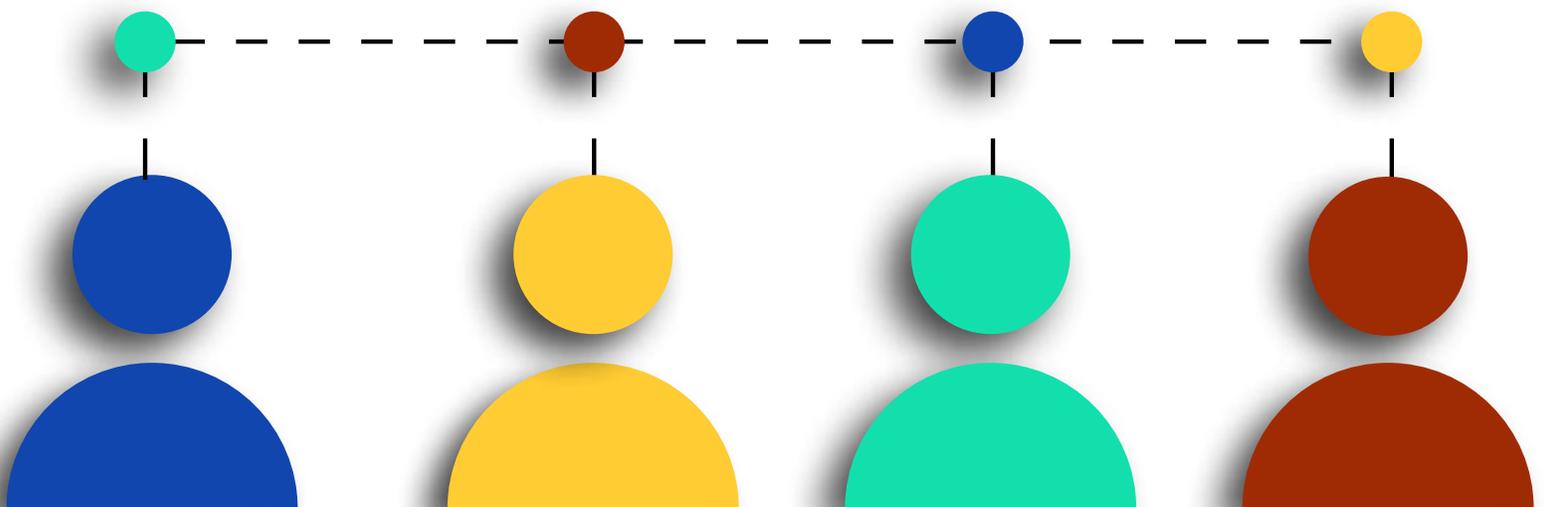
B. Names of contributing team members

The New M&M: Contributing Team Members

Sarah Cannon, DWR
Jenn Kelly, DMV
Karen Lookingbill, CalPERS
Catalina Munoz, FTB
Alexander Whyte, DMV

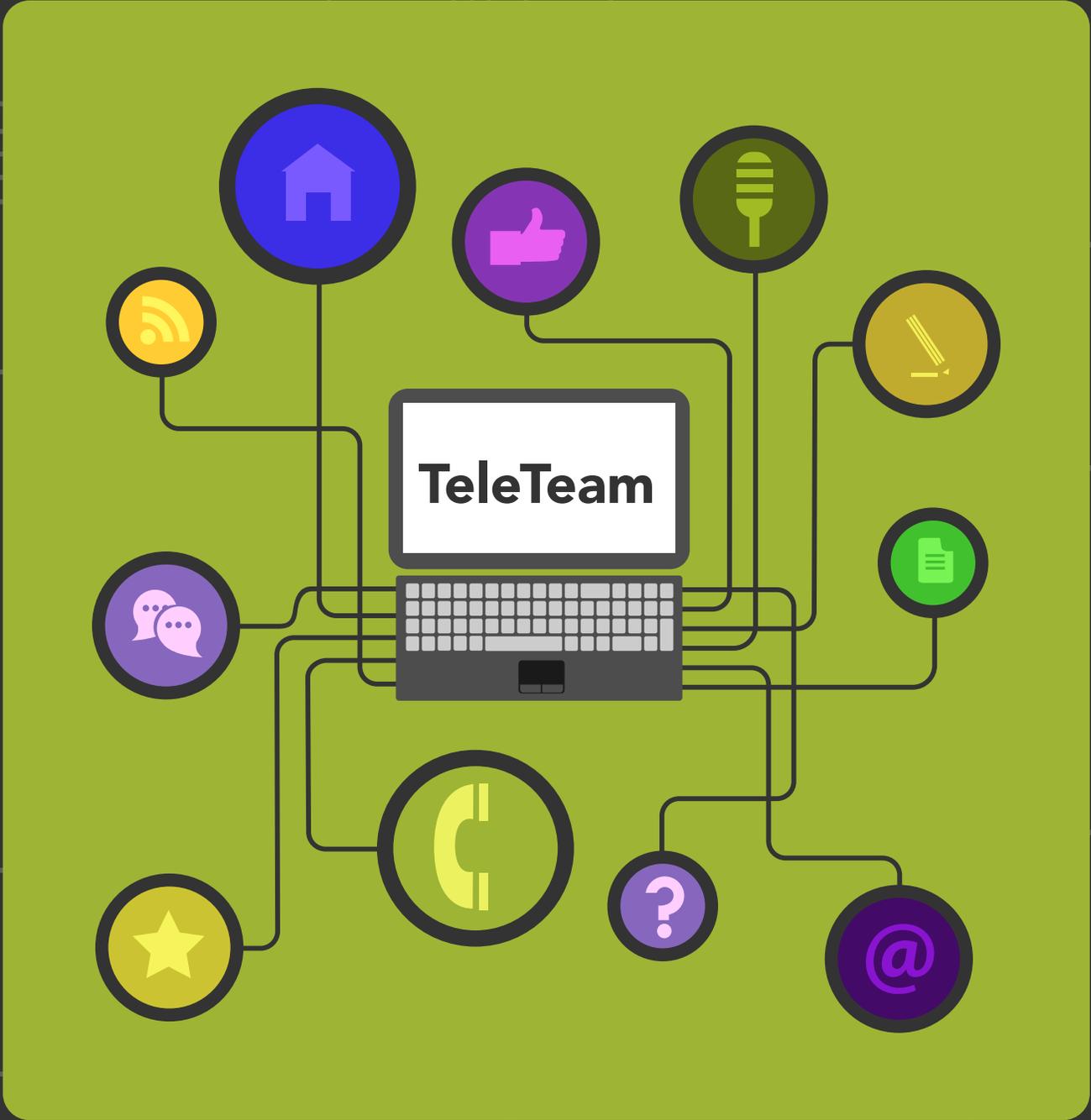
Facilitator: Miko Sawamura, ORA

Assistant Facilitator: Abdul Khan, DWR





- [Appendix A](#) - Middle Manager Consortium Charter
- [Appendix B](#) - Consortium Prototype and Site Map Webpage
- [Appendix C](#) - Mentoring Program Life Cycle
- [Appendix D](#) - Mentoring Process
- [Appendix E](#) - Timeline of Mentoring Program
- [Appendix F](#) - Requirements for Participation in Mentorship Program
- [Appendix G](#) - Mentorship Enrollment Form (mentor/mentee)
- [Appendix H](#) - Mentoring Program Agreement
- [Appendix I](#) - Mentor and Mentee Roles and Responsibilities
- [Appendix J](#) - Career Development Plan Work Sheet
- [Appendix K](#) - Suggested Training Topics
- [Appendix L](#) - Champion Summit and Hackathon Participants list



Teleportal Deployment
Innovation Through Collaboration

DEPLOYMENT PRIORITY

The goal of TeleTeam is to deploy an interactive message board style portal. The goal of the system is to facilitate communication of staff at varying levels with regards to telework as well as provide resources to help employees succeed.

STATEWIDE CONSIDERATIONS:

Telework has fundamentally changed the way in which the state both completes work and allows their employees to work.

Moving forward, the state will have to consider both accessibility and equity in telework:

ACCESSIBILITY:

- **People** –Are the staff being given an accessible path to begin, amend or terminate telework agreements?
- **Process** –Are work processes being developed or altered to fit into the new reality of telework?
- **Technology** –Are staff at all levels being given access to the technology they need to succeed?



“ So our moonshot is, simply put, to transform our workplace. Beyond just the talking point to fundamentally changing the work experience for employees across our Agency...Long before the telework policy was issued by California Human Resources Department, we decided to really lean in on telework or remote work and make it the norm, not the exception. In other words, go from very few people remote working to most of our workforce! ”

-Secretary Wade Crowfoot, CNRA, January 27, 2022

“ Telework is reliant on internet connection. We need to make sure that there is broadband connectivity throughout the entire state. ”

-Stephanie Tom, Chief Consultant, Asian Pacific Islander Legislative Caucus, CA Assembly ”

EQUITY:

- **Telework Assignments** –Are staff being considered equitably when requesting telework? Are the managers responsible for granting/denying telework being provided the tools to evaluate and make informed decisions?
- **Promotional Opportunities** –Are staff being treated equitably when it comes to promotional opportunities even when teleworking? Are supervisors/managers being coached and supported to consider teleworking employees equitably when compared to office-based employees?
- **Supervisor Access/Coaching** –Are staff being granted equitable opportunities to meet and confer with their management regarding roadblocks when working from home? Are staff being provided equitable opportunities to work with other employees to receive cross-training or support? Are managers ensuring that these opportunities are available and working to build systems that support teleworking employees?
- **Training** –Are staff being provided equitable opportunities to receive training to enhance their career opportunities even when working from home? Are managers being equitable in granting training requests or directing employees to training who are working from home?

DEPLOYMENT PLAN SUMMARY

TELETEAM PLANS TO DEPLOY THE FOLLOWING:

- A message board style system of collaboration with
- Unique teams specific to a user's level (line-level staff, managers & telework coordinators) and
- Opportunities for line-level staff to create in wisdom circles (create solutions through discussions with one another with input from managers) supported by
- Assistance and guidance from managers and telework coordinators and
- Access to resources to ensure success in teleworking

The current state regarding telework presents issues on multiple fronts. Staff lack access to resources needed to succeed while teleworking, peer-to-peer collaboration outside of the routes available within their agencies (siloe workgroups), have few opportunities to engage with management outside of their direct supervisory chain and are rarely offered the chance to affect real change to telework.

The goal of the Teleportal deployment plan is to provide an opportunity for staff, managers and telework coordinators the opportunity to collaborate on issues facing them with regards to telework. They will be supported in this effort by access to resources that support an employee's success in teleworking.

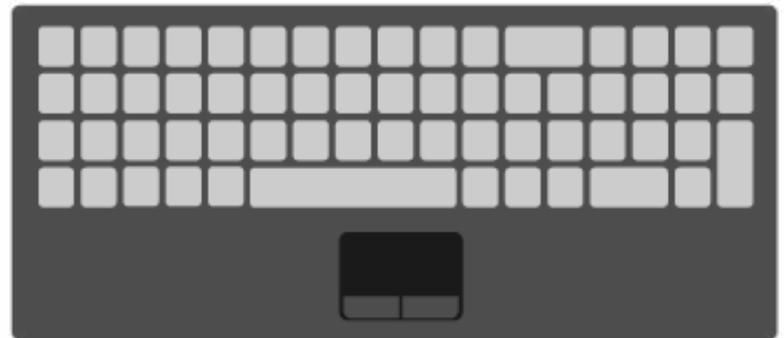
Managers and telework coordinators will have their own groups to discuss issues surrounding teleworking that will not be available to line-level staff. Managers and telework coordinators will also have the ability to 'parachute' in to line-level staff conversations to offer solutions, validate answers staff discovered through their own discussions (wisdom circles) and find and pursue creative alternatives driven by those processing the work each day.

The product is desired to be a state-owned and supported system that provides the following functions as requested by the dedicated state employees joining this team for the Hackathon in April 2022:

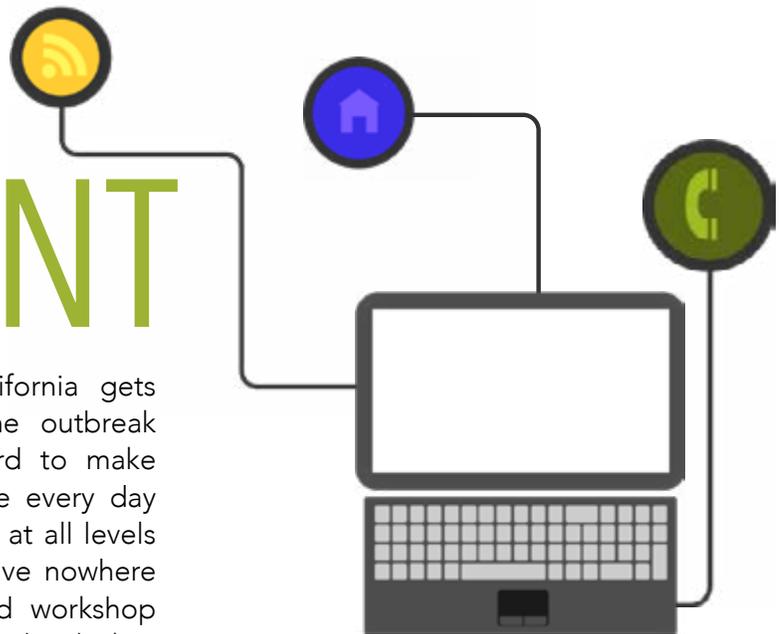
- Easy Access to Support (Sunnie S-Munar, SCO; Katina Smith, DMV; Vina Uy, DMV)
- Links to Resources (Monica Nolte, DWR; Jackie Pace, DMV; Candy Craft, DMV; Molly McClure, SCO; Jennifer Black, DTSC; Sunnie S-Munar, SCO)
- Topical Threads with Current Information (All Hackers)
- TelePortal FAQ (All Hackers)
- Telework FAQ
- Profiles (All Hackers)

“As it applies to learning and development programs, I'm going to leverage the investments we have made and continue on that path. I have no plans to return to the classroom environment. Not that we won't because I do believe we will. But when we do, we're going to do it on purpose and with intentionality. We're establishing a new foundation of design for our programs that's going to be more sustainable and future proof. And when that statement is challenged and proven wrong we will be ready to adapt and move because we will have lessened our dependencies and we'll be ready for that change.”

-John Sanborn, Chief Learning Officer, CalHR



PROBLEM STATEMENT



In 2020, the way in which the State of California gets work done changed fundamentally due to the outbreak of COVID-19. While the state has worked hard to make telework a reality for employees, problems arise every day that create roadblocks to success. Currently, staff at all levels (line staff, managers & telework coordinators) have nowhere to turn to collaboratively discuss problems and workshop solutions related to telework. These same staff also lack a centralized location to access resources related to telework.

BACKGROUND

CURRENT STATE

Currently, the state has no cohesive telework plan that applies from agency to agency. Staff are not guaranteed training, support or feedback needed to succeed while teleworking. Any resources are dependent solely on the department and the manager assigned to provide them to the employee. This disadvantages both the employee and their manager neglecting to approach telework as a whole-system (people, process & technology).

While this has allowed for some employees to both grow and thrive, it's an unsustainable model that fails to account for staff moved to telework that may need additional support and resources. Without a location for staff to discuss concerns and find solutions, without a place for managers to workshop changes and see success, without a place for telework coordinators to create a unified front, there will be people who will fall through the cracks. The end result is a state with unhappy employees, unsupported managers and taxpayer dollars not providing the maximum benefit.

INFLUENCES (EXTERNAL & INTERNAL)

Approaching these concerns from an external standpoint, staff and management are under pressure from stakeholders such as the public, elected officials, the media and others to continue to provide the same or a higher level of service than pre-COVID. Further, these external stakeholders aren't privy to internal communications and policies that may be working to meet their needs but have not yet been implemented.

Internally, staff and management are under pressure to be agile and adapt to changes on the fly. Policies and procedures that were written for an in-office environment may no longer properly cover work being done from home. Technology designed for staff to be present onsite doesn't allow for rapid transition to a home or hybrid environment. Executive and middle managers accustomed to having staff present in order to monitor their work may not be readily able to adjust their management styles to a full or hybrid work from home strategy.

CUSTOMER BASE

Line-level staff, management (all levels) and telework coordinators all require a solution to help bridge the gap between the current state of telework within California and the future state. The desired future state will be discussed later in this document.

CUSTOMER IMPACT OF CURRENT STATE

The lack of a system that centralizes conversation and resources related to telework has created a fragmented system of application throughout state government. Line-staff lack access to resources and answers that can help them to succeed as they are transitioned to telework or when seeking access to telework opportunities. Management lack access to information from other managers who have achieved success or solved a problem they are facing today. Telework coordinators lack access to successful implementation plans that have been shown to work in other places, causing them to 'recreate the wheel'. All of these impacts are out of line with Lean Six Sigma in that they encourage rework, provide few opportunities to refine work processes and generate lower quality outcomes overall.

COST OF STAGNATION

Ivey Business Journal sums up the current state as "Change puts a premium on adapting; the faster the pace of change, the greater the premium. Take away change and there is no need to adapt; if it worked yesterday, there is every reason to believe it will work today." (McCallum et al., 2015). This is an easy thought process to accept. Yesterday's process should work today, so why change?



“It is not the strongest species that survive, nor the most intelligent, but the ones most responsive to change.”

-Charles Darwin



Failing to change has a tangible cost. If employees, managers & telework coordinators continue to be left to their own devices, they will come up with solutions that are less surgical and more triage. By creating a unified system where staff, managers and telework coordinators can discuss, find solutions and deploy them broadly. This creates a unified, consistent approach to problems that leave employees, external stakeholders and executive management with the understanding that a decision at one department will be similar at others.

OPPORTUNITY

FUTURE STATE VISION

The desired future state is a government where employees at all levels have the opportunity to collaborate, create and execute changes in telework that affect the whole-system (people, process & technology). Ideally, staff will be working collaboratively in wisdom circles wherein they workshop ideas to find solutions. Management will then be able to vet these solutions, provide feedback and input on the feasibility.

If an idea is particularly poignant or usable, management could return with it to their management group to discuss implementation cross-departmentally. Telework coordinators can provide feedback and input as well as move adoption forward by moving formulated solutions to executive management.

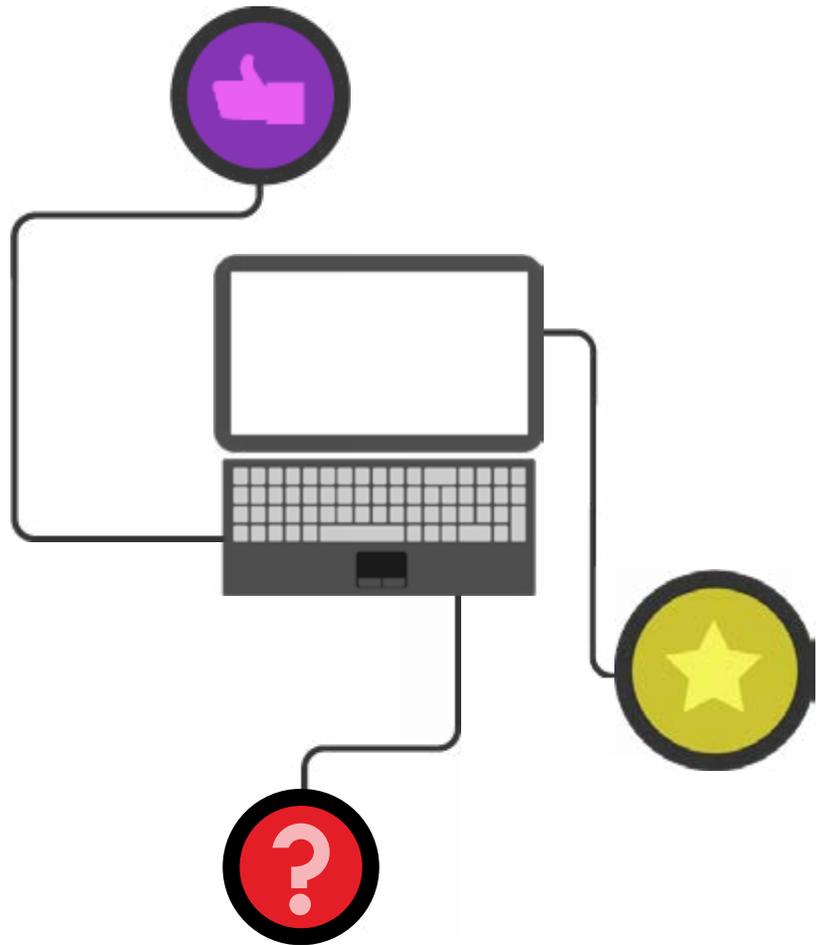
CURRENT/FUTURE STATE GAP

At present, employees have no ability to discuss problems faced in telework beyond whatever systems are in place at their agencies. Internally, staff may have access to messaging solutions (Teams, Slack, Zoom, etc.), Learning Management Systems or other systems, but those discussions only go so far. Further, these discussions are not inherently inclusive of management and the telework coordinators who are able to provide actionable execution of any solutions found.

At present, the state is only a small distance towards the goal of breaking down silos between staff at each agency at all levels. In creating a new system that destroys silos and encourages opportunities to collaborate, solutions can be executed on broadly versus today where they are singularly implemented.

VALUE PROPOSITION

By creating a collaborative interactive system for staff at all levels to discuss telework, we as a team aim to meet the needs of varying customers. Line-level staff may be searching for quick solutions or a chance at engagement to further change. Management may be searching for new avenues to meet programmatic, statutory or agency directives. Telework coordinators may be looking to find a unified way to answer a tired question that keeps being asked repeatedly. By catering to these various internal stakeholders to meet them at their level, we hope to give voice to those searching for one with regards to telework.



BENEFITS

Line-level staff will be given the opportunity to participate outside of the silos of their workplace and level. Collaboration and involvement in a system like the one being proposed also creates a network of success that encourages finding solutions and having their voice heard. Staff who actively engage will be rewarded by the system via badges. Finally, this also allows staff to network with management, create contacts and possible opportunities for upward mobility by showing their value in a live setting.

Management will have the opportunity to leverage the skills, knowledge and ideas of staff outside of their regular purview. Ideas that are of particular interest can be further workshopped in the management discussion group. The system also provides an opportunity for on-the-fly mentorship of staff and the chance to see potential future employees' value to their agencies.

Telework coordinators will have the chance to test out changes to policy or procedure by putting them in front of the people who they will directly affect. Telework processes and resources can be refined based on real world input from varying levels of employees. The value of direct feedback in crafting changes cannot be understated.

ALTERNATIVES

Considering the needs of the state with regards to telework, there are alternatives to a message board style system.

LIVE MEETING SYSTEMS (MICROSOFT TEAMS/ZOOM/ETC.)

Analysis (Pros):

- Allows creation of lessons that can be pre-recorded and utilized by staff on a recurring basis.
- Permits live discussion during set times with facilitation by approved instructors.
- Allows feedback and evaluation of information uptake via quizzes.

Analysis (Cons):

- Relies on resources (people, process & technology) to create lessons/learning materials.
- Discourages creation of new modules unless authorized as one of the resources.
- Assumes all staff has the same needs to be met.

LEARNING MANAGEMENT SYSTEMS (LMS) [BLACKBOARD, ETC.]

Analysis (Pros):

- Allows creation of lessons that can be pre-recorded and utilized by staff on a recurring basis.
- Permits live discussion during set times with facilitation by approved instructors.
- Allows feedback and evaluation of information uptake via quizzes.

Analysis (Cons):

- Relies on resources (people, process & technology) to create lessons/learning materials.
- Discourages creation of new modules unless authorized as one of the resources.
- Assumes all staff has the same needs to be met.

TELEPORTAL

Analysis (Pros):

- Allows for spontaneous discussion from staff.
- Not siloed by department or dependent on creating links to discussion (scheduled meetings)
- Encourages creation and involvement in wisdom circles by staff and management
- Allows staff to be heard and directly involved in the creation of solutions to their issues.
- Facilitates dissemination, adoption and implementation of solutions.

Analysis (Cons):

- Requires commitment of resources (people, process & technology) by an agency to allow employees access.
- System needs to be custom created versus an off-the-shelf system.

SOLUTION

TelePortal offers the best balance of access for employees, collaboration and ease of entry. While the fact that the system needs to be created could be viewed as a detriment, it is in fact an asset. Having a system built to fit means that the requirements staff, processes and technologies can be accounted for and incorporated to obtain the best outcome. Owning the system outright means the state won't be obligated to pay for expensive licenses, only provide a home for it to live. A state-owned system that is hosted internally provides a reassurance that staff's involvement is truly work related and not just "wasting time online". Providing internal support and hosting TelePortal shows dedication to seeing the concept of telework and the employees utilizing it thrive.

IMPLEMENTATION PLAN

INCENTIVES

Net benefits to all participants regardless of level include:

- Increased access to peer-to-peer support for concerns regarding telework
- Access to additional/new resources that may not have previously been available
- Opportunities for collaboration with both peers and management across state service
- Exposure to the wisdom circle concept of mentorship where staff can mentor and problem-solve with one another and the engagement of management
- Increased employee satisfaction due to having an opportunity to be heard and involved
- Increased retention and productivity due to potential greater access to telework



One main incentive to the workforce of the state by adopting teleworking and providing support to staff in finding solutions to teleworking is the shift to becoming an agile workforce.

Specifically to TeleTeam, twenty-plus state employees participated in the Hackathon to develop additional information related to this project. A repeated call from the staff was for consistency, transparency and equity in telework access.



TeleTeam

As noted above, having access to a system like TelePortal provides collaboration which opens the door to information from other agencies to see how telework is being utilized.

For managers and telework coordinators, the system presents a new option for collaborating and obtaining information to help them make better decisions regarding teleworking for their staff and programs. Being able to engage with line-level staff and see their ideas in real time provides the chance to see telework at work and see how employees can flourish when given the right tools. This platform proposes to reduce rework caused by lack of information; managers will be granted with more efficient staff asking fewer questions and more time for themselves due to having answers at the ready.

EMPLOYER OF CHOICE:

The biggest benefit to the State of California is in becoming an employer of choice. Consistent and uniform application of telework policies spurred on by access to quality information and collaboration helps generate well-informed decisions. Increased access to telework resources, an opportunity for staff to be heard and respected, staff opportunities for working collaboratively outside of silos (while teleworking), increased productivity to staff and management and providing coordinators the ability to workshop and get feedback on changes to policy or procedure all lead to the state becoming an employer of choice.

RESOURCES

For deployment of the TelePortal to succeed, the project will require the following hard (tangible, i.e. technology, staff, etc.) resources:

Financial support to build the system (cost unknown).

- Cost for subscription to various business news websites to provide portal content (aka Telework Toolkit)
- Cost to hire needed contracting staff (IT, programmers, etc.)
- Facilitates dissemination, adoption and implementation of solutions.

Staffing

- Project manager to guide the project
- Facilitators to guide discussions and keep topics friendly and informative
- IT Administrator commitment to grant access, ensure security, etc.
 - Additional IT Admin support for system
- Telework Coordinator commitment to utilize system
- Dedicated programmer to integrate system into SACNet
- Executive/Middle Management commitment to utilize system
- Staff commitment to create portal content

Staffing Support

- Staff commitment to create walkthroughs (basic training information)
- Staff commitment to create support documentation (Troubleshooting)
IT to build the system

IT infrastructure to host system

IT infrastructure to support system

Soft resource (portal content, time commitments, engagement, etc.) requirements:

Staffing

- Executive/Middle Manager commitment to utilize/engage with system
- IT Administrator commitment to support system uptime
- Staff commitment to create portal contents
- Staff commitment to create procedures
- Staff/Manager commitment to facilitate board
- Staff commitment to searching for financial resources
 - Grant funding from State?
 - Grant funding from Federal government?
 - Public/Private Partnership (PPP)

Procedures

- FAQ for TelePortal
- FAQ for Telework
- Manager/Supervisor Guidelines

Telework Toolkit

- State telework resources: telework.govops.ca.gov | [California's Telework Guide](#), [Statewide Telework \(ca.gov\)](#), [Statewide Telework Policy Memo](#), [Telework | GSA](#), [Resources for Managing Teleworkers | GSA](#)
- Telework Ergonomics Information: [Ergonomics and Remote Work | UCSF Health Ergonomics](#)

User Agreements

Training/Support

PLANNING

Proof of Concept (Pock) proposals:

- System test build to show viability

Proof of Concept (Pock) Tests:

- Wisdom circle test meeting (May/June 2022)
 - Held on May 18, 2022

Steps/Processes Being Tested as Pock:

- Wisdom Circle

ORGANIZATIONAL CHANGE MANAGEMENT (OCM) (AKA PUBLICIZING THE SYSTEM)

TeleTeam proposes that the system be involved in department and agency-wide OCM messaging efforts to encourage engagement. Users can't access a system that they don't know about. Once there is ample engagement, OCM messaging should turn to relaying successes such as:

- Validated Answers
- Satisfied Users (via survey feedback)
- Success Stories (aka problems solved)
- Mentoring/Wisdom Circle Participation (infographic)
- Innovator Badge on System for Having Idea Adopted

WISDOM CIRCLE PROOF OF CONCEPT FEEDBACK

TeleTeam completed a Proof of Concept trial session of a wisdom circle in mid-May. The purpose of doing this trial is two-fold:

- Assists TeleTeam to see the benefit of building Teleportal to encourage the Wisdom Circle of communication as the model for participants.
- Offers the opportunity for staff to learn tools that they can use in their work.

The Proof of Concept event allowed TeleTeam to trial the Wisdom Circle method of communication through the lens of telework-related questions posed to a group of approximately 20 people. The feedback/information gleaned from this event has been uploaded as an addendum "Use Case" to this document and satisfies the deliverable requirement for this Proof of Concept.

LEARNING MANAGEMENT SYSTEM [USE CASE](#)

As a part of Cohort 2022, TeleTeam completed the CalHR Engage Values System course. The CalHR Values System consists of 9 core values:

- 1 — Communicate Effectively
- 2 — Inspire & Engage
- 3 — Develop Others
- 4 — Foster a Team Environment
- 5 — Exhibit Personal Credibility
- 6 — Build Collaborative Relationships
- 7 — Improve Our Organization
- 8 — Achieve Results
- 9 — Model Good Governance

Each week, an email would be created that summed up the content of the video and elaborated on just how the value was impactful. A set of questions was posed to the team as a whole to consider and were discussed during team meetings. This review, repose, revisit method helped to drive home the content of the videos, incorporate the values into our work as a team and allowed for an interactive element that encouraged collaboration and communication.

The emails were turned into a Use Case document in May 2022 and have been uploaded as an addendum to this document to be included for future cohorts.

Proposed/Actual Deliverables (Responsible Parties in Bold):

- Deployment Plan (actual)–**TeleTeam**–The deployment plan for TelePortal along with a summary for use in executive meetings.
- User Agreement Information (actual)–**TeleTeam**–Cleaned/Organized output from Hackathon for reference when creating user agreements.
- Telework Toolkit (actual)–**TeleTeam**–Useful links to include in TelePortal consisting of resources for teleworking, ergonomics and management of teleworkers.
- Wisdom Circle Lessons Learned (proposed)–**TeleTeam**–List of problems generated by wisdom circle meeting and any solutions discovered.
 - Wisdom Circle Information Kit - Docs from Michelle, Video, Transcript, Attendee Output
- Hackathon Results (actual) –**TeleTeam**– Raw output from Hackathon.
- Day of Innovation Presentations (actual) –**TeleTeam**–TeleTeam 3-minute presentation, Deployment Plan, etc.

Deliverables Accountability

- Deployment Plan – May 16, 2022 – Final
- User Agreement Information – June 9, 2022 – Final
- Telework Toolkit – June 9, 2022 (incorporated into Deployment Plan)
- Wisdom Circle Lessons Learned – June 9, 2022 (PoC)
 - Wisdom Circle Information Kit - June 9, 2022
- Hackathon Results – April 14, 2022
- Day of Innovation Presentations – June 9, 2022

Metrics

- User Access Percentage (Users Committed/Users Accessing per week) (Goal: 20%/week @ 3 mos.)
 - Measure Group Usage vs. Other Groups (ex: line-staff vs. managers, etc.)
- Number of Threads Posted (per week) (Goal: 5 per week @ 3 mos.)
- Number of Answers Validated by Management/Telework Coordinators (per month) (Goal: 1 per month @ 6 mos.)
- Return on Investment – Cost (\$ Invested in Project Amortized Over Total Users)
- Return on Investment – Value (Increased Productivity as Measured by Survey to Management of Teleworkers Using System @ 3/6 mos.)
- User Satisfaction Survey Results (Goal: 70% satisfied @ 3/6 mos.)

RECOGNITION

The TeleTeam would like to take the time to thank our hackers for joining us at the Hackathon on April 14, 2022. Without their key contributions, this deployment plan would not have been possible. The hackers below are listed in alphabetical order:

 Aneesah Al-Mohsen, DMV

 David Angulo, DMV

 Jennifer Black, DTSC

 Candy Craft, DMV

 Krissy Chan, DWR

 Regina Fisher, DMV

 Molly McClure, SCO

 Elsa Montenegro, DWR

 Sunnie S-Munar, SCO

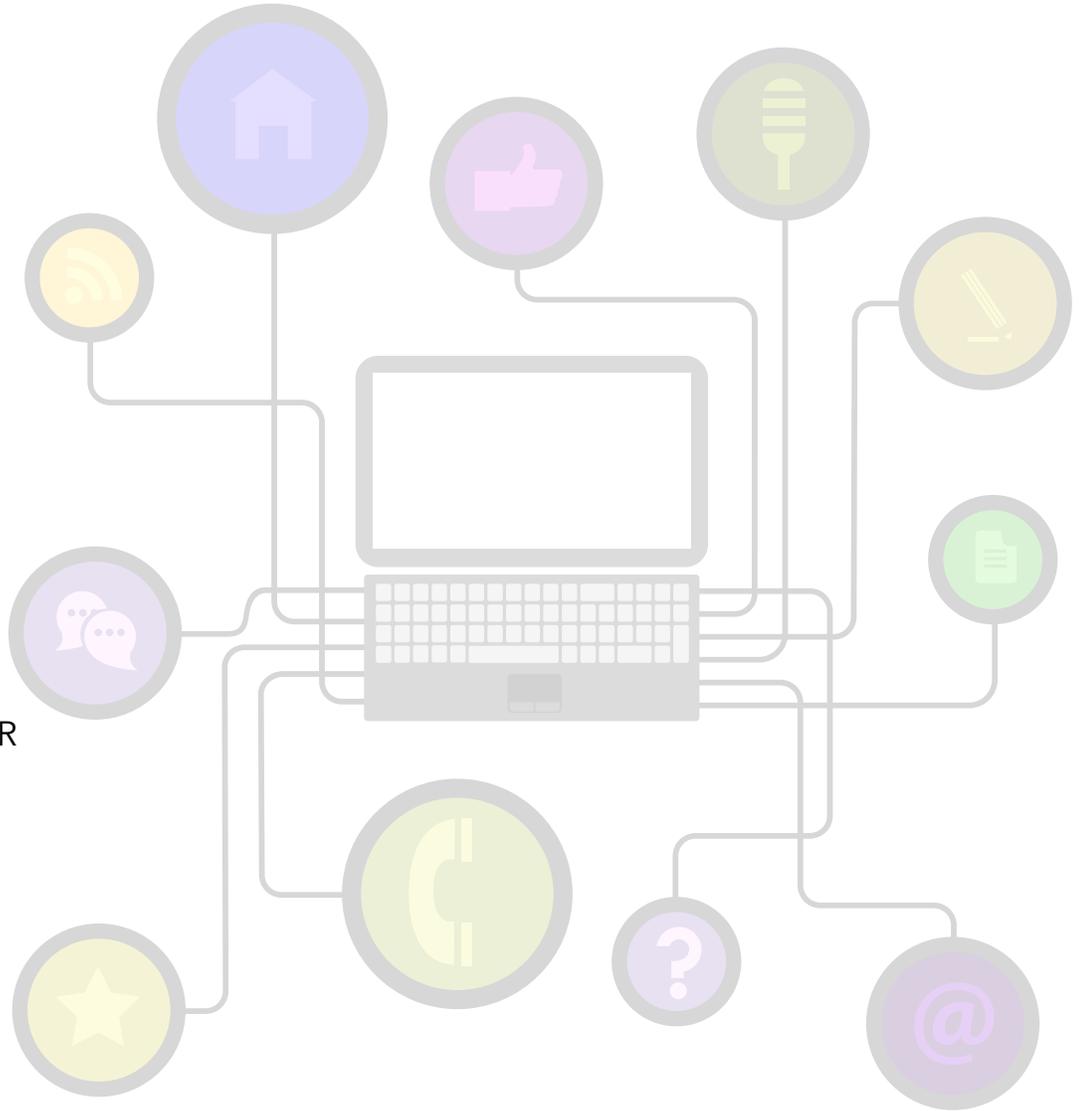
 Javier Ochoa, DMV

 Jackie Pace, DMV

 Katina Smith, DMV

 Vina Uy, DMV

 Ken Wohl, DCSS



QUESTIONS

FOR COHORT 2023 & BEYOND
TO CONSIDER:

- How will we identify/obtain funding?
- How will we identify/obtain technological support?
- How do we get state agency buy-in?
- How do we budget forecasting for this project?
- What technological skillsets do we need for this project?
- What steps can we take to find funding/tech support?
- Who would create training and support documentation?
- How do we incorporate continuous improvement into the platform?

CITATIONS

McCallum, J. S., McCallum, J. S., & Bio, V. (2015, December 17). Adapt or Die. Ivey Business Journal. Retrieved April 21, 2022, from <https://iveybusinessjournal.com/publication/adapt-or-die/>

Danzyk, P., Barranco, A., Gordon, S., Sanborn, J., Tom, S., Williams, M., & Xavier, J. (2022, February 3). *Accelerating Government Innovation Through a Culture of Change Leadership Panel*. Cal-IPGCA Leadership Forum. Retrieved April 21, 2022, from https://orasystems.tovuti.io/images/yvHjfMVGXF0l2hlXTVvunDMjl5NzY4ODE4Mzl5NA/ORASSETS/Transcript_-_Change_Leadership_Panel.pdf

Jedi Unifiers



"One Team. One World. One Love."

Advancing Racial Equity through California State Government Innovation

**C
O
N
T
E
N
T
S**

ABSTRACT	1
INTRODUCTION	2
California Strategic Growth Council's Racial Equity Resolution	2
Why Start the State Equity & Inclusion Process with Race?	2
BACKGROUND	3
STEP 1: URGENCY	4
Wade Crowfoot, Secretary of California Natural Resources Agency	5
Toks Omishakin, Secretary of California State Transportation Agency	5
Kathleen Allison, Secretary of California Department of Corrections & Rehabilitation	5
STEP 2: OPPORTUNITIES	6
Advancing Racial Equity in California State Government	6
Cross Collaborative Opportunities Available through the Cal-IPGCA Association	7
JEDI Unifiers Initiative Recommendations	8
Recommended Approach	8
Phased Approach	8
Phase I:	8
Phase II:	8
Phase III:	9
Phase IV:	9
STEP 3: INCENTIVES	10
STEP 4: RESOURCES	11
California Strategic Growth Council	11
Capitol Collaborative on Race & Equity	11
Government Alliance on Race & Equity	12
Agency Racial Equity Core Teams	12
California Human Resources (CalHR)	12
STEP 5: PLANNING	13
Action Area: Governor's Executive Leadership	13
Governor Leadership Action to Prioritize:	13
Action Area: Agency Leadership	14
Leadership Actions to Prioritize:	14
Action Area: Personal Empowerment	16
Personal Empowerment Actions to Prioritize:	16
STEP 6: METRICS	18
Metrics defined by the 2021 Unifiers Cohort	18
STEP 7: ACCOUNTABILITY	24
Executives Accountability	24
Accountability of the Executive through the Legislature:	24
Agency Leadership Accountability	24
Governor's Office, Governor's Office of Planning & Research (GovOPs), and Public Dashboard	24
Individual Accountability	24
Recommended Accountability Approach	24
STEP 8: RECOGNITION	25
Institutional Recognition	25
Special Recognition	25
ACKNOWLEDGEMENT	26
APPENDIX	27
BIBLIOGRAPHY	28

ABSTRACT

The topic of racial equity is at a pivotal moment in California state government. At the direction of the California State Governors' Office, key state stakeholder groups continue to build upon the advances at the varying levels of state government. In August of 2020, the California Strategic Growth Council took the first governmental steps toward proposing Racial Equity Resolution legislation. One of the first **governmental employers in the nation** to include Diversity, Equity, and Inclusion (DEI) in the workplace. To further the expansion of this program, the California Innovation Playbook for Government Change Agents Program and Association ([Cal-IPGCA](#)) Cohort 2021 authored a report to strengthen DEI efforts through interagency collaboration. The goal of cross-agency participation is to provide civil servants across the various California state agencies the platform to engage and develop cross collaborative networks throughout state employment at every level.

