Integration and Innovation in Government
November 13, 2014

Leadership and Change Management for a Digital World.

A National Blueprint
Where diversity, educational excellence, and collaboration unite.

Host Welcome:
Anne Stausboll
Chief Executive Officer
CalPERS

Luncheon Keynote:
John Chiang
State Controller
State of California

Morning Keynote:
Martin Hoshino
Administrative Director
Judicial Council of California

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The APSEA Board of Directors wishes to express our deepest appreciation to our co-host, the USC Sol Price School – Sacramento Campus. To our Host Committee – it is your leadership and your tireless efforts that have led the day-to-day development and execution of the Navigating Leadership Program (NLP) this year. For the first time in 2014, we formulated a very active Secretaries and Directors Advisory Board that were key in the programmatic outcomes you are experiencing today. Many agencies and departments dedicated staff that worked alongside us in planning and in supporting, through their participation, the NPL Conversations in Leadership – 2014 Program Series. To all the speakers of the Conversations in Leadership 2014 Series – it is you that helped construct and build the stage for today’s event – BRAVO! Thank you to the many Agency Training Sponsors, as you believed - and, early on, you committed. Accolades to this year’s speaker line-up, for you dared to risk in setting the vision and path that has formed the Blueprint for systemic change management the country will follow. Lastly, bravo to our private corporate sponsors that saw the value as our “family of support” through your investment and involvement in bringing the Navigating Leadership Program 2014 to life!

“Your time is limited, so don’t waste it living someone else’s life. Don’t be trapped by dogma—which is living with the results of other people’s thinking. Don’t let the noise of others’ opinions drown out your own inner voice. And most important, have the courage to follow your heart and intuition. They somehow already know what you truly want to become. Everything else is secondary.”
—Steve Jobs, Stanford commencement speech, June 2005

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Greetings…

In 2014, the APSEA-USC partnership that facilitates the Navigating Leadership program began its third year of robust operation. Since its debut in 2012, participation in this program has experienced exponential acceleration leading to a pragmatic change management solution for California state government. Our top-down, bottom-up and across the middle approach model is redefining leadership and innovation as it impacts California’s state workforce. Navigating Leadership redefines “leader” as a personal commitment to be the best of who we are from where we stand.

A key focus of this program is the transitioning of employee (human) skillsets that must shift to function with integrity, proficiency, and “real-time” accountability in a technical world that is rapidly accelerating. This “real-time” factor necessitates the finely honed skills of organic (authentic) accountability, agility, collaboration, integration and innovation. Navigating Leadership’s systemic platform embraces dynamic assimilation of these skills through a holistic approach that supports empowering all levels of government simultaneously in its service to society.

When viewed panoramically, Integration and Innovation in Government creates a concrete vision of the future we’re moving towards. We’re generating a capacity to transition from the boundaries and walls of silos and hierarchy to reveal the limitless creativity and innovation that is systemic in a digital society where constant change is a cultural norm.

This event will debut the opportunity to connect who we are (personal, professional and in community) to what we do (education, research, skills and competencies development, projects, programs, etc.) in real time. Our promise is that the voice of every attendee will be given the ability to be heard.

Here’s to pioneering leadership and innovation… let us Challenge, Build, Transform and Thrive! “We’re the blueprint the country will follow!”

Asian Pacific State Employees Association (APSEA)

Asian Pacific State Employees Association (APSEA) is a statewide non-profit and non-political organization that provides numerous services to its members and contributes to the betterment of the Asian Pacific Islanders community. APSEA advises and works with state government in all areas of concern to its membership, including increasing career opportunities, training and advancement for members, and informing all members of equal employment opportunity policies and guidelines. APSEA provides an advocacy role for the Asian Pacific Islander community for equal employment opportunity and civil rights within state government. We encourage civic participation by members in the Asian Pacific Islander communities. APSEA testifies before legislative committees and State Personnel Board hearings on issues relating to APSEA members. Our Mission: To ensure equal opportunity and to advance the careers of Asian Pacific State Employees Association members. Our Vision: Members serving, enhancing, and leading state government and our community. Background: The Asian Pacific State Employees Association (APSEA) was founded in 1975. We play an important role in Asian Pacific communities by sponsoring scholarships through the APSEA Foundation, providing diverse training programs and support of many other community-based activities. APSEA currently has over 500 members throughout the State of California with chapters in Sacramento, Central Valley, Southern California, and the San Francisco Bay Area. www.apsea.org

USC Sol Price School of Public Policy

Located just a few blocks from the California State Capitol, the USC Sol Price School of Public Policy affords exceptional academic, executive education, and policy outreach opportunities. The Price School consistently ranks among the top-10 schools of public affairs in the country, according to U.S. News & World Report. Master of Public Administration: At the Price School in Sacramento, USC offers its signature graduate degree, the Master of Public Administration (MPA). Students can earn an MPA while establishing relationships with policy makers, agency directors, association executives and other influential state leaders. USC has been educating leaders in Sacramento for over 40 years. Students enrolled in the MPA Sacramento program experience the benefits of an education at a major research university while enjoying a strong sense of community and intimacy. MPA Scholarship Opportunity: USC Price is pleased to offer scholarships to students of exceptional professional promise to pursue a graduate degree at the USC State Capital Center. http://priceschool.usc.edu/programs/sacramento/
Event Host Committee

Rebekah Christensen, Program Chair, APSEA, CEO, ORA Systems
Paul Danczyk, Program Co-Chair, Director of Executive Education, USC Sol Price, Sacramento
Rhonda E. Basarich, Chief, Office of Fiscal Services, Department of General Services (DGS)
Chair, Navigating Leadership Finance Committee
Guy Burghgraef, Manager, Statewide Learning and Performance Management, Cal-HR
Chair, Navigating Leadership Marketing Committee
Keith Christensen, Business Tax Administrator, Board of Equalization
Helen Fong, Senior Advisor, APSEA Navigating Leadership Registrar
Robert Jones, President, EcoLinx, Inc.
Co-Chair, Navigating Leadership Awards Committee
Margaret Kim, Legal Counsel, Air Resources Board
Co-Chair, Navigating Leadership Awards Committee
Grace Koch, Special Advisor, Office of Emergency Services (OES)
Eric Koch, Chief of the Flood Projects Office, Dept. of Water Resources (DWR)
Dean Lan, Senior Advisor, APSEA
Ying Wang, Financial Analyst, ALLDATA
James Waterman, Regional Manager, State Local and Education, Google for Work
Chair, Navigating Leadership-YouTube and Social Media
Terri Xavier, Human Resources Manager (Retired), Department of Conservation (DOC)
Chair, Navigating Leadership Accessibility

ORA Systems, Inc.

