

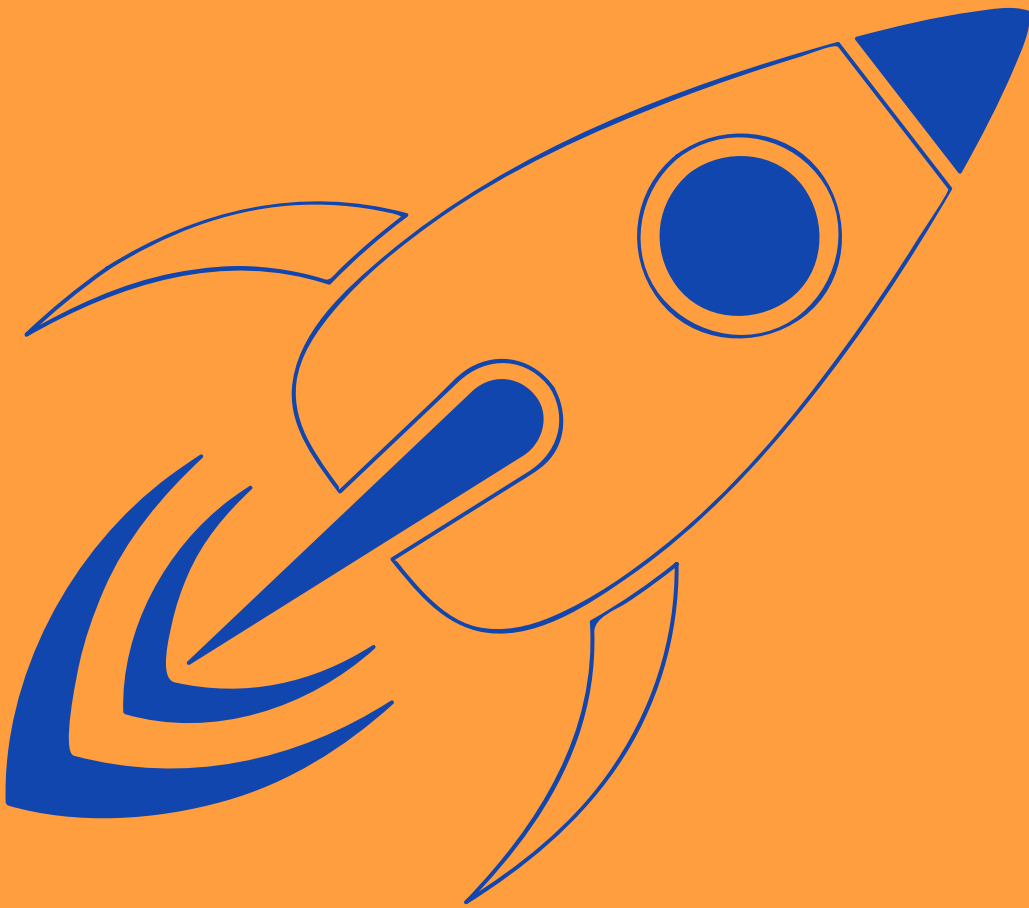


SACNet Pilots

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Executive

Summary

UNITE & IGNITE

California State Government faces many challenges as it must quickly respond to new and rapidly evolving health and environmental crises. Addressing these crises in real-time will require State agencies to tap into the insights and innovations of California's entire workforce, across both the public and private sector. To improve service delivery and innovate new solutions to meet these challenges, the State must become an employer of choice by continuously addressing workforce needs to attract and retain employees in a competitive job market. Current workers will need ongoing training and development opportunities to adapt to using new service delivery models in a digital world. This necessitates attracting new State employees who possess the technical skillsets to meet 21st Century challenges.

To chart a pathway for State agencies to respond to mission-critical resource needs and to fully engage their current and future workforces, Team 1 (SACNet Pilots) was assigned four [Innovation Priorities](#) (IP):

- IP #1 calls for building a State agency collaboration network (SACNetwork).
- IP #2 calls for developing a Memorandum of Understanding to define the guiding principles for inter-agency collaboration.
- IP #3 calls for development of a Skills Bank to fortify employee engagement and match employee skills to critical, real-time projects.
- IP #4 calls for enhanced collaboration and partnerships with private sector individuals and institutions.

Using information and insights gleaned through monthly training sessions, weekly teleconferences, a Champion Summit and a Hackathon, and research of local, national, and global initiatives, the members of Team 1 of the 2021 Cohort for the California Innovation Playbook for Government Change Agents (Cal-IPGCA) have developed a multi-pronged solution to address these challenges. This report describes the rationale for our proposed solution and offers the State a road map for expanding the current pilot project as California moves into the future.

The SACNet Pilots distilled these four IPs into a Problem Statement and a Moonshot solution.

PROBLEM STATEMENT

California State government is **not effectively utilizing its human and technological resources** to address rapidly changing environmental and societal needs. Additionally, a silo structure and mentality **fosters duplication of work, inhibits employee growth, and impedes development of new solutions**. This results in **slow response times** to critical needs and an **under-engaged workforce**.

MOONSHOT SOLUTION

Unite & Ignite California's human capital as an agile workforce to meet the needs of government and society in real time.

To meet these needs, the State must leverage the skills and insights of California's entire workforce, including both the public and private sectors. Leveraging the full breadth of its workforce will require connecting people, processes, and technology by:

- Building a State agency collaboration network (SACNetwork) to enable State agencies and their partners to collaborate in creating workable solutions to the toughest challenges at the pace of change (people).
- Creating a Memorandum of Understanding (MOU) to unite collaboration efforts through the creation of a set of guiding principles that can unlock the full potential of the State's workforce (process).
- Developing a collaboration testbed (Skills Bank) as an enabling technology for collaboration on resources and information across agencies and workforce partners, including both the public and private sectors (technology).



Executive

Summary

URGENCY

"I believe in my heart there is a will, now it's more about finding a way."

–Kathleen Webb, Chief Deputy Director, DMV May 11, 2021

"It's always great to see all of you trying to create a better California. And it only happens in this particular way. There's not very many, if any platforms like this that collaborate to the degree that the state really needs. There are communities of practice, but there's nobody who's actually doing it. The level of work that you provide, and the engagement with other leaders, is just astounding."

–John Sanborn, Chief Learning Officer, CalHR May 11, 2021

The State is one of the largest employers in California, employing more than 230,000 people statewide, consisting of more than 150 departments and agencies all with different missions, cultures, and resources.^{1,2} It's no wonder the State has earned a reputation for being unmanageable and impossible to navigate.

The most recent Employee Survey revealed that state workers are only "moderately engaged."³ This reveals a major opportunity lost. The State, as a single employer, is in possession of one of the greatest resources any company or business could have—its human capital, i.e., the potential knowledge, skills, and abilities possessed by each employee. The same survey asked participants to describe how they felt about their State job, with words like "arduous/tiring/demanding/tough" rising to the top for respondents with 23% frequency with words like "accomplishment/make a difference/success/beneficial" showing up with only 6% frequency.

A recent report from the Harvard Business Review states that "For the past several years, companies have been increasingly monitoring their engagement levels, as a growing body of research has demonstrated that having a highly engaged workforce not only maximizes a company's investment in human capital and improves productivity, but it can also significantly reduce costs, such as turnover, that directly impact the bottom line."⁴ In fact, a 2016 Gallup meta-analysis on "The Relationship Between Engagement at Work and Organizational Outcomes" found that companies with highly engaged employees saw an increase in customer loyalty, profitability, productivity, retention, product quality and a decrease in safety incidents and less absenteeism.⁵

Productivity and engagement are not just an individual problem. Silo mentalities within State service have created a culture of secrecy and competition that is counterintuitive to productivity, with each State Department and Agency supporting different missions, receiving different funding sources, and vying for shared resources. This could most certainly be felt during 2008 Budget Crisis where "employees in General Fund positions in the bottom 20 percent of seniority" were surplussed or laid off and the current 2020 Personal Leave Program and Furloughs have reduced many State worker's monthly paychecks by up to 9.23 percent.^{6,7}

How do we create a highly engaged and efficiently allocated workforce, especially in the midst of salary reductions and competition for resources? What incentives can we offer to recruit and retain top talent and make the State an employer of choice? How do we get State entities to partner together to collaboratively problem solve instead of hoarding resources?

Seeing the value of tapping into the full-breadth of California's human capital, in 2019 Governor Newsom established Executive Order N-04-19 that allows the State to pursue an innovative and flexible procurement model and to seek traditional and non-traditional partnering opportunities with private and public entities in finding solutions in the best interests of the people of California.⁸

What is the best path forward for the State to engage its own workforce as well as that of the private sector to meet mission critical needs in real-time?

OPPORTUNITY

"A pillar in our strategic plan is around 'employer of choice,' not just hiring the best and the brightest, but retaining them. When we look at collaborating with other departments, we look at those with similar values."

–Kathie Kishaba, Deputy Director of Business Operations, DWR May 11, 2021

"I would love to see a system that follows an employee around throughout their career."

