Create a Plan to:

- Motivate
- Engage
- Recognize

Your Employees

Engage & Inspire
Motivation. Recognition. Engagement. Alignment. What do these words mean? Why should you care? What can they do for you as a supervisor? Why should you travel the Road to Motivation with your employees?

In this guidebook, we'll take you through five basic principles for employee motivation, and then show you five ways you can incorporate those principles in the workplace.

A motivated workforce is important to Caltrans. Caltrans identified the development of an engaged and inspired workforce as one of our top strategic priorities for 2012. A work group was assembled to create a motivation, recognition, and engagement program for Caltrans. That work group surveyed Caltrans managers and supervisors, and gleaned best practices from industry colleagues.

**Principle #1: Be a Good Supervisor**

Employee motivation is incredibly important to a successful workplace. When motivated:

- Employees feel happier about coming to work
- Employees feel happier about completing work products
- Employees are more productive
- Employees are more likely to behave in ways that support Caltrans' Values, Mission, Vision and Goals
- Employees are interested in promotions and upward mobility
- Employees tell their friends and family that Caltrans is a great place to work
- Employees are less likely to behave in ways that don’t support Caltrans’ Values, Mission, Vision and Goals

Supervisors, listen up, because the buck stops here. Studies show repeatedly that the biggest driver for employee retention is their relationship with their supervisor. The #1 reason employees leave a job is a bad supervisor, and the #1 reason people stay is a good supervisor. Using motivational tools and techniques can help you be the kind of supervisor for whom people want to work. This is good for you, because they will stay with you, and with Caltrans, and will work harder and have better morale while doing it.

**Principle #1 is that people want to work for a good supervisor. People leave bad supervisors. You must be a good supervisor before you can achieve any real change with other motivation strategies. Being a good leader is the foundation that paves the way to all other motivation practices. How can you be a good leader?**

- Hone your skills by taking leadership training and classes, reading books, and checking websites. As with any skill, you need to practice and stay sharp to be a good leader.
- Treat people the way you’d like to be treated.
- Be fair and equitable.
• Be honest and behave with integrity.
• Give employees the tools they need to do their job and a decent workspace to do it in.
• Listen.
• Complete IDP’s – performance appraisals are a powerful motivator.
• Walk the floor – stay in touch with your unit so you can spot any issues before they grow into something bigger. Nip gossip, bullying and conflicts in the bud.

You may despair, supervisors, of motivating your employees. “With furloughs, budget cuts, and staffing reductions, everyone’s morale is low! We can’t give employees bonuses! How are we supposed to motivate and inspire people in this climate?” you may ask.

It’s true that state employees can’t receive financial incentives or other “perks” the way private sector employees can. But you seldom meet a state employee who isn’t here at least partly for the internal reward of public service. We public servants are made of tough stuff. Public service is a noble calling. State employees don’t expect gifts of money, but they do expect and deserve recognition.

What else can we use then, and why should we? Let’s explore a few more principles.

**Principle #2: Different Things Motivate Different People**

**When we say someone is motivated, they have a desire or drive to do something. They have an interest in acting or behaving in a certain way.** So, to motivate someone, you need to help them find out why they might have an interest in behaving the way you want them to. You may have heard of the acronym “WIIFM” – What’s In It For Me. To elicit the behavior you want, find out what’s in it for the employee. Encourage behavior you want to see by providing positive reinforcements for that behavior.

**Principle #2 is that people are motivated by different things. What motivates you may not motivate your employees. You have to find out what motivates them. The best way to find out is to ask.**

Well, okay. I need to find out what my employees want. How do I do that?

It doesn’t work to use a one size fits all approach. While the roots of motivation are the same for all people, the tangible aspects of motivation can vary.

For example:

• Megan may love working with people and feel very motivated to succeed in delivering training classes. Linda may dislike too much personal interaction, but be powerfully motivated if given a chance to research new legislation and develop a policy.
• Tyrone may be motivated by the opportunity for upward mobility, and appreciate opportunities to cover for his supervisor in meetings. Moe may find complex, challenging work involving critical analysis and writing to be the most motivating, but dislike the extemporaneous speaking that’s necessary in meetings.