Diversity, Equity, and Inclusion (DEI) by nature includes a broad set of focus areas. Opportunities are focused on internal government pursuits rather than external facing programs and policies. They occur within action areas ranging from personal empowerment, agency population, agency executive leadership, and governor executive leadership. Utilizing a racial equity-centered, results-based, accountability tool we outline the work required to implement this [plan](#).

By building a framework that first supports a focus on racial equity, the state will be better positioned to support other protected employee groups that include gender, sexual orientation, disability, and age discrimination. (Government Alliance on Race & Equity, 2022)

The Justice, Equity, Diversity, and Inclusion (JEDI) Unifiers recognize that through innovation, commitment, communication, and policy, the State of California can abolish the barriers existing in civil service employment. This paper employs data, ethical reasoning, and policy recommendations to encourage California to continue to innovate and standardize the human resource practices that support Diversity, Equity, and Inclusion (DEI) training and to encourage legislation similar to SB 17, a bill introduced by Senator Richard Pan, which would have created an Office of Equity. (Pan, 2021)

INTRODUCTION

Supreme Court Justice Ruth Bader Ginsburg once said, “I didn’t change the Constitution; the equality principle was there from the start. I just was an advocate for seeing its full realization.” (Ginsburg, 2013)

There continues to be ample evidence that diverse and inclusive organizations are likely to make better, bolder decisions. It is imperative that California continues to take critical steps in Diversity, Equity, and Inclusion (DEI) to gain unity across the various racial groups and underrepresented communities to support innovative change in state civil service which prioritizes human resource policy and practices.

California Strategic Growth Council’s Racial Equity Resolution

“Advancing Racial Equity through California State Government Innovation,” can only be accomplished with California’s continued commitment to transform state government. The Racial Equity Action Plan strategies developed by agencies to track progress and accountability serve as a framework to enact policy that will convey the urgency, and deep commitment to make meaningful, impactful, and innovative changes.

“We will achieve equity when everyone has access to what they need to thrive—starting with our most vulnerable—no matter their race, socioeconomic status, identity, where they live, or how they travel. To create a brighter future for all Californians, Caltrans will implement concrete actions as outlined in our Race & Equity Action Plan, regularly update our Action Plan, and establish clear metrics for accountability in order to achieve the following commitments.” (Secretary Kim, 2020)

By passing the Racial Equity Resolution, California’s Strategic Growth Council (**SGC**) has highlighted the state’s role as a global leader regarding innovation, policy, and social issues. This bold and innovative choice has a profound impact on California citizens, state agency employees, and leadership at all levels throughout State agencies. This resolution is the proving ground to support DEI innovative Change in human resource practices and policies.

Why Start the State Equity and Inclusion Process with Race?

The idea of a color blind society, while well intentioned, leaves people without the language to discuss race and examine their own bias. Color blindness relies on the concept that race-based differences don’t matter, and ignores the realities of systemic racism. (Vincenty, June) Starting the conversation creates a bridge to positive change, “It is critical to address all areas of marginalization, and an institutional approach is necessary across the board. As local and regional government deepens its ability to eliminate racial inequity, it will be better equipped to transform systems and institutions impacting other marginalized groups” (GARE)

BACKGROUND

Building and “developing a network of government focusing on racial equity is critically important to getting different outcomes in our communities.” (Government Alliance on Race & Equity, 2022)

Civil unrest, socio economic inequalities, and global outcry in the early 2020's compelled policy makers, educators, social justice advocates, and a large majority of individuals to protest and call for changes in every fiber of society. This powerful narrative, supported by a wide variety of quantitative and qualitative research, compelled the JEDI Unifiers to highlight executive actions to form a Racial Equity Committee.

As pressure to create and implement DEI measures increase on agencies, from legislators, engaged citizens, and policy makes, JEDI Unifiers felt compelled to advocate for standardization across state agencies. An Office of Equity can provide direction and recommendations to help agencies fulfill their mandates.

As State agencies continue to grapple with frequent turnover, recruitment challenges, and budgetary solutions made at the expense of state employee pocketbooks, it is imperative to make the necessary changes to attract, retain talent, and deliver on DEI promises.

The JEDI Unifiers' predecessors provided an initial mode for California state government to initiate comprehensive DEI training and transform all state agencies. By delineating three major actions areas, this year's cohort has outlined concrete steps to progress.

Action Areas:

- Governor Leadership
- Agency Leadership
- Personal Empowerment



As the pressure to create DEI increases, it is crucial that transparency at the core of change. The action areas above are intending to create accountability and transparency in this whole process. The challenge of DEI efforts is that while agencies might be making strides to improve their internal processes, they are not transparent. A prime example is the Racial Equity Action Plan, while many agencies may develop them, they are reluctant to make them public. It is imperative that these plans be public and their progress measured and monitored.

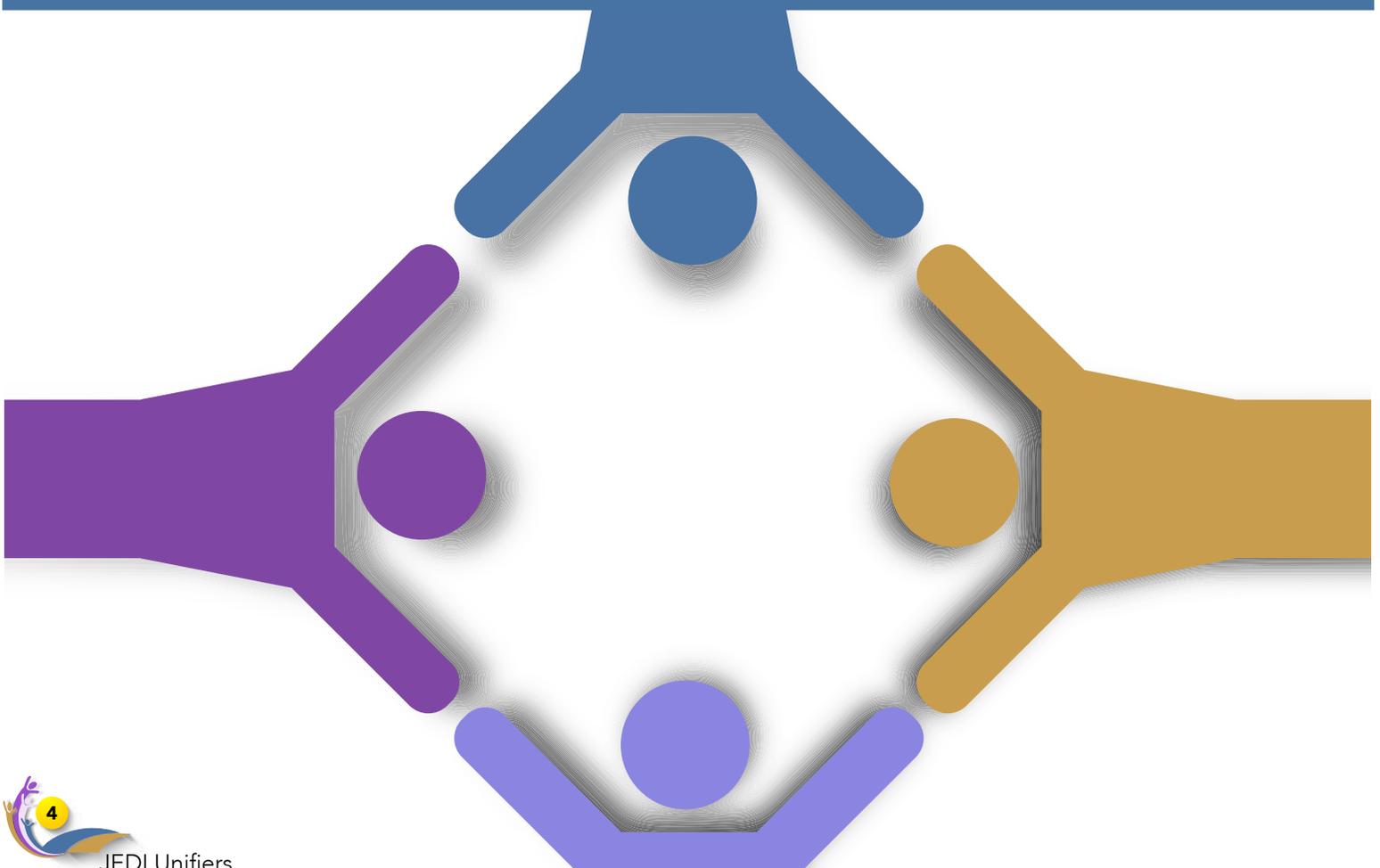
Step 1: URGENCY

On May 26th, 2020, the murder of George Floyd by a Minneapolis Police Officer sparked a national and international dialogue on racism and the pervasive need for racial equity in the United States and throughout the world. Responses challenged the status quo and touched nearly every strand of society. This incident energized the conversation around racial equity at all levels of California state government and this energy was exemplified by a surge in agency participation and development of Racial Equity Core Teams and Racial Equity Action Plans.

Achieving Racial Equity in the workplace in California changes the trajectory of lives, has a powerful global financial and moral impact. The SGC is committed to achieving racial equity in its operations, investments, and policy initiatives to achieve its vision for racial equity: **All people in California live in healthy, thriving, and resilient communities regardless of race.** (SGC, 2020)

The business case for diversity proves that organizations with diverse employees perform better than their less diverse peers. The performance differential between the most and least gender-diverse organizations is 48% and organizations in the top quartile of ethnic and cultural diversity outperform those at the bottom quartile by 36% (McKinsey, 2020). Despite the clear benefits many agencies struggle to have meaningful DEI programs that go beyond acquiring diverse groups of employees.

Developing a scaled and purposeful DEI strategy is key to uncovering systemic inequities and creating sustainable change. Creating a strategy to move towards a culture of DEI creates a better environment for employees, allowing them to thrive and provides numerous organizational benefits internally and externally.



Wade Crowfoot—Secretary of California Natural Resources Agency

“I’m making my way through this week feeling heartbroken, angry, and committed to doubling down on the change we need to see in our country. Images of rage and pain across our country—burning buildings and exploding anger— show Americans brought to the edge by pervasive and persistent systemic racism in our society.

Add George Floyd to the long—and ongoing— list of black Americans who have lost their lives from police brutality. Add Christian Cooper—the peaceful birder who had the 911-system weaponized against him in Central Park—to the list of countless black Americans who are endangered in their everyday lives: relaxing in their living rooms; jogging in their neighborhoods; or simply walking home from the convenience store.

We also continue to battle the coronavirus pandemic, which highlights unequal access to health care and safe outdoor space, and increased vulnerabilities in communities of color.

We have a role to play within the Natural Resources Agency to make things better. We have to be part of the solution, so we are not inadvertently perpetuating the problem. Simply put, we need to bring the change that we want to see in this country into our own institution. (Blog, 2020)

Toks Omishakin—Secretary of California State Transportation Agency

“We have arrived at such a flashpoint as the nation endures the harrowing challenges posed by the COVID-19 health crisis, its related economic downturn, and the inspiration for my note to you this afternoon—the strongest momentum for racial equity and social justice America has experienced in decades. In this spirit of forward progress, Caltrans today is releasing an Equity Statement for the first time in its existence. I consider it an honor to share it with you now. Click here to read statement: [Equity Statement](#)

The statement addresses our leadership position and unique responsibility in government to eliminate barriers by providing a more equitable transportation system for all Californians. It also acknowledges that communities of color, underserved neighborhoods and disabled populations have experienced fewer benefits and a greater share of the negative impacts associated with some of Caltrans’ past decisions. While a portion of these disparities are the result of a history of racism in transportation policy and design, there is no time like the present to shape an enlightened approach to our philosophies moving ahead.” (CaltransBlog, 2020)

Kathleen Allison—Secretary of California Department of Corrections and Rehabilitation

“Over the past few years, I’ve watched along with many of you as unresolved diversity issues related to race, gender, and sexual orientation, religion, and disability have impacted our country but also brought us together. The issue of diversity, equity, and inclusion are more important than ever. And as secretary, I want to make sure we are doing more than checking boxes, I want see us all coming together despite any differences we may have to truly listen and learn from each other, so we can forge a path forward for the future of our department [state government].” (The path forward: Our commitment, 2021)

Step 2: OPPORTUNITIES

ADVANCING RACIAL EQUITY IN CALIFORNIA STATE GOVERNMENT

By intentionally monitoring DEI metrics, communicating progress to key stakeholders, empowering leaders with the education and coaching to lead, state government can be transformed into a place that is enriched with the benefits a diverse workforce provides.

State government can be transformed into a diverse workforce by:

- intentionally monitoring DEI metrics
- communicating progress to key stakeholders
- empowering leaders with education and coaching

"To create a brighter future for all Californians, Caltrans will implement concrete actions as outlined in our Race & Equity Action Plan... and establish clear metrics for accountability in order to achieve the following commitments." (Caltrans Equity Statement, 2020)

People

We will create a workforce at all levels representing the communities we serve by improving our recruitment, hiring, contracting, and leadership development policies and practices.

Programs & Projects

We will meaningfully engage communities most impacted by structural racism in creating and implementing the programs and projects that affect their daily lives by creating more transparent, inclusive, ongoing consultation and collaboration processes. We will achieve our equity commitments through an engagement process where everyone is treated with dignity and justice. We will reform our programs, policies, and procedures to avoid harm to frontline and vulnerable communities based on this engagement. We will prioritize projects that improve access and provide meaningful benefits to underserved communities.

Partnerships

By leveraging our transportation investments, we also commit to increasing pathways to opportunity for minority-owned and disadvantaged business enterprises and for individuals who face systemic barriers to employment.

Planet

We commit to combatting the climate crisis and its disproportionate impact on the frontline and vulnerable communities—such as Black and Indigenous peoples, communities of color, experiencing homelessness, people with disabilities, and youth. We will change how we plan, design, build and maintain our transportation investments to create a more resilient system that more equitably distributes the benefits and burdens to Californians' current and future generations." (Caltrans Equity Statement, 2020)

California is often viewed as a national and international leader in public policy. As a role model for racial equity-centered initiatives California state government leads the way in influencing others beyond boundaries to make impactful change.

The future of work is changing, and California state agencies are currently struggling to find, retain, and attract talent. It is part of the project team's thesis that by advancing Diversity, Equity, and Inclusion actions targeting internal government processes, we may make our government more attractive to a talented labor pool.

The current state of the labor market is illuminated by the statistic that talent shortages in the U.S. have more than tripled in the last ten years with 69% of employers struggling to recruit which is up from 14% in 2010 (Forbes, 2021). From a suite of statistics, it is apparent that millennials prefer to work at organizations that are diverse, flexible, and have shared values. If California state agencies want to remain relevant and become an employer of choice for the generations to come, creating an inclusive workplace where employees have a deep connection to the workplace is essential.

One of the largest benefits of successfully advancing racial equity initiatives within the government is an increased sense of psychological safety at the workplace. Psychological safety gives employees the opportunity to speak up candidly with ideas, questions, concerns, and even mistakes without fear of retribution. In brief, psychological safety is about enabling candor. It is vital to leveraging the benefits of diversity because it can make inclusion a reality. Many positive effects of increased psychological safety in the workplace include: increased team creativity, increased team rate of innovation, increased mental wellbeing, the empowerment of staff, improved performance, improved team cohesion, ease of conflict management, and greater acceptance of change. (HBR, 2017)

CROSS COLLABORATIVE OPPORTUNITIES AVAILABLE THROUGH THE CAL-IPGCA ASSOCIATION

California Innovation Playbook for Government Change Agents (Cal-IPGCA) association has a set of strengths that open the door to implementing uncommon opportunities in future cohorts.¹ By leveraging itself collaboratively across agency silos, CalIPGCA is uniquely situated to synergize participation across all levels of government. From entry-level to senior executives, trainees work in cross-functional teams to develop moonshot projects. At the culmination of the project, each cohort produces an innovation playbook to improve the State of California's essential functions. These playbooks include best practices, lessons learned, and a full breadth of analytics.

A few of the strengths of Cal-IPGCA include its openness of membership, cross-agency participation, ability to create safe space, and network connections throughout state leadership. The opportunities available to future cohorts can be organized into three action areas: governor alignment, agency leadership, and personal empowerment.

Aligning strategies with the Governor of California is a simple way to increase the weight of the aligned strategy. Fortunately for the Cal-IPGCA, in 2019, the California Strategic Growth Council published a groundbreaking **Racial Equity Action Plan**, the first cabinet-level multi-agency body to pass such a plan in the nation. This document provides opportunities to align DEI strategies with plans endorsed at the highest level of executive leadership.

¹ Cal-IGPCA is an immersive, experiential learning environment where trainees re-imagine enterprise-wide challenges from a whole-systems perspective and unlock elegant, innovative solutions. As members of the Cal-IPGCA virtual community, trainees, also known as innovationists, receive intensive training opportunities to apply their learning immediately in their Moonshot project teams, workplaces, and daily lives. Cal-IPGCA's virtual community cross-connects government, academia, advocacy, and tech to create a dynamic testbed that is designed to respond to real needs in real-time.

JEDI UNIFIERS INITIATIVE RECOMMENDATIONS

Inspired by [CalTran's Race and Equity Action Plan](#), the JEDI Unifiers have come up with recommendations that would progress DEI across state programs.

Develop a **long-term DEI Strategy Roadmap** and embed inclusion in the culture in a way that is outlined in Caltrans Racial Equity plan and will ensure that barriers to inclusion continue to decrease while internal awareness, knowledge and skills continue to increase.

Establish a base line and set goals for the future. It's important to be clear at the outset about each agency's current state and to set achievable goals. Creating a 1–5-year roadmap with measurable goals will serve as a guide. A defined strategy includes clear accountabilities with specific goals and initiatives that are customized to each agency's specific needs, and challenges.

Establish plan to measure progress on a regular basis. "Nearly half (47%) of survey respondents measure progress toward their diversity and equity goals at least twice a year. Slightly fewer (43%) measure progress toward inclusion goals at least twice a year." (SHRM, 2021) Developing a schedule will help see progress and calculate Return on Investment (ROI).

Establish plan to communicate progress widely. Private sector organizations that report success around DEI initiatives are almost twice as likely to share DEI metrics. This transparency demonstrates that progress matters and underscores a sustained commitment toward achieving a fair workplace. Present diversity data in an easy-to-understand, customizable scorecard or dashboard that is relevant to its intended users. The data presentation will allow for easy comparisons between units and across time periods. Creating internal and external communication plans to convey the message.

Train leadership at every level on having conversations about diverse topics and to prepare for change management process. Engaging leaders early in the process through a training development series aimed at self-reflection around race and diversity topics is key to success in adopting a new diversity initiative.

RECOMMENDED APPROACH

To provide the platform needed to incorporate DEI into the employee lifecycle (hire to retire) California decision makers can use agencies such as Government Operations ([GovOPs](#)) and California Human Resources ([CalHR](#)), along with the creation of an Office of Equity. Using conducting surveys through focus groups and developing training topics from those results will provide insight into the needs of state employees.

PHASED APPROACH

PHASE I:

Current State Assessment. The first phase to progressing DEI is to substantiate the current situation. DEI gaps can be uncovered from all stakeholder feedback. By using surveys and focus groups that are protected and incentivized, key decision makers can gather data on the true sentiments of state workers. Future cohort of Cal-IPGCA in collaboration with Strategic Growth Council can conduct a comprehensive review of Human Resource (HR) policies and procedures.

PHASE II:

Determine the Purpose of DEI. Conduct an analysis based on the Strengths, Weakness, Opportunities, and Threats (SWOT) (Gov Comp: Strategic Plan: SWOT Analysis tool), a popular tool that illuminates the current condition of the organization. Determine the focus of the DEI program and identify the goals and metrics in which they will be measured. The DEI purpose statement will be created at this stage. Further analysis of the employee lifecycle from a DEI lens will begin. By the end of phase II there will be customized DEI initiatives to begin implementing.

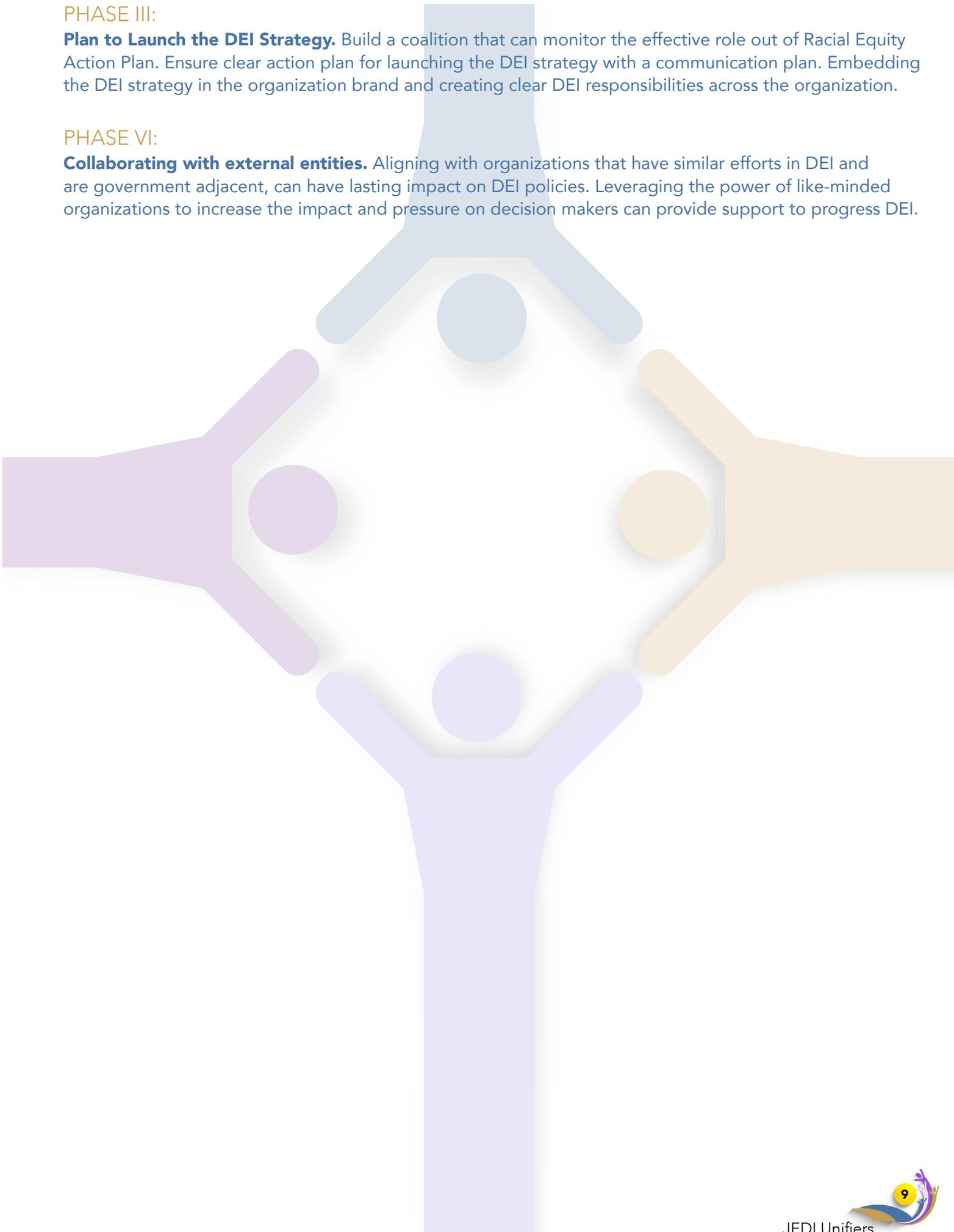


PHASE III:

Plan to Launch the DEI Strategy. Build a coalition that can monitor the effective role out of Racial Equity Action Plan. Ensure clear action plan for launching the DEI strategy with a communication plan. Embedding the DEI strategy in the organization brand and creating clear DEI responsibilities across the organization.

PHASE VI:

Collaborating with external entities. Aligning with organizations that have similar efforts in DEI and are government adjacent, can have lasting impact on DEI policies. Leveraging the power of like-minded organizations to increase the impact and pressure on decision makers can provide support to progress DEI.



Step 3: INCENTIVES

Erasing racism has enormous benefits for the state of California and its employees. Carrying forward the goal for the development and execution of a statewide Diversity and Inclusion Survey(s) coupled with high level and specific annual training administered and required by California Department of Human Resources (CalHR) will close the gap on racism and diversity in California state employment.

For the State of California to remain an employer of choice today and in the future, it must embrace a foundation that supports a diverse and inclusive workforce. DEI programs are shown to reduce organizational and legal risk resulting from workplace violations. The deployment of standardized and statewide diversity surveys and DEI training will help ensure that goal is accomplished and successful DEI programs, can be used as examples and motivators for others.

A renewed focus on the recruitment and retention of talented employees seeking an inclusive and safe workspace will support the exchange of new ideas and ways of thinking. Collaborative consensus leads to productivity and enhanced performance. It is fresh approach to workforce planning and development that modernize service delivery with tax payer cost savings in mind.

To incentivize adoption of DEI programs we propose the following:

- Provide grants to support new DEI training and enhance successful existing programs.
- Additional DEI training opportunities for individual employees based on their training level, and allowing motivated employees to gain greater opportunities.
- Grant funding for agency based on their employee's training level in DEI.
- Create badges and certifications for organizations and employees with superior DEI training.



Step 4: RESOURCES

At this time, there are several organizations actively developing and implementing programs that support racial equity in California state government employment. Each organization has a unique composition, background, charge, focus and set of resources. The successful work of these innovators can be adopted and used to further future Cal-IPGCA moonshot projects who share the goal consolidating these activities from a human resource management perspective.

CALIFORNIA STRATEGIC GROWTH COUNCIL

The California Strategic Growth Council (SGC) brings together agencies and departments with the Governor's Office of Planning and Research to coordinate activities that support sustainable communities, emphasizing strong economies, social equity, and environmental stewardship. The SGC is the first cabinet-level multi-agency body to adopt a Racial Equity Action Plan in the nation. This adoption of a Racial Equity Action Plan by the SGC was multi-sectoral and occurred at the highest levels of state government. (California Strategic Growth Council, 2022).

Key takeaway:

The SGC's Racial Equity Action Plan is a monumental resource for future team-members who aim to align their racial equity efforts with the highest levels of California state government.

CAPITOL COLLABORATIVE ON RACE AND EQUITY

The Capitol Collaborative on Race and Equity (CCORE) is a community of California State government entities working together to learn about, plan for, and implement activities that embed racial equity approaches into institutional culture, policies, and practices. They convene the Health in All Policies Task force with the aim to increase the capacity of State government to advance health and racial equity. They host a training consisting of state entities who currently do not have racial equity action plan with an outcome of a customized Racial Equity Action Plan. (Capitol Collaborative for Racial Equity, 2022)

Key takeaway:

The CCORE's Racial Equity Action Plan is the most cohesive and can be used as a template for other agencies building and develop their Racial Equity Action and Training Plans.

GOVERNMENT ALLIANCE ON RACE AND EQUITY

The Government Alliance on Race and Equity (GARE) is a national network of government working to achieve racial equity and advance opportunities for all. The Capitol Collaborative on Race and Equity sprung from a GARE working group previously named 'GARE Capitol Cohort'. GARE has developed strong statements regarding the justification for leading with race and the benefits available to everyone when racial equity is achieved in government. GARE has also developed a set of resource guide to implement Racial Equity in government. (Government Alliance on Race & Equity, 2022)

Key takeaway:

GARE a critical resource for justification for racial equity work. The resource guides produced by GARE are a must read to understand how to advance racial equity can be achieved in government. Guides and Tools published by GARE include:

- [GARE Tools & Resources](#)
- [GARE's Statement: Why We Lead with Race](#)
- [GARE Statement: Why Working for Racial Equity Benefits Everyone](#)

AGENCY RACIAL EQUITY CORE TEAMS

Since CCOREs inception in 2018, they have trained cohorts of state agencies in to develop Racial Equity Action Plan. With nearly 40 departments trained, these departments range from the Tahoe Conservancy to the Governor's Office of Planning and Research.

These agencies have organized a Racial Equity Core Team who are responsible for the development and implementation of their agencies Racial Equity Action Plan. Currently only a handful of these teams have released Racial Equity Action Plans while many teams are working to deliver racial equity action plans approved by their management.

Key takeaway:

Agency Racial Equity Core teams are a relatively new teams who are at varying stages of their development and implementation of their agencies Racial Equity Action Plan.

CALIFORNIA HUMAN RESOURCES (CALHR)

CALHR works with agencies to conduct an annual workforce analysis for use in equal employment opportunity and workforce planning efforts. CalHR produces the Annual Census of Employees in State Civil Service report. This report provides data on civil service employee demographics, and in some instances, on comparable California labor force and population demographics. (Workforce Analysis and Census of Employees, 2022)

Key takeaway:

CalHR's Annual Census of Employees in State Civil Service report is an objective and complete demographic data source for state civil service.

Step 5: PLANNING

By aligning individuals who share a vision, this strategic implementation plan was developed to complement current DEI efforts. A few of strengths of Cal-IPGCA network offers include an openness of membership, cross-agency participation, ability to create safe space, and networking connections throughout state leadership. These strengths open the door to future enhanced opportunities and positive impactful change.

ACTION AREA: GOVERNOR'S EXECUTIVE LEADERSHIP

The Governor's Executive Leadership action area refers to a set of actions that likely require elevation to the Governor's Office, Governor's Office of Planning and Research, or the California Strategic Growth Council. A set of 4 actions have been prioritized within the action area for implementation by Cal-IPGCA and future moonshot project teams.

Governor Leadership Action to Prioritize:

1. Lobby for legislation similar to SB 17 which would establish an Office of Racial Equity in state government, establish a Racial Equity Advisory and Accountability Council, and authorize the council to hire an executive director
2. Track the roll out of the Strategic Growth Council's Racial Equity Action Plan and if endorsed actions are aren't being advanced or meeting their committed timeline, gently remind council members of their commitment
3. Ensures financial resources are available to agencies who desire to send a racial equity core team to the CCORE training with the outcome of a customized racial equity action plan for their agency
4. Review and ensure CalHR policies advance Diversity, Equity, and Inclusion

SB 17, introduced by Senator Dr. Richard Pan to the California Legislature in December 2020 for 2021–2022 regular session is a bill that will establish an Office of Racial Equity in state government. However, recently Senator Pan pulled the bill and therefore no further action will be taken up on. (Pan, 2021) This cohort encourages the legislature to support and adopt similar legislation in the future.

Additionally, the adoption of the California Strategic Growth Council's Racial Equity Action Plan (REAP) created great momentum to move DEI initiatives to the forefront of action areas. The five action areas that the Council committed to were specific actions, with delegated leads, and associated timelines. Creating greater accountability and oversight to ensure that action is taken by the Strategic Growth Councils' members to guarantee the complete and timely roll out of a Racial Equity Action Plan at the highest level of state government. The association has demonstrated their effective network from demonstrating collaboration with 20% of the Strategic Growth Councils' membership who participated as speakers in the 2022 Cal-IPGCA executive leaders' forum. (California Strategic Growth Council, 2022)

The Capitol Collaborative on Racial Equity provides robust training available to agencies who are looking to send a racial equity core team to receive training and develop a customized racial equity action plan for that agency. These trainings and the subsequent time by the core teams to develop and pass a racial equity action plan by their executive management will take a fair amount of labor. To ensure money isn't a barrier to entry for these agencies, we recommend the development of separate financial resources that will reduce the financial burden on agencies and increase participation in the development of REAP.

CalHR is the department policy stakeholder responsible for the hiring and promotional processes managed and executed in the state workforce. We propose a DEI executive that will implement changes to the current CalHR policies and implement opportunities to strategically align them to enhanced opportunities for more robust diversity, equity, and inclusion protocols.

These objectives include: removing barriers to employment, increasing employment outreach programs, developing racial equity criteria to enhance the hiring, promotion, and upward mobility processes, and working towards a workforce population that more accurately reflects the population California government serves.

Action Area 1: Governor Level					
Priority Rank	Description of Action	Measure of Success	Accountable Lead	Strategic Partnership(s)	Timeline of Delivery
1	Lobby for the Passage of SB 17 which would establish an Office of Racial Equity in state government	1: SB 17 is approved by the California State Assembly. 2: SB 17 is approved by the Governor	Cal-IPGCA Association Members	Dr. Richard Pan	Q4 2022
2	Track the roll out of the Strategic Growth Council's Racial Equity Action Plan	Percent of the actions completed with the plan	JEDI Unifiers 2023 Project Team	SGC councilmembers and their aides	Q2 2023
3	Ensures financial resources are available to agencies who desire to send a racial equity core team to the CCORE training	Resolution of financial barriers	Cal-IPGCA Association Members	CCORE, SGC	Q4 2022
4	Review and ensure CalHR policies advance Diversity, Equity, and Inclusion	Number of policies reviewed and properly flagged	JEDI Unifiers 2023 Project Team	CalHR	Q2 2023

ACTION AREA: AGENCY LEADERSHIP

The Agency Leadership action area refers to a set of actions that may be acted upon by leaders within our agencies such as the supervisors, managers, executive branch, and department heads. A set of four actions have been prioritized for implementation by Cal-IPGCA and future moonshot project teams.

Leadership Actions to Prioritize:

1. Continue to ensure agency participating in CCORE and development of Racial Equity Action Plans. Ensure quality, completeness, and follow through of these Racial Equity Action Plans
2. Accumulate aggregate and publish publicly available Racial Equity Action Plans on a single public website
3. Build and maintain staff and leadership that reflects the communities we serve
4. Make a website that has an interactive data dashboard that enables an intuitive inspection of current and history Kelly Char's annual census data on state employees

Agencies across state government are at various points in their development and roll out of an agency level Racial Equity Action Plans (REAP). Currently 39 agencies representing over 55% of the state workforce have committed resources to develop and send a racial equity core team to the CCORE Racial Equity Action Plan development training. Currently 11 of the 20 largest state agencies representing near 25% of the state workforce have not committed to the development of a Plan.

Additionally as of mid-March 2022, only 2 of 39 agencies have published a Racial Equity Action Plan on their publicly accessible website. Additional research time is required to evaluate and measure plan progress and success.

This poses a unique opportunity to encourage, recruit, and follow up with the remaining large agencies to develop and publish a REAP. This activity will ensure that a minimum quality level has been achieved and track the implementation progress for agencies that have a publicly available REAPs.

To assist with transparency and interagency coordination goals the team recommends aggregating, and publishing publicly available REAPs on a single source public website. The Strategic Growth Council’s recently minted resource hub offers a natural landing spot for these plans. Once enacted into legislation, as would the CalHR’s Office of Equity homepage.

There are many benefits to a vibrant and diverse workforce. To build and maintain staff and leadership within our agencies we will need a multi-pronged strategy. We recommend:

- Extending the reach of state government job postings.
- Training leadership and hiring managers on issues of diversity and implicit bias in hiring.

It is crucial to empower leaders with data. CalHR has current and historic demographic data available however, extracting meaningful trends from the data requires an analyst to comprehensively demonstrate outcomes for public consumption. This barrier to the information behind the data can be removed by creating an interactive and intuitive data dashboard that enables users to inspect demographic trends by race, gender, age, agency, and county just to name a few. The development of a standalone website that offers business intelligence metrics and interactive dashboard data that affords a more intuitive inspection. Will enable state agencies a more cohesive inspection of their trends against statewide agency populations and other demographic data.

Action Area 2: Agency Leadership					
Priority Rank	Description of Action	Measure of Success	Accountable Lead	Strategic Partnership(s)	Timeline of Delivery
1	Continue to build commitments from agencies to develop a Racial Equity Action Plans.	Commitments from the remaining agencies that make up the largest 20 agencies in state government	Cal-IPGCA Association, JEDI Unifiers 2023 Project Team	Agency Executives	Q2 2023
2	Aggregate and publish publicly available Racial Equity Action Plans on a single public website	Webpage developed and publicly available	JEDI Unifiers 2023 Project Team	SGC Resource Hub Manager	Q2 2023
3	Build and maintain staff and leadership that reflects the communities we serve	Increased similarities between state civil service and available labor force	Cal-IPGCA Association	CalHR	Ongoing
4	Website that has an interactive data dashboard that enables an intuitive inspection of annual census data on state employees	Website published	JEDI Unifiers 2023 Project Team	Web and data dashboard developers	Q4 2023

ACTION AREA: PERSONAL EMPOWERMENT

The Personal Empowerment action area refers to a set of actions that enhances awareness of racial equity issues to enable participation in racial equity initiatives from anyone with the state government. A set of 4 actions have been prioritized for implementation by Cali-IPGCA and future moonshot project teams.

Personal Empowerment Actions to Prioritize:

1. Integrate a 'Diversity Corner' with data and resources, a dashboard, into the framework of the Cal-IPGCA networking platform
2. Facilitate the development of Employee Resource Groups within agencies to increase the access for employees to converse about DEI issues and opportunities
3. Roll out a racial equity training series, with a healing component, that is mandatory for all state employees
4. Encouraging participation in DEI action with unions and other informal leaders within and government adjacent groups

Information and social connections are a powerful tool in today's society. Currently, Cal-IPGCA is developing a professional networking platform (SacNet) for state employees to share ideas and innovate for positive change. Much like other networking platforms, a user will create an account and input their agency, county, and other associate information. This platform will provide the user with the opportunity to display demographic data and tailor networking opportunities. Further enhancements could include sharing the demographic data and trends related to DEI specific to the user's agency, work location, etc. The publishing of data will encourage users to develop and or participate in racial equity core teams and employee resources groups and events. Future efforts should be leveraged with a robust data collection methodology from all available resources and census databases.

Racial Equity and DEI conversations are difficult and often need equitable facilitation to ensure conversations lead to positive actions and change. Therefore, we propose that a facilitator be trained to guide voluntary Employee-led Resource Groups within agencies so conversations may occur in a respectful manner. The goal of the resource teams is to foster a diverse, inclusive workplace that aligns DEI with the organizations vision and mission and has the ability to make consensus driven recommendations on process improvement to executive leadership. A reasonable place to begin facilitating these resource groups is to coordinate with the agency Racial Equity Core Teams, the ones that are trained in CCORE and create the agency REAP, to develop an approach to congregating individuals within each agency.

We recommend the implantation of a proposed mandated **healing program** for all state agencies. The healing programs should utilize counselors trained in the ability to help employees, at all levels of employment move beyond conscious and unconscious biases. While the initial focus is on racial equity, training curriculums should encompass conversations that address all protected employee populations to ensure conversations address root causes for bias. Past trauma or adverse experiences, reinforced by media, education, cultural productions, etc. continue to produce hidden biases that are left unaddressed. This failure to address the root cause by placing a temporary fix leads to deeply unsatisfied employees. Therefore, a holistic approach that seeks to identify root cause, then develops training programs that address the problems, provides for a solid foundation and space for healing and advancement.

