

# 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:

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- 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](#)

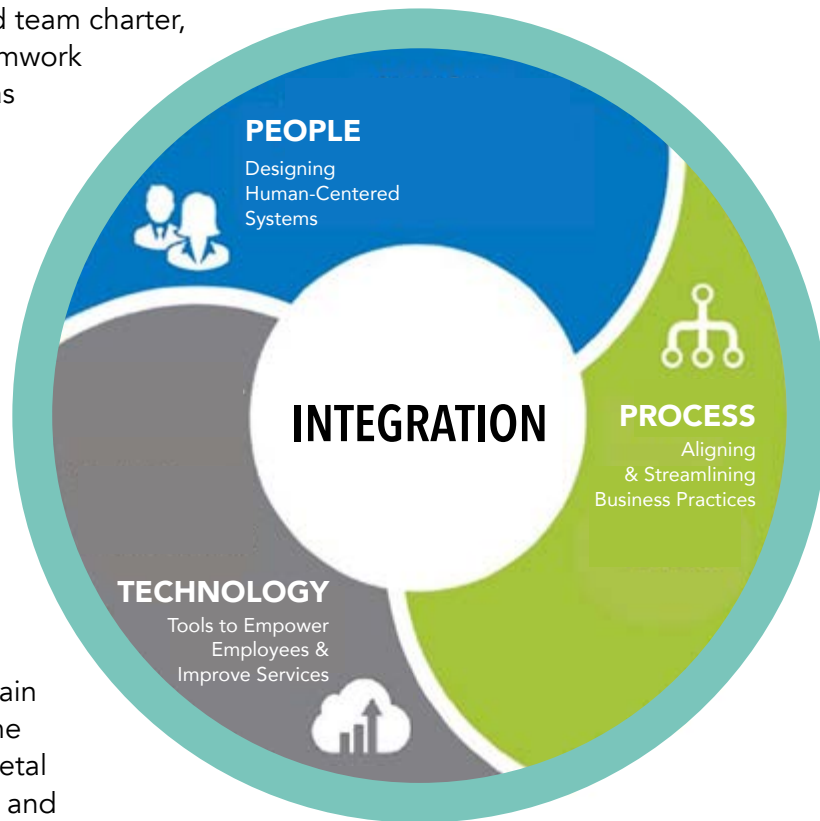


# Integrating Innovations for Resilience

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.

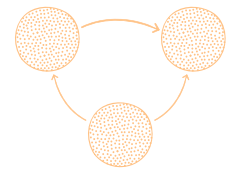
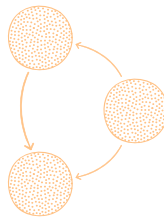
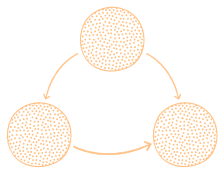
The Cohort 2022 teams recommend these SACNet platform related technology improvements to support implementation of their Deployment Plans:

- 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.

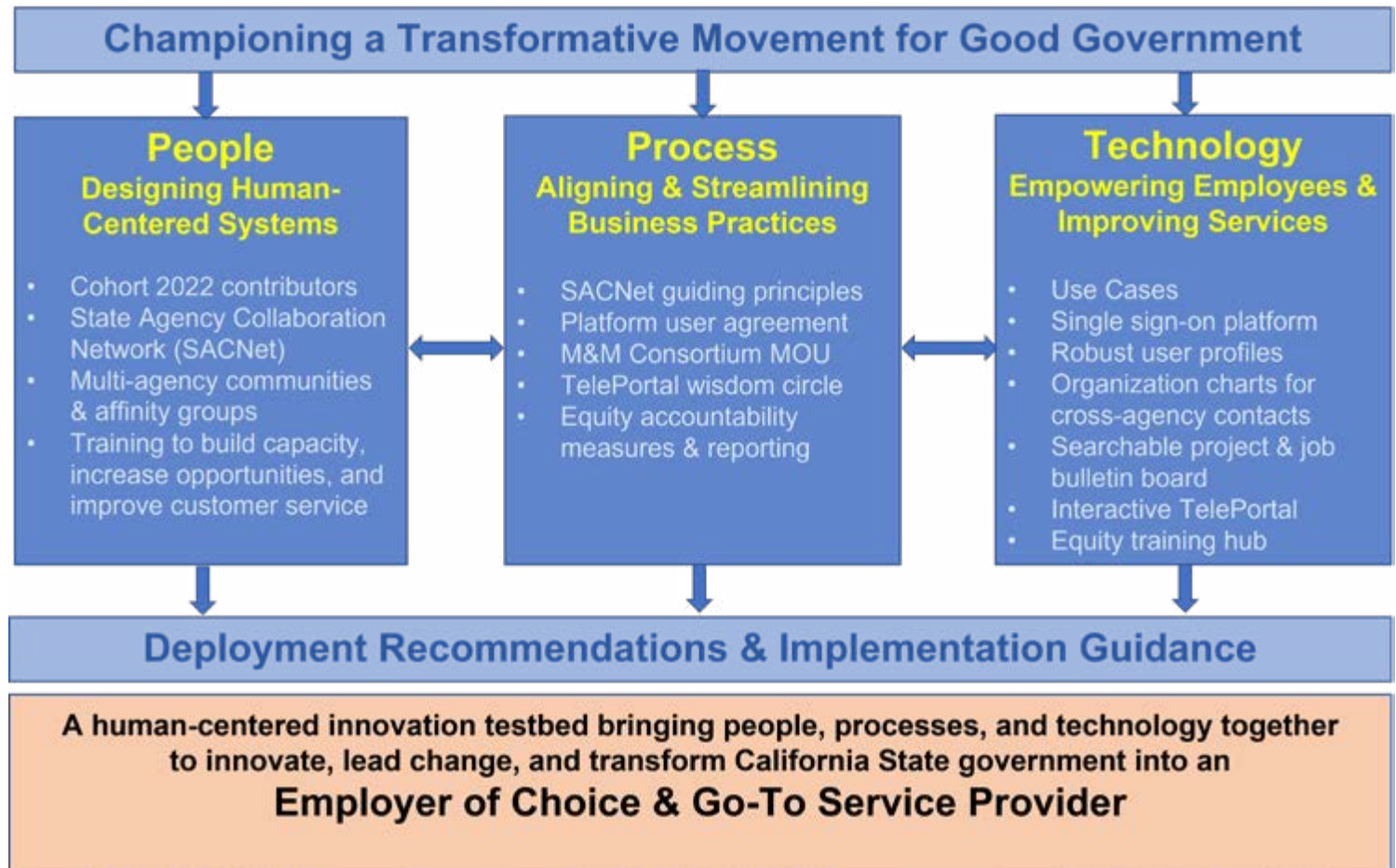
## Championing a Transformative Movement for Good Government

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.*

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**Trainees:**

**Facilitator:**

**Co-Facilitators:**

**2022 PoC Beta Testers:**

**ca-IPCCA**  
Cohort 2022 Innovation  
Deployment Plan Priorities

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

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Kamyar Guivetchi, DWR

Rebekah Christensen, ORA    MD Haque, DWR



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[Cohort 2022 Beta Testers](#)

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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.



The O.N.E. Integrators

# 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.

