



*"Investing in the Middle"*



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## I. STATEMENT / DISCUSSION OF INNOVATION PRIORITY

Middle management serves as the liaison between the employee base and the executive leadership. Due to the fact that many middle managers promote from their roles as specialists and subject matter experts, they may not be equipped to transition from managing processes to leading people. COVID-19 has highlighted this shortfall as well as the need to shift to a governance model that embraces an agile team environment that fosters innovation. If California is to successfully manage the day-to-day reopening of our economy, everyone involved must be able to easily connect to those who hold a piece of the puzzle they are trying to solve.

Middle managers need a top-down/bottom-up approach to collaborate across organizational and hierarchical divides to build teams that strive for bold courses of action that encourage innovation. Middle managers also need an environment that promotes a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play. They must be able to empower the employees they mentor as well as be receptive to the strategic vision they serve. As the State of California reopens and rebuilds the State's COVID-19 impacted economy, the Middle Management Consortium for Innovation and Change (Consortium) is positioned to step forward as a leader of this paradigm shift ahead.

## II. SUMMARY OF REPORT

Our innovation priority is to establish a Consortium that will enable middle management to co-creatively develop their skill sets, tool sets, and mindsets around government innovation post COVID-19.

This report outlines the need, articulates the benefits, provides a framework for the Consortium, and identifies next steps for implementation.

## III. PROBLEM STATEMENT

Without investing in middle management, innovation cannot and will not move through the organization. Increasingly, middle managers in state government hold accelerating responsibilities and are pulled in multiple directions, thus moving innovation lower on their growing list of priorities. Middle managers simply cannot allocate time and effort to build teams and develop their skills to foster innovation. This results in a reduction in employee engagement, retention, and morale, thereby greatly compromising public service.

## IV. BACKGROUND INFORMATION

### A. Urgency–Current State

#### 1) *Show it is Broken*

Middle managers are often referred to as the glue that holds businesses together; they bridge the gap between the executive leadership team and the rank-and-file staff. Middle managers implement strategy and organizational change, while keeping workers engaged, motivated, and productive. Lack of support of middle managers can risk employee retention, morale, and innovation. As outlined in the 2015 CalHR Employee Engagement survey, staff indicated they felt only somewhat valued and recognized for doing good work. This lack of feeling strongly valued and recognized can lead to a high turnover rate, low morale, and low production.

#### 2) *How it is Unsustainable*

Feedback from interviews conducted with state employees overwhelmingly demonstrated that middle managers face increased workload due to staffing shortages that are unsustainable. Middle managers are required to enforce policies and decisions they often have no, or little, involvement in making. With increasingly faster and easier access to information, technology, and education in the past few decades, rigid systems today continue to shackle productivity. Additionally, recent increases in executive management retirement rates add to the risks associated with an ill-prepared pool of middle managers.

While executive leaders are the most visible employees, it is the middle managers who often have more impact on employee behavior and organization performance. The world has become increasingly complex in the past few decades. Implementing and sustaining organizational changes that support innovation, engagement, productivity, succession planning, diversity, inclusion, and morale has never been more critical. Investing in middle management and refining their role is a core component of implementing successful changes that are sustainable.

Middle managers can capitalize on their unique position between executive leadership and front-line employees to play a major role in implementing changes and innovation if, and only if, they are themselves engaged and prepared. They often have more knowledge than executive leaders about what works and what doesn't concerning day-to-day business activities and operations. Their daily interaction with employees has a greater influence on employee recruitment, job satisfaction, behavior, innovation, engagement, and retention.

Middle managers also uphold the vision of executive leadership and are the linchpin of the organization. This means all middle managers must have the opportunity to work with and be mentored by senior management, participate in strategic planning and skill gap surveys, and attend leadership development programs. Middle managers must be empowered and encouraged to focus on coaching balanced with instructing, encouraging innovation instead of enforcing, collaborating to solve problems instead of dictating solutions, and understanding the value of peer-to-peer knowledge sharing.

3) External Forces

External forces such as lack of sustained and consistent funding along with changes in the law greatly impact how the middle manager’s work is accomplished. The continued shift of state government funding from general fund to general obligation bonds has impacted how a department accomplishes and sustains its mission and its focus on achieving long-term objectives. Funding through general obligation bonds typically has its own statutory requirements and timeline. The timeline, commitments on expenditure, quantified benefits, as well as the liquidity of the funding are typically short lived, with a 5–10-year span. This leads to budgetary inflexibility, an emphasis on immediate results, and uncertain funding stability and sustainability.

Also, as a consensus political instrument, the funding these bonds provide is often unfocused and scattered. This combined with other statutory changes that typically call for new or refocused activities that are likely unfunded, can greatly contribute to the stagnation in the middle. Many managers are placed in loosely defined positions or receive ambiguous assignments and must argue for a budget or develop their own constituency.

With the COVID-19 pandemic and government mandated stay-at-home orders, the work landscape changed overnight for many middle managers. Face-to-face interaction with staff and supervisors came to a screeching halt. There was no time to develop the necessary skills or obtain the necessary resources for managing a remote workforce and deploying a well-thought-out workflow process. In addition to the challenges of managing a remote staff, staffing shortages increased dramatically with employees directly affected by COVID-19 requiring extended leave, employees requiring multi-week leaves to quarantine as a result of potential exposure, employees staying home to care for children no longer attending in-person school, and employees being deployed for contact tracing or other emergency activities.

The pandemic also brought about significant changes to bargaining unit contracts with across-the-board, multi-year pay cuts for State workers in an effort to offset extensive costs incurred during the initial onset of the pandemic. For those able to retire from State service, the financial incentive to stay was lost. An aging workforce and lack of incentive to continue working resulted in a mass exodus of the State’s workforce along with all of the knowledge and experience they held.

4) Internal Forces

A major internal force for middle management is the need to identify and develop individuals within the organization to replenish existing talent when roles become vacant. This process takes ample planning and training to identify critical leadership roles, build leader success profiles, foresee high potential talent, assess development needs, develop talent, and measure an organization’s progress. At the same time, middle managers are dealing with internal forces of retirement and employment climate change. Whether succession planning is under control, or on life support, these factors are key to consider: Executive Support, Process, Communication, Documentation, Accountability, and The Long Game.

Middle managers serve as the conduit between executive leadership and front-line employees, ensuring a constant flow of information between the two, in addition to managing their own tasks. Middle managers are expected to be consistently responsive to the needs of executive leadership, employees, and the public their department serves. They are also expected to stay abreast of ever-changing laws and regulations, internal and control agency policy changes, and trends in public service needs.

Middle managers also face the demands of satisfying multiple reporting relationships and overlapping territories. This leaves little time for innovation, creativity, and collaboration. With so many competing priorities, middle managers are often stuck on the path of risk mitigation and avoidance. Scheduling time for innovation, creativity, and collaboration is not typically considered a priority, so this often gets overwritten by tasks such as organizational priorities that others feel takes precedence.

5) Who is the Customer?

Consortium customers are state government’s current middle managers and those aspiring to become the next generation of middle managers. Middle managers serve as the liaison between the employee base and the executive leadership within an organization. They are the conduit between those that do the work and those that lead the organization in fulfilling the mission. Middle managers are tasked with the equally important and often competing roles of managing processes and leading people.

Middle managers are those responsible for ensuring the important work gets done, whether it’s meeting the needs of the residents of the State of California, making sure projects assigned by executive leadership are completed on time and meet quantity and quality standards, or reviewing and ensuring that deliverables to both internal and external stakeholders are professional and represent the organization well. Additionally, middle managers are responsible for upholding the strategic vision of their organization’s executive leadership.