Find out what motivates people, and then look for opportunities to supply that motivation. This will result in happier employees who will be more productive. It’s a win-win scenario for a supervisor and employee.
People are unique, and treating them as such makes them feel special. Most of the time, when people feel like you’ve taken the time to care and find out what motivates them as individuals, they know that YOU think they’re special; then, they want to work harder for you.

**Principle #3: People Need Recognition and Esteem**

What’s recognition, then, and how does it fit into motivation?

Abraham Maslow, an American psychologist, published a hallmark paper in 1943 entitled “A Theory of Human Motivation.” In this influential work, he discussed what he referred to as “The Hierarchy of Needs.” Maslow uses the terms Physiological, Safety, Belonging, Esteem, and Self-Actualization needs to describe the pattern that human motivations generally move through. All humans have a need to be respected, accepted and valued by others. People need to engage themselves to gain recognition and have an activity or activities that give the person a sense of contribution, to feel self-valued, be it in a profession or hobby.

![Maslow's Hierarchy of Needs](image)

Maslow’s Hierarchy of Needs is shown above. The pyramid illustrates the five levels of human needs. The most basic are physiological and safety/security, shown at the base of the pyramid. As one moves to higher levels of the pyramid, the needs become more complex.

*Principle #3 is that all people have a need for esteem. Receiving recognition helps bolster self esteem and confidence, increasing motivation.*

By recognizing people, we help motivate them. **Recognition is the acknowledgment of achievement, service, and merit.** In the second half of this guidebook, we’ll show you several basic tools that you can use to recognize your employees for any occasion. Some of the ideas are more complex, and some are simple. Some are very structured, and some are day-to-day activities. Remember, everything doesn’t have to be done formally. Simple can be good too. In fact, in terms of recognition, simple can be the most powerful. Remember, just as people are motivated by different things, so too, they prefer different sorts of recognition. Pick some for your whole work unit, and some for each person.

For example, John may love receiving public accolades, but Bob may find public praise mortifying. **Customize the recognition!**
**Principle #4: Say Thank You**

Nothing is more powerful than saying thank you. Think of a time when your supervisor thanked you for something you did. It felt pretty good, didn’t it? We all like to be thanked. It’s easy, it’s free, and it’s effective. Make this your go-to recognition strategy.

*Principle #4 is that the best recognition you can give is to say “Thank You” immediately and sincerely.*

**Principle #5: Engage and Align**

We’ve covered motivation, which is the core concept. From that comes recognition. So what are engagement and alignment?

Enhancing engagement and alignment can help guide employees to understand their contribution to Caltrans’ mission.

Employee *engagement* means an employee’s personal commitment to achieving organizational objectives. This is most likely to occur when an employee can see the *alignment* of their personal goals with the goals of the organization. When an employee is both engaged in, and aligned with, our organizational goals, they are a high performer!

*Principle #5 is that people work best when they are engaged and aligned with organizational goals.*
At Caltrans, we are fortunate that we use many of the public services our agency provides. Roads, highways, and other modes of transportation, are ancient ways of connecting civilizations. The Ancient Empire of Rome rose to power in large part because of their ability to build roads and enhance people’s ability to be mobile, move goods, communicate, explore the world and establish communities. At Caltrans, we help keep communities mobile, and just as we are stewards of the public works, so too are we users of those public works. As supervisors, knowing this helps us foster employee engagement and alignment. In the second half of the book, flip to the “Caltrans Pride” section for tips on how to enhance employee engagement, alignment, and organizational pride.

