



By: Rebekah Christensen, Event Co-Chair, APSEA Board of Directors

On November 8, 2012, an unprecedented number of agency secretaries and several department directors shared their insights and experiences to a full auditorium of over 200 attendees. This audience was encouraged to explore opportunities to excel in leadership and gained valuable insight into Equal Employment Opportunity best practices.

Hosted by the Asian Pacific State Employees Association (APSEA), **Navigating Leadership Challenges and EEO in a Changed World** was held at the facility of our key sponsor and host, the California Public Employees' Retirement System (CalPERS), Lincoln Plaza North, 400 Q Street, Sacramento, CA. We are pleased to share a [picture portfolio](#) of the day's event. An additional extremely valuable resource tool is the [Master PowerPoint](#) that guided the symposium agenda throughout the day for the Plenary Sessions and Leadership Track. The symposium was produced in collaboration with the University of Southern California's Sol Price School of Public Policy (Sacramento) and partnered with numerous state, private sector, and state employee organizations. [APSEA wishes to thank](#) the line-up of [event sponsors](#) that contributed significantly through your donation of resources and in-kind contributions.

In her keynote address, Selvi Stanislaus, EO, Franchise Tax Board and our Event Emcee, spoke of the **"power of one."** This signature event generated a speaker line-up of [31 state leaders](#), consisting of eight agency Secretaries on Governor Brown's cabinet, numerous department directors, and private sector community leaders. From the perspective of registered attendees, [51 agencies and/or departments](#) were represented. A [comprehensive event binder](#) was distributed to all attendees. In this capacity **"the power of one"** was visible many-fold through the efforts of those contributing, e.g., the event steering committee and volunteers, our speakers, and our attendees. Collaboratively, we created a day that was a catalyst for us all. As we reach deeper and stretch higher to challenge ourselves, we find that we can lead from the best of who we are, right from where we stand in this "Changed World" of government as we serve our constituents of the State of California – and beyond.

Event Overview: An overarching term used as a backdrop in the development of the symposium was **"Wei Ji,"** a Chinese word for crisis. It is composed of two characters; one represents danger, and the other represents opportunity. Navigating the complexities of leadership in a "Changed World" encompassing the State's employees, supervisors, and managers represents characteristics of danger that few have escaped. The dynamics of change in our world is profound. Thus the symposium focus was designed to support the rapid transitioning occurring today in government services and accountability. The event steering committee placed this focus at the forefront in response to the restrictive resources alongside an ever-escalating virtual society where more than 90% of constituents are accessing government services via mobile devices 24/7.

Event Format – a Whole Systems Approach: The relaxed environment of the symposium format was designed to create a conversation between panel members and our attendee audience. Whether from the perspective of leadership or EEO, it was designed to provide an integrated (whole systems) perspective of government. **Why?** A key goal of the event was for our speakers and attendees alike to recognize and identify their independent strength as leaders alongside their interdependent contributions, purpose, and value. To that extent, the program format collectively communicated a panoramic view of government that exists beyond the "silos" (hierarchy) of each agency. Rather than mere jargon, whole systems actually mimic in construct the virtual world that comprises the constituent community served by government. Technologically, social communities are holistic and organic in nature such that communication, resources, products and

services move in nimble and dynamic exchange—24/7. From this context, the program format was designed to systemically reflect the dynamic marketplace served by government as the requirements and demands of our technologically sourced world continue to expand exponentially.

Event Keynotes and Moderators: The event keynotes included CA State Controller John Chiang; President of the CA State Personnel Board Maeley L. Tom; Secretary of CA Labor & Workforce Development Marty Morgenstern; Executive Officer of the Franchise Tax Board (FTB) and Event Emcee Selvi Stanislaus; Receiver, California Correctional Health Care Receivership, Clark Kelso; and Deputy Executive Officer of Benefits and Administration, CalPERS Ann Boynton. A full speaker list can be found online at www.apsea.org. Event speakers are also identified in the workshop summary reports.

The AM Plenary featured Ann Boynton. She shared a most appreciated update of CalPERS investment performance where she discussed, among other topics, state retirement contributions. Her presentation gave much emphasis to the Reform Act of 2013 and related changes to the Public Employees' Retirement Law. "The law requires these new members contribute at least 50 percent of the total normal cost or the same contribution rate as 'similarly situated' employees, whichever is higher. CalPERS will promulgate a regulation to clarify that 'similarly situated' will be defined by the retirement formula to which the member is subject, meaning the new member will pay the same rate as other members in the same formula. Therefore, for new members, the initial contribution rate will be set at 50 percent of the total normal cost of whatever new retirement formula applies according to PEPRA." Many questions came from those attending, such as what is the impact of the law on employees who moved positions. Ann's response reflected that "a member who moves from one CalPERS covered employer to a different CalPERS covered employer would only be considered a 'new' member if there was a break in service greater than six months between the separation date with the previous employer and the appointment date with the subsequent employer."