Action Area 3: Personal Empowerment

Priority Rank	Description of Action	Measure of Success	Accountable Lead	Strategic Partnership(s)	Timeline of Delivery
1	Integrate a 'Diversity Corner' data and resources dashboard into the build out of the Cal-IPGCA networking platform	Integration of diversity corner into <u>SacNet</u>	JEDI Unifiers and <u>SacNet</u> 2023 Project Teams	Data dashboard developers	Q2 2023
2	Facilitate the development of Employee Resource Groups within agencies to increase the access for employees to converse about DEI issues and opportunities	Number of employee resource groups facilitated	JEDI Unifiers 2023 Project Teams	Existing Racial Equity Core Teams	Q4 2023
3	Roll out a racial equity training series, with a healing component, that is mandatory for all state employees	Training series identified or developed	Cal-IPGCA Association	DEI leaders and trainers	Q1 2023
4	Encouraging participation in DEI action with unions and other informal leaders within and around state government	Number of informal leaders incorporated into DEI actions	JEDI Unifiers 2023 Project Teams	Informal leadership network	Q2 2023

Step 6: METRICS

Historically, the archaic civil service hiring and retention practices have been detrimental in attracting top talent to the state. State work has been seen as laborious, inefficient, and slow. The hierarchical structure and overly risk-averse attitudes have played a big role in preventing efforts of diversity and inclusion, fragmenting upward mobility and diminishing workforce satisfaction.

Statistics can only reveal the biases in the labor force and cannot describe the systemic trappings that cause them. There is an observable disconnect between the portion of employees of certain races in state civil service versus the available labor force in California. This is coupled with an over-representation of other races making up the majority of hiring decision makers.

Many state executives have opined that California state workforce can only grow stronger with DEI implementation. However, statements from top management are not enough, bringing everyone on board is the only way to ensure lasting change. Everyone at every level, whether it is staff, middle managers, leadership or executive. We need to participation from all, for all.

METRICS DEFINED BY THE 2021 UNIFIERS COHORT

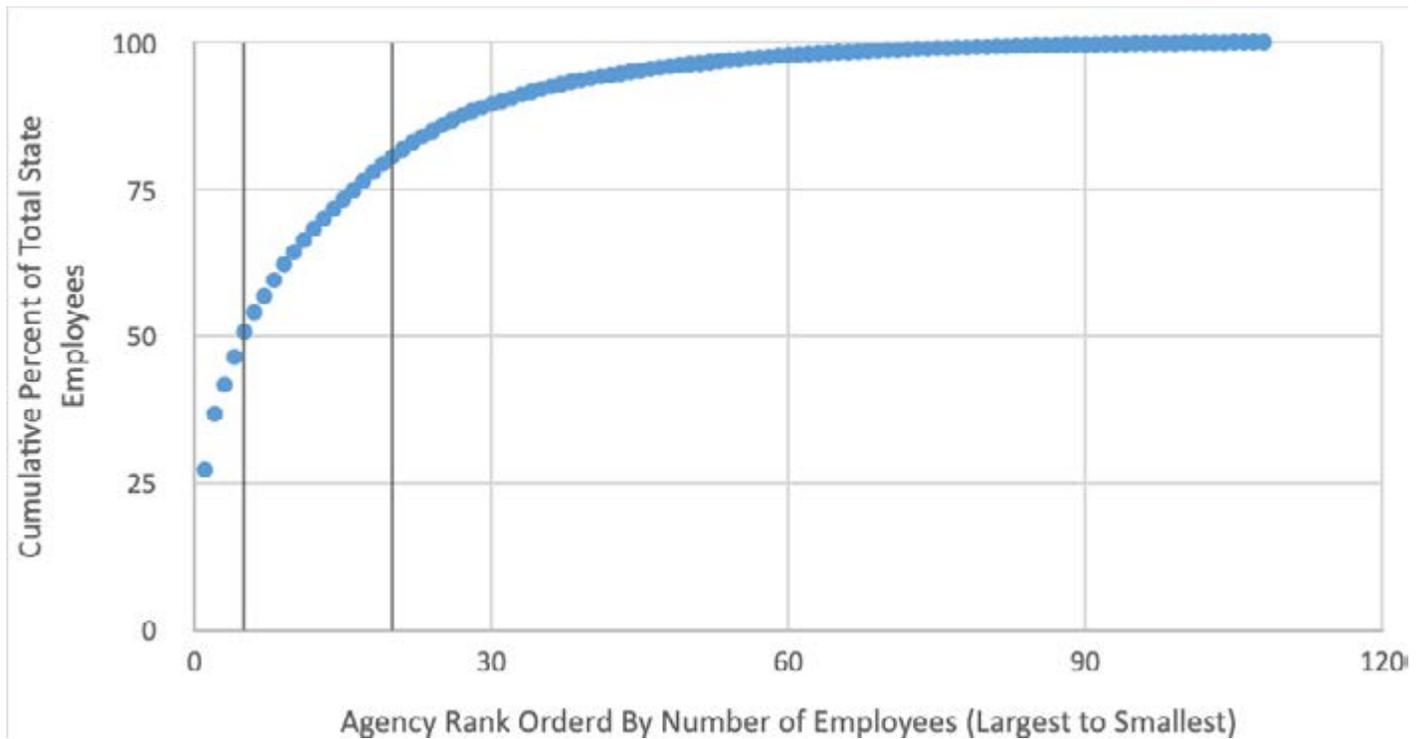
Failure to implement DEI metrics keeps California state agencies to fall behind in hiring and retaining top talent. Developing a metrics will help identify gaps, measure financial impact, provide transparency for California citizens, and accurately measure progress. The data from [CalHR Workforce Analysis and Census of Employees](#) can be measured against the metrics to, “accurately measure biases that create and perpetuate racial inequality (Unifiers, 2021).

You’ve likely heard the phrase the ‘correlation is not causation’, statistical data can only reveal biases and cannot describe the mechanisms behind why the biases are present. Data is more informative and powerful when it is derived from a well-designed metric, an objective data collection system, and offers experiential analysis. Data is more powerful and has the potential to unify when it is transparent. This transparency extended from the development of the methodology, through the collection process, the data itself, how it has handled, and the results it suggests. This transparency builds trust which is foundational to progressing any challenging conversation.

Setting up informative metrics with resourced data collection systems for proposed strategies/actions is a great way ensure long-term performance. The team prepared a set of proposed metrics for diagnosis that were developed by last the 2021 Unifiers moonshot project team.

First, organizing the number of employees per agency data into a rank cumulative sum distribution we can see that 80% of state employees work in largest 20 agencies. This underscores an opportunity to prioritize the team’s efforts. For example, if the largest 20 agencies implemented a Racial Equity Action Plan that would cover 80% of the workforce. That is a huge opportunity to impact the lives of majority of state workers.

Figure 1: Rank Cumulative Sum Distribution of California State Employees by Agency



Data sourced from California Department of Human Resources' 2019 Annual Census of Employees in State Civil Service <https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2019.aspx>



When we cross reference the largest 20 agencies with the agencies that have sent employees to the CCORE Racial Equity Action Plan development training, we can generate a list to cross examine.

Racial Equity Scorecard is a model to tract equity metrics in a way that facilitates learning across departments. The purpose of the score card is not just to collect data but use it for achieving results. (GARE Advancing Racial equity and transforming government, by Government Alliance on Race and Equity)

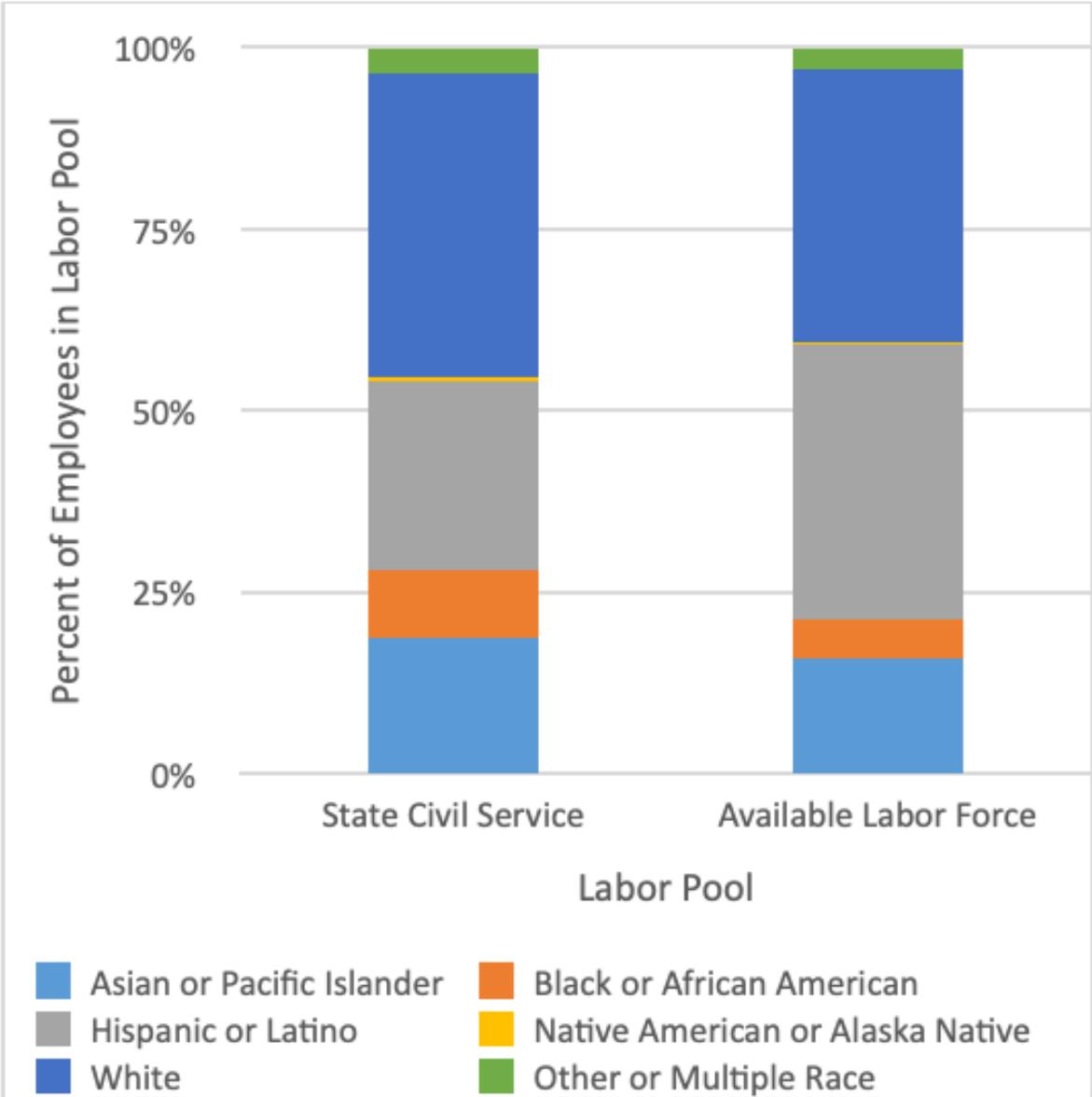
Table 1: Racial Equity Scorecard/Checklist of Racial Equity Action Plan implementation for the Top 20 Largest State Agencies

Name of California State Agency	# of Employees in Agency	Percent of California State Employees	Agency Enrolled in CCORE REAP Development Training (y/n)	Agency Has Approved and Published REAP (y/n)	REAP Passes Quality Check (y/n)	All Year One Milestones Reached (y/n)	All Year Two Milestone Reached (y/n)
California Department of Corrections and Rehabilitation	59,741	27.2	Y	N	NA	NA	NA
Department of Transportation	20,823	9.5	Y	Y	TBD	TBD	TBD
Department of State Hospitals	10,815	4.9	N	NA	NA	NA	NA
California Highway Patrol	10,329	4.7	Y	N	NA	NA	NA
Department of Motor Vehicles	9,550	4.4	Y	N	NA	NA	NA
Employment Development Department	7,064	3.2	N	NA	NA	NA	NA
Franchise Tax Board	6,130	2.8	N	NA	NA	NA	NA
Department of Forestry and Fire Protection	6,126	2.8	Y	N	NA	NA	NA
Department of Parks and Recreation	5,729	2.6	N	NA	NA	NA	NA
Department of Justice	4,667	2.1	N	NA	NA	NA	NA
Department of Social Services	4,426	2	Y	N	NA	NA	NA
State Compensation Insurance Fund	4,144	1.9	N	NA	NA	NA	NA
California Department of Public Health	3,819	1.7	Y	N	NA	NA	NA
California Department of Tax and Fee Administration	3,744	1.7	N	NA	NA	NA	NA
Department of Health Care Services	3,552	1.6	N	NA	NA	NA	NA
Department of Consumer Affairs	3,477	1.6	N	NA	NA	NA	NA
Department of General Services	3,467	1.6	N	NA	NA	NA	NA
Department of Water Resources	3,191	1.5	Y	N	NA	NA	NA
California Department of Veterans Affairs	3,135	1.4	N	NA	NA	NA	NA
Department of Fish and Wildlife	2,825	1.3	Y	N	NA	NA	NA

When we inspect the relative proportions of employees by race in state civil service versus the available labor force in borders of California, we can see a dramatic underrepresentation of ‘Hispanic or Latino’ in the state civil service labor pool. This is coupled with an over-representation of each other race.

As shown, quantitative analysis reveals biases in data, but it cannot describe the mechanism behind how they are caused. To more accurately address the opportunities and areas for improvement a more robust reporting mechanism that provides both quantitative and qualitative research should be explored.

Figure 2: Comparing Demographics between State Civil Service and State Labor Force Labor Pools



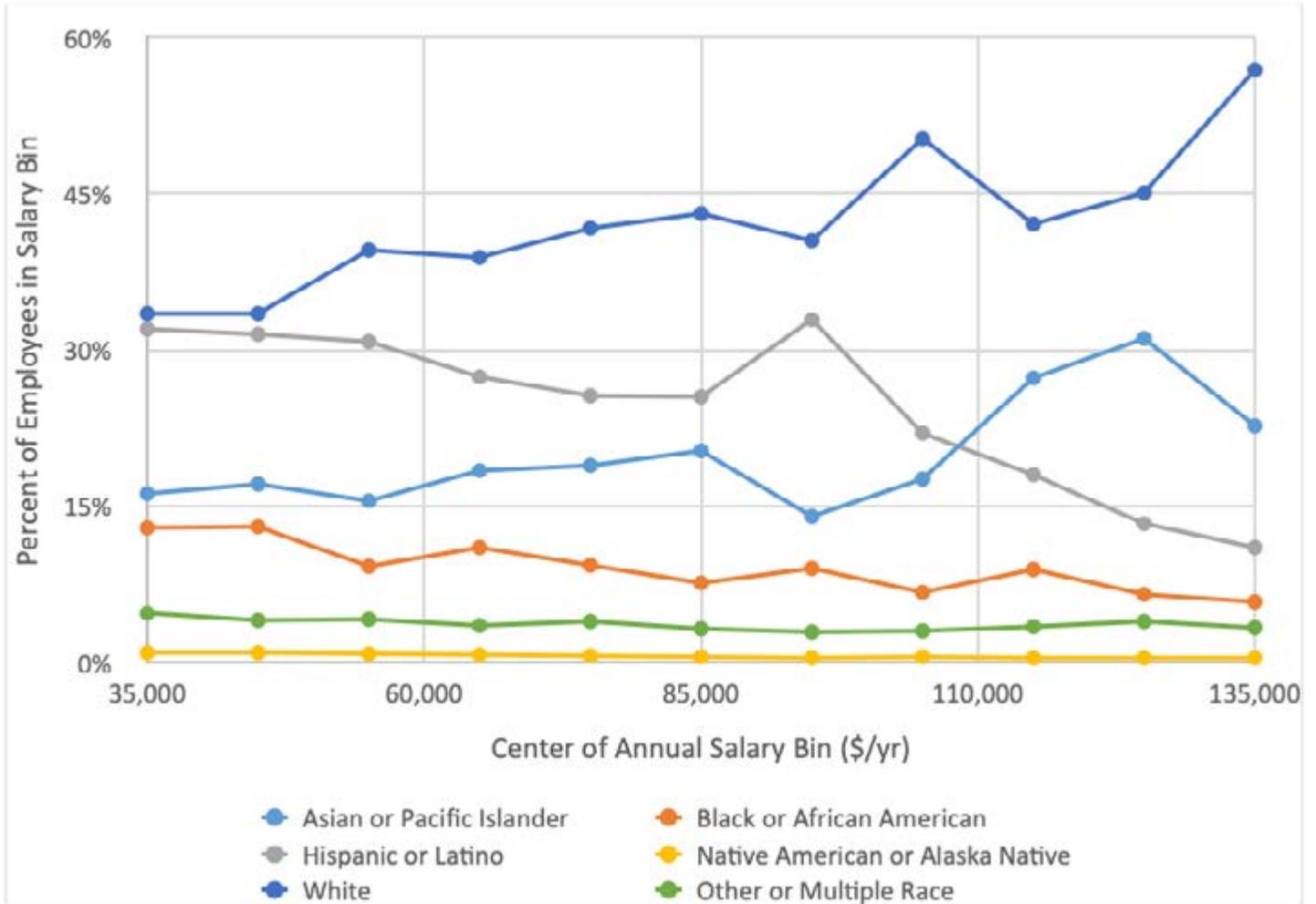
Data sourced from California Department of Human Resources’ 2019 Annual Census of Employees in State Civil Service <https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2019.aspx>

Diving a little deeper, we can inspect the percent of employees by race and by salary. Salary information was grouped into \$10,000/yr. increment bins, for example an employee making \$58,555/yr. would be lumped into the \$50,000/yr.-\$60,000/yr. bin. The center of these bins is plotted as points and connect by lines. From left to right and low salary to high salary we can see that ‘White’ and ‘Asian or Pacific Islander’ has a positive slope, also, we can see that ‘Black’ and ‘Hispanic of Latino’ has a negative slope.

These slopes suggest positive advancement biases for ‘White’ and ‘Asian or Pacific Islander’ and negative advancement biases for ‘Black’ and Hispanic or Latino.

As shown, quantitative analysis continues to reveal biases in data, but it cannot describe the mechanism behind how they are caused. To more accurately address the opportunities and areas for improvement a more robust reporting mechanism that provides both quantitative and qualitative research should be explored.

Figure 3: Comparing Demographics by Salary Range



Note that the '135,000' data in this plot is the '>130,000' data bin in the original dataset. Data sourced from California Department of Human Resources' 2019 Annual Census of Employees in State Civil Service <https://www.calhr.ca.gov/state-hr-professionals/Pages/Annual-Census-2019.aspx>

To more accurately address the opportunities and areas for improvement a more robust reporting mechanism that provides both quantitative and qualitative research should be explored.

The following represent critical milestones in the state employment lifecycle and offer opportunities for growth when assessing underrepresented in the state workforce against the labor market:

REPRESENTATION EFFORTS:

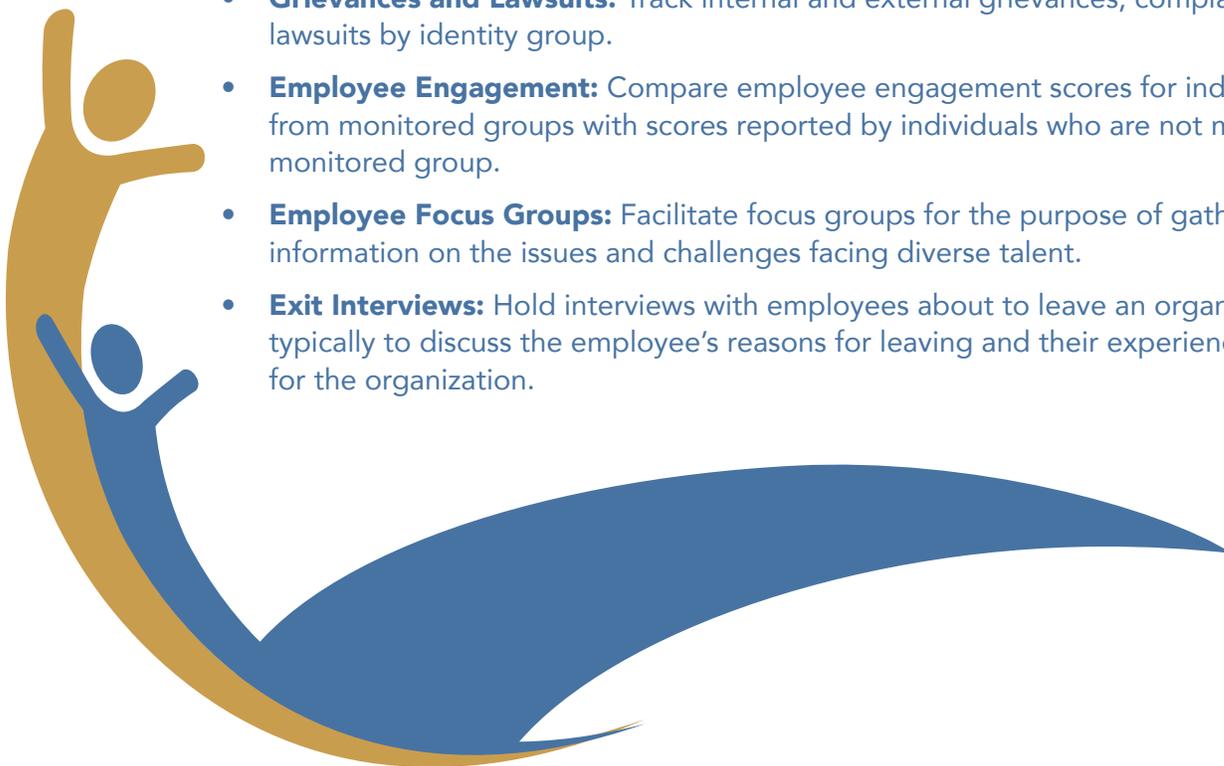
State's hiring practices are crucial to development of a diverse workforce.

- **Recruitment:** This is the first step into state service and therefore one of the most important to track what racial groups are applying to corresponding positions in comparison to the labor market.
- **Selection:** Subsequently it is important to look at who are being selected for certain positions in the state verses the market.
- **Pay and Benefits:** financial and non-financial rewards earned by individuals from monitored groups to financial and non-financial rewards earned by individuals who are not members of a monitored group.

RETENTION EFFORTS:

While hiring is the first step, retention is the most important step to a diverse workforce. Therefore it is VITAL to monitor practices of promotion, professional development, and engagement while looking at grievances.

- **Promotion:** It is very important to understand which individuals are getting promoted verse those who are hitting the glass ceiling. Track promotion awarded to individuals from monitored groups compared with promotions awarded to individuals who are not members of a monitored group.
- **Development:** Track lateral moves, appointments to acting roles, training and other learning and development participation, and other stretch assignment opportunities by identity group.
- **Grievances and Lawsuits:** Track internal and external grievances, complaints, and lawsuits by identity group.
- **Employee Engagement:** Compare employee engagement scores for individuals from monitored groups with scores reported by individuals who are not members of a monitored group.
- **Employee Focus Groups:** Facilitate focus groups for the purpose of gathering information on the issues and challenges facing diverse talent.
- **Exit Interviews:** Hold interviews with employees about to leave an organization, typically to discuss the employee's reasons for leaving and their experience working for the organization.



Step 7: ACCOUNTABILITY

EXECUTIVES ACCOUNTABILITY

California citizens hold the key to accountability. Monitoring progress at all levels will help ensure that DEI policies continue to stay relevant in the political and social discourse. With over 230,000 state workers continually striving to increase reach of DEI policies, state workers themselves can ensure equitable steps of progress for California.

The second step will be to offer DEI trainings for all state workers. In the future, the establishment of an Office of Equity can serve as oversight body for DEI initiatives. By building Racial Equity Committee with representatives from all agencies, who prioritize and collaborate with legislators to draft policies that will:

- Mandate DEI training at all state agencies
- Develop metrics that can apply to all state agencies
- Require CalHR Leadership to complete mandated DEI training
- Provide CalHR with the necessary resources to collaborate with state agencies to develop DEI Training

Accountability of the Executive through the Legislature:

Our government is divided into three branches in order to create oversight of each branch from the other. The executive and the legislative branch should team up to enforce policies of hiring mandates, training requirements, grievance practices and many more. By collaboration of both branches more can be accomplished, as each one can use their strength and power to enhance equitability. They are critical components to “Advancing Racial Equity through California State Government Innovation.”

AGENCY LEADERSHIP ACCOUNTABILITY

Governor’s Office, Government Operations Agency (GovOPs), and Public Dashboard

- Governor’s Office: The Governor himself has the power to sway the minds of agency leadership accountable. By having influence on individuals who are appointed to head agencies, the Governor can make a difference for all state employees.
- Government Operations Agency (GovOps): GovOPs has tremendous power to communicate policies and procedures they deem important for enforcement purposes.
- Public Dashboard: By having a public dashboard that holds agencies accountable for their hiring and retention practices.
 - o Additionally, monitoring Racial Equity Action Plans (REAPs)

INDIVIDUAL ACCOUNTABILITY

Using the “Diversity Corner” will allow state workers to access metrics, data, training, and to network. It will give them the ability to individualize their homepage needs and tailor the corner to themselves to maximize training benefits.

Recommended Accountability approach:

Step 1: Engage California legislators to gain insight on the how

Step 2: Clearly define the WHY by using data

Step 3: Ensure a deep understanding of the intent behind the Racial Equity Resolution

Step 4: Build Alliances with Executive leadership from various agencies

Step 8: RECOGNITION

INSTITUTIONAL RECOGNITION

The implementation of new programs and oversight agencies can be expensive and often reside in Budgets overhead categories. Missteps in supporting a robust DEI program will continue to lead to frequent recruitment and retention strategies. The team suggests grants, state and federal funding sources, percentage based departmental line item funding, and other avenues of funding that provide incentives to encourage participation for state agencies.

Recognition for Diversity Corner Participants:

- Stamps of approval: see samples →
- Badges for trainings on employee dashboard
- Individual Accreditation/ certification for the goal

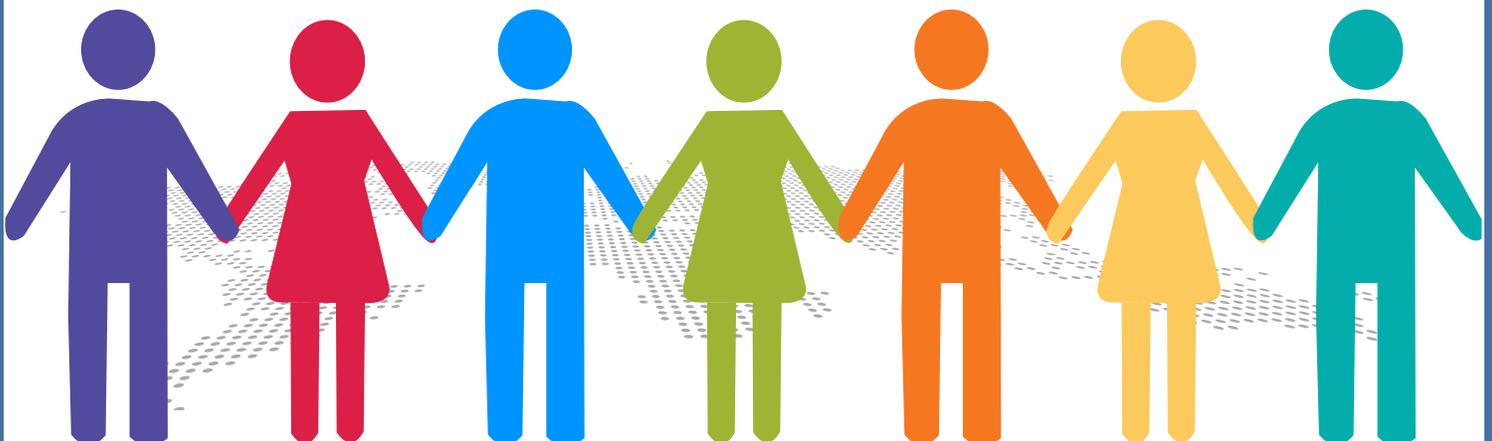


SPECIAL RECOGNITION

As a part of our research and learning, the JEDI Unifiers had a powerful, and meaningful discussion with California Department of Human Resources, Chief Learning Officer John Sanborn. Our discussions with John reinforced our firm belief that in order to, “peel away any unconscious, and conscious biases in individuals, especially concerning those who have power to hire or promote in the State that can create barriers for those seeking employment, or promotions.” (Unifiers, 2021).

Racial Equity Plans, and individual members from various State agencies expanded the knowledge of the JEDI Unifiers, reinforced our beliefs that providing a framework for all state agencies has limitless potential.

We would like to recognize all of the State agencies whose Racial Equity Plans provided clarity, direction, and inspiration to the JEDI Unifiers. We want to to Caltrans, and Former Director Toks Omishakin for leading the Caltrans team, and laying a framework that can easily be mirrored by all state agencies.



ACKNOWLEDGEMENTS

The JEDI Unifiers Teams acknowledges the support, guidance, and patience of the Cal-IPGCA team as we learn to grow and grow to learn. A whole hearted Thank you to Bekah Christensen, Kamyar Guivetchi, Michelle Schmidt, and everyone on the team. You truly taught us to be comfortable in the uncomfortable.

The team also extends our deepest gratitude to our facilitator: Dean Lan and our co-facilitator: Michelle Saechao. Dean has been the pillar of support and a true voice of guidance. He has provided us perspective, material, and structure throughout this process. He has spent countless hours guiding our work and for that we are ever so grateful.

Additionally, the team would like to take this opportunity to thank our PoC Beta Testers. Especially Erin Leight and Sophia Ramirez who helped edit our paper in a short turnaround time. Thank you for your time and participation:

Erin Leight	Angela Hong	Neven Nicola	Anthony Norman
Victoria Prevost	Sophia Ramirez	Asa Goldsby	Sean Harrison
Linda MacDonald	Margie Mitchell	Brook Puckett	Sara Tabrizi

TEAM UNIFIERS

Diane Ferrari
David Reed
Jacob Kollen
Kimberly Bozeman
Minisha Trivedi

FACILITATORS

Dean Lan
Michelle Saechao

EXTRA SPECIAL THANKS

Erin Leight: Greatly appreciate your input as a Beta-Tester and later your input on the final paper. You raised the level of the paper with your input.

Cohort 2021: thank you for providing us the ground to build off of. We are so grateful for your input and last year's paper to be able to carry the mission DEI forward.

John Sanborn: Thank you for taking the time to meet and educate the team about how to bring private sector knowledge into the public sector.

SacNet Team: We greatly appreciate you all taking the initiative to meet with us. Your inter-collaborative efforts is true testament of how all program areas intertwine.

APPENDIX

RACE AND EQUITY ACTION PLAN



UNIFER'S MOONSHOT PROJECT



RACIAL EQUITY ACTION PLAN MANUAL



CALTRANS RACIAL EQUITY RESOLUTION



BIBLIOGRAPHY

- A Fair and Inclusive Workplace Starts with You. (2021, September 10). Retrieved from SHRM Executive Network: <https://www.shrm.org/executive/resources/articles/pages/inclusive-workplace-robert-sheen-trusaic.aspx>
- Barriers, B. (n.d.). Retrieved from: <https://hbr.org/2019/11/breaking-down-the-barriers-to-innovation>
- Blog, A. W. (2020, June 4). Retrieved from: <https://secretary.resources.ca.gov/2020/06/moving-forward-toward-justice-and-equity/>
- California Strategic Growth Council. (2022, May 20). California Strategic Growth Council. Sacramento, California, United States. Retrieved from: <https://sgc.ca.gov/>
- Caltrans Equity Statement. (2020, December 10). Retrieved from Caltrans: <https://dot.ca.gov/about-caltrans/equity-statement>
- Capitol Collaborative for Racial Equity. (2022, May 20). California's Capitol Collaborative on Race & Equity. Sacramento, California, United States. Retrieved from: <https://sgc.ca.gov/programs/healthandequity/racial-equity/>
- Diversity wins: How inclusion matters. (2020, May 19). Retrieved from McKinsey & Company: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/diversity-wins-how-inclusion-matters>
- Dong. (2021, May 20). Retrieved from Source: <https://insights.grcglobalgroup.com/the-history-and-growth-of-the-diversity-equity-and-inclusion-profession/>
- Ginsburg, R. B. (2013, September 13). Transcript: Interview with Supreme Court Justice Ruth Bader Ginsburg. (J. Hockenberry, Interviewer) Retrieved from: <https://www.wnycstudios.org/podcasts/takeaway/segments/transcript-interview-justice-ruth-bader-ginsburg>
- Gov Comp: Strategic Plan: SWOT Analysis tool. (n.d.). Retrieved from: <https://governancemanagement.webauthor.com/swot-analysis-tool>
- Government Alliance on Race & Equity. (2022, May 20). Tools & Resources. Berkeley, California, United States. Retrieved from: <https://www.racialequityalliance.org/about/who-we-are/>
- High-Performing Teams Need Psychological Safety. Here's How to Create It. (2017, August 17). Retrieved from: [Harvard Business Review: https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it](https://hbr.org/2017/08/high-performing-teams-need-psychological-safety-heres-how-to-create-it)
- Message from Caltrans Director. (2020, December 10). Retrieved from Caltrans Division of Local Assistance Blog: <https://www.localassistanceblog.com/2020/12/10/message-from-caltrans-director/>
- Pan, R. (2021, July 1). Office of Racial Equity. Sacramento, California, US: California Legislative Information. Retrieved from: https://leginfo.legislature.ca.gov/faces/billNavClient.xhtml?bill_id=202120220SB17
- Plan, R. E. (2019, August 20). Retrieved from: https://www.sgc.ca.gov/meetings/council/2019/docs/20190430-Item7_REAP_Attachment1.pdf
- Press Release: California Strategic Growth Council Passes Racial Equity Resolution. (2020, August 28). Retrieved from California Strategic Growth Council: <https://sgc.ca.gov/news/2020/08-28.html>

BIBLIOGRAPHY

Secretary David S. Kim Issues Statement on Racial Equity, Justice and Inclusion in Transportation. (2020, June 12). CalSTA. Retrieved from: <https://calsta.ca.gov/press-releases/2020-06-12-statement-on-racial-equity>

The path forward: Our commitment, o. d. (2021, April 2). Retrieved from: <https://www.cdcr.ca.gov/insidecdcr/2021/04/02/the-path-forward-our-commitment-to-diversity-equity-inclusion/>

Vincenty, S. (June, 12 2020). Being “Color Blind” Doesn’t Make You Not Racist- In Fact, It Can Mean the Opposite. Oprah Daily. Retrieved from: <https://www.oprahdaily.com/life/relationships-love/a32824297/color-blind-myth-racism/>

Why Lead with Race. (n.d.). Retrieved from: <https://www.racialequityalliance.org/about/our-approach/race/>

Why U.S. Talent Shortages Are at a 10-year High. (2021, September 21). Retrieved from Forbes: <https://www.forbes.com/sites/carolinecastrillon/2021/09/22/why-us-talent-shortages-are-at-a-ten-year-high/?sh=28c87f7779c2>

Workforce Analysis and Census of Employees. (2022, May 20). Workforce Analysis and Census of Employees. Sacramento, California, United States. Retrieved from: <https://www.calhr.ca.gov/state-hr-professionals/Pages/WFA-and-Census.aspx>



USE KEY



[Click Here to Access Use Key](#)

Click Use Key to link
to entire section.

II. PEOPLE USE KEY

Click each link to access a specific
sub-category.

-  [State Executive Leaders: Innovation Trainers](#)
-  [Executive Leadership Bios](#)
-  [Trainee Categories](#)
-  [Proof of Concept \(PoC\) Beta Testers](#)
-  [Participating Agencies and Department](#)

[◀BACK](#)

II. PEOPLE USE KEY

● **State Executive Leaders:** Innovation Trainers

Innovation Trainers: Since its inception in 2012, the Cal-IPGCA Program has been a “leaders training leaders” program where California’s Executive Leadership have participated as the front-tier innovation and change leadership training team. This link shows executive leadership participating in Cohort 2022. The Cal-IPGCA History demonstrates the executive leadership participation since its inception.

- Expert Advisory for Teamed Developed Moonshot Projects: Here’s a **“Use Case Example.”**
- This executive leadership team traverses each Cohort to serve as strategic advisors for the collaboratively developed Moonshot Projects and Programs. **The Cohort 2022 SACNet Outcome Report** demonstrates how Executive Leadership strategic advisory was integrated.
- The CalHR LMS Engage 18 Module Series co-creates a “teamed developed” statewide value system. Here’s a **“Cohort 2022 TeleTeam Example”** that covers all 18 modules.
- Lastly, Cal-IPGCA Executive Leadership participate as Subject Matter Experts. Here’s a **SME “Example”** by John Sanborn, Chief Learning Officer, CalHR

● **Executive Leadership Bios:**

The Executive Leadership Bio Link provides an in-depth background of Cal-IPGCA Executive Leadership.

● **Trainee Categories:**

All Cal-IPGCA Trainee categories are identified in the Cohort 2023 linked document. These are provided in the context of the Cohort 2023 Master Calendar, broken down by “trainee type”, hours of involvement, trainee type description and cost.

● **Proof of Concept (PoC) Beta Testers:**

The **Cohort 2023 PoC Beta Tester Overview** is attached here.

● **Participating Agencies and Department:**

The Cal-IPGCA Participating Agencies and Departments represent all those graduating from the Cohort where Training Certificates were issued, and/or participating members from the Cal-IPGCA Association.

● **Other Key Leadership: A Tri-fecta of Contributions!**

[Cal-IPGCA Board of Directors](#)

[Cal-IPGCA Staff](#)

[USC, CalOES, APSEA](#)

STATE OF CALIFORNIA EXECUTIVE LEADERSHIP FORUMS

Each Cohort year State of California Leadership advises Cal-IPGCA “innovationist trainees” on developing their Moonshot projects that reimagine enterprise-wide challenges facing the State of California. Our leaders are the instructors for Cal-IPGCA’s state-of-the-art curriculum, and they are the advisors for the innovationists’ Moonshot prototypes and “test-bed” activities. The COVID-19 and racial injustice pandemics exponentially reshaped both the structure and approach of Cohort 2021’s Change Challenge Forums, and “Cal-IPGCA’s Leaders Training Leaders” environment was captured and deployed in real-time. This curriculum change has been incorporated to occur annually. There is never a more pivotal time to challenge, change, and grow yourself and your teams through the strategic advisory of State leadership!



- Free Professional Development Hours:** Through the Cal-IPGCA Association, state employees attending the series of 5 Leaders Forum Events, and having signed-in and signed-out to document their participation receive a certificate of completion for 15 Professional Development Hours. All training events are free, but you must register and attend all 5 training sessions to receive the 15 PDH Completion Certificate.

Line-up: Cohort 2022 Strategic Advisors and Trainers

Thursday, January 27, 2022 8:00 AM - 11:00 AM

The goal of a Moonshot is exponential rather than incremental improvement!