ORA Systems, Inc. specializes in whole systems design. Using a seamless systemic approach, we synergize personal, professional and organizational development, management and performance. This creates the capacity to function with the agility and performance integrity required to thrive in a real-time digital society. Since 2012, ORA Systems has served the APSEA – USC Partnership by chairing the design and management of the Navigating Leadership Program. ORA’s KollaborNation platform, debuting in 2015, connects the dots that map and bridge who we are, where we’re at to where we choose to go in a world without walls. As a bridge that builds synergy and flow between wisdom and knowledge, KollaborNation catapults the human system as the next frontier of innovation in our technological world. www.orasystems.net

is proud to support APSEA Navigating Leadership Program

OCA is a National Pan Asian Organization headquartered in Washington, D.C. promoting opportunity, community and advocacy for all Asian Pacific Islander Americans. OCA Sacramento, founded in 1995, is one of OCA’s 100 chapters and college affiliates that strives to develop strong leadership, community involvement and civic participation.
As the culminating event of the 2014 Navigating Leadership Program (NLP), this symposium showcases the most integrative and innovative government programs from the leading voices of our state’s economy. These projects and programs holistically tap into the most expansive reaches of each agency or department’s public benefit purpose. The NLP expands organizational and workforce collaborations real time competency identification and development and a systemic approach to diversity and inclusion that embraces the whole of our society. When viewed panoramically, **Integration and Innovation in Government** creates a concrete vision of the future we’re moving towards by highlighting and demonstrating the collective force of the best possible versions of ourselves today. We are transitioning individual and organizational potential and possibility - from ordinary to extraordinary.

TO Day...from the perspective of state government, you will experience a panoramic collaboration of state leadership serving California’s $2 trillion+ economy – the 8th largest economy in the world.

As a National Blueprint - the NLP will return, full circle, to serve as benchmark for real-time training as a transformational conduit to transition government into thriving within and serving a digital society. The real-time nature of a digital world is generating a human-centric society. The refined sophistication of technology can fuel access to knowledge aligned to specific needs and desires of an individual or an organization. Data analytics will reveal an understanding of human nature that is vastly empowering – shifting the landscape of society and business to exist in organic states of integration and equilibrium. The ultimate goal is simple: to co-create a future “**that is not just better, but crazy (radically) better!**” (Astro Teller, Director of GoogleX and Moonshot)

**Think Big California Video**

**Host Keynote:** Anne Stausboll, Chief Executive Officer, California Public Employees Retirement System

**APSEA Welcome:** Linda Ng, President, Asian Pacific State Employees Association

**Navigating Leadership Video History**

**AM Keynote:** Martin Hoshino, Administrative Director of the Judicial Council of California

**Event Program**

Paul Danczyk, Director, Executive Education, USC Sol Price Co-Chair, Navigating Leadership

John Laird, Secretary, Natural Resources Agency

Karen Ross, Secretary, California Department of Food & AG (CDFA)

**Morning Break**

Anna M. Caballero, Secretary, Business, Consumer Services, & Housing Agency

Joe Xavier, Director, Department of Rehabilitation

**Luncheon Break**

**Luncheon Keynote**

**Host Introduction:** Maeley Tom, Past President, State Personnel Board (Moderator)

**Luncheon Keynote:** John Chiang, State Controller, State of California

**Event Program**

Jean Shiomoto, Director, California Department of Motor Vehicles

Diana Dooley, Secretary, California Health and Human Services (CHHS)

Robert A. Barton, Inspector General, Office of the Inspector General (OIG)

Mark Ghilarducci, Director, California Governor’s Office of Emergency Response Services (CalOES)

Marybel Batjer, Secretary, Government Operations Agency

**Afternoon Break**

**Event Program**

Carlos Ramos, Director and State CIO, California Department of Technology

James Waterman, Regional Manager, State Local and Education, Google for Work

Michael Wells, Undersecretary for Operations, California Department of Veterans Affairs (CalVet)

Rebekah Christensen, Founder - CEO, ORA Systems; Chair, Navigating Leadership

Kish Rajan, Director, Governor’s Office of Business and Economic Development (Go-BIZ)

**Adjourn - 5:30 PM**

5:30 - 7:00 PM:  Awards Reception

**Location:** CalPERS Foyer
These individuals stand at the forefront of government in the leadership of our state’s economy. They come together, as members of Navigating Leadership 2014 Secretaries and Directors Board of Advisors, to collaborate a shared vision of integration, leadership, and innovation for shifting the trajectory of government to serve a digital society.

Their collective outcomes, under the program, represent the milestones that can fuel the change, innovation, accountability and transparency of performance necessary to meet the expanding needs of the state’s constituent communities in a digital world.

Note: Those presenting in the speaker line-up that served the dual function as a member of the board of advisors are identified by an *asterisk.

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**2014 Directors and Secretaries Board of Advisors and Speaker Line-up**

These individuals stand at the forefront of government in the leadership of our state’s economy. They come together, as members of Navigating Leadership 2014 Secretaries and Directors Board of Advisors, to collaborate a shared vision of integration, leadership, and innovation for shifting the trajectory of government to serve a digital society.

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**Additional Members Serving on the Secretaries - Directors Board of Advisors**

*Speakers that serve BOTH on the speaker line-up and Board of Advisors.*
Become a member of APSEA and sign up today! Individuals from all ethnic and cultural backgrounds are encouraged to join and support the APSEA mission. You also do not have to be a State employee to become a member.

Benefits include:

- Quality educational opportunities, such as today’s event!
- Career and personal development via brown bag seminars, leadership and training conferences, networking events and activities, and business holiday mixers
- Scholarship opportunities
- Seek to become a Board Member Officer in one of the chapters and enhance your leadership skills
- Learn about the operations of a non-profit organization and fundraising
- Opportunities to socialize/work with other members, organizations, community leaders and elected officials

Membership Rates

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<th>Membership Type</th>
<th>Fee</th>
<th>Notes</th>
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<tr>
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<td>$60</td>
<td>Regular member APSEA discount some events</td>
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<tr>
<td>Golden Lifetime Member (Retiree)</td>
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<tr>
<td>Retiree (Annual)</td>
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<td>Regular member APSEA discount vs. non-member</td>
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<tr>
<td>Student</td>
<td>$30 yearly</td>
<td>Regular member APSEA discount some events</td>
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*You can either pay your annual membership dues by check or via a convenient payroll deduction of $5 a month. See the “membership page” of our website for more details!