New Paradigms: Tools Skills & Approaches Systems Wheel

[New Paradigms Roundtable Panel Leadership Tools, Approaches and Skills for Thriving in a Changed World](#)

Moderator: Clark Kelso, Receiver, California Correctional Health Care Receivership

Panelists: Robert A. Barton, Inspector General, Office of the Inspector General (Agency Leadership Award Competition Winner); Rebekah Christensen, CEO, ORA Systems, Inc.; Paul Danczyk, Director of Executive Education in Sacramento, USC Sol Price School of Public Policy; Joseph A. Farrow, Commissioner, California Highway Patrol; Ron Hughes, Director, Office of Technology Services (OTech); and Howard L. Schwartz, Chief Deputy Director, CalHR.

Highlights of insights shared by the members of the Paradigms Panel included the following: [Robert Barton](#) stated to "Always seek to make a positive difference rather than just exist in status quo." He saw no boss as an island and quoted Harry S. Truman by saying "You can accomplish anything in life, provided that you do not mind who gets the credit." One thing Robert stressed was inclusivity and the importance of surrounding yourself with the best people, and that many ideas grow better when transplanted into the minds of others. He suggested that being communicative means being available to listen with a timely thoughtful response. A key point made was that "when employees quit bringing you their problems is the day you stop leading them." He stressed "the importance of leading by example and that if your actions inspire others to dream and learn more – you are a leader, and that success is the doing, not the getting." Robert felt it is essential for leaders to admit when they are wrong and, above all, "do what you say you will do."

[Rebekah Christensen](#) used the event format as the backdrop of her presentation by highlighting that the most common mode of leadership (personal and professional) exists in a framework of hierarchy while the marketplace served is an integrated "whole system," e.g., social communities and/or our virtual world. She expanded by saying, "in a virtual world who we are as it informs what we do is visible in real time, and today's power structures will become less dependent on our position in the hierarchy and more dependent on our expanding knowledge and performance." Her "how to" explanation for attendees was analogous to a wheel: "The wheel's hub represents the over-arching mission, vision, or goals and objectives to be achieved. Each individual, entity, division, or stakeholder's interest represents spokes that

intersect the wheel's hub to independently and yet interdependently achieve desired outcomes (personal or professional)." She closed by saying "living whole in the context of our leadership gives us the fluid ability to move and act in rhythm with our ever-changing world and to adapt to internal and external changes in real time."

[Paul Danczyk](#) spoke of "leading those you served." He posed two ideas to consider: "power vs. influence and what is customer service – moments of truth." From the perspective of power he cited the necessity for direct accountability for actions with the ability for rewards and punishments. In contrast he saw influence as a compelling force that is facilitative in nature. He highlighted that influence can be positional, personal, and relational. He asked us to think in the context of three forms of proof: "**ethos** (the credibility of the source and sender of the message; the **logos** (facts, data, metrics), and **pathos** (audience emotions.)" From the perspective of Customer Service he asked: "What are you solving for and for whom?" He explored learning and growing, process/structure, strategy, vision, customer needs and wants, consistency and predictability and staff empowerment. Paul saw change as a necessary part of growth and posed the question "Are you changing for progress or for the sake of change?"

Highway Patrol Commissioner Joseph Farrow shared the ABCs of leadership that his dad taught him as a child. The letter A stands for attitude. Joseph was brought up to understand the value of a positive attitude. The letter B stands for balance. His dad stressed the importance of maintaining a balance in your professional and personal life. And the letter C stands for consequences. His dad made Joseph aware that the decisions that he made had consequences, so he was encouraged to choose wisely. These ABCs have served him well. He also expressed that "work and life have a lot of moving parts and that it is important to keep asking ourselves the question: are we essential now?"

Ron Hughes saw the speed of change in technology as defining the change that occurs in the work environment. He foresees that today's work environment will be very different in 5 years. He stressed communication as key in motivating employees and getting things done. Howard Schwartz, who shared his 10, 20, 30 leadership strategy believes that leadership is accessible to everyone. When presented with a problem, Howard asks 10 questions to gather the facts. Then he waits 20 minutes before finally making a decision. The 30 in his leadership formula is to take 30 minutes each day to read. He feels it is important to find and promote leadership at every level through "the use of 'C' words: Communicative, Caring, Confident, Creative, Charismatic and Courage."