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF MOONSHOT PROJECTS



Moderator

WILL BROWN

DEPUTY SECRETARY
HUMAN RESOURCES,
GOVERNMENT
OPERATIONS
AGENCY

WADE CROWFOOT

SECRETARY, CNRA

MARK S. GHILARDUCCI

DIRECTOR,
CALIFORNIA
GOVERNOR'S
OFFICE OF
EMERGENCY
SERVICES

KARLA NEMETH

DIRECTOR, DWR

TOKS OMISHAKIN

DIRECTOR, DOT

THOM PORTER

DIRECTOR,
CAL FIRE

AMANDA RAY

COMMISSIONER,
CHP

Thursday, February 3, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF CHANGE LEADERSHIP



Moderator

PAUL DANCZYK

DIRECTOR OF EXECUTIVE
EDUCATION, USC SOL
PRICE SCHOOL OF
PUBLIC POLICY

ANGELA BARRANCO

UNDER SECRETARY,
CNRA

STEVE GORDON

DIRECTOR, DMV

JOHN SANBORN

CHIEF LEARNING
OFFICER, CalHR

STEPHANIE TOM

CHIEF CONSULTANT,
ASIAN PACIFIC
ISLANDER
LEGISLATIVE CAUCUS

MEREDITH WILLIAMS

DIRECTOR,
DEPARTMENT OF
TOXIC SUBSTANCES
CONTROL, CalEPA

JOE XAVIER

DIRECTOR,
DEPARTMENT OF
REHABILITATION

Thursday, February 10, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF DIGITAL UPSKILLING



Moderator

STEPHENSON LOVESON

CHIEF TECHNOLOGY OFFICER, CalPERS, PRESIDENT, APSEA EXECUTIVE SPONSOR, Cal-IPGCA

GEORGE AKIYAMA

DIRECTOR, INFORMATION TECHNOLOGY, CIO DOT

LIANA BAILEY-CRIMMINS

STATE CHIEF TECHNOLOGY OFFICER, CALIFORNIA DEPARTMENT OF TECHNOLOGY (CDT)

SARAH GESSLER

DIVISION CHIEF WORKFORCE DEVELOPMENT CalHR

AJAY GUPTA

CHIEF DIGITAL TRANSFORMATION OFFICER, DMV

SCOTT GREGORY

DEPUTY DIRECTOR, TECHNOLOGY, CAL FIRE

KATHLEEN WEBB

CHIEF OPERATING OFFICER, STATE CONTROLLERS OFFICE, Cal-IPGCA EXECUTIVE SPONSOR

Thursday, February 17, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF INTRAPRENEURSHIP



Moderator

SEAN ADAMS

SENIOR VICE PRESIDENT OF INNOVATION DESIGN, STATE COMPENSATION INSURANCE FUND, EXECUTIVE SPONSOR, Cal-IPGCA

JOHN BENARD

AUTHOR, "GOVERNMENT THAT WORKS" GUBERNATORAL ADVISOR

REBEKAH CHRISTENSEN

CO-FOUNDER—CEO, ORA SYSTEMS, INC., CHAIR, Cal-IPGCA

KAMYAR GUIVETCHI

DIRECTOR, INNOVATION AND COLLABORATION, Cal-IPGCA ASSOCIATION

DAVID KILGORE

DIRECTOR, CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

GENE ROMAGNA

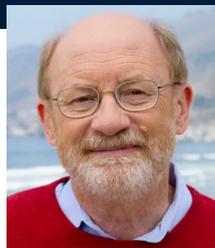
DIRECTOR, COMMUNICATIONS Cal-IPGCA ASSOCIATION

MICHELLE SCHMITT

MASTER INNOVATION FACILITATOR Cal-IPGCA PROGRAM

Thursday, February 24, 2022 8:00 AM - 11:00 AM

ACCELERATING GOVERNMENT INNOVATION THROUGH A CULTURE OF RISK INTELLIGENCE



Moderator

KATHLEEN WEBB

CHIEF OPERATING OFFICER, STATE CONTROLLERS OFFICE, Cal-IPGCA EXECUTIVE SPONSOR

RICHARD GILLIHAN

COO, DEPARTMENT OF FINANCE

HENRY JONES

DIRECTOR, PRESIDENT, CalPERS BOARD

JOHN LAIRD

SENATOR, DISTRICT 17 STATE OF CALIFORNIA

LISA MANGAT

CHIEF DEPUTY DIRECTOR POLICY AND ADMINISTRATION Cal OES

SELVI STANISLAUS

EXECUTIVE OFFICER, FRANCHISE TAX BOARD

BETTY YEE

CONTROLLER, STATE OF CALIFORNIA

COHORT 2022
STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



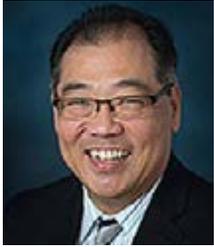
**SEAN ADAMS, SENIOR VICE PRESIDENT OF INNOVATION DESIGN,
COMPENSATION INSURANCE FUND, EXECUTIVE SPONSOR, Cal-IPGCA**

Appointed in early 2019, Sean Adams assumed the Senior Vice President of Innovation Design for State Fund. He is a technology leader with ten years of experience directing software products and applications through the definition, delivery, integration, and maintenance phases. Responsibilities include influencing stakeholders, resource allocation, market analytics, budget compliance, cost analysis, scope definition, project and program planning, and risk-mitigation analysis.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



GEORGE AKIYAMA, DEPUTY DIRECTOR, INFORMATION TECHNOLOGY, CIO, DOT

George Akiyama was appointed as the Chief Information Officer, for the California Department of Transportation (Caltrans). In this position, he leads and provides oversight for the full range of Information Technology functions throughout Caltrans. Prior to working at Caltrans, Mr. Akiyama started his State career in 1995 and has held various positions including Application Development Manager, Enterprise Architect, IT Project Manager, Strategic Planning Manager and Chief Information Officer of the Financial Information System for California (FI\$Cal) Project. Mr. Akiyama holds a Bachelor of Science degree in Business Administration and a master of Business Administration from California State University, Sacramento.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



LIANA BAILEY-CRIMMINS, STATE CHIEF TECHNOLOGY OFFICER, CALIFORNIA DEPARTMENT OF TECHNOLOGY (CDT)

Liana Bailey-Crimmins was named state chief technology officer in the California Department of Technology (CDT). Bailey-Crimmins, an award-winning veteran of state service, most recently served as chief information security officer for the California Public Employees' Retirement System since 2019, where she had previously served as chief health director from 2017 to 2019 and chief information officer (CIO) from 2013 to 2017. She was CIO for California Correctional Health Care Services from 2010 to 2013, and before that she was deputy CIO from 2008 to 2010.



ANGELA BARRANCO, UNDER SECRETARY, CNRA

Angela Barranco joined the California Natural Resources Agency in May 2019. As Undersecretary, Angela oversees an agency charged with protecting and managing California’s diverse resources. This includes stewarding the state’s forests and natural lands, rivers and waterways, coast and ocean, fish and wildlife, and energy development.

At the state, federal, and local levels, Angela has served as a non-profit executive, communications and outreach strategist, and Federal Presidential appointee. Before she was appointed Undersecretary, Angela was Chief Executive Officer at River LA, a non-profit focused on bringing together the Los Angeles region through the reimagining of the L.A. River as a multi-benefit urban infrastructure. As a Presidential Appointee, Barranco led public engagement for the Obama White House on environment, conservation, climate, and energy issues. She also served as Deputy Chief of Staff at the U.S. Department of Housing and Urban Development, working on Detroit revitalization, Promise Zones, and climate-smart post-disaster rebuilding. Barranco managed and advised political campaigns across the country, including as National Western Regional Director for the Obama 2012 re-election campaign. Additionally, she has experience in communications and environmental policy work at the U.S. Congress, state, and municipal levels.

Angela received a bachelor’s degree in Environmental Biology from Columbia College, Columbia University, with a focus on conservation. She is bilingual and fluent in Spanish.



**JOHN BERNARD, AUTHOR, "GOVERNMENT THAT WORKS"
– GUBERNATORIAL ADVISOR**

John M. Bernard is a widely recognized authority on government performance transformation and Lean management systems and a columnist for GOVERNING. He's the author of the best-selling book *Business at the Speed of Now* (Wiley 2012) and the widely read *Government That Works, The Results Revolution in the States* (Results America 2015). *Government That Works* features forewords by two governors, Martin O'Malley (D) of Maryland and Rick Snyder (R) of Michigan, and endorsements by Colorado Governor John Hickenlooper and Oregon Governor John Kitzhaber. John is host of the podcast *The New Bureaucrat* and creator of *The Results-Driven Manager*, his online Master Class for State Government.

John has been an advisor to four governors and served as the external advisor on the design and roll out of Governor Jay Inslee's highly respected Results Washington effort, Governor Doug Ducey's Arizona Management System, and Governor Rick Snyder's Good Government program.

John was a member of the team that led the first documented large-scale implementation of Lean in the U.S. at Omark Industries in 1981. John has pioneered the application of Lean to the work of management, driving a relentless focus on results through a management system that achieves high levels of employee engagement.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



WILLIAM A. BROWN JR., DEPUTY SECRETARY HUMAN RESOURCES, GOVERNMENT OPERATIONS AGENCY

William A. Brown Jr., 47, of Sacramento, has been appointed Deputy Secretary of Human Resources at the Government Operations Agency. Brown has been Chief Human Resources Officer for the Riverbank Unified School District since 2020. He served as Director of Human resources at the West Contra Costa Unified School District from 2017 to 2020. He was Principal at Davis High School in the Davis Joint Unified School District from 2013 to 2017.

Brown held several positions at Twin Rivers Unified School District from 1999 to 2013, including Principal at Foothill High School, Vice Principal at Rio Linda High School, Counselor at Norwood Middle School, Outreach Consultant at Rio Linda Junior High School and Football Coach at Grant High School. Brown earned a Master of Science degree in educational counseling from National University.

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



DR. TONIA BURGESS, ED.D, MBA, (TRANSFORMATIONAL LEADERSHIP AND CHANGE) SENIOR ADVISOR OF RACIAL EQUITY, Cal-IPGCA PROGRAM – COHORT 2022

Dr. Tonia Burgess is a native of Sacramento, California. She earned her Doctorate in Education, emphasizing in transformational leadership and change. Additionally, she holds an MBA with a concentration in organizational development. Dr. Burgess has worked for California state government for 33+years and currently serves as a direct support supervisor for outreach and engagement. She is a published author, her dissertation is about the [Phenomenological Lived Experience of Black Women in Positions of Leadership in California State Government](#), in addition to a personal book released in 2018 titled G7 under her pen name "Marie Powers." In 2021 Dr. Burgess completed a 16-week Equity Educator Intern Program with Sierra Community College in Roseville, CA in pursuit of becoming an adjunct professor. Moreover, she also had the opportunity to facilitate a mentoring circle on the topic of "Intersectionality at The Cross-Roads of Race, Gender, Class, Ability, Ethnicity and Other Dimensions of Diversity" at the *Diversity Woman Media 2021 Conference*.



**REBEKAH CHRISTENSEN, CO-FOUNDER – CEO, ORA SYSTEMS, INC.,
CHAIR, Cal-IPGCA**

The common denominator that unifies my career is my penchant to unleash and accelerate the human potential in each and every one of us. As founder and CEO of ORA Systems and Chair of the California Innovation Playbook for Government Change Agents (Cal-IPGCA: 2012-19), I employ this strategy. Cal-IPGCA, (formerly the Navigating Leadership Program), is under the Executive Sponsorship of the Government Operations Agency, the Franchise Tax Board (FTB), the Department of General Services (DGS) the Asian Pacific State Employees Association, (APSEA), and ORA Systems.

Across my career, I have designed systems that include life cycle approaches to areas such as site cleanup and tech transfer for the Department of Energy and Defense (DOE-DoD), guidance for the cultural integration of traditional Oriental medicine through the World Health Organization's International Classification of Traditional Medicine (ICTM) project, the design and enactment of amending language to Mello-Roos to manage funding risk in multi-million dollar site cleanup, and the design of a cooperative solution, with UCSB and CalPoly, that led to integrating competing economies to collaboratively promote tourism on the central coast of California.

Whether self-employed, working within corporate America or non-profit leadership, or as a government employee, I believe that success is the juncture when where who you are and what you do becomes one. From that moment forward, I believe that work isn't merely a job—it's a calling to serve!



WADE CROWFOOT, SECRETARY, CNRA

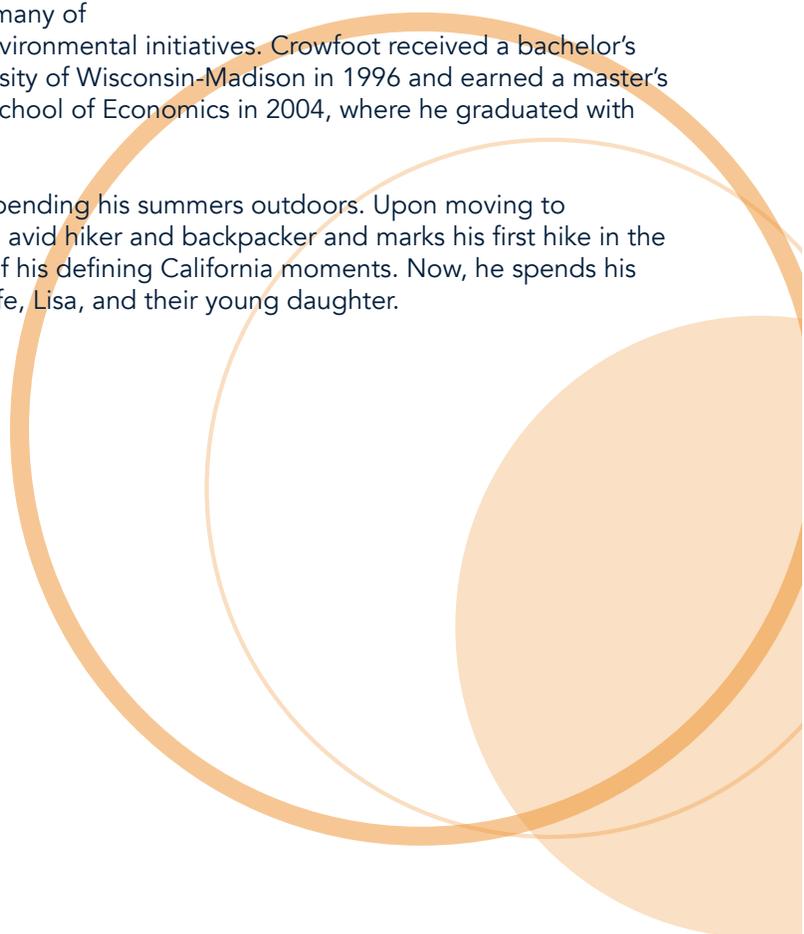
Wade Crowfoot was appointed California Secretary for Natural Resources by Governor Gavin Newsom in January 2019. As Secretary, Crowfoot oversees an agency of 19,000 employees charged with protecting and managing California's diverse resources. This includes stewarding the state's forests and natural lands, rivers and waterways, coast and ocean, fish and wildlife, and energy development. As a member of the Governor's cabinet, he advises the Governor on natural resources and environmental issues.

Crowfoot believes effective management of California's resources allows communities and natural places to thrive and the economy to grow. This includes strengthening the connection between Californians and natural resources by expanding access to parks and natural places. Crowfoot is also prioritizing building California's resilience to growing challenges from climate-driven threats, including drought, wildfire, flooding and sea-level rise.

Crowfoot brings over two decades of public policy and environmental leadership to the office, with expertise in water, fisheries, and climate and sustainability issues. He most recently served as chief executive officer of the Water Foundation, a nonprofit philanthropy that builds shared water solutions for communities, economy, and the environment across the American West. In that role, he developed innovative partnerships among a broad range of partners including agricultural leaders and environmental conservation groups.

Prior to joining the foundation, Crowfoot served in Governor Jerry Brown's Administration as deputy cabinet secretary and senior advisor to the Governor. In that role he led the administration's drought response efforts and spearheaded several of the Governor's priority initiatives to build California's resilience to climate change. He previously served as West Coast regional director for the Environmental Defense Fund and a senior environmental advisor to then-San Francisco Mayor Gavin Newsom, where he helped to lead many of Mayor Newsom's nationally-recognized environmental initiatives. Crowfoot received a bachelor's degree in political science from the University of Wisconsin-Madison in 1996 and earned a master's degree in public policy from the London School of Economics in 2004, where he graduated with honors.

A native of Michigan, Crowfoot grew up spending his summers outdoors. Upon moving to California in the mid-1990s, he became an avid hiker and backpacker and marks his first hike in the redwoods at Big Basin State Park as one of his defining California moments. Now, he spends his down time camping and hiking with his wife, Lisa, and their young daughter.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



PAUL DANCZYK, DIRECTOR OF EXECUTIVE EDUCATION, USC SOL PRICE SCHOOL OF PUBLIC POLICY

Paul Danczyk, PhD, is the Director of Executive Education in Sacramento for the University of Southern California Sol Price School of Public Policy and past-president of the American Society for Public Administration.

In his current capacity, Paul designs, coordinates, and presents in leadership and management programs – reaching national, state and local governmental and nonprofit organizations – and teaches master-level classes in California and, previously, Mexico. Over the last five years, he has expanded programmatic collaborations through a portfolio reaching over \$1M annually. He is an executive coach, working with over 600 public sector senior executives and administrators one-on-one and in teams, and co-founded and is the lead architect of www.LeadershipEnergizes.com and www.ElectedLeaders360.com.

A returned Peace Corps Volunteer, Paul earned his PhD from the University of Pittsburgh, focusing on Public and International Affairs; Master of Public Administration from the University of Southern California; Bachelor of Science in education from the Pennsylvania State University; Professional Certified Coach through the International Coaching Federation, trained at the Hudson Institute for Coaching; and holds certifications from the Harvard University's Mediating Disputes Program and the Barrett's Values Centre.

An ongoing student of the arts and natural sciences, Paul enjoys landscaping, creating sculptures, painting, and bee keeping. He can be reached at danczyk@usc.edu.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



SARAH GESSLER, DIVISION CHIEF WORKFORCE DEVELOPMENT, CalHR

Sarah Gessler has worked in the human resources field in both the public and private sectors for more than 20 years. She is the Chief of the Workforce Development Division at the California Department of Human Resources (CalHR) and supports state departments with their workforce and succession planning, organizational development, and talent development and retention efforts so they can attract, develop, and retain a talented and diverse workforce.

In addition to her previous role as the Statewide Workforce Planning and Recruitment Manager at CalHR, she has eleven years of experience in recruitment, examinations, classification, performance management, and training with the California Public Employees' Retirement System. Sarah is a University of California at Davis graduate and her work experience prior to starting her human resources career includes wildlife education.



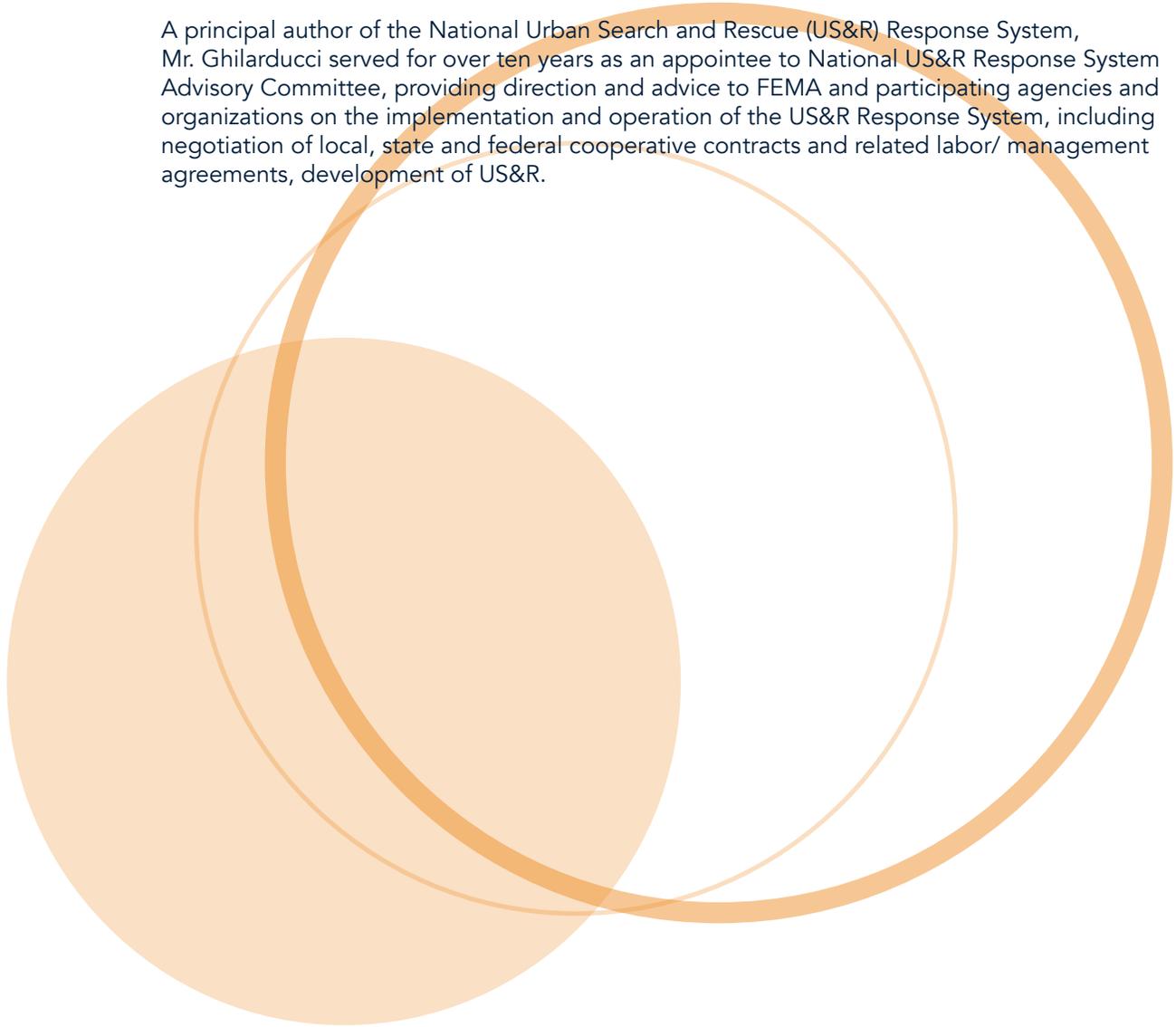
**MARK S. GHILARDUCCI, DIRECTOR,
CALIFORNIA GOVERNOR'S OFFICE OF EMERGENCY SERVICES**

Director Mark S. Ghilarducci was appointed to this position in the Office of Emergency Services in July 2013. He serves as the Governor's homeland security advisor (HSA) and oversees statewide public safety, emergency management, emergency communications, counter-terrorism efforts, and the State Threat Assessment System (STAS).

In 2000, Governor Gray Davis appointed Mr. Ghilarducci deputy director of the California Governor's Office of Emergency Services (OES), where he oversaw statewide emergency operations, planning, and training. He has also served as a federal coordinating officer with the U.S. Federal Emergency Management Agency (FEMA), where he directed and coordinated federal response and recovery operations following numerous presidentially declared disasters and emergencies.

For nine years, Mr. Ghilarducci was deputy fire chief and director of special operations in the Fire and Rescue Division within the Office of Emergency Services. Operationally, Mr. Ghilarducci has been involved in disaster and emergency response and recovery activities resulting from hundreds of major incidents within California, nationally, and internationally.

A principal author of the National Urban Search and Rescue (US&R) Response System, Mr. Ghilarducci served for over ten years as an appointee to National US&R Response System Advisory Committee, providing direction and advice to FEMA and participating agencies and organizations on the implementation and operation of the US&R Response System, including negotiation of local, state and federal cooperative contracts and related labor/ management agreements, development of US&R.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



RICHARD GILLIHAN, COO, DEPARTMENT OF FINANCE

Department of Finance in September, 2018. Previously Richard was the Director of CalHR where he was responsible for all issues related to labor relations and collective bargaining, employee salaries and benefits, job classifications, civil rights, training, exams, recruitment, and retention.

Since 2002, Gillihan held several positions at the California Department of Finance, including program budget manager, assistant program budget manager, chief of information technology operations, and consulting and assistant chief and data processing manager at the Office of Technology Review, Oversight and Security.

From 1994 to 2002, Gillihan served in several positions at the California Department of the Youth Authority, including data processing manager in the Information Technology Office, associate programmer analyst at the N.A. Chaderjian Youth Correctional Facility, Programmer II at the Preston Youth Correctional Facility and Programmer I in the Training Services Division. Gillihan was an independent information technology consultant from 1991 to 1994.

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



STEVE GORDON, DIRECTOR, CALIFORNIA DEPARTMENT OF MOTOR VEHICLES

Steve Gordon is a versatile leader with more than 30 years of experience building, integrating, debugging and operating high-profile businesses for market leaders in high-tech and life sciences using vision, strategy and execution with passion for Fortune 500 clients. Steve has spent most of the last three decades leading various global services businesses at Cisco Systems and, most recently, global business services at Becton, Dickinson and Company. At BD, Steve ran service operations for the GBS organization and led the transformation to take advantage of modern tools and technologies, including robotics, to scale BD's shared services organization.

COHORT 2022

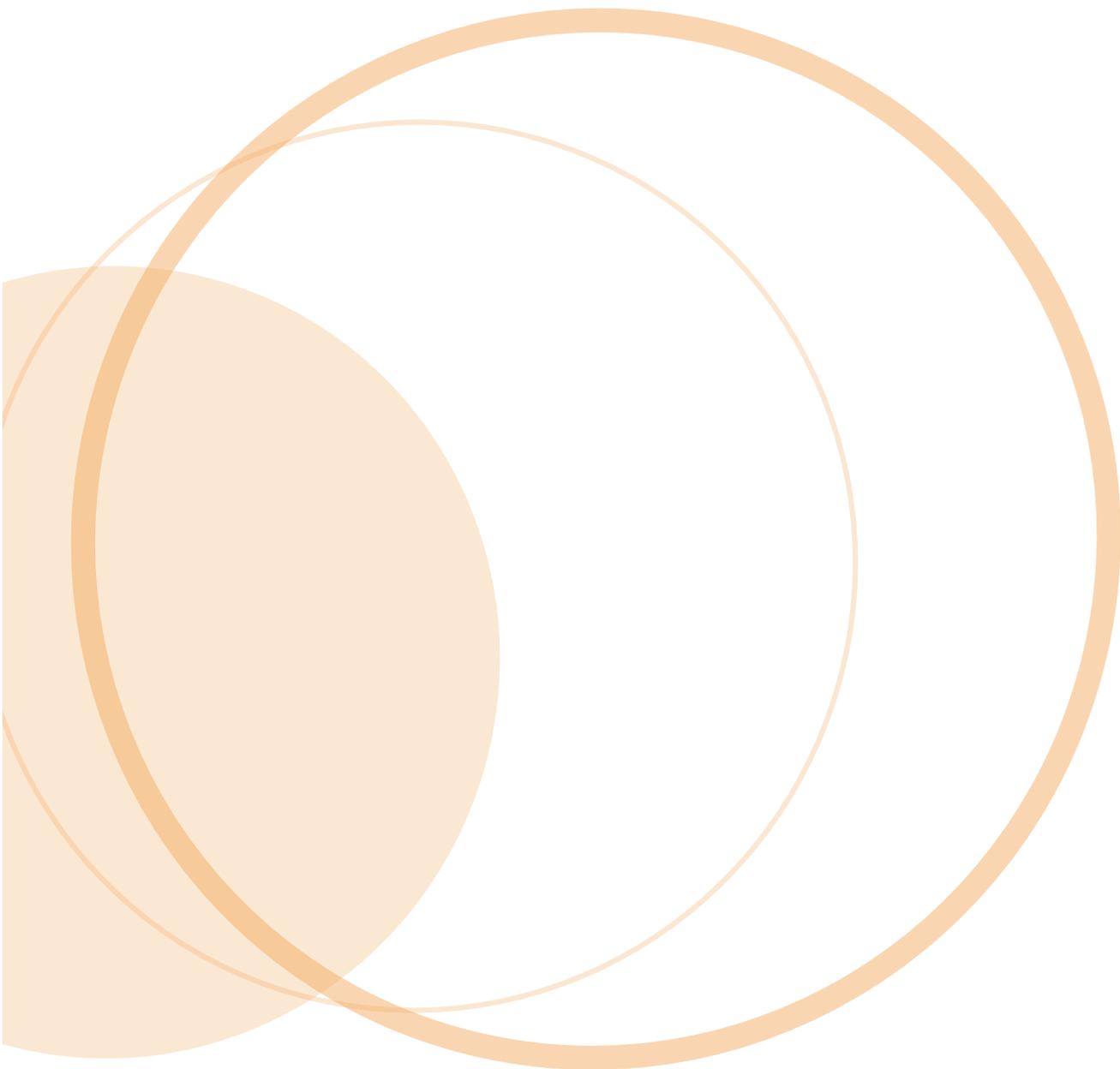
STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



SCOTT GREGORY, DEPUTY DIRECTOR, TECHNOLOGY, CAL FIRE

Scott Gregory was appointed Deputy Director of Technology at CAL FIRE in July 2020. Before joining CAL FIRE, Scott was the Deputy Director of the Office of Digital Innovation at the California Department of Technology, where he has served as the state geographic information officer since 2011.

He was a public safety manager at the Environmental Systems Research Institute from 2005 to 2010, geographic information systems manager at the U.S. Army Corps of Engineers Sacramento District from 2001 to 2005 and a programmer analyst at Anteon Corporation from 1999 to 2001. Gregory was a geographic information systems specialist for the County of Sacramento from 1997 to 1999. He earned a Master of Business Administration degree from Regis University.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



KAMYAR GUIVETCHI, DIRECTOR, INNOVATION AND COLLABORATION, Cal-IPGCA ASSOCIATION

Kamyar Guivetchi was appointed a division manager at the California Department of Water Resources (DWR) in 2008. During his 42 years with DWR, Kamyar worked on technical and planning studies and projects with Statewide Integrated Water Management, North-Central Region Office, Division of Planning, Bay-Delta Office, and Division of Environmental Services managing the Suisun Marsh Program.

From 2000 Kamyar managed staff work and coordinated the collaboration of numerous government agencies, Native American Tribes, stakeholders, and public to prepare the California Water Plan Updates 2005, 2009, 2013, and 2018. He chairs the 30-member State Agency Steering Committee and is the State Co-chair of the California Biodiversity Council's Executive Committee. Kamyar has a Bachelor of Science in Civil Engineering; completed post graduate work in Environmental Engineering at the University of California, Davis; and is a California registered Civil Engineer.



AJAY GUPTA, CHIEF DIGITAL TRANSFORMATION OFFICER, DMV

Ajay Gupta was appointed Chief Digital Transformation Officer in February 2020. The CDTO leads technological efforts to enable the DMV to become a modern enterprise. Gupta has served as a special advisor to the DMV Director since 2019.

Before joining state service, Gupta worked as a managing director at KPMG, where he led the delivery of legacy transformation, technology innovation, and managed services for State departments nationally. Gupta brings more than 23 years of public sector experience to the DMV. He served state departments in California, Texas and Hawaii while working for CGI Inc., Visionary Integration Professional Inc., Deloitte LLP, and Tata Consulting Services.

Gupta has a B.E. in Electrical Engineering from Delhi College of Engineering and an MBA in Marketing and Information Technology from UC Davis. Gupta is also certified as a PMP, CSPO, Cloud Practitioner, and Enterprise Architect.

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



HENRY JONES, PRESIDENT, CalPERS BOARD

Henry Jones is serving his fourth term on the CalPERS Board of Administration and his second one-year term as president. Prior to being elected president, he served three years as vice president of the board.

He retired in 1998 from the Los Angeles Unified School District (LAUSD)—the second largest in the nation. As chief financial officer, he oversaw LAUSD's \$7 billion annual budget. He also headed their Annuity Reserve Fund Board overseeing the pension fund for 7,000 schoolteachers and administrators.

Henry currently serves as a personnel commissioner for the Los Angeles Community College District. He is a member of the governing board of the Robert Toigo Foundation, a nonprofit organization that encourages minorities and women to pursue careers in finance. He also serves on the board of the Pacific Pension & Investment Institute, an educational organization that assists pension funds, corporations, financial institutions, and endowments worldwide with their fiduciary responsibilities, particularly in Asia and the Pacific region.

Previously, Henry represented CalPERS on the Advisory Council of California All, a nonprofit organization focused on closing the achievement gap from preschool to professional careers in law, financial services, and technology. He has served on the board of directors for Community Partners, a nonprofit organization that works with social entrepreneurs, grant makers, and civic leaders to design solutions, foster, launch, and sustain initiatives for change.



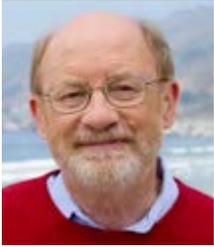


DAVID KILGORE, DIRECTOR, CALIFORNIA DEPARTMENT OF CHILD SUPPORT SERVICES

David Kilgore was appointed Director of California Department of Child Support Services in June 2018. Mr. Kilgore has extensive experience working in the Child Support Program and has held many key positions at child support agencies statewide.

Mr. Kilgore served as the director of the Riverside County Department of Child Support Services from 2015 until his appointment in 2018. He previously served as the chief deputy director of the Los Angeles County Department of Child Support Services, where he was deputy director of operations from 2008 to 2013. He was deputy director of operations at the San Bernardino County Department of Child Support Services from 2006 to 2008 and held several positions at the Tulare County Department of Child Support Services from 2002 to 2006, including program manager and staff services analyst.

Mr. Kilgore earned a Master of Public Administration degree from California State University, Northridge.



JOHN LAIRD, SENATOR, DISTRICT 17 STATE OF CALIFORNIA

John Laird was elected to the State Senate on November 3, 2020, carrying all four counties in the district with a combined margin of over 145,000 votes, and was sworn in to represent Senate District 17 on December 7, 2020. In the State Senate, Laird chairs and serves on a broad array of committees: Chair, Senate Budget Subcommittee #1 (Education), Vice Chair, Joint Legislative Audit Committee, Member, Appropriations Committee, Member, Budget & Fiscal Review Committee, Member, Joint Legislative Committee on Budget, Member, Judiciary Committee, Member, Labor, Public Employment & Retirement, Member, Natural Resources & Water Committee, Member, Rules Committee, Member, Joint Legislative Committee on Rules.

Prior to his Senate service, Laird served as Secretary of the California Natural Resources Agency under Governor Jerry Brown from January 5, 2011 until January 7, 2019. Laird also served as a member of the State Integrated Waste Management Board from 2008 to 2009. In 2002, he was elected to the State Assembly to represent the 27th District, which included portions of Monterey, Santa Clara and Santa Cruz Counties, and was reelected in 2004 and 2006. While serving the maximum three terms in the Assembly, Laird authored 82 bills that were signed into law.

Prior to serving in the State Assembly, Laird was an elected as a member of the Cabrillo College Board of Trustees from 1994 to 2002. In 1981, Laird was elected to the Santa Cruz City Council, and served nine years until term limits ended his council service in 1990. He was a two-term mayor from 1983 to 1984 and from 1987 to 1988, making him one of the first openly gay mayors to serve in the United States.

Laird has also served as executive director of the Santa Cruz AIDS Project, taught environmental policy at the University of California Santa Cruz, hosted a news talk program on KUSP public radio, and held analyst positions in budgeting and human resources for the County of Santa Cruz.

The son of teachers and raised in Vallejo, Laird graduated with honors in politics from the University of California – Santa Cruz in 1972. He has been a long-time resident of Santa Cruz with his spouse John Flores. He has traveled extensively, is fluent in Spanish, enjoys conducting family history research, and is a life-long Chicago Cubs fan.



**STEPHENSON LOVESON, CHIEF TECHNOLOGY OFFICER, CalPERS,
PRESIDENT, APSEA EXECUTIVE SPONSOR, Cal-IPGCA**

Stephenson Loveson serves as Chief Technology Officer of CalPERS, one of the largest, most complex data centers in the state. His responsibilities include managing policies, standards, processes and modernizing the CalPERS Data Center infrastructure by advancing cloud technologies and automation frameworks. Stephenson has extensive experience in technology strategic planning, improving, and implementing large scale, cross-functional, and complex IT solutions, project management, policy, governance and change management. Stephenson believes in utilizing technology to advance business outcomes and serve the people of California.

Stephenson is a graduate of the Information Technology Leadership Academy, a program focused on developing leadership skills among State IT professionals. Stephenson has a Master of Business Administration degree specializing in Information Technology Management and Finance as well as a B.S. in Mechanical Engineering.

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



LISA MANGAT, CHIEF DEPUTY DIRECTOR POLICY & ADMINISTRATION Cal-OES

Lisa Mangat, is Chief Deputy Director of Policy and Administration at the Governor's Office of Emergency Services. Mangat served as Director at the California Department of Parks and Recreation since 2015, where she held several positions since 2013, including Acting Director and Special Advisor to the Director. She was Program Budget Manager at the California Department of Finance from 2008 to 2013.

Mangat was Principal Fiscal Consultant at the California State Assembly Republican Fiscal Office from 2005 to 2008. She was Senior Fiscal and Policy Analyst at the Legislative Analyst's Office from 2002 to 2005. Mangat was Staff Budget Analyst at the California Department of Finance from 1999 to 2002. Mangat earned a Master of Business Administration degree from California State University, Sacramento.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



KARLA NEMETH, DIRECTOR, DWR

Karla Nemeth was appointed Director of the California Department of Water Resources by Governor Edmund G. Brown Jr. on January 10, 2018, and was reappointed by Governor Gavin Newsom on June 28, 2019.

DWR operates and maintains the California State Water Project, manages floodwaters, monitors dam safety, conducts habitat restoration, and provides technical assistance and funding for projects for local water needs. Nemeth oversees the Department and its mission to manage and protect California's water resources, working with other agencies in order to benefit the State's people and to protect, restore and enhance the natural and human environments.

Nemeth worked at the California Natural Resources Agency as Governor Brown's deputy secretary and senior advisor for water policy since 2014. She was Bay Delta Conservation Plan project manager from 2009 to 2014.

Nemeth was environmental and public affairs director for the Alameda County Flood Control and Water Conservation District from 2005 to 2009. She was community affairs manager at Jones and Stokes from 2003 to 2005. She has a Master's degree in public administration from the University of Washington.



TOKS OMISHAKIN, SECRETARY, CALSTA

Governor Gavin Newsom (D) appointed Toks Omishakin as secretary of the California State Transportation Agency or CalSTA on February 7, 2022.

Omishakin has served as director of the California Department of Transportation or Caltrans since 2019. “Director Omishakin has implemented innovative strategies to create a more equitable, world-class transportation network for all users while improving the safety and livability of neighborhoods across the state,” the governor said in a statement.

“Under his leadership, Caltrans has worked to accelerate more than 100 roadway projects during the pandemic, adjusted operations to help keep goods moving amid supply chain challenges and spearheaded the transformative Clean California program that is revitalizing public spaces across California,” Gov. Newsom noted.

“As head of the largest and most complex transportation system in the nation, I’m confident that he’ll continue to bring his forward-thinking leadership and dedication to serving the people of California to advance our ongoing work to build safer, healthier and more sustainable communities that serve all Californians,” he added.

Omishakin previously served as deputy commissioner for environment and planning at the Tennessee Department of Transportation from 2011 to 2019 and as director of healthy living initiatives in the Nashville Mayor’s Office from 2008 to 2011.

He also serves in key roles for the American Association of State Highway and Transportation Officials – particularly as chair of the Council on Active Transportation since [December 2019](#). That council deals with issues related to bicycles and pedestrians, improving access to transit, and other active transport modes. In his capacity as council chair, Omishakin helped develop a “research roadmap” to “prioritize and categorize” state department of transportation pedestrian and bicycle infrastructure investments in the near future

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



THOM PORTER, DIRECTOR, CAL FIRE

Director Porter was appointed Director by Governor Gavin Newsom on January 8, 2019. Director Porter was designated Acting Director of the California Department of Forestry and Fire Protection by Governor Edmund G. Brown Jr. on December 14, 2018.

He has been serving as Chief of Strategic Planning in CAL FIRE Sacramento Headquarters since January 1, 2018. Previously, he served as the Southern Region Chief, Assistant Region Chief, and San Diego Unit Fire Chief.

Director Porter's depth of fire department management expertise is balanced by his forestry background. He is a Registered Professional Forester (RPF) in California with a Bachelor of Forestry Degree from the University of California Berkeley.



AMANDA RAY, COMMISSIONER, CHP

On November 17, 2020, Governor Gavin Newsom appointed Amanda L. Ray as the 16th Commissioner of the California Highway Patrol (CHP); the first woman to lead the Department of more than 11,000 members. Prior to her appointment to Commissioner, she served as the Deputy Commissioner and was responsible for the day-to-day operations of the CHP.

