

Federal Morale and Motivation



1. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate YOUR morale as a federal employee?

		Response Percent	Response Count
1		12.3%	143
2		14.5%	168
3		17.3%	200
4		12.1%	140
5		12.9%	149
6		10.4%	120
7		9.5%	110
8		7.6%	88
9		2.3%	27
10		1.1%	13
answered question			1,158
skipped question			603




2. On a scale from 1 to 10, with 10 being extremely high and 1 being extremely low, how would you rate the overall morale of your colleagues in the federal workforce?

		Response Percent	Response Count
1		10.2%	118
2		14.8%	171
3		18.7%	216
4		16.3%	189
5		18.0%	208
6		9.4%	109
7		7.4%	85
8		4.1%	47
9		1.0%	12
10		0.1%	1
		answered question	1,156
		skipped question	605

3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

	1	2	3	4	5	6	N/A	Rating Average	Response Count
Tighter budgets	14.3% (161)	18.0% (202)	22.7% (255)	22.1% (248)	14.2% (159)	6.9% (77)	1.8% (20)	3.25	1,122
Pay freeze	46.0% (527)	22.4% (256)	12.7% (145)	7.1% (81)	4.6% (53)	6.4% (73)	0.9% (10)	2.20	1,145
Hiring freeze/buyouts	14.7% (162)	14.5% (159)	18.4% (202)	17.7% (194)	14.6% (161)	14.5% (159)	5.6% (62)	3.49	1,099
Fed bashing from Congress/public	39.5% (447)	18.3% (207)	12.9% (146)	9.3% (105)	7.7% (87)	10.6% (120)	1.9% (21)	2.58	1,133
Ineffective managers	40.8% (467)	13.1% (150)	12.3% (141)	9.7% (111)	10.1% (115)	12.0% (137)	2.0% (23)	2.70	1,144
Cuts to money for travel, events, other	10.3% (115)	11.5% (128)	13.7% (153)	16.6% (185)	17.9% (200)	21.7% (242)	8.3% (93)	3.93	1,116
Other (please specify)									129
answered question									1,161
skipped question									600

4. Have morale issues caused others in your agency to leave government or retire?

	Response Percent	Response Count
Yes 	72.3%	841
No 	7.5%	87
Not sure 	20.2%	235
answered question		1,163
skipped question		598

5. On a scale from 1 to 10, with 10 being excellent and 1 being terrible, how well do managers at your agency motivate employees?

		Response Percent	Response Count
1		27.4%	317
2		16.1%	186
3		12.4%	144
4		9.0%	104
5		11.7%	135
6		7.7%	89
7		6.3%	73
8		6.6%	76
9		2.2%	25
10		0.7%	8
		answered question	1,157
		skipped question	604

6. What motivational techniques do your managers use that are effective?

	Response Count
	613
answered question	613
skipped question	1,148

7. What motivational techniques do your managers use that are ineffective?

	Response Count
	620
answered question	620
skipped question	1,141

8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

	Response Count
	673
answered question	673
skipped question	1,088

Page 3, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

1	cutback on training	Jan 24, 2012 6:20 AM
2	The glass ceiling of GS-13 step 10 for technical expertise	Jan 23, 2012 9:30 AM
3	Unwarranted, unannounced promotions based upon the commander's override approval for internal promotions.	Jan 21, 2012 1:04 AM
4	SHRINKING WORK FORCE AND PILES OF WORK	Jan 20, 2012 10:47 AM
5	Doing same work as Active Duty military but not receiving same cost of living increase for 2nd straight year.	Jan 20, 2012 7:19 AM
6	crooked,unethical management	Jan 20, 2012 2:15 AM
7	Poor Management	Jan 19, 2012 11:04 PM
8	Micro-Management	Jan 19, 2012 8:13 PM
9	Having to do more with less staff.	Jan 19, 2012 5:38 PM
10	Favoritism, bias, performance rating system (5 level)	Jan 19, 2012 3:56 PM
11	Elitist , Authoritarian, Anti-Worker Agency Head	Jan 19, 2012 1:43 PM
12	Daily news stories regarding fiscal problems	Jan 19, 2012 1:00 PM
13	Inefficiency, waste	Jan 19, 2012 12:40 PM
14	failure to terminate poor performers	Jan 19, 2012 12:07 PM
15	Agency management taking all the bonuses or giving to selected (A) group employees	Jan 19, 2012 11:39 AM
16	Contractors replacing Federal workers	Jan 19, 2012 11:17 AM
17	One of the biggest morale killers in my office, is the lack of appreciation, and the display of favoritism when it comes to performance awards. I work extremely hard in getting my work done in a timely manner, etc., but supposedly due to budget cuts, only received a \$400 award this year. Last year I received about \$1000. Others in the office apparently got more, in addition to routine QSI's (a within grade increase). Also, telework is an issue. I am only allowed to telework one day every 2 weeks. My manager teleworks one day each week. Different rules for different people.	Jan 19, 2012 11:04 AM
18	know-it-all newcomers	Jan 19, 2012 10:59 AM
19	Our managers are bulllys, thugs and sexual harassers	Jan 19, 2012 10:59 AM
20	Managers who can't manage staff really hurts morale...I retired because my manger did not appreciate those who did the work in the office.	Jan 19, 2012 10:45 AM
21	illegal selection for promotions and/or no promotions	Jan 19, 2012 10:44 AM

Page 3, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

22	Managers that are well past the age of retirement (CSRS) and do not leave making no room for people to move up.	Jan 19, 2012 10:04 AM
23	Intense micro managing	Jan 19, 2012 9:56 AM
24	Endless re-organizations proving nothing	Jan 19, 2012 9:45 AM
25	harassment, bullying, no accountability, unfairly applied rules	Jan 19, 2012 9:45 AM
26	Poor leadership	Jan 19, 2012 9:35 AM
27	Managers who don't understand the mission priorities.	Jan 19, 2012 9:33 AM
28	Job advancement.	Jan 19, 2012 9:24 AM
29	office closing	Jan 19, 2012 9:18 AM
30	No matter what Congress or OPM try to do, cronyism will still exist. Favoritism allows a federal workforce that is lazy and not effective. Sometimes, I wonder why I try so hard, then I remember, these are my tax dollars as well. I have seen others who do not have knowledge or skills get promotions, and instead of trying to do the job, just coast through until eligible to retire, without doing any work. Congress has no idea what federal employees have to put up with. The stress from working in an office where skills and knowledge are trumped by the boss's attitude of "who can kiss my a\$\$" the best is very stressful.	Jan 19, 2012 8:35 AM
31	Too much paperwork/busywork.	Jan 19, 2012 8:33 AM
32	Tired of a do nothing Congress and the scapegoating of Fed employees	Jan 19, 2012 8:14 AM
33	Managers blaming employees for budget cuts.	Jan 19, 2012 8:07 AM
34	managers who don't trust employees	Jan 19, 2012 8:03 AM
35	Disparate treatment of bargaining unit employees versus non-bargaining.	Jan 19, 2012 7:49 AM
36	how promotions within are handled.	Jan 19, 2012 7:33 AM
37	Relocated to the Mark Cente	Jan 19, 2012 7:32 AM
38	workload is too high and unevenly distributed, result is 40+ hr work week tho only get pd for 40 hrs	Jan 19, 2012 7:25 AM
39	If I could have rated piss poor management 1 through 6, I would have.	Jan 19, 2012 7:19 AM
40	Number 1. I'll take a pay freeze for the rest of my emplyoment, LEAVE MY RETIRERMENT ALONE> and allow me to put more of my money into TSP then the \$17000. Its my money why won't they allow me to put more into TSP?	Jan 19, 2012 7:09 AM
41	Inefficient operations	Jan 19, 2012 7:06 AM
42	Cuts to Smart trip benefits, no 2% cut in payroll tax due to member of CSRS	Jan 19, 2012 6:55 AM