Luncheon Keynote: John Chiang's luncheon keynote address set the stage for the Secretaries Roundtable Panel that followed. He stressed having a vision of what you want to do, and what you want to be, and to create an office where leaders and staff can realize their dreams. He said it is important to pick great friends as they support you and reflect who you are. He feels it is key to grow within your relationships. John said "everyone you work with is important and to get smart people in your circle." As he reflected on how we change things, John felt "power is taken, not given – make it a win/win and take constructive criticism." Chiang sees the skills and knowledge needed for the future are science, technology, communication, math, critical thinking, and writing. Develop them." To do that he says to "build community, take responsibility, overcome a fear of failure and summon your greatness!"



CA Agency: Challenges and Opportunities Systems Wheel

The Secretaries Roundtable Panel on Leadership and Innovation (Comprised of Agency Secretaries and Undersecretaries)

Keynote and Moderator: Maeley L. Tom, President, California State Personnel Board

Panelists: Anna Caballero, Secretary, State and Consumer Services; Mark Ghilarducci, Secretary, CA Emergency Management Agency; Peter J. Gravett, Secretary, Department of Veterans Affairs; Martin Hoshino, Undersecretary, Department of Corrections and Rehabilitation; Carlos Ramos, Secretary, California Technology Agency; Matt Rodriguez, Secretary, Cal EPA; and Karen Ross, Secretary, Department of Food and Agriculture

Maeley Tom presided as both keynote and moderator of the Secretaries Roundtable Panel. Her opening insights stressed "Know yourself, believe in yourself, and be yourself." She felt it critical to add value to whatever you do – personally and to

the job. She sees success in leadership as three-fold: luck, timing, and opportunity and the importance of taking advantage of each as they arise. She posed to our attendees, “How can you Excel?” To this she identified six points: “Do your homework and ask questions—define the rewards; network and build relationships outside your job environment; stand up for yourself; speak-up; be a team player and don’t be afraid to admit you don’t know.”

Secretary of State and Consumer Services Anna Caballero sees the greatest opportunity for rebuilding California is by embracing all cultures and strengthening the educational system. Secretary Mark Ghilarducci, CA Emergency Management Agency, stressed the importance of leveraging diversity as there is strength in diversity. He identifies communications as key, having empathy as highly important as well as the ability to frame your communication in context to the world around you. Peter J. Gravett, secretary of the Department of Veterans Affairs, identified education as key to rebuilding California; he stressed the importance of educating yourself to your environment and obtaining a formal education. His focus is on the youth and sees the pursuit of excellence in science, math, information and technology as vital to the future of California.

[Martin Hoshino](#), undersecretary of the Department of Corrections and Rehabilitation, opened with a story of a quote that he incorporated into his life during college, which provides a sentiment that guides his leadership today: “The whole is greater than the sum of its parts” – Aristotle. He sees empathy as a key consideration, as it is important to think about how people feel. He sees our high-speed technological world as difficult, which heightens the importance to tell the truth about what is going on—to be transparent. Secretary Carlos Ramos, California Technology Agency, feels it is important to offer a sense of caring towards employees, to be “human” and make certain that your teams know you are here to do the right thing and that you care. He sees our kids as “digital natives” and that it is the responsibility of all leaders to become technologically knowledgeable and proficient. Matt Rodriguez, secretary, Cal EPA, feels it important to get the message out about how great California is. He feels it is critical to be nimble, to respect individuals, to know that we are different and understand the importance of our diversity. From the perspective of how he sees a changed world, Matt remarked: “It’s the end of the world as we know it, but we’ll be fine.” Secretary Karen Ross of the Department of Food and Agriculture stressed the value of working hard, collaboration, team building and respecting different viewpoints. She sees the greatest opportunity for rebuilding California is the reinvestment in infrastructure to help small business survive and to optimize equity and opportunity.

Annual Awards: Throughout the day-long event, recipients of APSEA’s inaugural awards competition were honored as presenters in the context of panel discussions. A post event Gala Awards Reception, with keynote Marty Morgenstern, formally honored these individuals in two categories: Leadership and EEO.

Excellence in Innovative Leadership in State Government Awards:

Individual: A thought leader in government who has inspired and successfully brought about change to promote excellence in government, high ethical standards, and innovative management practices while promoting teamwork.