Commissioner Ray is a 30-year veteran of the CHP and has earned numerous awards and commendations in her personal life and during her professional career with the Department. Commissioner Ray has been a pioneer for women in law enforcement as the first African American female in the CHP's 91-year history to hold the position of Deputy Commissioner for the nation's largest state police agency.

Commissioner Ray served an integral role as the Department's first female to be assigned as the Special Response Team Tactical Commander during Super Bowl 50 held at Levi Stadium in Santa Clara, CA. Her vast field experience has allowed her to effectively serve as incident commander during a variety of other high-profile events including the Department's response to COVID-19, civil unrest, and wildfires.

In 2020, Commissioner Ray was selected to attend the Federal Bureau of Investigation National Executive Institute executive training program where she enhanced her knowledge in national and international political, economic, and social trends affecting law enforcement. As a leader in law enforcement, Commissioner Ray holds firm to the values set forth by the CHP's Public Trust Initiative to serve and safeguard our communities with compassion and understanding.

Throughout her career, Commissioner Ray has actively engaged with the communities she serves, seeking every opportunity to participate in outreach events, and active involvement in departmental programs to provide the highest level of Safety, Service, and Security to the people of California.

Commissioner Ray holds a Bachelor of Arts Degree in Psychology from the University of California, Berkeley and she is the first female in the history of the CHP to hold the rank of Commissioner

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



GENE ROMAGNA, DIRECTOR, COMMUNICATIONS Cal-IPGCA ASSOCIATION

Gene currently serves as an AGPA (analyst) with the CA Dept. of Motor Vehicles, working on special projects in their Executive Division at the Sacramento HQ. He is a graduate of the 2019 Cal-IPGCA Cohort and serves as the current Communications Director for its Board. Prior to coming to the DMV, Gene worked for major US companies such as IBM and AT&T in various technical and marketing capacities both in the United states and Europe, before moving from his home state of NJ to FL, where he became a serial entrepreneur starting several businesses and acting as a turn-round CEO back in Orlando, FL. He is a published business author and firm believer in collaboration and innovation at every level. As he says, he prefers "chaos rather than cobwebs" and values kindness to everyone.

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



JOHN SANBORN, CHIEF LEARNING OFFICER, CalHR

A dynamic, accomplished Chief Learning Officer highly regarded for orchestrating superior programs for the reform and development of employee and organizational excellence.

Known as an expert at synthesizing personnel, management and operations decisions to meet requirements and align goals with values and visions. Proud US Navy veteran and an extremely creative leader with outstanding work ethic. Out-of-the-box, strategic thinker who constantly promotes excellence, builds superb talent development solutions and motivates employees toward top-level performance.

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



MICHELLE SCHMITT, MASTER INNOVATION FACILITATOR Cal-IPGCA PROGRAM

Michelle Schmitt has 29 years of experience in California State Government service specializing in organizational capacity building, leadership development, succession planning, workforce management and successful new program development & implementation collaborating across diverse stakeholder groups. She is the Master Facilitator for the Cohort Moonshot Training Teams under the Cal-IPGCA Program.

Michelle's key attributes and skills include:

- Experienced advisor, consultant, coach and partner to Executive Leadership with understanding of how to navigate sensitive political landscapes
- Skilled facilitator of collaborative meetings that forge positive relationships and outcomes for possibilities and results
- Leader of agency-wide and department-wide teams and initiatives without benefit of formal reporting relationships to achieve positive outcomes
- Dynamic learning facilitator and designer creating and leading complex learning programs for managers and executives
- Creative Program developer and manager bringing large scale change initiatives to successful fruition
- Organizational Performance consultant who gains trust quickly to identify and resolve internal obstacles to achieving missions



SELVI STANISLAUS, EXECUTIVE OFFICER, FRANCHISE TAX BOARD

Selvi Stanislaus was appointed Executive Officer of the Franchise Tax Board (FTB) on January 11, 2006. Selvi is FTB's fourth executive officer and is the first woman to hold the post. Selvi oversees the second largest tax department in the nation, with more than 6,000 employees in California and its three out-of-state offices.

After graduation from the Sri Lanka Law College as an attorney at law, Selvi worked in the private sector, and thereafter in the Chambers of Sri Lanka's President's Counsel. After establishing herself in Sri Lanka, Selvi and her husband chose to pursue the vast opportunities in the United States. They immigrated to California in 1986, where Selvi returned to law school, completing a J.D. degree with Honors and an LLM degree in tax law. After another period in the private sector, she joined the State Board of Equalization's legal staff in 1996, to pursue her passion in tax law. In April 2005, Selvi was appointed the Acting Assistant Chief Counsel of the Tax and Fee Programs Division of the Legal Department, formulating legal policies affecting every tax and fee program in California administered by the Board, which collects nearly \$53 billion annually in taxes and fees.

In her spare time, Selvi is actively involved in doing pro bono work in Northern California's large East Asian community. She is also a part-time professor at a local law school where she teaches tax law.



STEPHANIE TOM, CHIEF CONSULTANT, ASIAN PACIFIC ISLANDER LEGISLATIVE CAUCUS CALIFORNIA STATE ASSEMBLY

Stephanie Tom is the Chief Consultant, Asian Pacific Islander Legislative Caucus, California State Assembly. Prior to this appointment in 2021, Stephanie Tom as the Deputy Director for Broadband and Digital Literacy at the California Department of Technology (CDT), where she responsible for running the California Broadband Council focused on providing broadband access in rural areas of the state.

Prior to joining the state, Stephanie was the Director of Sales Programs for the North America Technology Division at Oracle Corporation. She was selected as a core team member for Oracle's new cloud solution engineering group driving a customer first, service oriented culture shift at the company. Stephanie joined Oracle in 1999 as a Partner Marketing Manager in the Alliance and Channels division. During her 19 years at Oracle, Stephanie's responsibilities expanded into more challenging and complex roles as the lead in sales and marketing teams and included the inaugural Executive Engagement team where she was responsible for managing and executing customer engagement strategies for Oracle's corporate executives.

Prior to joining Oracle, Stephanie led Business Development for the International Sales division at CyberCash, Inc. driving the establishment of CyberCash GmbH and CyberCash K.K. Other work experience includes: Aerotek and IBM. Leveraging her sales and marketing background focused on the high technology industry, in 2015 Stephanie founded 2S Technology Services—a small business providing technical support to private residences and small businesses.

Stephanie is passionate about leveraging her corporate experience to give back to the community. She was the Chairperson and Co-Founder of Oracle's first Asian employee resource group, Oracle Professional Asian Leadership (OPAL) and served on the Board of Directors for the California Asian Chamber of Commerce. Currently, Stephanie is a member of the Board of Directors for Asian Resources Inc. (ARI) and Ascend's Northern California Division. Stephanie is the Co-chairperson for Ascend's "Inspiring Across Generations" (IAG) professional development program providing private sector middle management Asian Pacific Islanders (APIs) critical skills for advancement. She is a Strategic Advisor for My Sisters House, a nonprofit dedicated to serving women and children impacted by domestic violence, sexual assault, and human trafficking, where she launched the first "Fashion for A Cause" fundraiser. Stephanie is a member of the Asian Pacific Islander Public Affairs (APAPA) Steering Committee for its Annual Statewide Voters Education and Candidates Forum, and the Asian Pacific State Employees Association (APSEA).

COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



KATHLEEN WEBB, CHIEF OPERATING OFFICER (COO) STATE CONTROLLERS OFFICE - Cal-IPGCA EXECUTIVE SPONSOR

Ms. Webb was appointed to the position of Chief Operating Officer (COO) for the State Controller's Office in October, 2021.

In July 2019, Kathleen Webb was appointed Chief Deputy Director of the Department of Motor Vehicles. Ms. Webb served as the Acting Director of DMV.

Previously, she was Director of Performance Improvement, Eureka Institute, a part of the Government Operations Agency Innovation and Accountability portfolio. Prior to joining the Government Operations Agency in January 2015, Ms. Webb's public service experience included Chief Risk and Compliance Officer for CalPERS from 2012 to 2014, Director of Policy and Risk Management for Correctional Health Care Services from 2010 to 2012, Deputy Director at the Department of General Services from 2008 to 2009 and Director for the Governor's Office of the Insurance Advisor from 2006 to 2008.

Ms. Webb also held multiple positions with State Farm Insurance from 1986 to 2006, including agency, claims management and legislative affairs. She earned her Bachelor of Arts degree in Political Science and Women's Studies from UC Berkeley and a Charter Property & Casualty Underwriter (CPCU) professional designation.



MEREDITH WILLIAMS, DIRECTOR, DEPARTMENT OF TOXIC SUBSTANCES CONTROL, CalEPA

Meredith Williams is the Director of the California Department of Toxic Substances Control. She was appointed to the position by Governor Gavin Newsom on December 19, 2019.

Meredith joined DTSC in 2013 as Deputy Director of the Department's Safer Consumer Products Program to lead the implementation of California's groundbreaking effort to reduce toxic chemicals in consumer products. She has expertise in research and development, product management, and operations for Fortune 500 companies in the technology, consumer product, and chemical sectors, including 3M and Applied Materials, a leading semiconductor manufacturer.

Following her work in the private sector, Meredith held a number of leadership positions at the nonprofit San Francisco Estuary Institute, a nationally recognized center for science in support of aquatic resource management.

Meredith strives for collaborative solutions to complex problems and has a track record of championing interdisciplinary project management approaches. She holds a B.A. degree from Yale University and a doctorate in physics from North Carolina State University.



COHORT 2022

STRATEGIC ADVISORS LEADERS FORUM EXECUTIVE TRAINING TEAM



JOE XAVIER, DIRECTOR, DEPARTMENT OF REHABILITATION

Director Joe Xavier was a small business owner for over 14 years before he began his career in public administration in 1998. For almost 30 years, Joe has been actively involved in community and advocacy organizations, including the Association of California State Employees with Disabilities and the Asian Pacific State Employees Association.

He has served as a gubernatorial appointee at the Department of Rehabilitation since 2008. Director Xavier's current career highlights include service as project director for a \$50 million cross-organizational project aimed at reducing reliance on public benefits among families of Supplemental Security Income (SSI) recipients ages 14 to 16 as well as a multi-state \$866 million proposal to provide food services to United States Marine Corp bases in California and Arizona.

In addition to managing these high-profile projects, Director Xavier led the successful transition of the Traumatic Brain Injury program into the Department of Rehabilitation and initiated the realignment funding for the Older Individuals Who are Blind program. Through the University of Southern California's School of Public Policy, Director Xavier is a fellow of the Sierra Health Foundation Leadership Institute and a graduate of San Diego State University's National Rehabilitation Leadership Institute. He has also completed the California Health and Human Services Agency Leadership Academy program.



BETTY YEE, CONTROLLER, STATE OF CALIFORNIA

State Controller Betty T. Yee was elected in November 2014, following two terms of service on the California Board of Equalization. As Controller, she continues to serve the Board as its fifth voting member. Reelected for a second term as Controller in 2018, Ms. Yee is only the tenth woman in California history to be elected to statewide office.

As the state's chief fiscal officer, Ms. Yee chairs the Franchise Tax Board and serves as a member of the California Public Employees' Retirement System (CalPERS) and the California State Teachers' Retirement System (CalSTRS) Boards. These two boards have a combined portfolio of more than \$570 billion. Ms. Yee also serves on the **Ceres Board of Directors**, a nonprofit organization working to mobilize many of the world's largest investors to advance global sustainability and take stronger action on climate change.

Ms. Yee serves on dozens of boards and commissions with authority ranging from land management to crime victim compensation. As a member of the State Lands Commission (and chairperson in even-numbered years), she helps provide stewardship of public-trust lands, waterways, industrial wharves, marine terminals, pipelines, and resources through economic development, protection, preservation, and restoration consistent with the state's environmental needs.

Through other financing authorities, Ms. Yee is dedicated to creating incentives to increase the number of affordable housing units, spur economic development, support pollution-control innovations, and strengthen health and educational facilities.

Ms. Yee has more than 35 years of experience in public service, specializing in state and local finance and tax policy. Ms. Yee previously served as Chief Deputy Director for Budget with the California Department of Finance where she led the development of the Governor's Budget, negotiations with the Legislature and key budget stakeholders, and fiscal analyses of legislation. Prior to this, she served in senior staff positions for several fiscal and policy committees in both houses of the California State Legislature. She also co-founded the Asian Pacific Youth Leadership Project, which exposes California high school youth to the public service, public policy, and political arenas.

A native of San Francisco, Ms. Yee received her bachelor's degree in sociology from the University of California, Berkeley, and she holds a master's degree in public administration.

Cal-IPGCA COHORT 2023 COST SHEET

BACK

FULL-TIME INNOVATIONISTS
\$3350
 (106 PDHs)

FULL-TIME INNOVATOR FAs (FACILITATION ASSISTANTS)
\$3750
 (118 PDHs)

PART-TIME TEAM BUILDERS INNOVATION CATALYST
Cal-IPGCA CalHR ENGAGE
 Minimum Team Size: 2
\$495
 (20 PDHs)

LEADERSHIPENERGIZES360 & EXECUTIVE COACHING
\$550
 (Add-on Optional Fee)

PoC BETA TESTERS \$100
 (30 PDHs)
 *Minimum Departmental Group Participation Required.

EXECUTIVE LEADERS FORUMS FREE
 (15 PDHs)

LEADERSHIP FORUMS

3 Hours (8 AM – 11 AM)

*Note: Each Cohort underwrites the participation costs for PoC Beta Testers and the Executive Leaders Forums. To achieve this, a minimum level of 75 FTEs is required per Cohort.

MOONSHOT TRAINING*

8 Hours (8 AM – 5 PM)

*Note: Moonshot Training includes all 5 Leadership Forums Modules.

Cohort 2023 Master Schedule

				FT	FA	PT	USC 360	PoC BETA	LF
Thursday 1/12/23		Thursday 1/12/23	Gateway Moonshot Training	8	8		0	0	0
Thursday 1/19/23		Thursday 1/19/23	Moonshot Training	8	8		0	0	0
Thursday 1/26/23	Statewide Change Challenge Forum: Accelerating Government Innovation Through Moonshot Projects	Thursday 1/26/23		3	3		0	0	3
Thursday 2/2/23	Statewide Change Challenge Forum: Accelerating Government Innovation Through Change Leadership	Thursday 2/2/23		3	3		0	0	3
Thursday 2/9/23	Statewide Change Challenge Forum: Accelerating Government Innovation Through Digital Upskilling	Thursday 2/9/23	Moonshot Training	8	8		0	0	3
Thursday 2/16/23	Statewide Change Challenge Forum: Accelerating Government Innovation Through Intrapreneurship	Thursday 2/16/23		3	3		0	0	3
Thursday 2/23/23	Statewide Change Challenge Forum: Accelerating Government Innovation Through Risk Intelligence	Thursday 2/23/23		3	3		0	0	3
Thursday 3/9/23		Thursday 3/9/23	Champion Summit (8-11 am) Moonshot Training: (pm) Summit Integration	8	8		3	0	0
Wednesday 4/12/23		Wednesday 4/12/23	Hackathon Pre-Prep Workshop (1-5 pm)	4	4				
Thursday 4/13/23		Thursday 4/13/23	Moonshot Training: Hackathon Event	8	8		0	0	0
Thursday 4/20/23		Thursday 4/20/23	Post Champion Summit & Hackathon Development	8	8		0	0	0
Thursday 5/11/23		Thursday 5/11/23	Moonshot Training	8	8		0	0	0
Thursday 6/8/23		Thursday 6/8/23	Day of Innovation	8	8		0	0	0
1/12/23-6/15/23	SACNet PoC Beta Testers, based on their interests, support Moonshot Projects as SMEs. Schedule is determined at program start, not to exceed a total of 20 PDHs, with an average of 4 PDHs per/month - Jan-May, 2023.	Sub Total:		80	80		0	\$100	FREE
1/23/23-6/15/23	Cal-HR ENGAGE—Leaders Forum LMS 18 Modules—20 hour Allocation	Total:		100	100	20	\$550	\$100	FREE
1/12/23-6/15/23	6 Monthly Team Meetings @ 1 Hr Per/Mo	Total:		106	106				
1/9/23 8 am-5 pm 1/10/23 8 am-12 pm	12 Hours Facilitation Pre-Training Curriculum Overview	Total:			118			DEPT. GROUP RATE	

FULL-TIME
INNOVATIONISTS
\$3350 (106 PDHs)

FULL-TIME INNOVATION & CHANGE
LEADERSHIP FACILITATION ASSISTANTS
\$3750 (118 PDHs)

PART-TIME TEAM BUILDERS
INNOVATION CATALYSTS
(Designed as a Teamed Building Program for Innovation & Change)
\$495 PER TRAINEE-18 MODULES (20 PDHs)

<p>Over the span of the six month Cohort, Full-Time Innovation and Change Leadership Trainees develop comprehensive moonshot projects from Innovation Priorities assigned by State of California Leadership. Cohort 2022 breaks new ground as they lead statewide deployment of the SACNet.</p>	<p>Over the span of the six month Cohort, Full-Time Innovation and Change Leadership Facilitation Assistants guide the development of comprehensive moonshot projects from Innovation Priorities assigned by State of California Leadership.</p>	<p>Cal-IPGCA's Team Builder Innovation Catalysts represent a unique opportunity to build innovation teams within your organization over an 18-Week timeframe through a curriculum of 18 (5-min.) Micro-Modules taught by CA Executive Leadership. This is real time training where departmental teams apply what they learn to the their personal life, organizational missions, and collaborative projects. While teams build rapport, they are simultaneously co-creating a statewide value system through CalHR's 9 Leadership Values. See the "TeleTeam Use Case Model from Cohort 2022"</p>
<p>Selected via application; supervisor approval is required at submission. Counter-approval by Cal-IPGCA Staff.</p>	<p>Cal-IPGCA Graduates submit via application; supervisor approval is required at submission.</p>	<p>Selected via application; supervisor approval is required at submission.</p>
<p>This program seeks those choosing to lead innovation.</p>	<p>Counter-approval provided by Cal-IPGCA Staff.</p>	<p>Departments determine the selection of applicants applying with counter-approval by Cal-IPGCA Staff.</p>
<p>Classifications accepted: SSA–Senior Executive Titles remain outside the door—all have equal voice on the innovation team.</p>	<p>Classifications accepted: SSA–Senior Executive. Titles remain outside the door—we find facilitation skills and capabilities are not predicated on career classifications.</p>	<p>Classifications accepted: SSA–Senior Executive. Titles remain outside the door—all have equal voice on the innovation team.</p>
<p>Leadership and Innovation Skills Developed: Cohort Trainees are responsible for the design, development and execution of their innovation plan and moonshot project. The tools to achieve this goal consist of:</p>	<p>Cal-IPGCA Facilitators guide and our innovation teams ensure that the IP and Moonshot project goals and objectives are met effectively, with clear thinking, good participation, and full buy-in from everyone who is involved.</p>	<p>Via the CalHR ENGAGE LMS, team members apply Forum Leaders' lessons to CalHR's 9 leadership values in their personal, or professional/ organizational lives and in their Moonshot projects (18 five-Minute Micro Modules)</p>
<p>Via the Leaders Forums, Cohort teams integrate the strategic vision and advisory of State of California Leadership within our Moonshot Projects.</p>	<p>Via collaboratively developed team agreements, facilitators create environments of trust and inclusion that motivate the expansion of each trainee's skills & capabilities. The facilitators are guides, not directors.</p>	<p>Outcomes are retained in each trainees account documenting a "Playbook" of their journey with Certificates of Completion and Badges as "Innovation Catalysts."</p>
<p>Via the CalHR ENGAGE LMS, team members apply Forum Leaders' lessons to CalHR's 9 leadership values in their personal, or professional/organizational lives and in their Moonshot projects (18 five-Minute Micro Modules)</p>	<p>Clear expectations are set to clarify team roles, establish meeting agendas & objectives, and manage time. Trainees begin with the end goal in mind (the vision) with equal focus placed on executing a detailed implementation plan through Cal-IPGCA's 8 Step Path.</p>	<p>Communicate Effectively–As demonstrated by strong writing, verbal and listening skills to create an open and transparent environment for the exchange of information.</p>
<p>Via standardized 8-Step Path, innovation teams collaborate to develop Moonshot projects.</p>	<p>Facilitators and Cal-IPGCA staff provide feedback, summaries, and action items to teams. Ah ha's, opportunities, and "who is responsible for what and when" are also captured.</p>	<p>Inspire & Engage–As demonstrated by an ability to motivate loyalty to a mission or plan; challenge individuals professionally and personally to achieve goals; connect employees to the work; celebrate success.</p>
<p>A core component of the Cal-IPGCA, taught by Kathleen Webb, Chief Deputy Director, DMV, integrates asking "Why" at every level of project development and personal growth.</p>	<p>Facilitators model the way to create accountability, including further clarifying/refining IPs and "no try, only do."</p>	<p>Develop Others–As demonstrated by a commitment to coach, guide, train, instruct, and develop team members; empowering others through a sense of shared ownership and decision-making; supporting work-life balance and employee wellbeing.</p>
<p>Within small groups and large audiences, trainees' Rapid Innovation Cycles (RICs) allow 100% of those in the room to contribute.</p>	<p>Facilitators and Cal-IPGCA staff LISTEN, LISTEN, LISTEN, assuring that teams seek first to understand.</p>	<p>Foster a Team Environment–As demonstrated through the support and recognition of team members both professionally and personally; team-oriented.</p>
<p>Expert Panels: Based on the Innovation Priority pursued, trainees facilitate many key leadership advisory Q & A sessions to seek pertinent information. (Example) (Team SACNet)</p>	<p>Facilitators create pathways for teams to openly share lessons learned with no filters. Input and feedback is encouraged.</p>	<p>Exhibit Personal Credibility–As demonstrated by authenticity, confidence, consistency, courage, decisiveness, generosity, honesty, integrity, judgment and risk awareness.</p>
<p>Champion Summit: Cohort teams lead a champion summit of subject matter experts from across the State of California via the RIC process. Cohort 2021 saw 215 pages of data gathered in a 3-hour time frame.</p>	<p>Facilitators collaborate not separate: no silos. They facilitate inter-team communication and practice/model cohesiveness and sharing of information and resources.</p>	<p>Build Collaborative Relationships–As demonstrated by a broad appreciation for collaboration in public policy engagement and fostering an inclusive environment for consensus-building and decision-making.</p>
<p>Annual Hackathon: Trainees conduct an annual Hackathon to seek advisory and technological and content contributions from Subject Matter Experts across the California. Cohort 2021 teams developed 73 work orders and 250 Hackers attended.</p>	<p>All participants are encouraged to drop egos, open minds and hearts, and be flexible. Nothing is personal.</p>	<p>Improve Our Organization–As demonstrated by a commitment to drive continuous improvement for better results.</p>
<p>Day of Innovation: The key to Cal-IPGCA's success is the annualized iteration of program improvements. "We build the rocket while we fly" as we walk into, not away from, challenge. Cohort 2022 initiated IPs from the outcomes of Cohort 2021, and Cohort 2023 will build from the Cohort 2022 outcomes produced.</p>	<p>Facilitators & Cal-IPGCA staff welcome and leverage diversity, practice equity, and create sustainability.</p>	<p>Achieve Results–As demonstrated by setting a clear vision to achieve productive results by developing plans to meet targets, leverage staff skills and solve problems.</p>
<p>We are Cal-IPGCA and we are One System. One State. One World of Government Innovation!</p>	<p>We are fearless in welcoming and leveraging diversity. We model the way in our practice of equity and we create sustainability.</p>	<p>Model Good Governance–As demonstrated by stewardship for customer service, accountability, transparency, sustainability, policy, compliance and solid political acumen.</p>
<p>Goal: To build a sustainable governance model able to serve the unique needs of California's vast constituent communities. To position the State of CA as an "employer of choice" and blueprint of government innovation that can rise to the challenges of emergency response and change in real time.</p>	<p>Goal: To unlock the potential within California's workforce to solve complex problems as they arise by building innovative muscle from within.</p>	<p>Goal: To build a systemic 9-point Value System as a State of California Governance Model; embedding our values as a cultural norm within our personal and professional growth, our organizational missions, and as a North Star infusing insight within our challenges, opportunities, innovation, & change across California.</p>

**PART TIME POC BETA TESTER
STATE OF CA INNOVATION CATALYSTS**

(Designed for Departmental Teams)

\$100 PER BETA TESTER (30 PDHs)

**PART TIME Cal-IPGCA
"THE LEADERS FORUMS" (LF)**

(Designed for Departmental Teams)

FREE (15 PDHs)

Part-Time PoC Beta Testers have a limited but significantly prominent role as innovation catalysts in developing a wide range of Cohort projects and programs. They also serve as Subject Matter Experts, representing all employee classifications in state service—from entry level to senior executive. This affords the State of CA a 360 design and deployment perspective on all innovation projects.

Note: No individual registration allowed. Departments must submit an excel list of PoC Beta Testers.

The allocation of hours is based on the interests of the Beta Tester and the needs of each moonshot project. PoC Beta Tester Registration Packages are based on the number of Department employees.

This category is designed for departmental teams with a focus to seek its "early adopters" of innovation. Selected via application by the department and Cal-IPGCA admin; supervisor approval is required at submission.

Classifications accepted: Office Tech (or equivalent) to Senior Executive. Under [N-04-19](#), Innovation Catalysts have been expanded to include private enterprise, NGOs, & academia.

Under the management of Cal-IPGCA Leadership through an agile development process, Cal-IPGCA Trainees lead Beta PoC Beta Tester integration and involvement.

Via application, PoC participation is aligned to the interests of the trainee and to attract California's early adopters of innovation and change.

Based on the needs identified by the leadership and trainees of each Cohort, a not-to-exceed work effort of 30 PDHs will be allocated to each PoC Beta Tester across the six month Cohort, allocated in a range of 5 PDHs monthly, inclusive of but not limited to:

A State Agency Collaboration Network (SACNet) to enable the State to respond to unprecedented challenges by using the full breadth of the State's workforce.

A SACNet Skills Bank to enable faster identification of resources to staff mission-critical projects and provide new development pathways and opportunities for State employees.

SACNet Memorandum of Understanding (MOU) governing how departments can heighten individual performance through interdependent collaboration to face real time challenges.

A SACNet Innovation Corps that can deploy public-private beta testing that aligns people, process and technology to meet specific needs in real time.

A Middle Management Consortium that aligns middle management as a Top-down/ Bottom-Up Innovation Hub.

A Teleportal as the virtual workplace of the future - integrating and deploying best practices in real time.

An "Ambassador Corps" that mentors homeless youth into sustainable and productive futures of emotional and economic stability.

A SACNet Racial Equity Action Plan and Tools.

Cal-IPGCA PoC Beta Testers model the way by collaborating as state-wide innovation partners in the co-development of projects and programs that meet California's challenges at the pace of change.

Goal: To create a fairness of opportunity for participation by all departments without cost being an inhibitor. To co-create a venerable innovation strikeforce that can coalesce to meet unique needs and state emergencies and challenges that invoke a call to action.

Attendance open to all State of California Employees. Registration and supervisor approval required. Each Forum is 3 Hours: A 1.5 hour pre-recorded segment and a 1 hour Live Q & A. 15 PDHs for trainees attending all 5 consecutive Thursday Forums. January 27 through February 24, 2022.

The Cal-IPGCA Change Challenge Forums feature panels that deploy the individual, and collective strategic advisory of our state leadership—for the purpose of opening pathways to reimagine government—what can be as opposed to what has been. These Forum leaders are the key trainers in our Cohort Curriculum. They feed the development of our Moonshot projects and our Cal-IPGCA CalHR ENGAGE Curriculum that deploys a standardized set of values that are embedded into our statewide governance model.

Each panel is facilitated by executive leadership, and is comprised of California Leadership responsible for pioneering leadership and change in the State of California.

Accelerating Government Innovation through Moonshot Projects: Moonshot is a combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that shift the approach and outcomes of people, process, and technology to solve that problem.

Accelerating Government Innovation through Change Leadership: Technologically, we live in a real-time world that moves, morphs, and changes 24/7. Social media continuously creates headlines from yesterday's obscurities. Every enterprise-wide challenge faced by business and government is a product change, and best outcomes must integrate agility as a cornerstone in whatever is built.

Accelerating Government Innovation through Risk Intelligence: This panel is convened to build the state's culture of risk intelligent management and to guide our moonshot teams by sharing their most impactful experiences that have refined or diametrically shifted their approach in managing risk and where they think the trajectory is heading.

Accelerating Government Innovation through Digital Upskilling: In a real time culture, technological prowess is human-systems-driven ideation, change and innovation, but technology is the fuel that keeps the engine running. The relationship between the two is inseparable. This panel explores how technology fuels, connects and advances the human-centric nature of innovation and change.

Accelerating Government Innovation through Intrapreneurship: Entrepreneurs not only perceive an opportunity but they also create an organization to pursue it. Intrapreneurs perceive opportunity and move to transform their environments of work to create the systems of cultural change that can allow innovation to occur. Each path is unique yet the commonalities shared connect these government intrapreneurs to accelerate a sea of change as a movement from within.

Goal: As a **FREE** event series, COST is eliminated as a barrier for the state's workforce to access to California's top leadership and participation in their pioneering of Government Innovation and Change Leadership. Levels the playing field and generate a fairness of opportunity across all state departments so all state employees are afforded access and opportunity to hear and integrate the strategic advisory of our state leaders in their personal and professional growth and their independent and collective organizational missions.

SACNet

One System.
One State.
One World!

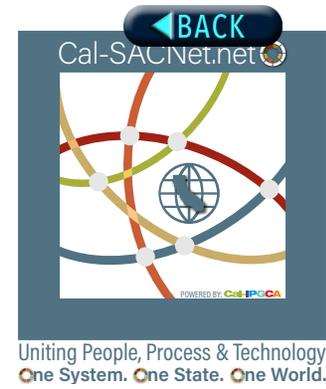
PROOF of CONCEPT (PoC) BETA TEST

MARCH 10 - MAY 10 #JoinTeamCalifornia

Cal-IPGCA COHORT²⁰²² January 13 - June 9

A State Agency Collaboration Network (SACNet) Proof of Concept Beta-Test Deployment March 10 - May 10, 2022

SACNet is a human-centered innovation testbed that can enable the State of California to develop and test processes and tools consistent with Governor Newsom's Innovation Procurement Sprint for California (EO [N-04-19](#)). This Executive Order (EO) directs agencies and departments to transparently share their business needs in partnership with private industry to offer solutions.



PoC Beta Test 2022:

Part-Time PoC Beta Testers have a limited but significantly prominent role as innovation catalysts in developing a wide range of Cohort projects and programs. They also serve as Subject Matter Experts, representing all employee classifications in state service- from entry level to senior executive. This affords the State of CA a 360 design and deployment perspective on all innovation projects. With Cohort 2022 as lead, we are excited to welcome PoC Beta Tester Teams from across the State of California. PoC Beta Testers were selected, via departmental application, from all classification levels, in concert with Cal-IPGCA Cohort Leadership. Beta Test Teams support 1 of 4 Moonshot Deployment Plans, with placement based on the priority interest of each Beta Tester.

Beta Tester Cycle: Calendar of Events

Time: March 10 - May 10, 2022

Platform Beta Test Period: March 15 - May 10, 2022					
MAR 1-15	MAR 10 (8 am-11 am) Allocation 3 Hours:	MAR 15 - MAY 10 1 Hour Per Week:	MAR 10 - MAY 10 Self-Paced	APR 14 (8 am-5 pm)	JUN 9 (8 am-5 pm)
SACNet Beta Test Platform Onboarding • 1 Hour	Champion Summit • Per: N-04-19	Platform Testing • User Profile • CalHR Skills-Competency Assessment • 360 Performance Review • Online Resume • Emergency Response Tools • + Much More!	Deployment Plan • SACNet • Middle Mgmt. Consortium • TelePortal • Racial Equity	* Hackathon (Optional) • N-04-19 Beta Test Team Deployment Plan Specifications	*Day of Innovation (Optional) SACNet PoC Deployment Beta Test Outcomes: • SACNet • Middle Mgmt. Consortium • TelePortal • DEI Inclusion Mapping

Team Building through Cal-IPGCA CalHR ENGAGE: "Innovating" Statewide Skills Development

Executive Leadership Training Team: Cohort 2022 [Executive Forum Leadership:](#)

MAR 15- MAR 29	MAR 22-MAR 29	MAR 29-APR 5	APR 5 - APR 12	APR 12 - APR 19	APR 19 - APR 26	APR 26 - MAY 3	MAY 3 - MAY 10	MAY 3 - MAY 10
Communicate Effectively	Inspire and Engage	Develop Others	Foster a Team Environment	Exhibit Personal Credibility	Build Collaborative Relationships	Improve our Organization	Achieve Results	Model Good Governance
Richard Gillihan, COO, DOF	Kathleen Webb, COO, SCO	Amanda Ray, Commissioner, CHP	David Kilgore, Director, DCSS	Wade Crowfoot, Secy, CNRA	Toks Omishakin, Director, CalTrans	Mark Ghilarducci, Director, CalOES	John Sanborn, Chief of Statewide Learning, CalHR	Scott Gregory, Deputy Director, Technology, CalFIRE

Air Resources Board
California Arts Council
California Board of Accountancy
California Conservation Corps
California Department of Corrections and Rehabilitation
California Department of Education
California Department of Forestry and Fire Protection
California Department of Public Health
California Department of Tax and Fee Administration
California Energy Commission
California Highway Patrol
California Natural Resources Agency
California Public Employees Retirement System
California Public Utilities Commission
California State Teachers Retirement System California
Victim Compensation Board
Central Valley Flood Protection Board
Covered California
Department of Aging
Department of Child Support Services
Department of Community Services & Development
Department of Conservation
Department of Consumer Affairs
Department of Developmental Services
Department of Finance
Department of Fish and Wildlife
Department of Food and Agriculture
Department of General Services
Department of Health Care Services
Department of Housing and Community Development
Department of Human Resources
Department of Insurance
Department of Justice
Department of Motor Vehicles
Department of Parks and Recreation
Department of Rehabilitation
Department of Resources Recycling and Recovery
Department of Social Services
Department of State Hospitals
Department of Technology
Department of Transportation
Department of Veterans Affairs
Department of Water Resources
Emergency Medical Services Authority

Employment Development Department
Franchise Tax Board
Government Operations Agency
Governor's Office of Emergency Services
Housing Finance Agency
Judicial Council of California
Legislative Analyst's Office
Motor Vehicles
New Motor Vehicle Board
Office of Environmental Health Hazard Assessment
Office of the Governor
Secretary of State
State Compensation Insurance Fund
State Lands Commission
State Water Resources Control Board



USE KEY



[Click Here to Access Use Key](#)

Click Use Key to link
to entire section.



III. APPROACH USE KEY

Click each link to access a specific
sub-category.



-  [Calendar of Events](#)
-  [Infographic: Cal-IPGCA Curriculum](#)
-  [SACNet Platform: Video Overview - Features](#)

[◀BACK](#)



III. APPROACH USE KEY

- **Calendar of Events:**

We've linked the Calendar of Events for Cohort 2023 which demonstrates all training dates for full time Cohort trainees + the state workforce at-large through the Executive Leaders Forums.

- **Cal-IPGCA Curriculum Infographic:**

The Cal-IPGCA Curriculum is the most comprehensive linked overview covering every aspect of the Cal-IPGCA Program formulating its comprehensive curriculum. Although Cal-IPGCA is one of the State of California's foremost Innovation and Change Leadership Programs, it features "standardized" curriculum that has been arduously developed with and through the oversight of [Cal-IPGCA Executive Sponsors](#), [State of California Executive Leadership](#), the [Cal-IPGCA Association](#), and of course, through the innovative efforts of participating trainees. **The Cal-IPGCA Association, a California 501 (C3) Corporation, will assume the programmatic lead as a "joint curator" with the State of California Leadership to "Institutionalize" Cal-IPGCA in the State of California, initiated under Cohort 2023.**

- SACNet Platform: Video Overview - Features

Piloted as a Proof of Concept by Cohort 2022, this "[Walk-through Video](#)" provides an overview of the Skills Bank SACNet Platform used by our trainees and beta testers. The "[Features Document](#)" explains the breadth of features used for all participating in the Cohort 2022 PoC Beta Test. Recognizing this might not be the ultimate environment used for the Cal-IPGCA Skills Bank, the framework provides a wealth of features for all departments, agencies (and trainees) to work collaboratively within a single sign-on platform. The platform features must support, both independently and interdependently, all involved based on their interests, their pace, and their extent of involvement.



Executive Managing Sponsor



Executive NGO Sponsor



Executive Association Sponsor



Cal-IPGCA Association Sponsor



Executive Departmental Sponsors



CALIFORNIA DEPARTMENT OF WATER RESOURCES



STATE OF CALIFORNIA Franchise Tax Board



Cal-IPGCA 365 ::: COHORT 2023 DATE CYCLE

Professional Development Hours: Full-Time Trainees: 106 Full-Time Facilitator Assistants: 118	LEADERSHIP FORUMS (LF) 3 Hours (8 AM – 11 AM)	MOONSHOT TRAINING 8 Hours (8 AM – 5 PM)	
Thursday, January 12, 2023		Thursday, January 12, 2023	Gateway Training
Thursday, January 19, 2023		Thursday, January 19, 2023	Moonshot Training
Thursday, January 26, 2023	Leaders Forum (LF): Accelerating Government Innovation Through Moonshot Projects		
Thursday, February 2, 2023	Leaders Forum (LF): Accelerating Government Innovation Through Change Leadership		
Thursday, February 9, 2023	Leaders Forum (LF): Accelerating Government Innovation Through Digital Upskilling	Thursday, February 9, 2023	Digital Upskilling LF (8-11 AM) Moonshot Training (PM)
Thursday, February 16, 2023	Leaders Forum (LF): Accelerating Government Innovation Through Intrapreneurship		
Thursday, February 23, 2023	Leaders Forum (LF): Accelerating Government Innovation Through Risk Intelligence		
Thursday, March 9, 2023	Champion Summit	Thursday, March 9, 2023	Champion Summit (8-11 AM) Moonshot Training (PM)
Wednesday, April 12, 2023		Wednesday, April 12, 2023	Hackathon Pre-Prep Workshop (1 PM - 5 PM)
Thursday, April 13, 2023		Thursday, April 13, 2023	Moonshot Training Hackathon Event
Thursday, April 20, 2023		Thursday, April 20, 2023	Post Champion Summit and Hackathon Event
Thursday, May 11, 2023		Thursday, May 11, 2023	Moonshot Training
Thursday, June 15, 2023		Thursday, June 15, 2023	Day of Innovation

PEOPLE

Human-Centered Systems:
State Agency Collaboration Network (SACNet)

- 1 Executive Leadership Trainers
- 2 Executive Sponsors
- 3 Cal-IPGCA Association
- 4 Full-Time Trainees
- 5 Facilitators (Cal-IPGCA Staff)
- 6 Full-Time Facilitation Assistants
- 7 Part-time PoC Beta Testers
 - Exec Forum Attendees
 - Champions
 - Hackers

PROCESS

Aligning & Streamlining Business Practices:
Cal-IPGCA Curriculum

- 8 Approach: Whole Systems
- 9 Monthly Moonshot Training
- 10 Exec Leaders Forums: 5 Panels + Q&A Sessions
- 11 Cal-IPGCA ENGAGE: Modules 1-18
- 12 Just Ask Why + Keynote Advisories
- 13 Champion Summit
- 14 Annual Cohort Hackathon

TECHNOLOGY

Tools To Empower Employees & Services:
SACNet Skills Bank

- 15 SACNet Platform
- 16 Rapid Innovation Cycle
- 17 8-Step Path to Innovation & Deployment Planning
- 18 Executive Order: N-04-19
- 19 USC360 Energizes: Exec Coaching
- 20 Analytics: Metrics of Performance

OUTCOMES

Cohort 2022 Outcomes

- 21 O.N.E. INTEGRATORS
- 22 SACNet
- 23 The New M&M
- 24 TeleTeam
- 25 JEDI Unifiers
- COHORT 2022 USE CASES:
- 26 SACNet -SACNet Platform
- 27 Exec Leaders Forums
- 28 CalHR-ENGAGE
- 29 Learning Circles
- 30 CalHR Core Analysis
- 31 CalHR Leadership Analysis
- 32 USC360 Energizes

RECOMMENDATIONS

Other [←BACK](#)

- 33 Executive Leadership: Value Propositions
- 34 Next Steps
- OTHER:
- 35 History: Cal-IPGCA 2012-2022
- 36 Frequently Asked Questions (FAQs)

"The human-centric design under the "People, Process, and Technology" approach used by Cal-IPGCA is fully integrated as one system of training where the individual always sits at center. Each component of the training builds upon the other to create accelerating value that promotes personal and organizational transformation, innovation, leadership and change from within."

