

# Cohort 2019 Outcomes:

## Team 5 Wall Busters for Life



**Innovation Priority:**  
Transforming Silo Mentality In  
California State Government

Team 5: [Presentation Video](#)

Team 5: [Presentation PDF](#)

“Let us begin a movement to transform silo mentality in California State government to be more responsive to the people we serve, better stewards of public resources, and an Employer of Choice.”

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# Team 5 - Wall Busters for Life

## Executive Summary

Silos restrict agility and response time to change, and they stifle solutions to increase efficiency and productivity. The silo mentality within State government contributes to a culture of resource hoarding and non-cohesive environments that prohibits growth and fosters duplication of work.

Transforming silo mentality builds a culture of innovation needed to respond to challenges of a digital society and to meet the needs of our constituent communities. This is accomplished through the alignment of broad goals, guiding principles, and strategies at all levels of State government.

California must build an authentic forum for State employees to collaborate—for example a State Agency Collaboration Network comprised of people, processes, tools, and training—to empower and enable employees to rapidly share knowledge, skills, abilities, and resources; and foster the agile interagency collaboration essential to deliver a California for All.

In this paper, Team 5 recommends steps and milestones for conducting a pilot project to test the effectiveness of a State Agency Collaboration Network that would be completed before, and help frame, the Innovation Priorities for the Cal-IPGCA 2020 Cohort.

## Innovation Priority/Problem Statement

Our team has carefully assessed the feedback we have received from numerous leaders within State government as well as wider industry research. We maintain that the silo mentality within State government contributes to a culture of resource hoarding and non-cohesive environments that prohibits growth and fosters duplication of work. The inherent characteristics/consequences of silo mentality are many:

- Silo mentality begins at the level of our beliefs and places restrictive boundaries that inhibit employee engagement and programmatic organizational productivity.
- Silo mentality is inward looking and resists sharing information, resources and ideas with other people or departments.
- Silos restrict agility and response to real-time change when, out of fear or protectionism, managers and department policies stifle staff efforts to innovate or problem-solve. Innovative solutions can lead to an increased efficiency and productivity for all service providers.
- Silo mentality includes lack of oversight, poor communication, lack of integrity and transparency, lack of clarity or prioritization, disjointed implementation, fragmented or duplicated work, narrow risk assessment, wasted resources, untapped information, and inevitable higher cost.

### CURRENT STATE



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“Silo mentality begins at the level of our beliefs and places restrictive boundaries that inhibit employee engagement and programmatic organizational productivity.”

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## Moonshot

We aim to transform silo mentality in State government such that we each become more responsive to the people we serve and become better stewards of public resources. The moonshot is for State government to become the employer of choice. This can be accomplished through the alignment of broad goals, guiding principles, and strategies at all levels of State government.

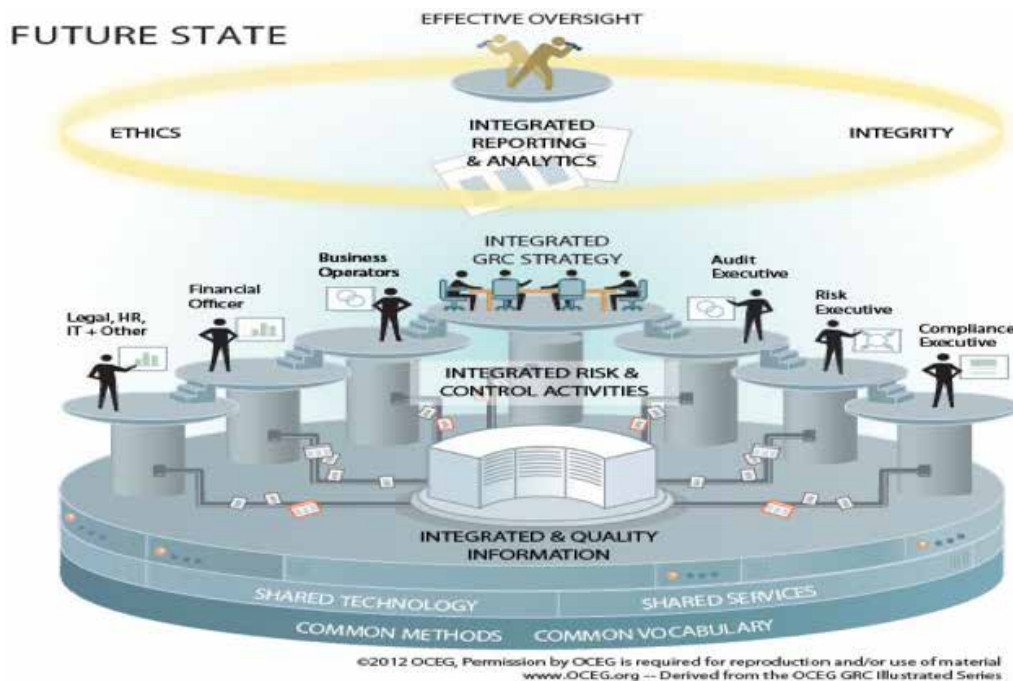
We want to empower our workforce to enable communication to flow freely between organizations and reward innovation. California will build a "State Agency Collaboration Network" that fosters agile inter-agency collaboration by empowering all employees to readily share information, resources, and best practices. Together, we will enable agencies to better anticipate the challenges of tomorrow and deliver a California for All. This new network will:

