

Innovation Moonshot Priorities (IPs)





INNOVATION PRIORITIES FOR MOONSHOT PROJECTS

A foundational pillar of the Innovation Playbook is the identification of organizational challenges and issues (Innovation Priorities) affecting more than one agency or department that can benefit from cross-organization leadership teams' assessment and recommendations.

The innovation priorities for the Cal-IPGCA 2017 Series were established through the California Government Operations Agency (GovOps) and an Innovation Pipeline that is administered by the California Department of Technology (CDT). Leaders from across the State of California submitted their challenges, with six selected for implementation under the Cal-IPGCA.

Through the Change Challenge Forums, referenced in the previous chapter, each of the six IP Challenges are articulated in these forums, with strategic advisory explored by State of California leadership for Cal-IPGCA's six innovation teams' utilization in the development of their Moonshot Projects.

Team 1: Transformers



Zoom



CHALLENGES AND OPPORTUNITIES

1. CAL-IPGCA CHALLENGE: RISK MANAGEMENT >

Challenge: Identify a multi-prong approach to increase risk awareness and intelligence for state employees and managers. The approach should enhance mission outcomes that create a future that supports risk-based strategic planning and monitoring efforts at every level of management.

Background: The State Leadership Accountability Act was enacted in June 2015 and required departments to engage in the active oversight of internal controls to effectively manage risk. While the law requires programs to embed this activity into all levels of management, engagement has been limited and the processes have not been integrated into organizational governance and administration.

Issue: A new approach to the management of risk is needed to ensure that managers at all levels know and understand how to effectively measure and monitor the performance of their program areas and are able to identify Key Performance Indicators (KPI's).



What is a Moonshot?

Originating as Google terminology – Instead of a mere 10% gain, a moonshot aims for a 10x improvement over what currently exists. The essence of a Moonshot is the combination of a huge problem, a radical solution to that problem, and the creation of breakthrough technology (or innovative idea) that just might make that solution possible.



What is a North Star?

North Stars align our energy, emotions, and actions in the service of our vision. Though it is not always simple to find one's North Star, once it appears, its guidance helps simplify one's choices. As paradoxical as it may seem, wise leaders are, first and foremost, wise followers. Once they become clear about their North Star, it becomes their calling, and they serve that calling willingly, happily, and infectiously. (Harvard Business Review - 1.18.2012)

Team 2: Guts and Glory



Zoom



CHALLENGES AND OPPORTUNITIES

2. CAL-IPGCA CHALLENGE: RISK AVERSION >

Challenge: Create a culture of innovation that manages risk and embraces innovation in its commitment to deliver great results for Californians.

Background: Before we can create a culture of innovation, we must address an old paradigm of risk aversion that remains systemic within the internal operations of State Government and equally our service delivery to the customer-constituent base served.

1. The behaviors and structures that persist are no longer organizationally or operationally optimal as the state's performance is continuously outpaced by our accelerating digital society.
2. Government is a culture that promotes repetitive tasks, which creates a self-perpetuating viewpoint where we assume processes must be correct because "that is the way it has always been done." Incremental improvements preserve and replicate the previous process.

Issue: A culture of risk aversion permeates state department staffs, which challenges our ability to modernize state government through innovation and improvement efforts.

3. Digital society creates huge opportunities for smarter, more efficient, community-centric societies, but this threatens the status quo.
4. Quick fixes and shortcuts accumulate over time and can diminish the integrity and quality of performance, employee morale, public trust and service delivery to the customer.



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Team 3: Monarchs



Zoom



CHALLENGES AND OPPORTUNITIES

3. CAL-IPGCA CHALLENGE:

CHANGE MANAGEMENT "HOW CAN WE DO BETTER" >

Challenge: Identify options and alternative approaches to execute effective change that allows the state to modernize operations and better serve our customers.

