



The Skills Bank design team evaluated Cohort 2019's recommendations of four independent outcomes reports created by 42 state "innovationists" from 12 state departments, along with the advisory of more than 30 state leaders. In the attached you will find the context for four different proposed Skills Banks. Each have a different public purpose and features, but there are many features that create common ground. The 2021 Skills Bank under development for Beta Testing in Cohort 2021 currently represents the integration of the features identified. Thus, there has been extensive state-wide input. Now it is critically important that the broad input of state government be integrated into its design. The initial platform to be Beta-Tested in 2021 is termed the MVP which means "Minimum Viable Product".

- We are targeting up to 7500 Beta Testers statewide.
- Each Beta Tester completes their own user profile on the platform.
- The Beta Testers will interact with our Cal-IPGCA Cohort 2021 leadership and trainees to test the features of the platform in monthly "Innovation Sprints."
- Based on use and input, our Skills Bank tech team is integrating improvements in real time.
- Beta testing will **focus on emergency response**, but the tool is being developed to *activate* connectivity across a broad spectrum of California to promote employee engagement, professional development, organizational development, workforce planning, succession planning, team building, economic development, community development, etc. Connectivity opportunities are open-ended!

COHORT 2019 SUMMARIES AND OUTCOME REPORTS INCLUDED:

Team 2

Digi Up Transformers

Why CALTalent?

The State must create a robust platform - CALTalent - that can provide and implement a skills, training and career exchange for California's current and future workforce. This needs to be a multi-tenant platform that will allow for scalability and collaboration. To accomplish all these goals, CALTalent will need to link skills and jobs of the future to current jobs and skills with a training component (an LMS). CALTalent will be part of the Single Sign On Platform, ensuring usability for current and future state employees.

Team 4

Code 3

Cal SERG: EMERGENCY RESPONSE

While California needs to be fully prepared for the next large scale disaster, the Cal SERG could be the answer to staffing during and after a large scale incident. Disasters can last well over a year when taking into consideration the response and recovery times. Cal SERG would allow state employees to self-register themselves into the database which could then be used by Cal OES to pull staffing resources in all different disciplines. There would be multiple options in the database that people could volunteer for like:

- Working an Operation Center
- In the Field
- Mass Care and Shelter
- Animal Shelter
- Backfill

Team 3

CalTogether

Why CalTogether?

"In order to attract and retain the very best talent, we hope to engage these employees with the mission of their agencies, share career growth resources in a single location, and enable our employees to collaborate seamlessly across the State of California."

Team 5

Wall Busters for Life

BREAKING DOWN SILOS CREATING A STATE AGENCY COLLABORATION NETWORK (SACNet)

We want to empower our workforce to enable communication to flow freely between organizations and reward innovation. California will build a **"State Agency Collaboration Network"** that fosters agile inter-agency collaboration by empowering all employees to readily share information, resources, and best practices. Together, we will enable agencies to better anticipate the challenges of tomorrow and deliver a California for All.

PILOT PROJECT TO TEST COHORT 2019 MOONSHOT PROTOTYPES

California must build an authentic forum for State employees to collaborate -- for example a State Agency Collaboration Network comprised of people, processes, tools, and training – to empower and enable employees to rapidly share knowledge, skills, abilities, and resources; and foster the agile interagency collaboration essential to deliver a California for All.

The Cal-IPGCA Association and Innovation Force propose a pilot project to integrate and beta test Moonshot prototypes developed by the Cal-IPGCA Cohort 2019 teams to address four Innovation Priorities and Prototypes.

Cal-IPGCA PERFORMANCE METRICS INNOVATION FORCE SUMMIT DATA

The response rate for two Champion Innovation Summits hosted by Cal-IPGCA Association, representing 30+ state leaders, resulted in achieving 1700 data points that created the analytics and metrics of performance guiding all teams in the development of their IP Moonshot projects that guided the Skills Bank development outcomes and other outcome recommendations made.

“ASK THE EXPERT” QUESTIONS

1. What goals do you see for this Innovation Priority?
2. What do you see as the biggest/highest priority action within this Innovation Priority?
3. What challenges do you see for this Innovation Priority in achieving those goals?
4. What Data Analytics would you like to see come from the final product of this Innovation Priority?

RESULTING DATA

(1699/120)= average of 14 responses per minute.

Of the total responses:

- Question 1 received 25.4%
- Question 2 received 19.5%
- Question 3 received 33.1%
- and Question 4 received 22%

Cal-IPGCA PERFORMANCE METRICS

INNOVATION FORCE SUMMIT DATA

PRESENTED BY: IF MEMBER JOHN CASILLAS, TEAM 4, CALOES

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The **Innovation Force (IF)** combines 2 members from each Innovation Priority (IP) Moonshot Team. The goal of the IF is to prove a cross-cutting integration among all IPs and IP Teams to identify interdependencies. Its purpose is to reduce redundancy and enhance efficiency.

IF Mission:

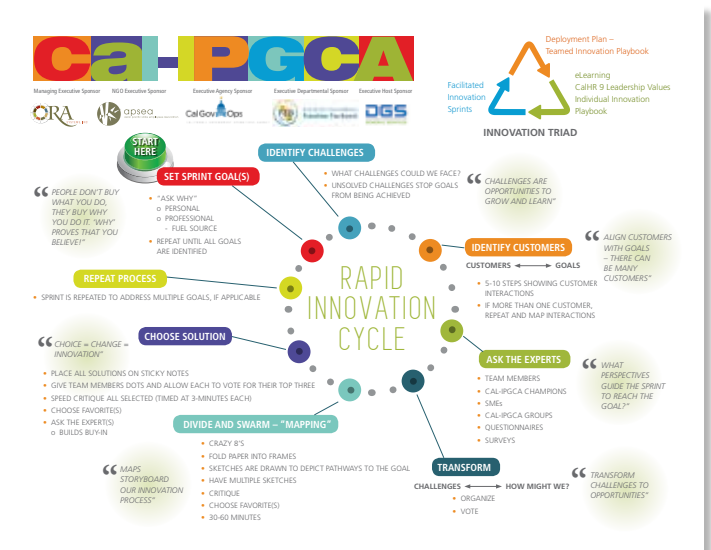
Integrate the ideas of each innovation priority to make sure the different teams are building and collaborating to make better products for the people and employees of California.

IF Vision:

One System, One State, One World. One Sign-on.

The **Rapid Innovation Cycle** is the process driven communication approach that fuels all 10 components of our Cal-IPGCA Innovation Wheel. Rapid Innovation challenges participants to quickly write every idea they have for a given prompt and provides the opportunity to find both consensus of thought and standout ideas. This process was deployed for both Champion Summits (August 8 at FTB and September 5 at CalOES) resulting nearly 1700 data point outcomes.

We received a total of 1,699 responses to the 4 questions asked of the meeting participants on August 8th and September 5th combined. 1 hour per session was dedicated to this rapid innovation. For each Summit, a 1.5 hour session was dedicated to this rapid innovation.



[Enlarge Image](#)

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Cal-IPGCA PERFORMANCE METRICS

INNOVATION FORCE SUMMIT DATA

1



Innovation Force and
All Teams Champion Summit Data
November 12, 2019

5

WHY: WHOLE SYSTEM

Silo & Hierarchy

- Command and control
- Employee Turnover/ knowledge loss
- Duplicate efforts
- Fear based

VS.

Whole System

- Operates alongside/ Collaboration
- Employee Retention/Satisfaction
- Shared resources
- Empowering

I / Me

Us/ We

2

INNOVATION FORCE

- Introductions
 - Monica Alvarez, DWR
 - JR Antablian, CDCR
 - John Casillas, CalOES
 - Kamyar Guivetchi, DWR
 - Sean Harrison, CalFIRE
 - Jim Long, DWR
 - Morgan O'Brien, DWR
 - Gene Romagna, DMV

6

HOW ARE WE INTEGRATING THE TEAMS?

- Regular representation of all teams at each IF meeting
- Cross-pollination of ideas and best practices through team updates
- Coordination on Slack
- Identifying overlap in prototypes
- Developing a pilot project to test moonshot prototypes

3

INNOVATION FORCE

Mission:

Integrate the ideas of each innovation priority to make sure the different teams are building and collaborating to make better products for the people and employees of California.

Vision:

One System, One State, One World.
One Sign-on.

7

WHAT ARE WE DOING HERE TODAY?

- Presentations from IP Teams
- Showcasing our 5 months of collaborative work
- Sharing best practices and ideas
- Breaking down silos for innovation
- Recruiting support, knowledge, and advocates!

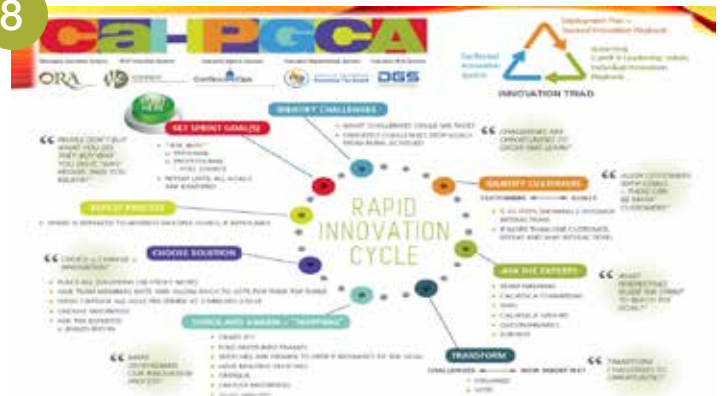
4

WHY: WHOLE SYSTEM

Independent parts working interdependently



8



Cal-IPGCA PERFORMANCE METRICS

INNOVATION FORCE SUMMIT DATA

9

RESPONSES BY CATEGORY

Number of Responses Per Category

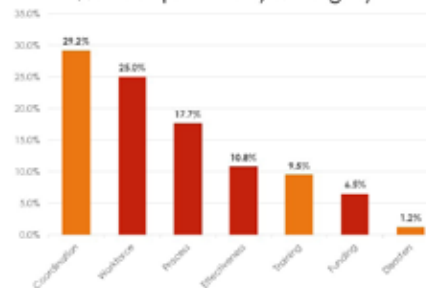
Rank	Category	# of Remarks
1)	Coordination	496
2)	Workforce	425
3)	Process	300
4)	Effectiveness**	184
5)	Training	162
6)	Funding	111
7)	Disasters*	21

*Disasters category only received for challenge question.
**Effectiveness category only received for challenge question.

10

RESPONSES BY CATEGORY

% of Responses by Category



11

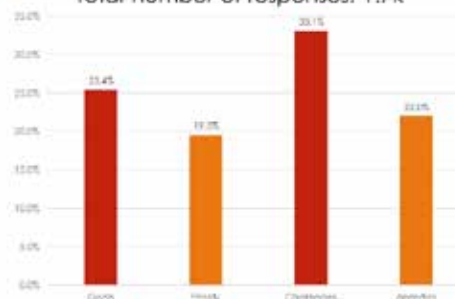


Thank you!

12

RESPONSE RATE

Total number of responses: 1.7k



Cohort 2019 Outcomes:

Team 2 Digi Up Transformers



Innovation Priority: Digital Transformation and Upskilling the Workforce

Team 2: [Presentation Video](#)

Team 2: [Presentation PDF](#)

Table of Contents

Executive Summary	i
Background on Cal-IPGCA	
Cal-IPGCA Innovation Priorities (IP)	
IP 2 - Digital Transformation and Upskilling the Workforce	
Introduction to Single Sign-On	ii
What is a Single Sign-On (SSO) for Government services?	
Why A Single Sign-On (SSO) for Government services?	
Leveraging Current State of California Projects	
Leveraging and Modeling National Government Services	
Leveraging and Modeling Global Government Services	
Key Features of a Single Sign-On (SOS)	
Why CALTalent?	iv
Executive Order N-17-19: Future of Work Commission	
Leveraging and Modeling a Learning Management System	
Leveraging CalCareers	
Skills information, Training, and Certifications	
Key Features of CALTalent	
Privacy and Security of CALTalent Data	
Building a Pilot Project	vii
Conclusion	vii
Acknowledgments	viii
Figure 1 Single Sign-On Process Flow Chart	viii
Figure 2 CALTalent Flow Chart	ix

Team 2 - Digi Up Transformers

Executive Summary

Assemble. Innovate. Roll Out.

Digi-Up Transformers

California State Government faces many challenges as it struggles to balance needed technological improvements and innovations with its current and future workforce. In a digital environment where customers expect seamless, user friendly and secure digital services, California State services still require multiple sites, user accounts and passwords. This 20th century model of website service delivery fails our citizens who expect and should receive the latest technology to meet their needs.

Meanwhile, in order to improve state technology services, the state must also address workforce needs. Current workers will require training to adapt to using new service delivery in the digital world through upskilling and right-skilling. New employees who do have the tech skills the state needs must be attracted to working for the State.

Team 2 members of the 2019 California Innovation Playbook for Government Change Agents (Cal-IPGCA) “Digi-Up Transformers” held monthly trainings, weekly teleconferences, and Champion Summits. They researched local, national, and global initiatives, and participated in Cal-IPGCA's first Hackathon to enhance state skill as government innovators.

From feedback at this Hackathon, they developed a two pronged solution to address these challenges: a Single Sign-On (SSO) and “CALTalent.” An SSO will dramatically improve the user experience for stakeholders seeking state services, and CALTalent will assist state employees and job seekers find the right skills and the right training for the jobs of the future.

This whitepaper describes the rationale for a SSO for all State of California government services and a CALTalent system for upskilling and right-skilling the workforce. Finally, it offers the State a roadmap for a pilot project that would move California into the future.

“How do we position our organizations to thrive at unprecedented levels of change driven by digital transformation? Change needs to be a proactive, operational norm.”

Background on Cal-IPGCA

Cal-IPGCA Innovation Priorities (IP)

Contributed by State of California Leadership, an IP represents an enterprise-wide challenge that the State of California faces. Through program iterations that have taken place yearly since 2012, Cal-IPGCA has defined a solution-driven approach to innovation that can support statewide priorities. Cal-IPGCA is comprised of teams of up to 12 full-time trainees, an innovation facilitator, and an assistant facilitator.

Cal-IPGCA enterprise-wide teams are mentored and guided by state leadership and program champions to develop innovative “Moonshot” outcomes. 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.

IP 2 - Digital Transformation and Upskilling the Workforce

Team 2 was assigned the IP for Digital Transformation and Upskilling the workforce. This IP states that the digital transformation of organizations will change how work is conducted and service is delivered. New collaboration technologies do more than just digitize old ways of doing things—they make possible new ways of doing things.

How do we upskill the workforce by training them to use and integrate currently available and new technology to innovate and meet mission critical needs of today? How do we increase digital fluency, attract and sustain qualified talent pools as well as embed collaborative technologies? For example, many departments already pay for and have access to tools such as PowerBI and SharePoint. Unfortunately, few know how to use those effectively. Broader and more targeted training with these tools is indeed necessary.

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How do we position our organizations to thrive at unprecedented levels of change driven by digital transformation? Change needs to be a proactive, operational norm. What are the change management activities that shape, encourage, and incentivize desired collaborative behaviors and technological acuity?

While it is critical to ensure the productive development of the workforce, we must be aware of both the disruptive potential and the positive effect of human potential and technology. What is the best path forward for the State to upskill and right-skill staff needs, and employment gaps caused by a lack of digital talent?

The Digi-Up Transformers distilled this IP into our Problem Statement and Moonshot.

Problem statement: California State government must upskill and right-skill the workforce by optimizing innovative and collaborative technologies that will improve delivery of all services to all stakeholders.

Moonshot: Transform California State government through global collaborative partnerships to drive innovative technology changes for the delivery of government services.

Introduction to SSO

Upskilling and right-skilling involves delivering an intelligent means for supporting team member skillsets, growth, and value through effective and prioritized delivery of education, tools, resources, and support. This involves leveraging technologies that are simple, straight-forward and accessible, and provide customized delivery that is based on the needs and interests of the individual team members.

To effectively upskill and right-skill the workforce, the state of California must implement technology that integrates easily into the daily workflow of our state workers. This can be done through an SSO. The SSO would provide a means to deliver a personalized experience to the end user both as a team member and as a citizen.

“While it is critical to ensure the productive development of the workforce, we must be aware of both the disruptive potential and the positive effect of human potential and technology.”

What is SSO For Government services?

With only a single set of login credentials, the user gains access to a connected system of all State of California government systems. With this one login Californians will be able to request, track, and receive services. The portal will provide safe and secure communication between the user stakeholders and the state agencies that are fulfilling their requests. Californians will be able to upload and download relevant documents related to their transactions. For upcoming appointments or deadlines, stakeholders will be able to view and send reminders to their electronic devices. The portal will track its effectiveness via satisfaction surveys and data analytics through Key Performance Indicators.

Why A Single Sign-On (SSO) For Government Services?

Over the last ten years, private sector companies such as Apple, Google, Facebook, and Amazon have been growing at an unprecedented pace. This has rapidly shifted citizens' expectations. The shift happened because these companies have refocused their attention to customer experience. They have built value-driven relationships for better customer experience and, in return, encountered better consumer satisfaction outcomes.

This has resulted in stakeholders with increased demands and expectations regarding public agencies' websites, application processes, customer service experiences for online services, and around-the-clock access. Mike Wilkening, Special Advisor of Innovation and Digital Services, states, “At the end of the day, democracy requires citizens' participation. If people don't know how to connect with the government, then the government has failed.”

The end-user should not have to spend countless hours searching for the agency or department that offers the services they need. Moreover, the end user should not be forced to learn multiple user interfaces from different departments but instead learn just one interface that is

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accessible, intelligent, and able to communicate on the backend across all departments. An SSO portal has been proven to reduce password fatigue and increases employee productivity by providing access to more organized data at faster speeds.