- **Change our culture:** Transforming silo mentality builds a culture conducive to innovation that improves response to real-time challenges of our digital society and that meets the needs of constituent communities.

"We want to empower our workforce to enable communication to flow freely between organizations and reward innovation. California will build a 'State Agency Collaboration Network' that fosters agile inter-agency collaboration by empowering all employees to readily share information, resources, and best practices. Together, we will enable agencies to better anticipate the challenges of tomorrow and deliver a California for All."

- **Enable breakthrough outcomes:** This transformation creates conditions where doors to policy barriers are opened, bias and competition are replaced by a pervasive unified response, and breakthrough outcomes are achieved in days—not months or years. For example, significant breakthroughs are achieved during emergency responses that spotlight exceptional performance and leadership at all strata of government. This occurs when agencies work together across organizational boundaries.

- **Transform employee engagement, innovation and transparency:** Other positive outcomes include better State employee mobility between agencies, greater employee retention, less retraining, better organizational readiness, integrity and transparency, integrated analyses and reporting, risk intelligence, higher quality data and information, shared expertise, services, business processes/practices, technology/tools, consistent State policies, and common methods and terminology.



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### Urgency

#### Eliminating Silos in Government

<https://www.governing.com/columns/mgmt-insights/Eliminating-Silos-in-Government.html>

<sup>1</sup>“Good management in state and local government demands that people work together in pursuit of important—often cross-cutting—goals, such as lower crime, improved education and faster commutes. Surprisingly, despite many state and local officials lamenting the problem of silos in their governments, many still exist.

The problem with silos is that they cause people to focus insularly on the specific mission contained within their agency. For example, fighting crime doesn’t just involve the public safety department, but also human services agencies and education departments. If fighting crime is a priority, then why are efforts towards that goal often scattered across separate agencies that don’t necessarily collaborate and communicate with each other? Government must ensure that the structure and procedures necessary to see the big picture and accomplish the broad goals are in place and enabled.

To truly understand the problems caused by silos in government, one needs to look no further than state and local economic-development initiatives. At the very least, government should be structured to ensure that people working in various silos are working together, communicating and pursuing broader common goals together.

Combining agencies and departments isn’t always necessary if a structure is created to allow agencies to communicate and collaborate in achieving their goals. What is important is creating bridges across silos, improving communication between departments and ensuring that they are working efficiently toward the same goals. For, ultimately, all public servants have the same goal: to improve the quality of life for citizens.”

#### The Silo Mentality: How to break down the barriers

<https://www.forbes.com/sites/brentgleeson/2013/10/02/the-silo-mentality-how-to-break-down-the-barriers/#3aabb12d8c7e>

<sup>2</sup>“The silo mindset does not appear accidentally nor is it a coincidence that most organizations struggle with

“Ultimately, all public servants have the same goal: to improve the quality of life for citizens.”

interdepartmental turf wars. When we take a deeper a look at the root cause of these issues, we find that often silos are the result of a conflicted leadership team.

Many executives may look at their organization and dismiss department inefficiencies and lack of cross-functional solutions with immature employees, lack of basic training, or simply the inability for some employees to play nicely with one another. Unfortunately, while these behaviors may be a result of the silo mentality; it is not the root cause... It is the responsibility of the leadership team to recognize this and rise above to create effective, long-term solutions that are scalable, executable, and realistic.”