Page 3, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

43	Administrative Bovine Scatterology (Admin BS)	Jan 19, 2012 6:53 AM
44	non-rational boss	Jan 19, 2012 6:11 AM
45	pay freeze compounded lowers retirement pay for life	Jan 18, 2012 6:09 PM
46	No Cost of Living raises for 3 to 5 years.	Jan 18, 2012 4:43 PM
47	Ineffective leadership would be more precise than ineffective managers. My supervisors actually do very well under the circumstances.	Jan 18, 2012 10:52 AM
48	Funding for poor ill conceived projects/equipment install	Jan 18, 2012 7:47 AM
49	Double workloads from vacant positions.	Jan 18, 2012 7:25 AM
50	Reorganization from a great supervisor to worst I ever had.	Jan 18, 2012 6:36 AM
51	RIF	Jan 18, 2012 6:30 AM
52	Direction from upper management is in conflict with standards that we are being held accountable for.	Jan 17, 2012 3:05 PM
53	Bullying in the workplace	Jan 17, 2012 2:56 PM
54	Managers who favor certain employees who then profit financially by monetary awards and promotions	Jan 17, 2012 12:13 PM
55	mirco managers	Jan 17, 2012 10:28 AM
56	Not knowing wether you should go to work from day to day.	Jan 17, 2012 9:54 AM
57	Lack of Training, lack of promotional opportunities	Jan 17, 2012 9:43 AM
58	Lack of accountability; a widespread focus on self vice a devotion to duty to the mission of the organization	Jan 17, 2012 8:49 AM
59	people not pulling their job and get paid (ones in high grades)	Jan 17, 2012 7:13 AM
60	cronyism	Jan 16, 2012 9:33 PM
61	Retirements Causing the Brain Drain	Jan 16, 2012 9:18 PM
62	Uncertainty in general	Jan 16, 2012 1:51 PM
63	Pressure for more, more, more work with less people	Jan 16, 2012 10:35 AM
64	Being paycapped for 11 years is the biggest morale buster	Jan 16, 2012 7:21 AM
65	No room for advancement/being expected to work extra hours with no compensation	Jan 16, 2012 7:14 AM
66	Disrespectful management.	Jan 15, 2012 1:25 PM

Page 3, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

67	We're hiring and its crazy in this environment.	Jan 15, 2012 11:52 AM
68	Performance based step increases awarded and then replaced with cash bonus due to budget cuts. Oh and month long hiring freezes, that noone knows when it will thaw	Jan 14, 2012 11:47 AM
69	Public's opinion swayed by Congressional misinformation regarding Federal worker's effectiveness, pay, and abilities	Jan 14, 2012 11:45 AM
70	pay disparity of new hire vs. long term employee	Jan 14, 2012 11:29 AM
71	uncertainty and lack of candor	Jan 14, 2012 9:35 AM
72	general public believing the politicians	Jan 14, 2012 9:34 AM
73	cuts to agency "swag" Items and Shirts help build community and pride in the job	Jan 14, 2012 8:27 AM
74	Stop using federal police officer as security guards. If DOD wants security over law enforcement hire guards.	Jan 14, 2012 8:07 AM
75	We are so busy - no subsequent leave is granted.	Jan 14, 2012 1:35 AM
76	Management's inability to fire deadwood. And, ineffective knee-jerk computer policies that make software development slow, expensive, and inefficient.	Jan 14, 2012 12:09 AM
77	Congress can't get it together	Jan 13, 2012 10:58 PM
78	Nepotism	Jan 13, 2012 9:53 PM
79	Inability to get a better position with Fed Govt	Jan 13, 2012 9:40 PM
80	low pay	Jan 13, 2012 8:11 PM
81	representatives not doing their part in sacrificing.	Jan 13, 2012 7:33 PM
82	Too many layers, too much bureacracy, nasty fellow employees, 40 hour work-week should be 35.	Jan 13, 2012 6:34 PM
83	Choices between getting equipment fixed or paid.	Jan 13, 2012 6:27 PM
84	CPE's	Jan 13, 2012 5:40 PM
85	Buyouts are not being offered to some who would love it. Me specifically.	Jan 13, 2012 4:07 PM
86	i KNOW MY PAY IS LESS THAN THE PRIVATE SECTOR BUT OUTSIDERS ARE BOMBARDED WITH CONTRARY CLAIMS.	Jan 13, 2012 3:15 PM
87	bodded down with "layers of processes"	Jan 13, 2012 2:10 PM
88	Training/Certification cuts. Many of us have lost our Industry certs due to these cuts which often happen before anything else.	Jan 13, 2012 2:08 PM

Page 3, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

89	Promoting from without and not from within	Jan 13, 2012 2:08 PM
90	Beyond the "bashing", the utter contempt perceived from Congress for doing our work.	Jan 13, 2012 12:31 PM
91	Politically motivated, poorly planned reorganizations = 1	Jan 13, 2012 12:02 PM
92	elimination of performance awards	Jan 13, 2012 11:55 AM
93	lack of leadership	Jan 13, 2012 11:42 AM
94	Cutting of very needed jobs especially in the IT 2210 series.	Jan 13, 2012 11:29 AM
95	managers and AOs who find money for raises for their friends	Jan 13, 2012 11:28 AM
96	Technology issues.	Jan 13, 2012 11:05 AM
97	Lack people to complete work. Overwhelmed.	Jan 13, 2012 10:40 AM
98	Retirement plans being reduced	Jan 13, 2012 10:33 AM
99	incompetent managers being protected / promoted	Jan 13, 2012 10:21 AM
100	RIF	Jan 13, 2012 9:39 AM
101	the who you know category that is used to get another position	Jan 13, 2012 9:35 AM
102	ratio of contractor to Govvie pay.	Jan 13, 2012 9:34 AM
103	Transit Subsidy Cut, Increased costs for Haealth benefits, Decreases in bonus amounts	Jan 13, 2012 9:32 AM
104	Not knowing if we are going to be hit with another closure.	Jan 13, 2012 9:31 AM
105	Being told we should be thankful we have a job	Jan 13, 2012 9:30 AM
106	too many contractors who produce poor work products	Jan 13, 2012 9:29 AM
107	Imbeciles for leaders- the ongoing corruption in selecting idiot friends for leadership positions is taking it's toll.	Jan 13, 2012 9:26 AM
108	racism, chroniism, sexism	Jan 13, 2012 9:09 AM
109	alternative personnel system which is unfair	Jan 13, 2012 9:03 AM
110	Uncertainty of continued employment - threats to retirement income - being scapegoats for congressional/presidential inaction and childishness	Jan 13, 2012 8:58 AM
111	lack of promotions, cash awards, etc; contractors being given government equipment to telework, while GS employees are not afforded the same	Jan 13, 2012 8:47 AM
112	lack of training availability	Jan 13, 2012 8:45 AM

Page 3, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

113	Process being more important than actually getting work done.	Jan 13, 2012 8:28 AM
114	bloated Manager/SES crew - very low span of control is ineffecient	Jan 13, 2012 8:24 AM
115	communication from management	Jan 13, 2012 7:54 AM
116	lack of empowerment	Jan 13, 2012 7:49 AM
117	Internal Politics, incompetent mgt. wasteful contracting policies that differ in every agency. We are extremely inefficient not because of what we do, but because of what we have to do with red tape and unacceptable delays in completing contracts, procurement, and doing right by our customers. Worse, and this is the most outrageous part of this; Congress can break the same rules we have, get special consideration, get rich if they weren't right when the got there and then bicker and fight when its country needs them to actually do right by WE the People instead their own damn political party. Pathetically poor performance.	Jan 13, 2012 7:34 AM
118	Personality conflicts among employees working closely together	Jan 13, 2012 7:26 AM
119	Affirmative Action	Jan 13, 2012 6:45 AM
120	Managers that should not be in the position. Can't make decisions and work like a turtle.	Jan 13, 2012 4:57 AM
121	age discrimination	Jan 13, 2012 4:36 AM
122	Contractors are paid 60 hours a week. feds told to go home at 40.	Jan 12, 2012 11:55 PM
123	Employees not equally valued.	Jan 12, 2012 10:49 PM
124	Abusive bullying managers, morons for executive staff	Jan 12, 2012 10:14 PM
125	Hiring, promotion practices that favor contractors over long-term federal employees.	Jan 12, 2012 6:17 PM
126	Being treated with dis-respected by supervisors	Jan 12, 2012 5:59 PM
127	so many problems so little space asking for volunteers for a buy out & then only giving it to friends & those who had announced their retirement is a real stick in the eye	Jan 12, 2012 5:16 PM
128	I wanted to take a buyout. I was scared I would not get my annuity check for possibly over a year. My husband and I could not survive this. OPM is what held me back. I pray this is resolved soon.	Jan 12, 2012 4:53 PM
129	Threats of job elimination while working OT and extra	Jan 12, 2012 4:39 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