Visit [www.apsea.org](http://www.apsea.org) for membership application and join today!

APSEA membership apps are available at the event registration desk.

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HAVE YOU MOVED? Are you already a member and not receiving information from APSEA through the mail? APSEA needs your updated mailing and email addresses so we can ensure that you receive timely information. Please call or email us your updated address request. For more information, please call (916) 962-6309 or email membership@apsea.org.
Beyond this Symposium, the Navigating Leadership Host Committee featured the Conversations in Leadership Series at the USC Sol Price Sacramento Campus. Collectively, these workshops shared a common mission of redefining leadership.

Redefining Leadership and Innovation in State Government
April 29, 2014, 5:30PM – 8:00 PM
USC – Sac Campus, 1800 I Street, Sacramento, CA 95811
Moderator: Rebekah Christensen, Navigating Leadership Chair
Panel: Jana Boccaian, Associate Governmental Program Analyst (AGPA), (OIG); Jake Johnson, Sr. Information Systems Analyst (Supv), Accessible Tech Services (DOR); Yolanda Sandoval, Tax Compliance Representative, (EDD); Ying Wang, Financial Analyst, ALLDATA, Navigating Leadership Host Committee
This panel is guaranteed to turn upside down the traditional perception of how we define leadership (and innovation) in government. Each panelist was selected for their inherent depth of leadership they embody as a result of their background, their life journey, their education and training, their character and skill development, and their personal, professional passion as they each serve state government and its constituents. The common thread linking the diverse backgrounds of these presenters is that in the traditional realms of the government hierarchy of leadership, they fall outside the categorical framework that defines “leader,” and yet they are, indeed, leaders. Each of them encompasses characteristics of leadership that are finely honed and defy the parameters of their age, presenting a motivational force that exemplifies a pursuit of integrity and excellence, both personal and professional. The real-time nature of today’s digital world necessitates empowering leadership and innovative thinking systemically within our organizational environments. This workshop is a “Must Attend” for all levels of leadership and management as we explore this paradigm shift that is underway.

“Human Systems and Technology”…Leadership and Innovation in Today’s Technological World
June 24, 2014 – 5:30 – 8:00 PM USC – Sac Campus, 1800 I Street, Sacramento, CA 95811
Moderator: Rebekah Christensen, Chair, Navigating Leadership
Panel: Shell Culp, Chief Innovation Officer, Stewards of Change Institute (Former) Chief Deputy Director, Office of Systems Integration, California Health and Human Services Agency; Jeff Uyeda, Chief Deputy Director, Office of Technology (OTech); Robert Schmidt, Agency Chief Information Officer and Director, Executive Office/IT Services; James Waterman, Regional Manager, State Local and Education, Google for Work
In today’s accelerating virtual society, information technology and its systems have become so important that our State’s chief information officers (CIOs) have come to be viewed as key contributors in formulating strategic goals for an organization. The CIO manages the implementation of specific technology used to increase information accessibility, accountability, and integrated systems management. Equally, the CIO is often responsible for processes and practices supporting data management and the flow of information as it impacts the performance and functions of the shifting paradigm of governance. This is critical for employees who are required to serve the constituents of our state in our “24/7” work culture. This workshop will feature a panel of CIOs from state government and private enterprise. In today’s mobile society, our constituencies are increasingly demanding an enhanced quality of service, transparency, accountability, and “real-time” response. This invigorating evening promises to inspire dialogue that explores “today’s world” as it informs the interrelationship between technological systems and human systems. Equally, it will examine the bridge connecting leadership and innovation with employee development and customer (consumer) service. We invite you to share in an evening with these CIOs who are at the frontlines…where “challenge, build, transform and thrive” are words to live by.

The Time is Now…Leadership, Innovation and the Unlimited YOU
September 23, 2014 – 5:30 – 8:00 PM USC – Sac Campus, 1800 I Street, Sacramento, CA 95811
Presented by: Joe Xavier, Director, Department of Rehabilitation (DOR)
“Leadership is less about seeking the light and more about being the light. True leaders lead from the heart – having both the wisdom and the confidence to model what others fear.”
– Joe Xavier, Director, Department of Rehabilitation (DOR)
Our “backstories” comprise the framework of who we are in the world. They highlight our journey of life; the challenges, defining moments, accomplishments and achievements that are ours. Collaboratively, these experiences unite to cultivate and formulate our character and our insights and philosophies that fuel our tenacity and motivational force to serve. Our character defines the quality of our interactions: the path we choose, the effort we give, how and why we lead and how and why we serve. This workshop dictates “The Time is Now” for each of us to own and act upon our personal best. Building upon a foundational cornerstone in Navigating Leadership’s foundation, Joe Xavier will use his back story as a metaphor to reflect upon our own personal and professional growth and leadership. Through interactive discussion he will challenge us to question where we are in relationship to where we choose to be. This workshop is about asking ourselves the hard questions that will uproot the status quo in our lives, taking tangible action and stepping beyond what we think is possible. We guarantee you will leave this workshop with new found “insight” on your back story to reveal and release the innovator and leader that is ever present in the “unlimited you”!
Marybel Batjer, Secretary, Government Operations Agency (CalGovOps)

In July 2013 Marybel Batjer was appointed by Governor Jerry Brown to serve as the first-ever secretary of CalGovOps. This agency was established as part of Governor Brown’s comprehensive overhaul of state government. Ms. Batjer is responsible for administering state operations, including procurement, real estate, information technology, and human resources. From 2003 to 2005, she was cabinet secretary and chief policy advisor to Gov. Arnold Schwarzenegger and directed the activities of the governor’s 13 cabinet secretaries. She has also served as undersecretary of the California Business, Transportation and Housing Agency and as chief deputy director of the California Department of Fair Employment and Housing. During the George H.W. Bush administration, Ms. Batjer was special assistant to the Secretary of the Navy, a position she attained after serving as President Reagan’s special assistant for national security affairs, deputy executive secretary of the National Security Council, and assistant to Secretary of Defense Casper Weinberger and Deputy Secretary of Defense Frank Carlucci. In addition, Ms. Batjer was director of political planning for the National Women’s Political Caucus. She is the former vice-chair of the State of Nevada’s Colorado River Commission, the past chair of the National Judicial College Board of Trustees, and a current board member of the Nevada Museum of Art, the Desert Research Institute Foundation and the Nevada Woman’s Fund. Ms. Batjer studied international public policy at Johns Hopkins University and national and international security at Harvard University’s John F. Kennedy School of Government.