–Kathleen Webb, Chief Deputy Director, DMV May 11, 2021

¹ State Controllers' Office Employee Data from January 2021 Pay Period, https://sco.ca.gov/ppsd_empinfo_demo.html

² <https://www.calcareers.ca.gov/CalHrPublic/GeneralInfo/WhyWorkForTheStateOfCalifornia.aspx#:~:text=With%20150%20departments%20and%20agencies,a%20wide%20variety%20of%20employees.>

³ "2015 Employee Survey," Government Operations Agency, CalHR, State of California, <https://www.govops.ca.gov/wp-content/uploads/sites/11/2017/08/Employee-Engagement-Survey.pdf>

⁴ "The Impact of Employee Engagement on Performance," Harvard Business Review, https://hbr.org/resources/pdfs/comm/achievers/hbr_achievers_report_sep13.pdf

⁵ "The Relationship Between Engagement at Work and Organizational Outcomes," Gallup, <https://news.gallup.com/reports/257567/t.aspx>

⁶ "Governor's Open Letter to All State Employees Regarding Furloughs and Layoffs," <http://webarchive.loc.gov/all/20090528050130/http%3A/www.dpa.ca.gov/news/news/2008/20081219-01.html>

⁷ SCO Fact Sheet, https://sco.ca.gov/Files-PPSD/plp20_fact_sheet.pdf

⁸ Executive Order N-04-19, <https://www.gov.ca.gov/wp-content/uploads/2019/01/1.8.19-EO-N-04-19.pdf>

Becoming

an Agile & Engaged Workforce

The future is not all bleak. The philosopher Sun Tzu, also a great military strategist, imparted on us that “In the midst of chaos, there is also opportunity.” If the 2020 Corona virus Pandemic has taught us anything, it is that California State Government **can be agile**.

When 2021 Cal-IPGCA Champion Summit attendees were asked what the SACNet Pilots Moonshot meant to them, the majority of respondents stated that they believe it would “create opportunity.”



Visual representation of respondent's answers courtesy of www.wordclouds.com.

Additionally, respondents from the Cal-IPGCA 2021 Hackathon SACNet Pilots Workgroup felt that opportunities exist in the following areas:

1) Greater Equity in Hiring

The 2021 Trends: People, Skills, and Technology Transforming Today's Workforce by ATD acknowledges that “many organizations understand that diversity is important, but they fail to follow through on action in this area.”⁹ Implicit bias is a pervasive and undeniable reality; however, tools such as a Skills Bank that is based on the CalHR Core Competency Model ensures opportunities for employee growth and development support a merit-based selection process.¹⁰

2) Greater Opportunities for Supervisors and Managers to Support Employee Growth, Development, and Training

Cal-IPGCA Team M&M focused their 2021 Innovation Project on IP #5, “investing in middle management.” They acknowledged that “Increasingly, middle managers in state government hold accelerating responsibilities and are pulled in multiple directions...”¹¹ A Skills Bank creates a catalog of human capital that could quickly and easily be tapped when assembling project teams. Likewise, the SACNet creates a support network for supervisors and managers that goes beyond what exists within their own departments and agencies.

Becoming

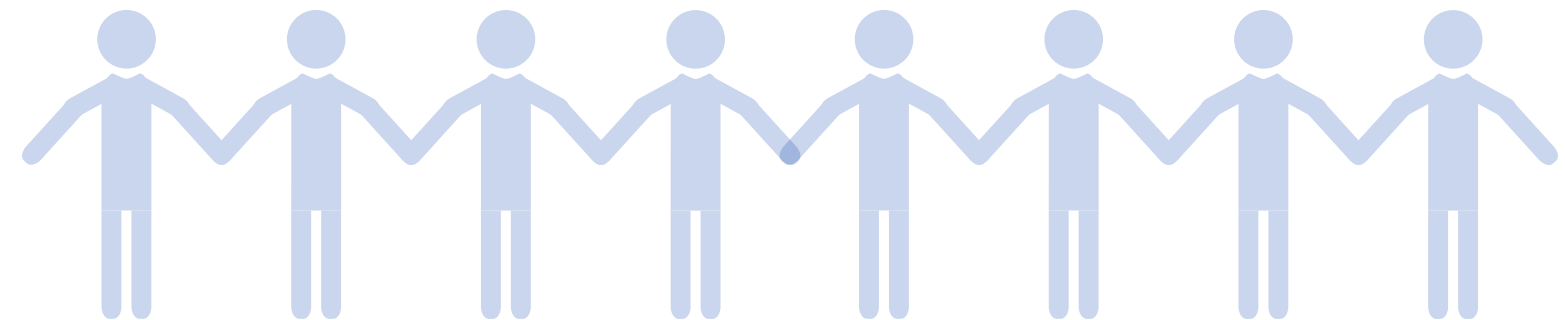
an Agile & Engaged Workforce

3) More Engaged Workforce

In a recent interview with John Sanborn, Statewide Talent Director, California Department of Human Resources (CalHR), Mr. Sanborn expressed the importance for State departments to leverage engagement data. Tools such as the Skills Bank can lead to employees who know they are being invested in and thereby have increased opportunities for career growth. A recent interview with Kathie Kishaba, Deputy Director of Business Operations with the Department of Water Resources (DWR), revealed that one of DWR's Strategic Plans is to make DWR an “employer of choice.” DWR sees tools like the Skills Bank as an important advantage in employee recruitment and retention.

In addition, a SACNet could create an important support structure for departments and agencies with limited resources to draw on the varied resources of other departments and agencies. These options allow them to develop, implement, and monitor resources for the increased engagement of their employees. Holistically, the State is actually one employer—an investment in our weakest link will ensure success for the State as a whole.

The result of a workforce that has greater access to opportunity, access to resources, and is highly engaged **is one that is agile**.



⁹ 2021 Trends: People, Skills, and Technology Transforming Today's Workforce by ATD https://cdn.asp.events/CLIENT_Associat_CF6FD577_F822_A8A0_49AC2A6D8CA47A83/sites/ATD-Conference-2021/media/files/2021_Trends_E-Book.pdf

¹⁰ CalHR Core Competencies Model: <https://www.calhr.ca.gov/Training/Pages/competencies.aspx>

¹¹ Cal-IPGCA - Cohort 2021 Innovation Plan Guidelines

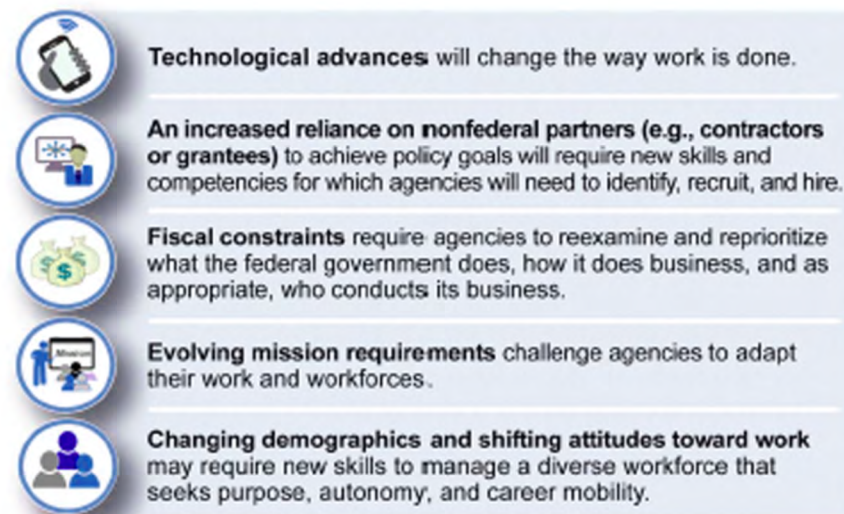


GAO Study

on Federal Workplace Trends

In a report to Congress dated March 28, 2019 (ref. Appendix A), the Government Accountability Office (GAO) identified key trends affecting federal work and workers and key talent management strategies that agencies can employ to achieve a high-performing workforce, given those trends. The key trends in agency operations and attitudes toward work affect how federal work is done and, consequently, the skills and competencies that workers need to accomplish agency missions.

These trends (ref. following chart) will require a federal workforce that can better adapt to and leverage **constantly evolving technology and mission requirements**. They will also **require a federal workforce that can effectively collaborate and partner with workers both within and outside of the federal sector** to achieve national policy objectives.



Source: GAO analysis. | GAO-19-181

"California is a Nation State. We are many parts, but we are one body— there is a mutuality and a recognition of our interdependence."

—Governor Gavin Newsom March 20, 2020

Executive Orders

a Foundation for Change

To promote innovations in State operations to meet new and evolving challenges, Governor Newsom has issued a series of Executive Orders that outline the need and provide the foundation for innovation. These orders include:

1) Executive Order N-17-19:

This Order 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 California State agencies are to align with this mission, and the Future of Work Commission W to report its findings and recommendations by February 1, 2020.