Let's summarize the Five Principles:

1. **Being a good leader is the foundation to all other motivation practices.**
2. **People are motivated by different things.**
3. **People have a need for esteem and recognition.**
4. **The best recognition you can give is to say “Thank You” immediately and sincerely.**
5. **People work best when they are engaged and aligned with organizational goals.**

Principles in Practice: The Road to Motivation

The five basic principles provide the foundation for our Road to Motivation. The remainder of this guidebook contains a series of tools to help you practice these principles in the workplace. Having celebration and recognition events does little good if not coupled with an overall culture of fair treatment, empowerment, and adequate workspaces and tools. The Road to Motivation has a foundation of good leadership: regular IDPs and training, and equitable treatment of employees. To that foundation, a supervisor can choose from several motivational “bands” with the goal of maintaining an engaged and inspired workforce.

- **Formal Motivation/Recognition:** This motivational technique uses formal awards to recognize the extraordinary accomplishments of individuals or groups. Formal awards are usually bestowed in a ceremony and can include modest monetary awards or desirable industry recognition. Examples include the Medal of Valor awards, Sustained Superior Accomplishment Awards, and formal awards through established committees (such as Transportation Awards, TRANNYs).

- **Informal Motivation/Recognition: Group:** Use this strategy to make a connection with a group of people. You can create informal recognition programs for a whole division or district, or just your individual work unit. Though the recipients of informal recognition awards or acknowledgements may be just one person, it’s a method of motivating a larger group of people because the recognition takes place before a group. Examples include peer recognition programs, newsletters, and office recognition programs (“Kudos” or peer/client appreciation programs).
• **Informal Motivation/Recognition: Individual:** This strategy is all about a one-on-one connection, and is very powerful. It entails you, the supervisor, engaging in an action or behavior to thank one person. It’s often not witnessed by anyone but the two of you, but it makes a profound impact. Examples include verbal thank you’s, kudos emails, letters of appreciation placed in their official personnel file, and small gifts of appreciation.

• **Celebrations:** People are motivated by celebrations. Celebrations bring a human touch to the workplace, foster goodwill, and make work an enjoyable place to be. You can celebrate work accomplishments, shared holidays, or birthdays. Examples include Diversity Day, Take Your Kids to Work Day, appreciation lunches, BBQs, or just bringing in bagels or donuts for breakfast.

• **Caltrans Pride:** Caltrans does amazing work, and this motivational technique encourages you to explore those good works with your employees. Understanding Caltrans’ functions helps employees make a connection with how their work contributes to our mission. People can feel pride in their good work and the achievement of shared organizational goals. Examples include wearing Caltrans apparel, visits to work partners’ job sites, work-related tours of Caltrans facilities, and other activities helping employees make the “Me: Mission Connection.”

We wish you success in inspiring and engaging your employees! May you and your employee team find motivation and recognition!
the Road to Motivation
FORMAL MOTIVATION / RECOGNITION

<table>
<thead>
<tr>
<th>What</th>
<th>Formal events or awards that recognize the accomplishments and achievements of individuals or groups. Awards of monetary compensation, industry recognition, or ceremonial recognition by an executive before peers are distinguishing features of this tool.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why</td>
<td>Formal activities provide a level of “pomp and circumstance” and ceremony befitting significant achievements. They denote an air of tradition and solemnity that elevates the achievement, and lends a ritual formality similar to a graduation ceremony or other awards occasion.</td>
</tr>
<tr>
<td>When</td>
<td>Formal events or awards are best saved for the most remarkable accomplishments, innovations that significantly contribute to the transportation industry or department, life saving acts of heroism or courage, and ideas that impact California as a whole.</td>
</tr>
<tr>
<td>How</td>
<td>Formal ceremonies are typically convened before an assembly. There may be an awards nomination process. An executive or dignitary usually signs the award or recognition memorabilia and presents it to the recipient(s). Sometimes there is a photographer. Special guests, such as family members, may be invited. There is usually an internal approval process, as formal awards are typically part of a prescribed, codified process.</td>
</tr>
</tbody>
</table>

Do’s & Don’ts

**DO**
- Be fair. Formal awards often bring financial or resumé building perks, and can be perceived as favoritism - so be sure you equitably evaluate everyone.
- Ensure that the accomplishment or achievement you are recognizing is remarkable, and beyond the day to day achievements of your work unit.
- Make sure the event has dignity and feels special.
- Check with your chain of command on approvals.
- Consider having a nomination process and committee to decide who will receive awards. This helps preserve neutrality.
- Remember to note the award in the employee’s performance evaluation.