1	None	Feb 7, 2012 8:53 AM
2	None.	Jan 26, 2012 2:20 PM
3	Town Hall meetings to keep us up to date with changes, etc.	Jan 26, 2012 9:52 AM
4	Haven't seen any	Jan 25, 2012 9:00 PM
5	NONE - they are indifferent, demeaning, arrogant, ignorant (of their own profession) and complacentthey don't get involved AT ALL other than to micro manage and look at your workload (in the computer) and tell you to get it done or move it.	Jan 24, 2012 2:05 PM
6	favoritism toward younger workers (motivates younger workers)	Jan 24, 2012 6:20 AM
7	Positive attitude and honest future outlook	Jan 23, 2012 3:54 PM
8	None	Jan 23, 2012 1:06 PM
9	They don' care. They don't motivate.	Jan 23, 2012 9:37 AM
10	None. Motivation must come from within since everyone gets the same raise whether they earn it or not. We do get occasional bonuses and awards.	Jan 23, 2012 9:30 AM
11	None	Jan 23, 2012 4:09 AM
12	none	Jan 21, 2012 11:33 PM
13	none	Jan 21, 2012 2:17 PM
14	Verbal "Thanks"	Jan 21, 2012 2:02 PM
15	fear. One of my co-workers said this is the only place he has ever worked where management seems to be at war with bargening unit members.	Jan 21, 2012 1:04 PM
16	One manage came out and said, ""you can catch more flies with a bit of honey than with vinegar."	Jan 21, 2012 3:35 AM
17	None	Jan 21, 2012 2:17 AM
18	None noticed in my work place.	Jan 21, 2012 1:04 AM
19	none	Jan 20, 2012 10:54 PM
20	none	Jan 20, 2012 6:52 PM
21	verbal, written recognition and awards	Jan 20, 2012 1:06 PM
22	PRAISE FOR A JOB WELL DONE	Jan 20, 2012 12:35 PM
23	bonuses	Jan 20, 2012 12:01 PM
24	The managers in this agency that do motivate (and not all do) work as hard with the employees on any issues. Showing an employee that you are aware and	Jan 20, 2012 11:48 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

	interested in what they do goes a long way. We have several really good managers that are like that. If a manager is willing to roll up their sleeves and work as hard as the employees under them do, then the employees respect those managers and WANT to do a good job.	
25	Appreciation for achievements	Jan 20, 2012 11:33 AM
26	they don't use any	Jan 20, 2012 10:55 AM
27	CANT SAY	Jan 20, 2012 10:47 AM
28	Discuss issues	Jan 20, 2012 10:30 AM
29	threaten to fire you	Jan 20, 2012 10:14 AM
30	Acknowledgement. Evaluations that reflect the hard work along with perf. awards (but those are now cut as well) so that may not be true in 2012.	Jan 20, 2012 9:58 AM
31	None	Jan 20, 2012 9:05 AM
32	Explain why what you are doing is important and how your cog fits into this GREAT MACHINE! Also a heart-to-heart telling me that what I have been doing is working and showing signs of it working better for others. Also, " if you add this one little bit, I'm sure that would help others as well." (that little bit ended up being the meat of the sandwich but I didn't feel put upon because I was told it would help folks do their jobs better & easier, and it was just an addition to what I was already doing.) I am such a sucker. That heart-to-heart had me going strong for 6 months or more.	Jan 20, 2012 9:01 AM
33	"We're professionals, and we're all in the same boat." "Please give me your input before I make a decision."	Jan 20, 2012 8:45 AM
34	Some divisions within my agency give out monthly awards to acknowledge little special acts. Of course there is no money available, but the recipients receive a certificate and a paper weight or candy dish. It shows that at least some managers want to acknowledge people's hard work if at all possible. Some will also occasionally plan group luncheons and even activities like bowling or baseball games.	Jan 20, 2012 8:28 AM
35	they don't try	Jan 20, 2012 8:08 AM
36	supporting employees by encouraging them, helping them develop ideas to improve their work environment; trusting their employees to do their jobs; treating employees like adults	Jan 20, 2012 7:49 AM
37	Personal contact	Jan 20, 2012 7:28 AM
38	personally telling us that they appreciate the work we're doing.	Jan 20, 2012 7:25 AM
39	Flexibility in work when sick/incapacitated.	Jan 20, 2012 7:19 AM
40	atta boy & team bldg	Jan 20, 2012 6:57 AM
41	Have colleagues nominate "The Employee of the Year," bonuses, awards,	Jan 20, 2012 6:44 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

	telework, alternative work schedules,	
42	postal management is so bad that the postal service would be in trouble even if the economy wasnt bad.	Jan 20, 2012 2:15 AM
43	Managers don't care, they get paid anyway, they don't have to show profits	Jan 19, 2012 11:04 PM
44	cant think of any	Jan 19, 2012 9:05 PM
45	Appeal to team efforts	Jan 19, 2012 8:13 PM
46	none at all	Jan 19, 2012 5:41 PM
47	Time off awards. Providing us with information regarding the projects we are working.	Jan 19, 2012 5:38 PM
48	none	Jan 19, 2012 5:28 PM
49	praise aka attaboy	Jan 19, 2012 5:05 PM
50	an occational thank you.	Jan 19, 2012 4:59 PM
51	none	Jan 19, 2012 4:50 PM
52	Continued use of the words "Thanks for your outstanding service"	Jan 19, 2012 4:40 PM
53	understanding that we know our jobs	Jan 19, 2012 4:40 PM
54	Leaving us alone	Jan 19, 2012 4:38 PM
55	Quarterly and annual awards (non-monetary). Sense of mission, contribution to national defense.	Jan 19, 2012 4:35 PM
56	an index card sized paper that says "you did a good job this month" and that is all. Hardly worth the effort.	Jan 19, 2012 4:13 PM
57	fear	Jan 19, 2012 4:02 PM
58	Showing trust in staff, allowing independence with appropriate guidance, unbiased managing, awards	Jan 19, 2012 3:56 PM
59	Praise for good work, Different/Additional Assignemnts to further one's development	Jan 19, 2012 3:55 PM
60	none	Jan 19, 2012 2:53 PM
61	Leave me alone and let me get my job done	Jan 19, 2012 2:50 PM
62	Providing a big picture context for the work being requested helps employees feel they are part of the overall plan.	Jan 19, 2012 2:38 PM
63	threats to fire people who are sick	Jan 19, 2012 2:34 PM
64	Make you feel appreciated in words	Jan 19, 2012 2:25 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

65	none	Jan 19, 2012 2:19 PM
66	They do try to get some nominal rewards for employees.	Jan 19, 2012 2:14 PM
67	none	Jan 19, 2012 2:07 PM
68	I am treated with respect.	Jan 19, 2012 2:07 PM
69	they don't	Jan 19, 2012 2:03 PM
70	Occasional all employee activities, e.g., breakfast and award ceremony combined. Awards,	Jan 19, 2012 1:58 PM
71	None	Jan 19, 2012 1:56 PM
72	Their own enthusiasm for our mission.	Jan 19, 2012 1:47 PM
73	celebrating birthdays, cash awards	Jan 19, 2012 1:43 PM
74	Bonuses, Time off	Jan 19, 2012 1:43 PM
75	My immediate supervisor treats me as an adult that doesn't have to be constantly monitored. Additionally she treats team to breakfast a few times a year.	Jan 19, 2012 1:38 PM
76	repeatedly sending emails beating on us to catch up reports, etc. mainly retarded reports that are insignificant in the grand scheme	Jan 19, 2012 1:38 PM
77	Recognition by email or phone call. I'm an outsourced employee so, team meetings are rare. Bonus money is so tight, I don't even use that as a carrot for my personal motivation.	Jan 19, 2012 1:33 PM
78	small item purchases with any remaining end-of-year funds, e.g., microwaves, refrigerators, etc.	Jan 19, 2012 1:27 PM
79	None	Jan 19, 2012 1:15 PM
80	Discipline.	Jan 19, 2012 1:00 PM
81	Provide support for knowledge sharing and personal development.	Jan 19, 2012 12:51 PM
82	none	Jan 19, 2012 12:44 PM
83	None, but as a scientist I like my work	Jan 19, 2012 12:40 PM
84	None	Jan 19, 2012 12:28 PM
85	award money, good appraisals	Jan 19, 2012 12:27 PM
86	caring about the organization's mission	Jan 19, 2012 12:21 PM
87	Involvement and caring about the product	Jan 19, 2012 12:12 PM
88	Open honest communication	Jan 19, 2012 12:03 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