In its March 2021 report, the Commission calls for the creation of a new Social Compact "based on a common understanding of shared values between employers, workers and their unions/organizations, education and training institutions, entrepreneurs, investors, corporations, technology developers and platforms, nonprofit organizations, government at all levels, the state, and others, and a commitment from each stakeholder to undertake actions, individually and collectively, that uphold these values and advance bold, measurable moonshot goals..." One of these moonshot goals seeks the harnessing of "the full capabilities and collaboration of all stakeholders in the Social Compact. The state, employers, workers, and social, educational and training institutions, investors, small businesses, technology developers and platforms, and nonprofits each have unique capabilities and responsibilities to uphold in the Social Compact, and to collaborate and contribute toward its achievement."

2) Executive Order N-10-19:

This Order calls for "...a broad portfolio of collaborative strategies between government, sovereign tribes, local communities, water agencies... and other stakeholders" to prepare "a water resilience portfolio that meets the needs of California's communities, economy, and environment through the 21st century."

3) Executive Order N-04-19:

This Order calls for: a) new, flexible approaches to procurement that "will challenge innovators and entrepreneurs to provide California with leading-edge solutions by aligning our procurement methods with the pace of change, b) for the creation of a "culture conducive to innovation, including communicating and collaborating with the private and public sectors at the outset of a project..." and c) "by embracing this new flexible approach to procurement, the State and its partners—including but not limited to the vendor, academic, scientific, and entrepreneurial communities—learn from each other and collaborate to find solutions in the best interests of the people of California..."



Strategic Opportunity

Former British Prime Minister Harold Macmillan stated that the biggest challenge to effective government is “events, dear boy, events.” While unforeseen events can derail and even destabilize governments, they can also provide an urgency and impetus to make significant positive changes in organizational performance that otherwise might not occur.

The financial crisis in 2008/9, for example, spurred regulators to pursue broad improvements in their organizations’ performance. NASA turned the loss of the Mars Observer spacecraft in August 1993... into an opportunity to substantially reorganize the agency... and implement performance and organizational improvements that left NASA better positioned going forward.

Unforeseen—and often difficult—events can help government agencies overcome an aversion to major change. Public sector leaders need to be prepared to view such events as a catalyst for broader transformation programs.

OPPORTUNITY SUMMARY

“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 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.”

—Wade Crowfoot, Secretary, CNRA; Cal-IPGCA Leaders Forum, Live Q&A: January 14, 2021

“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; Cal-IPGCA Leaders Forum, Live Q&A: January 14, 2021

The GAO analysis of federal workforce trends and the Governor’s Executive Orders have two common themes: a) they identify constantly evolving challenges and mission requirements, and b) they call for new and innovative ways of collaborating between public and private sectors in order to meet critical health, welfare, economic and safety needs at the pace of change.

The COVID-19 pandemic highlights the need for these changes, and it can become a catalyst for making them by creating a strategic opportunity for the State to transform its organizational performance and capabilities. Delays in the timely identification and deployment of contact tracers to stem the transmission of this deadly virus illustrate the need for significant improvements in the processes and systems used to redeploy the State’s human resources to meet mission-critical projects. To respond to ever-evolving needs, government agencies at all levels must deploy new processes and technology to enable faster and better collaboration across both the public and private sectors. COVID has taught all governmental agencies the necessity for top-down and bottom-up cross-departmental collaboration.

Alternatives

Developing and deploying our three-pronged solution (SACNetwork, Guiding Principles [MOU] and Skills Bank) will require a significant investment of resources to unite people, processes and technology across all State agencies and extending into the private sector. Alternatives to this making this type of investment include:

Option 1: Do Nothing and Maintain Status Quo

This alternative is inconsistent with the Governor’s call in the aforementioned Executive Orders for the State to foster a culture conducive to innovation, including communicating and collaborating with the private and public sectors to meet the unprecedented health, welfare, and safety challenges of its residents.

Option 2: Agency-Specific Talent Management Systems

Some agencies have embarked on the planning and development of agency-specific talent management systems to better collaborate and share information and resources within a specific agency. While these tools will likely improve the utilization of intra-agency resources to meet agency-specific needs, the recent pandemic has shown the need for collaboration across agency boundaries to meet urgent response requirements of multi-faceted, multi-jurisdictional crises. Additionally, these types of small-scale, unique development efforts will likely result in duplicative expenditures of development resources and will not realize the full benefits of resource and information collaboration across the breadth of the State’s entire workforce.

Option 3: A Statewide Collaboration Network

This solution will enable the State to respond to unprecedented challenges by using the full breadth of the State’s workforce, both public and private sector, to connect participants via a Skills Bank. These connections will enable faster identification of resources to staff mission-critical projects, provide new development pathways and opportunities for State employees, and integrate private sector individuals and institutions in collaborating to solve the State’s biggest challenges.

Recommendation

In light of these alternatives, Team 1 recommends Option 3, which connects people, processes, and technology by:

1: Building a Statewide Collaboration Network (SACNetwork)

The purpose of this network to empower and enable employees to share their knowledge, skills, and abilities (KSAs), and best practices and to foster agile inter-agency collaboration.

2: Creating an MOU

This will align collaboration activities and processes across agencies by outlining guiding principles and defining a common language for collaboration across organizations. These principles can also be incorporated into a set of community standards that will guide collaboration activities within the Skills Bank.

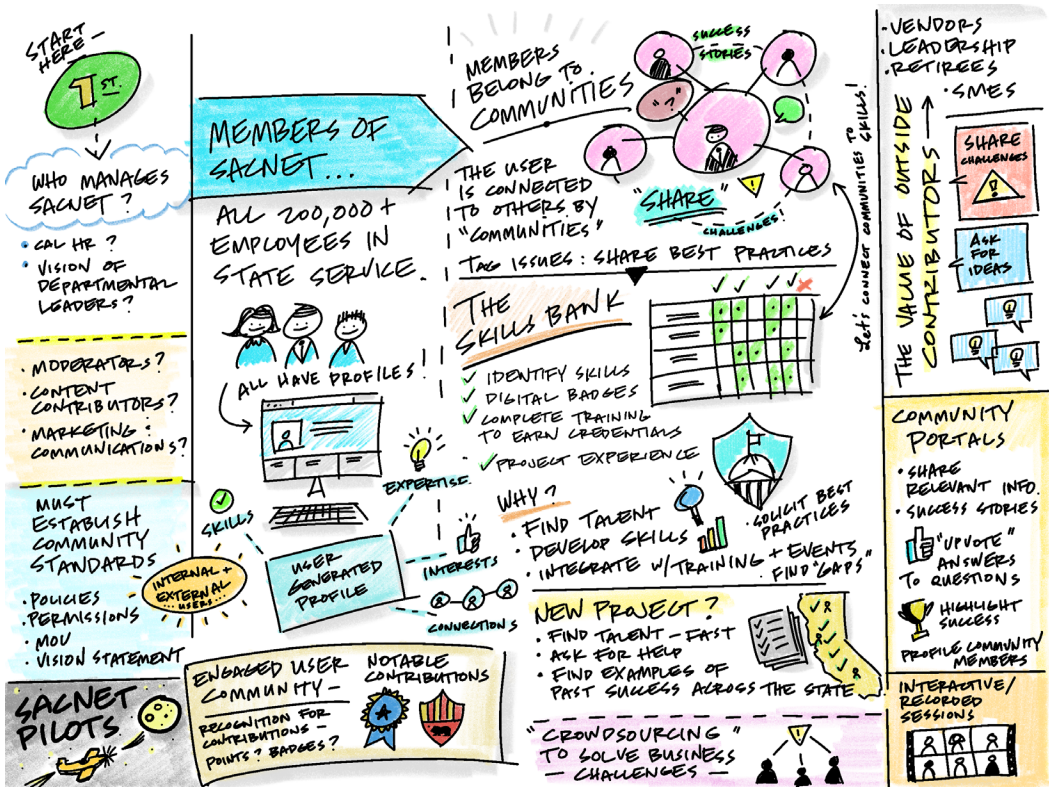
3: Developing a Collaboration Tool (Skills Bank)

Developing a collaboration testbed/tool (Skills Bank) that will create a digital repository of employee skills and certifications along with groups of collaboration communities that will enable skills matching for critical projects as well as problem solving and information sharing across workforce sectors and communities of practice.

The power of this solution lies in its holistic approach. The benefits of each individual part are greatly enhanced when these parts operate in concert with each other and release new synergistic benefits. For example, a network of professionals who collaborate to solve problems and share best practices has a unique benefit, but even greater value can be realized when the members of that network can operate freely across organizational boundaries based on a set of unifying collaboration principles that create new opportunities for sharing information and resources. This combination would be enhanced by technology (the Skills Bank) that provides a digital forum which would facilitate the sharing of information and opportunities. Lastly, the power of these three components operating in concert with each other would be further elevated by expanding their reach to include the totality of California's workforce, both the public and private sectors.

Recommendation

The following diagram illustrates how the Skills Bank can be used to connect and collaborate across public and private user communities.



Brian Wallace, Kiefer Consulting, Inc., 2021

Pursuing this three-pronged solution will enable State agencies to:

- Energize the state with a highly engaged and efficiently allocated workforce
- Deliver critical services to meet rapidly changing and complex needs by leveraging technology to optimally utilize its greatest asset—human capital
- Create visibility and new “lines of sight” for agencies to see and solve common challenges
- Leverage the insights and innovation of both the public and private sector to meet specific needs

This recommendation is consistent with both the GAO findings at the Federal level as well as the Governor's guidance at the State level that call for new processes and technology to improve the engagement of the State's employees and to unleash the power of collaboration across the full breadth of California's workforce to meet the needs of this state's residents, now and throughout the 21st century.