For example, senior citizens over age 65 receiving Medi-Cal may not know that they are eligible to receive personal care services through the In-Home Support Services Program. A small business restaurant owner may not know how to become a registered business entity with the Secretary of State, obtain a liquor license from the Department of Alcoholic Beverage Control, or know which agency to call for food safety inspections.

These people should only have to fill-out one online application containing all their relevant information. Their government should then be able to immediately inform them about what services they are eligible for and what they need to do to obtain them.

The federal government as well as a growing number of states are implementing an SSO portal to allow their users—the public—to access multiple services. California is considered the leader on several fronts and should not fall behind.

By allowing the public to access multiple services from one page, the state government can provide more efficient services, build trust, and be more reliable to stakeholders. Fortunately, some departments in the state of California government have already begun the process of piloting this type of portal. The following examples of in-progress projects (State, National and International) inspired the Digi-Up Transformers' vision for a comprehensive SSO.

Leveraging Current State of California Projects

- **Governor's Office of Emergency Services and the California Victim Compensation Board**

Collectively collaborated to create a strategic plan. Over the next three years they will work together to achieve their goals, one of them being a "comprehensive, centralized platform of information about victim services and financial assistance." Office of Emergency Services Strategic-Plan-Victim's Compensation Board (<https://victims.ca.gov/oes-calvcb-plan-2019/strategic-plan-oes-vcb-2019.pdf>)

Grace Koch, former CalOES Chief Deputy Director, in an interview with Team 2, stated "access should be user friendly and intuitive from a user's standpoint." Moreover,

in another interview, Kristen Shelton of the Department of Finance advised that this system should contemplate the context of some online applicants who are in crisis and may not have resources available in their situation.

- **California's Departments of Public Health, Consumer Affairs, and Food & Agriculture**

Collaborated to create one portal to assist with licensing and regulating commercial cannabis manufacturing in California. This portal has common coding and licensing so that whether an end user is a retailer, distributor, laboratory, microbusiness, manufacturer or cultivator, only one profile (background information) needs to be created at one time. This information is shared between all three agencies to provide better services.

Leveraging and Modeling National Government Services

There are numerous national examples of SSO services.

- **Login.gov**

Provided by the Federal General Services Administration service, login.gov is being used by over 60 applications at 17 federal agencies including Cabinet level agencies. Over 17 million people have signed up to use login.gov across all applications.

- **Identity and access management (IAM)**

Some U.S. states are developing IAM to emulate a unified credential portal similar to Amazon's log in. IAM transforms current repetitive and siloed application processes. Some states using IAM technology are:

- **Utah**

Since 2002, Utah has piloted an SSO for employee's onboarding, off boarding, tools and resources to do their jobs. Utah provides business and citizen-facing services, including 1,300 online services. Business owners sign up for notifications, deadlines and have multiple accounts that can be managed from one site.

- **Michigan**

Michigan has an SSO called MILogin to access its statewide enterprise and resource planning system called SIGMA. The state has almost 230 web and mobile applications that are integrated behind MILogin. More than 4 million Michigan citizens use this.

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- Pennsylvania

This state has been working on streamlining citizen experience and enhancing security by adjusting the level of security clearance based on the type of transaction the resident is trying to accomplish.

- Oklahoma

This state launched its “Simplified Government” initiative by prioritizing the state’s digital service delivery; this involves moving thousands of its services online. Oklahoma will launch the first citizen portal of its kind in the U.S. With an initial launch of 35 services, this portal will offer citizens, businesses, and visitors access to online services 24 hours a day, seven days a week.

- Indiana’s “Access Indiana”

Indiana’s SSO solution allows its citizens to manage their profiles for state government needs by customizing the design so they see only the notifications of interest.

Leveraging and Modeling Global Government Services

At the international level, the United Kingdom has a system that is saving money and increasing service delivery. Since 2014, the United Kingdom (UK) Government Digital Service (DGS) has been improving its end user experience in the public and private sectors using electronic ID verification. The UK has utilized a platform that allows their citizens to access countless services without the hassle of hundreds of different usernames and passwords.

GOV.UK Notify, a messaging service that has been used for the past four years, is saving people time by reducing researching for information and the need to contact call centers. More than 1,200 government services use the Notify service for important messages, ranging from council tax reminders to doctors’ appointments. The system is now on track to save UK taxpayers an average of £35 million a year over the next five years. This program is also saving the government £175 million over the next five years by eliminating call centers.

Key Features of an SSO

California’s SSO portal should have the following features based on current best practices.

- **Model existing systems**
 - ID me (<https://www.id.me/>)
 - [Ca.gov](https://www.ca.gov)
 - [Data.ca.gov](https://data.ca.gov)
- **Security**
 - Personal Health Information (PHI) and Personal Identifying Information (PII) must be secured
 - Authorization for Release, Opt-In, Disclaimers
- **Document Management**
 - Able to upload, download, share
 - Redact information for future use
 - Streamlines
 - Auto fills to request various services
- **Calendar / Reminder / Notifications**
 - Task lists such as: to-dos, due dates, reminders
 - Send and sync to personal electronic devices
- **Surveys and Reporting**
 - A space for feedback, comments, suggestions, etc. for each service to be improved over time
 - Reporting on effectiveness metrics will also be used to improve the user experience over time
- **Maintenance must be conducted using state resources**

Why CALTalent?

The State must create a robust platform - CALTalent - that can provide and implement a skills, training and career exchange for California’s current and future workforce. This needs to be a multi-tenant platform that will allow for scalability and collaboration. To accomplish all these goals, CALTalent will need to link skills and jobs of the future to current jobs and skills with a training component, an LMS. CALTalent will be part of the SSO Platform, ensuring usability for current and future state employees.

The workforce will need to integrate existing institutional knowledge about the established business process with its innovative and lean business processes. Given California’s

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diversity, the customer service experience will have to be very dynamic. It will need to accommodate various languages, ability level of end users, and access to digital technology.

When recruiting, State agencies will look to bring in new talent that meets the needs of the new portal, not just the existing process. As the SSO portal expands into other services, training will be offered so that current staff are familiar and confident in the new system and the jobs it creates.

CALTalent training will be offered to the current workforce to promote new career opportunities to those created by the new technology as well as those that may be eliminated by new E-processes. In addition to the new jobs created by SSO technology, upskilling and right-skilling training must be offered to all State employees if California is to create a 21st century workforce with the digital fluency needed to operate in the future.

These goals cannot be achieved by only updating current Learning Management Systems and the current State jobs application system, CalCareers. Rather, a robust platform is needed that integrates skills, training, job opportunities, and career pathways open to current staff and potential employees. CALTalent will be a component within the aforementioned SSO but intended for managing and delivering workforce upskilling and right-skilling processes and resources.

Executive Order N-17-19: Future of Work Commission

On May 1, 2019, Governor Newsom signed into effect Executive Order N-17-19 which empowered a Future of Work Commission to study, understand, analyze, and make recommendations regarding what kind of jobs Californians could have in the decades to come as well as the impact of technology on work, workers, employers and jobs in society to come. This includes the best way to preserve good jobs,

ready the workforce for the jobs of the future through lifelong learning, and ensure lifelong prosperity for all.

All State of California agencies are to align with this mission, with the mandate that the Future of Work Commission is to report on its progress by February 1, 2020. The Commission findings should be incorporated into the building of the skills and jobs dataset within CALTalent.

Leveraging and Modeling a Learning Management System

The State currently provides training through a variety of Learning Management Systems that could be leveraged to become one section of the CALTalent platform.

- **Employee Development Department**

One example of a hosted but separate entity is the State of California employee talent website Boomerang (<https://boomerang.ca.gov/>.) Boomerang contains an applicant pool for retired annuitants to connect with state departments that are hiring. The EDD and other departments utilize the Boomerang database when it is interested in filling a position with a retired annuitant.

- **California Department of Technology**

The California Department of Technology hosts a workforce development LMS through its website CDT Workforce Development (<https://cdt.ca.gov/workforce-development/>). CDT is partnered with CalHR as well as the Sacramento State University for its training and leadership academies.

- **California Department of Human Resources**

According to CalHR Statewide Talent Director John Sandborn, CalHR is rolling out BlackBoard as the state LMS system. It is designed to provide and track mandated leadership training. BlackBoard will allow state employees to obtain online training and education and track their

“On May 1, 2019, Governor Newsom signed into effect Executive Order N-17-19 which empowered a Future of Work Commission to study, understand, analyze, and make recommendations regarding what kind of jobs Californians could have in the decades to come as well as the impact of technology on work, workers, employers and jobs in society to come. This includes the best way to preserve good jobs, ready the workforce for the jobs of the future through lifelong learning, and ensure lifelong prosperity for all.”

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progress. The current LMS can be found at CalHR Learning Management System. (<https://www.calhr.ca.gov/state-hr-professionals/Pages/learning-management-system.aspx>)

• California Community Colleges Chancellor's Office

Although not a State agency, the California Community Colleges Chancellor's Office (CCCCO) statewide LMS (Canvas) serves all California Community Colleges.

- With more than 2.1 million students at 115 colleges, the California Community Colleges is the largest system of higher education in the country.
- One in every four community college students in the nation attends a California community college.
- One in every four Californians aged 18-24 is enrolled in a California Community College.

Statewide implementations such as Canvas also offer supply-side economies of scale from the volume and variety of educational content already available in CCC system. Instead of reinventing the wheel, each state department can expand and leverage their learning experiences from existing successful and sustainable LMS systems. Tapping into and leveraging the CCC resources, whether for the talent pool, existing education or learning resources and/or possibly extend Canvas for the State use, is a win-win situation.

Leveraging CalCareers

Currently, a CalCareers (<https://www.calcareers.ca.gov>) website exists to provide guidance to State of California employee applicants and currently credentialed employees who seek and apply for jobs. A registered user can access current job postings by department or classification, take an exam, receive notifications of job postings, upload resumes, provide requested certifications or statements of qualifications and complete applications.

This website is driven by job postings and does not allow for searches by skills or training. Should the job search function be part of CALTalent, CalCareers would need to be redesigned and reconfigured. No labor relations issues are presented at this juncture, since it is a purely voluntary and non-merit based system for internal and external state applicants to use at their discretion.

1. Clifton Strengths assessment, visited online in November 2019 at <https://www.gallup.com/cliftonstrengths/en/254033/strengthsfinder.aspx>

Skills Information, Training, and Certifications

The State could utilize the Federal Standard Occupational Classification System (SOC) to identify skills and link them to job categories in state government. CalHR already uses a similar methodology to place U.S. military veterans in jobs using a skills/occupation matrix, similar to My Next Move *for Veterans*, a federal website linked to the O* Net site that leverages the SOC system.

The CalHR Blackboard and the CCCCCO Canvas CALTalent systems can provide current and potential employees with training, certifications, and skills information. Governor Newsom's Future of Work Commission is tasked with determining types of jobs Californians might have in the future and how to prepare the workforce for jobs of the future through lifelong learning. The Commission's results are due May 2020 and will provide further context into the CALTalent.

Lastly, CalHR/ECOS would house all duty statements that list the necessary skills for each state job. Data elements from mining these duty statements can be used as inputs into CALTalent to link skills to jobs. Accordingly, a universal taxonomy can and should be developed to align California state workforce specific language and terminology with private sector and even the global labor market.

This information can help to build a platform that would be a searchable format that links employees and job applicants to a robust system. The platform would create a pathway that leads from skills, to jobs, to careers. The necessary and recommended training would also be identified and available through CALTalent and leveraging current LMS systems. Potential applicants, such as those in the California Community Colleges, could also use the system to link their skills and training to vacant jobs at the state, thus ensuring a flow of qualified and eligible candidates to the State.

Key Features of CALTalent

- Provide online visibility in real time for state employee to see completed records, volunteer hours, pending applications, etc.
- Direct and encourage upskilling and right-skilling by offering training based on skills and desired career paths.
- Offer employee growth and opportunities available programs. For example, talent assessment to recommend which fields to follow, mentorship programs, leadership training, continuing education, etc.¹

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- Allow both employees and job applicants to directly link their skills to vacant jobs.
- Allow the Future of Work Commission established by Executive Order N-17-19 to list skills and the jobs that require those skills.

Privacy and Security of CalTalent Data

Data privacy and security is a critically important concern. All end users of this voluntary system, would need to register for use which would include mandatory multifactor authentication. The end user may need to opt-in to this system which may also function as a workforce analytics database if hosted by a state entity.

State of California entities and vendor contractors are held responsible for accessing, maintaining, and disclosing any data. This might be in the form of employee or third-party personal information, consumer or customer data, or protected health information if it is a Health Information Portability and Accountability Act (HIPAA) covered entity pursuant to the federal Social Security Act (SSA) at 29 U.S.C. section 175, the California Information Practices Act (IPA) privacy and security provisions in Civil Code section 1798 et seq., to name a few federal and state level statutes and regulations. CALTalent would also be subject to the Department of General Services State Administrative Manual (SAM) policies and information security practices found in the State Information Management Manual (SIMM).

Building a Pilot Project

The key to success is good governance. Therefore, this initiative must be led by executive sponsors from various agencies to include the Governor's Office, the California Office of Human Resources, and the California Department of Technology.

Subject matter experts, communications directors, marketing committee, and call center assistance will help roll out the initiative. Each Department has its own unique needs, so this must be addressed in the early development and planning of this digital transformation. To be successful, departments and agencies must be brought into the process in phases, and given the tools needed to thrive.

A pilot project would leverage current systems identified in this paper and build-upon them to create a portal. During the pilot, state government will continue to offer their services as

they do now so there is no disruption and will start offering their services via the online portal. Before launching the pilot, security procedures will be developed.

The effectiveness of the portal will be tracked with measures such as: time saved, accuracy of data, and increased end user satisfaction. California state government will also identify the skills needed to continue to build and maintain a SSO portal. Transactions chosen for the pilot should include some of the most often utilized services, require an exchange of documents between residents and state government, and have recurring deadlines and/or in-person appointments.

Conclusion

The rapid pace of global digital innovation has created both expectations and opportunities for the State of California workforce to improve the quality and efficiency of service delivery to citizens. A digital transformation of California's state government is a massive project that requires collaboration at every level.

Team 2 Digi-Up Transformers' dual approach, utilizing Single Sign-On and CALTalent, can usher in a dramatic improvement in government service delivery and upskilling the state employee workforce. Accordingly, a pilot project, focused on change at an agency level is a realistic approach to implementing a technological change and workforce upskilling to meet tomorrow's challenges.

To achieve this Moonshot, the state can leverage existing SSO projects, LMS platforms, CalCareers and ECOS and utilize the findings of Governor Newsom's Future of Work Commission, Executive Order N-17-19, to build a pilot project.

Future Team 2 cohorts are encouraged to take the next steps toward this innovation priority with a Project Charter. (http://test.capmf.cio.ca.gov/files/CA-PMF_Initiating_Templates_with_Instructions/Project_Charter_Template_with_Instructions.docx). The Charter will provide a framework to outline the plan and phases, and further collaborative efforts amongst other teams, industry, and State of California leaders to reach the Moonshot of transforming State government by innovating technological solutions to deliver government services.

Team 2 - Digi Up Transformers

Acknowledgments

This whitepaper and IT solutions are the result of continuous, dedicated collaboration and efforts from the following:

Digi-Up Transformers:

Monica Alvarez, Department of Water Resources
 Jason Barton, Department of Motor Vehicles
 Pia Basudev, Department of Rehabilitation
 Forster Brown, Department of Water Resources
 Sara Cunningham, Department of General Services
 Debra Gass, Department of State Hospitals
 Donita Landucci, Department of Motor Vehicles
 Gabriela Pratt, Franchise Tax Board
 Esther Tracy, Department of Water Resources
 Miko Sawamura, California Department of Public Health
 Tracy Vaca, Franchise Tax Board

Hackers:

Ted Evans, Department of Transportation
 Thea Kaiser, Kaiser Designs
 Wilson McDowell III, Employment Development Department
 Hong Nguyen, Franchise Tax Board
 Allan Ting, Granicus
 David Sahakyan, Los Rios Community College District

A special thank you to Lynn Eder, Editor; Grace Koch, Director, California Office of Emergency Services (retired); Angie Quirarte, Assistant Secretary for Digital Engagement, GovOps; Manveer Bola, Deputy Director, Statewide Enterprise Solutions, California Department of Technology; John Sandborn, Statewide Talent Director, CalHR; Kristen Shelton, Department of Finance; Greg Kiefer, Kiefer Consulting; Greg Duncan, Department of Rehabilitation.