The middle manager also has the heavy responsibility of recruiting, selecting, training, guiding, and evaluating the state’s workforce and the next generation of supervisors and middle managers. They must pick the right people for the right jobs to keep staff motivated and inspired. They serve as coaches and disciplinarians by building confidence or correcting performance issues where needed. They work tirelessly to maintain good morale, exemplify and promote a strong work ethic, find or create opportunities for staff development and skill building, and encourage and inspire innovation and change within their team, their sphere of responsibility, and the organization.

6) Impact on Customers, Stakeholders & Programs

The Consortium will provide a centralized resource for middle managers statewide to collaborate and develop their skill sets, gain access to tools and best practices, and instill new mindsets focused on innovation and change in state government.

Middle managers will gain confidence in managing work and leading their people as well as upholding the strategic vision of executive leadership. They will use and share their learned skills, tools, best practices, and new mindsets to build an organizational and statewide foundation for innovation and change in California government.

Through their words and actions, middle managers will become the embodiment of a culture that empowers employees, rewards creativity and innovation, and removes barriers to change. The state’s workforce will be challenged and inspired, resulting in greater employee retention and strengthening of the organization’s succession plan.

A shared focus on improving public services, improving the quality and efficiency of workflow, and collaborating on new and innovative ideas to meet the demands of the future, will allow the state’s workforce to not only meet, but consistently exceed, the expectations of internal and external customers, stakeholders, and programs.



“COVID has required us to work together in ways that we never even imagined we would have to go. It is absolutely going to be a game-changer for the state government. I think we're going to come out of this with a direction from the governor to really think through how we build more flexible dynamic workplaces and strengthen innovation and collaboration; really in everything we do.”

-Secretary Wade Crowfoot, CNRA, Cal-IPGCA Forum - January 14, 2021



## 7) Compel Urgency

Without support of middle management, innovative ideas and processes will stagnate and employee retention and morale will continue to be at risk. Supporting middle management is key to spurring innovation, increasing collaboration, and increasing employee morale. We must seize this opportunity and invest in middle management to create an agile workforce rooted in innovation and collaboration and to attract and develop talent committed to improving public service.

The COVID-19 pandemic has forced us to work together across agencies to solve complex problems. As we begin to recover, we cannot revert back to our old ways by relying on legacy processes within individual silos. The status quo cannot solve tomorrow's problems. The COVID-19 pandemic necessitated this opportunity to reimagine problem solving and move away from existing systems that stymie innovation.

## B. Opportunity—What the Future Holds

Investing in middle management will foster innovation, improve employee engagement and retention, increase morale, and improve the outcomes of public service. Most importantly, it establishes a platform of prominence where middle management moves into a sustainable leadership forefront in innovating California. This represents a transformative evolution in middle management that is both timely and long-overdue.

### 1) Future State Vision—What it Looks Like

A Consortium that enables the middle management to co-creatively develop their skill sets, tool sets, and mindsets around government innovation post COVID-19.

### 2) Gap Between the Current State & the Future State

In order to achieve the future state vision, it is essential to create top-down and bottom-up incentives for collaborating across organizational and hierarchical divides to build teams that strive for bold courses of action that promote innovation. One of the primary goals of the Consortium is to facilitate and promote a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play when they empower the employees they mentor as well as the strategic vision they serve. As the State of California reopens and rebuilds the State's COVID-19 impacted economy, the Consortium is positioned to lead this paradigm shift ahead. It will fill a much needed gap and help build bridges between staff, managers, and executive leadership, which will benefit all Californians.



*"The infinite branches of a tree are a living metaphor of nature's bounty. Collectively we weather the cycles of life that change brings to our environment. Our endurance is tested. As we rise to weather the challenges we face, our root system grows deeper and stronger in the soil of appreciation shared. We are one tree with many branches and that is where the true nature of our wisdom and infinite possibilities lie."*

*-Cal-IPGCA Cohort 2021*

***As branches, we are many, but as a tree, we are only one."***

***— Mahatma Gandhi***

"I would say yes, COVID has given me and my executive team at the Department of Water Resources an appreciation for what cross-department and cross agency collaboration looks like and needs to look like....There's a lot of folks who have very natural, collaborative skills, deeper in the organization and really giving them the green light and empowering them to sort of reach across the department or across other departments is very important. And sometimes it just takes reinforcement from leadership and that's appreciated and unexpected."

-Karla Nemeth, Director, DWR - January 14, 2021

### 3) What is the Value Proposition?

The Consortium is envisioned to assist middle managers, but its values will benefit all. Specifically it will:

- Increase **Morale, Productivity, and Motivation** of the State's Workforce
- Provide State Workforce with a Sense of Being **Valued, Engaged, and Empowered**
- Provide **Succession Planning**
- Assist with **Career Development**
- Increase Confidence in **Decision Making**
- Instill a Sense of **Ownership & Pride**
- Set California's Investment in Middle Management as a National Blueprint **Leading Government Innovation**

### 4) What are the Benefits?

Investing in middle management will improve efficiencies through the development of standards and best business practices. This approach will allow employees a chance to develop their skills and knowledge. This will empower employees while providing management a clear path to stabilize the State of California workforce and improve public service.

## V. ANALYSIS OF ALTERNATIVES

Alternatives evaluated as part of this innovation project fall into two groups: management process and service delivery. Management process is the governing structure of the Consortium, and service delivery is the desired business outcomes that the Consortium can uniquely bring about. Two alternative governing structure agreements were considered:

### 1. Memorandum of Understanding (MOU)

An agreement between two or more parties outlined in a formal document. It is not legally binding but signals the willingness of the parties to move forward with a contract.

### 2. Article of Collaboration (Article)

Mutual covenants and promises that members agree to abide by.

The key differences between the two governing structure agreements are the level of commitment between parties and inclusion of provisions that will define how the parties (members) will authorize and pay for any costs incurred in delivering any goods and services.

Three service delivery models were evaluated:

### 1. Managing Agent:

An existing organization, SACNetwork, is responsible for securing and contracting goods and services. The Consortium does not deliver any of the goods and services but provides subject expertise in specifying the work and management oversight for delivery.

### 2. Managing Provider:

This is similar except that the lead bodies (either SACNetwork, the Consortium, or both) will also be providing some of the services.

### 3. Super-Provider:

Members of the Consortium come together and set up a separate legal structure which embodies collective ownership and control.

The Article of Collaboration and Managing Agent were selected as the operating model for the Consortium. This selection is based on an assumption SACNetwork will be the legal entity responsible for contractual obligation for outsourcing of services. It is our understanding that an MOU is currently under development for SACNetwork. Introducing another MOU for the Consortium would complicate the legal structure. By deferring this area of the contractual relationship, it will also eliminate the potential complications where membership could include federal and private entities. Besides defining the governance structure, we feel it is important to specify the roles and responsibilities of members, the handling of sensitive materials, and the ownership of intellectual property.

The governance model is based on the boards and commissions model used throughout State government, with a board of directors (Executive Committee) and the stakeholders (Consortium members) as the controlling parties. Core projects and initiatives, goods and services, and other business decisions will be made by an Executive Committee whose membership will be selected by the Consortium members and approved by SACNetwork.

The officers of the Consortium derive their authority from the Executive Committee which is beholden to the Consortium members. Exact size and makeup of the Executive Committee is yet to be determined but it is expected the committee will include a Chairperson, a Vice-Chairperson, and a Treasurer. Members are expected to support the development and to promote a culture that will appreciate and reward middle managers by creating an environment that supports the sharing of ideas, provides opportunities to improve and develop new skills, and helps foster collaboration statewide.