Recommendation

Incentives

“Imagine if you had this much more employee centric system that follows the employee around on their state journey. Basically, we’re all one big team and it shouldn’t be so siloed by departments.”

–Kathleen Webb, Chief Deputy Director, DMV May 11, 2021

With our Moonshot, a job with the State is no longer “just a job.” State employees are the backbone of the State, and this Moonshot will provide them with valuable incentives to gain the skills and experiences needed to grow their careers. With participation in the SACNetwork and Skills Bank, they will be provided:

- The ability to gain experience to reach career goals or experience in area(s) outside of current career path
- The ability to explore their passion and work on projects driven by staff’s passion
- The ability to obtain experience need to meet minimal qualifications (MQs) for a job in another field
- The ability to self-direct their career progression

As a byproduct, State employees would gain job satisfaction, self-fulfillment, and possible monetary compensation. As a State Management Team Member, State employees would be provided with a tool that will enable:

- Easy assembly of staff for projects that are both urgent and non-urgent
- Quick backfilling for staff that are on loan or out on leave
- Identification of and invitation to potential staff for project and job openings
- Identification of and invitation to contractors with matching skills to bid and to collaborate

In addition to being a tool, the SACNetwork and Skills Bank can serve as an alternative:

- Method to the traditional methods of hiring and procurement
- Management to emergency and regular business fluctuations
- Course to provide on-the-job training
- Motivation tool to reward staff by letting them work on “passion projects” via the Skills Bank

Recommendation

Resources

Since the tools are technology based, they are ready to serve State managers and staff as needs arise. Even individuals and institutions that are not part of the State workforce can still be part of California’s success story. The SACNetwork and Skills Bank provides the ability to:

- Network and connect with future business partners
- Recruit staff or subcontractors with specific skills
- Explore project/contracting needs of the State of California

All workforce partners can work together to provide their cohorts with peace of mind that tax dollars are being efficiently spent. By building and fostering partnerships among agencies and contractors, this agile workforce can better respond to statewide emergencies to create a California for ALL.

RESOURCES

“Once you get clear on the problem, the why, then you can start to look at the knowledge, skills and abilities needed.”

–Kathleen Webb, Chief Deputy Director, DMV

“We have so many connection points with other departments that there seems to be a lack of synchronicity between those collaborative tools.”

–John Sanborn, Chief Learning Officer, CalHR

To seize these opportunities, we need these resources (tools) for this to succeed. These tools can be broken up into the three categories: People, Process and Technology. All three are necessary for a successful implementation.

Concerning People, we need to work together as ONE state. By working collaboratively, we can move away from a silo mentality. We will encourage staff to participate in the Skills Bank by creating and keeping current their information or profiles. We can use Roadshows to bring awareness to this effort to all the State agencies. This will be a great resource use for recruitment by Middle Management and, with the buy-in of Team M&M, they can also encourage their staff to participate. By virtue of using a system based on collecting data only for core competencies, knowledge, skills and abilities, this will greatly level the playing field by enabling diversity, equity, and inclusion for all participants, thus aligning with Team Unifiers.

One of the most important Processes needed is a Memorandum of Understanding (MOU) across State agencies (ref. Appendix B for a model version.) It is important to develop and present the rules of engagement and governance. A culture shift must occur that treats staff as State resources rather than Department resources so they can be deployed or reassigned to address the most critical needs. Also, a systemic change is necessary to shift away from hard coded “duty statements” to more generic options that enable fluidity of work across the State. Some materials that can serve as references for the MOU include the Innovation Playbook, the Governor’s Order N-04-19, existing MOUs, and data from the Champion Summit and Hackathon. In addition, we need to examine existing processes such as the procurement processes that may have an impact.

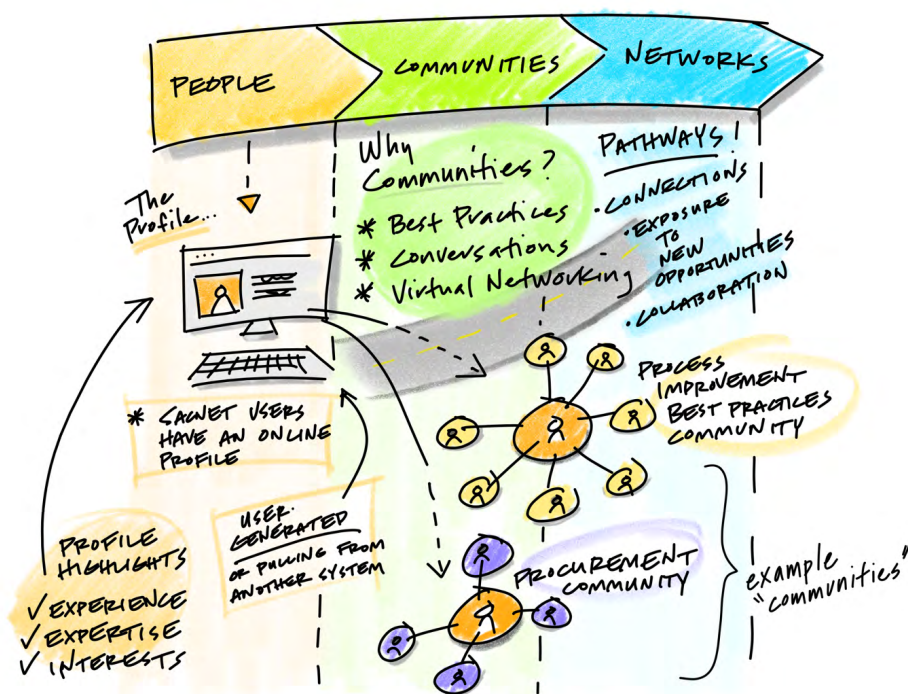
Recommendation

Resources

As we move towards a more agile methodology in so many areas, we must move towards a more agile procurement process, such as the RFI2 (ref. Executive Order N-04-19).

Finally, we have the Skills Bank which will be a central database or repository of information and will be the Technology that enables this. The Skills Bank is a proof of concept of a system to collect information for resources or talent, which then can be used in to match potential needs with staff. This will provide access to data/information on people's knowledge, skills and abilities, as well as interest or passion, and provide a platform to allow real time skills matching and sharing of staff across Departments. The Skills Bank is being developed with three State departments and the Cal-IPGCA cohorts, from the initial concept and inception. One day to become a system that all state agencies, as well as private industry, can leverage. In addition, with the current state of remote work, we now have the ability to reach out to a larger candidate pool, and engage Team Telework to help achieve that goal. Lastly, to support and maintain the Skills Bank, we would need to identify an owner of the Skills Bank, to make this a priority, and would require sufficient IT resources to maintain and operate the system and make enhancements and expand it as it grows.

The following diagram illustrates how People, Process and Technology can be united in these ways to break down barriers and enable next-level collaboration of information and resources:



"Think about the type of work different departments do first, then look at innovation efforts. When you envision talent collaboration in a production environment, that looks very different than in a research environment."

—Kathleen Webb, Chief Deputy Director, DMV May 11, 2021

Recommendation

Planning

To achieve the project goals, the State must thoroughly plan its development and implementation. The first step in the development of the Skills Bank is to identify the areas where the compartmentalization of the State's workforce has resulted in significant inefficiency and unfavorable outcomes. A strategy must then be developed to utilize the Skills Bank by creating a more fluid method of State human resource allocation to address its pressing needs.

The development process begins with identifying two to four State agencies that are ideal samples for a pilot trial. The trial run will enable us to identify how the Skills Bank works in practice. More importantly it will help identify improvements that can be made before it goes live statewide. Simultaneously, we'll be training Skills Bank Change Champions who will serve as ambassadors for the project when it launches statewide.

As is the case with any ground-breaking changes, proper training is critical to the successful implementation of the innovation project. The IP ambassadors will undergo a robust training program and become true experts on the matter. They will then take their expertise on the road and give presentations that introduce the State's workforce to the Skills Bank.

Perhaps the project's biggest hurdle is generating a high rate of participation throughout the State's workforce. Generally, voluntary programs do not get participation at a satisfactory rate. The key to this is a compelling marketing campaign. We will effectively communicate the benefits of participating in the Skills Bank. Virtually every State worker stands to benefit from participating. That will be made clear. Predicated on the evidenced participation levels of the Cal-IPGCA DMV PoC Beta Testers under Cohort 2021, there will be a robust application process for participation of departmental "beta testers" in this future iteration as participation levels were remarkably different than beta testers that were instructed to participate by their supervisor. This approach identifies early adopters that remain pro-actively involved across the departmental beta-test cycle, heighten assurance of success.

Lastly, we envision the Skills Bank as a platform that will continuously evolve with the times. We will therefore continuously document the trial-and-error process to facilitate the continuous improvement of the Skills Bank.

