Cal-IPGCA

COHORT 2021 Outcomes by the Numbers

The Calculus of Cal-IPGCA's 2000% Skyrocketing Growth!

Since 2012, through the California Innovation Playbook for Government Change Agents (Cal-IPGCA), ORA Systems, Inc., of California, has trained pioneers of innovation and change for the State of California. Professional development hours meet the State of California biennial leadership training requirements. (GC19995.4).

Painting the Landscape of Government Innovation in California – An Executive Summary of People, Process, & Technology

Cal-IPGCA finds that the State of California must build an authentic, inclusive, and diverse forum for its 240,000-strong workforce, if that workforce is to collaborate efficiently and effectively across the State's 237 agencies, departments, boards, and commissions. Such a forum is essential to working more nimbly with the private sector, as well. The Cohort 2021 findings reinforced that the State needs a State Agency Collaboration Network (SACNet) to empower and enable its employees and organizations to rapidly share knowledge, skills, abilities, and resources, and to foster the agile interagency collaboration essential to deliver a California for All.

Cal-IPGCA Cohort 2021 recognizes that integration of people, process, and technology is key to a resilient California government. Cohort 2021 outcomes were built upon the outcomes of Cohort 2019. The O.N.E. Integrators Team had representatives from the four Cohort 2021 Moonshot Teams, namely the SACNet Pilots, Teleteam, M&M, and Unifiers. The O.N.E. Integrators, standing for Opening Minds, Networking Agencies, and Expanding Connections, provided opportunities for cross-collaboration and integration among all innovation priorities and teams. We also identified interdependencies and synergies, reduced redundancy of effort, and enhanced the performance and outcomes of every team.

MISSION, VISION & VALUES

MISSION

To innovate a resilient California that cross-pollinates people, processes, and technologies as it taps into and accesses the comprehensive capabilities of its workforce to collaboratively address the challenges and emergencies of the State and to meet and serve the dynamic needs of constituent communities.

VISION

From within and across government foster a culture conducive to innovation as **One System. One State. One World.** We are independent departments but collectively we are the great State of California. As one system of government we tap into and access the vast skills and capabilities of our workforce to meet our challenges and serve the unique needs of our constituents at the pace of change.

VALUES

We Challenge. Build. Transform and Thrive. We **"Challenge"** through the activation of our enterprise-wide innovation priorities under the strategic advisory of our leaders. We **"Build"** through the development of our Moonshot projects that co-create exponential improvement. We **"Transform"** through co-creative rapid innovation. We **"Thrive"** through accelerated cycles of growth as we tap into and engage the vast resources of our state's 240,000 strong workforce. Independently, our diversity is strength. Interdependently as a force of nature…we're unstoppable!

[APPROACH]

EXECUTIVE ORDER

Governor Newsom's Innovation Sprint Executive Order N-04-19. A common aim of the teams' plans is to make State government an Employer of Choice for current and future employees and a Go-To Service Provider. To this end, the State must develop strategies to attract and retain skilled employees in a nationally competitive job market; and it must provide consistent training and development opportunities—as a single employer across its many agencies—to adapt to new service delivery models in a rapidly changing digital world. As Change Agents, Cohort 2021 demonstrated State employees can help unleash California's immense human capital.

EMPHASIS

Emphasizing **people (human systems)**, **process (business practices)**, and **technology (tools)** results in a dynamic operational framework, one that allows government to remain fluid, agile, and resilient–and able to respond to real-time changes in daily business activities; to societal changes; and to such natural hazards as fires, floods, and earthquakes.

PEOPLE

Our new breed structure carries no titles that define stature–status and value is defined through input of all, creating Cal-IPGCA's accelerated outcomes, integrity of performance, and exponentially advancing employee engagement. We face the pace of change as we tap into untapped or underutilized skills and capabilities within California's workforce. Cal-IPGCA is equal parts top down and bottom up, and we recognize that knowledge and wisdom are universal.

TECHNOLOGY

Human systems lead innovation change, but technology is the hybrid fuel. Technology is a foundation that builds, highlights, expands, and sustains human connectivity and process to assure the workflow can move in real time. The public benefit? Responding to real-time problems with real-time solutions in environments of continuous change for the State of California and beyond.