Figure 1 Single Sign-On Process Flow Chart

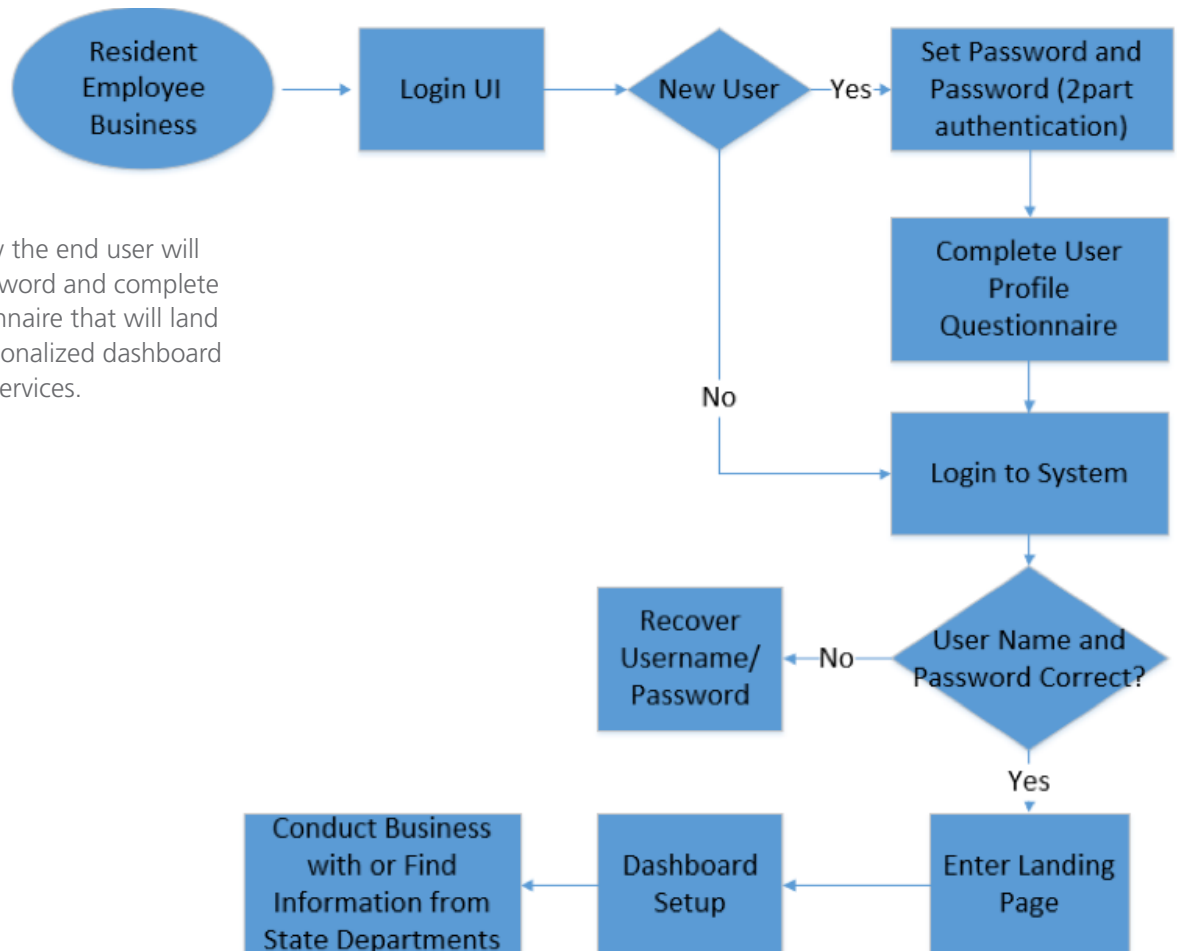


Figure 1 illustrates how the end user will login, set up their password and complete a quick profile questionnaire that will land end users on their personalized dashboard for state government services.

Team 2 - Digi Up Transformers

Figure 2 CALTalent Flow Chart

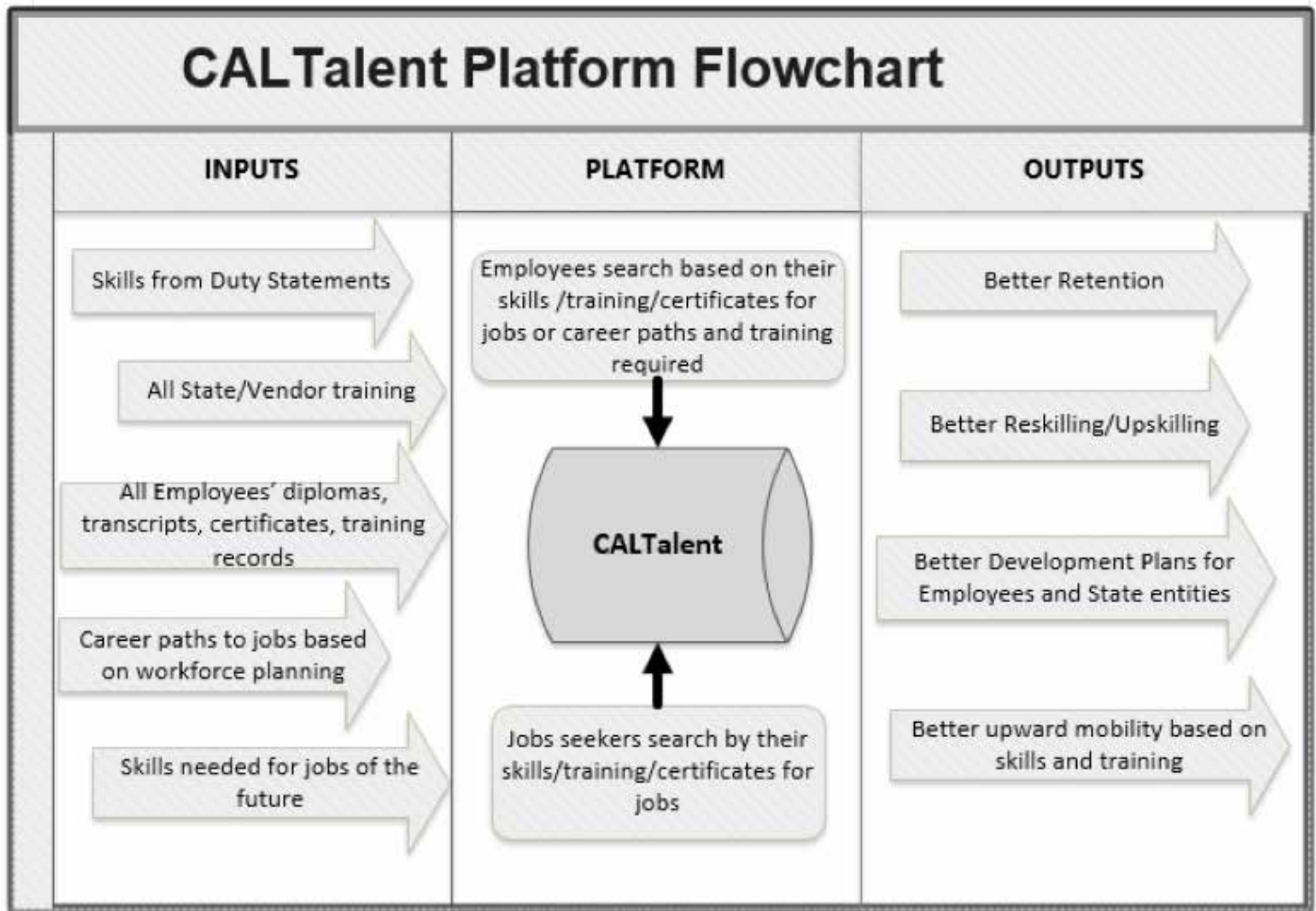


Figure 2 illustrates the inputs into CALTalent, how employees and job seekers interact with the CALTalent platform, and the expected outputs.

Cohort 2019 Outcomes:

Team 3 CalTogether



Innovation Priority:
**Back To The Center –
Innovation Without Fear In
A Human-Centric Environment**

Team 3: [Presentation Video](#)

Team 3: [Presentation PDF](#)

Table of Contents

Abstract	i
Introduction	i
Problem Statement - Moonshot: i Call to Action	i
Background	i
Process	ii
What Exists	iii
What People Want	iv
Rapid Innovation	v
Champion Interviews	vii
What Could Be	viii
Design	
CalTogether Profiles Plan (Calendar)	
Career Development Tools	
Classification Mapping Professional Networks	
Diverse Training Pathways	
Personal Growth Resources	
CalTogether Connections	
UX and Future Directions	x
User Personas	
User Flows	
Challenges and Future Directions	xi
Start-Up Resources	
Roll-Out/Implementation	
Content Management	
Buy-in	
Acknowledgments	xiii
References	xiii

Team 3 - CalTogether

Abstract

California state government provides necessary services for 39.5 million people. The strength of our incredible state lies with the more than 880,000 state employees who run our government. In order to attract and retain the very best talent, we hope to engage these employees with the mission of their agencies, share career growth resources in a single location, and enable our employees to collaborate seamlessly across the state of California. Our vision is for a web-based and mobile-ready platform that hosts resources related to professional development, personal growth, diverse training pathways, and mentoring and coaching connections. We can provide a centralized hub where the states' resources can be accessed. In this whitepaper we provide a summary of the 5 months of work CalTogether shared: where we started, where we ventured, and our recommended paths forward.

Introduction

Innovation Priority

Our employee's ability to deliver collaborative, innovative, holistically effective processes and services are dependent on having a flexible and trusting environment that allows us to be experimental and innovative without the fear of failure or repercussion. We must engage, inspire, motivate, and empower our constituents. We must come back to the center in a human-centric approach and ensure our efforts focus on our constituents' needs—not just the processes and procedures to deliver the services needed. How do we change practices that impede our workforce from being agile and adopting human-centered, end-user design in our daily work? How can we eliminate restrictive practices that impose an expectation of perfection and finality that exclude the end-user of the process or service? How can we continuously focus on end-user needs and end results/goals throughout the process? How can employee engagement demonstrate what inclusive, progressive government can achieve? How can we construct bridges for inclusive environments for our constituents and employees?

Problem Statement

Cultures that stifle employee engagement create negative impacts on the people of California.

Moonshot

Create a culture to engage state employees for the people of California.

“In order to attract and retain the very best talent, we hope to engage these employees with the mission of their agencies, share career growth resources in a single location, and enable our employees to collaborate seamlessly across the state of California.”

Our Call to Action

Employee disengagement, on average, affects 2 out of 3 people nationwide across all industries. Recent CalHR survey data suggests this holds true for California state employees as well. This lack of engagement creates serious problems for the entire workforce, often resulting in frustration, under-production, and unresponsiveness. Team CalTogether has built on Cohort 2018's work to build a dashboard for employees to engage with the programs, people, and population they serve. By providing California State Employees an all inclusive resource (in mobile-ready website and phone application form) to get information on diverse training pathways, personal growth resources, career development tools, and mentorship/coaching connections, the state can attract and retain employees who connect with their mission and will be empowered to take control of their own success.

Background

Our project builds upon the framework we received from California Innovation Playbook for Government Change Agents (Cal-IPGCA)'s 2018 Cohort Team 3: Produce Empowering Environments for People Statewide (PEEPS). To better understand our project, we encourage interested parties to read the previous white paper “[CHANGE: Download Employee Engagement to Upload Government 2.0.](#)”¹

The 2018 whitepaper begins with three key areas: urgency, opportunity, and incentive. As part of the incentive to improve employee engagement, the team suggested that “a progressive government is built on three pillars: Engaged Employees, Innovative Workforce, and

Well-Served Constituents” (PEEPS, 3). The 2019 cohort took two of those pillars, Engaged Employees and an Innovative Workforce, and focused on creating a central location to access the resources available to state employees PEEPS identified in their research (see Table 1).

Cohort 2019 Outcomes:

Team 3 - CalTogether

Resources ²	
Engaged Employees	Innovative Workforce
Employee Engagement Program	GovOps, CalHR
Cal-IPGCA Association	Cal-IPGCA
NxtGov	HiAP/GARE
Mentoring Program	Supervisory Academy
Career Development	Lean 6 Sigma
State Employee Association	Master Analyst Training

The ultimate product created by the 2018 cohort was an employee dashboard. This concept would be web-based and rely primarily on CalHR resources. The inspiration for the previous project was the 2015 CalHR and GovOps engagement survey³ that illustrated how much of our state workforce is currently disengaged. After establishing the need and developing a plan for this project, one of the primary limitations the previous team encountered was a host for the platform. While we did not secure a final host for this platform, we decided to proceed by clarifying goals for the dashboard and searching for alternative hosts for the project.

Throughout this project process, we thoroughly discussed what it means to be an engaged employee at the state level. We agreed on a definition of an engaged employee as someone who pays attention to the people and processes around them, who proudly identifies as a public servant, who wants to contribute to the success of their organization, and/or who is willing to work with others to question a process or improve a procedure. Engaged civil servants know the mission and vision of their agency and can connect with it. This definition allowed the team to visualize the ideal engagement characteristics that we hope to magnify with centralized employee resources.

Process

This project was developed over five months as part of the 2019 Cal-IPGCA program. Our team met for six full-day training sessions, two champion meetings, and a hackathon. Outside the training program, we held weekly

“We agreed on a definition of an engaged employee as someone who pays attention to the people and processes around them, who proudly identifies as a public servant, who wants to contribute to the success of their organization, and/or who is willing to work with others to question a process or improve a procedure. Engaged civil servants know the mission and vision of their agency and can connect with it.”

video conferences, met offsite, and communicated between meetings via Slack.

When our team met in person, we frequently used a brainstorming process Cal-IPGCA refers to as “Rapid Innovation.” Rapid Innovation forces participants to quickly write every idea they have for a given prompt and provides the opportunity to find both consensus of thought and standout ideas (Figure 1).

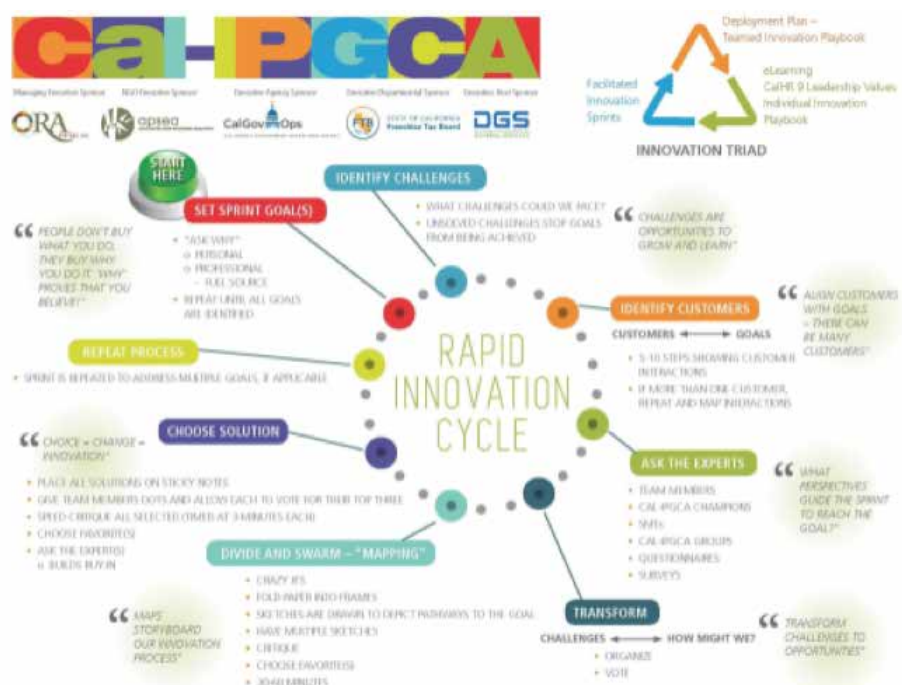


Figure 1: Rapid Innovation Cycle

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At one of our final meetings, Thea Kaiser, an outside design consultant assisted us with the creation of our user personas and the accompanying user flows. This experience helped us focus our vision on the customer experiences that we ultimately hope to create. Additionally, in our final offsite meeting, the team worked with Thea to finalize mockups of our application's appearance and functionality for our target user.

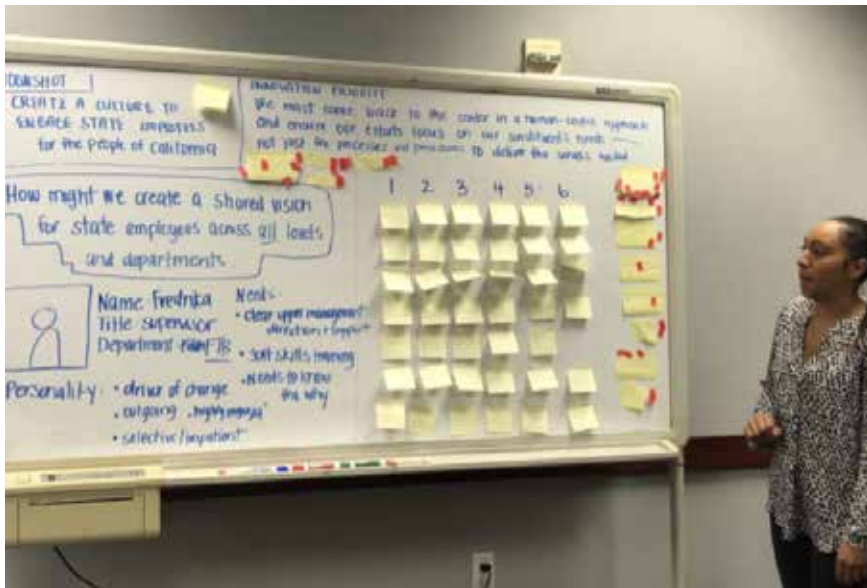


Figure 2: Developing User Flows with Thea

The Hackathon invited state, university, and private software and technology design enthusiasts to meet at the Franchise Tax Board to develop digital solutions for the Cal-IPGCA Cohort 2019 teams. CalTogether had 2 hackers, a software engineer with CalTrans and an employee from the IT department at Franchise Tax Board. They worked with the team in two different ways: to develop the prototype platform and to establish the information that would be available to our users.

The Hackathon allowed the team to get ideas from various people on how to add value through the application. At this event the team worked with coding experts to develop a prototype of the CalTogether platform. Using the base code from the CA.gov website, they were able to quickly assemble the platform. The use of CA.gov programming provides an appearance that is familiar to employees, making it quickly trusted and accepted. We agreed upon a single sign-on feature to use agency login information so people

could quickly and easily gain access to the platform without remembering an additional password. Thea has continued to assist CalTogether with further developing a prototype to visually and operationally convey the platform's functions.

What Exists

There are many state agencies that have developed innovative programs for recognition, knowledge-sharing, training, and mentorship. However, we would like to diminish the silos that currently hold these innovative models and ask our agencies to contribute their bold ideas for one unified California government. In our project, we will build upon some of the successful programs around the state and work toward a centralized location where we can all grow, share, and develop.

The PEEPS team from Cohort 2018 identified the value of having a single dashboard where information on professional development, training, personal growth, and mentoring resources could be stored. In their white paper, this dashboard was identified as the next step needed for more investigation and development. This starting block was used for the Cohort 2019, CalTogether team.

In the California state government, we have myriad examples of innovative employee engagement strategies: an app-based employee recognition program offered by CalSTRS, a mentorship program at CalTrans, monthly paid time off for professional development at CalOES, Emotional Intelligence (EI) training at CHHS, and more that the present team has yet to discover.