We believe the key to this project's long-term success is a multi-phased implementation strategy. One of the first big hurdles will be finding a suitable host for the Skills Bank. We propose to secure a hosting agreement that is led by the Cal-IPGCA Association. Securing a hosting agreement with CalHR or other relevant State agency would be of great value to ensure management of the content and functionality of this tool across all adopting agencies. This hosting agency would work in conjunction with a committee of adopting agencies to evaluate this tool's performance and future development.

Once the platform is up and running it will first be limited to one or two State agencies. This will make it easier to quantify accountability and improve and enhance functionality and user interface before it goes statewide. The next stage will be to open it to the entire State workforce. Ideally, the last step in its gradual expansion would be to open the Skills Bank to private sector workers. Finally, all recommendations regarding development and deployment of this tool must always keep the environment of the Skills Bank fluid. The Cal-IPGCA Association's State agency members establishes a fairness of opportunity for all participating state departments, and this process will continue to guide the development and deployment of the Skills Bank.

Recommendation

Accountability

“Yes, it’s a technology tool but more importantly it is a people tool.”

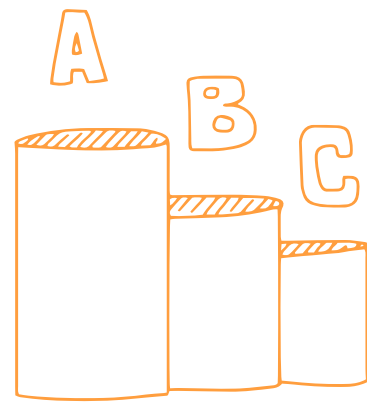
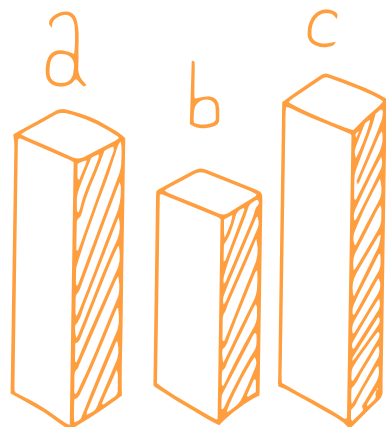
–Kathleen Webb, Chief Deputy Director, DMV May 11, 2021

To ensure successful implementation of the Skills Bank, all parties involved in the implementation and roll-out must be held accountable. The following are examples of some actions to ensure accountability:

- **Up-front Agreement** - Ensure adopting agencies converge on what success looks like, including buy-in and commitment from leaders and middle managers
- **Alignment with Leadership** - Gain agreement with agency leaders on the basic skills to be accessible to enable employee access to a database/network
- **Clear Definition of Role/Responsibilities** - Create a RACI (Responsible, Accountable, Consulted and Informed) chart clarifying ownership and decision-making responsibility for each major task in the design, development and implementation phases
- **Alignment with CalHR** - Set an Agreement with CalHR on modifications needed to existing hiring policies and procedures. Employees should be able to seamlessly lateral to meet critical positions or project roles.
- **Alignment with External Stakeholders** - Collaborate with labor unions and labor relations input on employee utilization of upward mobility platforms
- **Transparency** - Ensure transparency through the establishment of key performance indicators (KPIs) and other performance metrics to enable objective evaluation of effectiveness
- **Risk Management** - Perform ongoing risk management to ensure success

“It is important to think about your quantitative and qualitative measures and benchmarking to see what the experience of other talent management systems has been—how has it improved employee performance and employee engagement?”

–Kathleen Webb, Chief Deputy Director, DMV May 11, 2021



Recommendation

Metrics

To measure and monitor the performance and impacts of this solution, key performance metrics must be established. Metrics that provide insights into the usability, functionality and adoption of the Skills Bank should be established. Examples of these metrics include:

- Number of User Profiles
- Number of Positions/Projects Posted
- Number of Positions/Projects Filled Via the Skills Bank
- Age of Open Positions/Projects
- Number of using agencies

To increase the usability and promote awareness of the Skills Bank, a dashboard summarizing key metrics should be viewable within this tool. Presenting key metrics in a dashboard format, such as number of user profiles and number of projects filled, could increase the adoption rate as users can quickly see the growth in users and job/project opportunities as agencies deploy this solution.

To further monitor the adoption and usability of this tool, periodic user surveys should be sent to managers and employees of adopting agencies to solicit their feedback on current and future functionality and features. This information should be utilized by the agency charged with managing this tool to make ongoing improvements in the functionality and performance of the tool. Additionally, the Skills Bank will itself be a important repository of information that can be used assess the performance this tool and its impact on users and adopting agencies.

Additional quantitative and qualitative metrics that measure the impact of this solution on each adopting agency’s financial, operational and employee engagement metrics should also be established. This will help agencies understand and evaluate the level of effort needed to implement versus the potential benefits via improvements in their operational and talent management performance. Examples of these measures include:

- Return on Investment
- Employee Satisfaction
- Fill Rates and Time-to-Fill for critical positions listed in the Skills Bank
- Performance, cost and functionality benchmarking against similar tools already deployed/being deployed within State agencies
- Impacts on agency Diversity, Equity and Inclusion (DEI) goals from use of the Skills Bank

These metrics should be highlighted in promotional materials to help agencies understand the costs and benefits to their organizations when adopting this solution.



Recommendation

Recognition

“Where badging is a critical component to validate skills, you could have a badge endorsed by a supervisor that has witnessed the employee demonstrating that skill.”

–Kathleen Webb, Chief Deputy Director, DMV May 11, 2021

Recognition for an individual’s work is one of the most effective methods for promoting an efficient and productive work force. Recognition is so intrinsic to the human psyche that it has resulted in coined phrases such as “pat on the back” or symbolic phrases such as a “carrot on a stick.” Incentivizing good work by implementing a reward system can motivate staff to produce, be active in the workforce, and increase promotion potential. The SACNetwork and the Skills Bank can provide different forms of Social Recognition via the use of achievement badges. It can also allow employers to publicize their success by broadcasting the rewards. Below is a list of types of possible social recognition that result from this innovation priority. Outlined below are forms of benefits the SACNetwork and Skills Bank can help agencies to achieve:

SOCIAL RECOGNITION

- Kudos/Above and Beyond/Pictures/Widgets
- Recognition that Brings About Recognition Amongst Your Peers and Colleagues
- Recognition as a Leader in Government Innovation
- Leveling up your Skills Bank Profile
- Popularity for Change
- Badges for Accomplishments, Wall of Fame, First-in-Line Kudos

WORK-RELATED RECOGNITION

- Skills Bank Badges on Prior Work-Related Accomplishments, Leadership Courses, Nominations, etc.
- More exposure to each employee’s work accomplishments, got 100 gold customer service compliments? Get that gold star on your profile to show you ARE a customer service-oriented employee who can excel in customer-based service positions.
- Recognition for Volunteer Efforts that Both Demonstrate and Enhance Employee Skill Sets that Fall Outside of their Position Description
- Working in a data entry position but you previously have held certifications in Cisco network management? Broadcast this so IT departments within different agencies can find the right employee for their specific coding needs.
- Employee of the Month Program within Employee Profiles

Recommendation

Recognition

MONETARY RECOGNITION

One other recognition for good work is monetary recognition. Knowledge is power, and many times the State’s workforce is unaware of promotional opportunities or monetary rewards for good work. The State must leverage all possible technological tools such as the Skills Bank, thereby showcasing possible promotions. Or concerning the moonshot proposal of CalHR involvement, create an easier direct-to-employee message regarding ongoing promotional pay increases.”

Below are areas that can be featured on the Skills Bank profiles or job classification listings:

- Potential promotional pay increases towards upward movement
 - o Provide information on which positions are considered promotional
 - o Cross tie Minimum Qualifications in an effort to “de-technicalize” that information
 - o CalHR to incorporate transfer eligibility calculator to Skills Bank
- Expansion of CalHR’s State Merit Award Program
- Employee Suggestion
 - o An ongoing program that rewards State employees for innovative ideas that result in a direct benefit to the State’s operations. Cash rewards given from \$50 up to \$50,000 for implemented changes.
- Superior/Sustained Accomplishment Nomination
 - o Management tool to nominate an employee for an outstanding job performance within their normal duties. Cash rewards given from \$25 up to \$250 per individual.
- Gold Nomination is \$50 to \$500
 - o Requires a 24-month evaluation period and nominations are limited within each agency/department
- Special Act/Special Service Nomination
 - o An honorary award given to employees who have performed an extraordinary act in saving another individual from great personal risk or safety

Bhanji, J. P., & Delgado, M. R. (2014). The social brain and reward: social information processing in the human striatum. Wiley interdisciplinary reviews. Cognitive science, 5(1), 61–73. <https://doi.org/10.1002/wcs.1266>

CalHR Salary Ranges: <https://www.calhr.ca.gov/state-hr-professionals/Pages/about-salaries.aspx>

CalHR Merit Award Program: <https://www.calhr.ca.gov/employees/Pages/map-merit-award-program.aspx>

CalHR Employee Suggestion Program: <https://www.calhr.ca.gov/employees/Pages/map-employee-suggestion-program.aspx>