### Opportunity and Outcomes

The intended outcomes and benefits of reducing institutional silos are many:

- Increased communication, coordination, and collaboration among State agencies
- Stronger partnerships with federal, tribal, state and local governments, non-governmental organizations, the private sector, and the public
- Increased effectiveness through leveraging of existing networks, relationships, and multiagency venues
- Improved consistency and sharing of expertise, data, information, best practices, technology, tools, knowledge, and science among State agencies and with its partners and customers
- Better alignment across State agencies concerning planning, policies, regulations, and investments

### Motivating and Incentivizing Employees

“Motivation can vary across teams and, most importantly, across individuals. What really defines a successful manager is one who can identify key components that motivate each of their employees and how to communicate this effectively to a wide range of audiences. Once the common goal has been identified, each member of the management team must incentivize their employees accordingly.

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If your common goal is to revamp the reputation of your agency, then one of your objectives might be to improve the quality of your services. If the objective is to improve the quality of your services, then your employee incentives should be designed to maximize this desired result.

For example, someone that is providing customer services might receive an incentive tied to increasing customer satisfaction. Incentives will go a long way to motivate employees; however, it is not all that is needed. Managers should remember that motivation encompasses a wide variety of tactics, including common interests, individual investment in growth, shared voice, and positive words of encouragement.

All of the tactics described within Motivation are designed to avoid the “it’s not my job” attitude and encourage input, team work, and—most importantly—productivity.”

### Resources

The State Agency Collaboration Network will depend on human and financial resources to function, and it will not require new budget appropriations. The Cal-IPGCA Association members will provide the initial driving force to introduce the network to their agencies, departments, and organizations as experts to promote its integration into the local culture of innovation. In addition to providing connections for open communication between organizations, the Network will develop and provide access to an online platform that enables collaboration across different organizations. This will be modeled after the CA Health and Human Services Agency (CHHS) Office of Innovation’s Open Opportunities online platform, which enables collaboration across different programs within the CHHS. Here, CHHS managers or project leads can post project or task requests using the platform and CHHS employees can voluntarily

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work on the project or task. Open Opportunities uses staff resources and gives staff the option to work on projects or tasks outside of their regular duties, gain additional knowledge about other organizations, and may allow them to work on a project that unites their passion with their knowledge and skills. Volunteers are supported by professional development budgets in their existing programs. In turn, project managers are incented to participate to access human and financial resources to help close temporary or permanent gaps in their resource needs. Development of a statewide platform will require budget resources to establish and operate.

### Collaboration Tools and Training

Administrative and technology tools and training will help support and advance the State Agency Collaboration Network. As part of the Cal-IPGCA Cohort 2019, Team 5 identified several tools and training programs currently in use in State government or prototypes developed by the other Cohort 2019 teams. These tools include, but are not limited to:

- California Open Data—statewide open data portal developed by Government Operations Agency to improve collaboration and expand transparency to promote innovation and increased effectiveness. [www.data.ca.gov](http://www.data.ca.gov)
- Open Opportunities – match State employee skills with needed services
- Open Connections – engagement application
- Open Internships – recruitment application
- Single Sign-On State Portal – to promote engagement and digital upskilling of State employees, California residents, and businesses; customizable profile and dashboards; personal assistant application; learning management system; track outcomes with performance indicators; etc.
- Disaster Response Portal – establish State employee user groups; skills and availability application to recruit response and backfill volunteers; curate services (e.g., child care); engagement campaign.

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## Getting Started

### The Silo Mentality: How to break down the barriers

<https://www.forbes.com/sites/brentgleeson/2013/10/02/the-silo-mentality-how-to-break-down-the-barriers/#3aabb12d8c7e>

“Creating bridges across silos, improving communication between departments, and ensuring they are working efficiently toward the same goals is critical to make the State Government Collaboration Network a success. The ultimate goal is to improve the quality of life for citizens by delivering exceptional services through interagency collaboration.