**DON’T**
- Play favorites.
- Just hand the award to the employee. It doesn’t mean very much if it’s treated as merely a piece of paper.

Examples

- Sustained Superior Accomplishment Awards.
- Formal awards through established committees (such as Manager and Transportation Awards, TRANNYs).
- Longevity Awards for 25/40 years of service.
- Medal of Valor Awards.
- Other technical or occupation specific awards.
- Consider working with your Information Officer to announce these awards in District/HQ Newsletters.

Helpful Links/Resources

- [http://www.dot.ca.gov/awards/winners/12winners.htm](http://www.dot.ca.gov/awards/winners/12winners.htm)
- [http://www.transportationfoundation.org/transportation-awards/](http://www.transportationfoundation.org/transportation-awards/)
## INFORMAL MOTIVATION / RECOGNITION: GROUP

| What | Regular activities to recognize employees for accomplishments. Informal day-to-day recognition for a group of staff that accomplished either a specific task or project/activity for your assigned program area. The key with this technique is that the motivation/recognition is provided in a group setting. Whether you recognize one person or many, this technique acts to motivate a whole work unit because it is a recognition activity that everyone shares in! |
| Why | To provide much needed esteem building recognition, and also to foster a spirit of community and team building. Maslow's Hierarchy of Needs postulates that not only do humans need recognition; we also have social needs to belong to a group. This technique can help meet both of those needs. It helps to motivate and give employees a sense of accomplishment and contribution to the team. |
| When | Some informal techniques, like Employee /Team of the Month, or Peer Recognition Awards, work best done very regularly on a prescribed schedule. Some activities, like buying a group of employees coffee cards to thank them for a tough project, can be done extemporaneously. A good approach would be to chose one or two regular activities (you can do this on a large scale, such as a whole district, or just for your work unit) and then try to work in bonus recognition activities every other month or so. For the less regimented activities, engage in them as the need arises - you don’t necessarily have to plan in advance. If your team did something that helped you in your job, say thanks! |
| How | Discuss establishing some regular activities with your management team, and agree to one or two things you can announce to your employee team. When announcing the recognition program, use clear positive methods to tell people the purpose, award criteria and processes. Build excitement! When delivering the recognition, take time to make the occasion feel special – consider accompanying events with refreshments, or have someone the award recipient respects deliver a quick speech along with the award. Then, consider setting yourself a reminder to do something for your unit once a month, or every other month, to recognize accomplishments or successes. You can choose something different each time to generate interest and enthusiasm! |
| Do’s & Don’ts | **DO:**  
- Be sincere.  
- Be fair.  
- Be specific.  
- Be sure to only reward actions that are in alignment with Caltrans Values.  
- Involve your employees in designing the recognition program.  
- Consider having a nomination process and committee to decide who will receive awards. This helps preserve neutrality. You may want to have a mixture of supervisors and employees on the selection committee.  
- Have fun and experiment! This is a work related activity that really lets you be creative, so enjoy yourself.  
- Try different things for different groups of people. Every team dynamic is a little different – find activities that speak to their unique characteristics.  
- Recognize different types of achievements. If you only recognize people who teach training classes, you may be overlooking a large portion of your team who isn’t comfortable with public speaking, but excels at last-minute written analysis. Give everyone a chance to shine.  
- Solicit regular feedback from your employees about recognition activities. You want them to feel comfortable telling you if the activities are well-received and successful. Listen to their opinions.  
|
**DON’T:**
- Say anything negative about the activities, even in jest. People listen.
- Play favorites. If you only recognize the same one or two people all the time, you will actually DE-motivate everyone else. You want people to feel good and aspire to be part of the recognition programs. If employees perceive (true or not) that you are only rewarding your favorites, you will be hurting your overall employee motivation, and you don’t want that!
- If using an Employee/Team of the Month program, don’t rely on only the first line supervisors of employees to nominate people for recognition – some supervisors will forget, and you don’t want an employee to be overlooked because of that. Encourage nominations from any work unit.