The service delivery model selected is the Managing Agent. As indicated, this avoids the formation of legal structure dealing with contracting and payment of services and defers to the MOU being developed by SACNetwork. Also, by removing the option of assigning member(s) to oversee the delivery of goods and services, it removes potential conflict of interest and influence biases (solutions that are too specific to one organization's needs).

## VI. RECOMMENDATION/SOLUTION

Our moonshot, building a framework for the Consortium, will permit middle managers to frame the problem and design solutions. Additionally, the Consortium will also include executive leadership. Many of the solutions brainstormed to empower middle managers rely on changes and buy in from executive leadership. A top-down and bottom-up approach is needed to achieve the goals and to create change.

We aim to identify and promote the middle managers' role as the linchpin of innovation in California government by creating an environment that supports the sharing of ideas, improves and develops new skills, and fosters collaboration statewide. Through the guidance and support of the California Innovation Playbook for Government Change Agents Association and with SACNetwork as the nucleus, we have developed a charter for the Consortium that guides and empowers middle managers to build a resilient California as we all reorient to a new normal and face the future challenges of a post COVID world.

## VII. IMPLEMENTATION PLAN

### A. Incentives—"What's in it For Me?" WIIFM

Creating a Consortium that enables middle managers to collaboratively identify and develop the resources that will best support them in their role will create the "WIIFM" for each and every member of the Consortium. The Consortium membership's ability to focus on those areas specific to their individual needs and interests will promote continued engagement. The ability to view the ideas and best practices of middle managers across the state, and from different backgrounds and different professional focuses, will expose members to a vast expanse of information they otherwise would not be able to readily access. This is often what motivates and inspires.

### B. Resources—Tools to Succeed

The core projects identified in the charter are examples of resources that the Consortium could develop to invest in middle management. This includes creating plans and strategies as well as training and tools to support middle managers. The Consortium provides a platform to enlist executive leadership support and collaboration between middle managers.

Middle managers are crucial allies in times of change. They are the closest to the employees who are impacted by change. A manager should be empowered to positively influence the speed at which employees adopt the change, the number of employees who buy into the change, and how proficient employees are in performing in their new roles. If a manager has not been provided with the tools and resources needed to become a great change leader then the speed of adoption, ultimate utilization, and proficiency will suffer. It is undeniable that middle managers play a valuable role in the overall success of change initiatives.

### C. Planning

#### ● Project Plan

Next steps in establishing the Consortium include finalizing the draft Organizational Charter and the Article of Collaboration proposed by this innovation project and by adopting the framework in which the Consortium will operate. The Organizational Charter will describe the essence of the Consortium and document the goals and objectives, governance, membership responsibilities, core activities, and implementation strategy. The Article of Collaboration is the mutual covenants and promises that each member agrees to abide by when advancing the goals and objectives of the Consortium.

The Consortium's principal goals are derived from SACNetwork, but refined to address the specific needs of middle managers. As part of the Cohort, managers and supervisors throughout State government were surveyed to provide insights to develop projects and initiatives that should form the basis of the Consortium's core projects and initiatives.

#### ● Major Steps/Processes

One of the most critical steps in formulating the Consortium is to find a sponsor who will provide the vision, guidance, and direction to ensure successful initiation and management. The Sponsor is the individual or group that has ultimate responsibility for the endeavor and should be at a high enough level to have the necessary leverage and authority for implementing the Consortium. The Cal-IPGCA Association is in a unique position to act in a leadership capacity to help identify a sponsor and help build the Consortium using their existing membership. Further refinement of the Organizational Charter and Article of Collaboration will be necessary, including identifying and appointing key personnel of the Consortium's Executive Committee, and establishing the assumptions and constraints of the articles, and securing the founding member's commitment. Finally, the core projects and initiatives as well as the sequence of implementation will need to be agreed upon. This included developing consensus on the scope of work, and securing funding.



● Deliverables

A draft of the Organizational Charter and the Article of Collaboration has been completed to begin the process of framing the vision of what the Consortium will, and can, do (See Appendix A). In the charter, core projects and initiatives were identified. Examples of the core projects are provided in Appendixes D-F, including: 1) interviews about the challenges and opportunities for investing in middle management; 2) an online survey to assess the desired leadership competencies of middle management; 3) an outline of a mentorship program for middle managers; and, 4) an example of a management development training.

The core projects and initiatives developed by the Consortium should be guided by the following goals, which were identified from the Champion Summit and Hackathon:



**Training and Development** for middle managers is a crucial part of the solution. However, without reinforcement and accountability to implement what has been learned, training on its own will not be useful in solving complex problems that middle managers face. In addition to training, a mentorship program where managers are paired based on management styles, years of service, and desired outcomes can provide a more personal learning experience. This would allow managers to learn from their peers and help provide accountability.



**Communication** between managers and staff and management and leadership needs to be improved.



**Consistency** is needed when setting expectations and distributing opportunities equally among staff.



**Empowering and Supporting Middle Managers** from above and empowering them to carry out the mission is key. Managers need to receive tools to set clear expectations and manage effective teams. Middle managers can also benefit from a support network of their peers.



**Staff Support** was also identified as an important goal. Managers need to focus on providing tools for their staff to succeed as well as allowing input into processes.



**Career Development** is key to supporting staff involvement. Employees want to work with their managers to build skills to further their careers.



**Understanding the Vision** is critically important for managers. They need to be able to translate their organization’s mission to actively motivate their team members.



**Fostering a Healthy Work Environment** is a high priority for staff and a deterrent to turnover and absenteeism. Establishing clear boundaries and expectations can help promote a healthy work life balance, increase productivity, and facilitate a harmonious work environment.



**Collaboration Amongst State Agencies** can help break through the silo effect and create consistency across the state.



**Hiring Processes** should prioritize the skills needed to lead people and not just focus on skills related to the tasks of their staff.



**Accountability** is key to making any kind of change. Accountability is important at the staff level, manager level, and the executive level. Establishing measurement systems will allow data to guide solutions and help ensure accountability at all levels.



**Improving Morale** is an important task for managers. Managers have a direct impact on the morale of their teams, which has a ripple effect through an entire organization.

● Responsibilities

The Executive Committee will be responsible for finalizing the Organizational Charter and supporting documentation and identifying the sponsor.

**D. Accountability–Who Does What by When**

Our innovation plan provides a recommendation for the governance structure and goals of the Consortium. Implementation would be the responsibility of SACNetwork. A timeline for initiating the Consortium would follow after the finalization of SACNetwork, specifically the adoption of the Memorandum of Understanding (MOU), which will shape both the goals and objectives of the Consortium as well as member responsibility. Following adoption of the MOU, the Consortium Organizational Charter will need to be reviewed and adopted, including identifying the sponsors, the governance structure, and core projects and initiatives. In addition, guidance from the Cal-IPGCA Association would be beneficial in determining the next steps and to advocate for the implementation of the Consortium.

**E. Metrics–What Gets Measured Gets Done**

Building a consortium where middle managers feel engaged and committed to developing their skill sets, tool sets, and mindsets will lead to both higher performance and innovation across the State. Setting specific, measurable, actionable, relevant, realistic, and timely goals will achieve benefits, deeper engagement, cultivation of a sense of fulfillment, alignment with the overall innovation strategy, determination and motivation to accomplish goals, and foster active participation in the Consortium.

Performance measures quantitatively tell us something important about the Consortium. They are a tool to help understand and manage what the Consortium does and provide the information necessary to make intelligent decisions and a baseline for improvement. As the legendary management consultant Peter Drucker once said, “If you can’t measure it, you can’t improve it.”