Breaking down silos requires State agencies to think and act differently. The transformation process involves several steps:

- Create a Unified Vision
- Work Towards Achieving a Common Goal
- Establish Guiding Principles
- Motivate and Incentivize Employees
- Execute Plan and Measure the Results
- Collaborate and Create an Authentic Forum for Employee to Collaborate”

### Creating a Unified Vision

“It is imperative that the leadership team agree to a common and unified vision for the State Government Collaboration Network. There must be a substantial level of executive buy in as well as core understanding of the long-term goals, department/agency objectives, and key initiatives within the leadership team before implementing these strategies within these departments.

A unified leadership team will encourage trust, create empowerment, and break managers out of their “my department” mentality and into the “our organization” mentality. The unified vision will allow State Government to better serve their constituents and encourage employees to become more engaged in delivering exceptional services to their constituents and to the customers they serve within their organization.”

### Working Towards Achieving a Common Goal

“The leadership team needs to first agree to the over-arching unified vision for the State Government Collaboration Network and how it will interact/operate with its partners (other agencies, departments, private companies). Following this, it is important that this team determines underlying root problems that may be causing the ripple effect of silos. Often there are multiple tactical goals and objectives identified, but it is up to the Leadership team to remain on task and define the single, qualitative focus that is shared among them. This must be the top priority.

Once the “elephant in the room” has been identified, it is important that all executives and all members of management work together towards achieving this common goal. It is also important that all employees are aware of this objective and understand how they can make an impact individually.”

### Establishing Guiding Principles

A State Government Collaboration Network that fosters agile inter-agency collaboration is most effective when participating agencies adopt the following principles:

1. Respect and value the roles and responsibilities of other agencies
2. Use inclusive, transparent, and collaborative processes to increase trust and improve relationships
3. Strive for shared ownership of State policies and practices align with common or consistent goals and services
4. Involve each other early and often during project planning and implementation
5. Empower agile interagency teams to define problems, find solutions, and/or resolve areas of conflict
6. Seek small, early successes that can lead to broader solutions for larger issues
7. Use science and technology as important foundations for planning and policy and consider new approaches to resolve long-standing issues
8. Provide a learning environment conducive to developing/sharing best practices
9. Use an outcome-based approach at a regional scale for setting State policies, programs, regulations, and investments

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### Implementation Strategies and Practices

These strategies and practices have proven effective at bridging organizational silos. They:

1. Involve State agencies with overlapping authorities at the beginning and throughout their business and planning process; and engage representatives from federal, tribal, and local governments, non-governmental organizations, private sector, and public
2. Engage staff and make resources available to help the alignment of their plans, programs, policies, regulations, and investments
3. Develop clear and concise problem statements, intended outcomes, and progress indicators
4. Document significant agreements and commitments, and acknowledge and respect areas of disagreement
5. Develop common terminology (data dictionary) and consistent data/information exchange systems
6. Coordinate research, data collection, and information exchange activities
7. Build internal support, provide necessary training, and provide clear direction to staff to improve, align, and transform processes and administrative tools
8. Adopt collaborative adaptive management with stakeholder involvement with actions that involve considerable risk and uncertainty
9. Hire, assign, or train staff with collaboration and conflict resolution knowledge, skills, and abilities (KSA), whose primary job is to work with other State, federal, tribal, regional, and local agencies, organizations, and communities; and involve objective, third-party facilitation as needed to guide public engagement, build trust, and resolve conflicts

“There is nothing more powerful in any organization than having all employees rowing fiercely in the same direction.”

### Creating an Authentic Forum for Employees to Collaborate

The famous quote by Francis Bacon, “knowledge is power,” has a very pivotal role in modern organizations. There are a few key factors in creating a thriving and productive team: knowledge, collaboration, creativity, and confidence. Without these four basic factors any team is destined to fail. To encourage your teams to exhibit all four of these traits, it is recommended that management allows and fosters cross-departmental interaction.

The exchange of knowledge and the collaboration that will inevitably take place between teams is extremely useful and valuable to all involved. To maximize collaboration, knowledge, creativity and confidence, we suggest that management personnel work to reduce unnecessary long and frequent meetings, build out accessible and small meeting rooms, implements a cross-departmental training/ education system, and encourages constructive feedback from outside departments.

Breaking down silos is not an easy task for any organization; however, the avoidance of these issues will continue to be detrimental to the employees and ultimately the overall health of the organization. The five steps laid out within the article *The Silo Mentality: How to break down the barriers* are designed to help facilitate a unified vision and establish realistic steps to provide team members with a clear purpose and means to accomplish the ultimate common goal. There is nothing more powerful in any organization than having all employees rowing fiercely in the same direction.