-Rebekah Christensen, Cal-IPGCA Chair

PROGRAMMATIC OVERVIEW | PEOPLE, PROCESS & TECHNOLOGY | ONE SYSTEM. ONE STATE. ONE WORLD.

Note: Each icon is a live link to the underlying documentation being described. Any additional associated documentation is represented by a live link.

OVERVIEW: Initiated in 2012, Cal-IPGCA is a 365 Innovation and Change Leadership program. Functioning in a real time environment, Cal-IPGCA utilizes a systems approach that spans and integrates state leadership, the state's workforce at all hierarchical levels, and departments and agencies to co-create and collaborate projects and programs that lead innovation and change. Like all innovative endeavors, Cal-IPGCA iterates improvements each year. Annually, Cal-IPGCA graduates 100's of trainees in both full and part-time curricula that vary from a low of 8 hours to a high of 111 Professional Development Hours. *Professional development hours meet the State of California biennial leadership training requirements. (GC19995.4).*

Each Cohort iterates and builds upon the work of the former Cohort. Although the core curriculum of each Cal-IPGCA Cohort is institutionalized, no two cohorts are alike. Through an integrated systems approach, Cal-IPGCA advances the curriculum to support and build upon each aspect of training. An overarching goal of each Cohort is to create an environment where applied innovation training occurs by working on statewide challenges (enterprise wide innovation priorities). An understanding of this curriculum approach can assist trainees to understand the overarching curriculum and how each aligns and supports the other, creating a "building affect" of innovation knowledge, skills and abilities across the cohort. Due to the necessity of business to adapt to continuous change in the workplace, we are transitioning from a work environment that is prescriptive, where employees are told what to do to an agile work environment, where employees will increasingly be expected to create and apply their skills, knowledge and abilities in real time. From a "Leaders training Leaders" environment the immersive nature of the Cal-IPGCA Curriculum builds and reshapes trainees' leadership skills, knowledge and abilities to adapt and rise to the challenges of our real time culture. In the context of each Cohort, trainees are either developing or deploying innovation plans through the understanding of these three components:

- **What is Innovation?** Innovation can be a method, idea or device, but in its most simplistic form, innovation creates value designed to exceed expectations.
- **What is an Innovation Priority (IP)?** An IP is a State of California enterprise-wide problem/challenge identified by State of California Leadership and given to the Cal-IPGCA Program to innovate as a "testbed" activity within the construct of a moonshot project.
- **What is a Moonshot?** "The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift approach and outcomes of people, process and technology to make that solution possible."

- 

The key trainers for the Cal-IPGCA program represent the Executive Leadership from across the State of California. Prominently Agency Secretaries, Directors and Chiefs, Executive Trainers are augmented by leadership from academia and the private sector. [Here are the Bios](#) of Cal-IPGCA's Executive Training Team for Cohort 2022. Our leaders are the key instructors for Cal-IPGCA's state-of-the-art curriculum, and they are the advisors for our trainees' Moonshot prototypes and "test-bed" activities. [ORA Systems](#), Inc., leads day-to-day programmatic activities in collaboration with the Cal-IPGCA Association.
- 

The Cal-IPGCA Executive Sponsors represent a group of State of California Leadership that have collaboratively come together to guide the design and development of the Cal-IPGCA program on an annualized basis. Current Cal-IPGCA Executive Committee members include: State Controller's Office (SCO), Department of Water Resources (DWR), Department of Motor Vehicles (DMV), Franchise Tax Board (FTB), State Fund (SCIF), the Asian Pacific State Employees Association (APSEA), the Cal-IPGCA Association, One World Institute (OWI) and ORA Systems, Inc., of Sacramento.
- 

In their desire to continue innovating at the conclusion of Cohort 2017, the Cal-IPGCA Association was formed by members of its graduating class. Growing from a conceptual idea to a membership of over 1500 and 60 departments, the Cal-IPGCA **Mission is:** To model leadership that promotes creativity, innovation, and growth to transform government. It's **Vision:** To create a community of California government change agents who lead tomorrow's innovative workforce, today! Since 2017, the Cal-IPGCA Association has provided collaborative leadership support for the Cal-IPGCA Program.

4

Full-Time Trainees

Full-Time Trainees (99 Professional Development Hours): Over the span of the six month Cohort, Full-Time Innovation and Change Leadership Trainees develop comprehensive moonshot projects from Innovation Priorities assigned by State of California Leadership. Cohort 2022 broke new ground as the Cohort leads statewide deployment of the State Agency Collaboration Network (SACNet) and Skills Bank, which includes 3 additional integrated programs covering Middle Management, Telework, and Diversity, Equity and Inclusion (DEI).

5

Facilitators
(Cal-IPGCA Staff)

Cal-IPGCA Facilitators are Cal-IPGCA Staff and/or prominent facilitation leads from State Government. In collaboration with assistant facilitators (Cohort graduates that return as trainees to learn applied innovation facilitation), Cal-IPGCA Facilitators oversee Cal-IPGCA innovation teams to coordinate the teams' understanding of their common objectives, and plan how to achieve these objectives across the duration of the Cal-IPGCA six-month cohort. Cal-IPGCA facilitators remain "neutral", meaning they do not take a particular position in the discussion, the approach the team utilizes or the outcomes to be achieved.

6

Full-Time Facilitation
Assistants

Full-Time Facilitation Assistants (111 Professional Development Hours): Over the span of the six month Cohort, Full-Time Innovation and Change Leadership Facilitation Assistants guide the development of comprehensive moonshot projects from Innovation Priorities assigned by State of California Leadership. Facilitation soft skills are essential to the success of individuals, teams, customer relationships, and the delivery of constituent services. These skills truly represent an enterprise-wide need! Cal-IPGCA facilitation instruction sets itself apart from other training, as training is conducted in tandem with the Cal-IPGCA Program. We train facilitators (and the trainees they oversee) to thrive in this environment at the forefront of change and innovation in government. Skills and competencies gained can be immediately applied back to the trainee's work environment. **Qualifications:** To apply, Facilitation Assistants must be a graduate of a prior cohort as a Full-Time Trainee.

7

Part-time PoC
Beta Testers
• Exec Forum Attendees
• Champions
• Hackers

Part-Time PoC Beta Testers: Part-Time PoC Beta Testers have a limited but significantly prominent role as innovation catalysts in developing a wide range of Cohort projects and programs. They also serve as Subject Matter Experts, representing all employee classifications in state service – from entry level to senior executive. This affords the State of CA a 360 design and deployment perspective on all innovation projects.

- **Executive Forum Attendees:** The Cal-IPGCA Executive Forums are taught by Cal-IPGCA Executive Leaders. These leaders stand in the organizational and/or innovative leadership of California Government, as the world's 5th Largest Economy. The goal of the CalHR ENGAGE Curriculum is to build a Statewide Value System that links into and supports statewide skills and competencies. Each module features one of nine leadership values that correlate and support CalHR's Core and Leadership Skills and Competencies. Taught by Cal-IPGCA [Executive Leadership](#), full-time trainees complete 18 modules and Cal-IPGCA's PoC Beta Testers complete nine modules. Following each video module trainees are tested in how they applied the module; personally, professionally, organizationally or in their moonshot project and/or as a use case. The nine values are: Communicate Effectively, Inspire and Engage, Develop Others, Foster a Team Environment, Exhibit Personal Credibility, Build Collaborative Relationships, Improve Our Organization, Achieve Results and Model Good Governance.
- **Champions:** SACNet Champions provide strategic guidance and advisory regarding their perspectives on the existing and desired future state of the PoC Deployment activities. Working with SACNet trainees and leadership, Champions serve to enhance the vision of the PoC Deployment activities underway to heighten utilization of best practices within the dynamic solution design.
- **Hackers:** Through Cal-IPGCA and its annual Hackathon, Hackers are creative problem solvers. Hacking is not only a technology-related activity. Hackers bring unique mindsets to realize new solutions that defy the status quo for Cal-IPGCA moonshot projects.

8

Approach:
Whole Systems

Whole Systems is the foundational approach used by the Cal-IPGCA Program. The guidance provides an in-depth analysis of hierarchical vs. whole systems. A "whole system" manifests when independent parts come together to work interdependently to accomplish the goal or aim of the system. Indeed, in a technological sense, today's virtual world mimics nature as a living system. Each department of the State of California has an independent mission it serves, but as we work together we create a statewide system of governance. *"California is a Nation State. We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence."* – Governor Gavin Newsom.

9

Monthly Moonshot
Training

Each annual Cohort (January – June [2022](#) and [2023](#)) consists of 12 Training Dates that range in length from 3 hours to 8 hours. Training is virtual, conducted via Zoom. This document provides a comprehensive break-down of the Cal-IPGCA programmatic structure and training curriculum.

10

Exec Leaders Forums: 5
Panels + Q&A Sessions

Each year, the Executive Leaders Forums are designed to inspire and advise the trainees. They are recorded prior to the start of each Cohort year (January – June), thus the advisory received is “real time.” You hear from the highest levels of Government leaders on their (1) Moonshot Projects, (2) Change Leadership, (3) Digital Upskilling, (4) Intrapreneurship and (5) Risk Intelligence. The question set for these forums is designed by Cal-IPGCA Leadership to guide the upcoming Cohort projects. Each leader provides strategic advisory and how they navigate major challenges and continuous change. Each pre-recorded “documentary” is 1-1.5 hours. This is followed by a 1 hour live Q and A creating a 3-hour training segment. The five Module series, held weekly for 5-weeks, at the front-end of each Cohort, carries 15 Professional Development Hours. These forums are open for attendance by an audience consisting of the state’s workforce, thus executive leadership advisory can be deployed statewide. Certificates of completion are awarded for those validating attendance for the five modules. These Forums are documented in transcribed reports available in your SACNet Platform media library. These reports are mined for advisory that mirrors and supports your deployment plans, and integrate their advisory to hone ideation and deployment activities. Quote your leaders as your substantiation of the direction taken.

11

Cal-IPGCA ENGAGE:
Modules 1-18

The goal of the CalHR ENGAGE Curriculum is to build a Statewide Value System that links into and supports statewide skills and competencies. Each module features one of nine leadership values that correlate and support CalHR’s Core and Leadership Skills and Competencies. Taught by Cal-IPGCA [Executive Leadership](#), full-time trainees complete 18 modules and Cal-IPGCA’s PoC Beta Testers complete nine modules. Following each video module trainees are tested in how they applied the module; personally, professionally, organizationally or in their moonshot project and/or as a use case. **The nine values are:** Communicate Effectively, Inspire and Engage, Develop Others, Foster a Team Environment, Exhibit Personal Credibility, Build Collaborative Relationships, Improve Our Organization, Achieve Results and Model Good Governance. **Example:** [2022 Curriculum Link](#).

12

Just Ask Why +
Keynote Advisories

Keynote Advisories – Examples: “[Just Ask Why](#)”: Kathleen Webb, COO, SCO, Video, and John Sanborn, Chief Learning Officer, CalHR, [Q & A Questions](#) and [Video](#). Cal-IPGCA Executive Trainers, and other state executive leaders provide Cohorts a wide-range of key note advisory that are predicated upon, respectively, the overarching needs of the Cohort or specific needs of an innovation team.

Just Ask Why Curriculum Components:

- **Why Innovate Now?** Captures the **Urgency, Opportunity, and Incentives**
- When you know your why, this reveals “How will the plan work” – e.g., **Resources and Planning**
- From “How” – the “What” is understood which reveals: **Accountability, Metrics, and Recognition.**
All Innovation requires a continuum of process of applying “Why, How and What.”

13

Champion Summit

A large group of strategic advisors that are Champions (e.g., advocates) come together to rapidly innovate for the purpose of providing strategic advisory into the Cal-IPGCA Moonshot innovation and deployment plans. The Champion Summit 2022 was held on March 10, 2022, from 8–11 AM. Via Rapid Innovation, strategic advisory was provided to Cal-IPGCA’s Cohort 2022 Innovation Deployment Teams, with 2,046 responses received in a two-hour rapid innovation cycle where response time-frames were limited to 1.5 minutes. This outcome analysis was analyzed for integration into the Cohort 2022 Deployment Plan outcome reports and deployment models. Cohort 2023 Champion Summit is scheduled for Thursday, March 9, 2023, from 8 AM - 11 AM.

14

Annual Cohort
Hackathon

Example: Cohort 2022 Hackathon. Hacking is creative problem solving. It’s not only a technology-related activity. Annually, we seek “hackers” for all kinds of opportunities to propel and enhance outcomes for each Cohort. We look for radical new perspectives and new ways to look at our innovation priorities and moonshot projects. Expertise Sought - It’s open ended: Coders, app developers, data analysts and data storytellers, software developers, artists, graphic designers, trainers and curriculum designers, video production, communications specialists, community advocates, diversity specialists, social media influencers, policy gurus, program analysts, fiscal hawks, whole-systems thinkers, business plan and grant writing aficionados, venture capitalists. We seek concrete contributions to Cal-IPGCA’s collaborative deployment of a “Proof of Concept” State Agency Collaboration Network – a SACNet, inclusive of the collaborative development from [4 Innovation teams](#). These are statewide programs that have been deployed where, as “[test-beds](#),” ongoing improvements are iterated annually by our innovation training teams. BOTTOM LINE: Those from across the state workforce that have value to invest in return for the capacity to change the world, then Cal-IPGCA’s annual Hackathon is an open door to opportunity. The Cohort 2023 Hackathon Prep is scheduled from 1 PM - 5 PM, Wednesday, April 12, with the Hackathon scheduled from 8 AM - 5 PM on Thursday, April 13, 2023. Teamed developed “Work Orders” guide Hackers in task development of work products that advance the teamed Moonshot work-in-progress. Cal-IPGCA Hackathons demonstrate statewide workforce collaboration on innovation projects and programs.

15

SACNet
Platform

SACNet is a human-centered innovation testbed* that enables the State of California to develop and test processes and tools consistent with Governor Newsom's Innovation Procurement Sprint for California ([EO N-04-19](#)). This Executive Order (EO) directs agencies and departments to transparently share their business needs in partnership with private industry to offer solutions. The SACNet is propelled by the intersection of **People** (human-centered design), **Process** (aligning and streamlining business practices), and **Technology** (tools to empower employees and improve services). First developed by Cal-IPGCA Cohort 2019, the purpose of the SACNet is to empower and enable employees to share their knowledge, skills, and abilities (KSAs) and best practices to foster agile inter-agency collaboration. Building a SACNet enables state agencies and their partners to collaborate in creating workable solutions to the toughest challenges.

****Testbed:** A Cal-IPGCA human-centered innovation testbed is a platform for conducting rigorous, transparent, and replicable testing of scientific theories and computational tools. The test bed affords a systems approach to the integration and utilization of "People, Processes and Technologies" that guides real time Government Innovation for the State of California. The term is used across many disciplines to describe experimental research and new product development platforms and environments.*

16

Rapid Innovation
Cycle

Cal-IPGCA deploys Rapid Innovation Cycles (Innovation Sprints) throughout the Cohort to seek rapid input into its innovation development process. Rapid innovation allows for 100% involvement from innovation teams and/or subject matter experts providing guidance. The RIC is applied in seeking the strategic input from Champion SMEs for the Cal-IPGCA Champion Summit and in just two hours 2,046 unique data points were gathered. The benefit of these RIC Innovation Sprints is that they can be applied to achieve input on any topic in real time + that create an environment that levels the playing field where 100% participation can occur. Input providers are trained to provide "rapid fire – stream of consciousness" input in short spurts of time.

17

8-Step Path to Innovation
& Deployment Planning

Correlating with its "Just Ask Why" curriculum, Cal-IPGCA's **8 Step Path**, establishes a standardized approach for design and management of all innovation and deployment plans.

- Step 1:** Urgency – Make the case for Change
- Step 2:** Opportunity – Show them what the future holds
- Step 3:** Incentives – What can they get out of this
- Step 4:** Resources – Give them the tools to succeed
- Step 5:** Panning – Show them how
- Step 6:** Accountability – Who does what by when
- Step 7:** Metrics – What gets measured gets done
- Step 8:** Recognition – Honor Achievement

18

Executive Order:
N-04-19

Utilized as a foundation for Cal-IPGCA PoC Deployment activities, Executive Order N-04-19 calls for: a) new, flexible approaches to procurement that "will challenge innovators and entrepreneurs to provide California with leading-edge solutions by aligning our procurement methods with the pace of change; b) for the creation of a "culture conducive to innovation, including communicating and collaborating with the private and public sectors at the outset of a project..."; and c) "by embracing this new flexible approach to procurement, the State and its partners—including but not limited to the vendor, academic, scientific, and entrepreneurial communities— learn from each other and collaborate to find solutions in the best interests of the people of California..."

19

USC360 Energizes:
Exec Coaching

The USC360Energizes is a professional development tool that measures your leadership impacts as a snapshot in time across three broad areas: Individual Behavior and Characteristics, Group and Team Processes, and Organizational Context. The USC360Energizes has been an integrated training tool for Full-time Cal-IPGCA Trainees since Cohort 2017, when Cal-IPGCA transitioned from the Navigating Leadership Program to the California Innovation Playbook for Government Change Agents. Executive Coaching is an inclusive add-on that connects to the outcomes of the USC360Energizes analysis for Cal-IPGCA's Full-time Trainees only. To learn more about the USC360Energizes, reference #32.

20

Analytics:
Metrics of Performance

Cal-IPGCA's performance metrics are documented in real time for accessibility on the SACNet Platform



[ACCESS](#): Comprehensive Project Information for O.N.E. Integrators, SACNet, The New M and M, TeleTeam, and Jedi Unifers.

21

O.N.E. INTEGRATORS

The O. N. E. Integrators is comprised of two representatives from each annual Cohort Innovation Team. They are responsible for integrating a cohesive flow of "People, Process and Technology" associated with the development of each team's Moonshot Innovation Project and/or Moonshot Deployment Plan. Their collective final report is termed "The Wrapper," as it is integration summary of all deployment activities in progress. It is designed to shape the focus for the Innovation Priorities (IPs) in progress and to garner recognition for the Cal-IPGCA Program and Association as a Human-Centered Innovation Testbed for the State of California.

22

SACNet

Cohort 2022 Innovation Plan Statement: Build an online State employee collaboration platform that links all departments and agencies.

23

The New M&M

Cohort 2022 Innovation Plan Statement: Empower. Connect. Support.

- Build a Middle Manager Consortium by instituting an Executive Committee
- Launch a Middle Manager Mentorship Program

24

TeleTeam

Cohort 2022 Innovation Plan Statement: The development of the State Agency Collaboration Network (SACNet) provides an opportunity to help mitigate this problem through the whole-system solution of people, process, and technology. A unified application of telework policies serves to make the state the employer of choice by ensuring that similar positions at varying agencies are awarded the same opportunity to telework. The ultimate outcome will be a vibrant community for each of the levels of involvement (staff, managers, and coordinators) that allows the top two levels to 'parachute' in with answers for the staff without a dedicated commitment of time.

25

JEDI Unifers

Cohort 2022 Innovation Plan Statement:

- "Bring[ing] awareness to diversity, equity, and inclusion is necessary to create safe and secure workplaces." The call for "Urgency for Change" - this is the vision created by the last cohort.
- To support the Governor's Strategic Growth Council's plan: Capitol Collaborative on Race and Equity (CCORE) was developed and regular meetings continue to further the agenda of creating equity in race for the state government. **Consequently, Government Operations Agency (Gov-Ops) is interviewing for a senior position for equity.**

COHORT 2022 USE CASES:

26

SACNet
-SACNet Platform

The Skills Bank creates a portable digital repository of employee skills and certifications. It creates groups of collaboration communities that will enable skills matching for team selection on critical projects as well as problem solving and information sharing across workforce sectors and communities of practice. The SACNet Platform was first beta tested by Cohort 2021 with non-conclusive results due to the data input structure of professional designations. This was correct and an inaugural SACNet Platform was implemented and beta tested by Cohort 2022. The SACNet Cohort 2022 SACNet Platform includes a comprehensive features document of the platform capabilities + specific "use cases" that were tested under this inaugural implementation cycle, such as User Profiles, Professional designations, online training, badging, focus groups, project development, media libraries and much more.

27

Exec Leaders Forums

Cohort 2022 graduated 206 PoC Beta Testers from the Executive Leaders Forums during Cohort 2022 which required validation of attendance for 5 consecutive modules (consisting of a 1-1.5 hour documentary-style recording followed by a 1-hour live Q and A Session; a total of 15 CalHR Professional Development Hours. *(Professional development hours meet the State of California biennial leadership training requirements. (GC19995.4).

28

CalHR-ENGAGE

The goal of the CalHR ENGAGE Curriculum is to build a Statewide Value System that links into and supports statewide skills and competencies. Each module features one of nine leadership values that correlate and support CalHR's Core and Leadership Skills and Competencies. Taught by Cal-IPGCA Executive Leadership, full-time trainees complete 18 modules and Cal-IPGCA's PoC Beta complete nine modules. Following each video module trainees are tested in how they applied the module; personally, professionally, organizationally or in their moonshot project and/or as a use case. The nine values are: Communicate Effectively, Inspire and Engage, Develop Others, Foster a Team Environment, Exhibit Personal Credibility, Relationships, Improve Our Organization, Achieve Results and Model Governance.

This Use Case was implemented across all 18 Modules by Cohort 2022's TeleTeam. It demonstrates the CalHR ENGAGE as a team building exercise for middle managers to promote personal and organizational collaboration, innovation and change leadership. It connects executive leadership, to middle management and out to the state's workforce. It demonstrates a capability of implementing a systemic approach to making middle management the lynchpin of innovation in state government equal to co-creating a statewide value system that is integral to the development of CalHR's Core and Leadership Competencies.

29

Learning Circles

This USE CASE, implemented by Cohort 2022's TeleTeam, a Learning Circle, also known as a Wisdom Circle, was deployed as a Proof of Concept (PoC), by TeleTeam POC Beta Testers to accelerate the gathering of wisdom from a group of individuals pertaining to specific topic. A Learning Circle/Wisdom Circle consists of a group of individuals with a common interest about a self-identified topic and in a format that allows every voice to be heard by expressing one idea at a time until such time that the "wisdom" of the group has been fully divulged. Learning/Wisdom Circles are flexible, peer-directed learning experiences. Learning/Wisdom Circles are predicated on every member having something to contribute and that every member has something to learn. Learning Circles are intended to lead to action and change. The question asked for this Use Case was: What would make me want to use the TeleTeam Tele Portal?

30

CalHR Core Analysis

This competency self-assessment tool is based on the CalHR Core Competency Model identifies a common set of knowledge, skills and behaviors that CA state government employees need to be successful in their roles, regardless of their specific job. Each competency includes behavioral indicators that demonstrate specific skills and can be rated using the following five skill levels: 1. Novice; 2. Basic; 3. Intermediate; 4. Advanced; and 5. Expert. The self-assessments rate the level of skill possessed in each competency. This USE Case consists of 88 Cal-IPGCA Proof of Concept Beta Testers taking this analysis on the SACNet Platform under Cohort 2022.

31

CalHR Leadership
Analysis

This competency self-assessment tool is based on the CalHR Leadership Competency Model identifies a common set of knowledge, skills and behaviors that CA state government employees need to be successful in their roles, regardless of their specific job. Each competency includes behavioral indicators that demonstrate specific skills and can be rated using the following five skill levels: 1. Novice; 2. Basic; 3. Intermediate; 4. Advanced; and 5. Expert. The self-assessments rate the level of skill possessed in each competency. This USE Case consists of 75 Cal-IPGCA Proof of Concept Beta Testers taking this analysis on the SACNet Platform under Cohort 2022.

32

USC360
Energizes

The USC360Energizes is a professional development tool that measures your leadership impacts as a snapshot in time across three broad areas: Individual Behavior and Characteristics, Group and Team Processes, and Organizational Context. The 360-degree assessment collects observations from you as well as from those to whom you report, your peers, and those who report to you. Leadership Energizes 360 is specifically designed for current and emerging leaders who are serious about their professional development and growth. As a Beta Test under the Cohort 2022 PoC Platform, PoC Beta Testers were allowed to access this tool. For the SACNet Platform, the USC360Energizes represents an opportunity for State of California Leadership to beta test a third-party validation tool that in turn validates the self-assessed skills and capabilities of its workforce. Results are retained between USC and the user, but badging verifies the self-assessment was administered demonstrating that their employees deployed this third-party assessment as a training tool for professional assessment and growth.

33

Executive Leadership:
Value Propositions

As the final event of the Cal-IPGCA Cohort 2022 Day of Innovation, this team of California Executive Leadership evaluated the value proposition of the Cal-IPGCA Program from the perspective of the "Value Proposition" of their personal, organization involvement as well as the value proposition to the State of California followed by the "next-steps" they foresee for the institutionalization of the Cal-IPGCA Program within the State of California. Led by Paul Danczyk, Director of Executive Education for the USC Sol Price School of Public Policy in Sacramento, California, the executive leadership included: Karla Nemeth, Director DWR; Toks Omishakin, Secretary, CalSTA; John Sanborn, Chief Learning Officer, CalHR; Kathleen Webb, COO, SCO; and Joe Xavier, Director, DOR. Their identified value propositions are featured. The "value propositions" conveyed were relational to their consistent annualized involvement with and on behalf of the Cal-IPGCA program as a member of its executive leadership training team.

34

Next Steps

The Goal of Cohort 2022 was to deploy a State Agency Collaboration Network within State Government in California. Iterating annually since 2012, the Cal-IPGCA Program has evolved to a stature of consistent key leadership involvement and programmatic maturity to proceed with broad-based institutionalization in State Government. These are the "next steps" proposed for consideration and evaluation by the state's key leaders as the closing segment of "Value Propositions". You can view segments [One](#) Personal Value Propositions, and [Two](#): Organizational Value Propositions [here](#).

OTHER:

35

History: Cal-IPGCA
2012-2022

This document chronicles the history of Cal-IPGCA Program since its inception in 2012 demonstrating the annual iteration of California's leading Government Innovation, Leadership and Change Program.

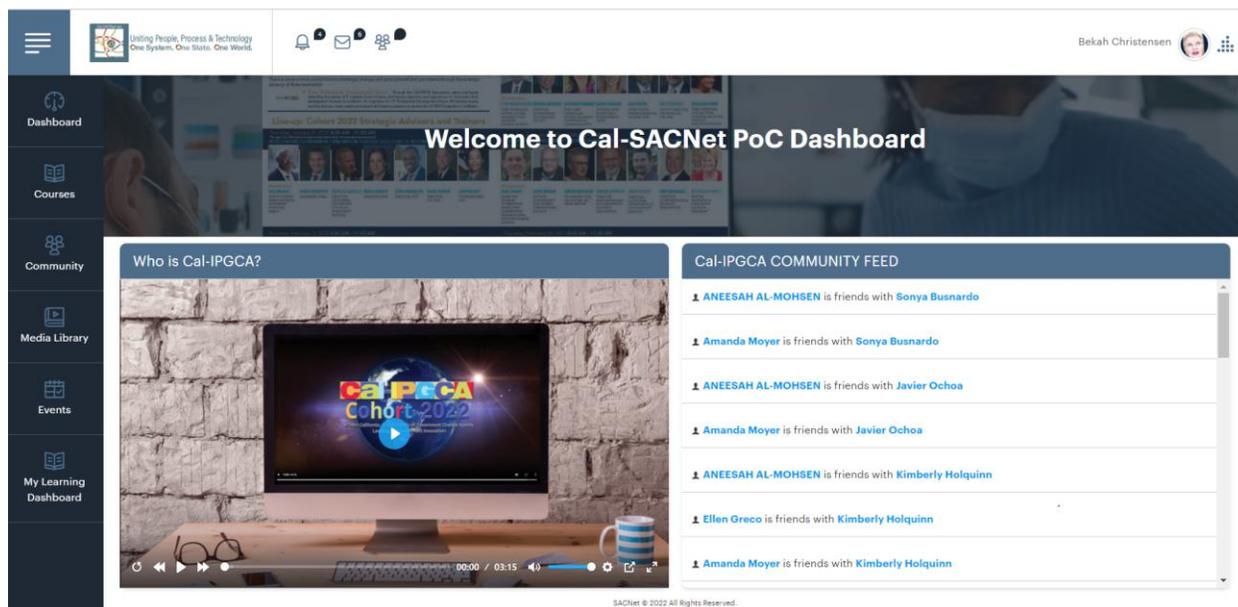
36

Frequently Asked
Questions (FAQs)

Cal-IPGCA FAQs cover frequently asked questions about the Cal-IPGCA State Agency Collaboration Network (SACNet Program), the SACNet Skills Bank, and the Cal-IPGCA Program.



SACNet PoC Beta Test Platform Features Cohort 2022



[Features Walkthrough Video](#)

Below is Summary of the features available within the State Agency Collaboration Network (SACNet) PoC Beta Test Platform (Tovuti), hereafter referenced as the SACNet Platform. This is not an endorsement of this application, but an organized categorization of the features that can be explored during the Cal-IPGCA beta testing stage. This document is organized in four categories: Course Development and Training; Collaboration; Administration Features; and Other Features.

Course Development and Training

Built-in Course Authoring

Built-in course authoring tools allow users to create more than 40 different types of interactive content quickly and easily, without the need for third-party course authoring tools such as Adobe Captivate or Articulate Storyline, and allows you to integrate videos, PDFs, and other presentation directly into the lessons you build, including built-in quizzes and tests.

Bring your Own Content

In addition to building courses in the SACNet Platform, users can build upon content by uploading your existing content to lessons.

- Videos (native, YouTube, Vimeo, etc.),

- Audio, PowerPoint, PDF, etc. Further, users can bring in content from other training providers and use the SACNet Platform to track learners' progress and host your e-learning content.

Note: The SACNet Platform supports e-learning modules in SCORM 1.2 and SCORM 2004 format and allows you to make content libraries from your content provider's SCORM modules directly inside the system.

Interactive Video and Presentations

Allows users to create quizzing directly on top of videos and presentations. Once you upload the desired video or presentation, you can start adding interactivity on top of it, such as multiple-choice questions, true/false statements, and setting the passing score.

PowerPoint Importer

Allows users to import PowerPoint content and restrict downloading of sensitive information and build interactivity into the presentation. Make sure your learners are engaging with your material by creating quizzes on top of the slides.

Lesson Gating/Quizzes

- Ensure that your learners take lessons in the appropriate order by enabling lesson gating.
- You can set the order that learners will need to complete all the required tasks in the current lesson before proceeding to the next one ensuring learners are following the scope and sequence of the lessons as you intended.
- Lessons will not open until the learner completes all required items in the previous lesson.

Users can create quizzes that allow you to create true/false, multiple choice, drag and drop, fill in the blank, and mark the words questions.

- You can create question banks and set up quizzes to draw a specified number of random questions to give users each time they take a quiz., and you set passing percentages and gives you the opportunity to let learners retake quizzes they weren't quite prepared for.

Media Library

- Users can store content (employee handbooks, technical documentation, one-off videos) and other items that don't need to be inside of a lesson, but you still want learners to be able to access.

- Users can opt-in to purchase a subscription to the SACNet Platform's third-party course library featuring thousands of pieces of pre-built content, and then easily add them in bulk as courses or lessons.
- The SACNet Platform partnerships with content providers and can integrate their pre-built content into your own courses and lessons.

Course Tracking

- Course tracking enables you to monitor progress through their courses, both in a dashboard or customized reports.
- The reports are highly customizable and allow you to include things such as Custom User Fields and User Groups into report data. Reports can also be exported to Excel and PDF formats.

Team Lead Dashboard

- The Team Lead Dashboard is a great feature that enables supervisors/leads to track the progress of their direct reports/team members as they engage with the SACNet Platform.
- Depending on the size of your organization, managers or team leads may be able to have administrative access to the SACNet Platform.
- The team lead dashboard is a great way to give managers the important information they need to make decisions without needing to be an administrator in the SACNet Platform.
- The Team Lead Dashboard can be added to any user that is designated as the leader of a team.
- the dashboard is enabled, team leads can see each member of their team and how each of those learners are progressing through their learning tasks.
- Team leads can look at learner dashboards, transcripts, and activity for each person on their team.
- They can even message team members from this dashboard. Leaders can also pull reports that only have information pertaining to their team on them, giving them instant access to vital information.

Analytics Dashboard

As a leader, sometimes you don't have time to dig into spreadsheets and the granular data buried in them.

- The SACNet Platform allows you to customize your own Analytics Dashboards that provide a quick at-a-glance information on learner and financial activity in the system.

- These dashboards are modular and you can choose what you see and what you don't. You can also switch from daily to weekly, monthly, and even annual views on some of these modules.

Learning Path

The SACNet Platform gives you the ability to customize learning paths to individuals or groups of learners.

Checklists/Milestones

The checklist feature allows learners to complete courses, attend events, and finish tasks that happen outside of the SACNet Platform learning environment.

- Checklists give administrators the ability to create as many custom learning paths as their learners need and learners can be assigned more than one checklist.
- Checklists can also have dynamic due dates which means no more setting due dates for training materials every time you hire a new employee.
- Along with checklists, milestones are achievements triggered by the completion of a course or series of tasks.
- Once a milestone is triggered, users can automatically be elevated to new user groups.
- Checklists and courses can be permissioned based on their user group, so learners only see what you want them to see when you want them to see it.

Personalized Learner Portals

- The learner portal can be customized to meet your organization's needs. There are many modules that let you do things like adding a video that might serve as a welcome video for your employees when they log into the SACNet Platform.
- Learner portals can be colored and branded to match your organization's look and feel and can have blog elements and a live feed from your community.

Micro Learning/Mobile Learning

- Allows for micro learning, which is allows content in short, easy-to-digest bursts so learners can access material while they are traveling, staging, or need a refresher or short update/Just-in-time information.
- Users can use the SACNet Platform smartphones, tablets, and virtually any computer.

Blended Learning

- Supports synchronous learning through its Virtual Classroom feature. The virtual classroom allows learners to interact with each other and a facilitator in real time.
- Virtual classroom sessions can be recorded, and attendance tracked for each learner.

Built-in Content Management System (CMS)

- The SACNet Platform offers its own built-in CMS to help to manage content in multiple areas, whether you're using the system just for your internal teams or leveraging the website design tools to build an online portal.
- It provides the ability to upload videos, PDFs, and presentations to the SACNet Platform.
- Administrators can access a file system that can be customized to organize media.
- Users can publish your content and permission it out to whoever you want to access it, whenever you want them to access it.
- It also provides analytics on videos, enabling you to see who's watched a video, if they finished it, and if they didn't, where they stopped.
- This is a valuable tool to measure your content's efficacy and engagement.
- SACNet Platform provides blogging tools to help you improve your search engine and provide information to learners/users.

Virtual Classroom

The SACNet Platform has its own virtual classroom that allows students to engage in real time with each other and an instructor.

- The virtual classroom allows users to share webcams and screens, as well as upload presentations.
- Users can write on the whiteboard and participate in breakout rooms as well.
- Users can also raise their hand and share emotes to let the facilitator know how they are doing.
- All Virtual Classroom sessions can be recorded and included in the SACNet Platform's Media Library or in a lesson.

- Virtual Classroom also tracks attendance and time attended for each person in a session.

Breakout Rooms

- Breakout rooms (up to eight rooms) within the Virtual Classroom allow you to separate learners and allow them to work in groups and gives you the ability to have one-on-one interactions with your attendees.
- When breakout rooms are created, users can choose which room to join, or they can be assigned to rooms randomly.
- Once in the breakout room, you can set a timer that forces the room to close when the time allotted expires.

Track Virtual Class Attendance

The SACNet Platform tracks attendance and time attended for all learners in a virtual classroom session, even learners who are not registered users on the SACNet Platform.

User Transcripts

- A transcript in the SACNet Platform will show the badges and certificates a user has earned, as well as any current and historical courses they have taken.
- The transcript can also show what events a learner registered for and attended.
- Transcripts can also be downloaded or shared with others via an encrypted link and will update in real time as user completes tasks/courses.

Badges and Certificates

- The SACNet Platform automates the badge creation and issuance of Badges and Certificates. Badges and certificates are a great way to incentivize your learners and let learners show their achievements on their profile.
- Badges and certs can be earned by completing courses or lessons, attending events, and achieving a new user group or access level.
- Once earned, badges and certs will appear their dashboard, in their profile, and on their transcript.

Certification Management

- The SACNet Platform allows you to design certificates and set the conditions that must be met for certificates to be issued to users and provides tools to manage all of the certifications within your organization.
- The SACNet Platform allows administrators to track certificates earned, when they were issued, and when they expire.
- The SACNet Platform also gives administrators the ability to add historical certifications to the system via a batch upload.

Event Management

- While the SACNet Platform is primarily a learning management SACNet Platform, it also provides robust built-in Event Management tools.
- The Event Manager allows you to create in-person or virtual events that live in either a calendar or tile view within the system.
- Users can register either themselves or a group to attend events and you can even charge for event registration.
- Events are highly customizable and allow you to set venues, promo codes, early bird discounts, registration dates, and capacities to name a few.
- It also has features like wait listing and reminder emails.
- Users can set up courses to unlock when a user registers for an event or offer supplemental or prerequisite learning prior to users attending a session.

Collaboration

Social Profiles

- Provide users the ability to create their own social profile to highlight their personality, let people know who they are, and connect with others as friends. These social profiles are leveraged throughout multiple places in the system, such as learner portals, communities, forums, comments and more.
- The Social Profile allows users to set a custom background and profile picture or avatar. It also shows certificates of badges they have earned.
- There is also a short About Me section that allows users to enter biographical information that can be made visible to other users.
- You can add as many custom user profiles fields as you want and leverage them across the system.

Communities

Communities function like a mini social network directly within the SACNet Platform.

- It's a place for your learners to communicate with each other, form discussions, break into small groups, and more.
- It has its own Communities feature that acts like a miniature social media SACNet Platform inside of your system.
- Users can post updates with text, videos, and pictures for other people to comment on and like.
- These communities can be private or public.
- Within these groups, users can create and participate in discussions, events, and engage in social learning activities.

Forums

- Forums are a more structured, permissioned, and searchable format of communication across your learner base.
- One of the many ways that the SACNet Platform encourages social learning and user interaction is using Forums.

User Groups

Users Groups are a powerful tool that can be used for multiple purposes, from setting system permissions to assigning courses to sorting and filtering reports.

- Learners can be automatically added or removed from user groups based on the completion of milestones.

Every business has an organizational hierarchy comprised of executives, managers, and other staff with various roles and responsibilities. Sometimes it is necessary to be able to mirror that structure in your learning SACNet Platform, so everyone gets access to the information they need while their screens aren't cluttered by information they don't need.

- There is no limit to the number of groups that can be created, and groups can have sub-groups.

Built-In Blog

The SACNet Platform comes with a built-in blogging tool. Blogs are a great way to share news about your organization or go more in-depth about a particular learning topic.

- Blog posts can be shared in your learner portal or on your website.

Web Designer

The website design tools provide extensive control and customization over not only how your portal looks, but also how you're front-facing website looks (if you use it as a website).