Agency: A government agency that has exemplified outstanding leadership in implementing transforming strategies, customer service, collaborative partnerships, and dedication to championing innovation and creativity in the workforce.



LEADERSHIP INDIVIDUAL HONOREE:

Howard Schwartz
Chief Deputy
Director, Cal-HR



LEADERSHIP AGENCY HONOREE:

Accepted by: Robert A. Barton
Inspector General, Office of the Inspector
General

Excellence in EEO Leadership in State Government was given in two distinct categories:

Individual: An individual in state government who inspires and promotes excellence in EEO, *and*

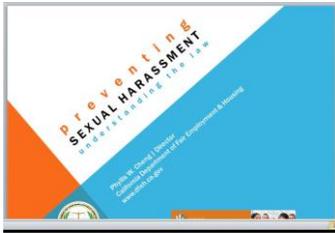
Agency: A government agency that exemplifies outstanding leadership championing EEO in the workforce.



INDIVIDUAL EEO HONOREE:
Accepted by: Dave Jones, Insurance Commissioner
 California Department of Insurance

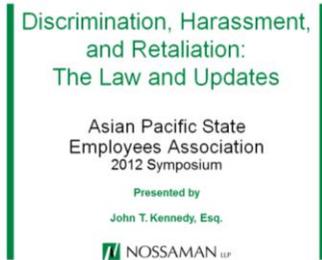


EEO AGENCY HONOREE
Accepted by: Pam Harris
 Director, California Employment Development Department



EEO Track
[Sexual Harassment Prevention Training, California](#)
 Department of Fair Employment and Housing (DFEH)

There were rave reviews for the sexual harassment workshop taught in the EEO Track by Phyllis W. Cheng, Director, CA Department of Fair Employment and Housing (DFEH). The workshop was based on AB1825 which requires all supervisors to attend two hours of sexual harassment prevention training within six months of hire and refresher training every two years. Topics in this timely workshop included but were not limited to: a discussion about what is sexual harassment and is it still a problem; prevalence of sexual harassment claims against state agencies; sexual harassment claims are costly; preventing sexual harassment; educational objectives: recognize sexual harassment; understand rights and responsibilities; know legal remedies; types of sexual harassment and how it occurs; an employer’s duty to investigate followed by what is an effective investigation, and the importance of contacting DFEH.



[Legal and Law Updates](#)
Instructor: John T. Kennedy, Partner, Nossaman LLP

This timely workshop provided an overview of discrimination, harassment, and retaliation issues, including the status of “bullying” claims made by employees. The focus was on recent legislative changes and court decisions impacting this dynamic area of employment law. A non-inclusive overview of the topic included, discrimination and harassment; assess biases; understanding the role you play; understanding the law; anti-discrimination laws; hostile environments; protections against workplace bullying; employee responsibility and response;

who can create hostile environments; same sex sexual harassment; inadequate training; retaliation; recent court decisions and trends; social media policies; the National Labor Relations Act; NLRB Guidance; California Guidance; internet privacy; steps to understand differences, and encourage diversity in the workplace.



EEO Best Practices Systems Wheel

EEO Best Practices: The day-long agenda for the EEO Track concluded with the [Department Directors Roundtable Panel for EEO Best Practices](#). Moderated by Howard Schwartz, Chief Deputy Director, CalHR, panelists included Pam Harris, Director, California Employment Development Department; Juney Lee, Chief Deputy Director, Department of Rehabilitation; Dave Jones, Insurance Commissioner, CA Department of Insurance; and, Joan Markoff, Chief Counsel, CalHR.

Pam Harris discussed the following: [Practice / Strategy 1](#): Educate all staff and leaders on the value of diversity. [Practice / Strategy 2](#). Commit to fairness and equity in the workplace and support a strong

EEO program. Provide examples of the various efforts, activities, and best practices. [Practice / Strategy 3](#): Educate and

inform leaders on value and tools to increase employment of persons with disabilities in EDD's workforce. Cover best practices and positive outcomes from these efforts. Dave Jones' key staff representative highlighted these strategies: Practice / Strategy 1. Proactive Engagement and Prevention; Practice / Strategy 2. Early intervention and resolution of complaints; and, Practice / Strategy 3: Fostering diversity and inclusion. Juney Lee shared the following: Practice / Strategy 1: Diversity is at the forefront of acquiring a culturally competent workforce. Practice / Strategy 2. Enactment of Executive Order S-11-10: Remove barriers for employees with disabilities; and Practice / Strategy 3: California as a Model Employer Initiative, which so far has resulted in the creation of several training resources for managers, supervisors, employees and applicants for employment.

