

Cal-IPGCA INNOVATION PRIORITIES (IPs)

2.0 DEPLOYMENT Cal-IPGCA INNOVATION PRIORITIES (IPs)

Contributed by State of California Leadership, an Innovation Priority (IP) represents an enterprise-wide challenge that faces the State of California. Through program iteration since 2012, Cal-IPGCA has refined a solution-driven approach to innovation that can support statewide priorities. Cal-IPGCA enterprise-wide teams are mentored and guided by [state leadership](#) and program champions to achieve development of innovative “moonshot” outcomes. The essence of a Moonshot is the combination of a huge problem, a re-imagined solution to that problem, and the creation of innovative ideas that can shift approach and outcomes of people, process and technology to make that solution possible. Cal-IPGCA is comprised of six Moonshot Innovation Teams of up to 12 full-time trainees, an innovation facilitator and assistant. Based on outcomes achieved, IP deployment of Innovation Priorities from Cohort 2018 are in progress.

2.0 DEPLOYMENT

To utilize and propel the innovative progress achieved to date, the baseline outcomes of Cohort 2018 IPs (1 to 5) are offered for continued development as “2.0 DEPLOYMENT” activities by Cohort 2019. Cal-IPGCA enterprise teams will be expanded to include educational and private sector vendors where prototype outcomes are anticipated. IP 6 is new.

- Teams will be provided the outcome videos and documentation prepared by Cohort 2018.
- State of California Leadership and oversight is provided to the teams through the Cal-IPGCA Executive Sponsors and Board of Advisors.
- Cal-IPGCA designated organizational Team Champions will provide guidance as subject matter experts.
- Through the [Cal-IPGCA Association](#), deployment will be championed by its membership of graduates and innovative leadership from across the State of California.
- From the classroom, the Cal-IPGCA full-time trainees, in collaboration with their part-time work-based training partners, develop these IPs into Moonshot Projects over the course of the 5-month series.
- It is anticipated the development of these IPs will result in working prototype models.
- The innovation team construct is designed as an integrated environment that is culturally, departmentally and professionally diverse.
- Each IP and Innovation Project assimilates the full-force of [Cal-IPGCA's Innovation Cycle](#), its [LMS Curriculum](#), and its [Leadership Board of Advisors](#).

1. CULTIVATING RISK INTELLIGENCE IN GOVERNMENT OPERATIONS

Organizations face a multitude of risks in varying sizes and degree of impact (cyber, geopolitical, systemic, etc.). How do we unleash the California workforce to find innovative solutions to today's issues and problems? How can we use data and smart risk analysis to consistently achieve better outcomes for health and safety, jobs and education, transportation and infrastructure, our environment, and the wellbeing of all communities? How do we create a culture where innovative employees demonstrate agility, flexibility, and creativity that makes California public service the model for the world? Government employees must be risk-smart to innovate, to serve, to lead. How can collaborative, iterative risk-intelligent learning become a cultural and operational norm in state service in a working model that can support statewide priorities? Whether an organization introduces new policies, products and services or chooses to stay the course (status quo), leaders must learn how to assess the impact of their decision against the probable outcomes to effectively manage risk. What is the best path forward to transform an environment that has practiced risk aversion to one that embraces risk intelligence in decision-making?

2. DIGITAL TRANSFORMATION AND UPSKILLING THE WORKFORCE

The digital transformation of organizations will change how work is conducted and service is delivered. New collaboration technologies do more than just digitize old ways of doing things; they make new ways of doing things possible. How do we upskill the workforce by training them to use and integrate currently available and new technology to innovate and meet mission critical needs of today? How do we increase digital fluency, attract and sustain qualified talent pools, and embed collaborative technologies? How can we challenge innovators and entrepreneurs to provide California leading edge solutions by aligning our public-private partnerships and

procurement methods with the pace of change? How do we use existing technology to innovate? For example, many departments already pay for and have access to tools such as PowerBI and SharePoint; however, few know how to use those effectively. How do we position our organizations to thrive at unprecedented levels of change? Change needs to be a proactive, operational norm. What are the change management activities that shape, encourage, and incentivize desired collaborative behaviors and technological acuity? Understanding the disruptive potential and opportunities of human potential and technology is critical to ensuring the development of the workforce. What is the best path forward for the State to upskill and right-skill staff needs and employment gaps caused by a lack of digital talent?

3. BACK TO THE CENTER – INNOVATION WITHOUT FEAR IN A HUMAN-CENTRIC ENVIRONMENT

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

4. MANAGING PRIORITIES AMIDST DISASTERS

California experienced the deadliest and most destructive wildfires in its history in 2017 and 2018. The Camp Fire alone burned 153,336 acres, destroyed 14,500 residential and commercial buildings and claimed 86 lives. These events required the sustained and unified effort of all State departments and employees to support all of the communities impacted by these disasters; many are still struggling to recover. 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. What best practices can departments put in place to better address these long-term needs when disasters strike?

5. TRANSFORMING SILO MENTALITY

A silo mentality is inward looking and resists sharing information, resources and ideas with other people or departments. Silo mentality begins at the level of our beliefs. It places restrictive boundaries that inhibit employee engagement and programmatic departmental and organizational productivity. Silos restrict agility and response to real-time change when, out of fear or protectionism, managers and departments stifle the innovative ideas of staff or cross departmental efforts to problem-solve and innovate solutions that would increase efficiency and productivity as service providers. Transforming silo mentality builds a culture conducive to innovation that allows us to respond to the real time challenges of digital society to meet the real time needs of our constituent communities. For example, breakthroughs are achieved within emergency response that spotlight exceptional performance and leadership at all strata of government – where doors to policy barriers are opened, where bias and competition are replaced by a pervasive unified response, where breakthrough outcomes are achieved in days – not months or years. How can we use disaster response as a tool of learning for operational and behavioral change that is sustainable in all work environments? How can we redefine hierarchical environments to systemically assimilate innovation and collaboration? How can we deploy the integrated membership base of [Cal-IPGCA Association](#) and other collaborative efforts across state service to demonstrate a working model that ideates and cross-pollinates efforts across state government?

6. BUILDING THE WORKFORCE FOR TOMORROW'S GOVERNMENT, TODAY

To build the workforce for tomorrow's government, the State of California recognizes human capital management begins with recruiting and hiring talent into the state workforce. Top performers want to work for top-tier organizations that are perceived as employers of choice. What employer attributes can the State offer to potential employees that increase our ability to assure the State's market competitiveness as an employer of choice? How can the State of California build a competitive employment culture and positive brand that attracts the best employees to the state, sustain competitiveness in a tight talent marketplace, and cultivate employees with increasingly specialized skills to meet the demands of a 21st century workforce? Recognizing diversity as a key strength in leading change in our recruitment and hiring is a pivotal competitive differentiator. What new ways must the State of California deploy in recruiting and managing an ethnically diverse multigenerational workforce? How do we move beyond the State's traditional channels of recruiting and hiring – like “post and pray?” How can the State leverage social media to identify, communicate and recruit? What analytics can be deployed to guide better hiring decisions to identify employees with the right skills, competencies and behaviors?