John Chiang, State Controller, State of California

Controller of the State of California John Chiang was elected to this office in November 2006 and was reelected to a second term in November 2010. In early 2007 he immediately took action to make the State’s finances more transparent and accountable to the public and to weed out waste, fraud and abuse of public funds. His aggressive audits identified more than $5 billion that was denied, overpaid, subject to collection, or resulted in revenues, savings and cost avoidance. As Controller during the worst economic downturn since the 1930s, Mr. Chiang was forced to delay payments and issue IOUs to preserve cash to meet education and bond obligations. Controller Chiang has led efforts to reform the State’s public pension systems, helped local governments navigate difficult economic times, protected California’s precious natural resources, reunited rightful owners with $2.7 billion in unclaimed cash and 181 million shares of stocks and securities that had been lost or forgotten, and launched financial and tax assistance seminars for California’s working families, seniors, small businesses and nonprofit organizations. He has received numerous awards for his leadership and public service, including the 2011 Marvin Greene Award from the Los Angeles County Bar Association Business and Corporations Law Section; and in February 2011, he received the Association of Government Accountants' William R. Snodgrass Distinguished Leadership Award for improving financial management practices and consistently exhibiting the highest personal and professional standards.

Rebekah Christensen, CEO, ORA Systems

The common denominator unifying Rebekah’s career is her penchant to unleash and accelerate human potential, creativity and innovation in...
society. “In a digital world the playing field is leveled - all voices can now be heard and seen. This requires all of us stretch to become the best that we can be from where we stand.” This premise and approach is the foundation of Rebekah’s work as chair of the Navigating Leadership Program (NLP). As a partnership between the Asian Pacific State Employees Association (APSEA) and the USC Sol Price School of Public Policy - Sacramento, the NLP is a national blueprint for systemic change management. It models the type of collaboration capable of integrating personal, professional and organizational development into a seamless unified system that mirrors the nature of our digital society – connecting wisdom (life experience) to knowledge in real time.

Rebekah’s platform as founder and CEO of ORA Systems, affords the framework and foundation to design and implement pioneering approaches that focus on advancing human potential in the mainstream of our personal lives, organizations, communities and digital society. Her vision and clarity of purpose inspires others to reflect and see who they are in context to the world around them, but more importantly to challenge their own status quo and take risk in their lives. ORA Systems is dedicated to giving society the frameworks that allow technology to fuel the type of meaningful collaboration that creates connectivity and a relational flow between our personal, professional and community lives. “We build environments with capacity to shift ordinary to extraordinary – where the flow from independent to interdependent enhances the branding and performance integrity of each in tandem. We redefine competition as ever-increasing levels of self-excellence – personal and professional.”

As a systems integrator, Rebekah’s career path is testament to her life-long focus on this important work. Examples of systems she has designed or contributed to include the design of life-cycle approaches to site cleanup and tech transfer for the Department of Energy and Defense (DOE-DoD), providing guidance to the cultural integration of traditional medicine through the World Health Organization’s ICTM project, the design and enactment of amending language to Mello-Roos to manage funding risk in multi-million dollar site cleanup, and the design of a cooperative solution that led to integrating competing economies to collaboratively promote tourism on the central coast of California with UCSB and CalPoly. “Rebekah defines success as the juncture where who you are and what you do become one – from that moment forward work isn’t a job – it’s a calling.”

Paul Danczyk, PhD is the State Capitol Center director of executive education for the University of Southern California Sol Price School Of Public Policy. He serves as co-chair of the Navigating Leadership Program, facilitated under a partnership between the Asian Pacific State Employees Association (APSEA) and the USC Sol Price School of Public Policy, Sacramento. In this capacity, Mr. Danczyk designs, coordinates, and presents in leadership and management programs that impact national, state and local governmental and nonprofit organizations. He also teaches master’s-level classes on strategic management, leadership, and public administration. Mr. Danczyk is the past president and current board member of the American Society for Public Administration/Sacramento Chapter and the past president of the USC Alumni Club of Sacramento. He was a Peace Corps volunteer in Namibia where he was an acting director of a teacher-training program at the National Institute for Educational Development and earned his PhD from the University of Pittsburgh, focusing on public and international affairs.

USC Price
Sol Price School of Public Policy
Executive Education

Paul Danczyk, Director of Executive Education
In Sacramento

USC Sol Price School of Public Policy

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tactical and operational doctrine and training protocols and standards. He is a 1998 graduate of the Fellowship Program for Senior Executives in State and Local Government at Harvard University, JFK School of Government.

CalVET

Peter J. Gravett, Secretary
California Department of Veterans Affairs (CalVET)

Governor Edmund G. Brown, Jr. appointed Peter J. Gravett to his Cabinet as Secretary of the California Department of Veterans Affairs on April 29, 2011. Gravett is a retired Major General with more than 40 years of military service in the U.S. Army and the California Army National Guard serving initially as an enlisted soldier prior to being commissioned in 1968. During his career he served in numerous regions of the world including Asia, Central America, Western Europe and Central Europe where he was assigned as a Senior NATO Military Representative in Kiev, Ukraine with the Partnership for Peace Program. He was also stationed at various installations in the U.S. including duty at the Pentagon. Gravett is also retired from the Los Angeles Police Department having served there for more than 20 years while simultaneously serving in the Army National Guard. During his law enforcement career, he was awarded the LAPD’s highest award, the Medal of Valor. His military education includes graduation from the Command and General Staff College and the Army War College and numerous other professional development courses. His civilian education includes a Bachelor’s Degree from California State University Long Beach, a Master’s Degree from the University of Southern California and Executive Diploma’s from the University of Virginia and the JFK School of Government at Harvard University.

Martin Hoshino, Administrative Director
Judicial Council of California

Beginning just this past October 1, 2014, Martin Hoshino assumed the administrative directorship of the Judicial Council of California. He is responsible for overseeing the Judicial Council staff and serves as secretary to the Judicial Council in a nonvoting role.

Mr. Hoshino brings to the position more than 15 years of administrative leadership experience in California state government. His 25 years in public service encompass a broad mix of statewide policymaking, oversight of budget and operations, and collaboration with the justice system and the Legislature.

Before his appointment to the Judicial Council, he served as undersecretary for operations at the California Department of Corrections and Rehabilitation (CDCR), by appointment of Governor Edmund G. Brown, Jr. In this role, he led one of the CDCR’s two principal divisions, where he oversaw a $10 billion budget, 60,000 employees, 34 prisons, and a host of other facilities.