**Examples**
- Create an Employee/Team of the Month program. You might select a different award “theme” for each month (Best Mentor, Great Customer Service, Unsung Hero, “Pulitzer Prize,” etc.).
- Offer a program where people can “win” a special parking place by meeting production goals, or as part of the Employee of the Month program.
- Use a teambuilding/motivation program that’s already out there, such as the “Give Me the Pickle” or “Catch the Fish” tools.
- Create a peer recognition program, so employees can nominate their colleagues. It is gratifying to be recognized by your co-workers, and because they are closer, sometimes other employees notice exemplary conduct that would not be seen by a supervisor.
- Recognize a different person in monthly staff meetings. Consider having a small item be the rotating award emblem – a statue, a stuffed fish, trophy cup or other tangible display item.
- Supply a cabinet with fun office supplies and other treats and let employees pick something when they’ve met a goal or done a great job.
- Buy gift cards (for coffee, juice, lunches), flowers, or lapel pins to recognize accomplishments.
- Plan a potluck or lunch outing to celebrate a successful outcome.
- Provide “Graduation Certificates” and a celebration after employees complete job related training or achieve educational goals.
- Document specific accomplishments in performance appraisals.
- Develop a bulletin board where supervisors and/or other employees can post praise and successes.
- Provide Certificates of Appreciation to one employee or a team who completed a difficult task. Consider having an esteemed senior manager deliver the certificates in an assembly.

**Helpful Links/Resources**
- [http://www.washington.edu/admin/hr/roles/mgr/ee-recognition/award-ideas](http://www.washington.edu/admin/hr/roles/mgr/ee-recognition/award-ideas)
- [http://hr.unt.edu/main/pdf/training/101_WAYS_TO_RECOGNIZE_PEOPLE.pdf](http://hr.unt.edu/main/pdf/training/101_WAYS_TO_RECOGNIZE_PEOPLE.pdf)
- [http://www.giveemthepickle.com/](http://www.giveemthepickle.com/)
- [http://www.catchthefishphilosophy.com/](http://www.catchthefishphilosophy.com/)
- [http://www.peoplemetrics.com/blog/5-tips-3-approaches-for-encouraging-peer-to-peer-recognition/](http://www.peoplemetrics.com/blog/5-tips-3-approaches-for-encouraging-peer-to-peer-recognition/)
- [http://info.harperrobbins.com/blog-0/bid/115748/6-Effective-Peer-To-Peer-Recognition-Categories](http://info.harperrobbins.com/blog-0/bid/115748/6-Effective-Peer-To-Peer-Recognition-Categories)
- [http://www.law.harvard.edu/about/administration/hr/survey/recognition-program/index.html](http://www.law.harvard.edu/about/administration/hr/survey/recognition-program/index.html)
# INFORMAL MOTIVATION / RECOGNITION: INDIVIDUAL

