

Cal-IPGCA COHORT 2019 **NEXT STEPS**

PILOT PROJECT TO TEST COHORT 2019 MOONSHOT PROTOTYPES



Cal-IPGCA Association and Innovation Force

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

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

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

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

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

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

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

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

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

- **PROTOTYPE:** CalTogether Web-Application

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

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

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

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

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

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

- **PROTOTYPE:** State Emergency Response Group

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

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

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

- **PROTOTYPE:** State Agency Collaboration Network

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

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

PILOT PURPOSE:

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

BACKGROUND

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

PARTICIPATION

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

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GUIDING PRINCIPLES

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

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

“Adopt collaborative adaptive management for all-party involvement with actions that involve considerable risk and uncertainty.”

PROJECT TEAM ACTIVITIES AND MILESTONES

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

PILOT ACTIVITIES

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

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

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