Between 2003 and 2014 Mr. Hoshino served in other various leadership capacities at the CDCR by appointment of three different Governors. These include undersecretary of administration and offender services, executive director at the Board of Parole Hearings, and assistant secretary at the Office of Internal Affairs.

In 2012-2013, he was appointed by Governor Brown to the joint executive California Trial Court Funding Workgroup, established by the Chief Justice and the Governor. This Workgroup conducted a comprehensive evaluation of the state’s progress in achieving the goals outlined in the Trial Court Funding Act of 1997.

Before joining CDCR, Mr. Hoshino served with the California Office of the Inspector General and the State Controller’s Office. He received his Master’s degree in Public Administration and Political Science from the University of California, Davis.

John Laird, Secretary for Natural Resources

John Laird was appointed California Secretary for Natural Resources by Governor Jerry Brown on Jan. 5, 2011. He has spent 35 years in public service, including 23 years as an elected official.

The son of teachers and raised in Vallejo, Laird graduated with honors in politics from the University of California Santa Cruz in 1972. He then served on the district staff of U.S. Representative Jerome Waldie, and as a budget analyst for the Santa Cruz County Administrator.

In 1981, Laird was elected to the Santa Cruz City Council, and served nine years until term limits ended his council service in 1990. He was a two-term mayor from 1983 to 1984 and from 1987 to 1988. During his local government service, he served as a board member for local transit, transportation, water planning, and regional government agencies. Laird was the executive director of the Santa Cruz AIDS Project from 1991 to 1994 and an elected member of the Cabrillo College Board of Trustees from 1994 to 2002.

In 2002, Laird was elected to represent the 27th Assembly District in the California Assembly, which includes portions of Santa Cruz, Monterey and Santa Clara Counties. He was re-elected in 2004 and again in 2006, when he received more than 70 percent of the vote. At the beginning of his second term, Laird joined the Assembly leadership team when Assembly Speaker Fabian Núñez named him chair of the Budget Committee, a position to which he was reappointed by Assembly Speaker Karen Bass in 2008.

While serving the maximum three terms in the Assembly, Laird authored 82 bills that were signed into law. These bills established the landmark Sierra Nevada Conservancy, restored community college health services, expanded and clarified state civil rights protections, reformed the state mandates system, and significantly expanded water conservation.

Laird was a member of the State Integrated Waste Management Board from 2008 to 2009. Most recently, he taught state environmental policy at University of California Santa Cruz.

Laird has been a long-time resident of Santa Cruz with his spouse John Flores. He has traveled extensively, is fluent in Spanish, enjoys conducting family history research, and is a life-long Chicago Cubs fan.
Linda Ng, President
Asian Pacific State Employees Association

Linda Ng is the current president of APSEA and has been an active member of the organization for the past 10 years. Linda holds a degree in Business Administration from the University of San Francisco. She began her professional career in private business banking, and eventually joined the State service. She is presently the Chief of the Safe Drinking Water Office at the Department of Water Resources where she is responsible for public and private water systems to meet State drinking water standards.

In addition to APSEA, she is the Vice President - Membership Services of OCA National, a national organization headquartered in Washington D.C. and devoted to ensuring social justice for Asian Pacific Americans. Her commitment to the local Asian Pacific Islander community is evident by her years of service and outreach activities. The community has high regard for Linda’s leadership, passion for her community, positive attitude, and exceptional character. Linda was a recipient of the International Association of Women of Color Day Award for her leadership that gives hope to the world for a better tomorrow, a recipient of the KVIE - Union Bank Asian Pacific Heritage Month Local Heroes Award, and a recipient of APSEA President’s Award.

Kish Rajan, Director
Governor’s Office of Business and Economic Development

Kish Rajan brings to this job a 20-year track record of success in both government and the private sector. After graduating from UC Berkeley, with a bachelor of arts degree in U.S. history in 1993, Kish Rajan began his public sector career on Capitol Hill as an aide, first to United States Senator Barbara Boxer and then later to former California State Treasurer Phil Angelides. Kish then joined the private sector as a business development executive in the mobile technology arena for 14 years, when he managed vital business partnerships that created hundreds of jobs and millions of dollars of shareholder value.

While building this successful business career, Kish earned a JD from Golden State University School of Law, graduating in 2000. He started a family, and returned to his hometown, Walnut Creek, California. In 2008, he again entered into public service work in an elected position on the Walnut Creek City Council. Drawing on his political and business experience Kish became a regional leader, advocating for transportation improvement, education, and economic development.

In 2012, Governor Jerry Brown, Jr. appointed Kish as director of the executive team for the Governor’s Office of Business and Economic Development. His directive was to enhance California’s job creation effort by streamlining business regulations, promoting statewide economic development, and fostering greater international trade opportunities.

Carlos Ramos, Director and State CIO
California Department of Technology

Director and State CIO Carlos Ramos previously served as director of the Office of Systems Integration, overseeing a $4.5 billion portfolio of California’s largest technology projects. He also concurrently held the position of assistant secretary for Health and Human Services and was the agency’s senior technology executive. In this position he was principal technology advisor to the Secretary and responsible for the entire HHS IT portfolio. Mr. Ramos helped architect the consolidation of the state’s largest data centers and the creation of California’s Department of Technology Services. He served as director of the then Teale Data Center, one of the largest public-sector data centers in the world, with an annual budget of $200 million and over 200 government agency customers.

Prior to this, Mr. Ramos was CIO for California’s Department of Social Services where he managed a large computing infrastructure and a statewide data communications network. During his state career, Carlos was directly involved in many of the largest enterprise IT initiatives the state has undertaken; including the establishment of the State’s Office of System Integration (OSI), the State’s automated child support system, development of a multi-data center collaborative, which developed strategies for a number of critical IT issues (e.g., operational recovery, information security, mutual aid in succession planning and staff development, and software procurement), and consolidation of the Teale and Health and Human Services Data Centers. Mr. Ramos has held many leadership commissions, including chair of the State of California IT Strategic Plan Committee, the State of California Service Oriented Architecture (SOA) Governance Workgroup, and the Government Technology Conference.
Karen Ross, Secretary
California Department of Food and Agriculture (CDFA)