<table>
<thead>
<tr>
<th>What</th>
<th>Day-to-day expressions of appreciation provide positive feedback to a specific employee. This allows you to make a personal connection between you and the employee. You let them know that they are a valuable member of your team, and you appreciate their contribution. People really appreciate being noticed individually by a supervisor.</th>
</tr>
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<tbody>
<tr>
<td>Why</td>
<td>Humans need recognition to feel accepted and valued by others. Recognition boosts self-esteem and confidence, resulting in increased self-motivation. It can be particularly encouraging to employees when supervisors take time to notice them individually, because you can demonstrate that you pay attention to their unique personality and preferences.</td>
</tr>
<tr>
<td>When</td>
<td>It’s best to give personal recognition on a regular basis with no predetermined timeframe. It is also good to link personal recognition to a specific project or action to provide positive affirmation of a job well done. It’s very gratifying for an employee to know that their supervisor noticed a particular action or work product, and took time to recognize them.</td>
</tr>
<tr>
<td>How</td>
<td>Tailor your recognition to the individual and consider the type of recognition they would prefer. This is a highly personalized motivation/recognition technique, because it’s all about the one-on-one connection.</td>
</tr>
</tbody>
</table>
| **Do’s & Don’ts** | **DO:**  
- Recognize employees in a timely manner.  
- Be specific; tell the person exactly what they did that was good.  
- Be sincere; tell the person what their performance means to you.  
- Focus on individuals, the fact is not all team members contribute equally.  
- Personalize the style and method of your recognition to person’s style. Some people like public praise, some prefer private discussions  
- Ensure the quantity and strength of the recognition matches the achievement.  
|  | **DON’T:**  
- Spend a lot of money.  
- Give kudos or gifts too often (lessens excitement of receiving accolades if they are constant).  
- Be disingenuous.  
- Play favorites – recognize accomplishments equitably. |
| Examples |  
- Say “Thank You” right away!  
- Surprise an employee with a small gift of appreciation such as an Awesome Bar (See’s Candy) for an “awesome” job, a fancy gourmet cupcake, a gift card for a coffee shop or juice bar, a certificate for a chair massage after a stress filled project is completed, special office supplies, a calendar, or some small token that shows you’ve paid attention to their personal preferences (e.g., don’t give a vegetarian a free steak dinner).  
- Physically applaud a job well done.  
- Try something whimsical, such as a plastic/rubber whale, for “whale” of a performance.  
- Give a decorated cardboard star for a star performance.  
- Send an e-mail or letter of praise to your employee, and cc your supervisor.  
- Write letters of recommendation, which can be filed in the employee’s official personnel file, and assist them in hiring/promotional opportunities.  
- Document the specific accomplishments in performance appraisals.  
- Treat them to lunch. |
[http://managementhelp.org/leadingpeople/motivating-others.htm](http://managementhelp.org/leadingpeople/motivating-others.htm)  
## CELEBRATIONS

<table>
<thead>
<tr>
<th><strong>What</strong></th>
<th>Events to celebrate work achievements, Caltrans activities, birthdays, holidays, etc. are great motivators. Celebrations typically focus broadly on an overall atmosphere of festivity and goodwill. Celebrations commemorate achievements or special occasions.</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Why</strong></td>
<td>Celebrations improve morale, and give employees a feeling of appreciation and connection. They make “work” feel special. Celebrations take advantage of one of humanity’s oldest forms of connection and festivity, so why not apply it to a work setting? People feel good when they have cause to celebrate. Celebrations are a great form of team building.</td>
</tr>
<tr>
<td><strong>When</strong></td>
<td>It’s important to balance the timing of celebrations. They should be often enough to become part of the culture, but infrequently enough to still be special. Celebrations can take place throughout the day, or even apart from regular work hours.</td>
</tr>
<tr>
<td><strong>How</strong></td>
<td>Find an occasion and location that fit your unit – everyone is different. Remember to consider those with special needs when planning the event (dietary restrictions, disabled access, etc.). Potlucks are an easy and common way to celebrate. Funding the celebration can be a challenge. Some fund sources could include District Employee Funds, Birthday Clubs, asking managers to share costs, etc. Consider including short team building activities to increase cohesion and reinforce connection of the celebratory mood to work!</td>
</tr>
</tbody>
</table>

### **Do’s & Don’ts**

**DO**
- Be sincere.
- Be careful to include everyone that is appropriate for event. It’s better to be overly inclusive than miss someone!
- Keep it casual and comfortable.
- If celebrating holidays, be sure to be inclusive. People have different backgrounds and cultures, so it’s best to focus on holidays everyone enjoys, such as 4th of July, or Thanksgiving.
- Keep it affordable, so everyone can participate.
- Ask employees to help plan the celebration, but don’t burden them with all the cost or work.
- Consider the timing of employees’ days off.

**DON’T**
- Over celebrate – if everything is special, nothing is.
- Make celebrations mandatory. Especially if you are celebrating away from the office, participation should be voluntary. Remember, Caltrans rules of conduct still apply!