Proposed metrics can be grouped into one of the following general categories: effectiveness, quality, efficiency, and productivity. Examples include the following: self-reporting data via an anonymous questionnaire, Consortium registration/enrollment data, Consortium engagement index, number of hours spent on educational resources, and promotion and retention rates.

Middle manager engagement goal setting and metrics are a vital component of the Consortium. Both direct and indirect data collection methods are recommended. Direct evidence of middle manager engagement comes in the form of middle manager performance while indirect evidence is the perception, attitude, or opinion.

Transforming data into actionable metrics and benchmarks will provide accurate measurements about how the Consortium is functioning and provide a baseline for improvements. An intuitive and interactive dashboard could help users visually monitor and analyze the most important metrics. This dashboard may include charts, graphs, and gauges.

**F. Recognition–Honor Achievement**

Data from the Hackathon showed the type of recognition largely desired from staff is through informal mechanisms and personal interactions. Many employees desire consistent feedback outside of the formal performance reviews as well as recognition of good work directly from their manager and in real time. For example, after a tense but productive call with a stakeholder, an effective recognition tool would be one-on-one praise from the manager to the staff about how well they handled the situation. This can help increase morale, foster a more collaborative work environment, reinforce good behavior and work habits, and set a high bar for others to strive for. The most common theme from the Hackathon related to recognition was the importance of training managers to provide consistent, positive feedback and recognition of good work at the personal level rather than hold a formal recognition program.

Recognition of middle managers is usually based on the outcomes of the team. However, middle managers may also benefit from ongoing informal recognition at the personal level. Middle managers have an increasing number of priorities, and their behind-the-scenes work can easily go unnoticed and unrecognized until a ball is dropped or something goes wrong.

Publicizing success can be achieved through internal channels such as newsletters. This presents an opportunity to create a statewide newsletter to help break through the silo effect. Lastly, the Consortium itself could be recognized for its work and recognize significant contributions from middle managers.

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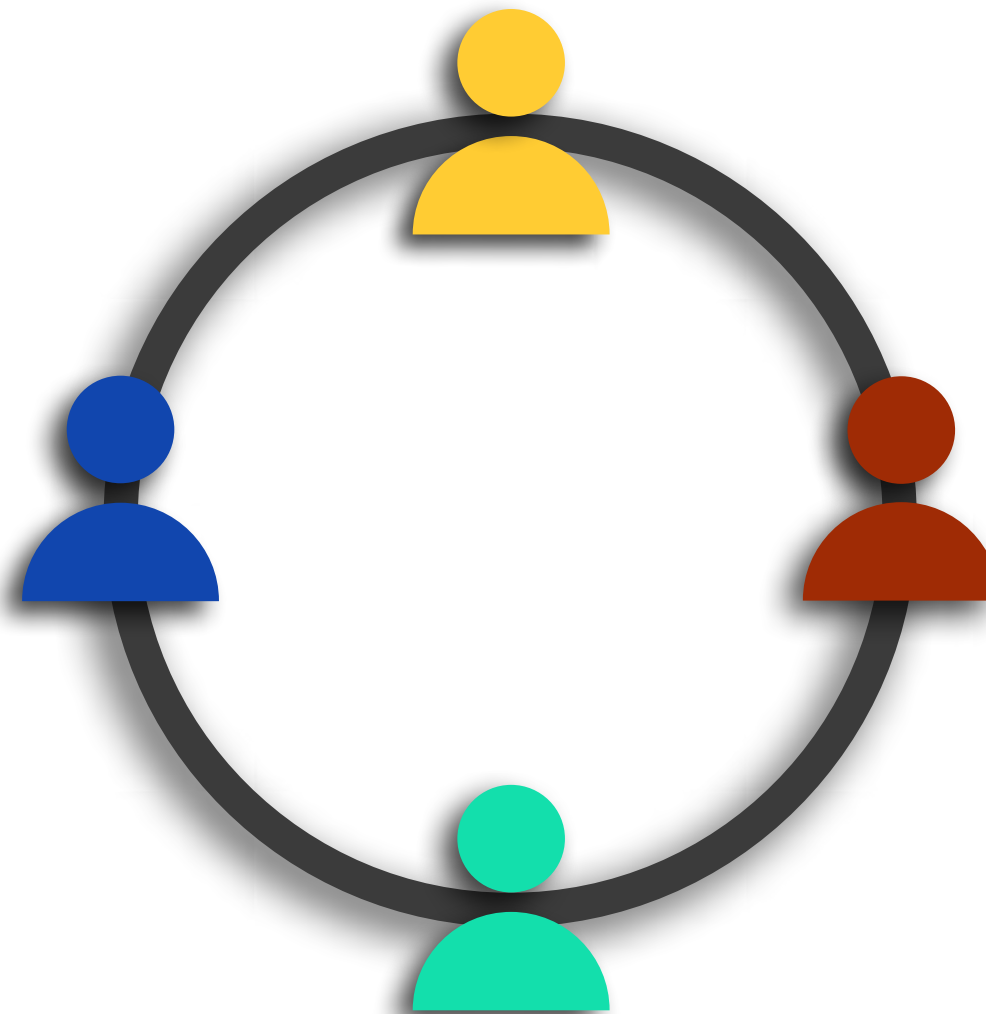
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Sharnel Crowder, DMV	Margie Mitchell, DMV
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Jennifer Devine, DMV	Laura Nava, DMV
Renae Dunn, DMV	Dinorah Oregel, DMV
Monica Esparza, DMV	Sandipkumar Patel, DMV
Monica Espinoza, DMV	Christopher Riley, DMV
Paul Flanigan, DMV	Rolly Paul Robles, DMV
Veronica Fonseca, DMV	John Rodriguez, DMV
Azita Foroughian, DMV	Frank Sanchez, DMV
Ivon Gahie, DMV	Hector Sanchez, DMV
Mario Gamboa, DMV	Marites Siopongco, DMV
Maurice Gamboa, DMV	Carolina Truex, DMV
Valerie Gorrell, DMV	Avery Walker, DMV
Jennifer Gray, DMV	Rebekah Weiskittel, DMV
Monica Griffis, DMV	Felicia West-Halcomb-Cole, DMV
Jessica Herring, DMV	Regina Windsor, DMV
Nakisha Howard, DMV	

# APPENDIX A-ORGANIZATIONAL CHARTER



VERSION #: 1                      DATE: \_\_\_\_\_

**ORGANIZATION NAME:**

State Agency Collaboration Network Middle Management Consortium for Innovation and Change

**CHAIRPERSON:**

TBD

**BACKGROUND:**

Without investing in middle management, innovation will not and cannot move through the organization. Increasingly, middle managers in state government hold accelerating responsibilities and are pulled in multiple directions, moving innovation lower on their growing list of priorities. Middle managers are not afforded an agile environment to build teams and develop skills to foster innovation. The result is a reduction in employee engagement, retention, morale, causing public service to suffer.

COVID-19 has shifted the dominant hierarchical governance of employees to a governance model that must embrace an agile team environment possessing skill to address the cause and effect of decisions that must produce outcomes in real time. For innovation to take hold, and if California is to manage the day-to-day of reopening our economy, people must be able to connect to others who hold a piece of the puzzle they are trying to solve.

**PURPOSE:**

The purpose of the State Agency Collaboration Network (SACNetwork) Middle Management Consortium for Innovation and Change (Consortium) is to create top-down and bottom-up incentives for collaborating across organizational and hierarchical divides to build teams that strive for bold courses of action that encourage innovation.

