STATE OF CALIFORNIA
2018 NASCIO Recognition Awards

California Department of Technology

Project Nomination:
Statewide IT Workforce Professional Development

Project Category:
Nomination Category: Enterprise IT Management System

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EXECUTIVE SUMMARY

The overarching goal of investing in our technology community, from a professional development perspective, is clearly articulated in the Vision 2020 California Technology Strategic Plan. Building a dynamic technology workforce that takes pride in delivering quality service and innovative solutions to the customers requires a multi-faceted approach.

Development of a dynamic workforce includes:

1. Developing a culture of innovation and collaboration
2. Developing the capabilities of both technology leaders and functional experts
3. Improving employee engagement and increasing retention of quality employees
4. Expanding our pool of skilled and experienced technology professionals
5. Foster a diverse and unified technology community

The California Department of Technology (CDT) has developed a professional development framework to support investment in staff at all levels within the statewide technology community. Our strategy includes a mindful blend of educational sessions, formal training, leadership academies and apprenticeship programs. We remain committed to strong recruiting and retention practices through development of a variety of pipelines so that employees from the earliest phases of their careers have the same opportunities for growth as those in executive leadership roles.

CONCEPT

In order to create a sustainable and dynamic IT workforce, all levels of employees must be given the opportunity and resources to invest in professional development. This is just as true for entry level and newer employees as it is for those who are in executive level positions. While CDT focuses on the broader technology community, historically there has been a significant investment in higher level technology managers from a leadership perspective. For 25 years CDT has hosted the Information Technology Leadership Academy (ITLA) which targets Technology mangers that aspire to be Chief Information Officers. Building upon the success of ITLA three additional Academies have been developed and launched over the last 12 months. These academies include project management, digital innovation and information security.

Information Technology Leadership Academy (ITLA)
ITLA is a formal program for state IT professionals with a focus on developing leadership skills. Individuals with a strong capability for enterprise-wide thinking, aspirations for career advancement, and experience carrying out their organization's mission and vision are ideal candidates for acceptance into this program.

ITLA participants expand their skills in leadership, executive presentations, business communications, and political skills. As they hone their skills, students also learn about

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the legislative budget process, organizational change management and executive interviewing skills.

The academic delivery model includes traditional classroom sessions, group discussions, expert speakers, and scenarios in which participants address real world problems with practical solutions. Classes are taught by private instructors, IT executives, and prior graduates. The program also includes class sponsors and class managers who support the students' professional development through coaching and mentoring.

Project Management Leadership Academy (PMLA)
PMLA is an 11-week program for state IT professionals with a focus on developing project management leadership skills. The program develops project managers with limited experience and current project support personnel who aspire to lead projects for the State of California. Individuals with a strong interest in project management who understand the critical nature of a solid project management foundation are ideal candidates for this program.

PMLA students expand their skills in a variety of areas critical for today's project managers through classroom instruction and an internship. As they develop their skills in project management foundations, students will also learn about effective governance processes, the IT budget process, communication skills, and organizational change management.

At the conclusion of their program, students earn a minimum of 42 Professional Development Units (PDUs). Mentor and Intern Partnership The internship component reinforces classroom training by providing on-the-job project experience and assignments to sharpen skills in the following areas: Relationship Management, Stakeholder Engagement, Team Dynamics and Leadership.

Digital Services Innovation Academy (DSIA)
DSIA is a 9-week program designed to introduce the tools and skills required to transform a business problem from concept to product using design and development principles found in modern digital service development. Course topics include Data Analytics, UI/UX Design, Development Methods, Ideation, and Communication. Students also participate in a digital services challenge where they will have the opportunity to apply concepts and knowledge learned.

The program includes 15 days of formal instruction, occasional lab days to prepare for the challenge, and an offsite visit. Developers, web designers, graphic artists, program managers, data analysts, data scientists, project managers, and communication specialists are encouraged to apply.

DSIA students expand their skills in a variety of areas critical for the state's digital workforce through classroom instruction, a digital services challenge, and exposure to the Department of Technology's Innovation Lab. As they develop and enhance their

skills in the areas of design, data analytics, ideation, and platforms/development tools, students will also learn about effective communication methods, team dynamics, and effective change management.

Information Security Leadership Academy (ISLA)
ISLA is a program aimed at preparing candidates for the critical roles of Information Security Officer (ISO), Agency Information Security Officer (AIO), or an expanded role within their department's security office. The Academy incorporates security best practices, Security Operations, risk frameworks including NIST, California-specific policy and standards, and interaction with the State's security leaders. Participants will also take part in a dynamic simulation experience. Security personnel, tech-savvy IT, and aspiring ISOs passionate about security are ideal candidates for this program**.**

SIGNIFICANCE

The significance of expanding professional development opportunities in this multi-pronged approach lies in how they fit into CDT's broader statewide workforce development strategy. The state provides a strong framework to support investment in staff at all ranks of the statewide technology community. CDT's strategy includes a mindful blend of educational sessions, formal training, leadership academies and apprenticeships. We remain committed to strong recruiting and retention practices through development of a variety of pipelines so that employees from the earliest phases of their careers have the same opportunities for growth as those in executive leadership roles.

CDT is a committed partner in the development and administration of statewide IT Apprenticeship programs. In the past 12 months two Network Apprenticeship cohorts have been launched and a Help Desk Apprenticeship program is currently under development. Apprenticeship programs are one of many pipelines being developed to support upward mobility of our current state employees. CDT has also partnered with private sector partners and local colleges to upskill and expose college students to the variety of technology roles available to them in state service.

A number of educational sessions have been developed by technology and policy subject matter experts which are hosted at the state IT training center and offered at no cost to City, County and State employees. A number of partnerships with certified instructors are in place to ensure a variety of classes are also made available to the technology community via the CDT training center. Training is offered through a multi-faceted approach which includes both courses that are developed and administered on a standardized curriculum and through those that have been customized to incorporate state policy, guidelines and templates. Blending formal education with standardized and customized training is an approach that is unique to California. Leadership academies serve an important function of grooming IT professionals and preparing them for future opportunities to promote into executive leadership positions.

IMPACT

The CDT training center offers an average of 200 standard and customized training courses on an annual basis. Partnerships across the technology community ensure that subject specific education courses are offered on a regular basis at no cost to the participants. The Information Technology Leadership Academy graduates a cohort annually of 30 IT professionals and over the 25 years of the program the state has reached 750 individuals. With the addition of three new academies, the positive impact expands to 120 IT professionals each year. This is a leap forward in creating a sustainable dynamic technology workforce.

Additionally, the expansion of the academies reaches core pillars of the department: information security, project management and digital innovation. But the beauty of these academies is they are not specific to any particular classification. They focus on specific disciplines and there is a highly competitive application process but there is no classification requirement for admission which ensures our ability to reach a broad employee base. The goal of providing a variety of professional development opportunities statewide to our technology community is a commitment that CDT has made a significant investment in will only continue to grow and evolve. The key to meeting business objectives and providing the highest level of services to our constituents is achieved through our people. Investment in professional development and the benefits achieved goes far beyond the individual.