89	sharing of information that decisions and actions are based upon so that things do not appear to occur in a vacuum. The information allows one to see that there is thought and reasoning involved	Jan 19, 2012 12:00 PM
90	Let me get back to you on that one.	Jan 19, 2012 11:51 AM
91	They allow us to do our work, with little or no supervision because they trust us to do a good job.	Jan 19, 2012 11:51 AM
92	Awards for exceptional work on specific projects.	Jan 19, 2012 11:48 AM
93	PIPs	Jan 19, 2012 11:41 AM
94	they dont say anything	Jan 19, 2012 11:39 AM
95	none	Jan 19, 2012 11:38 AM
96	None at the moment.	Jan 19, 2012 11:31 AM
97	Demonstrated caring about the work and the people who do it.	Jan 19, 2012 11:29 AM
98	Awards	Jan 19, 2012 11:26 AM
99	communication, bonuses, awards, team building, time off, wingman concept	Jan 19, 2012 11:21 AM
100	Time off awards	Jan 19, 2012 11:20 AM
101	cash awards monthly staff meeting providing status and kudos	Jan 19, 2012 11:17 AM
102	Managers in my area are not effective at motivating at all.	Jan 19, 2012 11:14 AM
103	NONE, AWARDS HELP BUT NOT FOR LONG	Jan 19, 2012 11:10 AM
104	make us feel important, give us training at group meetings, care about the job we are doing	Jan 19, 2012 11:04 AM
105	They don't motivate us.	Jan 19, 2012 11:04 AM
106	Does not micro manage	Jan 19, 2012 11:02 AM
107	Nothing.	Jan 19, 2012 11:02 AM
108	None. In fairness they do not have the answers on the direction we are going	Jan 19, 2012 11:02 AM
109	none	Jan 19, 2012 10:59 AM
110	None	Jan 19, 2012 10:59 AM
111	Weekly staff meetings to bring us up to par on what's going on. Motivational Book club, Star Awards, 59 minute awards, gift cards for birthdays	Jan 19, 2012 10:57 AM
112	None	Jan 19, 2012 10:55 AM
113	keeping the staff informed about budgets, personnel hires and status.	Jan 19, 2012 10:52 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

114	Verbal feedback; team approach;	Jan 19, 2012 10:51 AM
115	awards and ability to let people do their job without standing over their heads	Jan 19, 2012 10:48 AM
116	none	Jan 19, 2012 10:46 AM
117	none	Jan 19, 2012 10:45 AM
118	My manager would give time off awards. Not sure how effective those were because in my office they went to staff who never seemed to do their work...so to try and motivate them, I think my manager gave a lot of time off awards to them. Of course,for those of us who came to work and did our jobs...we rarely got any time off awards.	Jan 19, 2012 10:45 AM
119	none	Jan 19, 2012 10:44 AM
120	genuine appreciation - compliments on ideas, way meeting handled , etc, - interactivly a show appreciaiton by noticing and commenting positively upon something which emplyee did which is work relatd -- peop;le appreciate being apprecated with actual recognition of an actual job realted concept, effort, or iddea -- positive comments & feedback on ideas, methods etc are important because they are NOT generic - thaks - you're great atta boy comments. but indicate manager acutally was paying attention to what person was doing/saying	Jan 19, 2012 10:41 AM
121	leadership training and asking for input on EPPES	Jan 19, 2012 10:39 AM
122	None	Jan 19, 2012 10:35 AM
123	none	Jan 19, 2012 10:34 AM
124	My manager is so ineffective that there are NO circumstances where she motivates the team. We only have contact with her approximately once per month. We work remotely and she has cancelled all group meetings.	Jan 19, 2012 10:32 AM
125	Attaboys	Jan 19, 2012 10:30 AM
126	none	Jan 19, 2012 10:21 AM
127	Lets you do the job you are hired to do without interference and micro-managment	Jan 19, 2012 10:16 AM
128	Giving praise where it's warranted.	Jan 19, 2012 10:14 AM
129	The managers in my agency do not use any motivational techniques	Jan 19, 2012 10:08 AM
130	Managers do not try to motivate here	Jan 19, 2012 10:00 AM
131	Verbally or in writing that I've done a good job on something, anything.	Jan 19, 2012 9:59 AM
132	none	Jan 19, 2012 9:56 AM
133	For me, leaving me alone to do my job.	Jan 19, 2012 9:47 AM
134	Not very many.	Jan 19, 2012 9:45 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

135	SINCERELY POSITIVE FEEDBACK	Jan 19, 2012 9:41 AM
136	None	Jan 19, 2012 9:38 AM
137	Fear & retaliation	Jan 19, 2012 9:34 AM
138	None.	Jan 19, 2012 9:33 AM
139	none	Jan 19, 2012 9:27 AM
140	none	Jan 19, 2012 9:24 AM
141	Bi-weekly Staff Conference Calls. One-on-one meetings if requested. Enthusiasm for job.	Jan 19, 2012 9:24 AM
142	awards, cash and plaques	Jan 19, 2012 9:21 AM
143	none	Jan 19, 2012 9:20 AM
144	none	Jan 19, 2012 9:12 AM
145	team building	Jan 19, 2012 9:06 AM
146	Production contests between units	Jan 19, 2012 9:03 AM
147	giving 59 minutes time off	Jan 19, 2012 9:00 AM
148	N/a	Jan 19, 2012 8:59 AM
149	Quarterly meetings with staff if they have time	Jan 19, 2012 8:57 AM
150	N/A - It seems business as usual, only budgets are much tighter.	Jan 19, 2012 8:57 AM
151	Public recognition of specific, personal good job performance combined with award of 59 minutes of admin time	Jan 19, 2012 8:56 AM
152	Let some have long vacations	Jan 19, 2012 8:48 AM
153	Immediate positive feedback. Short term awards. major awards. Positive evals	Jan 19, 2012 8:46 AM
154	n/a	Jan 19, 2012 8:45 AM
155	None	Jan 19, 2012 8:44 AM
156	Recognition of work well done.	Jan 19, 2012 8:44 AM
157	My current line-manager would have a line of CR complaints if it was not for the fact that the people he "manages" are long time feds and try to keep his butt out of trouble. He tries to use I can get you this promotion if you do this. Most of us have been at the top of our grade scales for so long that there are no raises and no chance of a promotion.	Jan 19, 2012 8:35 AM
158	She has not management skills. She is a screamer and bully.	Jan 19, 2012 8:35 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

159	Some managers give gift cards to employees who do something special. Other managers do not therefore there is inequity in the system with the same people being publicly rewarded all the time.	Jan 19, 2012 8:33 AM
160	COMMUNICATION WITH EMPLOYEES IN A POSITIVE WAY TO WORK THROUGH ISSUES.	Jan 19, 2012 8:28 AM
161	Taking vacation	Jan 19, 2012 8:19 AM
162	Honesty and humility	Jan 19, 2012 8:17 AM
163	None None at all!! I have tried to get better at my job no matter what I do can never be promoted always an excue on why I cannot be promoted	Jan 19, 2012 8:16 AM
164	None.	Jan 19, 2012 8:14 AM
165	Give opportunities to crosstrain, and working on teams.	Jan 19, 2012 8:14 AM
166	none	Jan 19, 2012 8:13 AM
167	None.	Jan 19, 2012 8:12 AM
168	None	Jan 19, 2012 8:07 AM
169	none	Jan 19, 2012 8:05 AM
170	none	Jan 19, 2012 8:04 AM
171	none	Jan 19, 2012 8:04 AM
172	None	Jan 19, 2012 8:03 AM
173	1) Telling us we are doing a good job and if we are off from work we are missed. 2) Performance awards	Jan 19, 2012 7:55 AM
174	None, they are ineffective	Jan 19, 2012 7:53 AM
175	Emphasize the importance and quality of job I do.	Jan 19, 2012 7:49 AM
176	Reach out for our ideas	Jan 19, 2012 7:47 AM
177	If they've used a motivational technique I've missed it.	Jan 19, 2012 7:47 AM
178	none- same old pressure tactics applied to a digital wrold	Jan 19, 2012 7:42 AM
179	None: motivation is secondary to setting priorities, and since they can't do THAT, its a continuous swapping of one project for another.	Jan 19, 2012 7:41 AM
180	Can't think of any	Jan 19, 2012 7:35 AM
181	none right now.	Jan 19, 2012 7:33 AM
182	being aware of the details of the work that is produced	Jan 19, 2012 7:32 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