Karen Ross was appointed secretary of the California Department of Food and Agriculture (CDFA) on January 12, 2011. Prior to joining CDFA, Secretary Ross was chief of staff for U.S. Agriculture Secretary Tom Vilsack. Before this, she served more than thirteen years as president of the California Association of Winegrape Growers (CAWG), Sacramento, and concurrently served as the executive director of Winegrape Growers of America, a coalition of state winegrower organizations. She was also the executive director of the California Wine Grape Growers Foundation, which sponsors scholarships for the children of vineyard employees. Among Secretary Ross’ many achievements at CAWG was the creation of the nationally-recognized Sustainable Winegrowing Program, which assists wine grape growers in maintaining the long-term viability of agricultural land’s protection of the environment. From 2001 to 2009, Secretary Ross chaired the Ag Vision Subcommittee, which proposed a strategic plan for the future of the state’s agriculture and food system: http://www.cdfa.ca.gov/agvision/. Previous to this, she was vice president of government affairs for the Agricultural Council of California, which represents farmer-owned cooperatives, and she also was government relations director for the Nebraska Rural Electric Association. In 2005 she was recognized by the California Agriculture Leadership Foundation with a Profiles in Leadership Award. In 2007 she was honored by the University of California, Davis College of Agriculture & Environmental Sciences, with a Friend of the College Award of Distinction, and in 2008 the Lodi Woodbridge Winegrape Commission presented her with the 2008 Wine Industry Integrity Award.

Jean Shiomoto, Director
California Department of Motor Vehicles

Jean Shiomoto, 57, of Sacramento, has been appointed director of the California Department of Motor Vehicles, where she has been acting director since 2013 and has served in multiple positions since 1988, including chief deputy director, chief of operations, deputy director of the communication programs division, chief financial officer, advisor to the director and chief deputy director, controller, fiscal officer, cost accounting manager and systems development manager. She was an accounting administrator at the California Franchise Tax Board in 1988 and served in multiple positions at the California Department of General Services from 1980 to 1988, including fiscal systems manager, systems development analyst and auditor. Shiomoto was an auditor at the California Department of Developmental Services in 1980. She is a member of the American Association of Motor Vehicle Administrators Board of Directors and president of the Asian Community Center of Sacramento Valley Board of Directors.

Anne Stausboll, Chief Executive Officer, CalPERS

In January 2009 Anne Stausboll became chief executive officer (CEO) of the California Public Employees’ Retirement System (CalPERS). She is the eighth CEO and first woman to head the Pension Fund. She oversees approximately 2,700 employees and an annual budget of $1.8 billion. CalPERS administers retirement benefits for over 1.6 million California public sector workers and oversees an investment portfolio of more than $300 billion. CalPERS also purchases health care for over 1.3 million members.

Ms. Stausboll served as the CalPERS chief operating investment officer from 2004 through 2008 and served twice during that period as the CalPERS interim chief investment officer. Before that, she served as the chief deputy to the California State Treasurer.

Ms. Stausboll is deeply committed to sustainable investment. She serves as co-chair of the Ceres Board, the nation’s largest coalition of investors, environmental groups, and nonprofit organizations advocating for sustainable business practices. She is a member of the Advisory Council for the United Nations Environment Programme (UNEP) Financial Initiative, which supports the regulatory and associated market innovations needed to align the financial system with the long-term success, resilience, and sustainability of the real economy.

She was a member of the working group that drafted the United Nations Principles for Responsible Investment and served on the UNPRI governing board from 2006 through 2009. In 2012 Ms. Stausboll was appointed as an inaugural member of the Let’s Get Healthy California Task Force, an organization formed to develop a 10-year plan to make Californians healthier. She is a past member of the Toigo Advisory Board.

Ms. Stausboll received her Bachelor of Arts degree in English from Oberlin College and her Juris Doctor degree (Order of the Coif) from the University of California, Davis, School of Law.

Maeley Tom, Member, State Personnel Board

Current State Personnel Board member, Maeley Tom is not only the first Asian to serve on this board, she is also the only minority woman to have served in leadership executive positions of both houses of the California State Legislature, Chief Administrative Officer of the Assembly and Chief of Staff to the former Senate Pres. pro Tem, David Roberti.

During her legislative career, she was the co-founder of the Asian Legislative Staff Caucus and founding president of the Jt. APIA Legislative Caucus Institute, which developed the Capitol Academy. The Academy trains the best and brightest APIA local elected officials seeking opportunities in the State Legislature. Three out of the four API legislators elected in 2012 are graduates of the Academy. As a CalPERS board member, she co-founded the Assn. of Asian American Investment Managers.

Among her accomplishments, in 1987 she organized the first historic national public forum which featured presidential candidates addressing APIA issues.

She has served on the Executive Board of the Democratic National Committee and has advised four presidential campaigns on APIA national issues and outreach. She briefly came out of retirement to work on the APIA leadership team to help re-elect Gov. Jerry Brown. She also currently serves as Sacramento Mayor Kevin Johnson’s Asian community liaison.
Maeley is perhaps best known for her years of mentoring scores of young APIA professionals seeking political careers and career advancement in public service. Her personal endeavors and leadership accomplishments helped convince us that she would be the perfect moderator for this Navigating Leadership 2014 Symposium: Integration and Innovation in Government, which features some of the most distinguished leaders in California today.

Michael Wells, Undersecretary for Operations, California Department of Veterans Affairs (CalVet)

On March 13, 2013, Governor Edmund G. Brown Jr. appointed Colonel Michael Wells as undersecretary for operations at the California Department of Veterans Affairs. Wells is a combat veteran of the Iraq War and also commanded the 250th Military Intelligence Battalion at Camp Victory, Baghdad, Iraq, from 2004 to 2005. Colonel Wells earned a Juris Doctorate degree from the University of Pacific, McGeorge School of Law and a Master’s of Science degree in Strategic Studies from the United States Army War College. He has received numerous awards and decorations, including the Bronze Star, Defense Meritorious Service Medal, Meritorious Service Medal and the Combat Action Badge.

Wells is a life member of the Veterans of Foreign Wars and The American Legion.

Jeffrey Uyeda, Executive Partner, Financial Information System for California (Fi$Cal)

Jeffrey Uyeda has been appointed executive partner at the Financial Information System for California. His background includes service as assistant chief of the California Department of Technology, Office of Technology Services since 2012, deputy director of Administration at the California Highway Patrol from 2010 to 2012, and manager of multiple awards programs at the California Department of General Services from 2009 to 2010. Uyeda was business development executive for IBM’s State and Local Government Practice from 2004 to 2009, strategic account director at Oracle Consulting from 2003 to 2004 and director of Business Development at IBM from 1999 to 2003.