- The system comes with easy-to-use design tools, but also gives advanced users direct access to add custom HTML, CSS and even JavaScript.
- If you don't know CSS, HTML, and other coding software, you can use web designer that provides multiple ways to configure the look and feel of the site, you just need to provide your own media and colors and plug them in.



USE KEY



Click Use Key to link
to entire section.

IV. TESTIMONIALS USE KEY

Click each link to access a specific
sub-category.

- 🔗 Value Proposition 22: Transcript
- 🔗 Value Proposition Videos [Personal-Organizational-State of CA](#)

◀ BACK



#TeamCaliforniaInnovates A Keynote Panel

Moderator:

Paul Danczyk

Director, USC Sol Price
School of Public Policy,
Sacramento Campus



Karla Nemeth

Director, DWR



Secretary:

Toks Omishakin

CalSTA



John Sanborn

Chief Learning
Officer, CalHR



Kathleen Webb

Chief Operating
Officer, SCO



Joe Xavier

Director, DOR



The Cal-IPGCA Value Proposition: “The Raw Material of Government Innovation” [Video Outcome](#) (49:52):

Question:

“What’s your value proposition for why you and your agency department dedicate the time and resources recognizing that it’s a huge investment both financially and with time to participate as executive trainers and strategic advisors each year for Cal-IPGCA?”

Response: Karla Nemeth, Director, DWR

- DWR has been an integral member of the Cal-IPGCA Program since 2016
- We’re enthusiastic about our involvement because Cal-IPGCA can integrate the top leadership across all departments and build the type of collaboration between departments and agencies that is essential in responding to some of our State’s most pressing challenges.
- Annually, DWR’s goal has been to have 10 Full-Time Trainees in the Cal-IPGCA from across our divisions and offices.
- We’ve made this training commitment because we have found that our graduates are not only trained to lead innovation and change leadership for the State of California, but they are bringing those same skills back into DWR to promote innovation and change within our programs.
- We have found a common refrain that we hear from the training is personally transformational.
- It really unlocks our participant’s pension to lead innovation and change first for DWR, but beyond that in their interactions with other departments, programs and leadership from across the state of California.
- If we as a department, do our jobs better than we are much better partners with our colleagues and other state agencies.
- When I see our trainees graduate and move forward to lead the state, I know that my stewardship is realizing dividends not only in their lives as co-contributors back into DWR, but also as contributors to the state of California, as leaders of government innovation and change the outcome I achieve from dedicating the time is my personal value proposition.
- Cal-IPGCA is giving a return on the investment to the stewardship of DWR that I came to serve.

Response: Toks Omishakin, Secretary, CalSTA ([05:31](#)):

- Congratulations to all the graduates for this particular cohort. I know you’ve gone through a process here. I know it’s going to pay dividends for you personally and for our state as well.
- To your question, for me, it’s to build collaborative relationships. When you think about the root word, collaborate that we use often what that word actually means. The Latin definition for the word collaborate is together; to do something together.
- We often throw the word around, but we don’t actually practice the true meaning of it, but all of us, when we think about any success that we’ve had, it’s always been through a partnership.
- There’s no success that we can claim to have without somebody along the way, at some point helping us, whether it be in our personal lives or even in our professional lives. It’s always been somehow always linked to other people in any of the success that we achieve.
- So it’s, as we continue service - Director Nemeth used the word service. As we think about the service, if we want to achieve true success and service, we have to continue to focus on how to build collaborative relationships. And it’s, multi-prompt, we build those collaborative relationships, with the people that are at our level, the people that are on our teams or below us, if you will, and the people above us.

- So we have to constantly be working within those spaces of the people that are quote unquote above us on our level, and below us to get to that true, place of service and having success in service. I'll close with this one caveat that when we talk about building collaborative relationships. If all we ever think about is I to build this relationship with the person above me, then the only reason why we build a relationship is because we're expecting something in return that we're going get something back out of it, we're going fall short.
- So we create these collaborative relationships, not because of what we are going get, whether it be monetary value or whatever, but because of that true focus on service. We need to focus on people at all levels

Response: Moderator–Paul Danczyk (09:09):

Joe Xavier, Director, DOR (09:25):

- Congratulations to the graduates and, and congratulations to the team that puts this on.
- Let me work backwards into my thoughts here.
- For me, the value proposition starts with our citizens. They need and we need to be at our very best to deliver the programming and the services that they not only expect, but need to continue to live their lives and to advance their own individual circumstances.
- The second piece of this is each of you who are participating in this cohort, not only as today's leaders, but tomorrow's leaders and how your participation helps you continue that journey to become your personal best and continue that work that enables you to better serve the citizens of California for, for many years and, and decades to come.
- And then there's the impact on systems? No single citizen in California is touched by only one of the systems of government or one of the systems within a department or across agencies. And so as it was already mentioned, a continuing to theme throughout is the ability for us as individuals to align across systems so that the citizen that comes for our services doesn't even know what systems they're engaging
- What they know and what they care about is are they getting the services that they need?
- And then finally, personally, for me it is my own personal continued journey of my own development coming and participating and contributing continues to push me to not only develop myself.
- But to think about when I'm sharing with you what am I bringing to that conversation? What is my responsibility to each of you to continue your own personal development and to do the great work that we all collect we need to do.

Response: Moderator–Paul Danczyk (12:09):

Kathleen Webb, COO, State Controller's Office (CSO) (12:35):

- For those of you don't know, I had the opportunity to join the government operations agency when was first formed by Secretary Marybel Batcher. I think some of you may remember we had a whole effort called civil service improvement going on, and I actually had the opportunity to be part of looking at performance and innovation. As Karla referred to it, kind of the human resources stewardship of what we were doing. And so, while I was involved with developing the leadership academy and the lean academy that you all know today, one of the things that I saw that was a glaring issue in my mind is that we were working in silos as it related to innovation.
- And so I wanted to explore how to harness and share the innovative work that was occurring in departments, and to break down those silos, how do we create a pipeline of innovation?
- And so we came together with this idea and, you know, as I told you, I felt like I was the lone voice out there, but I shared the idea of actually, how do we create and move this program from being not only navigating leader leadership, but becoming that innovation laboratory
- I firmly believe in the spirit of continuous improvement, that when we engaged people closest to the issue, we find the best solutions going forward.
- So it was an opportunity to really reach into our staff, our workforce, to really explore how we, how can we address some of these challenges we all face in every department and collectively think about the best ways to go forward.
- Also I was committed to developing our bench of future leaders because at the end of the day Toks, Karla, Joe, John and myself, some of the things we have to do is think about problem solving on a daily basis.
- We have to think about it innovative ways as Toks talks about it.
- It's also about collaboration in solving those problems. Some of them really big, some of them not so big, but how do we do that and not actually be satisfied with the status quo.

- We need to really think about how do we approach these things, how do we tackle them and how do we do in new and innovative ways that better serve the people of California?
- So that was really my value proposition.
- I took that over with me to the DMV, because DMV was obviously going through a significant transformation and I needed to run a parallel process with them to support not only the technology transformation was going on, but the people transformation that needed to take place.
- That was my value proposition.

Response: Moderator–Paul Danczyk ([15:39](#)):

John Sanborn, Chief Learning Officer, CalHR ([15:59](#)):

- I think Joe was hitting on this earlier as well, but, you know, I consider this to be a pretty deep question only in that I've had to ask myself once what's my value proposition to do this.
- When I asked myself a little over three years ago, when I first started with Cal-IPGCA, the value to CalHR, I think that's simple we get to serve as agent to guide collective efforts regarding statewide areas of opportunity.
- The mission at CalHR is to serve as a premier leader in innovative HR services for all current and prospective employees.
- The reality is that any innovation we deploy is typically something that someone else has already done or created.
- We lean these efforts because we try to figure out how we apply the pure awesomeness of one or several departments to all departments.
- Because Cal-IPGCA tackles issues that are so closely aligned with statewide work group efforts, it is helpful to have someone that can guide the topics and teams that think more strategically and statewide.
- Simply put Cal-IPGCA allows CalHR to better support and influence ideas as they are on their way to be executed at statewide level.
- Personally, for me, because I think that that carries a little bit more weight as it aligns with my own value system. Kathleen web actually introduced me to Cal-IPGCA. I first joined state service almost four years ago. I asked Kathleen to help me navigate through this thing.
- Having been on the forefront of technology and innovation in my previous life, joining state service had me really trying to reverse engineer what I knew to be successful and then rebuild through bureaucratic process.
- Cal-IPGCA really serves as a bridge to me to help me navigate and reconstruct what can work best in both worlds, private enterprise and state government being able to talk and share with you all sat the desire that I have to do more and drive my program areas to, to better serve this year, specifically around the work related to managers.
- I think this is such an important segment of the state workforce. It is caught in the middle of strategic direction and tactical deployment because of the programs I oversee in my background in leadership development
- These efforts are of particular interest to me, and that's my value proposition.

Question: Moderator–Paul Danczyk ([18:37](#)):

I want to pull this conversation away from the individual value proposition into those that are closest to your, your departments. Here's what I've heard so far. If I could put some clusters around it, of this idea of, of building back and building the bench the idea of involvement and getting leadership involved getting into that space on linking to others, including those that we serve thinking about the citizen body and also our teams this idea of our own development and realizing that regardless of where we are in our careers, we can continue to grow from this leadership stance the idea of continuous improvement fulfilling responsibilities and maybe more broadly this idea of building I'm thinking from a collaborative perspective and innovation.

Response: John Sanborn ([19:38](#)):

- Narrowing this down to this cohort specifically, I want to get back to the O.N.E. approach - building upon previous year efforts.
- This moves towards capitalizing on the growth and investments the state has been making to modernize government as to how we are creating and deploying systems that allow us to better communicate with one another, to share thoughts and best practices and ask questions and engage with problems that have been around for years
- The SACNet team has aided rapid deployment of statewide functional teams to serve those impacted by the wildfires that we continually have.

- The new M and M team places concerted focus to support one of the most underserved roles within any organization, the manager
- TeleTeam is making a difference to improve the way we work, is going increase output and employee engagement.
- And then I think of Jedi unifiers and, and the fact that the, that, that it's the year 2022, and we are just now coming together to do something more around inclusion and diversity.
- All of these are opportunities for us to evolve as people, and, and while there is O.N.E. Wrapper to include process and, and technology, it really is the people that are key to making these things happen.
- That is where the value proposition is for CalHR, it's participating and engaging and, and communicating and, and doing something to lead people.

Question Repeat: Moderator–Paul Danczyk (21:14):

Kathleen, same question. What's the value proposition for your department?

Response: Kathleen Webb (21:19):

- I've had the chance to carry that value proposition to both the DMV, as well as the state controller's office.
- The approach we took of both DMV and SCO, engaging our folks was through an application process, but it also included asking them why because one of the things I have found in a lot of our departments and our agencies, we have a lot of wonderful people doing the hard work of our mission, but I found a lot of people not connected or aligned to the mission. They were just doing transactional or tactical activities.
- I felt that as we were going move forward transformation, it was going be really important for people to connect and reconnect with the why of the department they joined how important it was that the journey we were going take to transform really fed into fulfilling that mission in new and better ways in the 21st century.
- By engaging them and aligning it back with their "Why," I think actually fulfilled that reconnection to the spirit of what we're trying to do. In fact, it was so powerful at the DMV, we actually developed what we call "The Book of Why".
- There were why statements submitted by my DMV folks that first year we engaged them that actually brought tears to my eyes. I realized at that point in time, the hunger of our staff to be part of problem solving, to have a voice in how to make things better. And that was the way for us to get to know the talented people we had out there and how to actually create a constructive way for them to participate.
- I see a lot of DMV, people that have graduated again today and that's exactly what I'm taking to the state controller's office as well.

Response: Moderator–Paul Danczyk (23:08):

Joe Xavier (23:32):

- I mentioned earlier developing the value proposition to DOR is developing leadership that we have.
- Having our employees participate in the Cal-IPGCA cohort. In coming back getting to leverage the skills that they have had developed and, and grew. Putting it to work is something that is very important to us.
- The other thing that is really important to us in, in participating as a department is that we ensure that disability is part of this conversation. We ensure that disability starts to become something that each of you will go back to your departments and think about whatever it is you're going to do
- Whether it's a tool or a service or a policy, we hope that disability will become part of the lens that you are developing that through.
- Because if you build accessibility for everyone up front, then you don't have to adjust it.
- It really much more about changing the mindset and the culture around innovation than it is necessarily about the development of the tool, right?
- Can we shift, people's thinking to see what is possible in a way that wasn't before.
- So what's, what's an example of that for decades in this department, we've wanted to have a readily usable, usable mechanism that the people who come to us for services could buy a product or the service they needed just in time, believe it or not, we're still using the paper check.
- Two years ago, we had a new member of our executive team who looked at a three decade old problem through a different lens. And simply said, if we stop looking at this as a solution, and we look at as procuring a service that's readily available in the business community, we can do it tomorrow morning.

- Hmm, that's simple, the moonshot, wasn't this big rocket fire to the moon. It was simply sitting back and saying, there's a different way to look at this.
- One little shift in thinking will have a cascading impact on how the individual that we serve experiences that service.

Response: Moderator–Paul Danczyk ([26:00](#)):
Toks Omishakin ([26:04](#)):

- It takes a village to raise a child, if you want to go fast, go alone, if you want to go far go together.
- This question brings me back to again, about how important it is to work together.
- When we think about the challenges in front of us in our varying responsibilities, regardless of the department that we work in, when we think internally within our departments for us, when I worked at Caltrans, would it be an issue related to a design problem on a road?
- We knew for a fact that it wasn't just something that design would only take care of, that we needed to get engaged with the environmental division or the planning division to assist with that particular with that particular challenge and the broader problems that challenges the state faces from homelessness to transportation itself, to issues around equity economic challenges;
- We have to solve those challenges together.
- One of the, the biggest challenges we face is clearly on the climate front that, that particular challenge even though transportation is 50% of what's creating the problem in California, secretary Wade Crowfoot and his department play a significant role EPA our Cal EPA department plays a significant role.
- We partner with them. So making sure that we continue that engagement across the board is something that we've come to value not only within CalSTA where I am now as secretary, but when I was at CalTrans, it was the same thing.
- One of the top five priorities for CalTrans was partnerships build how to build more true partnerships within the department and external to the department.
- So that value proposition -- building collaborative relationships rings strong very much within CalSTA and all of its departments. It's the only way that we'll be able to solve the challenges in front of us.

Question Repeat: Moderator–Paul Danczyk ([28:45](#)):

Karla, what is DWR's value proposition for participating in Cal-IPGCA?

Response: Karla Nemeth ([28:48](#)):

- To respond to this question I want to start by citing something I'm really proud of – DWR is collaborating with DMV to co-sponsor the pioneering the Proof of Concept (PoC) Beta Testing of the State Agency Collaboration Network (SACNet) as a Skills Bank.
- Last year was our first collaboration in leading statewide innovation with DMV and we continued to do so for Cohort 2022 with DMV again, as well as the State Controller's Office.
- One of the reasons why DWR chose to be a lead sponsor in the development of the Skills Bank has to do with our most precious asset: our people.
- We all know that succession planning is key to the sustainability of collective agencies to serve the people of California with waves of employees retiring and the loss of institutional knowledge that goes along with developing a catalog and documentation of expertise at the Department of Water Resources.
- So, as we saw in the demo, the Skills Bank will be the ideal platform for DWR to capture and catalog that information.
- As an example, DWR as a public safety and emergency response agency, builds teams with multidisciplinary backgrounds, both internal and across state agencies. In an emergency, time is of the essence.
- The Skills Bank when fully implemented will serve as a vital tool for our managers to assemble teams with the needed expertise and experience to respond to an emergency at a moment's notice.
- That's just one of the many examples where the Skills Bank will not only benefit DWR, but the State as a whole.

Question: Moderator–Paul Danczyk (30:34):

Let's continue to pull it out and think about from a state level? Here is what I have observed:

- *It tends to revolve a lot around people and we heard it – it is the investment in people, the investment in the system.*
- *It modernizes the idea of participation, of getting into the heart of asking why to get back to our mission of putting lessons into work.*
- *So thinking about that direct application side – I have heard it multiple times in different ways*
- *It is the connection with other departments; of recognizing that we have these great cylinders of excellence that we have within our own little fiefdom how, how do we connect with others and seeing this as an opportunity to do that - these are all great responses*

Response: Kathleen Webb (31:40):

- There's a saying that talent is equally distributed, but opportunity is not.
- I am so excited about moving forward with the moonshots Cal-IPGCA that you all developed; the SACNet net and the Skills Bank.
- As we deploy these, then leverage a virtual format where we, as we expand our digital footprint.
- This just might be the way to expand our ability to identify and grow talent across the state of California.
- When we talk about talent management pipelines we oftentimes think of the talent management pipeline as that recruitment pipeline.
- But I think here in state government, there's management pipeline. We need to create with those that are already in the civil service workforce.
- This is a great opportunity for us to really leverage that.
- Whether it's responding to catastrophic events or as I shared with you all, all of you earlier, when we were launching the civil service improvement and had 50 working groups of people up and down the state of California; , how do I engage more people in really addressing those problems to really come up with sustainable solutions?
- Because we have that diversity of thought coming in together to figure out how to address these things and move forward.
- It's such a powerful opportunity for us, and I also think it's going help us better leverage telework and remote work opportunities.
- It's going better connect everybody together than we currently are. So I'm just excited about all the significant opportunities for the state.

Question Repeat: Moderator–Paul Danczyk (33:20):

John you're up next? What's the value proposition argument for the state?

Response: John Sanborn (33:23):

- It's an interesting question in many ways because the value proposition for CalHR should align with the needs of the state.
- The reality is though that these efforts can expand the nexus of CalHR and integrate people and systems that have further application reach than CalHR could have ever dreamed.
- You know, we discuss creating these centralized HR systems but because there's an attachment to functioning silos or a misunderstanding in sharing metrics and data there tends to be a reluctance associated with making a commitment or investment only buffered by the complexity of politics and modern day.
- The value proposition for the state to deploy a one system approach is the state's ability to quickly pull together a group of experts to tackle complex issues. This also allows us to engage in conversations and to network with other like-minded individuals and teams to solve those, those hard problems that exist within silos, within network organizations and throughout the state.

Question Repeat: Moderator–Paul Danczyk (34:37):

Karla, what is the Value Proposition for the State?

Response: Karla Nemeth (34:42):

- Well, first I want to start with is Capturing the Essence first – What I see as the Value Proposition is: the Public Benefit of Integrating People, Process, and Technology Across State Agencies
- The rapid evolution of environmental, health and safety challenges caused by numerous hazards and climate change faced by the state, and exacerbated by the COVID-19 pandemic, has created both expectations and opportunities for State agencies, including DWR.
- State operations and initiatives need to improve the quality and efficiency of service delivery to California residents and the water community by fueling the engagement of State employees.
- Transforming California’s State government is a significant undertaking requiring leadership, innovation, and persistent collaboration at all levels. A three-pronged approach to this transformation can usher in dramatic improvements in government service delivery, workforce development, as well as employee satisfaction, engagement, and equity, namely:
 - People - Developing a network of public and private sector employees
 - Process - Connecting them with common collaboration principles and protocols
 - Technology - Integrating critical projects/opportunities and employee knowledge, skills, and abilities.
- Cal-IPGCA Cohort 2022 teams recommend that the State of California build an authentic, inclusive, and diverse network to enable its 236,000-strong workforce to collaborate across more than 200 agencies, departments, boards, and commissions, and to work more agilely with the private sector -- the State Agency Collaboration Network (SACNet).
- This ambitious but attainable approach can foster unprecedented collaboration within and among State agencies and their employees, and with public and private sector partners, to meet tomorrow’s challenges, transform State government operations.
- The Cal-IPGCA Program and Association have become a human-centered innovation testbed bringing people, processes, and technology together. Both will continue to champion this transformative government innovation movement by leading change and transforming the State of California into an Employer of Choice & Go-To Service Provider.
- The public benefit of this dynamic and systemic approach is to create One People, One System, One State, and One World.

Question Repeat: Moderator–Paul Danczyk (37:27):

Same question to you Joe, what is the value proposition impact to the state?

Response: Joe Xavier (37:33):

- This couldn’t have been better planned. So we’ve all heard by now the phrase a California for all mm-hmm, <affirmative> a California for all, if we’re truly going have a California for all, that means that collectively, we need to have a whole person approach.
- I mentioned earlier, there’s no single citizen that goes to a single system that has all their needs met. Right?
- So how do we continue as a state to think about the individuals that we’re serving in that holistic way?
- How do we ensure that they have true absolute, meaningful access to the opportunity?
- Let me give you an example of them, right. An agency secretary just mentioned the homeless challenges that we’re facing here in California. We are part of a council that is sitting down to address the issue of homelessness, which includes a very, very diverse group of state departments and other individuals with expertise that come to the table, but it takes that level. It takes a statewide level, Systems’ approach to really look at an issue of that magnitude and say, here’s the way that we can fix that, right?
- One system cannot do it. So this has enormous benefits to California, and, and especially when we say a California for all.

Question Repeat: Moderator–Paul Danczyk (39:12):

Same question to you Toks, what is the value proposition impact to the state?

Response: Toks Omishakin (39:16):

- So this is, this is a very good conversation. I really like the responses that I'm hearing here, the discussion from Kathleen, Joe and John. I hope that this is something that is permeating the entire state government body and not just our group here.
- I say that because there's a common thread that I think we keep using and word we keep using, and its people. And sometimes when we talk about issues like this, it very much can become sort of catch. If you, when I think back to about 10, 15 years, when the word equity first started to become sort of heavily used, it sort of grew in our vernacular. It largely was just a buzzword, to be honest with you, people were not actually doing the work that was going to be required to make changes around equity.
- It was very much a symbolic word, a symbolic term, and the actual change to make systemic change those efforts weren't being made.
- And so, as we talk about people, I, I hope that we, all of us start to go back to our organizations more and more and truly try to get to the bottom of what that means for each one of us.
- I think Joe gave a very good example on the homelessness front, that Kathleen as well, but for people
- What it means as we need to think about outcomes? The simplest example I can give for the transportation spaces. When I first got to Caltrans an amazing department, that's been led by great leaders for many years, but we were entering into a time and space where as a state the focus couldn't continue to be necessarily on time and on budget, even though those two issues are absolutely critical.
- They're absolutely critical delivering something on time, delivering it on budget and being prudent with taxpayer's money. Their dollars is absolutely important.
- But my focus coming into the department was going to be, how do we create outcomes that people are hoping for in our state?
- Not necessarily just the delivery of that particular project. You know, we got a, a schedule and we did it.
- The outcomes that people in these varying places across the state, what are they want to see? What are they hoping for? How does this impact their lives? And we started to do that more and more over the last two years.
- And so the value proposition for the state to the question is we have to become a people centered government California, for all, if we're going to achieve that, it has to be a people centered government period.

Moderator Summary: Paul Danczyk (42:54):

- Here's what I've heard about the state's involvement lot around the space around a talent recognition of the complexity and how complex public service is and how this type of program helps create nimbleness to be able to uphold people quickly to be able to tackle some of these wicked challenges that we have this idea around engagement
- And thinking about engagement as an individual level and as a larger collective the idea around service delivery the inclusiveness the diverse component to it, the people centered equity certainly all came out.

Requesting Audience Input: Moderator–Paul Danczyk (43:47):

- What I recognize is that there's a lot of us on there's a few hundred of us that have been part of this session late afternoon on a Thursday.
- There is a reason why you're all here. What I'd like you to do is pop up that chat icon. And think about this for a second.
- **QUESTION** – 235 Attendees: *What impact has this program had on you? And if you weren't part of the program itself, what impact has today had on you from this session?*
- Identify it in one word; that this session, that today's program that the IPGCA program overall has had on you think about it for a second?

Audience Responses: (16:46:38 – 17:08) June 9, 2022

Great insight from great leaders - Wow - what a privilege to hear from them all!! Thank you all for sharing!! • Motivation • Motivating • Hopeful • Exciting • PASSION • Humbling • HOPE • inspiring • influencing • possible • Interconnectedness! • United • Grateful • collaborative improvement • you serve my mission in life • inspiring • Humbling • Hopeful! • motivational • Inspired • continue! • Encouraging • Cross-Collaboration • RENEWED HOPE • Change • motivating • Inclusion • Forward thinking • Leadership • inspirational • collaboration • What I learned today is INNOVATION starts in the HEART. You often think of Innovation as new ideas and technology upgrades from the HEAD, but today I learned it starts in the HEART! It is: waking up & becoming aware of the need for change, facing the truth, and questioning do I want to change or heal? Valuing team-working together, openness, humility, searching your heart for Why? What do I care about, What can I give, and even Who am I? And then being Brave enough to try, test, risk, be ridiculed, and step forward. Yes, Innovation starts in the HEART. • Energized • hopeful • mentorship • Value • Hopeful • Worldwide • RESILIENCE • Valuable Information and knowledge • Uplifting future • Powerful • hopeful • thoughtfulness • passionate • vision • hopeful for the future • invigorating • Done! • PRAISE • Inspired! • Transformational! • Inspiring! • enlightening • Excellence • Urgent hopefulness • Powerful • WOW! • Commitment • powerful • ACKNOWLEDGEMENT • Looking forward • to next Friday's celebration! • Yes, positive change! • Inspiration Inspiring • Motivate • powerful • Active Listening • Great points! • The alignment is inspiring! • Industrial Age thinking • WORD!!! • Why is it always so hard? Because we are all stuck in a rut? Can't think outside the box for real? • Paul is an awesome facilitator - Thank you Paul!!! • To our Executive Leaders (government and private) - Because of you, California will continue to be a true world state! One System. One State. One World. Thank you! Thank you for your passion and culture! You are our heroes! • Gene did a great job facilitating today - thanks! • All of our state department leaders should be as inspiring as you all are. Thank you for the hope. • My cup is overflowing with inspiration. The imparting that took place throughout my time as a beta tester provided a new perspective into a healthy view of the State of California. I'll be utilizing all of the new skills. I'll be taking the changes that took place in me to the frontlines. I just transferred to the field office at DMV in Roseville, the People of California are also going to benefit! In the last few months I learned the tools on how to be better so I'm going to do and be better! Thank you so much for this opportunity! • That saying is so true.... Customers come second, Take care of your employees and they will take care of your customers • Wonderful words from all - thank you for setting the stage and allowing this momentum! • Thanks so much for the opportunity! VERY POSITIVE and INSPIRING. Best wishes everyone • you I have learned a lot and I am ready to apply what I have learned. • Amazing!! Once again Rebekah you have outdone yourself --WOW what an amazing journey from our 2017 Cohort • This has been such an inspirational day! Thank you all so much. • I am going to quote from the poem by Ella Wheeler Wilcox as my tribute to Bekah that truly captures Bekah in her essence. There is no chance, no destiny, no fate, that can circumvent or hinder or control the firm resolve of a determined soul. All things give way before it, sooner or later • This was my first time here. Thank you for the inspiration, positivity, passion, transformation, comments, stories, and especially how you all • THE SOFT STUFF IS THE HARD STUFF • Bekah is the powerhouse behind this movement • One thing I appreciate about this group is you all have a spiritual perspective about this and serving, thank you.

Moderator Summary: Paul Danczyk (44:37):

I'm seeing motivation, hopeful, exciting, humbling, hope, inspiring, influencing possible, man Beck. Are you capturing all this collaboration? Grateful, inspired, man. I concur with all those. Today's been quite an inspiration. I recognize all the hard work that's led up to it.

Question: Moderator–Paul Danczyk (43:47):

I want to ask the panel one last question, which is probably the meanest question, but this is a time where we pull out your crystal ball. What's the future look like? Toks? How are you thinking about this program and impacting the future?

Response: Toks Omishakin (45:26):

- Leading to tremendous positive change for the people in the state

Repeat Question: Moderator–Paul Danczyk (45:34):

Joe, how about you?

Response: Joe Xavier (45:36):

- I think this has the potential of, of really changing people's lives, but it's not easy. It's hard, hard work.

Repeat Question: Moderator–Paul Danczyk ([45:54](#)):

Love it, John, get that crystal ball. What's the future?

Response: John Sanborn ([45:58](#)):

- Thank you, Paul. I love what Toks was talking about specifically around, you know, doing much more than just the bumper sticker, you know, whatever the term might be when it comes to being more people centered. What does that mean? And what are we doing?
- Look at the participation, the efforts by multiple departments, all of the leaders that are on this call here, nobody else is doing anything like this.
- What I see and the proof of concepts and the work from the teams today is that we are very near to some pretty heavy deployment.
- It's aligning with a lot of efforts in state service.
- So I'm seeing some, some quick action, some, some big wins and Cal-IPGCA being centered to a lot of that direction and influencing all of that.

Repeat Question: Moderator–Paul Danczyk ([46:43](#)):

Kathleen, I've always known you to be passionate in this space. As we get into this professional development world and changing cultures bring up that crystal ball, what's the future?

Response: Kathleen Webb ([46:54](#)):

- It's exciting, but I want to comment on something that Joe said, and I think you need to all also be realistic of this and why we need to create this movement.
- This is going to be hard work folks. This is not easy work.
- And, and the reason it's hard is state government has been locked into what I call this very traditional work environment, kind of this very top down nine to five type of approach. And our leaders have actually led with that kind of mindset.
- We need to move to a modern work model. We need to move into a more agile, flat flexible work model that engages everybody.
- And, oh, by the way, we need to do it in a digital way.
- We need to embrace virtual formats and digitally.
- For those of you that are over at DMV, you know, when I first joined DMV and before we were faced with COVID, we had all of 20 people out of 10,000 that did telework; that's had to change.
- That's absolutely had to change, we need to find ways to connect.
- Most importantly, Paul, what I'm so excited about is that we are unleashing, I think the wonderful force of good by helping people develop an innovative mindset.
- I think about the importance of coordinating and collaborating with that innovative mindset to find the solutions to better serve.
- I'm going to leave you with this notion too. And I learned early on when I first started my own business, it was a book that I read called the customer comes second. And it was like, that was like a Cardinal sin when I first read that title. But the purpose of that title really the points that were made in that book is when you take care of your staff, your staff takes care of the customers.
- When you invest in those people that are there to help you deliver on the mission, they will help you successfully deliver on the mission.
- So I agree with Joe, it's about delivery to our people, but to our customers. But when we deliver on our people, we deliver on even a better potential of serving our customers.

Moderator Summary: Paul Danczyk ([48:53](#)):

And what a great way to cap off today. Just the power of today's session has been remarkable.



USE KEY



[Click Here to Access Use Key](#)

Click Use Key to link to entire section.

V. RECOMMENDATIONS USE KEY

Click each link to access a specific sub-category.

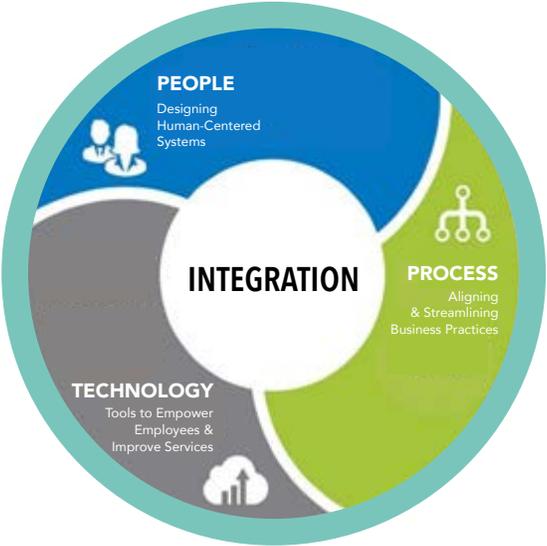
- 🔗 [Integrating Innovation for Resilience](#)
- 🔗 [Recommendations Summary](#)
- 🔗 [Why Innovate—Want to be Inspired?](#)
- 🔗 [Join the Movement](#)
- 🔗 [Institutionalization of Cal-IPGCA](#)

- 🔗 [Proposed Institutionalization Pilot 2023](#)
- 🔗 [Executive Order N-04-19 Prototyping](#)
- 🔗 [SACNet MOU Deployment](#)
- 🔗 [Proposed State of CA Institutionalization Team](#)
- 🔗 [Benefits of Institutionalization](#)

◀ BACK

V. RECOMMENDATIONS

RECOMMENDATIONS – BUILDING A STATE AGENCY COLLABORATION NETWORK (SACNet) INNOVATING FOR RESILIENCE:



 **INTEGRATING INNOVATION FOR RESILIENCE:**

Referencing back to Cal-IPGCA’s Wrapper, our Playbook “Recommendations” are organized by the trifecta of People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services).

- Cal-IPGCA recognizes that the integration of people, process, and technology is key to a resilient California government.
- This integration in government operations enables the State to remain fluid, agile, and resilient in responding to real-time changes in daily business activities, constant societal change, and natural hazards such as fires, floods, and earthquakes.
- The public benefit of this dynamic and systemic approach is to create One People, One System, One State, and One World.
- **SACNet Benefits?** Building a people-centered Network that includes all State agencies and their employees will foster agile and effective interagency collaboration by empowering and enabling them to share knowledge, skills, and abilities (KSAs), best practices, and resources. Holistically, the State of California is one employer and an investment in its strengths will ensure success for the State as a whole.
- SACNet can be leveraged to create better support structures for agencies and departments with limited resources to develop, implement and monitor resources, increase employee engagement, and build capacity and resilience to effectively respond to future challenges.
- **A workforce is more motivated and agile when it is highly engaged and empowered and has greater access to opportunity and resources.**

 **What is?:
a SACNet,
a Skills Bank,
a Test Bed**

The O.N.E. Integrators

Opening minds. Networking agencies. Expanding connections.



[Connect to all Team Outcome Reports](#)



Recommendations: Collectively Cal-IPGCA's 4 Moonshot Teams have iterated annually to form the foundation of a dynamic human-centric innovation testbed infrastructure. Through a whole-systems People, Process and Technology approach, the Cal-IPGCA testbeds are capable of tackling the complex challenges facing the State of California at the pace of change. The Cohort 2022 teams made these recommendations for immediate and near-term actions by the State of California and subsequent Cal-IPGCA Cohorts:

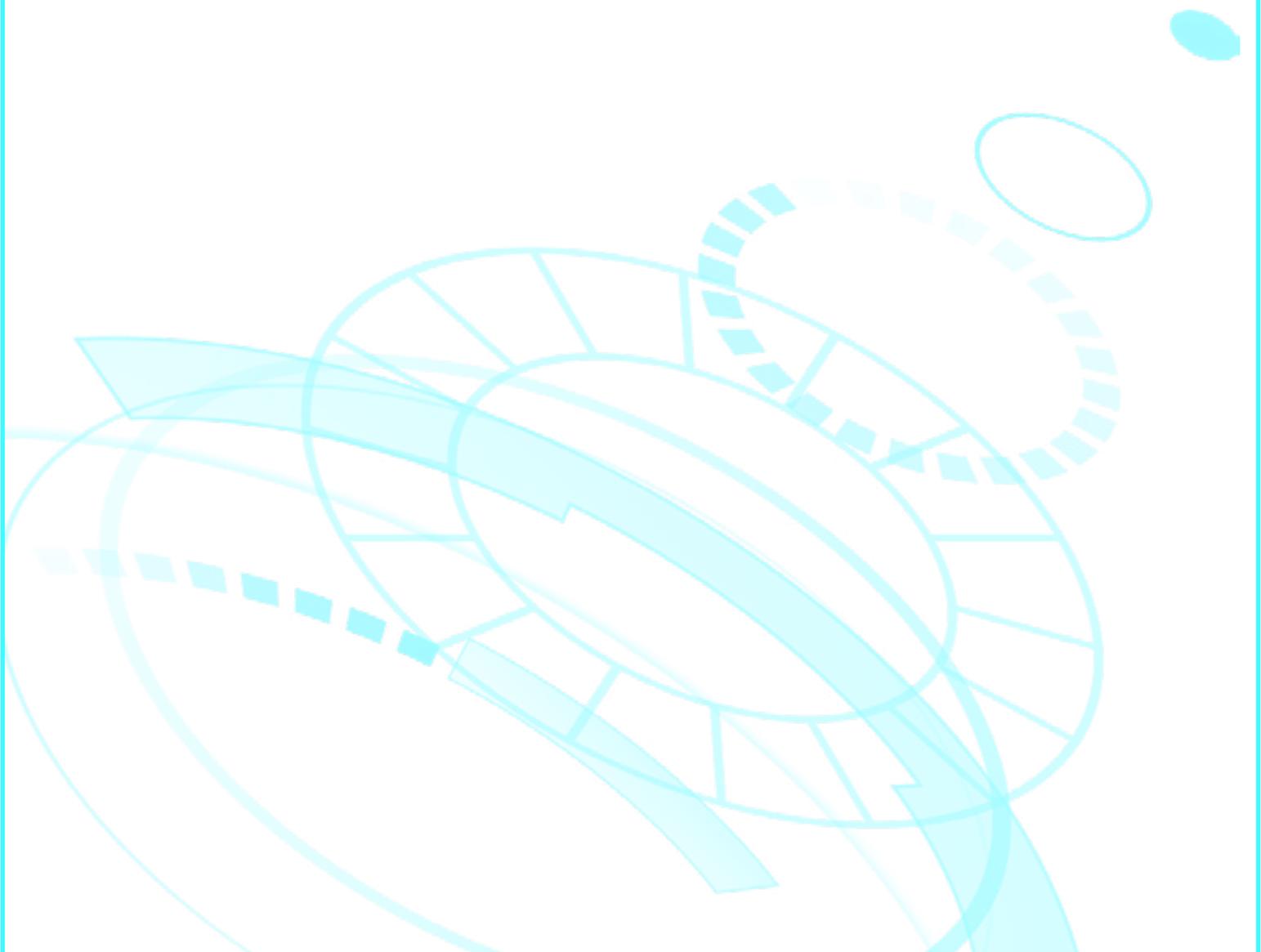
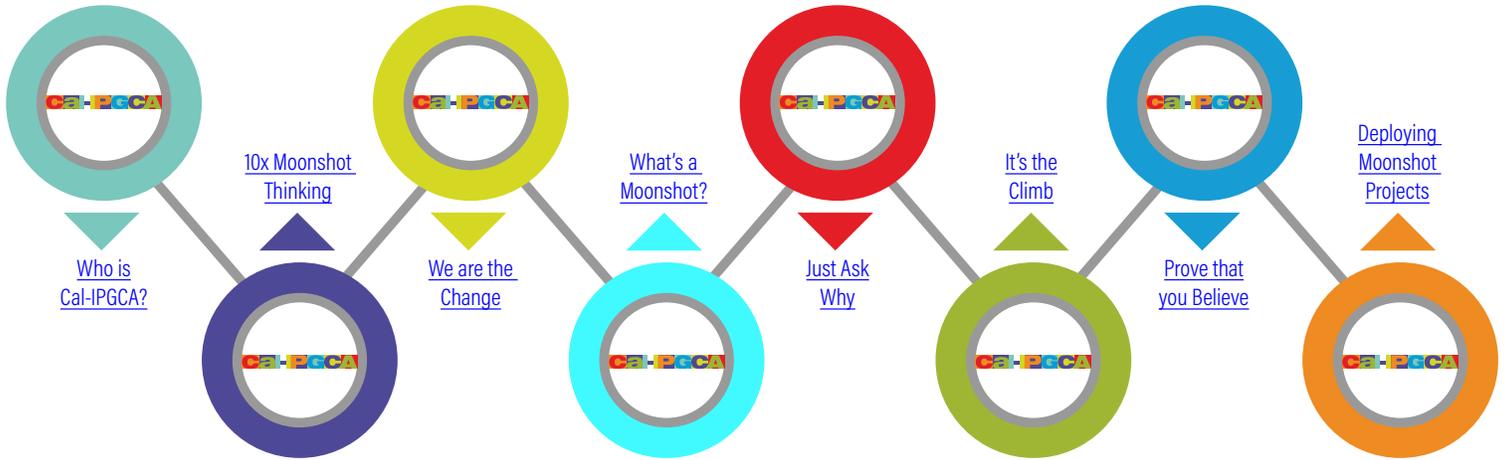


R E C O M M E N D A T I O N S :

- 1** **Build upon what came before.** Compare and contrast Cohort 2022 Deployment Recommendations against Cohort 2021 Recommendations to identify and integrate essential areas of inclusion.
- 2** Build an online technology platform that links all agencies/departments, programs, and employees. Collaborate with California Government Operations Agency (GovOps) and California Department of Technology (CDT) to apply suitable technology for hosting the online platform to support an array of use cases.
- 3** Build a Middle Manager Consortium and convene an Executive Committee with sponsorship from State leadership.
- 4** Launch a Middle Manager Mentorship Program to accelerate leadership development and fill gaps in the workplace.
- 5** As a first step, perform TelePortal proof-of-concept with Telework Coordinators group to facilitate the free exchange of information and open conversation in a safe environment, and to promote consistent and effective telework for employees among agencies. This will inform scaling up TelePortal for use by all State employees.
- 6** Integrate the Governor's Strategic Growth Council's Racial Equity Resolution & Racial Equity Plan to include racial equity in Council leadership operations, programs, policies, and practices; and to ensure adequate resources for all State agencies to convene CCORE Teams and provide DEI training to all employees.
- 7** Identify and implement substantive and measurable actions and reporting to achieve racial equity among SGC member agencies.
- 8** Conduct an equity survey at every level of employment to identify service gaps, training needs, and best practices.
- 9** Brief State leaders and sponsors on Deployment Plan next steps, and request sponsorship and resources to implement the Moonshot innovation pilot projects.
- 10** Frame Cohort 2023 innovation projects around Cohort 2022 deployment plans' use cases, lessons learned, and implementation next steps.