PROCESS

While process driven management has guided the day to day of business and government for centuries, COVID created a stark reality that new workforce business practices are essential. All processes under Cal-IPGCA are conducted as "whole-systems"…we work independently and interdependently simultaneously at every level of hierarchy and diversity. Through this free-flow of collaboration, our independence and inter-dependence grow in tandem. We build upon what came before so "ever-green" is the hybrid color of innovation-it's essential to meet challenges at the pace of change.
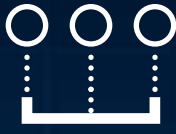
GROUND BREAKERS

Cal-IPGCA went Virtual: Alongside CA's mass transition to telework, Cal-IPGCA converted to a fully Virtual Platform. Rapidly innovating our skills and capabilities, our training environments transform through Zoom, Slack, Google Docs, Rapid Innovation Jam Boards, Innovation Work orders, Passion Projects, our Champion Summit and Hackathon– fueled by our Master Innovation Facilitators throughout and a statewide fleet of innovators as an auxiliary workforce!

- Growing far beyond Sacramento Region, trainee participation stretched across the State of California. We grew by 2000%–graduating 797 trainees!

- Cohort 2021 Graduate Analytics

- Cohort 2021 produced 43 independently curated, large-scale, **Innovation Playbooks**: 37 Individualized Playbooks, one for each of 4 Moonshot Teams, 1 Overarching Playbook, and 1 DMV Playbook–"Book of Why."

- **"The Forums"**–Leaders training Leaders: Key Executive Leaders collaborate to "Chart the Course" of Moonshot Projects. The COVID-19 and racial injustice pandemics have exponentially reshaped both the structure and approach of Cohort 2021's Change Challenge Forums. The events set a new performance hallmark for Cohort 2021 in capturing and deploying COVID-Current Leadership Strategy.

  - JANUARY 14, 2021: Accelerating Government Innovation through Moonshot Projects
  - JANUARY 21, 2021: Accelerating Government Innovation through Change Leadership
  - FEBRUARY 4, 2021: Accelerating Government Innovation through Digital Upskilling
  - FEBRUARY 11, 2021: Accelerating Government Innovation through Intrapreneurship
  - FEBRUARY 18, 2021: Accelerating Government Innovation through Risk Intelligence

  - Deploys the strategic advisory of state leadership for real-time deployment of moonshot projects and CalHR Leadership Values

  - Attendee range of 350 – 500 per session

  - Graduates were required to have verified attendance at all five 2.5 Hour Forums to receive the 12.5 Professional Development Hours

  - The Forum's Analytics: 284

- **Led by SACNet Pioneers – the Department of Motor Vehicles (DMV) and Department of Water Resources (DWR)** a Proof of Concept Beta Test pioneered first level outcomes to "Unite and Ignite" California's workforce by innovating...

  - Agile Government – Builds & sustains a cross-departmental collaboration network

  - A Skills Bank – CalHR deployment of statewide Skills and Competencies & 360Energizes Performance Evaluation

  - Reduced Redundancy – Increased interdependency and collaboration

  - Increased Performance & Outcomes

  - A level playing field that creates User Profiles promoting careers by design that are fueled by passion!

  - Capacity – Creating real time response to real time emergencies and challenges as we reach out to serve the constituent needs of our State

  - Pioneer Departmental Beta Testers: DMV & DWR lead the charge...Hear their "Why"

  - SACNet Analytics

• **Cal-IPGCA CalHR-ENGAGE LMS.** –"The Cal-IPGCA CalHR ENGAGE"applies the value of an idea as a metamorphosis.

• Building a bridge between leadership stories to applied exams for trainees, Cal-IPGCA extracted the strategic advisory from its Leaders Forums–aligning each of CalHR's 9 Leadership Values to 22 Micro Training modules that were applied

   – Personally
   – Professional – Organizationally, and
   – In our innovation projects

• At the heart of it all, our Cal-IPGCA State leaders shared ideas that became advice. Their advice inspired innovation, which allowed our creativity and ingenuity to develop a vehicle that transformed ideas into moonshot projects.