183	fear and retaliation	Jan 19, 2012 7:31 AM
184	Verbal praise	Jan 19, 2012 7:31 AM
185	They dig into the piles of work and assist	Jan 19, 2012 7:27 AM
186	can't think of any	Jan 19, 2012 7:25 AM
187	None	Jan 19, 2012 7:23 AM
188	Our management wouldn't know a motivational technique if it hit them.	Jan 19, 2012 7:19 AM
189	Flexibility and emphasizing work / life balance	Jan 19, 2012 7:11 AM
190	None	Jan 19, 2012 7:09 AM
191	Give me a couple of months, I'm sure I can think of one.	Jan 19, 2012 7:06 AM
192	none	Jan 19, 2012 7:03 AM
193	Awards, Bonuses, lunch-time get togethers (pot luck lunches or brown bag lunches)	Jan 19, 2012 7:03 AM
194	None	Jan 19, 2012 6:53 AM
195	infrequent interaction with employees	Jan 19, 2012 6:53 AM
196	None	Jan 19, 2012 6:53 AM
197	None come to mind.	Jan 19, 2012 6:42 AM
198	Nothing	Jan 19, 2012 6:27 AM
199	They would know an effective management technique if it fell on them.	Jan 19, 2012 6:27 AM
200	Honesty about outlook for futue	Jan 19, 2012 6:26 AM
201	None	Jan 19, 2012 6:23 AM
202	not too many	Jan 19, 2012 6:21 AM
203	none	Jan 19, 2012 6:19 AM
204	none	Jan 19, 2012 6:19 AM
205	Praise for jobs well done. Bonus for same.	Jan 19, 2012 6:15 AM
206	Fear	Jan 19, 2012 6:11 AM
207	None	Jan 19, 2012 6:09 AM
208	none	Jan 19, 2012 6:04 AM
209	None, they have become completely demotivational. Seriously.	Jan 19, 2012 6:03 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

210	Relaxed dress code, flexible hours, performance bonuses, twice annual off-site social gatherings, holiday group meals	Jan 18, 2012 9:01 PM
211	none except the threat of bad annual evaluations	Jan 18, 2012 6:09 PM
212	None	Jan 18, 2012 5:48 PM
213	None	Jan 18, 2012 4:43 PM
214	Informing us that more work is coming.	Jan 18, 2012 4:35 PM
215	Being engaged in day-to-day operations without micromanaging.	Jan 18, 2012 4:10 PM
216	Something as simple as a timely acknowledgement of a job well done, goes a long way! Additionally, performance awards are a good incentive!	Jan 18, 2012 3:25 PM
217	Team building events	Jan 18, 2012 2:59 PM
218	We do some off site team building that are held at specialty restaurants. Unfortunately we have to pay our own check the meals can be expensive.	Jan 18, 2012 2:58 PM
219	I can't think of one.	Jan 18, 2012 2:44 PM
220	None	Jan 18, 2012 2:38 PM
221	positive feedback	Jan 18, 2012 2:09 PM
222	None	Jan 18, 2012 1:31 PM
223	can't think of one	Jan 18, 2012 12:24 PM
224	none	Jan 18, 2012 11:34 AM
225	My area of the agency is not affected by budget cuts because we are funded by user fees. Team building is used frequently.	Jan 18, 2012 11:11 AM
226	None	Jan 18, 2012 10:59 AM
227	Our supervisors tell us to hang in there. They also try to use any resources they can access to try to relieve the stress from the increased workload caused by the hiring freeze.	Jan 18, 2012 10:52 AM
228	they do not bother...they feel you are lucky to be working and shut-up.	Jan 18, 2012 10:40 AM
229	interesting projects	Jan 18, 2012 10:06 AM
230	They stay away	Jan 18, 2012 9:03 AM
231	none	Jan 18, 2012 8:23 AM
232	communicating clearly with us; we don't need ALL the details immediately but we do merit acknowledgement when we voice concerns about possible scenarios, i.e., will any of the employees that have retired from our work unit be replaced, or will we have to continue doing the sameamount of work with 25% fewer people?	Jan 18, 2012 8:22 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

233	Weekly meetings & keeping the employees informed.	Jan 18, 2012 8:20 AM
234	None	Jan 18, 2012 8:10 AM
235	fear mongering	Jan 18, 2012 7:56 AM
236	Perfomrance awards, time off, bonus, etc	Jan 18, 2012 7:47 AM
237	None at this time.	Jan 18, 2012 7:25 AM
238	They do nothing.	Jan 18, 2012 7:15 AM
239	Not much, I think they know they don't have to do much since employees know it's hard to get another job, so managers see it as a win situation for them.	Jan 18, 2012 7:00 AM
240	None, they are not proactive.	Jan 18, 2012 6:41 AM
241	My new manager in reorganization does not use any motivational techniques; he took telework and flex-days off from all, even though all employees demonstated it worked well, and had excellent evaluations with previous supervisor.	Jan 18, 2012 6:36 AM
242	None	Jan 18, 2012 6:30 AM
243	Team work, support of employees to others, recognition, offer telework more, trust and respect.	Jan 18, 2012 6:05 AM
244	Managers who encourage the employees to act as a team succeed better than those who pick favorites and ignore others who may be excellent workers.	Jan 18, 2012 5:58 AM
245	Recognition/awards, time off, bonuses	Jan 17, 2012 5:43 PM
246	telework helps to give folks a break and pursue their work goals.	Jan 17, 2012 5:39 PM
247	informing employees of what is going on. trying to answer our questions about the job.	Jan 17, 2012 5:21 PM
248	None	Jan 17, 2012 5:20 PM
249	You kidding right? They do not even receiving training on how to manage and lead people.	Jan 17, 2012 3:47 PM
250	Managers typically refuse to motivate.	Jan 17, 2012 3:13 PM
251	Awards and bonuses.	Jan 17, 2012 3:05 PM
252	Ask for suggestions on how to get work done.	Jan 17, 2012 3:01 PM
253	flexible working hours	Jan 17, 2012 2:58 PM
254	team building exercises away from the duty station	Jan 17, 2012 2:56 PM
255	none, I'm in a safety related job, I self motivate	Jan 17, 2012 2:54 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