CalHR Superior Accomplishment Awards: <https://www.calhr.ca.gov/employees/Pages/map-superior-accomplishment-awards.aspx>



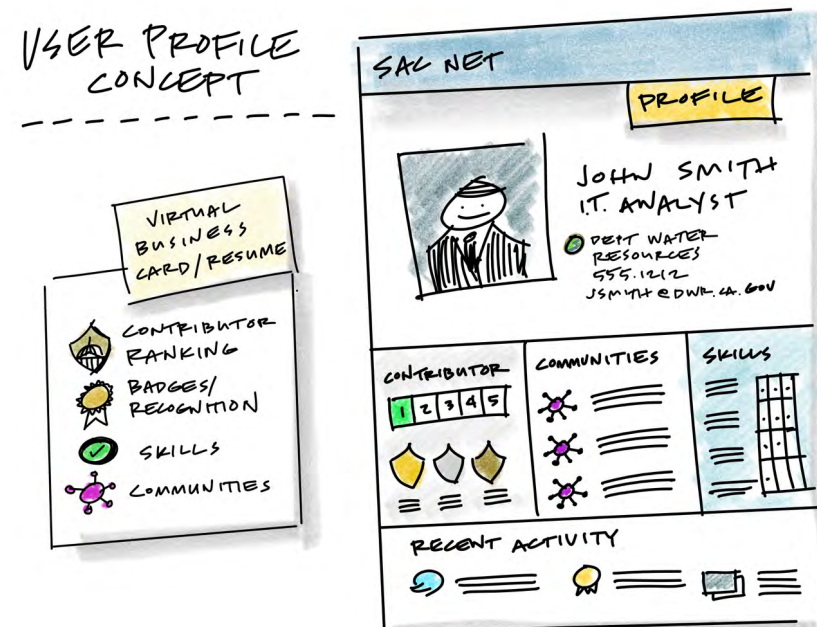
Skills Bank

Basic Features

The Skills Bank should have the following features based on current best practices:

- Leverage Existing State Systems
 - ID Me (<https://www.id.me/>)
 - CalHR LMS
- Provide Enhanced Security
 - Personal Identifying Information (PII) Must be Secured
 - Authorization for Release, Opt-In, Disclaimers
- Enable moderation of content
 - Management and Moderation of Posted Content by a Hosting Agency to Ensure Information Complies with Community Standards and State Policies
- Enable Easy Document Management
 - Able to Upload, Download, Share
 - Redact Information for Future Use
- Provide User-Defined Notifications
 - Job or project postings and updated comments
 - Send & Sync to Personal Electronic Devices
- Enable Surveys & Reporting
 - A System Dashboard Viewable at Login by All Users to Show Key System Metrics
 - A Space for Feedback, Comments, Suggestions, Etc.
 - Reporting of Key Issues & Metrics to Improve the User Experience Over Time

The following diagram illustrates a concept for portraying user profile data within the Skills Bank.



Brian Wallace, Kiefer Consulting, Inc., 2021

Skills Bank

Why build it?



The State must create a robust platform for collaboration. The SACNetwork and the Skills Bank can provide 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, the Skills Bank will need to link skills and jobs of the future to current jobs and skills with a training component, such as CalHR's Learning Management System (LMS).

Skills Bank training will be offered to the current workforce to promote new career opportunities. New job opportunities will be created by this new technology as there may be jobs that are eliminated by new digital processes.

These goals cannot be achieved only by 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 that are open to current staff and potential employees. The Skills Bank will be a tool for managing and delivering workforce upskilling processes and resources as well as career development opportunities and information.

At present, a CalCareers (<https://www.calcareers.ca.gov>) website provides guidance to State of California employee applicants and currently credentialed employees as they 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 the Skills Bank, 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.

Skills Bank

Information, Training & Certificates

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 utilizes a similar methodology to place U.S. military veterans in jobs through 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. 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 the Skills Bank to link skills to jobs. To facilitate this connection, a universal taxonomy should be developed to align California state workforce specific language and terminology with that used in the private sector.

This information can help build a platform that would be a searchable format linking 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 the Skills Bank and by 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 State jobs, thus ensuring an enhanced flow of qualified and eligible candidates to the State.

KEY BENEFITS

- Provide Rapid Identification of State Employee Profiles with Knowledge, Skills and Abilities Matched to Project Requirements in Real-Time
- Ability for Agencies to Leverage and Allocate Key Resources to Meet Mission-Critical Project
- Provide Visibility to New Training and Development Opportunities Across State Agencies
- Encourage Upskilling and Right-Skilling by Offering Training Based on Skills and Desired Career Paths
- Allow Both Employees and Job Applicants to Directly Link their Skills to Vacant Jobs
- Enhances Employee Engagement by Leveling the Playing Field Between Departments and Employee Job Classifications Which Inherently Reveals The Hidden and/or Inaccessible Human Assets of the State's Workforce
- Enable Rapid Identification of Non-Profit, Academia and Private Sector Talent to Meet Critical, Unfilled Project Requirements
- Provide a Real-Time Mechanism for Succession Planning as Skills, Knowledge and Capabilities of Near-Term Retirees Can be Captured for Continued Access and Deployment
- Ability for System Data to Follow an Employee Throughout their Career, Even if They Move Between Agencies
- Establishes a Mechanism to Collaborate in Real-Time Across Departmental Boundaries Which Can Exponentially Enhance the Skillsets of Departmental Personnel and the State of California in Tandem
- Collectively, Establishes the State of California as a Systemic Governance Model that Can Meet the Challenges of a Real-Time World
- Benchmarks the State of California at the Forefront of Government Innovation

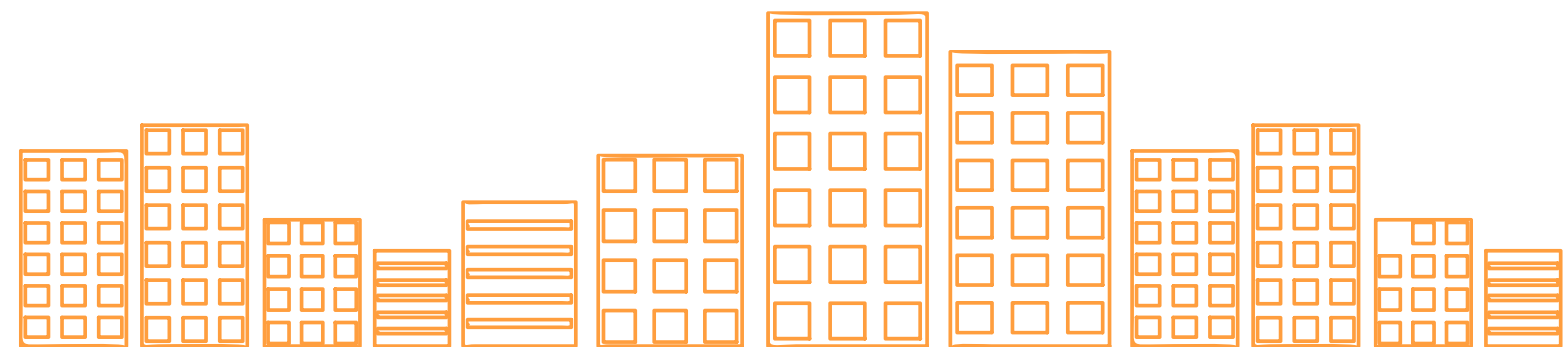
Skills Bank

Data Privacy & Security



Data privacy and security is a critically important concern. All end-users of this voluntary system would need to register for use, which would require 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 or consumer or customer data. It also may be 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. The Skills Bank 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).



Skills Bank

Proof of Concept

A key to successful deployment of the Skills Bank is good governance and executive sponsorship. Therefore, this initiative must be led by executive sponsors from various agencies to include the Governor's Office, the California Department of Human Resources, and the California Department of Technology. At the forefront of these newly identified executive sponsorships we foresee the retention of the Department of Motor Vehicles (DMV) the Department of Water Resources (DWR), and the Cal-IPGCA Association as their hands-on participation across Cohort 2021 establishes their role as subject matter experts in guiding and supporting the onboarding of new departmental beta testers.

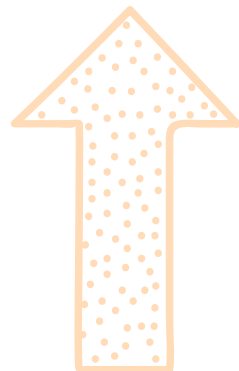
It is important to note that while we use the term "beta testers" to define the group of individuals who tested and provided feedback on the current functionality of this tool, the Skills Bank itself is currently a proof of concept and is not in a formal beta test environment.

Subject matter experts, communications directors, marketing committee members, call center personnel, and change "champions" within each adopting agency will help roll out this initiative. Each Department's unique needs must be addressed in the early development and planning of this transformation effort. Departments and agencies should deploy this tool in phases and be given the necessary training and support to use these tools and processes. It is foreseen that enhancements to the Cal-IPGCA curriculum can serve to meet these needs as the annual training program expands its positioning for the State of California as a human system test bed.