As state employees, we are one California. We receive our checks from SCO and use their website to look up our paydays and holidays. We check our health benefits and years of service on CalPERS.com. We use CalCareers to search for transfers and promotions available to us at agencies across the state.

Yet, if a state worker wants to know what they should expect in the way of training, mentoring, perks, or recognition at their next position at a new agency, they may not know where to look. A dedicated job hunter may use non-state platforms like Glassdoor and LinkedIn to try to reach out to strangers who might help them better understand agency

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cultures. However, to engage employees with the available resources, we need to provide this information readily to help them make informed choices and feel more in control over their future with the State.

Non-state entities like NxtGov and Cal-IPGCA offer incredible training, networking, and professional development opportunities for state workers. Governor Gavin Newsom insisted in an executive order that “the State must foster a culture conducive to innovation, including communicating and collaborating with the private and public sectors at the outset of a project to better clarify the State’s business requirements and social imperatives, and then evaluating working solutions before the State invests significant taxpayer dollars: Californians that emphasizes outcomes through collaborative and iterative learning.”⁴

However, many employees are unaware of the offerings that fulfill Governor Newsom’s vision because the resources are scattered across websites and file cabinets. Some of the most impressive resources remain siloed within agencies. If we want our workforce to stay engaged far into their careers and retain their skills and knowledge, it is essential that we make it easy for them to access a full spectrum of resources. We want California to be the employer of choice. We want rank and file and managerial staff alike be able to find what they need in a single place.

What People Want

Survey

In order to build on the framework the 2018 Cohort provided, we built a set of questions to be distributed in a survey across agencies in order to identify the most logical direction forward. These are the questions we used:

1. Overall, how satisfied are you with your organization?
 - a. Very Satisfied
 - b. Satisfied
 - c. Dissatisfied
 - d. Very Dissatisfied
2. Overall, how satisfied are you with your current job?
 - a. Very Satisfied
 - b. Satisfied
 - c. Dissatisfied
 - d. Very Dissatisfied
3. Is your work acknowledged in your organization?
 - a. Yes
 - b. No
4. What is your preferred way to learn or obtain additional information?
 - a. Email
 - b. App
 - c. Website
 - d. Text
 - e. Paper
 - f. Memo
 - g. Presentation
5. Would you like having a single-portal source of additional helpful information for your state employment?
 - a. Yes
 - b. No
6. Would you access this information outside of work hours?
 - a. Yes
 - b. No
7. Many organizations have provided self-assessments for employees such as Myers-Briggs, StrengthsFinder, DiSC, etc. Would having access to these be of interest to you?
 - a. Yes
 - b. No
8. Which of the following information would you use? (Check all that apply)
 - a. Professional Development
 - b. Training
 - c. Networking
 - d. Emotional Development
 - e. Career Maps
 - f. Coaching
 - g. Personal Development
 - h. Mentoring
 - i. Best Practices
 - j. Leadership Development
 - k. Career Development

Cohort 2019 Outcomes:

Team 3 - CalTogether

This survey was hosted and distributed by Cal-IPGCA in partnership with nFocus. Our survey distribution began on October 1st and closed on October 31st rather than October 10th as originally projected. Many of the state agencies that Cal-IPGCA leaders reached declined or were unable to distribute the survey, so the responses were limited. Reasons for not distributing the survey varied, including conflict with existing employee engagement surveys. The data was below statistical significance for the state employee population, so we have not included it in our analysis for the product.

The protective and siloed response to this survey distribution is a prime example of the risk-focused, guarded cultures that our project hopes to combat. A vision of one state workforce is essential to the success of our program, and the refusal to distribute our survey leaves us without data we hoped to use to finetune. CalTogether as an application, but with further anecdotal evidence of silo mentality. Still, this is a preview of challenges ahead when we ask departments to adopt our product.

Rapid Innovations

The CalTogether team used rapid innovations during the monthly classes, however, the majority of the information used to develop the platform's features was gathered during the Ask The Experts summits on August 5th and September 8th, 2019. We asked our champions, subject matter experts, and cohort peers the following questions:

1. What goals do you see for this Innovation Priority?
2. What do you see as the biggest/highest priority action within this Innovation Priority?
3. What challenges do you see for this Innovation Priority in achieving those goals?
4. What Data Analytics would you like to see come from the final product of this Innovation Priority?

Rapid innovation produces a plethora of data quickly by asking participants to write as many responses to each question as they can in a short time frame on small pieces of colorful paper. After the designated time, the paper is collected and responses are displayed on sticky sheets of fabric and photographed/documentated (see Figure 2). This process can be used in large or small groups to generate ideas and identify commonalities as well as reveal which solutions are truly novel.

“Rapid innovation produces a plethora of data quickly by asking participants to write as many responses to each question as they can in a short time frame on small pieces of colorful paper. After the designated time, the paper is collected and responses are displayed on sticky sheets of fabric and photographed/documentated (see Figure 2). This process can be used in large or small groups to generate ideas and identify commonalities as well as reveal which solutions are truly novel.”



Figure 3: Rapid Innovation Results

After each event, our team reviewed the responses, typed them, and identified themes. After creating summaries and pulling out key ideas, we organized the data into a spreadsheet (see Figure 3). The data collected in this way was fed into cohort-wide charts to be shared on the Day of Innovation. This process repeatedly demonstrated a few important ideas that innovators shared.

Cohort 2019 Outcomes:

Team 3 - CalTogether

- Goals
 - Prototype the application
 - Have the people be the focus of the application
 - Become a shared location for all departments/agencies so we can then in the future expand this app or duplicate it for the people of CA
 - Connect personal goals and professional goals
 - Give people have a means of defining/determining their purpose within their work
- Highest Priority Action
 - Define the User
 - Support from management
 - The ease/use of the app, how it looks, what it contains
 - Participation/buy-in at all levels
- Challenges
 - Concern about the host
 - Buy-in (from users, agencies, and IT)
 - Time to develop, promote, distribute, and train
 - Guarded silos that won't allow experts to shine outside their agencies
 - Human-centered products have human-centered problems (toxicity, competition, politics)
 - Requires a cultural shift from the stereotypical government worker who does their job, gets their benefits, and goes home
- Data
 - Need to determine what people want, and what adds value
 - Develop means of tracking clicks and most used modules

Responses to Question #1: What goals do you see for this IP?	
Inspire new ideas and willingness to share openly and without fear or judgement	Collaboration
Make collaboration and innovation a part and parcel of every state job	Collaboration
Break down faceless workforce mentality	Collaboration
Learn how to create the culture and buy in from all depts and trust the employees	Collaboration
Support from governors office and agency and dept directors to allow employees to share their ideas in solving state wide problems	Collaboration
Have ability to create focus groups on issues by reaching out to employees who have the knowledge, skills and abilities	Collaboration
Provide a frame work to move ideas from concepts to pilots to decisions upon imlementation	Collaboration
Top down and bottom up support	Collaboration
Better sharing of proven innovation in the state	Collaboration
Greater freedom for employees to adopt, adapt and improve on others innovations to fit their organizations	Collaboration
Encourage innovation and keep staff engaged and excited	Collaboration
Create and engage in inclusive environment and make it easy for people to find resources and connect with others	Collaboration
Create shared definition and understanding of engagement	Collaboration
Obtain inter agency agreements and share across platforms	Cross Agency
Goals have to cover or deal with a wide range of subjects and areas like HR, modern cultural norms, social science and privacy	Cross Agency
Support from Cal HR and DOF	Cross Agency
Find new ways to engage all employees	Employee
Invest in employees	Employee
Get employees who are passionate about the mission	Employee
Get employees who are happy at work and are happy to serve the end customer	Employee
What is an employees role in the own level of engagement	Employee
Make the app a resource for all employees and all levels	Employee
An app that is user friendly and relevant to share with employees	Employee
Make employees and constituents feel seen, heard, and not just numbers or cogs in a wheel	Employee
Get employees in jobs they are passionate about	Employee
Create positive reputations for state workers	Employee
Obtain funding and housing for app for maintenance	Financial
Define the place, person, or company that will house and maintain the app	Financial
Hiring the proper staff to build the app	Financial
Keep your app outside of government for maximum flexibility	Financial
Leaders will have and demonstrate the qualities of daring leaders	Leadership

Figure 4: Rapid Innovation Data Organized in a Spreadsheet

Team 3 - CalTogether

Champion Interviews

In an interview with PEEPS member Shkiba Samimi-Amri (CDHCS), we gained some critical insight. Shkiba recommended a system of agency liaisons and CalTogether ambassadors who volunteer to socialize the application in their workplace. These key players could easily be sourced by harnessing the existing community and network of passionate civil servants found in NxtGov and Cal-IPGCA Association. Through NxtGov we could give professional development talks and webinars to teach state employees about the application and guarantee a more successful adoption and use throughout the state.

Tonia Burgess, NxtGov Professional Development Executive and former Cal-IPGCA cohort-member offered some excellent insight as a twenty-year state employee well aware of the challenges our cross-departmental project might face. As a member of both NxtGov and Cal-IPGCA Association, she stressed the power that either or both of the groups might have as hosts for the app, and how clearly aligned our project is with both organizations' values. Tonia also emphasized the importance of allowing employees to access this information from anywhere (not just at their work computers where their supervisor may disapprove of their search for positions outside the agency), and allow for access outside of work hours.

In our discussion with Kathie Kishaba, the Deputy Director of the Department of Water (DWR) Resources Business Operations, the main take-away was ensuring that there was buy-in, and that departments would be able to align the application features and resources with the suggested activities for their employees. Kathie was very supportive of a resource for all employees to get more information on how they can develop personally and professionally, and mentioned that the resources that were included for the app aligned well with what she found in the results from the DWR employee engagement survey.

Greg Duncan, an IT specialist with the Department of Rehabilitation (DOR) had some very important considerations for our application. First and foremost, he stressed the importance of the app being accessible. Universal access should be at the forefront of our design. Additionally, he recommended that we develop a website, which is mobile-ready and allows for the information maintained on the site to feed into the application. This will allow for the information on the website to be maintainable by

“Determining why people stay, and not only why they leave, would be powerful data to collect from current state employees.”

current state employees and still support the flexibility of an application.

Karla Nemeth, Director of DWR, offered her advice on how to engage people in an organization that already has a good level of engagement. She emphasized the importance of listening to the people that work with you, and ensuring that our processes are efficient and effective. She mentioned there are a lot of work-arounds for difficult processes, and while that may be effective for the short term, it means we continue to function in a way that no longer serves the organization. Our team took away the importance of listening to users, and how critical it is to serve and consider their needs when we develop the app's functionality.

James Waterman, Senior Director of Strategic Relations at Singularity University, provided guidance to our team on how to approach the application in a way that would add value every day for its users. He emphasized a user-friendly design that would drive users back to the app regularly to find more information. He recommended that we gamify the application, perhaps with a badge feature to reward certain accomplishments. He also suggested creating feedback loops which allow the application to learn and inform itself based on the users' actions. This is an automated way to improve functionality. Users will also appreciate transparent communication about how the app is changing based on the feedback received from its users.

Erin Carvel from Employee Development Services at the Franchise Tax Board indicated that career mapping and planning for careers is important to people. Having a clearer and simplified job classification system is key to engaging employees. Allowing for these career maps to also be informed by the users personal profile can allow for the information to pull in self assessment results and suggestions. She also provided information on the California Network of Learning Professionals (CNLP) which can be provided as a resources through our application.

Additionally, determining why people stay, and not only why they leave, would be powerful data to collect from current state employees.

Team 3 - CalTogether

What Could Be

As a team, we created a unified vision for the dashboard that the 2018 Cohort team described. This web-based and mobile-ready platform will incorporate features based on our champion interviews, rapid innovation results, and hackathon partnerships.

Design

When accessing the platform, users will be prompted to create an account and fill out a profile. LinkedIn integration will speed up the account creation process. The user will not be required to input an inordinate amount of information or detail into their profile, but will be expected to provide basic information like their name, working title and department, and will be encouraged to provide sufficient detail to maximize the benefits of the program. A more basic profile will get a user started, but certain features will require a more detailed description of their experience and goals. Additionally, a user preferences survey will be developed to determine their areas of interest, learning preferences, and personality traits in order to customize the suggestion feature for different trainings, assessments, and articles. When users open the app or visit the web-based dashboard, they will find these primary modules to explore:

1. Plan (Calendar)
2. Develop (Career Development Tools)
3. Train (Diverse Training Pathways)
4. Grow (Personal Growth Resources)
5. Connect (Mentoring & Coaching Opportunities)

In addition, a sidebar will feature extra areas to peruse: a feedback portal, classification pathways, a list of all CA state agencies with links to their careers pages, and a section we playfully named “I bet you didn’t know . . .” which consists of a user-contributed lesser-known agency perks.

CalTogether Profiles

- Ability to auto-fill from personal LinkedIn profiles
- Skillset database including soft skills and abilities verified through training, education, and experience
- Headshots
- Agency, classification, working title, current location, years of state service, years in industry, education, registrations/licenses, hobbies, professional goals, self assessment results

“Providing centralized resources for people to grow in their career builds allegiance and will allow for people to better reap the long term benefits that state employment offers.”

- Badges for training attendance/skills
- Desired areas of growth

Plan (Calendar)

A calendar will display upcoming events offered by state agencies and the non-state entities that cater to civil servants in the user’s area. During account creation, a geographic region is selected and the calendar provides only events going on in the user’s area.⁵ Contributors to this calendar will include Cal-IPGCA Association, NxtGov, CalHR, SEIU 1000, PEGC, as well as champions from each agency and regions throughout the state (recruited during the dashboard socialization period). Users will be able to control the events that show up on myCalendar through category or key-word filters. For example, if a user would like to know about all upcoming events featuring job recruitment, specific to accounting careers, they can filter their results to show pertinent events in the geographical region they choose.

Develop (Career Development Tools)

The Develop section will open doors for employees to discover career development tools, including information on job opportunities and classification career-mapping. Currently the pathways an employee can take to grow through state government is not widely available, and this would provide a resource for people to see a customized growth path within government, and ultimately help retain talent. Providing centralized resources for people to grow in their career builds allegiance and will allow for people to better reap the long term benefits that state employment offers.

- Job Opportunities
 - Link to CalCareers
 - Provide instructions for strategic searches (by classification, skill, working title, or county)
 - Talent Assessment
 - Users complete an assessment (via O*Net)⁶
 - Careers are suggested based on interests and self-identified skills

Team 3 - CalTogether

- **Classification Career Mapping**

- Select classification then explore the potential pathways that the classification can offer
- Each classification in the chain can be clickable and link to the CalHR Classification Specification (which details the nature of the work and outlines minimum qualifications)

- **Professional Networks**

- A bank of searchable (tagged) descriptions of professional networks and associations available for state employees
 - Cal-IPGCA Association
 - NxtGov
 - ToastMasters
 - Innovative Pathways to Public Service
 - New Leaders Council
 - Industry-specific resources (dropdown menu of fields such as engineering, human resources, environmental science, auditing, contact center, data analytics, etc.)

- **Link back to calendar and events tagged “Grow”**

Train (Diverse Training Pathways)

Similar to other modules, Train will feed off information provided by the results of the user’s profile survey. While all state employees have access to CalHR’s training calendar as well as their own agency’s offerings, finding a good match for their particular needs or interests can be cumbersome and often frustrating. This area of CalTogether will aggregate events in one location not only to support their job functions, but also for upward mobility and expanding the user’s career horizons.

- **Calendar of events (all events tagged “Train”)**
- **Detailed descriptions for each training**
 - Location
 - Style (in-person, webinar, computer-based training)

- **Training sources**

- CalHR
- Agency-specific
 - Updated by each agency’s CalTogether liaison
 - Searchable by “department-only” or “open to other state employees”
- CalTogether Partners
 - Cal-IPGCA
 - NxtGov
- Community-contributed events (mediated by ambassadors and agency liaisons)

- **Link back to calendar and events tagged “Train”**

Grow (Personal Growth Resources)

Unlike the previous areas of CalTogether that focus on an employee’s professional path, these assessments and opportunities for growth recognize the whole person, not just their productivity. Mindfulness and social intelligence training is gaining momentum across the state and the private sector has long recognized its place in employee engagement. The following resources will be shared by the agency liaisons and CalTogether ambassadors.

- **Recommended reading**
- **Guided meditations**
- **Self-care and work/life balance articles**
- **Links to various personality assessments**
 - MBTI
 - Big Five
 - Enneagram
 - DiSC
 - Clifton StrengthsFinder
 - True Colors
- **Link back to calendar and events tagged “Grow”**

Team 3 - CalTogether

Connect (CalTogether Connections)

One of the most desirable features requested by our survey-takers, champions, and stakeholders has been a mentoring program. In a discussion with one of our champions, we explored the problematic nature of the term “mentoring” and decided to remove it from the name of this module. In order to avoid the linguistic implication of a hierarchy between participants, we are creating connections instead of mentoring relationships to promote a two-way partnership of learning, development, and growth.

- Uses all information on profile to match users with potential connections
- Brief Connections Survey
 - What are you looking for in your Connections experience? (check all that apply)
 - coaching
 - career path guidance
 - skills development
 - networking
 - brainstorming
 - What skills are you hoping to develop?

• work/life balance	• writing
• self awareness	• creativity
• listening	• managing up
• giving feedback	• time management
• personal why	• budgeting
• innovation	• leadership
- Scheduling coordination function
 - Availability (calendar sync)
 - Frequency of meetings (monthly, biweekly, weekly)
 - Location (excludes matches beyond a certain distance)
- Link back to calendar and events tagged “Connect”

“One of the most desirable features requested by our survey-takers, champions, and stakeholders has been a mentoring program. In a discussion with one of our champions, we explored the problematic nature of the term ‘mentoring’ and decided to remove it from the name of this module. In order to avoid the linguistic implication of a hierarchy between participants, we are creating connections instead of mentoring relationships to promote a two-way partnership of learning, development, and growth.”