### **Examples**
- Appreciation lunches.
- BBQs.
- Bagels/donuts to start the day.
- Holiday parties.
- Lunches or dinners to celebrate the completion of a tough task.
- Monthly birthday events.
- Delivery Celebrations in Districts.
- Diversity Day Events.
- Service Award Celebrations.
- Take Your Kids to Work Day.

### **Helpful Links/Resources**

- [http://humanresources.about.com/od/motivationrewardretention/a/holidays_work.htm](http://humanresources.about.com/od/motivationrewardretention/a/holidays_work.htm)
- [http://voices.yahoo.com/the-role-celebrations-workplace-139739.html](http://voices.yahoo.com/the-role-celebrations-workplace-139739.html)
## CALTRANS PRIDE

<table>
<thead>
<tr>
<th>What</th>
<th>Activities or actions that may help employees make a connection between their work and Caltrans’ Mission, Vision, Goals and Values. This motivational technique helps people understand the overall work and various functions of Caltrans. It instills pride in working for a world class transportation organization. These activities help people learn about Caltrans in a fun, engaging way, or help them connect their work to a big picture view of the organization.</th>
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<tbody>
<tr>
<td>Why</td>
<td>Everyone wants to make a difference. Employees are most engaged when their professional values are aligned with the values of their employer. “Caltrans’ Pride” helps employees become engaged in their work by showing them how their jobs help Caltrans improve mobility across California. People like to feel good about the organization they work for, and see the value of their work. Caltrans has an incredibly wide range of activities and core functions. It’s an exciting agency to work for, and knowing what Caltrans does makes it even more exciting.</td>
</tr>
<tr>
<td>When</td>
<td>Caltrans pride should be a continuous motivational practice. It’s best to find regular ways to tie the work of your unit to the Caltrans mission, plus plan a few special events per year.</td>
</tr>
<tr>
<td>How</td>
<td>Throughout your work week, if an internal or external event occurs that makes you think, “My team helped with that,” share that motivational thought with your employees. For example, if the next Director’s video praises the construction of a particular road project, and you know that your contract analyst helped draft the contract for the materials, or your maintenance crew maintained it, take time to share your pride in that connection. With practice, this will be an easy and rewarding motivational tool. Think of your employees’ work functions and their partners, and how to increase understanding on both sides. Think of areas of Caltrans that you find inspirational, and find a way to share them. Make sure you check with your chain of command for approvals, and be clear and fair about scheduling any outings. Be aware of safety anytime you take employees away from their regular work site.</td>
</tr>
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</table>

### Do’s & Don’ts

| DO | • Be sincere.  
• Be respectful of Caltrans when you speak – lead by example.  
• Remember that everyone is different, so chose a variety of activities throughout the year.  
• Be aware of perception – tie activities to work outcomes.  
• Be flexible.  
• Check with your supervisor before authorizing any off site visits.  
• Have fun! It’s exciting to meet new people and learn things. |
| DON’T | • Reinvent the wheel – ask your colleagues for ideas. |

### Examples

- Schedule a meeting to go over the Me: Mission connection process with your crew.  
- Schedule a field trip to an interesting work area or construction project or location, such as a bridge tour, equipment shop tour, TMC tour, etc. Look for locations that will remind your staff of what a great organization Caltrans is, or that will educate your employees about a particular area so they can do their job better.  
- Create a “Thank a Partner Day” where your team thanks a partner who has helped them do their job. A certificate and a small ceremony make this even more meaningful.  
- Invite your partners or clients to your staff meetings, so your employees can get to know the people they regularly work with.  
- Caltrans gear is an easy way to show Caltrans pride! Create opportunities for employees to buy or win Caltrans or Division/District logo gear.  
- Have a “Caltrans Pride Day” and encourage everyone to wear Caltrans or Division/District gear, or their best orange apparel! Plan the day to overlap with other events, such as Safety week, Informal Awards, or Diversity Day. You could even have each work unit wear a
- Encourage awareness of Caltrans history. Have a Caltrans trivia contest or “Did You Know” articles in newsletters. Contact the Caltrans History Committee or District History Center for fun facts to share!
- Create an award for employees who exemplify a Caltrans value. Establish a process where employees can nominate each other.
- Encourage employees to participate in Litter or Graffiti Removal Days – make it a team event.
- Create a “Take Your Kids to Work Day” to allow employees and their children a chance to show and see the exciting work of Caltrans.
- Consider Adopt-A-Highway – your work unit could adopt your own section of roadway and maintain it.