**GOALS & OBJECTIVES**

The Consortium’s goal is to elevate and promote the middle managers’ role as the linchpin of innovation in California government by creating an environment that supports the sharing of ideas, provides opportunities to improve and develop new skills, and helps foster collaboration statewide. The Consortium’s objective is to promote a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play when empowering the employees they mentor and implementing the strategic vision they serve.

The Consortium shall operate with the following principal goals: (i) enable middle management to co-creatively develop their skill sets, tool sets, and mindsets around government innovation; (ii) elevate and promote middle managers’ role as the linchpin of innovation in California government; and (iii) create an environment that supports the sharing of ideas, helps improve and develop new skills, and fosters collaboration statewide.

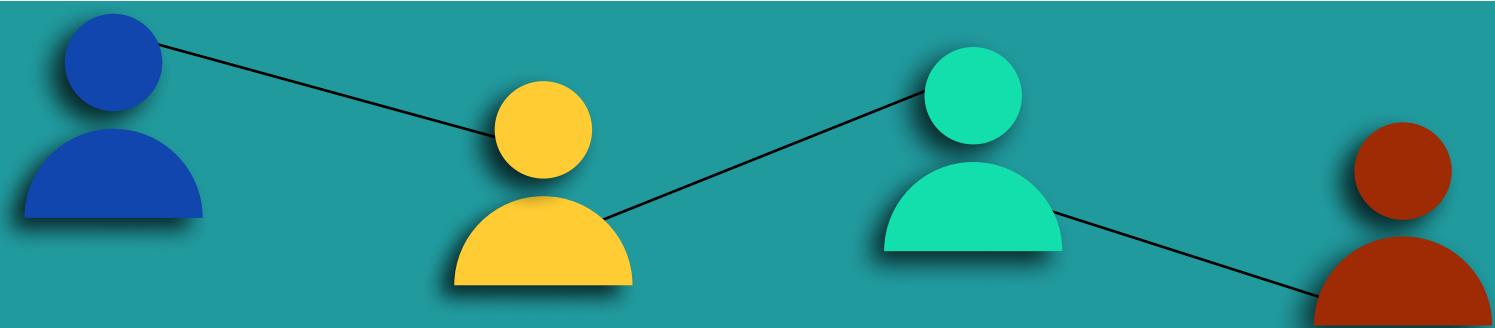
**RESPONSIBILITY/AUTHORITY:**

Championed by the California Innovation Playbook for Government Change Agents (Cal-IPGCA) Association, the Consortium was created in response to Governor Newsom’s Innovation Sprint Executive Order – N-04-19 in January 2019, as a transformational catalyst to foster innovation in government to respond to enterprise-wide challenges and support the reimagining and rebuilding of essential functions that drive our state workforce and economy.

**REPRESENTATION:**

The Consortium will be open to and include members from State, local, and federal government; private industry; academic institutions; and non-profit organizations. The members adopt a nonexclusive, open membership policy. A member may leave the Consortium at any time unless bound by a specific contractual agreement or proprietary arrangement. Any member, regardless of when they join the Consortium, shall enjoy the same rights and incur the same obligations as any other member.

# APPENDIX A-ORGANIZATIONAL CHARTER



## GOVERNANCE:

The Consortium will be administered through the SACNetwork, based on a managing agent model where SACNetwork is responsible for implementation and delivery of the actual services. The affairs of the Consortium will be governed by an Executive Committee of \_\_\_ (x) elected representatives from member organizations. The Executive Committee will assume responsibility for identifying opportunities and solutions, guide the implementation of core projects, and avoid and mitigate potential organizational conflicts of interest. Executive Committee officers shall include a Chairperson, a Vice-Chairperson, and a Treasurer.

## CHAIRPERSON RESPONSIBILITIES:

The principal officer of the Consortium will be the Chairperson. The Chairperson is appointed by the Executive Committee and approved by the SACNetwork. The primary responsibilities of the Chairperson are to oversee the day-to-day administrative operations of the Consortium and to supervise and control all affairs of the Executive Committee in accordance with policies and directives approved by the Executive Committee.

## MEMBER RESPONSIBILITIES:

Members may propose and perform research, development, and other activities, in cooperation with the Cal-IPGCA Association and with guidance and support from SACNetwork, to promote a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play when they empower the employees they mentor as well as the strategic vision they serve. Specifically, members are tasked with the following:

- Identify key business drivers that middle managers need for success
- Provide clear profile of the talent qualities for high performing middle managers
- Develop assessments that identify critical performance and skill gaps
- Develop unique middle management onboarding and development programs from real world data
- Develop a venue for middle managers to connect, network, and collaborate
- Provide a unified voice for effectively articulating the strategically important role of middle managers and to actively engage and inspire middle managers

## PROJECT SELECTION:

Projects are nominated by the membership and selected by the Executive Committee with approval from the SACNetwork. Project selections are based on those that best meet the Consortium’s goals and objectives above. Specifically, projects will focus on:

- Guiding and mentoring leadership for innovation and change for the State of California
- Empowering human and organizational potential as real-time outcomes
- Advancing collaboration and co-creation across departmental boundaries and hierarchies to forge a fluid and agile government
- Making the State of California recognized as an employer of choice

See pages 21 and 22 for a list of core projects.

## MEETINGS:

TBD, but it is anticipated the Executive Committee will meet monthly during the initial start up, after which it will meet quarterly. Full membership will meet on an annual basis.

## TEAM:

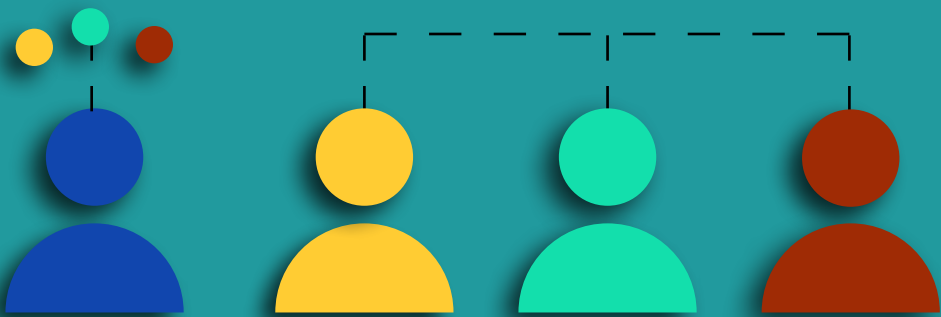
TEAM MEMBER	ROLE	ORGANIZATION	PHONE	EMAIL
TBD	Chairperson			
TBD	Vice-Chairperson			
TBD	Treasurer			
TBD	Board Members			

## CHARTER VERSION NUMBER:

UPDATED BY:		DATE:
APPROVED BY:		DATE:



# APPENDIX A-ORGANIZATIONAL CHARTER



## C O R E P R O J E C T S

### DEVELOP BEST PRACTICES TO FOSTER INNOVATION BASED ON CURRENT INITIATIVES WITHIN & OUTSIDE OF STATE GOVERNMENT

Develop online resources for best practices and innovative solutions to common problems faced by middle managers. Resources can include best practices for recruiting and selection to ensure hiring the right person for the right job, strategies for keeping employees engaged through development opportunities, strategies for improving staff productivity and work quality, or best practices for scheduling time in an already busy schedule for team innovation projects. The online resources can be best practices and innovative solutions already being utilized, or new collaborative efforts between Consortium members; State government control agencies; other State, local, and federal government; private industry; academic institutions; and non-profit organizations. For example, Google has spent years researching effective management and has publicly shared their guide to develop and support managers. (See References)

### DEVELOP BASELINE & ONGOING SURVEYS TO MEASURE EFFECTIVENESS

Develop surveys for middle managers to identify areas where they need additional support to ensure success in their role as a leader. Develop surveys for rank-and-file employees to identify the skills or behaviors they would like their middle managers to possess. Develop surveys for executive leadership to identify skills or behaviors middle managers must possess to be a great leader.