UX and Future Directions

User Personas

The group brainstormed with Thea Kaiser to develop three user personas. This process helped us understand who are users are and how extremely different their needs might be. In this same session we developed a potential user flow that our first persona, Fredericka, might experience.

Frederika is a driver for change. She works hard and cares about her department moving forward. She’s outgoing and highly motivated, however, she can be selective and sometimes impatient.

Sam is disengaged and frustrated by the pace of government because they⁷ came from the private sector, and might go back. They are highly tech savvy, and are always looking for digital solutions to paper problems. Sam can often be heard saying “that’s not on my duty statement” to their coworkers and superiors.

Colin has been with his agency for 10 years. He does a good job, but is not inspired by his role. His coworkers often call him stubborn. He gives simple PowerPoint presentations to his business area about the progress his team has made, but when he’s asked to do an analytical task, he often needs assistance with basic functions in Excel.

Cohort 2019 Outcomes:

Team 3 - CalTogether

User Flows

The user flows shown below were created by Thea Kaiser, of Kaiser Designs. She incorporated our ideas with her expertise in creating a user interface that will feel familiar, and quickly trusted by California state employees with the CA.gov standard appearance. This user flow is a “click through” of what can be expected from our application interface.

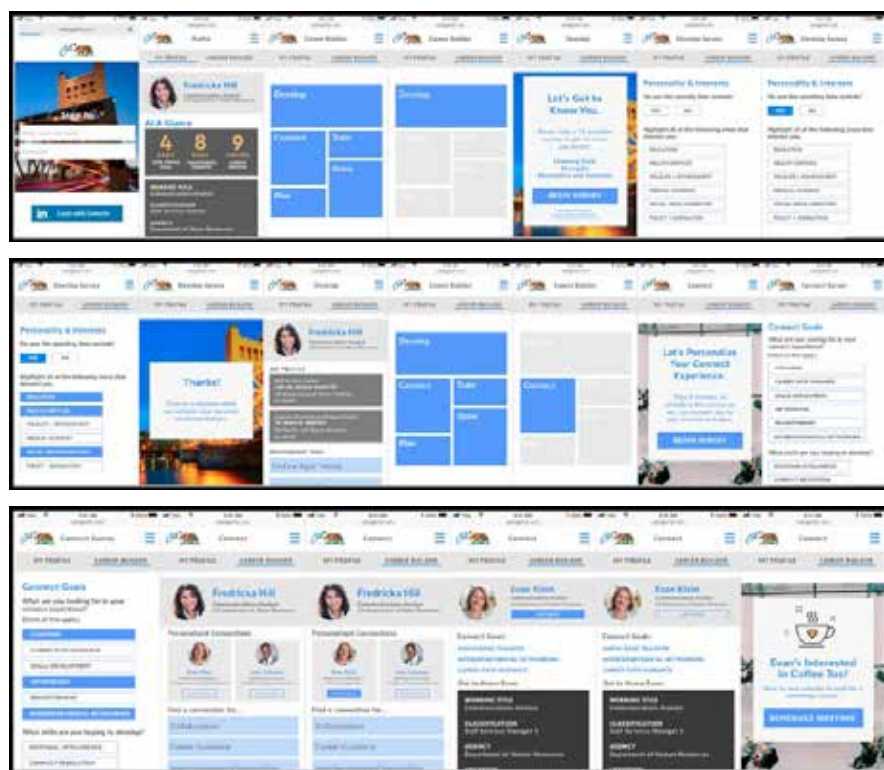


Figure 5: User Flows for Fredericka

“For our most immediate needs, the CalTogether team believes that the Cal-IPGCA Association has the passion, power, and potential to assist with the start-up. They hold the unique position of having an intimate knowledge of the project’s scope and an investment in the product effectively moving forward.”

Challenges and Future Directions

As with any innovation that strives to make a positive cultural change, implementing the CalTogether dashboard is not without its challenges. The CalTogether team reviewed the PEEPS white paper findings, listened to Cohort 2019 champions, and crowdsourced potential obstacles from other cohort members and champions. We identified four main areas where the CalTogether platform could face challenges: start-up & resources, roll-out & implementation, content management, and buy-in by key interest groups.

Start-Up/Resources

As with any undertaking in tech, funding for start-up and identifying a host are major concerns. The CalTogether team believes we have identified potential groups to take on the challenge of creating this human-centric application. Organizations such as NxtGov, the California Health and Human Services (CHHS) Office of Innovation, and the potential for a public/private partnership could help lead the way for this innovation priority. For our most immediate needs, the CalTogether team believes that the Cal-IPGCA Association has the passion, power, and potential to assist with the start-up. They hold the unique position of having an intimate knowledge of the project’s scope and an investment in the product effectively moving forward. Members of the Cal-IPGCA Association are aware of the need

for inclusive, accessible, human-centered design and the employee empowerment our product promises. With its agency and industry connections, collaborating with another group would be in perfect alignment with the group’s mission and goals.

Roll-Out/Implementation

We anticipate that getting users to the portal and keeping them engaged will be a challenge. Our implementation plan includes workshops, webinars, and hands-on demonstrations to potential users as part of the beta testing for the application. This will hopefully lead to quicker buy-in from the state agencies and employees we hope to serve. Staff resources to maintain the information and functionality of the application are essential, as learning algorithms can

Team 3 - CalTogether

have limitations. The team has extensively discussed the need for agency liaisons, application ambassadors, and various information campaigns targeted to the audience and presented by an internal spokesperson. From the rapid innovation we completed thus far, it was clear that rank and file employees will likely view this resource differently than supervisory users, and these considerations need to be incorporated during the campaign.

We also need a way to distinguish this application from existing portals and resources. In essence, the CalTogether app strives to be a vital resource to State employees, but if it cannot prove its value beyond the current CalCareers, CalHR, internal agency, and State of California resources, its true potential will not be realized. The messaging must be clear and must communicate why a centralized hub can engage employees in their lives and careers (value for the individual), increase employee retention (value for agencies), and keep quality employees in civil service (value for the State of California). The CalTogether team believes that through organizations like NxtGov and Cal-IPGCA as well as through agency liaisons and ambassadors, we can communicate the value added at every level.

We have developed a set of strategies to socialize our app and create long-term users. Through partnerships with Human Resources departments across the state, we hope to add the CalTogether app to employee orientation/onboarding schedules. This effort has the potential to create early habits among new-to-state employees, making our tool the first place they look for resources. HR professionals will also be key for the adoption of the app among established state workers. Career Development programs, Individualized Development Plans, and performance management programs could all benefit from referring employees to our app.

To ensure that all employees can access our resources, regardless of tech-savvy, tutorials will be shared on social media and in email blasts. A troubleshooting landing page will provide step-by-step guides for each module in the application. Educating users on the features of the app is vital so they can make the most out of the content accessible to them. Once the app has been rolled out and users begin to access it with greater frequency, maintaining ease of use and relevant content poses other challenges.

Content Management

Maintaining fresh and current content is the most important consideration once start-up and roll-out are completed. The

application needs to serve the people that access it to remain relevant and useful. Collecting data on the areas of the application people regularly visit can ensure energy is focused on updating and developing the modules people use the most.

Furthermore, direct user feedback through surveys and comment features will provide guidance on how to improve the product in future iterations.

Intuitive navigation through the application should be a central focus for developers. This means that we may have links to the same resource through different paths to serve different topic associations users may have. The human-centric design will create a personalization that will continuously feed information to the user that truly appeals to who they are and what is at their “center” rather than inundating them with information that may not appeal to them.

While creating their profile, the user will be able to provide as much or as little information as they desire about career, training, and other interests that will tailor their user experience to suit their needs. This individualistic approach will not only attract users, but keep them coming back.

Cyber security has been a concern throughout the development of the CalTogether concept. The 2018 cohort acknowledged this as a focus and our interactions with Cohort 2019 Champions and the hackers reinforced this concept. Utilizing the security resources the state already houses, however, will make it possible to offer customized value in a way that remains confidential and secure. Future work on the app should take care to consider the users’ concern with security and ensure we are able to provide it.

Buy-In

Buy-in for our application will begin with alpha testers (our first users). We expect these users will be members of NxtGov and the Cal-IPGCA Association. When the application is formally released, these alpha-testers will be encouraged to share the application with their LinkedIn connections and other social media networks. These users will be established as ambassadors at their agencies, where they will spread the word about the application’s capabilities.

Organizational ambassadors and sponsors will also promote via social and email campaigns. A small number of users at each agency (preferably in a position that directly connects to the promotion and adoption of CalTogether such as

Team 3 - CalTogether

Human Resources, IT, or Communications) will be designated the CalTogether Liaison for that agency. Targeted campaigns will be shared through these liaisons for each business area (HR, IT, and Communications) so these key groups can assist with the socialization of the product.

While the heart of the CalTogether app is the user, we acknowledge that state employees' careers are an intricate web of individual desires channeled into agency goals, personnel rules and protocols, and bargaining unit MOUs. Engagement with these groups (agencies, regulatory bodies, and unions) will be important so that they understand that the CalTogether app is ultimately designed to retain our most valued employees. Movement between agencies is already commonplace, but understanding the singular vision for a stronger, better California is part of the cultural shift our application supports. Agencies are not served by keeping employees who are not engaged in their missions, so making this value added by the CalTogether application clear will increase agency support of our efforts to help state workers find the best possible fit in California government.

Acknowledgments

The previous team from Cal-IPGCA's 2018 Cohort Team 3: Produce Empowering Environments for People Statewide (PEEPS) laid the foundation for our project and provided a great deal of the preliminary research we used for our project. Those members were: Shkiba Amri (CalOES), Aman Thiara (CalOES), Elizabeth Steffensen (DOR), Leslie Taylor (CSD), and Ajay Goyal (DWR).

This year's team included Gene Romagna (DMV), Bill Fallai (EDD), Paul Kaiser (FTB), Courtney King (CalSTRS), Jodi Lopez (CalOES), Morgan O'Brien (DWR), David Rizzardo (DWR), and Kamie Sharma (FTB). We were assisted by our facilitators, Mimi Fitzsimon (FTB) and Aman Thiara (CalOES).



Figure 3: CalTogether Group Photo

Our champions:

Karla Nemeth (DWR) Kathie Kishaba (DWR)
Shkiba Samimi-Amri (CDHCS) Tonia Burgess (DGS)
Tamara Srzentic (CHHS) Felicia Borges (CalHR) Erin Carvel (FTB)
Greg Duncan (DOR)
James Waterman (Singularity University)

Our hackers:

Sim Litt (CalTrans)
Thea Kaiser (Kaiser Designs) Janean Pritchard (FTB)

References

1. PEEPS Whitepaper (2018)
2. Adapted from PEEPS (2018). The previous team looked at both state workers and their constituents, exploring resources for both employees and the public. The 2019 team chose to focus exclusively on the engagement of employees, therefore we have excluded the resources for the public from our study.
3. CalHR survey results
4. Executive Order N-04-19
5. State employees further from the capitol (particularly those in far northern remote areas) can get frustrated when inundated with opportunities offered to Sacramentoans and not to employees in their region. It will be important to find champions to assist with the calendar feature in locations further from Sacramento.
6. O*Net is a job placement tool offered by the U.S. Department of Labor that offers a list of occupations that fit your preferences after a brief assessment.
7. Using the singular non-binary "they" in a user persona is the bare minimum a developer can do to be inclusive of our workforce. We hope to involve the experiences and needs of our broad spectrum of California state employees in all of our alpha testing and pilot programs.

Cohort 2019 Outcomes:

Team 4 Code 3



Innovation Priority:
**Managing Priorities Amidst
Disaster**

Team 4: [Presentation Video](#)

Team 4: [Presentation PDF](#)

Table of Contents

Executive Summary	i
Previous Cohort	i
Urgency	ii
Continuity Planning Workgroup	ii
Background	iii
Surveys	iii
Annual Assessments - 1st Survey	iii
Continuity Essential Elements	iv
SEP Capability Cross-walk - 2nd Survey	iv
Continuity Planning Guidance	v
Continuity Planning Way Forward	vi
Statewide Emergency Response Group (SERG) - 3rd Survey	vi
Cal SERG	vi
VEST	viii
What We're Doing Now	viii
Conclusion	ix
Code 3 Team	ix

Team 4 - Code 3

Moonshot

Mature the operational readiness of California State Agencies and Departments by identifying and cross training organizational staff in both continuity and disaster response skill sets, which feeds into the Statewide Emergency Response Group (SERG) database.

Executive Summary

The best part of our government is designed to assist people in times of need, during times of disaster. California's 2018 fires resulted in 125 lives lost, over 1.8 million acres burned, and over 23,000 homes and buildings destroyed. In 2018, the governor proclaimed 16 State of Emergencies. During these state of emergencies the California Governor's Office of Emergency Services (Cal OES) is granted broad authority to obtain any necessary resource on behalf of the governor in order to save lives, protect property, and protect the environment, as authorized in the California Emergency Services Act.

Cal OES utilizes the mission tasking authorities to request state agency assistance to address immediate needs required by the disaster. Due to the critical nature of these responses, all state departments must reprioritize their workload in order to fulfill the mission. Our state departments and agencies face significant challenges in managing their mission critical priorities and addressing the response and recovery requirements during a disaster.

Over the past five years Cal OES issued almost 4,000 mission tasks assignments to multiple state entities. Although these missions are critical to public safety, departments are hindered in supporting their respective mission when staff are redirected from day-to-day workload and assigned to work on disaster-specific tasks. This creates a back-log in work, delays in delivering services and assistance to the public, and puts the state at risk in areas on non-compliance with regulations, legislation, and other policy areas.

Given this new normal, state agencies must take a more proactive planning process to be ready to address the immediate needs caused by the disaster as well as ensure that their priority workload and essential functions continue. Due to the overwhelming nature of disasters, a new process must be implemented to assist in identifying available resources that can help bridge the gap.

We must innovate our disaster response techniques, capabilities, and ensure adequate staffing levels during

“Given this new normal, state agencies must take a more proactive planning process to be ready to address the immediate needs caused by the disaster as well as ensure that their priority workload and essential functions continue. Due to the overwhelming nature of disasters, a new process must be implemented to assist in identifying available resources that can help bridge the gap.”

any type of disruption. The ultimate goal of continuity planning is to ensure that the state is able to continue its vital governmental services and operations under all conditions. State agencies must have plans in place to carry out their departmental essential functions without interruption even while responding to statewide emergencies and disasters.

To enhance California's existing continuity program and to better prepare state agencies, this white paper proposes the incorporation of new concepts to the existing state program into a revised continuity guide. The additional elements introduced here are critical to establishing and maintaining a comprehensive and effective organizational capability for state departments when they are called upon to actively respond to state disasters. This guidance requires departments to assess their statutory and mission critical responsibilities and plan how to continue meeting these responsibilities while a large number of staff deploy for disaster response. These guidelines include recommendations for a surge capacity workforce to meet the additional human resource requirements during a disaster.

Previous Cohort

Cohort 2019 built upon Cohort 2018's moonshot which detailed the necessity of socializing continuity planning to ensure the State of California can proactively manage their mission critical priorities during a disaster. It is imperative all state agencies create and maintain a continuity planning guide to maintain their governmental obligations. Cohort 2018 stated that state agencies must have continuity plans in place to carry out their essential functions without interruption while responding to State emergencies and disasters. To better prepare state agencies, they recommended

Team 4 - Code 3

incorporating new elements to the current continuity guide which will allow departments to assess their statutory and mission critical responsibilities. In addition, how to continue meeting those responsibilities when their staff are deployed during disaster response and recovery.

Cohort 2018 provided recommendations for human resource changes such as utilizing retired annuitants who have experience in disaster response and recovery, student assistants, and volunteer state personnel to establish a volunteer program to aid in disaster response and recovery. They communicated the potential in providing state management with a template or plan and resources to create a continuity plan or update their current continuity plan so that the state is proactive and not reactive during disaster response and recovery.

Urgency

In their 2018 white paper, last year's disaster response planning cohort underlined the urgency of expanding the continuity of government using the example of the Camp Fire, California's deadliest and most destructive wildfire to date.

Continuing disaster response and recovery needs experienced by communities in 2019 underline the critical need for coordinated continuity planning that ensures the State of California can provide vital government services and operations under all conditions.

From October 23 – November 6, 2019 the Kincade Fire burned 77,758 acres, threatened over 90,000 structures and caused widespread evacuations throughout almost all of Sonoma County. It was the largest fire in Sonoma County's history, as well the largest fire of the 2019 season.

From both the Camp Fire and the Kincade Fire, it is clear we are living a new kind of normal. This heightened fire risk has brought about new challenges for California in 2019, including wide-scale power shut offs that lasted several days and even weeks.

For example, from October 9 through October 12, PG&E shut off power to approximately 732,248 customers in 35 counties. 30,000 of these customers had special energy needs due to medical conditions. 23,000 customers were not notified at all and PG&E's website was down intermittently throughout the event.

In the face of the many inadequacies and lack of preparedness in PG&E's October power shut off, state

agencies were brought in to support communities and ensure better future coordination. These included but were not limited to California Health and Human Services Agency, the Department of Technology, the Department of General Services, the Cal OES, the California Public Utilities Commission and the California Department of Forestry and Fire Prevention.

The amount of state government resources redirected during the public power safety shut offs is one of many examples that underline the urgency of disaster response planning for a resilient California.

Continuity Planning Workgroup

Departments and agencies face significant challenges in determining their mission critical priorities and staff, especially under the strain and immediacy assessing response and recovery needs after disaster. Preparation of continuity plans must occur now to mitigate the large-scale impact that agencies and departments face during disasters that can last several months and even years.

Our team recommends the establishment of a continuity planning workgroup at the agency secretary level.