Example: The Exam and Certification Online System (ECOS) is a statewide enterprise solution designed to unify hiring processing and documentation for all participating entities. The system has been in production since January 2014 and the final stage of development will be implemented in waves starting in June 2017. One of the goals of this project is to bring all examinations from paper-based to online processing and require that all job applications are submitted electronically. In order to maximize adoption of the new system by departments and minimize the difficulties that are inherent in change, CalHR as the project sponsor is responsible for creating and implementing a high quality organizational change management strategy. The challenge the department is



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Issue: The state continues to struggle with executing change management to ensure a cost-effective transition of policy, processes, or technology. ECOS is but just one example of a needed system change to establish statewide standards that was met with resistance and challenged enterprise implementation.

facing is how best to go about effecting change, delivering training, and incorporating feedback regarding system implementation and improvement with a very limited set of resources.



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Team 4: Ice Breakers



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CHALLENGES AND OPPORTUNITIES

4. CAL-IPGCA CHALLENGE:

EXECUTIVE RETENTION – KNOWLEDGE TRANSFER >

Challenge: Identify options to support the development of future leaders that would benefit succession planning, knowledge transfer and creating a bench of well-rounded future leaders.

As we develop future leaders, what is the most effective way/program/method to implement a knowledge transfer process that addresses those with the institutional knowledge who are reluctant to document or share their knowledge?

Background: With the retirement of many “baby boomers”, the state faces significant challenges in ensuring the continuity of operations without an intentional means for transferring knowledge that is mission critical as key leadership positions are filled. This is coupled with a culture of operational dependency in which individuals have been allowed to hoard knowledge (expertise, documentation, processes). As a result, some feel threatened to participate in succession planning efforts.

Issue: More than ever, state departments are struggling to fill key leadership positions. This challenge results from two key events:

- The ongoing retirements of the baby boomer generation; and
- Years of underfunding staff and leadership development programs during the budget challenges of the last decade.



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Team 5: Free Radicals



Zoom



CHALLENGES AND OPPORTUNITIES

5. CAL-IPGCA CHALLENGE: IMPLIED AND UNCONSCIOUS BIAS >

Challenge: Identify options and alternative approaches to uncover and mitigate implied and unconscious bias to execute systemic and effective change. Integrate bias awareness options in organizational operations for the purpose of creating inclusive environments in state government and in service delivery to our customers.

Examples of how bias impacts: Bias impacts every level of government and society; starting with recruitment and hiring and continues with day to day operations that govern the effectiveness of organizational operations, environments of inclusion and exchange, leadership and innovation, employee performance, morale, quality of constituent outreach and delivery of public and/or social services, and community – societal health and well-being.

Issue: Implicit or unconscious bias involves crafting judgments based on subtle and often unconscious determinations, such as; preconceptions, misinterpretations, micro-aggressions, stereotyping, social inclusion-exclusion, fringe relegation, and prejudice in favor of or against one thing, person, or group compared with another.

Communities impacted include:

- The marginalized;
- The public at large;
- Policy makers; and,
- Government agencies, departments and employees that interact with these communities on a regular basis.



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Team 6: Flow



CHALLENGES AND OPPORTUNITIES

6. CAL-IPGCA CHALLENGE: DATA DRIVEN MANAGEMENT AND STORYTELLING >

Challenge: Identify options to develop 4 or 5 pilot report cards fed by open data datasets and 4 or 5 outcome-based, open data-driven explanations from Water Board executives to augment Water Boards' output report cards. Identify options to develop the knowledge, skills and competency in at least three Water Board offices in the areas of executive "storytelling," data literacy, and to produce open data sets for report cards and visual options for report cards and "storytelling."

Example: Ten Water Boards regulate more than 40,000 permitted entities in more than 20 core regulatory programs. They currently have a Data Driven Management program comprised of more than 180 report cards using a static design with relatively thin data layers behind each card. The system does not use open data and does not allow dynamic access

Issue: In the next few years the Water Boards plan to roll out a new dynamic, open data-driven version of its current management and public "report card" reporting system. New report cards with the ability to allow dynamic executive explanations are needed. Capacity building and data literacy is needed by staff to implement and maintain this new system of reporting.

to the data. The Water Boards are embarking on a new strategy to use open data and allowing dynamic access to the data. Recent legislation (AB 1755, Dodd) affects this effort in a potentially positive way, but requires coordination with other state agencies.



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