### DEVELOP ONLINE TRAINING RESOURCE FOR MIDDLE MANAGERS & STAFF

Develop an online resource that serves as a hub for middle management training. Resources would include links to self-paced, online training modules; links to information on required training for middle managers in State government; recommended out-service training opportunities available through academic institutions or other external entities, and information on possible cost reimbursement; and recommended books for middle managers covering topics such as leadership, coaching, emotional intelligence, change management, strategic planning, workforce planning, and succession planning. Resources would also include the identification of career development opportunities for staff looking to build competencies related to management.

### DEVELOP ONBOARDING TOOLS INCLUDING A FRAMEWORK FOR MIDDLE MANAGEMENT MENTORSHIP PROGRAM

Develop an interdepartmental mentorship program where middle managers are paired based on management style, years of service, and desired outcomes to provide a more personal and focused learning experience. Middle managers will be able to learn from their peers, establish peer-to-peer accountability, and begin to develop a network of like-minded middle managers to draw upon for support and future collaborative efforts.

### DEVELOP FRAMEWORK FOR 360 ASSESSMENT

Develop a process through which self-evaluation and feedback from staff, colleagues, and supervisor(s) is gathered for developmental and assessment purposes. This will assist middle managers in identifying skill sets and behaviors in need of additional development. A 360 assessment will help middle managers develop the skill sets and behaviors needed to further their careers, as well as empower and support them in carrying out their current work.

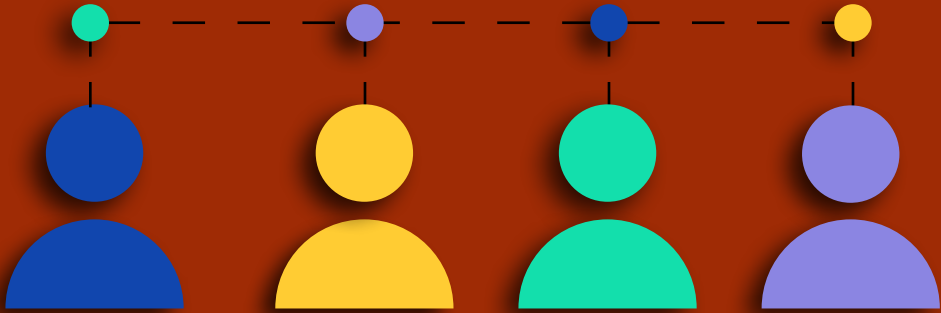
### CREATE AN ONLINE FORUM ON SACNetwork SKILLS BANK FOR MIDDLE MANAGERS

Create an online forum in which middle managers can align their interests and participate in discussions; build trust and rapport with middle managers statewide and across agencies, to develop a far-reaching network of peer support; and share their knowledge, experience, and ideas with each other, to learn, gain new perspectives, and foster collaborative innovation.

### EXPAND THE USER PROFILE ON SACNetwork SKILLS BANK

Expand the user profile on SACNetwork Skills Bank to include searchable skills and abilities based on classification description, and enable upload of a resume. This will allow fine tuning of candidate selection for teams, based on specific skills, to meet mission-critical, real-time projects and tasks, and cross-connect skills, capabilities, and insights to innovate change.

# APPENDIX B-ARTICLE OF COLLABORATION



## ARTICLE 1 - OBJECTIVES

As of the effective date (as defined in Article 3) of these Articles, the members hereby agree to create the State Agency Collaboration Network (SACNetwork) Middle Management Consortium for Innovation and Change (Consortium). The Consortium is the result of an innovation priority of the Cal-IPGCA to create top-down and bottom-up incentives for collaborating across California State government (Government) organizational and hierarchical divides to build teams that strive for bold courses of action that un-stick innovation.

Through the Consortium established by these Articles, members may propose and perform research, development, and engineering activities, in cooperation with the Cal-IPGCA Association, and with guidance and support from SACNetwork, to promote a culture that appreciates and rewards the unique and creativity-inducing role middle managers can play when they empower the employees they mentor as well as the strategic vision they serve.

The Consortium shall operate with the following principal goals: (i) enable middle management to co-creatively develop their skill sets, tool sets, and mindsets around government innovation; (ii) elevate and promote middle managers' role as the linchpin of innovation in California government; and (iii) create an environment that supports the sharing of ideas, improves and develops new skills, and fosters collaboration statewide.

The following are the specific objectives of the collaborative effort between the members:

- Identify key business drivers that middle managers need for success
- Provide a clear profile of the talent qualities for high performing middle managers
- Develop assessments that identify critical performance and skill gaps
- Develop unique middle management onboarding and development programs from real world data
- Develop a venue for middle managers to connect, network, and collaborate
- Provide a unified voice for effectively articulating the strategically important role of middle managers and to actively engage and inspire middle managers

## MEMBERSHIP:

As of the effective date of these Articles, the members are those Charter Member Organizations listed in Exhibit A. The Executive Committee will maintain a current membership list and will make it available on the Consortium's platform as additional members join the Consortium. Membership in the Consortium will be open to and include those from State, local, and federal government; industry; academic institutions; and non-profit organizations. The membership policy is nonexclusive and open. Any member, regardless of when they join the Consortium, shall enjoy the same rights and incur the same obligations as any other member hereunder.

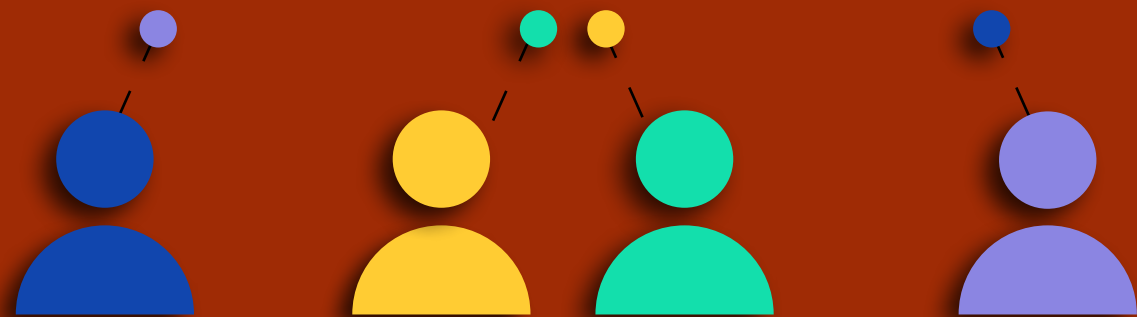
## ARTICLE 2 - CONSORTIUM MANAGEMENT

The Consortium will be administered through the SACNetwork based on a managing agent model where SACNetwork is responsible for implementation and delivery of the actual services. The Consortium will identify opportunities, solutions, and provide guidance.