The key goals of this workgroup would be:

- To assess and strengthen California's existing continuity planning and response guidance
- Assess the current state of stakeholder continuity plans
- To ensure and enforce the requirement that all state departments have an updated continuity plan

Staff support and coordination for this workgroup could be coordinated through Cal OES, as they are currently expanding their continuity planning unit.

“Departments and agencies face significant challenges in determining their mission critical priorities and staff, especially under the strain and immediacy assessing response and recovery needs after disaster. Preparation of continuity plans must occur now to mitigate the large-scale impact that agencies and departments face during disasters that can last several months and even years.”

Team 4 - Code 3

This workgroup would be an opportunity to socialize continuity planning at the highest levels of state government as well as foster interdepartmental communication and community.

Background

These 2 tables show the past two years of state activations and the involvement of state employees to perform disaster response, which is most likely out of their normal / daily work requirements.

Calendar Year 2018			
Total Number of Events / Disasters	Total Number of Days under Disaster Response	Total Number of State Agencies Activated	Total Number of Staff Activated for Disaster Response
7	101	38	1124
CALENDAR YEAR 2018			
Total Number of Events / Disasters	Total Number of Days under Disaster Response	Total Number of State Agencies Activated	Total Number of Staff Activated for Disaster Response
5	43	17	608

Surveys

This “white-paper” invested in to three surveys. The first two: **(1) Continuity Essential Elements Annual Assessment** and **(2) State Emergency Plan (SEP) Capability Cross-walk** centered on learning how state agencies and departments’ continuity plans enable the performance of their organizational essential functions and services. The third survey **(3) State Emergency Response Group (SERG)**—described later in this paper—focuses on external information needed to develop the requirements for (SERG) database.

Annual Assessments – 1st Survey

Cal OES has authority to require State Agencies and Departments to perform an Annual Assessments of [their] organization’s continuity plan. This assessment is based on ten (10) elements of viable continuity capability, which when infused throughout one’s COOP plan, the organization can expect to be poised for efficient performance of their organizational essential functions and services.

In order for COHORT 2019 to better understand the overall disposition of state agency / department COOP plans, Cal OES conducted an internal survey of the annual assessments received by state agencies and departments. The table below depicts the identified concerns and comments from the internal assessment. The assessment comments are not all inclusive; they do provide a “general awareness” on which continuity elements have a higher degree of concern.

Cohort 2019 Outcomes:

Team 4 - Code 3

(Continuity Essential Elements Annual Assessment)

Continuity Essential Elements Annual Assessment	Assessment Comments
<input type="checkbox"/> Program Plans and Procedures (Program Management)	<ul style="list-style-type: none"> Assessments show some COOP plans Essential Functions (EFs) have minimal alignment with identified threats to facilities and operations. Assessments show some COOP plans do not include all stakeholders / departments that support organizational essential business functions.
<input type="checkbox"/> Essential Functions (EFs)	<ul style="list-style-type: none"> Assessments show some COOP plans lack logistical support and resource requirements to re-establish and sustain essential function
<input type="checkbox"/> Lines of Succession / Delegation of Authority	<ul style="list-style-type: none"> Assessments show some COOP plans do not completely describe lines of succession
<input type="checkbox"/> Continuity Facilities	<ul style="list-style-type: none"> Assessments show some COOP plans lack pre-positioned resources or contingency contracts with appropriate resource providers
<input type="checkbox"/> Continuity Communications/IT Systems Recovery	<ul style="list-style-type: none"> Assessments show some COOP plans lack procedures or plans for communications and/or IT Systems that support essential business functions.
<input type="checkbox"/> Human Resources	<ul style="list-style-type: none"> Assessments show some COOP plans lack procedures for non-continuity staff and employees
<input type="checkbox"/> Essential Records Management	<ul style="list-style-type: none"> Assessments show some COOP plans lack the identification of essential operational and legal/financial records
<input type="checkbox"/> Tests, Training, and Exercises	<ul style="list-style-type: none"> Assessments show some COOP plans lack refresher orientation for Continuity staff and inter-agency stakeholders
<input type="checkbox"/> Devolution of Control and Direction	<ul style="list-style-type: none"> Assessments show some COOP plans lack necessary resources to facilitate the ability to perform essential functions at the devolution site
<input type="checkbox"/> Reconstitution/Recovery Operations	<ul style="list-style-type: none"> Assessments show some COOP plans lack operational plans to transition from Continuity status to efficient normal operations

SEP Capability Cross-walk – 2nd Survey

As this “white-paper” moves forward with an outcome of the development of the SERG database, it was necessary to understand how California State Agencies / Departments interact with each other, specifically in disaster response capabilities.

The following table, which was queried from the State Emergency Plan (SEP), depicts typical capabilities needed during a disaster and how many state agencies / departments share in similar response capabilities. This SEP cross-walk is meant to highlight where disaster response staffing capabilities for the SERG database can be resourced.

Team 4 - Code 3

(State Emergency Plan (SEP) Capability Cross-walk)

Capability	State Agencies / Departments Providing "Like" Capability
Care and Shelter	20
Communication	8
Construction & Engineering	21
Cyber Security	6
Fire & Rescue	12
Food & Agriculture	6
Hazardous Materials	22
Law Enforcement	25
Management	24
Oil Spills	1
Public Health & Medical	28
Public Information	27
Recovery	24
Resources	34
Transportation	7
Utilities	13
Volunteers and Donation Management	9

“COHORT 2019’s way forward describes a progressive approach to engage state agencies and departments to become pro-active in organizational resiliency and disaster response planning.”

Continuity Planning Guidance

COHORT 2018 described four “opportunities” that set the framework for COHORT 2019’s “Way Forward” agenda (see **Continuity Planning Way Forward**) on the following page.

The 1st opportunity was a deliverable to “provide managers statewide with a template / plan / checklist.” COHORT 2019 sees meeting this opportunity with revision of the current Cal OES statewide guidance, thereby, creating a uniform template for organizations to follow.

The 2nd recognized opportunity entails state agencies and departments “to be proactive in early planning.” COHORT 2019’s way forward describes a progressive approach to engage state agencies and departments to become pro-active in organizational resiliency and disaster response planning. COHORT 2019’s progressive approach affirms that state agencies and departments first become familiar with continuity planning principals, followed by an “internal assessment” of the organization’s continuity plan – as outlined in the Cal OES Statewide Continuity Guidance. This self-assessment matures the organization to become intimately familiar with their own continuity plan, thereby, setting the conditions for formulating resilient plans.

The 3rd opportunity leads to “better awareness tools needed for Human Resources and department policies.” COHORT 2019 aims to capitalize on the work that state agencies and departments have performed through pro-active continuity and disaster response planning and assessments. COHORT 2019, through collaboration with Cal OES, will work to develop a SERG database – and/or expand upon existing technologies – that will house names of state employees, which can be readily accessed by an organization for response to a continuity event, or statewide disasters. This database will make searching for trained staff to backfill vacated organizational positions during continuity or disaster response more efficient and timely.

The 4th opportunity highlights the awareness to secure public trust with state and federal agencies. In order to build this trust, COHORT 2019’s way forward recognizes that by embedding in California legislation directives for state agencies / departments to “stay engage” in organizational resilience planning.

Cohort 2019 Outcomes:

Team 4 - Code 3

(Continuity Planning Way Forward)

	Activity	Outcome	Time Frame
Phase II	Revise Statewide Continuity Guidance, which includes the integration of parent organization disaster response requirements	Cal OES revises statewide continuity guidance that incorporates statewide disaster response in organizational COOP planning	04/2020
	Socialize Continuity Planning Principals	State Agencies and Departments recognize essential functions (COOP & Disaster Response)	On-Going
	Perform COOP Assessments	State Agencies and Departments recognize potential gaps in their performance of essential functions	Annual
	Agencies / Departments update Administrative Orders (AOs)	Through COOP assessments, State Agencies and Departments identify both organizational continuity and response requirements enabling the update of AOs	On-Going
	Cal OES facilitates the development of Statewide Emergency Response Group (SERG) Database	SERG database enables State Agencies and Departments to augment staff shortages during disaster response with trained personnel	6 mo. after funding for surge capacity program
Phase II	Develop new Executive Order that encompasses requirements for State Agencies and Departments to develop, implement, and maintain COOP planning, training, and exercise	Establishes statutory authority that mandates State Agencies and Departments to prepare all-hazard plans (continuity and disaster response) that protects the performance of organizational essential functions and services	9 mo. after funding for surge capacity program
Phase III	Perform inter-agency test, training and exercises	Demonstrates the abilities for State Agencies and Departments to perform essential functions and services	13 mo. after funding for surge capacity program

Statewide Emergency Response Group (SERG) – 3rd Survey

Cal SERG

While California needs to be fully prepared for the next large scale disaster, the Cal SERG could be the answer to staffing during and after a large scale incident. Disasters can last well over a year when taking into consideration the response and recovery times. Cal SERG would allow state employees to self-register themselves into the database which could then be used by Cal OES to pull staffing resources in all different disciplines. There would be multiple options in the database that people could volunteer for like:

- Working an Operation Center
- In the Field
- Mass Care and Shelter
- Animal Shelter
- Backfill

“COHORT 2019, through collaboration with Cal OES, will work to develop a SERG database – and/or expand upon existing technologies – that will house names of state employees, which can be readily accessed by an organization for response to a continuity event, or statewide disasters.”

Since Cal OES would be managing the system, they would collect information from volunteers like:

- Name
- Address
- Work Address
- Contact Phone Number(s)
- Skills

Team 4 - Code 3

This database would have a verification process that would include and upload section for training certificates or credentialed positions as well as a supervisory approval from the volunteer's agency. Cal OES would then be able to use the database to request assistance from personnel throughout the state, in all disciplines, to respond to a decided location.

Having these kinds of resources throughout the state would not only be beneficial for response times but also employee burnout. For example, if a large scale disaster occurred in Southern California and certified personnel were no longer available from responding agencies, Cal OES could use Cal SERG to locate and deploy staff to the designated area in a moment's notice.

Before creating a database like this, we thought it would be a good idea to find out if people would even be interested in volunteering in some way during or after a disaster. We created questions for a statewide survey and asked the following question:

In What Ways Could Your Organization Assist in Future Disaster Response/Recovery Efforts?
(Multiple responses were allowed)

Chart 1.1



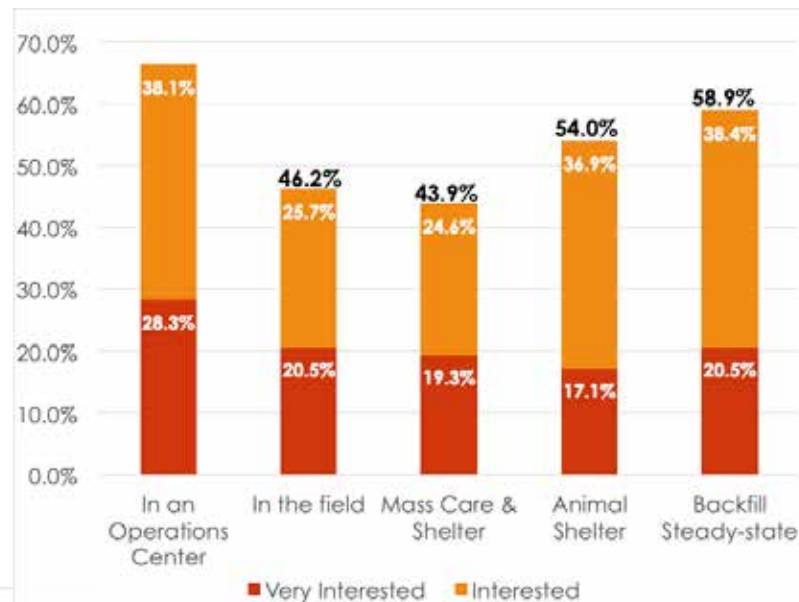
In looking at the responses on Chart 1.1, over 77% of state employees agreed that their agency could provide staffing in future emergency disaster response/recovery efforts. In addition to staffing, employees felt they had the ability to facilitate training and have facilities necessary during times of disaster.

In taking it a step further, we wanted to know how interested employees would be with assisting during and after a disaster.

In the same statewide survey we asked the following question:

If California Was To Implement Statewide Incident Response Teams Comprised of Volunteers, How Interested Would You Be in Serving? (Multiple responses allowed)

Chart 1.2



In looking at the responses on Chart 1.2 it appears that there is an average of over fifty percent of people willing to assist in almost any of the capacities discussed in the survey. This means there could be a plethora of people to choose from when a disaster occurred that could respond throughout the state. These resources could be pulled almost instantaneously with a system like Cal SERG.

Team 4 - Code 3

VEST

It is also recommended that Cal OES work with the California Department of Social Services (CDSS) Disaster Services Bureau (DSB) and get information from their Volunteer Emergency Services Team (VEST) program. A VEST member remains in their current position with the State of California, but basically agrees to be redirected temporarily to the DSB during an emergency or disaster response, if their work schedule and work load permits. VEST members must have their supervisor's permission to join VEST and also must get supervisor clearance for each deployment.

VEST members may enjoy up to ten days of training a year in disaster-related topics. In addition to the various trainings, the potential exists to be assigned to an operation during an emergency or disaster. Assignments may depend upon the training a VEST member has received. VEST members may be deployed to DSB's Department Operations Center or to another operation anywhere in California where the need exists. Some of these operations include disaster shelters and Local Assistance Centers. Deployments are generally for a minimum of five days and a maximum of 15 days, depending upon the mission. Sometimes VEST members are asked to deploy in a matter of hours of first notification, after receiving clearance from their supervisors.

Becoming a VEST member is an opportunity for state employees to assist the California public in times of emergencies or disasters in Government-directed recovery operations. It is also an opportunity to receive training and do something outside of employees normal work routine.

What We're Doing Now

Our recommendation is to mature continuity planning by surveying the current continuity plans. Not all state agencies have continuity plans or their continuity plans are outdated. The next step is to work with Cal OES to outline current best practices and socialize those practices throughout all state agency continuity plans. State agencies may have different mission critical functions and a universal continuity plan may not be ideal, however, a state agency will be better prepared if they had an outline for continuity planning and response guidance.

“Our recommendation is to mature continuity planning by surveying the current continuity plans. Not all state agencies have continuity plans or their continuity plans are outdated. The next step is to work with Cal OES to outline current best practices and socialize those practices throughout all state agency continuity plans. State agencies may have different mission critical functions and a universal continuity plan may not be ideal, however, a state agency will be better prepared if they had an outline for continuity planning and response guidance.”

Cohort 2018 recommended the use of a new database or expanding the current boomerang database. Cohort 2019's recommendation built upon Cohort 2018's in that a new volunteer database should be created and managed by Cal OES. The database would be called California State Employees Response Group, or Cal SERG. The database would be volunteer based and initially created for state employees, however, our recommendation is to eventually expand it to include volunteers at the local level or the public. Ideally, the Cal SERG would house information pertinent to disaster response and recovery. Information in the database will include items such as the volunteer's certification, knowledge, skills, abilities, location, availability, etc. This database would be easily accessible to administrators to access necessary information to contact volunteers when their services are needed during disaster response and recovery.

Team 4 - Code 3

Conclusion

Disasters in California are becoming more complex, with their impacts becoming more destructive than ever. It is imperative that California innovates its disaster response techniques, capabilities, and ensure adequate staffing levels during any type of disruption. State agencies must have plans in place to respond to statewide emergencies and disasters, while maintaining essential functions.

This white paper proposed the incorporation of new concepts to the existing state continuity program into a revised continuity guide. The additional elements introduced are critical to establishing and maintaining a comprehensive and effective organizational capability for state departments when they are called upon to actively respond to state disasters. This guidance requires departments to assess their statutory and mission critical responsibilities and plan how to continue meeting these responsibilities while a large number of staff deploy for disaster response. These guidelines include recommendations for a surge capacity workforce to meet the additional human resource requirements during a disaster.

State agencies must take a more proactive planning process to be ready to address the immediate needs caused by the disaster as well as ensure that their priority workload and essential functions continue. Due to the overwhelming nature of disasters, a new process must be implemented to assist in identifying available resources that can help bridge the gap. Doing so will create a more resilient California; one that can recover from any disaster, while mitigating impact of future threats.

“Disasters in California are becoming more complex, with their impacts becoming more destructive than ever. It is imperative that California innovates its disaster response techniques, capabilities, and ensure adequate staffing levels during any type of disruption. State agencies must have plans in place to respond to statewide emergencies and disasters, while maintaining essential functions.”

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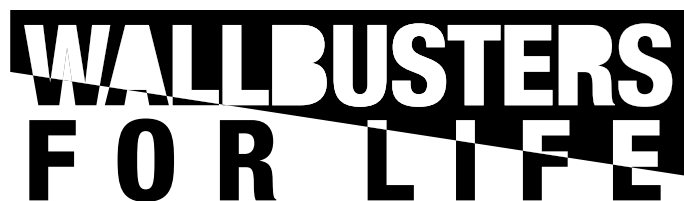
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Cohort 2019 Outcomes:

Team 5

Wall Busters for Life



Innovation Priority:

Transforming Silo Mentality In
California State Government

Team 5: [Presentation Video](#)

Team 5: [Presentation PDF](#)

“Let us begin a movement to transform silo mentality in California State government to be more responsive to the people we serve, better stewards of public resources, and an Employer of Choice.”

Table of Contents

Executive Summary	2
Innovation Priority/Problem Statement	2
Moonshot	3
Urgency	4
Eliminating Silos in Government	
The Silo Mentality: How to break down the barriers	
Opportunity and Outcomes	4
Motivating and Incentivizing Employees	4
Resources	5
Collaboration Tools and Training	5
Getting Started	6
The Silo Mentality: How to break down the barriers	
Creating a Unified Vision	
Working Towards Achieving a Common Goal	
Establishing Guiding Principles	
Implementation Strategies and Practices	
Creating an Authentic Forum for Employees to Collaborate	7
Building a State Agency Collaboration Network	
Incentives for Participation of Agency/ Department Employees	
Collaboration Network Solution Features	
Building a Movement	
Accountability	9
Metrics	10
Employee Recognition	11
Recognition Program Elements	
Goals and Objectives of an Employee Recognition Program	
References	12
Team 5 Members	12

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Executive Summary

Silos restrict agility and response time to change, and they stifle solutions to increase efficiency and productivity. The silo mentality within State government contributes to a culture of resource hoarding and non-cohesive environments that prohibits growth and fosters duplication of work.