256	NONE - GUESS HE WAS NEVER TAUGHT TO MOTIVATE	Jan 17, 2012 1:38 PM
257	None	Jan 17, 2012 1:19 PM
258	periodic list emails	Jan 17, 2012 1:19 PM
259	Talk to you not around you, and let you we are working for the w/e to get there montly check.	Jan 17, 2012 1:17 PM
260	Some managers show their employees respect by listening to suggestions and by thanking them for our extra efforts.	Jan 17, 2012 12:16 PM
261	None	Jan 17, 2012 12:13 PM
262	Honestly, they just don't tell us how bad it is, or how severe our job security is or isn't. We've always had team building exercises and our office staff is pretty close.	Jan 17, 2012 11:59 AM
263	try to be helpful	Jan 17, 2012 11:29 AM
264	None.	Jan 17, 2012 11:22 AM
265	can't think of one	Jan 17, 2012 10:28 AM
266	none	Jan 17, 2012 10:06 AM
267	no motivation whatsoever	Jan 17, 2012 10:06 AM
268	Supports the employees below them, not management. They take the heat for us.	Jan 17, 2012 9:57 AM
269	Work hard themselves, keep employees engaged and involved.	Jan 17, 2012 9:49 AM
270	None	Jan 17, 2012 9:44 AM
271	Respect, patience, ability to relay info.	Jan 17, 2012 9:43 AM
272	Let us know how we can contribute to overall success of our department and publicly acknowledge the employees that perform a task that contributes to the success.	Jan 17, 2012 9:38 AM
273	awards	Jan 17, 2012 9:11 AM
274	time-off; morale events (i.e. cook-offs, sports wagers (non-monetary), etc.).	Jan 17, 2012 8:49 AM
275	none	Jan 17, 2012 8:46 AM
276	None	Jan 17, 2012 8:46 AM
277	positive feedback and e-cards saying "thanks"	Jan 17, 2012 8:37 AM
278	Recognition for a job well done	Jan 17, 2012 8:18 AM
279	Demonstrating leadership skills by meeting with employees and exchanging	Jan 17, 2012 8:05 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

	ideas on how best to improve working conditions and setting clear goals and objectives. This is done through training, team building exercises where everyones learns how to share responsibilities; having lunch with senior executives who explain how they achieved their position.	
280	Team building	Jan 17, 2012 7:55 AM
281	NONE	Jan 17, 2012 7:53 AM
282	Threats and negative remarks.	Jan 17, 2012 7:46 AM
283	clearly stated performance goals and productivity measurement standards so that employees know what they must do to succeed and so that it is difficult to exercise favoritism for other non-performance measured standards or to shelter non-performers. Cash performance bonuses for outstanding performers.	Jan 17, 2012 7:33 AM
284	none	Jan 17, 2012 7:13 AM
285	None	Jan 17, 2012 7:09 AM
286	more work, less time	Jan 17, 2012 6:52 AM
287	First leve supervisor does support employees decisions, and provides praise and recognition for a good job	Jan 17, 2012 6:37 AM
288	Acknowledge good performance through verbal recognition and support throughout projects	Jan 17, 2012 6:27 AM
289	None	Jan 16, 2012 9:33 PM
290	Listen	Jan 16, 2012 9:22 PM
291	Telework	Jan 16, 2012 9:18 PM
292	My manager is good. He works with people to do the job.	Jan 16, 2012 8:39 PM
293	personal recognition	Jan 16, 2012 8:32 PM
294	training, awards, food, promotions, bonuses	Jan 16, 2012 6:44 PM
295	Don't push to hard. Try to let us know thing will get better.	Jan 16, 2012 1:51 PM
296	Only the real brown nosers get motivated, Because they already know they are taken care of. But they try to get you to do things with less and still manage to stay ahead.	Jan 16, 2012 12:53 PM
297	Good reviews. Occasional free Pizzas	Jan 16, 2012 10:35 AM
298	By saying thank you and giving credit where it's due! -- in person, on the spot, instead of waiting for a certain time of year or meeting. Award ceremonies are nice ways to hear a public thank-you, but not motivational. Ensuring we understand agency goals and how our work ties in, asking what they can do to help me do my job.	Jan 16, 2012 10:27 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

299	My way or no way.	Jan 16, 2012 9:14 AM
300	THEY DO NOTHING TO MOTIVATE.	Jan 16, 2012 8:19 AM
301	None. Self motivation is the norm for effective motivation.	Jan 16, 2012 8:02 AM
302	N/A	Jan 16, 2012 7:47 AM
303	None - last mtg with manager was over 2 months ago	Jan 16, 2012 7:14 AM
304	better place to work policies	Jan 16, 2012 2:14 AM
305	No motivational techniques are used.	Jan 16, 2012 12:35 AM
306	whipping until morale improves	Jan 15, 2012 10:39 PM
307	Don't micro-manage	Jan 15, 2012 9:41 PM
308	They have on motivational techniques.	Jan 15, 2012 9:32 PM
309	Nothing just bully everyone	Jan 15, 2012 7:57 PM
310	changes will come	Jan 15, 2012 7:10 PM
311	Promote their cronies, friend, and ex-officers. since pay is frozen, they promote to higher grades.	Jan 15, 2012 6:22 PM
312	N/A	Jan 15, 2012 3:20 PM
313	None.	Jan 15, 2012 1:25 PM
314	Performance and special act awards.	Jan 15, 2012 1:09 PM
315	Praise for hard work and continued encouragement to do good things for our soldiers.	Jan 15, 2012 12:03 PM
316	Occasionally thanking employees.	Jan 15, 2012 11:52 AM
317	None	Jan 15, 2012 10:50 AM
318	None	Jan 15, 2012 9:16 AM
319	None. They stink. It's all about number one for all of the so-called "best and brightest" in the SES ranks. They make sure their own nests are feathered.	Jan 15, 2012 7:26 AM
320	none	Jan 15, 2012 6:38 AM
321	none	Jan 15, 2012 4:16 AM
322	positive reinforcement, praise, bonuses	Jan 15, 2012 12:07 AM
323	n/a	Jan 14, 2012 9:56 PM
324	New techniques to use technology without using paper.	Jan 14, 2012 7:43 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

325	On the spot awards	Jan 14, 2012 7:31 PM
326	Birthday breakfast each 1st Thursday of the month	Jan 14, 2012 5:44 PM
327	None	Jan 14, 2012 4:11 PM
328	show up and work - or get disciplined	Jan 14, 2012 3:58 PM
329	admin leave	Jan 14, 2012 2:36 PM
330	None	Jan 14, 2012 2:11 PM
331	None	Jan 14, 2012 2:11 PM
332	Team building Open communication-open door policy	Jan 14, 2012 1:45 PM
333	N?A	Jan 14, 2012 1:09 PM
334	I can't think of any!compliments	Jan 14, 2012 1:04 PM
335	None, unless you are in the favored cliques.	Jan 14, 2012 12:55 PM
336	Letting staff know that they are appreciated and they are trying to recognize outstanding members, but their options are limited by others	Jan 14, 2012 11:47 AM
337	Threaten to force transfer or move employees,	Jan 14, 2012 11:45 AM
338	none	Jan 14, 2012 11:29 AM
339	They have none!	Jan 14, 2012 11:18 AM
340	None	Jan 14, 2012 11:16 AM
341	yell and threaten	Jan 14, 2012 11:09 AM
342	Effective, constant, truthful, upfront communication throughout the leadership rung; info is not held at the top	Jan 14, 2012 9:55 AM
343	some level of autonomy, although greatly reduced.	Jan 14, 2012 9:35 AM
344	lately - none	Jan 14, 2012 9:34 AM
345	Open communications, friendly, letter awards, on the spot awards	Jan 14, 2012 8:57 AM
346	none	Jan 14, 2012 8:56 AM
347	none	Jan 14, 2012 8:30 AM
348	Milestone measures - it lays out what must be done and they link directly to agency objectives	Jan 14, 2012 8:27 AM
349	They don't they simply care about themselves and would do whatever they are told.	Jan 14, 2012 8:19 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

350	None,	Jan 14, 2012 8:07 AM
351	leave us alone	Jan 14, 2012 7:38 AM
352	none	Jan 14, 2012 7:12 AM
353	none	Jan 14, 2012 6:54 AM
354	Our branch head holds quarterly breakfast/meetings which we socialize as a group AND get briefed on administrative/branch news. Keeping everyone informed of upcoming changes. Higher level of management use all hand meetings to convey information about upcoming changes and the path ahead.	Jan 14, 2012 5:09 AM
355	fear tactic	Jan 14, 2012 1:35 AM
356	none	Jan 13, 2012 10:58 PM
357	None.	Jan 13, 2012 10:28 PM
358	Keep staff informed about decisions that effect them. Have a staff appreciation lunch.	Jan 13, 2012 9:57 PM
359	Time off awards	Jan 13, 2012 9:54 PM
360	Threats of poor performance evaluations loom over us. Even though my position isn't supposed to be "ON PRODUCTION" managers still look at the number of cases closed and write us up for not working fast enough. When we work too fast we miss things like fraudulent or altered W-2 forms and the IRS ends up paying out withholding that was just a lie.	Jan 13, 2012 9:40 PM
361	N/A	Jan 13, 2012 9:25 PM
362	Awards	Jan 13, 2012 9:23 PM
363	Take leave.	Jan 13, 2012 9:16 PM
364	None.	Jan 13, 2012 9:09 PM
365	My manager hasn't communicated any techniques to boost morale during these pressing situations	Jan 13, 2012 8:57 PM
366	none	Jan 13, 2012 8:12 PM
367	none	Jan 13, 2012 8:11 PM
368	recognition of efforts/accomplishments	Jan 13, 2012 8:09 PM
369	bonuses are somewhat effective. Team building is a joke.	Jan 13, 2012 7:51 PM
370	time-off awards, official recognition	Jan 13, 2012 7:45 PM
371	59 minutes of admin time	Jan 13, 2012 6:48 PM
372	can't think of anything	Jan 13, 2012 6:44 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