The current pilot project leverages systems already in place to create a basic online portal for the Skills Bank for use as a proof of concept (ref. Appendix E.) Beta testers assigned to this project created profiles, added skills data and provided functionality feedback. A formal report of key learnings from this beta test process was not available at the time of this report but will be available for the next Cohort. The following beta test feedback was provided by participants in this year's Hackathon.

PERCEIVED VALUE

- Equity in Hiring
- Opportunities for Employees & Supervisors
- Engaged Workforce
- Investment in Employees



Skills Bank

Proof of Concept

FUTURE FUNCTIONALITY RECOMMENDATIONS

- Feed the Individual Development Plan into the Career Road Map
- Link to CalCareer Profiles
- Add Links to ECOS for Hiring Accountability
- Add Evaluations (Beyond 360) in Skills Bank Profile
- Add Systematic Notifications to Employees, supervisors, and Managers for Training and Career Opportunities
- Add Employee Engagement Surveys
- Add Recruitment and Retention Data

In addition to the feedback provided by our Hackers, we propose the following functionality enhancements based on our team's beta test experiences:

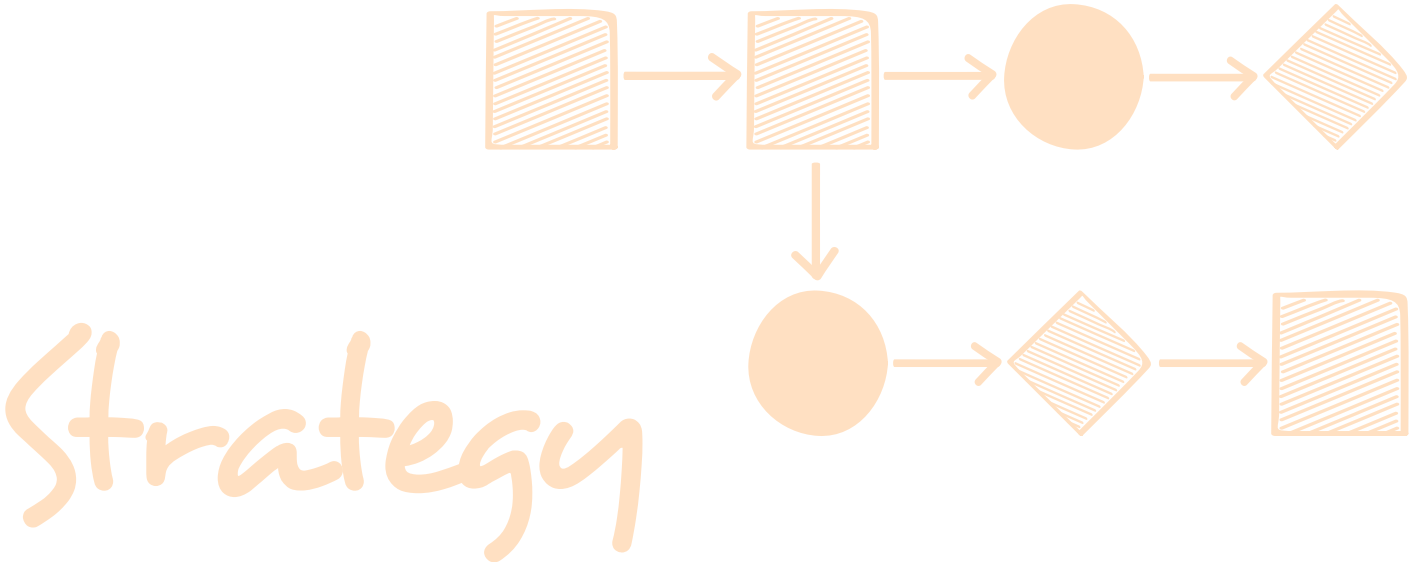
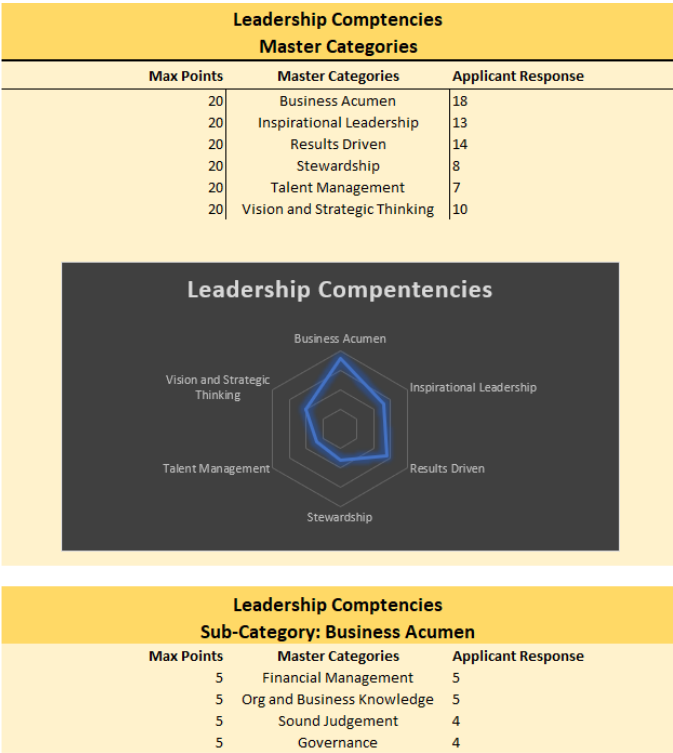
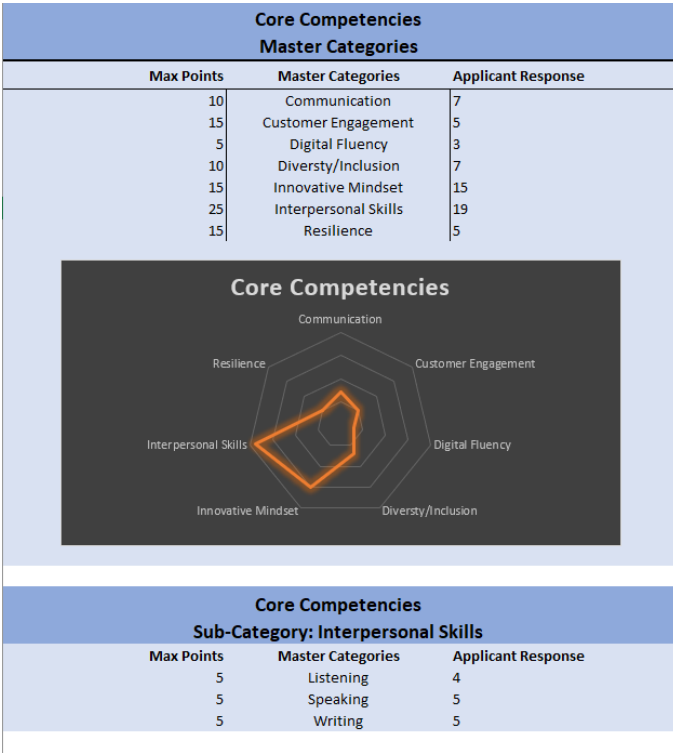
- Add a module for procurement whereby the Skills Bank can be used to match/invite contractors, assist agencies in ranking bids, etc. Similarly, the system should be configured to mask the identities of contractors and rank the results based on qualifications (as set by laws and regulations governing such procurement activities).
- Link the Skills Bank to CalHR's Learning Management System (LMS) to enable digital updates to employee training and certification records.
- Develop functionality that would enable the Skills Bank to help agencies and departments align hiring and development activities with their Diversity, Equity, and Inclusion goals.
- Expand the back end of the Skills Bank for better overview of submitted responses.

NEW USER INTERFACE IDEAS

- A search function for hiring managers to better allow agencies to screen/filter out available applicant pool
- A slider bar to screen/filter out applicant pool
- A summary page to show managers available pool's responses' that match position
- Radar chart or plot chart to show current pool (see following graphic)

NEXT STEPS FOR IMPLEMENTATION

- Establish the Cal-IPGCA Association's Continuum as a Key Executive Sponsor to Lead Cross-Departmental Integration
- Retain the Key Executive Sponsorships of the Department of Motor Vehicles and the Department of Water Resources
- Engage CalHR as a Key Executive Sponsor
- Include Unions as Stakeholders
- Develop a Communication Plan that is Inclusive of but not Limited to Cross Departmental Outreach, Employee Engagement and Stakeholder Inclusion



Conclusion

The rapid evolution of environmental, health and safety challenges has created both expectations and opportunities for State agencies to improve the quality and efficiency of service delivery to its citizens and to fuel the engagement of its employees. Transforming California's state government is a massive project, requiring collaboration at every level.

Team 1's (SACNet Pilots) employs a four-pronged approach to this transformation, (1.) developing a network of public and private sector employees, (2.) connecting them via common collaboration principles and language and (3.) integrating critical projects/opportunities and employee skills/abilities via an online Skills Bank. The fourth prong is continued Cal-IPGCA's continued annual training and deployment of statewide innovation priorities as moonshot projects. The latter is predicated on a continuum iteration of the outcomes from the immediate-past cohort. As an example, the starting point for Cohort 2022 would be this outcome report. All told, this will usher in a dramatic improvement in government service delivery and workforce engagement. We believe this is a realistic approach to implementing transformative and unprecedented levels of collaboration between public and private entities to meet tomorrow's challenges.