Transforming silo mentality builds a culture of innovation needed to respond to challenges of a digital society and to meet the needs of our constituent communities. This is accomplished through the alignment of broad goals, guiding principles, and strategies at all levels of State government.

California must build an authentic forum for State employees to collaborate—for example a State Agency Collaboration Network comprised of people, processes, tools, and training—to empower and enable employees to rapidly share knowledge, skills, abilities, and resources; and foster the agile interagency collaboration essential to deliver a California for All.

In this paper, Team 5 recommends steps and milestones for conducting a pilot project to test the effectiveness of a State Agency Collaboration Network that would be completed before, and help frame, the Innovation Priorities for the Cal-IPGCA 2020 Cohort.

Innovation Priority/Problem Statement

Our team has carefully assessed the feedback we have received from numerous leaders within State government as well as wider industry research. We maintain that the silo mentality within State government contributes to a culture of resource hoarding and non-cohesive environments that prohibits growth and fosters duplication of work. The inherent characteristics/consequences of silo mentality are many:

- Silo mentality begins at the level of our beliefs and places restrictive boundaries that inhibit employee engagement and programmatic organizational productivity.
- Silo mentality is inward looking and resists sharing information, resources and ideas with other people or departments.
- Silos restrict agility and response to real-time change when, out of fear or protectionism, managers and department policies stifle staff efforts to innovate or problem-solve. Innovative solutions can lead to an increased efficiency and productivity for all service providers.
- Silo mentality includes lack of oversight, poor communication, lack of integrity and transparency, lack of clarity or prioritization, disjointed implementation, fragmented or duplicated work, narrow risk assessment, wasted resources, untapped information, and inevitable higher cost.

CURRENT STATE



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“Silo mentality begins at the level of our beliefs and places restrictive boundaries that inhibit employee engagement and programmatic organizational productivity.”

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Moonshot

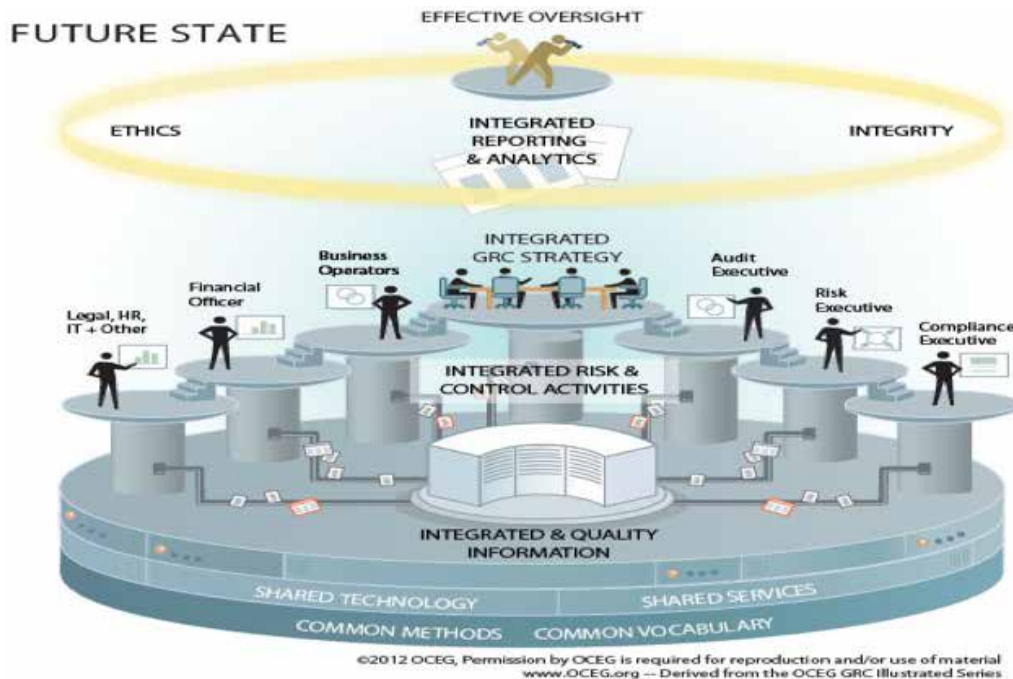
We aim to transform silo mentality in State government such that we each become more responsive to the people we serve and become better stewards of public resources. The moonshot is for State government to become the employer of choice. This can be accomplished through the alignment of broad goals, guiding principles, and strategies at all levels of State government.

We want to empower our workforce to enable communication to flow freely between organizations and reward innovation. California will build a "State Agency Collaboration Network" that fosters agile inter-agency collaboration by empowering all employees to readily share information, resources, and best practices. Together, we will enable agencies to better anticipate the challenges of tomorrow and deliver a California for All. This new network will:

- **Change our culture:** Transforming silo mentality builds a culture conducive to innovation that improves response to real-time challenges of our digital society and that meets the needs of constituent communities.

"We want to empower our workforce to enable communication to flow freely between organizations and reward innovation. California will build a 'State Agency Collaboration Network' that fosters agile inter-agency collaboration by empowering all employees to readily share information, resources, and best practices. Together, we will enable agencies to better anticipate the challenges of tomorrow and deliver a California for All."

- **Enable breakthrough outcomes:** This transformation creates conditions where doors to policy barriers are opened, bias and competition are replaced by a pervasive unified response, and breakthrough outcomes are achieved in days—not months or years. For example, significant breakthroughs are achieved during emergency responses that spotlight exceptional performance and leadership at all strata of government. This occurs when agencies work together across organizational boundaries.



- **Transform employee engagement, innovation and transparency:** Other positive outcomes include better State employee mobility between agencies, greater employee retention, less retraining, better organizational readiness, integrity and transparency, integrated analyses and reporting, risk intelligence, higher quality data and information, shared expertise, services, business processes/practices, technology/tools, consistent State policies, and common methods and terminology.

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Urgency

Eliminating Silos in Government

<https://www.governing.com/columns/mgmt-insights/Eliminating-Silos-in-Government.html>

¹“Good management in state and local government demands that people work together in pursuit of important—often cross-cutting—goals, such as lower crime, improved education and faster commutes. Surprisingly, despite many state and local officials lamenting the problem of silos in their governments, many still exist.

The problem with silos is that they cause people to focus insularly on the specific mission contained within their agency. For example, fighting crime doesn’t just involve the public safety department, but also human services agencies and education departments. If fighting crime is a priority, then why are efforts towards that goal often scattered across separate agencies that don’t necessarily collaborate and communicate with each other? Government must ensure that the structure and procedures necessary to see the big picture and accomplish the broad goals are in place and enabled.

To truly understand the problems caused by silos in government, one needs to look no further than state and local economic-development initiatives. At the very least, government should be structured to ensure that people working in various silos are working together, communicating and pursuing broader common goals together.

Combining agencies and departments isn’t always necessary if a structure is created to allow agencies to communicate and collaborate in achieving their goals. What is important is creating bridges across silos, improving communication between departments and ensuring that they are working efficiently toward the same goals. For, ultimately, all public servants have the same goal: to improve the quality of life for citizens.”

The Silo Mentality: How to break down the barriers

<https://www.forbes.com/sites/brentgleeson/2013/10/02/the-silo-mentality-how-to-break-down-the-barriers/#3aabb12d8c7e>

²“The silo mindset does not appear accidentally nor is it a coincidence that most organizations struggle with

“Ultimately, all public servants have the same goal: to improve the quality of life for citizens.”

interdepartmental turf wars. When we take a deeper look at the root cause of these issues, we find that often silos are the result of a conflicted leadership team.

Many executives may look at their organization and dismiss department inefficiencies and lack of cross-functional solutions with immature employees, lack of basic training, or simply the inability for some employees to play nicely with one another. Unfortunately, while these behaviors may be a result of the silo mentality; it is not the root cause... It is the responsibility of the leadership team to recognize this and rise above to create effective, long-term solutions that are scalable, executable, and realistic.”

Opportunity and Outcomes

The intended outcomes and benefits of reducing institutional silos are many:

- Increased communication, coordination, and collaboration among State agencies
- Stronger partnerships with federal, tribal, state and local governments, non-governmental organizations, the private sector, and the public
- Increased effectiveness through leveraging of existing networks, relationships, and multiagency venues
- Improved consistency and sharing of expertise, data, information, best practices, technology, tools, knowledge, and science among State agencies and with its partners and customers
- Better alignment across State agencies concerning planning, policies, regulations, and investments

Motivating and Incentivizing Employees

“Motivation can vary across teams and, most importantly, across individuals. What really defines a successful manager is one who can identify key components that motivate each of their employees and how to communicate this effectively to a wide range of audiences. Once the common goal has been identified, each member of the management team must incentivize their employees accordingly.

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If your common goal is to revamp the reputation of your agency, then one of your objectives might be to improve the quality of your services. If the objective is to improve the quality of your services, then your employee incentives should be designed to maximize this desired result.

For example, someone that is providing customer services might receive an incentive tied to increasing customer satisfaction. Incentives will go a long way to motivate employees; however, it is not all that is needed. Managers should remember that motivation encompasses a wide variety of tactics, including common interests, individual investment in growth, shared voice, and positive words of encouragement.

All of the tactics described within Motivation are designed to avoid the “it’s not my job” attitude and encourage input, team work, and—most importantly—productivity.”

Resources

The State Agency Collaboration Network will depend on human and financial resources to function, and it will not require new budget appropriations. The Cal-IPGCA Association members will provide the initial driving force to introduce the network to their agencies, departments, and organizations as experts to promote its integration into the local culture of innovation. In addition to providing connections for open communication between organizations, the Network will develop and provide access to an online platform that enables collaboration across different organizations. This will be modeled after the CA Health and Human Services Agency (CHHS) Office of Innovation’s Open Opportunities online platform, which enables collaboration across different programs within the CHHS. Here, CHHS managers or project leads can post project or task requests using the platform and CHHS employees can voluntarily

work on the project or task. Open Opportunities uses staff resources and gives staff the option to work on projects or tasks outside of their regular duties, gain additional knowledge about other organizations, and may allow them to work on a project that unites their passion with their knowledge and skills. Volunteers are supported by professional development budgets in their existing programs. In turn, project managers are incented to participate to access human and financial resources to help close temporary or permanent gaps in their resource needs. Development of a statewide platform will require budget resources to establish and operate.

Collaboration Tools and Training

Administrative and technology tools and training will help support and advance the State Agency Collaboration Network. As part of the Cal-IPGCA Cohort 2019, Team 5 identified several tools and training programs currently in use in State government or prototypes developed by the other Cohort 2019 teams. These tools include, but are not limited to:

- California Open Data—statewide open data portal developed by Government Operations Agency to improve collaboration and expand transparency to promote innovation and increased effectiveness. www.data.ca.gov
- Open Opportunities – match State employee skills with needed services
- Open Connections – engagement application
- Open Internships – recruitment application
- Single Sign-On State Portal – to promote engagement and digital upskilling of State employees, California residents, and businesses; customizable profile and dashboards; personal assistant application; learning management system; track outcomes with performance indicators; etc.
- Disaster Response Portal – establish State employee user groups; skills and availability application to recruit response and backfill volunteers; curate services (e.g., child care); engagement campaign.

“If your common goal is to revamp the reputation of your agency, then one of your objectives might be to improve the quality of your services. If the objective is to improve the quality of your services, then your employee incentives should be designed to maximize this desired result.”

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Getting Started

The Silo Mentality: How to break down the barriers

<https://www.forbes.com/sites/brentgleeson/2013/10/02/the-silo-mentality-how-to-break-down-the-barriers/#3aabb12d8c7e>

“Creating bridges across silos, improving communication between departments, and ensuring they are working efficiently toward the same goals is critical to make the State Government Collaboration Network a success. The ultimate goal is to improve the quality of life for citizens by delivering exceptional services through interagency collaboration.

Breaking down silos requires State agencies to think and act differently. The transformation process involves several steps:

- Create a Unified Vision
- Work Towards Achieving a Common Goal
- Establish Guiding Principles
- Motivate and Incentivize Employees
- Execute Plan and Measure the Results
- Collaborate and Create an Authentic Forum for Employee to Collaborate”

Creating a Unified Vision

“It is imperative that the leadership team agree to a common and unified vision for the State Government Collaboration Network. There must be a substantial level of executive buy in as well as core understanding of the long-term goals, department/agency objectives, and key initiatives within the leadership team before implementing these strategies within these departments.

A unified leadership team will encourage trust, create empowerment, and break managers out of their “my department” mentality and into the “our organization” mentality. The unified vision will allow State Government to better serve their constituents and encourage employees to become more engaged in delivering exceptional services to their constituents and to the customers they serve within their organization.”

Working Towards Achieving a Common Goal

“The leadership team needs to first agree to the over-arching unified vision for the State Government Collaboration Network and how it will interact/operate with its partners (other agencies, departments, private companies). Following this, it is important that this team determines underlying root problems that may be causing the ripple effect of silos. Often there are multiple tactical goals and objectives identified, but it is up to the Leadership team to remain on task and define the single, qualitative focus that is shared among them. This must be the top priority.

Once the “elephant in the room” has been identified, it is important that all executives and all members of management work together towards achieving this common goal. It is also important that all employees are aware of this objective and understand how they can make an impact individually.”

Establishing Guiding Principles

A State Government Collaboration Network that fosters agile inter-agency collaboration is most effective when participating agencies adopt the following principles:

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

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Implementation Strategies and Practices

These strategies and practices have proven effective at bridging organizational silos. They:

1. Involve State agencies with overlapping authorities at the beginning and throughout their business and planning process; and engage representatives from federal, tribal, and local governments, non-governmental organizations, private sector, and public
2. Engage staff and make resources available to help the alignment of their plans, programs, policies, regulations, and investments
3. Develop clear and concise problem statements, intended outcomes, and progress indicators
4. Document significant agreements and commitments, and acknowledge and respect areas of disagreement
5. Develop common terminology (data dictionary) and consistent data/information exchange systems
6. Coordinate research, data collection, and information exchange activities
7. Build internal support, provide necessary training, and provide clear direction to staff to improve, align, and transform processes and administrative tools
8. Adopt collaborative adaptive management with stakeholder involvement with actions that involve considerable risk and uncertainty
9. Hire, assign, or train staff with collaboration and conflict resolution knowledge, skills, and abilities (KSA), whose primary job is to work with other State, federal, tribal, regional, and local agencies, organizations, and communities; and involve objective, third-party facilitation as needed to guide public engagement, build trust, and resolve conflicts

“There is nothing more powerful in any organization than having all employees rowing fiercely in the same direction.”

Creating an Authentic Forum for Employees to Collaborate

The famous quote by Francis Bacon, “knowledge is power,” has a very pivotal role in modern organizations. There are a few key factors in creating a thriving and productive team: knowledge, collaboration, creativity, and confidence. Without these four basic factors any team is destined to fail. To encourage your teams to exhibit all four of these traits, it is recommended that management allows and fosters cross-departmental interaction.

The exchange of knowledge and the collaboration that will inevitably take place between teams is extremely useful and valuable to all involved. To maximize collaboration, knowledge, creativity and confidence, we suggest that management personnel work to reduce unnecessary long and frequent meetings, build out accessible and small meeting rooms, implements a cross-departmental training/ education system, and encourages constructive feedback from outside departments.

Breaking down silos is not an easy task for any organization; however, the avoidance of these issues will continue to be detrimental to the employees and ultimately the overall health of the organization. The five steps laid out within the article *The Silo Mentality: How to break down the barriers* are designed to help facilitate a unified vision and establish realistic steps to provide team members with a clear purpose and means to accomplish the ultimate common goal. There is nothing more powerful in any organization than having all employees rowing fiercely in the same direction.

Building a State Agency Collaboration Network

Instead of creating new institutions or organizational structures to manage alignment, agencies are encouraged to utilize self-organizing networking principles, practices, and tools that lead to coordination and collaboration outside of traditional silos and hierarchical management approaches. A network does not alter agencies’ authority or responsibility and is achieved by agencies working together—early and often.

The State of California should deploy the Cal-IPGCA Association membership and other existing collaborative efforts across State services to establish and support a State Agency Collaboration Network. This Network should be engaged to demonstrate a working model of cross-pollination and ideation across the state. This network can systematically strengthen communication and collaboration,

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incentivize and assimilate innovation, evaluate risks and opportunities, and maintain an inventory of communication and planning best practices and tools across State agencies.

To be effective and durable, the State Agency Collaboration Network should be sponsored by cabinet-level State leaders who make decisions and commit resources at the agency level. The Cal-IPGCA sponsoring agencies (Cal-GovOps, Cal-HR, and DGS) and board members (e.g., the Strategic Growth Council, comprised of OPR, CNRA, Cal-EPA, CDFA, DHHS, and a public member) are strategically positioned to inform State agencies about the network and support network operations with in-kind services.

State Agencies could be empowered to participate in the Network through the issuance of an Executive Order that instructs State agencies to sign onto a Collaboration Network Resolution. This resolution will expressly commit agencies to grant employees with access to the network and to further support its goals, guiding principles, and strategies.

The existing Cal-IPGCA Association can help operationalize (and potentially become) the network, develop the Collaboration Network Charter, provide updates to the network sponsors, and recommend improvements as needed. The State Agency Collaboration Network would become a functional component of the Cal-IPGCA program and its annual cohorts. The Network Charter would describe the intended outcomes, roles, responsibilities, and performance indicators for participating State agencies.

