The New

M&M

"...EMPOWER. CONNECT. SUPPORT"

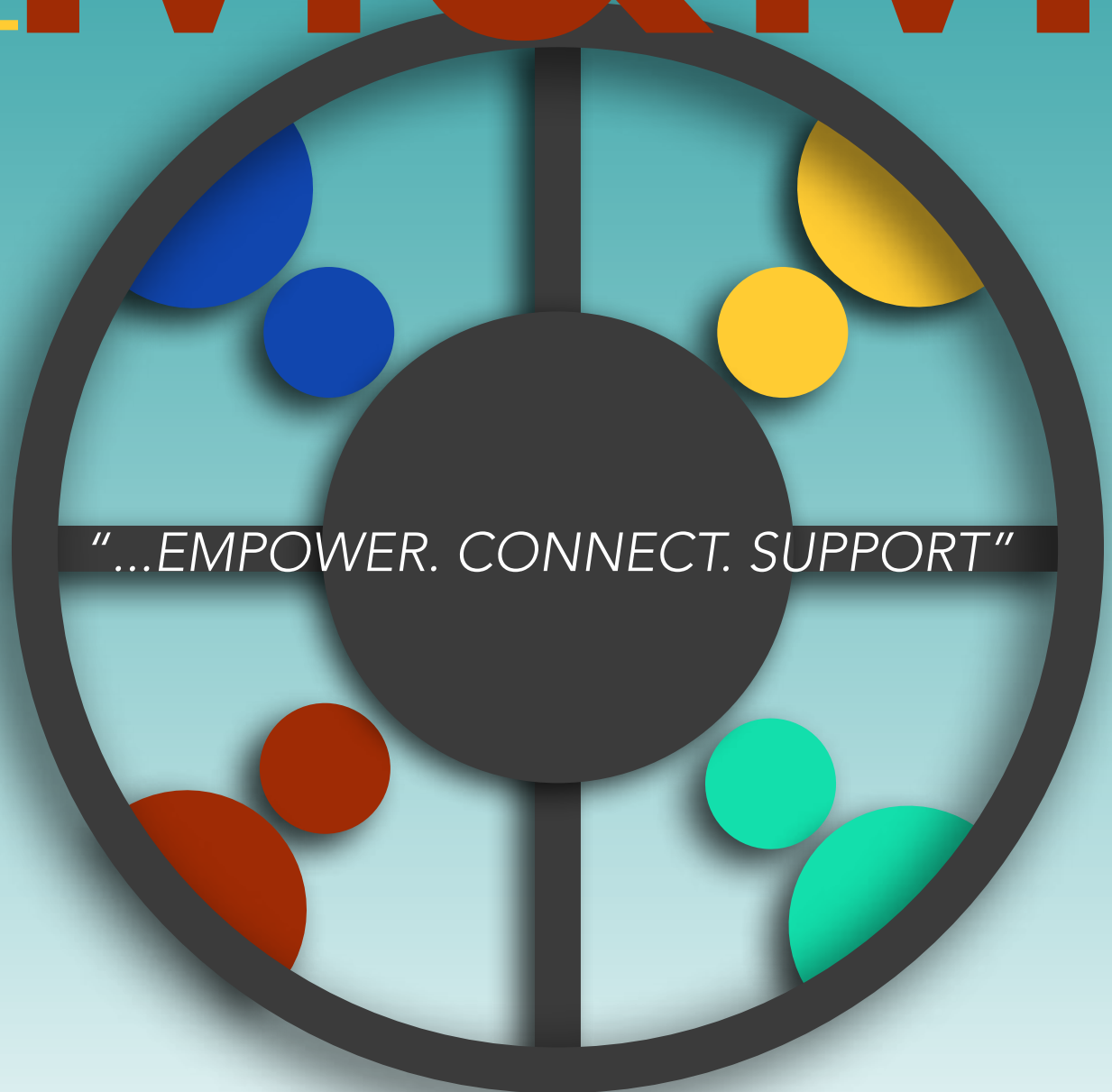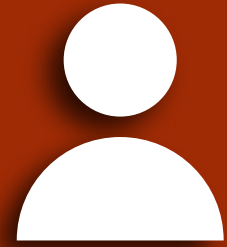Middle Manager Consortium for Innovation and Change Deployment Plan

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.