373	Listening to new ideas. \$\$\$ awards	Jan 13, 2012 6:34 PM
374	Team building	Jan 13, 2012 6:34 PM
375	Time off awards.	Jan 13, 2012 6:34 PM
376	none	Jan 13, 2012 6:27 PM
377	Positive reinforcement.	Jan 13, 2012 6:27 PM
378	personal contact, respect given, sharing the blame and the praise, listening and discussing	Jan 13, 2012 6:18 PM
379	recognition for job well done; awards	Jan 13, 2012 5:59 PM
380	Offering assignments to special projects when available. Flexibility in handling work/family balance.	Jan 13, 2012 5:55 PM
381	NONE!	Jan 13, 2012 5:54 PM
382	awards for positive contributions to our mission	Jan 13, 2012 5:54 PM
383	Shop supervisor lets us do our work without micro-managing.	Jan 13, 2012 5:51 PM
384	none	Jan 13, 2012 5:40 PM
385	paid time off	Jan 13, 2012 5:39 PM
386	none, nothing but excuses!!!!!!!!!!!!!!!	Jan 13, 2012 5:35 PM
387	Time off, Awards	Jan 13, 2012 5:34 PM
388	None	Jan 13, 2012 5:20 PM
389	None	Jan 13, 2012 5:19 PM
390	As far as I can tell they don't try, or even care.	Jan 13, 2012 4:54 PM
391	Monetary awards. Time off.	Jan 13, 2012 4:07 PM
392	A smile or pat on the back would go a long ways but they are very few and far between.	Jan 13, 2012 4:05 PM
393	praise	Jan 13, 2012 4:03 PM
394	Almost none -- it's all hectoring, do more with less.	Jan 13, 2012 4:03 PM
395	None used	Jan 13, 2012 3:52 PM
396	none	Jan 13, 2012 3:51 PM
397	cash awards, time off awards	Jan 13, 2012 3:34 PM
398	Recognizes jobs well done, cash awards (when they used to be offered) and	Jan 13, 2012 3:22 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

	now time off.	
399	FOCUS ON SOLVING THE PROBLEMS, CORRECTING INCORRECT BEHAVIOR AND PROCEDURES AND NOT LOOKING TO PLACE BLAME	Jan 13, 2012 3:15 PM
400	None	Jan 13, 2012 3:13 PM
401	Explain the best they can as to what is going on!	Jan 13, 2012 3:13 PM
402	Simply recognizing hard work and commitment verbally.	Jan 13, 2012 3:03 PM
403	concern for the employee	Jan 13, 2012 3:03 PM
404	Occasional annual small bonus (wish it could be larger)	Jan 13, 2012 3:03 PM
405	none	Jan 13, 2012 3:01 PM
406	Keeping everyone informed of whats going on above our level, Maintaining a friendly enviroment, promoting social events and the use of Telework programs.	Jan 13, 2012 2:57 PM
407	none	Jan 13, 2012 2:56 PM
408	15 minute time off awarded for perfect PAS reviews.	Jan 13, 2012 2:49 PM
409	atta boys	Jan 13, 2012 2:42 PM
410	Bonuses	Jan 13, 2012 2:41 PM
411	Positive feedback, keeping workers informed, performance awards (at a much lower level), telework	Jan 13, 2012 2:30 PM
412	positive feedback	Jan 13, 2012 2:19 PM
413	Personal thank yous	Jan 13, 2012 2:09 PM
414	Providing general support.	Jan 13, 2012 2:08 PM
415	messages from books they read mentoring program	Jan 13, 2012 2:08 PM
416	pep talks	Jan 13, 2012 2:05 PM
417	MGRS DO A GOOD JOB	Jan 13, 2012 1:40 PM
418	none	Jan 13, 2012 1:36 PM
419	None!	Jan 13, 2012 1:20 PM
420	communication, genuine concern for the individual employee. "I have a great manager."	Jan 13, 2012 1:15 PM
421	My managers try to work with the staff to solve issues. They try to listen to what we are telling them.	Jan 13, 2012 1:08 PM
422	positive feedback on performance, awards, and bonuses	Jan 13, 2012 1:03 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

423	None.	Jan 13, 2012 12:57 PM
424	Merit Promotion	Jan 13, 2012 12:57 PM
425	Allowing time for employee training, both in house and off site.	Jan 13, 2012 12:54 PM
426	None	Jan 13, 2012 12:43 PM
427	Doesn't exist.	Jan 13, 2012 12:37 PM
428	None	Jan 13, 2012 12:33 PM
429	Team management techniques.	Jan 13, 2012 12:31 PM
430	Freedom to think, act creatively, allowing free range to tackle problems using all professional talents and skills. People do like to use the skills which they've spent years acquiring.	Jan 13, 2012 12:23 PM
431	They are oblivious to the intelligence level of the employees. They think that every private sector provided training session which they had will work. They ignore that the contractor was paid to present the session whether or not what was presented will work.	Jan 13, 2012 12:21 PM
432	when they know the job.	Jan 13, 2012 12:19 PM
433	some engage in frequent, open communication; soliciting and acting on employee suggestions (when budget allows)	Jan 13, 2012 12:18 PM
434	None	Jan 13, 2012 12:17 PM
435	bonuses, fair and impartial evaluations	Jan 13, 2012 12:16 PM
436	Telling it like it is, not sugar coating bad news. Providing performance awards.	Jan 13, 2012 12:11 PM
437	I'm a capped-out GS-14 with 20+ yrs experience. I have to motivate myself.	Jan 13, 2012 12:07 PM
438	none	Jan 13, 2012 12:07 PM
439	They tell us they are excited about the future.	Jan 13, 2012 12:02 PM
440	Trying do do right thing,but give up. lack of discipline to substandard employee's	Jan 13, 2012 12:01 PM
441	Open communication, honest feedback. My agency is still on DCIPS and my immediate manager is great.	Jan 13, 2012 11:51 AM
442	The union and government structure in my opinion does not allow for any motivational techniques. No motivation to get higher raises with better performance, no motivation for afternoon off with colleagues (happy hour) for team building since not allowed, no motivation by allowing free thought on case work or group (IRS) since employees do not have much decision making power	Jan 13, 2012 11:48 AM
443	Nothing	Jan 13, 2012 11:47 AM
444	Punishment---and, "rah-rah" sessions for working as a team (only rhetoric).	Jan 13, 2012 11:42 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

445	NONE. They are inexplicably focused on the number of cases closed / year rather than the quality of our work. I work at the IRS, and this runs counter to the Revenue and Reform Act of '98, our "Balanced Measures" operating model, and our Mission Statement. Our senior managers are complete morons in my opinion.	Jan 13, 2012 11:42 AM
446	Don't know of any. Many managers promote only their self-interests.	Jan 13, 2012 11:36 AM
447	Positive feedback; constructive criticism.	Jan 13, 2012 11:32 AM
448	leaving early before holidays; special events	Jan 13, 2012 11:28 AM
449	None	Jan 13, 2012 11:25 AM
450	None are effective as staff is distrustful of any tools management tries to emplement	Jan 13, 2012 11:17 AM
451	Praise of workers; awards.	Jan 13, 2012 11:09 AM
452	They tend to keep their head in the sand. Any motivational techniques are used on the attorney's. Support staff are totally invisible and there is no management of us. You can be the best or the worst and their is no difference in treatment from management.	Jan 13, 2012 10:48 AM
453	training, upward promotions	Jan 13, 2012 10:44 AM
454	Manager is pretty good about backing us when we can't get work done.	Jan 13, 2012 10:40 AM
455	None	Jan 13, 2012 10:37 AM
456	None	Jan 13, 2012 10:37 AM
457	awards	Jan 13, 2012 10:34 AM
458	Information flows openly	Jan 13, 2012 10:33 AM
459	repeating that we are lucky to have a job!	Jan 13, 2012 10:29 AM
460	i've yet to see one	Jan 13, 2012 10:28 AM
461	employee bashing	Jan 13, 2012 10:21 AM
462	None	Jan 13, 2012 10:17 AM
463	Developmental opportunities	Jan 13, 2012 10:16 AM
464	None	Jan 13, 2012 10:13 AM
465	None-they barely talk to me	Jan 13, 2012 10:12 AM
466	They don't use any.	Jan 13, 2012 10:00 AM
467	Weekly status updates via conference calls.	Jan 13, 2012 10:00 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