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<tr>
<th>Helpful Links/Resources</th>
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<tbody>
<tr>
<td>District 11 is a good resource for Caltrans gear: <a href="http://caltrans-d11.promoshop.com/">http://caltrans-d11.promoshop.com/</a></td>
</tr>
<tr>
<td>District 3 has an online “Value Award” peer award nomination process. Awardees are celebrated in an executive team reception. Try this as a model!: <a href="http://northregion.dot.ca.gov/intranetd3/values.htm">http://northregion.dot.ca.gov/intranetd3/values.htm</a></td>
</tr>
<tr>
<td>See page 16 of this guide for a printable Me: Mission activity.</td>
</tr>
</tbody>
</table>
Caltrans’ VALUE CHAIN Activity

“Caltrans Improves Mobility Across California.”

First
Ask the following:
• What is Caltrans’ One Vision / One Mission?
• What does that mean to you?
• How does it benefit you and your family on a daily basis?

Second
Help the person make a personal and meaningful connection back to Caltrans’ One Vision / One Mission:
• How do you contribute to Caltrans’ One Vision / One Mission?
• Describe the chain of work that links what you do on a daily basis to the Caltrans’ One Vision / One Mission.
These are just a few ideas to get you thinking about how you can recognize and with recognition motivate your employees. We hope that you will embrace some of these ideas and come up with many more of your own.

“It is not enough to believe in recognition. You also have to BEHAVE like you believe in it.”

-Eric Harvery, Author

Office of Enterprise Risk Management
1120 N Street
Sacramento, CA 95814

For more information please visit:
http://admin.dot.ca.gov/oerm/

“Recognition is more powerful than any motivator. Research shows that more often than not, cash bonuses get spent on bills and perks soon forgotten, but recognition becomes a memory that is relived time and time again, continually building high performance.”

-Michael P. Connors
Chairman and CEO
VNU Media, Measures and Information
25 Low or No Cost Recognition Ideas

1. A sincere heartfelt verbal “Thank you” is always appreciated.

2. Time is one of the most valuable commodities a supervisor can offer his staff. Spending time with your team member acknowledges their value and rewards their efforts.

3. Start a staff meeting with compliments.

4. Share thank you letters/notes from internal or external customers at staff meetings.

5. Write a letter of commendation and forward it to the employee’s Official Personnel File.

6. Create a Unit Kudos Board displaying thank you notes and letters from internal and external customers.

7. Create and display banners announcing staff and their accomplishment(s).

8. Recognize highly skilled employees with increased responsibility that will develop skills that may be helpful in advancement.

9. Ask a staff person to be a mentor to a new hire.

10. Greet employees every morning reinforcing the message, “I’m glad you’re here.”

11. Submit, for publication in Caltrans’ newsletters, an article and pictures of staff who are diligently working toward or have completed a special accomplishment.

12. Take a walk around the block with a staff person and listen to what they have to say.

13. Give an employee exposure/visibility to top management by having them attend high level meetings or through task force or committee involvement.

14. Create a certificate of appreciation for a job well done.

15. Create a homemade funny trophy that is appropriate to what is being recognized.

16. Create a “recognition box” in your office filled with rewards from food items, to gift certificates to the movies to self-help or other types of books, etc. When someone does something outstanding let them choose a reward from the box.

17. Bring in treats, cookies, bagels for a morning meeting; order a cake for a special recognition, etc.
Strategic Priority “Engaged and Inspired Workforce”: Develop methods to motivate, recognize, and guide employees to understand their contribution to the Department’s mission.

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