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.

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

Current Cohort
- Secure Executive Sponsors for the Executive Committee
- Deliver proposed Consortium Charter
- Work with SACNet to build Consortium Webpage

Future Cohorts
- Continue executing the deployment plan and serve as a guide and resource for other assigned owners in the execution of their responsibilities
- Working with the Executive Sponsors will recruit and gain commitment for the remaining Directors of the Executive Committee by June 2023

Executive Committee/Consortium
- The Executive Committee will meet monthly (1 hour) during the initial startup, after which it will meet quarterly (1-2 hours)
- Finalize and adopt the Consortium Charter
- The Consortium via the Executive Committee will adopt a Memorandum of Understanding (MOU) which will shape the goals and objectives of the Consortium and member responsibility.
- Pilot Middle Manager Mentorship Program

SACNet
- Build and host Consortium webpage and community
- Build and implement Mentorship Program webpage
- Integrate Skills Bank with Consortium Member Profiles

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

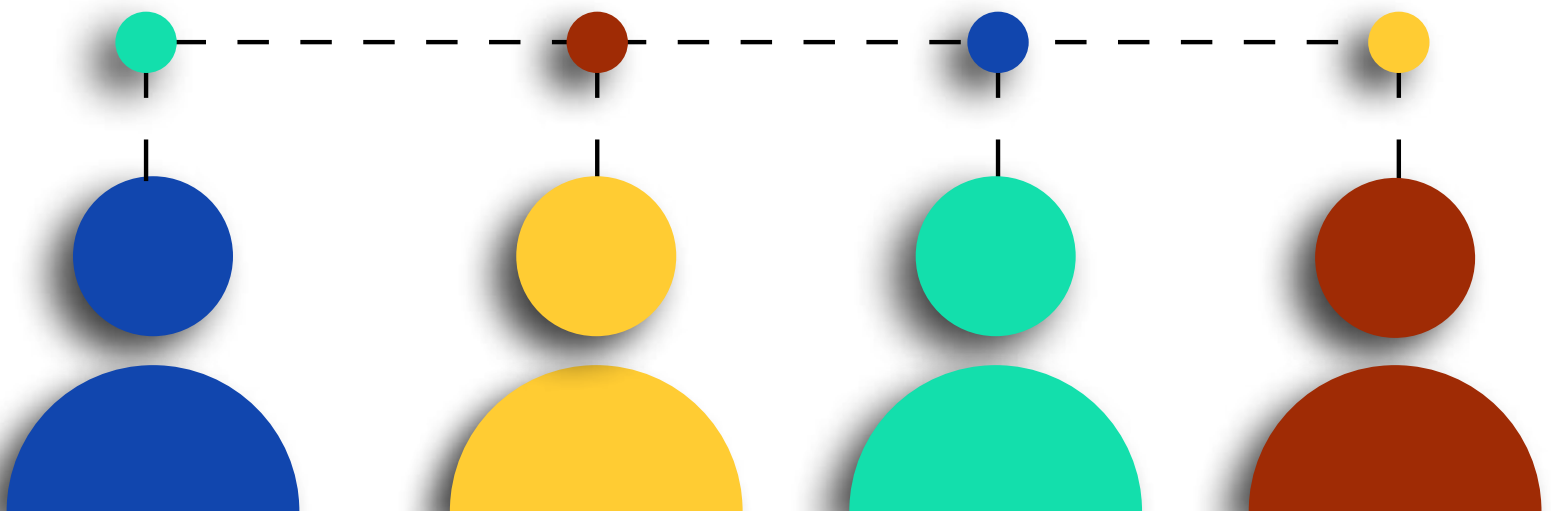**Duke University's Mentorship Program**

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

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APPENDIX A-L