### Building a State Agency Collaboration Network

Instead of creating new institutions or organizational structures to manage alignment, agencies are encouraged to utilize self-organizing networking principles, practices, and tools that lead to coordination and collaboration outside of traditional silos and hierarchical management approaches. A network does not alter agencies’ authority or responsibility and is achieved by agencies working together—early and often.

The State of California should deploy the Cal-IPGCA Association membership and other existing collaborative efforts across State services to establish and support a State Agency Collaboration Network. This Network should be engaged to demonstrate a working model of cross-pollination and ideation across the state. This network can systematically strengthen communication and collaboration,

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incentivize and assimilate innovation, evaluate risks and opportunities, and maintain an inventory of communication and planning best practices and tools across State agencies.

To be effective and durable, the State Agency Collaboration Network should be sponsored by cabinet-level State leaders who make decisions and commit resources at the agency level. The Cal-IPGCA sponsoring agencies (Cal-GovOps, Cal-HR, and DGS) and board members (e.g., the Strategic Growth Council, comprised of OPR, CNRA, Cal-EPA, CDFA, DHHS, and a public member) are strategically positioned to inform State agencies about the network and support network operations with in-kind services.

State Agencies could be empowered to participate in the Network through the issuance of an Executive Order that instructs State agencies to sign onto a Collaboration Network Resolution. This resolution will expressly commit agencies to grant employees with access to the network and to further support its goals, guiding principles, and strategies.

The existing Cal-IPGCA Association can help operationalize (and potentially become) the network, develop the Collaboration Network Charter, provide updates to the network sponsors, and recommend improvements as needed. The State Agency Collaboration Network would become a functional component of the Cal-IPGCA program and its annual cohorts. The Network Charter would describe the intended outcomes, roles, responsibilities, and performance indicators for participating State agencies.

## Incentives for Participation of Agency/Department Employees

1. Allocate time for employees to incorporate collaboration projects within and outside their agencies as part of their professional development.
2. Allocate budgets for collaboration projects.
3. Give recognition to departments and employees that collaborate on projects.
4. Integrate collaboration efforts into employee performance reviews.
5. Pre-authorize programs to pull resources from other organizations to help solve urgent problems before they become a crisis.

## Collaboration Network Solution Features

1. Provide a platform for Departments to post projects they want to collaborate on and the specific services required.
2. Provide ability for departments to post projects permit employees with the necessary expertise and available time to respond to posted collaboration projects.
3. Allow service providers and other subject matter experts to opt-in to a notification email list to learn about new collaboration opportunities.
4. Provide employees ability to post collaboration opportunities.
5. Provide departments and employees ability to post discussion topics related to business challenges for feedback from State staff and the public.
6. Provide the ability for the public to post discussion topics that could improve State government.
7. Provide ability to flag content as inappropriate.
8. Leverage LinkedIn profiles to finding certifications and expertise for state employees.
9. Allow employees to build connections and focus groups.
10. Foster open communication between State employees.
11. Provide platform for knowing what people within and outside of an employee's department need.
12. Share information about case studies, solutions, processes, best practices, etc.
13. Show what your team has done related to specific topics.
14. Demonstrate that departments are championing the collaboration network.
15. Make it easy to get/find information.
16. Enable employees to easily network with other employees across agencies on common functions (for example, the over 1,500 employees with procurement responsibilities).
17. Enable employees to create a detailed searchable profile, and post skillsets needed for a project.
18. Automatically connect employees with similar skills.
19. Inventory State department business roles, like procurement and case management.
20. Enable employees to post ideas for improving government.
21. Provide a way to vote on new ideas.
22. Allow employees to post interest in mentoring others or posts to be mentored.



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23. Allow employees to post content and collaborate regardless of classification.
24. Harness the knowledge, skills and abilities across State agencies to solve problems and provide services.
25. Provide methods for tagging content: internal, benefits to constituents, etc.
26. Ensure transparency of content and metrics for measuring benefits for collaborating.

## Building a Movement

1. Utilize management ‘champions’ to begin the movement and culture change necessary to make this initiative happen.
2. Incorporate collaboration concepts, techniques into management and executive leadership courses.
3. Make sure the leaders in an organization understand the current tools/techniques for quickly identifying and working with teams to solve business challenges.
4. Provide employees flexibility to collaborate outside of their teams.
5. Provide ways to adapt to a fast-paced ever-changing landscape to solve problems.
6. Don’t assume that your team has the best solution/ideas.