• Cal-HR ENGAGE Analytics

• **Charting the Journey**–Moonshot Solutions & Prototypes–Moonshot Solutions & Prototypes....4 Moonshot Projects–8 Prototypes Developed

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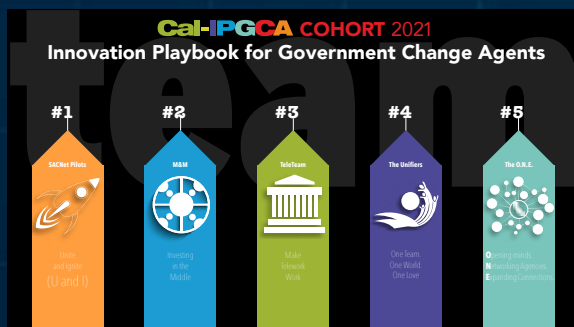
Cal-IPGCA COHORT 2021 **Innovation Playbook**

The O.N.E.–Opening Minds. Networking Agencies. Expanding Connections

The Integrators are an overarching catalyst for developing trust and teamwork among all trainees. We provided opportunities for cross-collaboration and integration among all innovation priorities and teams. We also identified interdependencies and synergies, reduced redundancy of effort, and enhanced the performance and outcomes of every team.

• Team member Biographies ALL TEAMS

• MOONSHOT VIDEO OVERVIEW: (Intro)

• MOONSHOT VIDEO PRESENTATION: (Master - Full)

• OUTCOME REPORT: (PDF)

• POWERPOINT SLIDES

Cal-IPGCA COHORT 2021 **Innovation Playbook**

SACNet Pilots–Uniting & Igniting California's Human Capital

Moonshot: Unite and ignite California's human capital as an agile workforce to meet the needs of government and society in real-time.

Prototypes: State Agency Collaboration Network (SACNet), Innovation Corps for public-private alpha-beta testing, SACNet Memorandum of Understanding (MOU), and SACNet collaborative talent tool (Skills Bank).

• TEAM MEMBER BIOGRAPHIES

• INNOVATION PRIORITIES

• MOONSHOT VIDEO OVERVIEW: (Intro)

• MOONSHOT VIDEO PRESENTATION: (Master - Full)

• OUTCOME REPORT: (PDF)

• POWERPOINT SLIDES

Cal-IPGCA COHORT 2021 Innovation Playbook

M&M–Building a Middle Managers Consortium for Innovation & Change

Moonshot: Build a Middle Managers Consortium framework to engage middle managers, with executive leadership participation, to define problems & design solutions. Because many solutions to empower middle managers rely on changes & buy-in from executive leadership, they will be included in the Consortium. Top down & bottom-up approaches are needed to achieve these goals & create change.

Prototypes: Middle Managers Consortium, Statewide best practices, and Skills Bank

- TEAM MEMBER BIOGRAPHIES
- INNOVATION PRIORITIES
- MOONSHOT VIDEO OVERVIEW: (Intro)
- MOONSHOT VIDEO PRESENTATION: (Master - Full)
- OUTCOME REPORT: (PDF)
- POWERPOINT SLIDES

Cal-IPGCA COHORT 2021 Innovation Playbook

TeleTeam–Make Telework Work

Moonshot: Build the government workplace of the future with Tele-Portal, a web-based platform designed to promote informed, consistent, & inclusive telework decisions by all levels of State agency leadership & by rank-and-file workers. Tele-Portal will link employees to resources & consistent telework best practices, promote work-life balance, & improve level of government services.

Prototypes: Tele-Portal (8 Pillars), Tele-Portal guiding principles, and Skills Bank

- TEAM MEMBER BIOGRAPHIES
- INNOVATION PRIORITIES
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Cal-IPGCA COHORT 2021 Innovation Playbook

The Unifiers–Eliminating Youth Homelessness & Moving Beyond Racism

Moonshot: Implement a collaborative system to prevent & resolve homelessness & racial inequities–giving power to those who are seeking shelter, safety & employment. Shift homelessness at its origin–the children–where all change is possible, & all futures are open roads to be explored. Cause a cultural paradigm shift in attitudes, behaviors, & actions by realizing racial equity where race can no longer be used to predict life outcomes, & outcomes for all groups are improved.

Prototypes: RiseUp Ambassador Corps & mentoring program for youth who are unhoused, State agency Racial Equity Action Plans & tools, State diversity, equity & inclusion training with healing component, accountability measures & Skills Bank

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[LESSONS LEARNED]
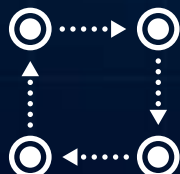
TESTIMONIALS

The words of our leaders and our trainees are the real storytellers of Cal-IPGCA. See and hear what they have to say...