Cal-IPGCA

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The attached Innovation Appendix serves as a Syllabus to the "People, Process, and Technology" that guide the annual deployment of Cal-IPGCA Cohorts.

"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

One System. One State. One World.

Cal-IPGCA INNOVATION APPENDIX

PROGRAMMATIC OVERVIEW │ PEOPLE, PROCESS AND TECHNOLOGY │ ONE SYSTEM. ONE STATE. ONE WORLD.

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 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).*

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."

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.

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.

Cal-IPGCA CalHR 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.

Keynote Advisories – Examples: "Just Ask Why": Kathleen Webb, COO, SCO, Video and PowerPoints, 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."

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 is being 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.

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. (**Examples:** SACNet;TeleTeam) Cal-IPGCA Hackathons demonstrate statewide workforce collaboration on innovation projects and programs.

"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.

"Process and Technology"

"PROCESS & TECHNOLOGY"
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- **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. The SACNet Platform Site is a robust single-sign-on platform where Cal-IPGCA Trainees conduct their programatic activities. Only trainees and their sponsoring departments have access.

  *****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.*

- **Rapid Innovation Cycle (RIC):** 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 SME's 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.

- **8-Step Path to Innovation and 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

- 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…"

- **USC360Energizes** Professional Development Tool and Executive Coaching.

- **Data Analytics – Metrics of Performance:** Cal-IPGCA's performance metrics are documented in real time for accessibility on the SACNet Platform.

SACNet Team:

SACNet Team:

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

- 2022 Two-Page Overview.

Cohort 2021: Over-arching Video and Moonshot Implementation Plan

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
- 2022 Two-Page Overview.

Cohort 2021: Over-arching Video and Moonshot Implementation Plan

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.

- 2022 Two-Page Overview.

Cohort 2021: Over-arching Video and Moonshot Implementation Plan

Jedi Unifiers:

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.***
- 2022 Two-Page Overview.

Cohort 2021: Over-arching Video and Moonshot Implementation Plan

O. N. E. Integrators:

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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.

Cohort 2021: Over-arching Video and Moonshot Implementation Plan

"Other" 14

"Other":

SACNet, the Middle Management Consortium (M and M), TeleWork (TeleTeam) and DEI (Jedi Unifiers) collaboratively integrate in the creation of the SACNet Platform and Skills Bank. The SACNet Platform is the foundation for instituting a wide-range of "People, Process and Technology Human Systems *testbed*" activities under other identified IPs given to Cal-IPGCA Cohorts by State of California Leadership.

The iteration of Cal-IPGCA innovation activities across the past decade has resulted in a standardized and **institutionalized core curriculum** that is synchronized across CA State departments and agencies as One System, One State, One World of Government Innovation and Change Leadership.

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Innovation and Deployment Plans:

Each Cohort's Innovation and Deployment Plan is conducted via a standardized lay-out under Cal-IPGCA 8-Step Path Guidelines.

Cal-IPGCA's 8-Step standardized Deployment Plan process is used annually by all Cohort teams. Standardizing the approach creates a capacity to cross-collaborate, reduce redundancy of efforts, and increase efficiencies outcomes of all innovation teams/projects across the State of California.

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FAQs:

Cal-IPGCA maintains real time FAQs to address on-going SACNet Platform **user-interface site-based queries** and **Cal-IPGCA Programmatic queries**.

Cal-IPGCA thanks Grace Koch, retired Chief Deputy Director, Cal-OES, for her contributions in designing the initial Cal-IPGCA Infographic and Innovation Appendix.