7. Change competing interests into collaborative exchanges.
8. Change hiring practices to include finding employees that want to collaborate.
9. Develop a unified pitch to management.

## Accountability

Once the State Agency Collaboration Network has established and prioritized the problems they want to solve, it then needs to develop a project plan to execute and measure them.

The leadership team must establish a time frame to complete the common goal, benchmarks for success and delegate specific tasks and objectives to other members of the management team. Regularly scheduled meetings with the intention to hold each employee accountable against their assigned task should be held.

Accountability is vital to all successful organizations. This is an integral component that ensures the timely completion of tasks, projects and efficient operation of the organization. Having measurable tasks with checkpoints, schedules, and staff are key elements of accountability.

Milestones for a pilot project to test Network effectiveness include but are not limited to:

Pilot Project/ Assignment	Staff Responsible	Steps to Accomplish Project/Assignment	Est. Completion/ Update Dates
Cal-IPGCA Association to Operationalize Network	Team 5	1. Meet with Association to discuss White Paper and identify next steps for Pilot 2. Share video with Association of Team Project	End of October 2019
Inventory Collaboration Tools and Training	Team 5	1. Meet with Tamara Srzentic, Deputy Director of California Health and Human Services Agency to discuss tools available	10/11/2019
Draft Charter for Collaboration Network Pilot	Team 5	1. Develop Charter and content 2. Review Association Charter 3. Consider adding content to Association Charter	Fall 2019
Work with Government Ops about Executive Sponsorship for transforming silo mentality a priority	Team 5	1. Obtain Govt Ops point of contact from Rebekah. 2. Schedule a meeting to discuss scope of project and executive sponsorship of network	Fall 2019
Plan and initiate Collaboration Network Pilot Project	Team 5	1. Work with Association and 2019 Cohort Teams on Pilot Project tools 2. Develop project management plan	Winter 2020
Share Pilot Project findings and recommendations with 2020 Cohort of Cal-IPGCA	Team 5	1. Track and report Pilot Project results 2. Share results with Cal-IPGCA Program Sponsors & Board 3. Inform Innovation Priorities for 2020 Cohort	Spring 2020

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## Metrics

“Mark Ghilarducci, Director of the Office of Emergency Services stated *“I think that it’s important, as a leader, to clearly articulate the vision and mission of the organization consistently, believing it, living it, and then building metrics around that vision and mission.”*

Collaboration arises from a specific desire (or requirement) then proceeds through a cooperative process involving people with their unique views and contributions. Therefore, the development of metrics for a collaborative effort needs to be as unique and fluid as the collaboration effort requires. To monitor and evaluate collaboration performance, participating agencies should develop performance measures or other contribution tracking approaches that relate to identified outcome(s). Key performance indicators (KPIs) allow for the measurement of specific and critical areas. KPIs should be identified throughout the collaboration process to assist the agencies in determining the validity of the collaboration process (CP) and make improvements.

When determining what metrics to collect, users should distinguish between measurements of output and measurements of outcome. Outputs are what is created at the

end of a process and tells the story of what an organization produced or quantifies its activities. They can be seen as units of delivery of a service and are usually tangible. However, outcomes address the value or impact of your services and identifies the level of performance or achievement that occurred as a result of a process and/or service. Outcomes are the consequences of complementary outputs and are indicators of the success of an organization’s outputs. To put it another way, who cares how quickly a surgeon preforms an operation if the patient does not survive.

Separating the collaboration process into manageable sections and applying relevant KPIs will assist in the determination to move forward with, make adjustments to, or terminate a proposed idea (or solution). Each section should have a distinct purpose related to the collaboration process. For example, the collaborative process for an innovative idea/solution could be segmented into the Sourcing Phase, Choosing Phase, and Utilization Phase. The Sourcing Section would refer to the soliciting of ideas, the Choosing Section would refer to the selection of which idea(s) to act on, and the Utilization Section refers to activities for developing, proving, and launching an idea. The following KPIs could be useful:

SOURCING PHASE		
METRIC	PURPOSE (WHY)	CALCULATION (HOW)
Idea submitters’ demographics	<ul style="list-style-type: none"> <li>This serves as a measurement of engagement which is a human centric indicator.</li> </ul>	This can, in part, be accomplished by collecting information such as the idea submitter’s organization and job title.
CHOOSING PHASE		
METRIC	PURPOSE (WHY)	CALCULATION (HOW)
Decision duration	<ul style="list-style-type: none"> <li>The time value of money supports moving sooner than later on ideas that have value.</li> <li>Delays signal a lack of commitment from the decision maker(s) and can diminish participant engagement.</li> <li>This measurement is an indicator of decision makers’ impact on innovative process.</li> </ul>	Measure the time between when an idea moves from the Choosing Phase to the Utilization Phase.
Development iteration	<ul style="list-style-type: none"> <li>Data collected can provides lessons learned to improve future solicitation efforts.</li> </ul>	Count the number of times (and reasons) an idea submitter is asked to provide additional information or development of their solution.
UTILIZATION PHASE		
METRIC	PURPOSE (WHY)	CALCULATION (HOW)
Team assemble	<ul style="list-style-type: none"> <li>Use this information to assemble a diverse and inclusive team/workgroup to maximize the probability of success.</li> <li>Cognitive diversity is a key driver of value. (reference: 5’The Difference: How the Power of Diversity Creates Better Groups...’ by Prof. Scott E. Page)</li> </ul>	Collect information related to team members’ experiences, education, training, and interest.

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## Employee Recognition

Employee recognition programs offer benefits not only for the employees, but for their agency/department as well. This includes:

- Increased employee morale
- Increased productivity
- Increased positive employee commitment and loyalty
- Decreased turnover and increased retention of mid to high performers

Employees not only want good pay and benefits, they also want to be valued and appreciated for their work. They want to be treated fairly, do work that is important, have advancement opportunities, and engage in opportunities to be involved in the agency.

Recognition and rewards play an important role in work unit and agency programs that can attract and retain their employees. It is the day-to-day interactions that make employees feel that their contributions are appreciated and that they are recognized for their own unique qualities. This type of recognition may contribute to high morale in the work environment. It's therefore extremely important that managers, who communicate the agency goals to employees, are included in the development of recognition programs.

### Recognition Program Elements

TO SENIOR MANAGEMENT	TO EMPLOYEES	TO MANAGERS OF PROGRAM
Increases productivity	Satisfies recognition needs	Includes efficient administration
Produces Return On Investment (ROI)	Creates positive recognition experience	Excites employees
Improves attitudes	Provides a wide selection of attractive, personalized awards	Creates pride
Builds loyalty and commitment	Provides timeliness of recognition	Pleases management
Builds loyalty and commitment	Guarantees quality of award	Involves all employees
Generates positive feedback	Fosters open communication of appreciation	Develops a partnership with the workforce
Empowers the workforce Assures efficiency		

Source: O.C. Tanner, 2000

“I think that it’s important, as a leader, to clearly articulate the vision and mission of the organization consistently, believing it, living it, and then building metrics around that vision and mission.”

—Mark Ghilarducci, Director of the Office of Emergency Services

“Employees not only want good pay and benefits, they also want to be valued and appreciated for their work.”

### Goals and Objectives of an Employee Recognition Program

- Recognize and promote positive behaviors that support individual, groups, divisions and departments in achieving the agencies mission, vision, and values
- Assist in creating a culture of mutual respect, reward, and recognition for employees at all levels
- Provide timely recognition to employees in a monetary/ non-monetary award based on the significance of the contribution
- Improve employee productivity and quality of work
  - The Governor of California, the Governor’s Cabinet, and Agency Heads support programs within the agencies and State Government to recognize the contributions of their employees.

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## Team 5 Members

Every successful project effort, especially as it relates to this topic, requires a team of dedicated, creative, inspirational, supportive, resilient, and open-minded people that understand the need to change State government and break down silos. Our team consisted of a diverse group of inter-agency participants.

<b>Name</b>	<b>Department</b>
Jacqueline Barton	Department of General Services
Aborina Crowell	California Department of Corrections and Rehabilitation
Nathan Gargiulo	California Department of Motor Vehicles
Rebekah Gibson	Government Operations Agency
Kamyar Guivetchi	Department of Water Resources
Sean M. Harrison	California Department of Forestry and Fire Protection
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