Joan Markoff closed with the following strategies: Practice / Strategy 1: Appointing authorities should ensure their EEO Office has sufficient resources to: (1) Develop and Maintain Policies; (2) Conduct timely Investigations; (3) Conduct EEO training; and (4) Partner and communicate regularly with Human Resources and; (5) Work in tandem with the Appointing Power's Legal Office. Practice / Strategy 2: EEO Officers in State Appointing Authorities should report to the director or highest officer and should have regularly scheduled meetings with that individual. Direct report to the highest executive provides: (1) support for the program; (2) visibility for the program; and (3) credibility for the program; all of which conveys that EEO is an important and critical program. Practice / Strategy 3: Any EEO issue raised to a manager must immediately be referred to a trained EEO officer or investigator and the referral to the appropriate parties for meaningful follow-up must be documented. Managers/supervisors need to be able to recognize the EEO triggers and proactively contact the EEO officer if uncertain.



**APSEA enters MOU with USC Sol Price School of Public Policy (Sacramento)
Announced by: Dean Lan and Rebekah Christensen (APSEA)**

As a result of the relationship developed between APSEA and the USC Sol Price School of Public Policy in leading the steering committee for the recent "Navigating Leadership" event, APSEA and USC Price have signed a three-year Memorandum of Understanding (MOU). Under the new MOU, APSEA and USC will collaboratively develop the "Navigating Leadership" brand to provide ongoing educational guidance for state leadership, government employees, and leaders of the state's constituent community. Both organizations are excited about the successful outcome of this inaugural event and look forward to building upon the

foundation we established to provide future critical educational opportunities to the leaders of our state and the broader base of government employees. The challenges of leadership in today's technologically advanced virtual society have forever shifted the business paradigm of government and the constituent community. Both organizations look forward to meeting this challenge through "Navigating Leadership" events, and providing a cornerstone of excellence into the future.

In closing, the comprehensive outcomes of this symposium received numerous accolades from attendees. We would like to share a few.

- I want to congratulate you on an extremely successful and impressive event. The gathering of such distinguished top state leaders in a single conference was unparalleled to anything I have seen before. It is clear that to create a conference of this magnitude required a tremendous amount of planning, work and support from a number of individuals, but nothing great can be achieved without strong and effective leadership. I want to thank you for your leadership and true contribution to the community. I also want to take this opportunity to acknowledge the selection of the individual and agency award winners for leadership and EEO. The selection committee could not have made better choices. The winners are deserving and truly innovative in their leadership (much like you all).
- CONGRATULATIONS TO THE BEST LEADERSHIP CONFERENCE YET. I HAVE HEARD NOTHING BUT RAVES ABOUT THE EVENT. GREAT WORKING WITH BOTH OF YOU...
- After experiencing the symposium, I felt truly enriched. APSEA hit a home run with the quality and success of the leadership symposium.
- Just a note to thank you for allowing me the opportunity to attend today's Leadership Conference sponsored by APSEA. This group did an incredible job gathering so many of the State's incredible leaders for the panel presentations. I was particularly motivated by the presentations of Ann Boyton and John Chiang. John Chiang's presentation was so good, it was just like a Ted Talk video. I was also motivated by the comments from Joe Farrow from CHP, Peter Gravett from Vets Affairs, Martin Hoshino from CDCR, Ron Hughes from OTech, Carlos Ramos

from CTA, Selvi Stanislaus from FTB and the two facilitators – Clerk Kelso and Maeley Tom – all straight talkers. This was just the right motivation I needed just in time. There was so much to use for our future change-related communications. Thanks again.

- Best training conference I've ever attended.
- Thank you so much... what a wonderful experience... That kind of experience when you volunteer to work.... And help... and then... miraculously... you gain so much from it... you are humble with gratitude... that's how I feel.
- The event's organizers did a fantastic job. This was truly a unique event.
- Would love to have another event like this next year
- I do not have enough good things to say about this event. Rebekah Christensen is absolutely wonderful and did a fantastic job throughout all aspects of this event.
- What an inspiring and uplifting event. Thank you so much!
- I was truly inspired by the speakers' commitment to leadership. They provided valuable information that I will apply to my own career. John Chiang delivered a powerful speech about leadership. His message was filled with authenticity and conviction. I look forward to attending this event next year.

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