## EXECUTIVE COMMITTEE:

The affairs of the Consortium shall be governed by an Executive Committee of \_\_\_ (x) elected representatives from member organizations, each to serve for a term of \_\_\_ (x) years. The Executive Committee shall be composed of \_\_\_ (x) members from State government, \_\_\_ (x) members from other governmental organizations, and \_\_\_ (x) at large members. The Executive Committee officers shall include a Chairperson, a Vice-Chairperson, and a Treasurer, to be elected by the Executive Committee. \_\_\_ (x) of the initial roster of the Executive Committee will have a one-time \_\_\_ (x) year term to provide continuity during the Consortium startup, after which the Executive Committee will establish an annual rotation cycle of approximately one-half of the Executive Committee. The Executive Committee will assume responsibility for identifying opportunities and solutions, guide the implementation of core projects, and avoid and mitigate potential organizational conflicts of interest. Any person serving on the Executive Committee may be relieved of his/her position at any time for cause by a super-majority that shall consist of three-quarters (3/4) vote of the Executive Committee.

# APPENDIX B-ARTICLE OF COLLABORATION



## CHAIRPERSON:

The principal officer of the Consortium will be the Chairperson. The Chairperson is appointed by the Executive Committee and approved by the SACNetwork. The primary responsibilities of the Chairperson are to oversee the day-to-day administrative operations of the Consortium and to supervise and control all affairs of the Executive Committee in accordance with policies and directives approved by the Executive Committee.

## VICE-CHAIRPERSON:

The Vice-Chairperson is appointed by the Executive Committee and approved by the SACNetwork. The Vice-Chairperson shall act under the direction of the Chairperson, and in the absence or disability of the Chairperson, shall perform the duties and exercise the powers of the Chairperson. The Vice-Chairperson shall perform such other duties and have such other authority as the Executive Committee may from time to time prescribe by standing or special resolution, or as the Chairperson may from time to time provide, subject to the authority and the supervision of the Executive Committee.

## TREASURER:

The Treasurer is appointed by the Executive Committee and approved by the SACNetwork. The Treasurer shall act under the direction of the Chairperson as the financial representative responsible for making financial decisions and reviewing and approving all vouchers presented by the Consortium. The Treasurer shall approve disbursement of Consortium funds and shall render to the Chairperson and the Executive Committee at its regular meetings, or when the Executive Committee so requires, an account of the Consortium's transactions and of the financial condition of the Consortium.

## SUBCOMMITTEES:

The Executive Committee shall have the authority to form subcommittees comprised of representatives from member organizations to advise the Consortium and, if applicable, suggest topics of special interest to the members, including intellectual property, resolutions of organizational conflicts of interest, and procurement integrity.

## ARTICLE 3 - EFFECTIVE DATE

These Articles shall first become effective on \_\_\_\_\_, which corresponds to the date that the Consortium Charter Members listed in Exhibit A voted to approve these Articles.

## ARTICLE 4 - TERM

These Articles shall continue for a period of \_\_\_\_ (x) years from the effective date of these Articles. These Articles shall continue in full force and effect for the life of the Consortium. Articles which, by their express terms or by necessary implication, apply for periods of time other than as specified in this Article, shall be given effect for such period of time, notwithstanding this Article. If the Executive Committee agrees, the term of these Articles may be extended through an amendment of these Articles.

## RENEWAL:

Prior to the expiration date of these Articles, the members agree to enter into good faith negotiations to establish either an extension to these Articles, a follow-up agreement, or a Consortium disestablishment plan.

## WITHDRAWAL:

Termination of Membership: Membership in the Consortium shall automatically terminate by written request of the member. Voluntary Withdrawal: Provided the member has satisfied their obligations under these Articles, the member may voluntarily withdraw from the Consortium at any time by notice of withdrawal given to the Executive Committee. Involuntary Withdrawal: If a member materially breaches any material warranty, term, or condition of these Articles, and fails to remedy such material breach within ninety (90) days after receipt of notice of such material breach from another member and/or the Executive Committee, the Executive Committee shall have the right to cause the involuntary withdrawal of such member. Such withdrawal will be effective immediately upon delivery of a notice from the Executive Committee to such member, indicating their election to cause such involuntary withdrawal to occur.

Rights of a Member: After the effective date of withdrawal of a member, such member shall cease to have any rights as a member under these Articles. Continued Funding and Technology Contribution Commitment: In the event of the voluntary withdrawal of a member pursuant to this Article, such member's rights and obligations pursuant to any Consortium project agreements, including, but not limited to, continued funding and labor contribution commitments, shall continue in accordance with the specific terms of the agreements.



# APPENDIX B-ARTICLE OF COLLABORATION



## ARTICLE 5 - HANDLING OF CLASSIFIED AND SENSITIVE INFORMATION

During the term of the Articles, the members agree they may exchange confidential or sensitive information ("Confidential Information") with members having a need to know, for the purpose of furthering the goals of the Consortium as defined in Article 1. Confidential Information includes, but is not limited to, information that is exempt from disclosure under the California Public Records Act (Government Code sections 6250-6270.7), public social services client information described in California Welfare and Institutions Code section 10850, and "personal information" about individuals as defined in California Civil Code Section 1798.3 of the Information Practices Act (IPA) if the disclosure of the "personal information" is not otherwise allowed by the IPA. The disclosure of Confidential Information is restricted or prohibited by provisions of State or federal law.

In addition, each member understands and agrees that all information, ideas, suggestions, and concepts of a general nature or commonly known in the industry related to the exploitation of information and entertainment through electronic multimedia and interactive products and services that may be offered in meetings, consultations, or documents, exchanged between the members shall not be deemed included in the Confidential Information of any member, and no member shall be under any obligation to any other member with respect to its own use thereof.

In the event a receiving member is required to disclose Confidential Information pursuant to a final binding order of a governmental agency or court of competent jurisdiction, the receiving member shall give the disclosing member reasonable notice of the pendency of such an order. Additionally, in the event that one member is requested or required to disclose any of the Confidential Information in an investigatory, legal, regulatory, or administrative proceeding, such member will provide the other members with prompt notice thereof so that such other members may seek a protective order or other appropriate remedy. However, if no such order or remedy is obtained, such member may, without liability hereunder, disclose in such proceedings that portion of the Confidential Information that its legal counsel has advised it is legally required to be disclosed.

## ARTICLE 6 - INTELLECTUAL PROPERTY

Except, and to the extent specifically set forth herein, nothing in these Articles shall be construed as conferring by implication, estoppel, or otherwise, any license or right under any patent, copyright, trade secret, trademark or other proprietary right of any member. Intellectual Property developed by the Consortium is property of the Consortium and SACNetwork, and available to all members.

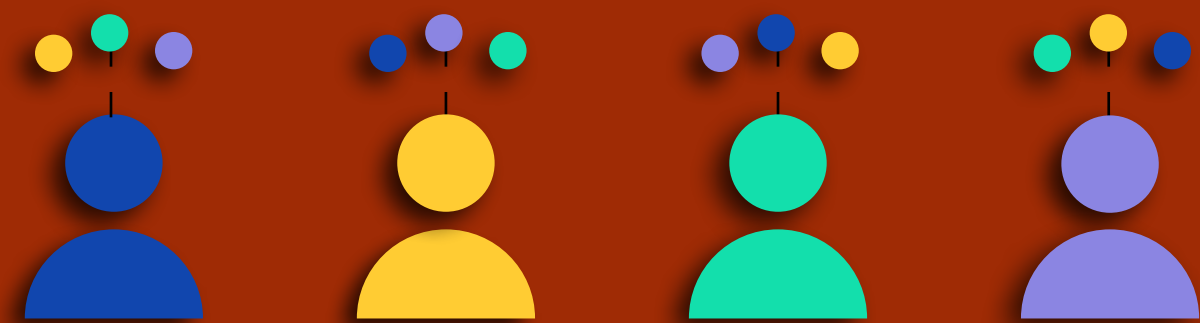
## ARTICLE 7 - INTERNAL DISPUTE RESOLUTION

The members recognize that disputes pertaining to certain matters may from time to time arise during the term of these Articles, which relate to a member's rights and/or obligations hereunder. It is the objective of the members to establish procedures to facilitate the resolution of disputes arising under these Articles in an expedient manner by mutual cooperation and without resort to litigation. To accomplish this objective, the members agree to follow the procedures set forth in this Article if and when a dispute arises under these Articles.