To achieve this Moonshot, the State can leverage the existing Skills Bank pilot, current LMS platforms, CalHR's CalCareers and ECOS to link existing data that will serve as the foundation for the Skills Bank. In deploying this project, the implementation plan and project design will need to ensure that every department can access this tool and not have lack of funds as a limiting factor to achieve the required level of equality and access.

Future Cohorts are encouraged to build upon these innovation priorities by creating agile procurement processes to equip State agencies with more efficient ways to engage with outside entities in solving issues that require skills not existing within the current State workforce.

Acknowledgments

Isaac Newton famously stated, "If I have seen further it is by standing on the shoulders of giants." This statement acknowledges that innovation builds on the work and efforts of others. In preparing this report, our team has certainly stood on the shoulders of many brilliant collaborators. We'd like to acknowledge their important contributions to our innovation process.

SACNET PILOTS

Samantha Blackwood, Department of Water Resources
Jennifer Crockett, California Public Utilities Commission
Susan Fong, Department of Developmental Services
Carlos Lopez, Franchise Tax Board
Malcolm Mitchell, California Board of Accountancy
Mary Stephens, Department of Motor Vehicles
Suhail Syed, Department of Rehabilitation
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SUBJECT MATTER EXPERT

Kamyar Guivetchi, Department of Water Resources

CHAMPIONS & HACKERS

Our esteemed [Champions and Hackers DMV and DWR Beta Testers](#), and [IPGCA Beta Testers](#) whose passion and ideas inspired and guided us.

SPECIAL THANKS

For their invaluable insights and inspiration...

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Kathie Kishaba, Deputy Director of Business Operations, Department of Water Resources
Thomas Hall, Executive Director, Clean Technologies
Greg Kiefer, CEO, Kiefer Consulting, Inc.
Brian Wallace, Director of Marketing & Corporate Strategy, Kiefer Consulting, Inc.
Jacob Moss, Business Development Manager, productOps, Inc.

CAL-IPGCA LEADERS

For their many hours of advice, guidance, and contribution in guiding our Moonshot Project...

Cal-IPGCA Association

Cal-IPGCA Board of Directors

Cal-IPGCA Members

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Keith Christensen, Cal-IPGCA COO

Michelle Schmitt, Cal-IPGCA Master Facilitator

Maria Santana, Cal-IPGCA Graphic Artist

Lynn Eder, Cal-IPGCA Editor

Ross Rumsey, Cal-IPGCA Zoom Management and Video Production

Appendix

APPENDIX A

GAO REPORT ON FEDERAL WORKPLACE TRENDS



[GAO Workplace Report_2019.PDF](#)

APPENDIX B

EXECUTIVE ORDERS



[1.8.19-EO-N-04-19\[6097\].PDF](#)



[4.29.19-EON-10-19-Attested\[6098\].PDF](#)

APPENDIX C

MEMORANDUM OF UNDERSTANDING (A MODEL)

MEMORANDUM OF UNDERSTANDING (MOU)

By and between CALIFORNIA DEPARTMENT OF HUMAN RESOURCES & 230 CALIFORNIA STATE AGENCIES

Background:

The state of California government organizations (agencies) demonstrate an outdated silo culture of resource hoarding that prohibits growth and fosters duplication of work. The COVID-19 pandemic and the agencies' response to the demands of the societal, economic, and population changes exposed the State agencies' difficulties in resource management and the ability to provide an agile response. Personnel duplication amongst State agencies presented a problem in the efficient allocation of personnel to respond to the needs of constituent base of California.

The California Department of Human Resources (CalHR) was created on July 1, 2012 by Governor Brown as part of the Reorganization plan of 2011. The reorganization plan consolidated the State of California's two personnel departments: Department of Personnel Administration and portions of the State Personnel Board. CalHR's strategic plan includes servicing a diverse group of organizations and stakeholders with complex and varied human resource needs. CalHR is responsible for all issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment and retention.

Level of access of participating agencies into the State Agency Collaboration Network (SACNet) or Skills Bank is based on respective agency needs, resources, representatives, employee bargaining unit agreements, constituent needs, and geographical/population areas. Levels of access is broadly defined in the MOU. However, specific scales can be established at levels within a Terms of Service agreement.

Appendix

Preamble/Purpose:

The purpose of this MOU is to better align people, process, technology and tools amongst the State agencies into a collaborative network. To improve trust and relationships between the State agencies and the employees of the State agencies. To use the tools of an electronic database (bank) of skills of positions, current employees, and job duty statements to better serve the people of California. To establish a framework of procedures to accomplish this process.

Vision:

In support of available personnel resource allocation and the collaborative and transparent needs of State personnel processes and transactions, CalHR and the State agencies will join into a network (SACNet) to be able to collaborate on a single platform to provide access to the skilled workers of California (Skills Bank). The SACNet will provide availability, access, and input from CalHR with the State agencies on the operation and involvement of the Skills Bank.

Mission:

To connect people, process, and technology by facilitating the growth of the State Agency Collaboration Network (SACNet) to create partnerships that work. To connect individual agencies into a collaborate Skills Bank to be access available personnel overlaps of agencies, to allow for more open personnel resources, to allow for better employee movement.

Goals:

- To further develop working relationships between CalHR and State agencies
- To strengthen partnerships with labor groups
- To enhance access of all State agencies to available personnel skills
- To enable support system integration and continuous improvement of the Skills Bank
- To increase awareness of position parameters and availability of skills to the public
- To support and develop continued collaboration amongst agencies, CalHR, private sector labor groups, and the general public

Accountability:

Agencies will accept individual acceptable uses of the network and platform. Agencies are to self-monitor applicable rules, regulations regarding personnel movement, transfers, hires, and vacancies. Agencies will ensure that the use of networks and platforms will support work environments that are inclusive, safe, and secure; that value diverse cultures, perspectives, and experiences; and that are free from discrimination.

Collaboration:

Agencies will select involvement into the SACNet and Skills Bank based on the agencies' needs, abilities, and available resources.

Innovation:

Strive to re-evaluate agreement of involvement of the individual State agencies to ensure success in the SACNet and Skills Bank. To evaluate whether this cooperative is successful in achieving the individual agencies' missions and goals.

Appendix

APPENDIX C

MEMORANDUM OF UNDERSTANDING (A MODEL) [CONT.]

Responsibilities of the MOU Agencies:

Each individual agency in the MOU agrees to participate in joint planning, coordinating, and evaluation of the SACNet and Skills Bank platforms to ensure continued success and benefit to the people of California.

- Ensure accessibility, based upon Terms of Service (TOS) between agencies and the SACNet and Skills Bank
- Provide input and participation of the feasibility of the network and platform
- Identify, lead, and support within agencies regarding participation in the program (Executives, Middle Managers, Supervisors, Employees)
- Share, review, and interpret local common agency needs that are applicable to available resources on the network and platform

Administration and Operations Management:

The SACNet will be a cooperative between state agency participants and stake holders. Oversight will be given by the California GovOps. The Skills Bank maintenance will be provided by a private sector company. Maintenance of company profiles will be the responsibility of the individual agencies' participation as part of the TOS.

Agreement:

This is an agreement between CalHR and participating State agencies in their individual involvement of the SACNet and Skills Bank. The agreement is over sharing of personnel positions, minimum qualifications/desirable qualifications of the positions, available personnel resources, current vacancies for positions, and access to the Skills Bank by agency employees.

APPENDIX D

CHAMPION SUMMIT DATA



[Link](#)

APPENDIX E

HACKATHON DATA



[Link](#)

Appendix

APPENDIX F

INTERVIEWS

Interview with John Sanborn (CalHR):

1. Who are CalHR's customers?
2. What services does CalHR provide?
3. What is CalHR's role in statewide employee equity and engagement? Retention? Recruitment?
4. What challenges is CalHR currently experiencing?
5. How is/can technology help address those challenges?
6. What value does CalHR see in multi-departmental collaboration? In a multi-agency Skills Bank?
7. What would you like Cohort 2021's outcome report on the Skills Bank to highlight? What would be enlightening and beneficial to you?



[Link to Video](#)

Interview with Kathie Kishaba (DWR) & Kathleen Webb (DMV):

1. What is your vision for talent collaboration? Within your department, and across departments and agencies? More broadly where do you see its value for the State of California?
2. What would you look for when collaborating on talent management within your department, between agencies and beyond, e.g., the spectrum of employees involved, the spectrum of leadership involved?
3. Where do you see prime thresholds of opportunity for implementing a broader "proof of concept" expansion following our outcomes from this PoC? What do you see as the challenges we will face?
4. What would you like Cohort 2021's outcome report on the Skills Bank to highlight? What would be enlightening and beneficial to you?



[Link to Video](#)

APPENDIX G

PROOF OF CONCEPT (PoC) OVERVIEW



[Link](#)

APPENDIX H

REFERENCE DOCUMENTS ON HUMAN CAPITAL



[Link](#)