From 1995 to 1999, he served in several positions at the California Secretary of State’s Office, including assistant secretary of state and chief of the Management Services Division. He was chief of accounting and financial services at the California Department of General Services from 1991 to 1995, chief of the Audit and Rate Development Section at the California Department of Corrections from 1990 to 1991, and assistant budget officer at the California Department of General Services from 1988 to 1990.

Uyeda is a member of the California Asian Pacific State Employees Association.

James Waterman, Regional Manager, State Local and Education, Google for Work

James Waterman, West region manager for Google’s state, local, and education markets, is a leading proponent for the adoption of technology as a means by which to educate, integrate and enable work communities. With an IT career spanning 28 years, Mr. Waterman has been an agent for change and an advocate for public/private collaboration in the process to solve far-reaching and difficult problems. He has helped advance California procurement initiatives, including the development of the State Store, CMAS, M/W/DVBE, MSA and SLP procurement programs. Notable stops in Mr. Waterman’s career include Unisys, Microsoft, HP and now Google. While at Unisys, he was a recognized leader in the post 9/11 programs targeted at securing the nation’s infrastructure. His solution and financial models were key components of Unisys’ billion dollar airport security contract with the TSA. Mr. Waterman has spent the past decade at Microsoft and HP advancing legacy system modernization, mission-critical computing, “bid data,” analytics, cloud and “OpenStack” solutions. At Google, Mr. Waterman’s goal is to “make the impossible possible” for the State of California by leveraging Google’s 10X thinking and innovative advancements to solve long-standing challenges.

Joe Xavier, Director, Department of Rehabilitation

Director Joe Xavier was a small business owner for over 14 years before beginning his career in public administration in 1998. He has served as a gubernatorial appointee at the Department of Rehabilitation since 2008. For almost 30 years, Joe has been actively involved in community and advocacy organizations, including the Association of State Employees with Disabilities and the Asian Pacific State Employees Association. Director Xavier’s current career highlights include service as project director for a $50 million cross-organizational project aimed to reduce reliance on public benefits among families of Supplemental Security Income (SSI) recipients ages 14 to 16 as well as a multi-state $86 million proposal to provide food services to United States Marine Corp bases in California and Arizona. In addition to managing these high-profile projects, Director Xavier directed the successful transition of the Traumatic Brain Injury program to the Department of Rehabilitation and initiated the realignment funding for the Older Individuals Who are Blind program. Director Xavier is a fellow of the Sierra Health Foundation Leadership Institute, through the University Of Southern California School Of Public Policy, and a graduate of San Diego State University’s National Rehabilitation Leadership Institute. He has also completed the California Health and Human Services Agency Leadership Academy.
Thank You to Our Corporate Leaders

To our Corporate Leaders…Thank You from APSEA…you have believed, invested and sustained the shared vision that the Navigating Leadership Program represents to our state…and beyond!

"Leadership is less about seeking the light and more about being the light. True leaders lead from the heart – having both the wisdom and the confidence to model what others fear." – Joe Xavier, Director, California Department of Rehabilitation (DOR)

USC Sol Price School of Public Policy – Sacramento Campus

The mission of the USC Sol Price School of Public Policy is to improve the quality of life for people and their communities, here and abroad. We achieve this mission through education and research that promote innovative solutions to the most critical issues facing society.

ORA Systems, Inc.

ORA Systems is a human systems technology corporation that is pioneering the art and science of synthesizing the power of technology with the unlimited power of human potential in a world without walls. ORA’s Mission is to create real time connectivity, creativity, leadership and innovation in a digital society.

Google, Inc.

Google’s mission is to organize the world’s information and make it universally accessible and useful.

Lexmark

Our Vision: “Lexmark’s success is driven by the company’s overarching commitment to its customers. With a corporate vision of “Customers for Life,” we earn our customers’ loyalty by listening to them, anticipating their needs and working to create value for them.”

NWN

NWN was established in 2000 to help businesses implement advanced IT infrastructure solutions. From the start, our vision has been to build a world-class company dedicated to solving customer’s business problems with smart, sustainable technology solutions and services.

Lexmark

Our Vision: “Lexmark’s success is driven by the company’s overarching commitment to its customers. With a corporate vision of “Customers for Life,” we earn our customers’ loyalty by listening to them, anticipating their needs and working to create value for them.”

APSEA Foundation

The APSEA Foundation was founded in 1999 by a small but visionary group of Asian Pacific state government and legislative staff who felt a need to support the educational and career development of state government workers by granting college scholarships to students. In 2014, they have expanded to partner with the Asian Pacific Islander Capitol Association to provide a program at the state Capitol and state agency.

ORCA Sacramento

OCA Sacramento…Embracing the Hopes and Aspirations of Asian Pacific Americans

OCA National is a national organization dedicated to advancing the social, political and economic well-being of Asian Pacific Americans in the United States.

Google, Inc.

Google’s mission is to organize the world’s information and make it universally accessible and useful.
Thank You to Our Agency Training Sponsors

To our Agency Training Sponsors...Thank You from APSEA... The task of leadership is not to put greatness into humanity, but to elicit it, for the greatness is already there ~ John Buchan

Business, Consumer Services and Housing Agency: The Business, Consumer Services, and Housing Agency assists and educates consumers regarding the licensing, regulation, and enforcement of professionals and businesses in California.

California Department of Food and Agriculture: The mission of the CDFA is to serve the citizens of California by promoting and protecting a safe, healthy food supply, and enhancing local and global agricultural trade, through efficient management, innovation and sound science, with a commitment to environmental stewardship.

The California Department of General Services: The DGS Mission is to deliver results by providing timely, cost-effective services and products that support our customers.

California Department of Human Resources: CalHR is responsible for all issues related to employee salaries and benefits, job classifications, civil rights, training, exams, recruitment and retention. For most employees, many of these matters are determined through the collective bargaining process managed by CalHR.

The California Department of Public Health: The California Department of Public Health is dedicated to optimizing the health and well-being of the people in California.

California Department of Rehabilitation: The California Department of Rehabilitation, DOR, works in partnership with consumers and other stakeholders to provide services and advocacy resulting in employment, independent living and equality for individuals with disabilities.

California Department of Veterans Affairs: The California Department of Veterans Affairs (CalVet) works to serve California veterans and their families. With nearly 2 million veterans living in the State, CalVet strives to ensure that its veterans of every era and their families get the state and federal benefits and services they have earned and deserve as a result of selfless and honorable military service. CalVet strives to serve veterans and their families with dignity and compassion and to help them achieve their highest quality of life.