Incentives for Participation of Agency/Department Employees

1. Allocate time for employees to incorporate collaboration projects within and outside their agencies as part of their professional development.
2. Allocate budgets for collaboration projects.
3. Give recognition to departments and employees that collaborate on projects.
4. Integrate collaboration efforts into employee performance reviews.
5. Pre-authorize programs to pull resources from other organizations to help solve urgent problems before they become a crisis.

Collaboration Network Solution Features

1. Provide a platform for Departments to post projects they want to collaborate on and the specific services required.
2. Provide ability for departments to post projects permit employees with the necessary expertise and available time to respond to posted collaboration projects.
3. Allow service providers and other subject matter experts to opt-in to a notification email list to learn about new collaboration opportunities.
4. Provide employees ability to post collaboration opportunities.
5. Provide departments and employees ability to post discussion topics related to business challenges for feedback from State staff and the public.
6. Provide the ability for the public to post discussion topics that could improve State government.
7. Provide ability to flag content as inappropriate.
8. Leverage LinkedIn profiles to finding certifications and expertise for state employees.
9. Allow employees to build connections and focus groups.
10. Foster open communication between State employees.
11. Provide platform for knowing what people within and outside of an employee's department need.
12. Share information about case studies, solutions, processes, best practices, etc.
13. Show what your team has done related to specific topics.
14. Demonstrate that departments are championing the collaboration network.
15. Make it easy to get/find information.
16. Enable employees to easily network with other employees across agencies on common functions (for example, the over 1,500 employees with procurement responsibilities).
17. Enable employees to create a detailed searchable profile, and post skillsets needed for a project.
18. Automatically connect employees with similar skills.
19. Inventory State department business roles, like procurement and case management.
20. Enable employees to post ideas for improving government.
21. Provide a way to vote on new ideas.
22. Allow employees to post interest in mentoring others or posts to be mentored.

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23. Allow employees to post content and collaborate regardless of classification.
24. Harness the knowledge, skills and abilities across State agencies to solve problems and provide services.
25. Provide methods for tagging content: internal, benefits to constituents, etc.
26. Ensure transparency of content and metrics for measuring benefits for collaborating.

Building a Movement

1. Utilize management 'champions' to begin the movement and culture change necessary to make this initiative happen.
2. Incorporate collaboration concepts, techniques into management and executive leadership courses.
3. Make sure the leaders in an organization understand the current tools/techniques for quickly identifying and working with teams to solve business challenges.
4. Provide employees flexibility to collaborate outside of their teams.
5. Provide ways to adapt to a fast-paced ever-changing landscape to solve problems.
6. Don't assume that your team has the best solution/ideas.

7. Change competing interests into collaborative exchanges.
8. Change hiring practices to include finding employees that want to collaborate.
9. Develop a unified pitch to management.

Accountability

Once the State Agency Collaboration Network has established and prioritized the problems they want to solve, it then needs to develop a project plan to execute and measure them.

The leadership team must establish a time frame to complete the common goal, benchmarks for success and delegate specific tasks and objectives to other members of the management team. Regularly scheduled meetings with the intention to hold each employee accountable against their assigned task should be held.

Accountability is vital to all successful organizations. This is an integral component that ensures the timely completion of tasks, projects and efficient operation of the organization. Having measurable tasks with checkpoints, schedules, and staff are key elements of accountability.

Milestones for a pilot project to test Network effectiveness include but are not limited to:

Pilot Project/ Assignment	Staff Responsible	Steps to Accomplish Project/Assignment	Est. Completion/ Update Dates
Cal-IPGCA Association to Operationalize Network	Team 5	1. Meet with Association to discuss White Paper and identify next steps for Pilot 2. Share video with Association of Team Project	End of October 2019
Inventory Collaboration Tools and Training	Team 5	1. Meet with Tamara Srzentic, Deputy Director of California Health and Human Services Agency to discuss tools available	10/11/2019
Draft Charter for Collaboration Network Pilot	Team 5	1. Develop Charter and content 2. Review Association Charter 3. Consider adding content to Association Charter	Fall 2019
Work with Government Ops about Executive Sponsorship for transforming silo mentality a priority	Team 5	1. Obtain Govt Ops point of contact from Rebekah. 2. Schedule a meeting to discuss scope of project and executive sponsorship of network	Fall 2019
Plan and initiate Collaboration Network Pilot Project	Team 5	1. Work with Association and 2019 Cohort Teams on Pilot Project tools 2. Develop project management plan	Winter 2020
Share Pilot Project findings and recommendations with 2020 Cohort of Cal-IPGCA	Team 5	1. Track and report Pilot Project results 2. Share results with Cal-IPGCA Program Sponsors & Board 3. Inform Innovation Priorities for 2020 Cohort	Spring 2020

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Metrics

“Mark Ghilarducci, Director of the Office of Emergency Services stated *“I think that it’s important, as a leader, to clearly articulate the vision and mission of the organization consistently, believing it, living it, and then building metrics around that vision and mission.”*

Collaboration arises from a specific desire (or requirement) then proceeds through a cooperative process involving people with their unique views and contributions. Therefore, the development of metrics for a collaborative effort needs to be as unique and fluid as the collaboration effort requires. To monitor and evaluate collaboration performance, participating agencies should develop performance measures or other contribution tracking approaches that relate to identified outcome(s). Key performance indicators (KPIs) allow for the measurement of specific and critical areas. KPIs should be identified throughout the collaboration process to assist the agencies in determining the validity of the collaboration process (CP) and make improvements.

When determining what metrics to collect, users should distinguish between measurements of output and measurements of outcome. Outputs are what is created at the

end of a process and tells the story of what an organization produced or quantifies its activities. They can be seen as units of delivery of a service and are usually tangible. However, outcomes address the value or impact of your services and identifies the level of performance or achievement that occurred as a result of a process and/or service. Outcomes are the consequences of complementary outputs and are indicators of the success of an organization’s outputs. To put it another way, who cares how quickly a surgeon preforms an operation if the patient does not survive.

Separating the collaboration process into manageable sections and applying relevant KPIs will assist in the determination to move forward with, make adjustments to, or terminate a proposed idea (or solution). Each section should have a distinct purpose related to the collaboration process. For example, the collaborative process for an innovative idea/solution could be segmented into the Sourcing Phase, Choosing Phase, and Utilization Phase. The Sourcing Section would refer to the soliciting of ideas, the Choosing Section would refer to the selection of which idea(s) to act on, and the Utilization Section refers to activities for developing, proving, and launching an idea. The following KPIs could be useful:

SOURCING PHASE		
METRIC	PURPOSE (WHY)	CALCULATION (HOW)
Idea submitters’ demographics	<ul style="list-style-type: none"> This serves as a measurement of engagement which is a human centric indicator. 	This can, in part, be accomplished by collecting information such as the idea submitter’s organization and job title.
CHOOSING PHASE		
METRIC	PURPOSE (WHY)	CALCULATION (HOW)
Decision duration	<ul style="list-style-type: none"> The time value of money supports moving sooner than later on ideas that have value. Delays signal a lack of commitment from the decision maker(s) and can diminish participant engagement. This measurement is an indicator of decision makers’ impact on innovative process. 	Measure the time between when an idea moves from the Choosing Phase to the Utilization Phase.
Development iteration	<ul style="list-style-type: none"> Data collected can provides lessons learned to improve future solicitation efforts. 	Count the number of times (and reasons) an idea submitter is asked to provide additional information or development of their solution.
UTILIZATION PHASE		
METRIC	PURPOSE (WHY)	CALCULATION (HOW)
Team assemble	<ul style="list-style-type: none"> Use this information to assemble a diverse and inclusive team/workgroup to maximize the probability of success. Cognitive diversity is a key driver of value. (reference: 5’The Difference: How the Power of Diversity Creates Better Groups...’ by Prof. Scott E. Page) 	Collect information related to team members’ experiences, education, training, and interest.

Team 5 - Wall Busters for Life

Employee Recognition

Employee recognition programs offer benefits not only for the employees, but for their agency/department as well. This includes:

- Increased employee morale
- Increased productivity
- Increased positive employee commitment and loyalty
- Decreased turnover and increased retention of mid to high performers

Employees not only want good pay and benefits, they also want to be valued and appreciated for their work. They want to be treated fairly, do work that is important, have advancement opportunities, and engage in opportunities to be involved in the agency.

Recognition and rewards play an important role in work unit and agency programs that can attract and retain their employees. It is the day-to-day interactions that make employees feel that their contributions are appreciated and that they are recognized for their own unique qualities. This type of recognition may contribute to high morale in the work environment. It's therefore extremely important that managers, who communicate the agency goals to employees, are included in the development of recognition programs.

Recognition Program Elements

TO SENIOR MANAGEMENT	TO EMPLOYEES	TO MANAGERS OF PROGRAM
Increases productivity	Satisfies recognition needs	Includes efficient administration
Produces Return On Investment (ROI)	Creates positive recognition experience	Excites employees
Improves attitudes	Provides a wide selection of attractive, personalized awards	Creates pride
Builds loyalty and commitment	Provides timeliness of recognition	Pleases management
Builds loyalty and commitment	Guarantees quality of award	Involves all employees
Generates positive feedback	Fosters open communication of appreciation	Develops a partnership with the workforce
Empowers the workforce Assures efficiency		

Source: O.C. Tanner, 2000

“Employees not only want good pay and benefits, they also want to be valued and appreciated for their work.”

Goals and Objectives of an Employee Recognition Program

- Recognize and promote positive behaviors that support individual, groups, divisions and departments in achieving the agencies mission, vision, and values
- Assist in creating a culture of mutual respect, reward, and recognition for employees at all levels
- Provide timely recognition to employees in a monetary/non-monetary award based on the significance of the contribution
- Improve employee productivity and quality of work
 - The Governor of California, the Governor's Cabinet, and Agency Heads support programs within the agencies and State Government to recognize the contributions of their employees.

“I think that it's important, as a leader, to clearly articulate the vision and mission of the organization consistently, believing it, living it, and then building metrics around that vision and mission.”

—Mark Ghilarducci, Director of the Office of Emergency Services

Team 5 - Wall Busters for Life

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Team 5 Members

Every successful project effort, especially as it relates to this topic, requires a team of dedicated, creative, inspirational, supportive, resilient, and open-minded people that understand the need to change State government and break down silos. Our team consisted of a diverse group of inter-agency participants.

Name	Department
Jacqueline Barton	Department of General Services
Aborina Crowell	California Department of Corrections and Rehabilitation
Nathan Gargiulo	California Department of Motor Vehicles
Rebekah Gibson	Government Operations Agency
Kamyar Guivetchi	Department of Water Resources
Sean M. Harrison	California Department of Forestry and Fire Protection
Gregory Kiefer	Kiefer Consulting, Inc.
Steve Kotani	ORA Systems
Leandra Kruger	California Department of Motor Vehicles
Jim Long	Department of Water Resources

Cal-IPGCA COHORT 2019 NEXT STEPS

PILOT PROJECT TO TEST COHORT 2019 MOONSHOT PROTOTYPES



Cal-IPGCA Association and Innovation Force

California must build an authentic forum for State employees to collaborate -- for example a State Agency Collaboration Network comprised of people, processes, tools, and training—to empower and enable employees to rapidly share knowledge, skills, abilities, and resources; and foster the agile interagency collaboration essential to deliver a California for All.

The Cal-IPGCA Association and Innovation Force propose a pilot project to integrate and beta test Moonshot prototypes developed by the Cal-IPGCA Cohort 2019 teams to address four Innovation Priorities and Prototypes:

- **Team Two: Digital Upskilling - “Digi Up Transformers”**

- **PROBLEM STATEMENT:** California State government must upskill and right-skill the workforce in order to optimize innovative and collaborative technologies that will improve how services are delivered to all Californians.

- **MOONSHOT:** Transform California State government through global collaborative partnerships to drive innovative technology changes for the delivery of government services.

- **PROTOTYPE:** Single Sign-on and CalTalent

- **Team 3: Back to the Center - Innovation in a Humancentric Environment – “CalTogether”**

- **PROBLEM STATEMENT:** Cultures that stifle employee engagement create negative impacts on the people of California.

- **MOONSHOT:** Create a culture to engage state employees for the people of California

- **PROTOTYPE:** CalTogether Web-Application

“On multiple fronts, I’m observing that the use of collaboration networks (and network theory) can provide the right balance of structure, flexibility, identity, and distributed leadership. This is what we need—to align people, processes, and technology and tools to SPAN (not bust) our institutional, professional, political, technical, place-based, business and economic, and spiritual SILOS.”

—Kamyar Guivetchi, Manager, Statewide Integrated Water Management, Cal-IPGCA 2017 and 2019 (Master’s Program)

- **Team 4: Managing Priorities Amidst Disaster - “Code 3”**

- **PROBLEM STATEMENT:** Keeping up with existing mission critical program priorities while supporting communities who are dealing with complex response and recovery needs has placed significant pressure on numerous departments and agencies. Departments and agencies face significant challenges in determining their mission critical priorities and staff, especially under the strain and immediacy assessing response and recovery needs after disaster. How can state agencies maintain functions when personnel and even whole units are pulled from primary functions and sent forward to respond to disaster?

- **MOONSHOT:** During COHORT 2018, Team 4 (Boom CEOs) published a “white-paper” that recognized the “...ultimate goal of Continuity Planning is to ensure that the State of California is able to continue its vital governmental services and operations under all conditions”. Boom CEO’s “white-paper” concluded with a recommendation for updating Continuity Planning and Response Guidance. COHORT 2019 Team 4 (Code 3)

Cal-IPGCA COHORT 2019 NEXT STEPS

will build-upon COHORT 2018's conclusion(s) by maturing continuity planning steps that: (1) survey the posture of stakeholder continuity plans; (2) socialize current best practices in continuity planning; and (3) develop an outline for continuity planning and response guidance.

- **PROTOTYPE:** State Emergency Response Group

- **Team 5: Transforming Silo Mentality / State Agency Collaboration Network - "Wall Busters"**

- **PROBLEM STATEMENT:** The silo mentality within State government contributes to a culture of resource hoarding and non-cohesive environments that prohibits growth and fosters duplication of work.

- **MOONSHOT:** We aim to transform silo mentality in State government such that we each become more responsive to the people we serve and become better stewards of public resources. The moonshot is for State government to become the employer of choice. This can be accomplished through the alignment of broad goals and guiding principles at all levels of State government. We want to empower our workforce to enable communication to flow freely between organizations and reward innovation. California will build a "State Agency Collaboration Network" that fosters agile inter-agency collaboration by empowering all employees to readily share information, resources, and best practices. Together, we will enable agencies to better anticipate the challenges of tomorrow and deliver a California for All.

- **PROTOTYPE:** State Agency Collaboration Network

"California must build an authentic forum for State employees to collaborate... and foster the agile interagency collaboration essential to deliver a California for All."

"For the first time, Cohort 2019 convened the Innovation Force team by combining two members from each innovation team."

PILOT PURPOSE:

The pilot project would test the Moonshot Prototypes as described in the Cohort 2019 team white papers and/or presentations, comprised of people (human systems), processes (business practices), and tools (technology). The pilot project would be completed in Spring 2020 and its lessons learned would help frame the Cal-IPGCA Cohort 2020 Innovation Priorities.

BACKGROUND

For the first time, Cohort 2019 convened the Innovation Force team by combining two members from each innovation team. As an overarching team, the Innovation Force provided a cross-collaborating integration between all innovation priorities and teams, identified interdependencies that exist, reduced redundancy of effort, a catalyst in development of trust and teamwork among all participants, thereby enhancing the performance and outcome of every team.

PARTICIPATION

For the pilot project, the Cal-IPGCA Association would represent a State Agency Collaboration Network, as the cornerstone for testing the processes and technologies of the other prototypes. With about 400 members representing nearly 48 State departments, the Association is an ideal network. The pilot project team would consist of Innovation Force and Association members and develop a project charter describing its scope, activities, deliverables, budget, and schedule. Cal-IPGCA members would serve on a volunteer basis, and would be able to select areas of interest for contribution, based on their specific skills, capabilities and motivations.

Cal-IPGCA COHORT 2019 NEXT STEPS

GUIDING PRINCIPLES

During the pilot project, a State Agency Collaboration Network that fosters agile inter-agency collaboration is most effective when participating agencies adopt the following principles:

1. Respect and value the roles and responsibilities of other agencies
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 project planning and implementation
5. Empower agile interagency teams to define problems, find solutions, and/or resolve challenges
6. Seek small, early successes that can lead to broader solutions for larger issues
7. Use science and technology as important foundations for planning and policy and consider new approaches to resolve long-standing issues
8. Provide a learning environment conducive to developing/sharing best practices
9. Use an outcome-based approach at a regional scale for setting State policies, programs, regulations, and investments
3. Identify areas of agreement and non-alignment and move forward with a collectively developed plan
4. Adopt collaborative adaptive management for all-party involvement with actions that involve considerable risk and uncertainty
5. Engage staff and make resources available to help the alignment of their plans, programs, policies, and regulations
6. Coordinate research and data collection activities among programs

PROJECT TEAM ACTIVITIES AND MILESTONES

1. Convene pilot project team and develop project charter and plan
2. Develop State Agency Collaboration Network Charter (member roles and responsibilities)
3. Define beta-test versions of the other Cohort 2019 Moonshot prototypes (processes / tools)
4. Collaboration Network deploys processes and tools
5. Track and evaluate effectiveness of the Collaboration Network – people, processes, and tools
6. Report pilot project results to Cal-IPGCA leaders and board, including the future role of the Association as a State Agency Collaboration Network
7. Help frame Cohort 2020 Innovation Priorities based on pilot project lessons learned

PILOT ACTIVITIES

When working on collaboration and alignment with agencies, pilot project participating departments and team members will strive to:

1. Involve other agencies with overlapping authorities at the beginning and throughout their planning process; including representatives state, federal, tribal, and local government
2. Start the process by providing clear and concise preliminary goals and objectives

“Strive for shared ownership of State policies and practices aligned with common or consistent goals and services.”