In the event of disputes between the members, including disputes among the members' representatives to the Executive Committee, which such representatives are unable to resolve, a member seeking to resolve such dispute will, by written notice to the other, have such dispute referred to their designated executive officers or their successors, for attempted resolution by good faith negotiations within fourteen (14) days after such notice is received. Disputes regarding the ownership of, and/or rights to Intellectual Property, including the scope, validity, and enforceability of patents, shall not be subject to this Article, but rather submitted to a court of competent jurisdiction.

In the event the designated officers are not able to resolve such dispute, either member may at any time after the fourteen (14) day period invoke the provisions for binding arbitration by written notice. Any binding arbitration dispute or claim arising out of, or in connection with these Articles, shall be settled in accordance with the then current rules and procedures of the American Arbitration Association.

# APPENDIX B-ARTICLE OF COLLABORATION



## ARTICLE 8 - GOVERNING LAW

This Agreement shall be interpreted by application of California law without regard to its conflicts of law provisions. If any provision of these Articles is deemed to be invalid, illegal, or unenforceable by any court of competent jurisdiction, such provision will be deemed amended to conform to applicable laws of such jurisdiction so as to be valid and enforceable or, if it cannot be so amended without materially altering the intention of the members, it will be stricken and the remainder of these Articles will remain in full force and effect.

These Articles, including all Exhibits referred to herein, constitute the entire agreement of the members and supersede all prior and contemporaneous agreements, understandings, negotiations, and discussions among the members, whether oral or written, with respect to the subject matter hereof.

Neither these Articles nor any rights hereunder, in whole or in part, shall be assignable or otherwise transferable without the prior written consent of the Consortium Executive Committee. A member may assign its rights and delegate its obligations (i) to any affiliate of such member (although, in the event of any such assignment and delegation, the assigning member shall remain primarily liable for its obligations hereunder), and (ii) to a purchaser of all or substantially all of the business of such member to which these Articles relates by merger, sale of assets, or otherwise. If the member, after the assignment or purchase cannot meet the requirements for Consortium membership as called out in these Articles and the Consortium Membership Agreement, the member will be considered to have voluntarily withdrawn from the Consortium in accordance with Article 4 herein.

## ARTICLE 9 - AMENDING THESE ARTICLES OF COLLABORATION

No amendment or modification of these Articles shall be valid unless agreed to in writing by two-thirds (super-majority) of the Consortium Executive Committee membership. The Executive Committee may, at its discretion, refer certain proposed amendments to the full Consortium membership for validation by a majority vote of the membership. All proposed amendments to these Articles shall be distributed to the Executive Committee at least thirty (30) days prior to the proposed effective date.

## EXHIBIT A: CHARTER MEMBERSHIP LISTING

[Enter Charter Members]

# APPENDIX C-INTERVIEW QUESTIONS FOR MIDDLE MANAGERS

## INTERVIEW QUESTIONS FOR MIDDLE MANAGERS

1. What is the one challenge or struggle you face as a middle manager that gives you angst on a daily basis? If you could make one wish come true, that you think would fix it, what would that wish be?
2. Do you feel supported in your role as a middle manager? If not, what is the most important thing you need to feel supported? If you feel supported, what is the nature of that support?
3. Do you have a diverse group of middle managers outside of your agency to turn to regularly for advice or mentoring? If so, how has that group helped you? If not, how might it help you?
4. The COVID pandemic and teleworking have shifted the governance landscape for middle managers. Give us one key priority that you see as essential for integration in adapting the middle manager’s governance model to meet the real-time demands of California’s workforce.



# APPENDIX D-MIDDLE MANAGER LEADERSHIP COMPETENCY SURVEY

Middle management definition may vary by department, but a generally accepted definition is: “The intermediate management level of a hierarchical organization that is subordinate to the executive management and responsible for ‘team leading’ line managers and/or ‘specialist’ line managers. Middle management is indirectly (through line management) responsible for staff performance and productivity.”

Choose the Radio button that best describes your position within the state:

**RANK & FILE** ☐ **SUPERVISOR** ☐ **MIDDLE MANAGEMENT** ☐ **EXECUTIVE MANAGEMENT** ☐

Rate on a 1 (lowest) to 5 (highest) scale the importance of each Leadership competency for a Middle Manager to demonstrate.

Employee Development & Career Path Guidance	1	2	3	4	5
Communication	1	2	3	4	5
Transparency	1	2	3	4	5
Accountability	1	2	3	4	5
Resolution (Problem Solving)	1	2	3	4	5
Conflict Management	1	2	3	4	5
Compassion & Concern for Staff	1	2	3	4	5
Active Listening & Constructive Feedback	1	2	3	4	5
Open to Feedback & Receiving Constructive Criticism	1	2	3	4	5
Open to Process Improvements	1	2	3	4	5
Creates a Welcoming & Harmonious Work Environment	1	2	3	4	5
Recognizes Staff & Builds Morale	1	2	3	4	5
Leadership Style	1	2	3	4	5

Of the above categories, list the top three most important items you want in a Middle Manager below:

Any additional desires in a Middle Manager that were not listed above?





# APPENDIX E–MANAGER MENTORSHIP PROGRAM

The goal of a manager mentorship program is to provide both new and experienced managers support from other managers. Peer-to-peer mentorship can help with recruitment efforts and increase retention and employee engagement. In addition, it is helpful for managers to learn from their peers and be held accountable in a more informal way at the personal level.

Mentees can be encouraged to meet on a regular basis—for example, at least once per month for a year. Guidelines for meetings can be developed to help guide the mentees. Guides can include questions for discussion and templates for action plans. Mentees can be paired randomly or intentionally using various factors. For example, mentees could be paired by management styles to learn about different approaches. Potential questions to consider when pairing managers are:

1. How long have you been a manager?
2. How many people are on your team?
3. How would you describe your management style?
  - a. The questions could also include a survey to help identify management styles. For example, Toastmaster International identifies the following leadership styles:
    - i. Bureaucratic
    - ii. Authoritative
    - iii. Innovative
    - iv. Pacesetting
    - v. Democratic
    - vi. Affiliative
    - vii. Coaching
    - viii. Altruistic
4. Is there another management style you would like to learn more about?
5. What is your biggest challenge as a manager?
6. What do you like most about managing?
7. What are you looking to gain from this mentorship program?
8. Have you participated in a mentorship program before?
9. What do you value in a mentor?



# APPENDIX F–MANAGER TRAINING

Create a competitive incentive program where middle managers can attend department-sponsored college courses related to business management, specifically structured for middle managers, through the UC or Cal State systems. An incentive program that provides additional training opportunities for middle managers will benefit both the employee and the State.

Middle managers interested in career development and future executive leadership roles will be more likely to continue their State service with educational incentives, particularly if college courses are not something they would normally have access to because of workload or lack of financial means. This, in turn, helps the State with succession planning and gives them access to a better prepared middle management team.

Other competitive incentives for middle managers could include:

- An annual conference where middle managers have the opportunity to attend workshops on best practices or listen to speakers offering innovative and motivational ideas.
- Training opportunities focused on new trends in the disciplinary process or new contract language.
- Mentorship opportunities with peers identified through the SACNetwork Skills Bank.