Why Innovate? Want to be inspired? A picture paints 1000 words!

These micro videos are the true grist and grit of innovation
...inspired by those that are pioneering and propelling its future!



Join the Movement!

"All social movements are founded by, guided by, motivated and propelled through by the passion of individuals!" -Margaret Mead

The Cal-IPGCA Innovationists are self-propelled innovative leaders in the Cal-IPGCA program. These individuals were not assigned to speak, rather they were offered an opportunity. They "accepted" and chose to share their own "Ted-Talk" style perspectives on ANY innovative topic of their choosing at the Cal-IPGCA Day of Innovation. Each "micro video" reflects a unique personal journey of transformation. On a plethora of levels, "Why Innovate" is explored. Collectively, their messaging is powerful! To experience more "Innovationists," simply link to the Annual Cohort outcome reports.



Institutionalization of



???



...Yes? No?

Pondering the program’s “institutionalization” within the State of California is the next **BIG QUESTION!** “[Click](#)” and listen to the Value Propositions of Cal-IPGCA Leadership and hear what THEY think!

“California is a Nation State. We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence.”
-[Governor Gavin Newsom](#), **March 20, 2020**

The Question Isn’t



But...



Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. Governor Newsom’s Vision Statement: *“We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence”* has guided our Cohorts annually in conjunction with [Executive Order N-04-19](#), Both have been our programmatic “North Stars” as we advance the collaboration across all state departments and agencies. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of People, Processes, and Technology. People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services). Moving at the pace of change, we tackle California’s most complex needs through the development and deployment of moonshot projects and programs as well as the co-creation of a statewide value system to drive our mission and vision. Collectively, we are energetically transforming the State of California into an Employer of Choice and Go-To Service Providers. The public benefits from this dynamic systems approach as we co-create One People, One System, One State, and One World –a California for all!

Institutionalization of



???



...Yes? No?

Pondering the program’s “institutionalization” within the State of California is the next **BIG QUESTION!** “[Click](#)” and listen to the Value Propositions of Cal-IPGCA Leadership and hear what THEY think!

“California is a Nation State. We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence.”
-Governor Gavin Newsom, March 20, 2020

The Question Isn’t



But...



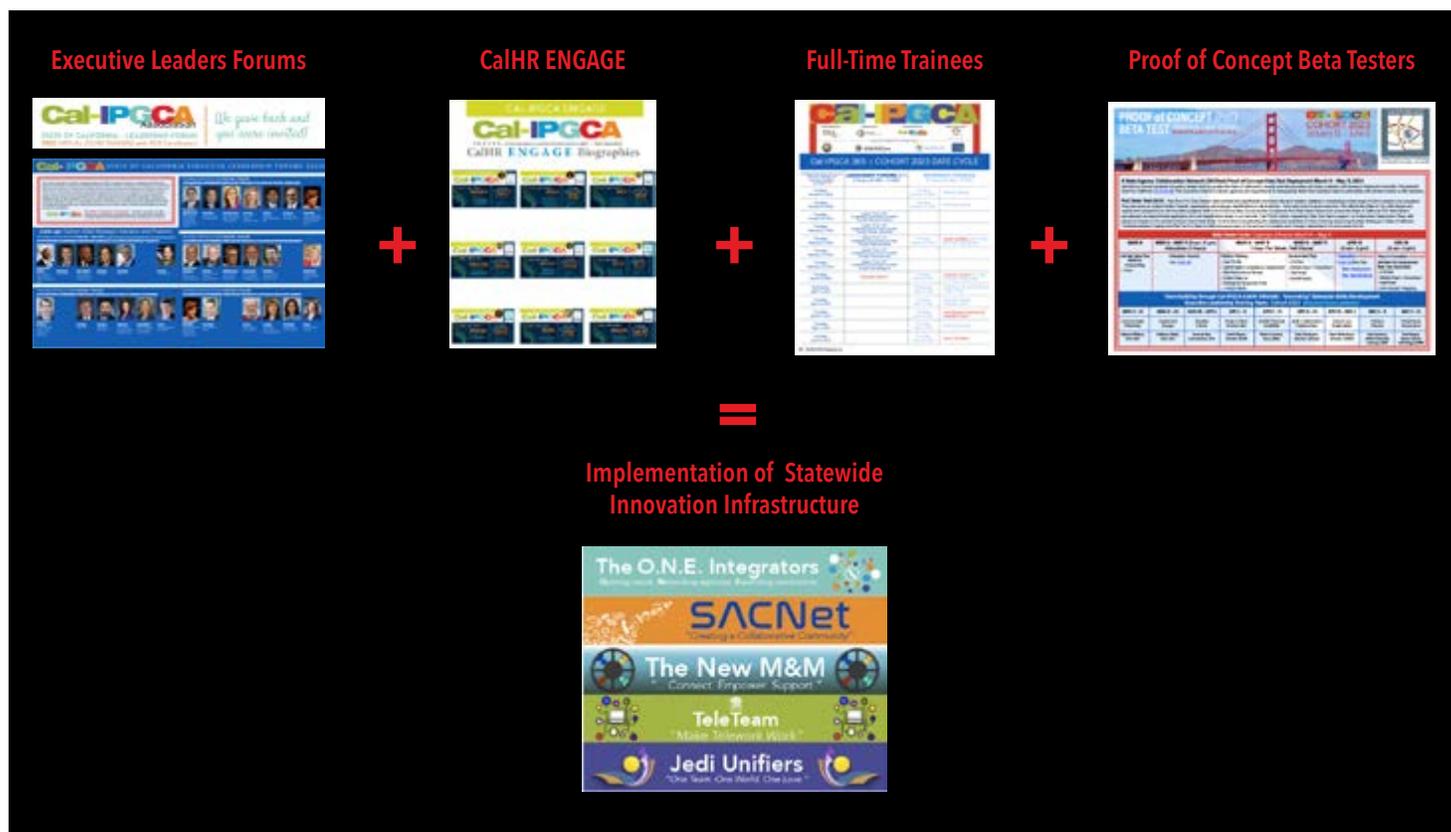
Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. Governor Newsom’s Vision Statement: *“We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence”* has guided our Cohorts annually in conjunction with [Executive Order N-04-19](#), Both have been our programmatic “North Stars” as we advance the collaboration across all state departments and agencies. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of People, Processes, and Technology. People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services). Moving at the pace of change, we tackle California’s most complex needs through the development and deployment of moonshot projects and programs as well as the co-creation of a statewide value system to drive our mission and vision. Collectively, we are energetically transforming the State of California into an Employer of Choice and Go-To Service Providers. The public benefits from this dynamic systems approach as we co-create One People, One System, One State, and One World **—a California for all!**

Proposed Cal-IPGCA Institutionalization under CalHR: Institutionalization Pilot 2023

The 11-year maturity of the Cal-IPGCA Program, to include Departmental Executive Leadership as [Executive Sponsors](#), as [Cohort Executive Trainers](#) under the Leaders Forums and CalHR ENGAGE, the annualized involvement of PoC Beta Testers and the Cal-IPGCA Association membership combine to create a program where Government Innovation can be fueled by the State of California through the training fees received from statewide participation of the State's workforce.

- The diversity of leadership and workforce participation opportunities create a self-sustaining revenue stream for California Government to "self-fund" its own human-centric innovation test bed projects and programs designed to meet the real time needs of the state at the pace of change.
- Each training component functions both independently and interdependently as one system of training that sustains a networked performance structure that accelerates the KSA's of the state's workforce, expands collective performance outcomes, reduces duplication, and perpetuates a performance integrity that exponentially shifts People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services).

Proposed Training Components: The [training components](#) under the proposed "Institutionalization Pilot 2023" can be understood in greater depth under the [Cal-IPGCA Infographic Curriculum](#), Executive Forum [Use Case](#), CalHR [Use Case](#), [2023 PoC Beta Testers](#), and the Cohort 2022 [Master Outcomes Summary](#).



Institutionalization of



???



...Yes? No?

Pondering the program’s “institutionalization” within the State of California is the next **BIG QUESTION!** “[Click](#)” and listen to the Value Propositions of Cal-IPGCA Leadership and hear what THEY think!

“California is a Nation State. We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence.”
-Governor Gavin Newsom, March 20, 2020

The Question Isn’t



But...



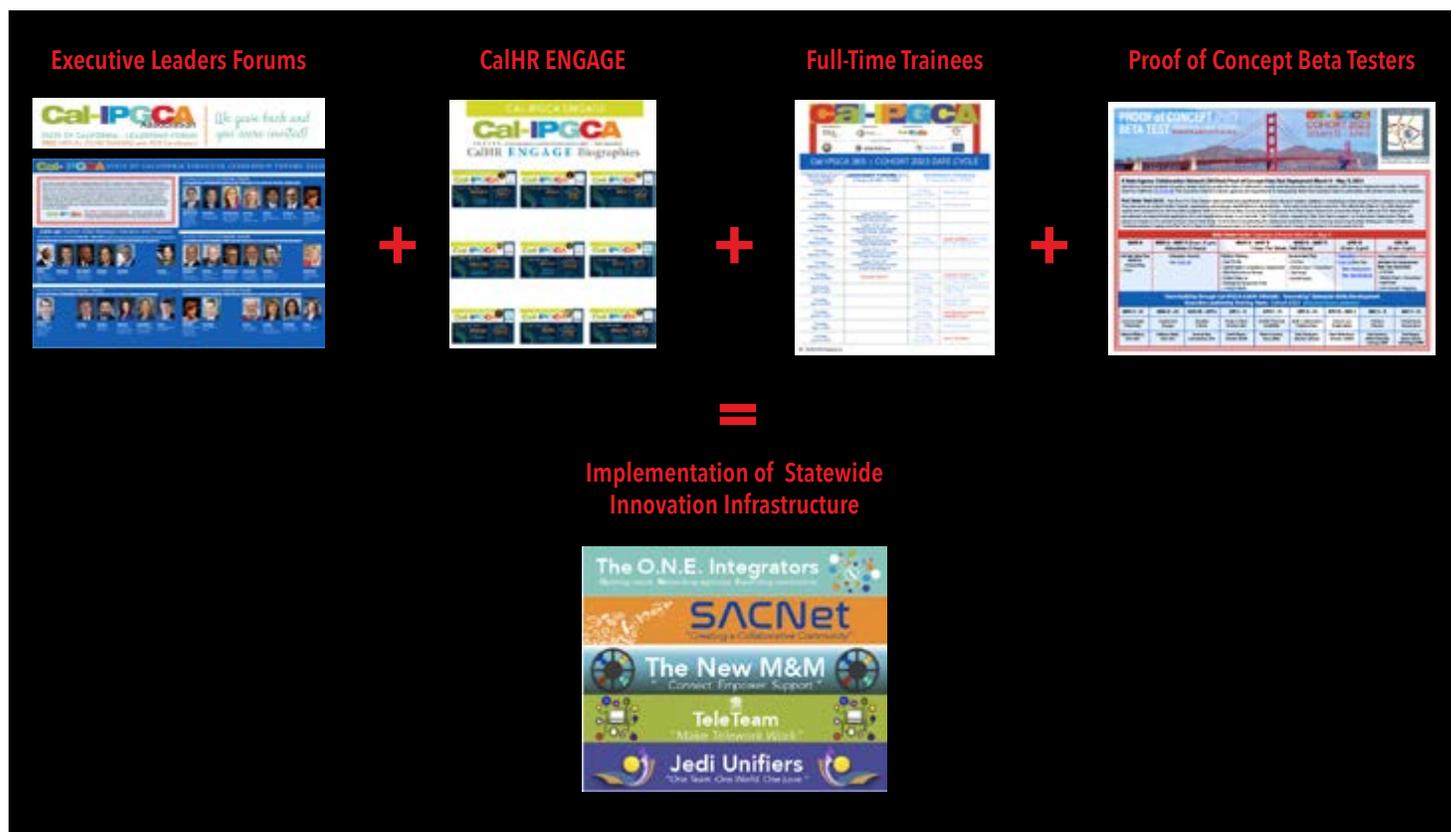
Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. Governor Newsom’s Vision Statement: *“We are many parts, but we are one body—there is a mutuality and a recognition of our interdependence”* has guided our Cohorts annually in conjunction with [Executive Order N-04-19](#), Both have been our programmatic “North Stars” as we advance the collaboration across all state departments and agencies. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of People, Processes, and Technology. People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services). Moving at the pace of change, we tackle California’s most complex needs through the development and deployment of moonshot projects and programs as well as the co-creation of a statewide value system to drive our mission and vision. Collectively, we are energetically transforming the State of California into an Employer of Choice and Go-To Service Providers. The public benefits from this dynamic systems approach as we co-create One People, One System, One State, and One World **—a California for all!**

Proposed Cal-IPGCA Institutionalization under CalHR: Institutionalization Pilot 2023

The 11-year maturity of the Cal-IPGCA Program, to include Departmental Executive Leadership as [Executive Sponsors](#), as [Cohort Executive Trainers](#) under the Leaders Forums and CalHR ENGAGE, the annualized involvement of PoC Beta Testers and the Cal-IPGCA Association membership combine to create a program where Government Innovation can be fueled by the State of California through the training fees received from statewide participation of the State's workforce.

- The diversity of leadership and workforce participation opportunities create a self-sustaining revenue stream for California Government to "self-fund" its own human-centric innovation test bed projects and programs designed to meet the real time needs of the state at the pace of change.
- Each training component functions both independently and interdependently as one system of training that sustains a networked performance structure that accelerates the KSA's of the state's workforce, expands collective performance outcomes, reduces duplication, and perpetuates a performance integrity that exponentially shifts People (designing human-centered systems), Process (aligning and streamlining business practices), and Technology (tools to empower employees and improve services).

Proposed Training Components: The [training components](#) under the proposed "Institutionalization Pilot 2023" can be understood in greater depth under the [Cal-IPGCA Infographic Curriculum](#), Executive Forum [Use Case](#), CalHR [Use Case](#), [2023 PoC Beta Testers](#), and the Cohort 2022 [Master Outcomes Summary](#).



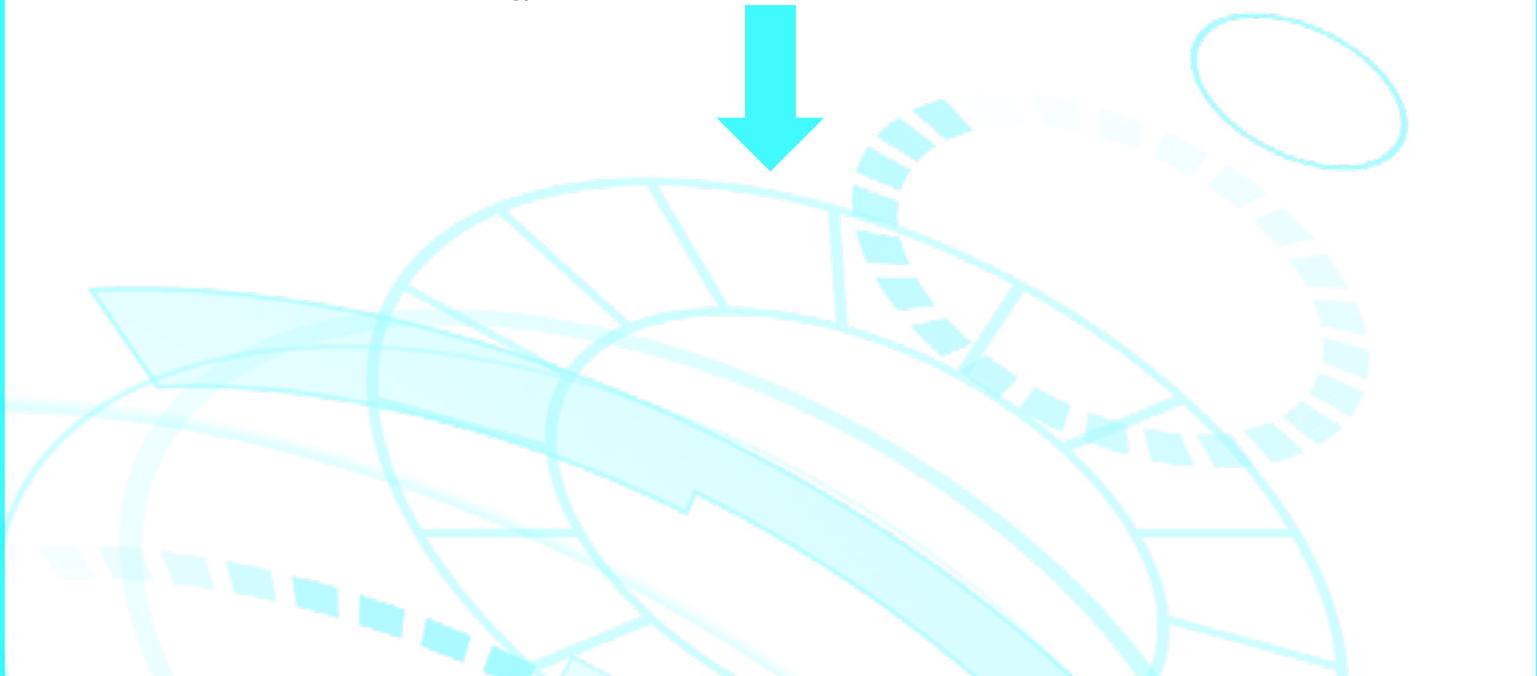


Executive Order N-04-19

Prototyping

N-04-19 calls for: a) new, flexible approaches to procurement that “will challenge innovators and entrepreneurs to provide California with leading-edge solutions by aligning our procurement methods with the pace of change, b) for the creation of a “culture conducive to innovation, including communicating and collaborating with the private and public sectors at the outset of a project...” and c) “by embracing this new flexible approach to procurement, the State and its partners—including but not limited to the vendor, academic, scientific, and entrepreneurial communities— learn from each other and collaborate to find solutions in the best interests of the people of California.”

- Through the Cal-IPGCA Champion Summit, the Hackathon, and the 8-Week PoC Beta Testing Cycle, over the past three years the Cal-IPGCA Association and Cal-IPGCA Program have “prototyped” a working model of this executive order.
- The “institutionalization” of [N-04-19](#) into a sustainable model to include policies and procedures is essential if State Government is to beta-test best available technology in an agile environment where use and function can be documented and where improvements can be made in real-time.
- There must be a conduit for innovators that are willing to donate time, services and materials that when successful, then have a capacity to contract the beta-tested technology and/or service to the government.
- Currently the State of California still functions from antiquated procurement processes that exhibit no standardization from department to department.
- These antiquated systems impede access to and utilization of the entrepreneurial capabilities that are California’s hallmark.
- Having this type of agile system systemic approach in place will allow the State of California the capacity to access and deploy for real-time prototyping an unlimited throughput of state of the art services, capabilities and technology.



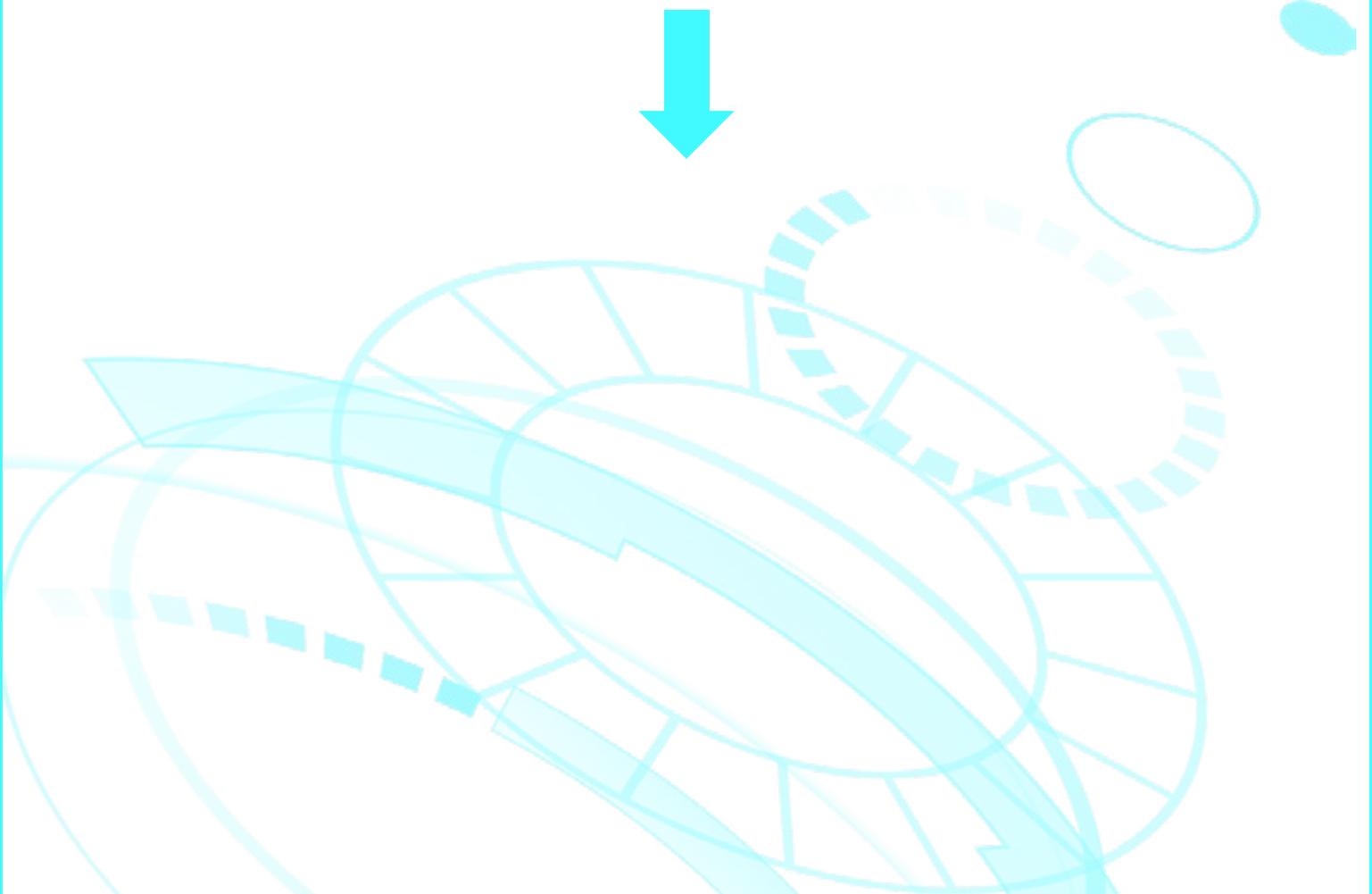


Deploy a State of California SACNet Memorandum of Understanding

PREAMBLE/PURPOSE: The purpose of this MOU is to better align people, process, technology and tools amongst the State agencies into a collaborative network. To improve trust and relationships between the State agencies and the employees of the State agencies. To use the tools of an electronic database (bank) of skills of positions, current employees, and job duty statements to better serve the people of California. To establish a framework of procedures to accomplish this process. (For more information: Reference the Cohort 2021 [SACNet Outcome Report](#). **Appendix C: Scroll** to Page 31 - 33 of the Outcome Report. Appendix C outlines the MOU.

VISION: In support of available personnel resource allocation and the collaborative and transparent needs of State personnel processes and transactions, CalHR and the State agencies will join into a network (SACNet) to be able to collaborate on a single platform to provide access to the skilled workers of California (Skills Bank). The SACNet will provide availability, access, and input from CalHR with the State agencies on the operation and involvement of the Skills Bank.

MISSION: To connect people, process, and technology by facilitating the growth of the State Agency Collaboration Network (SACNet) to create partnerships that work. To connect individual agencies into a collaborate Skills Bank to be access available person





Cal-IPGCA

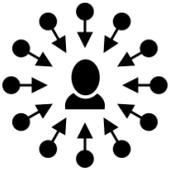
State of California Institutionalization Team



[Connect Here for Full-Size Graphic](#)



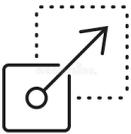
BENEFITS OF INSTITUTIONALIZATION: ([What is SACNet](#))



1 Human-Centric Test Bed: Via the formation of a State Agency Collaboration Network (SACNet), Cal-IPGCA is an established and well recognized 11-year human-centric government innovation and change leadership program. Features [historic chronology](#) of [State of CA cabinet members and executive leadership](#). Here's the [Value Proposition](#) for the State of California.



2 Tech Platform: SACNet connects to a single sign-on technological "[Proof of Concept Platform](#)" that is beta-testing a portable SACNet Skills Bank. Offering a plethora of features, the SACNet Skills Bank offers the State of California a beta-test platform where use and functional needs of this tech platform can be explored comprehensively to refine and define requirements prior to extensive commitments of state expenditures.



3 Scalable System: Through the deployment of [N-04-19](#), the "scalable" system's approach establishes statewide innovation human-centric test beds with the capability to respond to state emergencies and California's most complex problems at the pace of change.



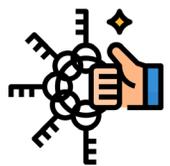
4 Dynamic KSA Development: Demonstrates a scalable system that meets the needs of departments and the State of CA simultaneously. The dynamic approach breaks down silos, duplication of resources and outcomes that grow the KSAs of the state's workforce, departments and agencies in tandem.



5 Real Time Strategic Advisory: Deploys the real time strategic advisory of [State of California leadership](#) to the state's workforce. Insight gained guides the forward movement of statewide innovation projects where "proof of concept" beta testers co-develop innovation plans, deployment plans and outcomes from all hierarchical spectrums of state service.



6 Performance Accelerator: The dynamic integration of [six separate but aligned innovation and change leadership programs](#), and time-tested curriculum, connect **Executive Leadership** → **to Middle Managers** → **the State's Workforce** as a single system where integrity and performance increase in tandem. Annual training revenue demonstrates a capacity to support California's ongoing advancement of SACNet through its innovation and change leadership Cohorts.



7 Fairness of Opportunity: The Cal-IPGCA SACNet creates a "fairness of opportunity" for participation by all state employees where KSAs can be developed in an environment that promotes a "career by design" for the state's workforce. This exponentially increases employee engagement and performance from the state's workforce because they are motivated by mission and passion. Over time, this innovative environment is establishing California State Government as an employer of choice with its ability to serve constituent communities based on need... **"a California for All."**



8 No-Fee Access: A no fee-open term, no restrictions rights of use agreement for the State of California, to all Cal-IPGCA collateral, SOPs, videos, training, curriculum, outcome reports, etc.



Next Steps:

COMMIT to a 1-year "Institutionalization" evaluation between the State of California Cal-IPGCA Leadership, supported by the Cal-IPGCA Association, in collaboration with past and current Cal-IPGCA Cohort trainees!



USE KEY



Click Use Key to link to entire section.

VI. APPENDIX USE KEY

Click each link to access a specific sub-category.

PROGRAM OUTCOMES

● USE CASES

- Executive Leaders Forums
- TeleTeam ENGAGE: Modules: 1-18 (Applied Team Building)
- TeleTeam Wisdom-Learning Circles

PEOPLE

- JUST ASK WHY**
KATHLEEN WEBB, COO, STATE CONTROLLER'S OFFICE
- THE BOOK OF WHY**
DEPARTMENT OF MOTOR VEHICLES (COHORT 2021)

APPROACH

- CAL-IPGCA 8-STEP PATH**
- WHOLE SYSTEMS VS HIERARCHICAL SYSTEMS**
- DATA ANALYTICS AND PERFORMANCE METRICS**
 - SACNet Analysis: 248 Respondents
 - Change Leadership Analysis: 231 Respondents
 - Middle Managers Analysis: 267 Respondents
 - CalHR Core Analysis: 88 Respondents
 - CalHR Leadership Analysis: 75 Respondents

OTHER

- HISTORY OF**
- FREQUENTLY ASKED QUESTIONS (FAQ)**
- 2023 CAL-IPGCA TRAINEE TYPES - COST SHEET**

BACK



VI. APPENDIX USE KEYS

PROGRAM OUTCOMES

1. USE CASES

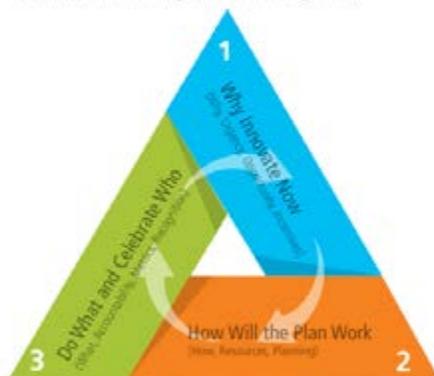
- A. **Executive Leaders Forums:** The Executive Leaders Forum Use Case demonstrates a critical need to integrate the State of California's executive leadership across cross-functional departments of the State to represent a cohesive whole systems approach in accessing and assimilating real time strategic guidance to meet the real time needs of the State of California. Our leaders are the key instructors for Cal-IPGCA's state-of-the-art curriculum, and they are the advisors for our trainees' Moonshot prototypes and "test-bed" activities. ORA Systems, Inc., leads day-to-day programmatic activities in collaboration with the Cal-IPGCA Association.
- B. **TeleTeam ENGAGE:** Modules: 1-18 (Applied Team Building): From a cross-cutting environment where executive leadership train the future leaders of our State, the Cal-IPGCA CalHR ENGAGE Modules continuously deploy the strategic advisory of state leadership. Each module links into and supports the co-creation of a networked statewide value system, which, in turn, promotes the real time applied use of CalHR skills and competencies.
- In this Use Case Cohort 2022's TeleTeam flattened the playing field so to bring all voices to the table, to assure they are listened to and they are heard. We are building trust and authenticity as we innovate new ideas from leadership guidance and shared thoughts and experiences. This builds the skill of agility that allows us to think and respond in real time and that is innovation!
 - This Use Case is nothing short of a "work of art!" It covers TeleTeams highly original applied approach across all 18 Micro-Modules in their development of their Moonshot Team while applying their lessons learned within their personal playbooks and their collaborative innovation project.
- C. **TeleTeam Wisdom-Learning Circles**

PEOPLE

1. **Just Ask Why** (Cohort 2022 Video: 25:57 Minutes): Taught by, Kathleen Webb, COO of the State Controller's Office, "Just Ask Why" became Cal-IPGCA program curriculum in Cohort 2017. This [one page document](#) from Cohort 2021, provides a comprehensive overview. The **"ORA Triad"** (Organic Relational Agility), calls for a continuous integration cycle of:

Combined Path – "ORA Triad"

1. Why Innovate Now?
(Why, Urgency, Opportunity, Incentives)
2. How will the plan work?
(How, Resources, Planning)
3. Do what and celebrate who?
(What, Accountability, Metrics, Recognition)



- 1. Why Innovate Now? (Why, Urgency, Opportunity, Incentives)
- 2. How will the plan work? (How, Resources, Planning)
- 3. Do what and celebrate who? (What, Accountability, Metrics, Recognition)

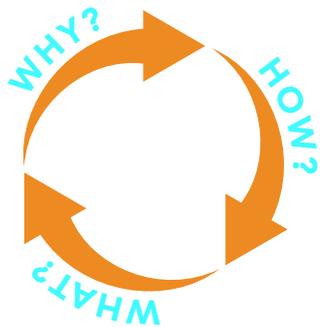
- Cal-IPGCA Cohorts repeat this cycle across the development of moonshot innovation/deployment plans such that trainees graduate with this skill developed as an internalized process used in their personal, their organization and their collective statewide activities.

Kathleen Webb reinforces, "When we are carrying the banner of why, and you are clear about your what and how, that is contagious. The key is to know why. Because when you know your why, you have options on what your what and how can be. Why...who knew that a word that contains just three letters would be so significant to effect massive change."

2. **The Book of Why** DEPARTMENT OF MOTOR VEHICLES (COHORT 2021): Relational to the above trainees in the Cal-IPGCA Program begin embracing the “Why” curriculum before their first day of class. The final registration query in the application asks “Why” do you choose to be considered for trainee participation in the Cal-IPGCA Program? The application review team places a high priority on your response to this question as it indicates your passion and motivation to be considered for acceptance. Over the years, “Just Ask Why” has grown to represent the cornerstone of the program, and was included as an integrated component of the application process for **Cal-IPGCA Proof of Concept Beta Testers**. Under the leadership of Kathleen Webb, then Chief Deputy Director of DMV, the “Why participate in Cal-IPGCA” was integrated. Approximately 200 DMV employees applied and their “Why” responses were startling in revealing not only their passion to be seen, heard, and to meaningfully contribute, but equally the depth of knowledge, skills and abilities (KSAs) they represented that were “non-accessed” in their day-to-day job description. For DMV it was a revelation to learn the untapped KSAs that could be tapped, and the wholehearted engagement of their workforce to contribute! As a “deliverable” of the **Cohort 2021 Hackathon**, ORA Systems developed and delivered to DMV the “**Book of Why**.” Ms. Webb has used the “Book of Why” in training other state leadership about the power of seeing, accessing and tapping into the KSAs of one’s workforce. When we look at the challenges the State of California faces, tapping into the untapped resources of the state’s workforce exponentially increases employee engagement because you are allowing employees to contribute latent skillsets that drive their passion to serve. This means that the challenges facing the State of California could actually serve as a foundation of the state’s workforce to evolve into a “career by design” where service is sourced and developed from within the workforce rather than outside contractors.

APPROACH

1. **CAL-IPGCA 8 STEP PATH** – 2022 **DEPLOYMENT PLAN GUIDELINES** – 2021: As mission-bound organizations, laws and regulations have guided the policy and processes that have managed government status quo for decades. But overnight, COVID-19 figuratively uprooted the silos that walled-off innovation; the success of our response depends on aligning as One System. One State. One World. We now must relearn what it means to be resilient and to innovate new solutions while still flying the plane—to build new ways of doing business where interrelationship with each other is central. In constructing our Moonshot projects, Cal-IPGCA uses a hybrid iterative 8-Step process that fully integrates “Just Ask Why” queries by initiating at the personal level of the innovators (the decision-makers) such that its flow systemically includes both organizations and projects. The 8-Step Path is used by all Cal-IPGCA project teams in the development of the moonshot innovation/deployment plans because it enables critical comparative analysis, even in highly dissimilar projects.



At each step of the **8-Step Path**, there is an iterative process where we ask... The Golden Circle

Why – Why do you do what you do?

How – How do you do what you do?

What – What is it that you do?

2. **WHOLE SYSTEMS VS. HIERARCHICAL SYSTEMS**: Holistically, since its 2012 inception, Cal-IPGCA has been developed and managed as a whole systems approach. This is an exponential endeavor when building a system within the “5th largest economy in the world.” For this reason Cal-IPGCA iterates annually to integrate into its foundation the outcomes of prior Cohorts. A “whole system” manifests when independent parts come together to work interdependently to accomplish the goal or aim of the system. Indeed, in a technological sense, today’s virtual world mimics nature as a living system. Each department of the State of California has an independent mission it serves, but as we work together we create a statewide system of governance. Here’s an eloquent vision statement by California’s Governor: **“California is a Nation State. We are many parts, but we are one body— there is a mutuality and a recognition of our interdependence.”** – Governor Gavin Newsom

- This document provides a 5-page comparative analysis of whole systems that looks at the attributes of hierarchical (silo-based) systems. vs. whole systems.
- This comparative analysis is followed by an 8 page analysis that compares hierarchies to whole systems through the lens of: Leadership, Collaborative Goal Setting, Management Structures, Vision, Input, Response to economic changes, Leadership Development, Communications, and Employee Relations.

- 3. DATA ANALYTICS AND PERFORMANCE METRICS:** As the saying goes, what gets measured, gets done. This reflects only a segment of the real-time analytics (A-C) developed under Cal-IPGCA by attendees of the Cal-IPGCA Executive Forums. The Executive Forums represent a rich and dense data pool for Cal-IPGCA as it lets us tap into and receive immediate feedback from a vast range of the state's workforce from entry level to senior executive. Cal-Careers has grouped our approximately 3,500 job classifications into the 22 major occupational groups. In working with Cal-IPGCA, CalHR provided us 7 Professional Categories + Other. This is essential, as a statewide skills bank must function from a drop down menu of professional classifications. The A-C analysis used the 7 categories and found comparatively, that "other" was nominally chosen. The CalHR Core and Leadership Analysis was obtained by trainees and PoC Bet Testers. This analysis is important as it allows the State of CA to better understand the self-analysis of Core and Leadership Competency. For Cal-IPGCA this informs the applied training of the CalHR Engage Series which features the co-creation of a 9-Point Statewide Value System. All analytic outcomes are communicated in easy to understand charts and tables. Enjoy!
- A. [SACNet Analysis](#): 284 Respondents
 - B. [Change Leadership Analysis](#): 231 Respondents
 - C. [Middle Managers Analysis](#): 267 Respondents
 - D. [CalHR Core Analysis](#): 88 Respondents
 - E. [CalHR Leadership Analysis](#): 75 Respondents

OTHER

1. [HISTORY OF Cal-IPGCA 2012–2022](#): Created in 2012, Cal-IPGCA has annually iterated improvements as this unique program pioneers government innovation and change. The Cal-IPGCA Association, established by Cohort 2017, has grown to over 60 departments and 1600 employees. United in purpose, we have built a State Agency Collaboration Network (SACNet) that leads California as a human-centered innovation testbed of People, Processes, and Technology. This "Historical Chronology" captures the annual iteration of the Cal-IPGCA program since its 2012 inception. It documents the chronology of leadership, design, development and deployment of operational improvements and their corresponding Cohort outcomes. The Cal-IPGCA's evolutionary nature of building upon what came before becomes visible. It's "Leaders training Leaders" stature as a statewide system of government innovation and change.
2. **FREQUENTLY ASKED QUESTIONS (FAQs)**: These FAQ's begin with inquiries about the SACNet Platform (Skills Bank). To gain a quick understanding, we recommend listening to this short video first: [The SACNet Platform Walkthrough](#). These FAQs then continue with the most common inquires received about the Cal-IPGCA Program at-large.
3. [2023 CAL-IPGCA TRAINEE TYPES - COST SHEET](#): This cross references with [Trainee Categories](#) under "People." All Cal-IPGCA Trainee categories are identified in the Cohort 2023 linked document. These are provided in the context of the Cohort 2023 Master Calendar, broken down by "trainee type," hours of involvement, trainee type description and cost.

◀ BACK