California Government Operations Agency: The mission of CalGovOps is to improve management and accountability of government programs, increase efficiency, and promote better and more coordinated operation decisions.

California Health and Human Services Agency: The California Health and Human Services Agency oversees departments, boards, and offices that provide a wide range of health care services, social services, mental health services, alcohol and drug treatment services, public health services, income assistance, and services to people with disabilities.

California Highway Patrol: The mission of the California Highway Patrol is to provide the highest level of safety, service, and security to the people of California.

California Public Employees Retirement System: CalPERS provides responsible and efficient stewardship of the System to deliver promised retirement and health benefits, while promoting wellness and retirement security for members and beneficiaries.

California Department of Technology: The mission of the California Department of Technology and the state’s information technology community is to support programs and departments in the delivery of state services and information to constituents and businesses through agile, cost-effective, innovative, reliable, and secure technology.

Governor’s Office of Emergency Services: The mission of CalOES is founded in public service. It is responsible for the coordination of overall state agency response to major disasters in support of local government. The office is responsible for assuring the state’s readiness to respond to and recover from all hazards – natural, manmade, war-caused emergencies and disasters – and for assisting local governments in their emergency preparedness, response, recovery, and hazard mitigation efforts.

Office of the Inspector General: The Mission of the Office of the Inspector General (OIG) is to safeguard the integrity of the State’s correctional system by providing oversight and transparency through monitoring, reporting, and recommending improvements on policy and practices of the CDCR.
Navigating Leadership 2014: Overview

The 2014 Navigating Leadership Program is designed as a “pioneering, real-time blueprint” as we innovate towards a digital world. As a fully integrated dynamic system, this program consists of seven independent but interdependent program functions. Each of these seven “spokes” collaboratively facilitates interaction with and involvement of all levels of agency and department government personnel. Navigating Leadership creates a transformational conduit to shift the trajectory of governance in government as it serves and supports a digital society.

The metaphor of a wheel is designed to demonstrate real-time functional relationships between the different spokes of the program (people and resources). Each agency, department, individual, or entity represents a spoke that intersects the wheel’s hub (the collective purpose) to independently and yet interdependently achieve the desired personal, professional and organizational goals. The organic flow of information, resources, and knowledge generates a hybrid competitive edge that is predicated on ever-increasing levels of self-excellence (brand identity) for both individuals and the group.

Navigating Leadership - Conversations in Leadership Workshops 2014: Redefining Leadership
(April 29, June 24 and September 23, 2014)

Each workshop is structured to have equal parts of both presentation and conversation. They feature diverse perspectives of “Redefining Leadership,” including how to best lead from where we stand in the organization whether it be in the mail room or as agency secretary. Silence is the enemy of innovation. We teach how to give voice to our unique insights and contributions, all of which are essential to grow and sustain integrity and peak performance in our real-time world. These workshops provide training opportunities to expand understanding and insight for our Board of Advisors as they select the most inclusive integrative and innovative projects and programs to be featured in the November 13 Symposium.

YouTube Training

Acting as a resource library, the Navigating Leadership YouTube Station provides real-time access to personal, professional, and organizational training opportunities to spur collaborative growth of leadership and innovation in society. The improvements underway for 2014 will take this station to the forefront of the type of authentic vision and heart that will integrate the visionary thinker with tactical business acumen. It will refine the art of “story telling” to challenge the best of who we are as valued colleagues and collaborators in a changed world.

Navigating Leadership Secretaries and Directors Advisory Board

These individuals stand at the forefront of government in the leadership of our state’s economy. They come together to collaborate a shared vision of integration, leadership, and innovation for shifting the trajectory of government to serve a digital society. Their collective outcomes represent the milestones required to fuel the change, innovation, accountability and transparency of performance necessary to meet the expanding needs of the state’s constituent communities.

KollaborNation

Currently under development, the KollaborNation platform synthesizes the power of human potential with the power of technology to create a dynamic environment where personal, professional, and organizational (project-program) development and kollaboration can occur. From a posture of self-accountability and responsibility, it connects “who we are” to “what we do” in a real-time framework that records and maps our professional growth. Its holistic (integrated) environment continuously bridges our independent contributions with our interdependent responsibilities and purpose, our activities with our progress, and our performance with our outcomes. This platform will be accessible for use by everyone.

Host Committee

This committee synthesizes and leads all activities of the Navigating Leadership program to assess and understand the real-time cause and effect of all work in progress. As the program lead, this committee designs, manages, directs, monitors, guides, communicates, and promotes all independent activities (functions) into one cohesive fluid whole.
Leadership Award Competition

The Leadership Award Competition is an independent arm of the Navigating Leadership Program where individuals and agencies compete for recognition of their entrepreneurial contributions to the State of California. The achievements of these progressive thought leaders and entrepreneurs in state government will emerge as pioneering best practices models in the training arm of Navigating Leadership.

Symposium: Integration and Innovation in Government (November 13, 2014)

As the culminating event of the 2014 Navigating Leadership Program, this event showcases the most integrative and innovative government programs from leading voices of our state’s economy. These projects and programs will holistically tap into the most expansive reaches of each agency or department’s public benefit purpose as well as their collaborative workforce contributions, competency identification and development, and societal inclusion and outcomes. When viewed panoramically, Integration and Innovation in Government creates a concrete vision of the future we’re moving towards by highlighting and demonstrating the “collective force of the best possible versions” of who we are today – transitioning potential and possibility from ordinary to extraordinary.

This program returns full circle to serve as a benchmark for real-time training in government process. Ongoing training will occur in a progressive framework of observing and learning from these diverse working examples of what works, coupled with data-driven analytics (where available) designed to foster exploration, discovery and the innovation. The ultimate goal is simple: to co-create a future “that is not just better, but crazy (radically) better!” Astro Teller, Director of GoogleX and Moonshot.
Vision
Excellence in the Business of Government

Mission
We deliver results by providing timely, cost-effective services and products that support our customers.

Core Values
Integrity
Accountability
Communication
Excellence
Innovation
Teamwork

Highly Skilled DGS Workforce — Career Ready and Mission Capable

Executives
- CSUS Portfolio Program
- Center for Creative Leadership

Managers
- Management Academy
- Coaching for Performance
- 360 Assessments

Supervisors
- Basic/Advanced Supervision
- Coaching for Performance
- 360 Assessments

Staff Development
- Pre-Analyst/Analytical Thinking Academies
- Professional/Technical Academies
- Leadperson to Supervisor

Career Development
- Career Paths
- Competency-Based Learning

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