468	can't think of any	Jan 13, 2012 9:57 AM
469	None	Jan 13, 2012 9:49 AM
470	Employee driven recognition awards program.	Jan 13, 2012 9:42 AM
471	None	Jan 13, 2012 9:39 AM
472	my manager is good. she uses team building	Jan 13, 2012 9:38 AM
473	N/A	Jan 13, 2012 9:37 AM
474	An occasional pat on the back.	Jan 13, 2012 9:36 AM
475	Threats	Jan 13, 2012 9:36 AM
476	thank you emails	Jan 13, 2012 9:35 AM
477	None- they state Development Days however, those sections are miserable	Jan 13, 2012 9:35 AM
478	time off awards, bonuses	Jan 13, 2012 9:34 AM
479	recognition, advancement, team building activities	Jan 13, 2012 9:32 AM
480	Flex Time, Awards, Available OT	Jan 13, 2012 9:31 AM
481	Not much	Jan 13, 2012 9:30 AM
482	none, that I can see	Jan 13, 2012 9:29 AM
483	None- They honestly do not care, they do not care about how money is spent or about making proper policies that truly look out for the American public. Everything is about how they can look good and how much ass they can kiss.	Jan 13, 2012 9:26 AM
484	Good managers seek to keep us informed of upcoming changes and to provide appropriate verbal approval when other, more tangible awards are not available.	Jan 13, 2012 9:23 AM
485	none	Jan 13, 2012 9:20 AM
486	?	Jan 13, 2012 9:15 AM
487	None.	Jan 13, 2012 9:09 AM
488	Positive feedback, incentives awards for production.	Jan 13, 2012 9:08 AM
489	None	Jan 13, 2012 9:04 AM
490	none	Jan 13, 2012 9:03 AM
491	Very few are effective - there is a hiring freeze, a pay freeze, potential increase in contributions toward retirement, possible increases in contributions toward health insurance, lack of awards/recognition	Jan 13, 2012 9:03 AM
492	annual award presentations	Jan 13, 2012 9:00 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

493	Do not know	Jan 13, 2012 8:59 AM
494	none	Jan 13, 2012 8:58 AM
495	Recognition of efforts within assigned programs, even if only a personal "thank you".	Jan 13, 2012 8:58 AM
496	Public recognition	Jan 13, 2012 8:56 AM
497	None	Jan 13, 2012 8:54 AM
498	None	Jan 13, 2012 8:54 AM
499	When they implement an suggestion of employees who actually do the work.	Jan 13, 2012 8:51 AM
500	Weekly meetings with employees to present feelings.	Jan 13, 2012 8:50 AM
501	none	Jan 13, 2012 8:48 AM
502	None, morale is at an all time low.	Jan 13, 2012 8:47 AM
503	They don't use any motivational techniques	Jan 13, 2012 8:47 AM
504	none	Jan 13, 2012 8:46 AM
505	incentives willing to do what they ask of the employees Team building	Jan 13, 2012 8:45 AM
506	none	Jan 13, 2012 8:44 AM
507	Letting me know my work or my opinion matters. Talking to me face-to-face instead of through email. Communicating what is going on so there's trust.	Jan 13, 2012 8:38 AM
508	Ice Breakers	Jan 13, 2012 8:33 AM
509	Telework	Jan 13, 2012 8:25 AM
510	Recognition of service in front of outside agencies	Jan 13, 2012 8:24 AM
511	none that i'm aware of - oh wait, when managers are out-of-the-office, morale improves!	Jan 13, 2012 8:24 AM
512	None.	Jan 13, 2012 8:22 AM
513	None. People are motivated strictly by their own standards.	Jan 13, 2012 8:16 AM
514	Just asking how you and your family are doing, being interested.	Jan 13, 2012 8:15 AM
515	n/a	Jan 13, 2012 8:14 AM
516	They do a good job of passing on communication of what's being discussed at the top, so there are no surprises. They reward good performance.	Jan 13, 2012 8:12 AM
517	Sporadic praise and recognition.	Jan 13, 2012 8:09 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

518	Communicate/share information. Include virtually all employees in planning for coping with tight budgets. Appreciate employee contributions toward mission accomplishment.	Jan 13, 2012 8:09 AM
519	none	Jan 13, 2012 8:07 AM
520	positive feedback and open communications	Jan 13, 2012 8:06 AM
521	Zero	Jan 13, 2012 8:05 AM
522	roll up their sleeves and work along with us	Jan 13, 2012 7:58 AM
523	none	Jan 13, 2012 7:54 AM
524	positive feedback	Jan 13, 2012 7:49 AM
525	none	Jan 13, 2012 7:49 AM
526	No idea	Jan 13, 2012 7:49 AM
527	seeing the employee as an adult and trusting them to do the right thing without micromanagement	Jan 13, 2012 7:43 AM
528	New Division Head uses status meetings well - previous manager (still here) is abusive, abrasive, arrogant, and narrow-minded.	Jan 13, 2012 7:40 AM
529	treating people with respect, free food	Jan 13, 2012 7:39 AM
530	Professional peer pressure	Jan 13, 2012 7:36 AM
531	n/a	Jan 13, 2012 7:34 AM
532	N/A	Jan 13, 2012 7:34 AM
533	NA. We are motivated because of who we serve in DOD.	Jan 13, 2012 7:34 AM
534	None	Jan 13, 2012 7:29 AM
535	none	Jan 13, 2012 7:28 AM
536	Bonuses, awards, showing approval of work completed	Jan 13, 2012 7:26 AM
537	Consistently praise our work, even though there are no bonuses or increases.	Jan 13, 2012 7:26 AM
538	None	Jan 13, 2012 7:23 AM
539	Threat	Jan 13, 2012 7:21 AM
540	Recognition	Jan 13, 2012 7:12 AM
541	Support and personal encouragement	Jan 13, 2012 7:05 AM
542	Have not seen any as of yet.	Jan 13, 2012 7:04 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

543	NONE	Jan 13, 2012 7:04 AM
544	Positive feedback and the willingness to hear each employees suggestions.	Jan 13, 2012 7:00 AM
545	additional autonomy	Jan 13, 2012 6:53 AM
546	Cash Awards Backing up the employee	Jan 13, 2012 6:50 AM
547	none	Jan 13, 2012 6:45 AM
548	awards	Jan 13, 2012 6:44 AM
549	leadership skills	Jan 13, 2012 6:35 AM
550	It's nice when they acknowledge that you are alive	Jan 13, 2012 6:26 AM
551	Keeping a sense of humor.	Jan 13, 2012 6:21 AM
552	none	Jan 13, 2012 6:20 AM
553	Bonuses and awards.	Jan 13, 2012 6:20 AM
554	None	Jan 13, 2012 6:19 AM
555	None. The FAA is now run by two lawyers and two politicians with no aviation industry experience. This undermines the lower levels of professional grade employees who now feel their inputs are ignored.	Jan 13, 2012 6:17 AM
556	I have a wonderful manager who encourages involvement, creativity, etc. Not always breathing down neck about deadlines.	Jan 13, 2012 6:14 AM
557	None except, "you are lucky you have a job." They administration are number counters. The number of cases you close is very important. Not how well things were done or the outcomes. This is the worst administration or at least the agency heads have no idea what they do translates to garbage in the real world. Big deal we close more cases. They are handled like garbage. Mistakes are made, supervisors have no training on how to supervise. From the top down, this is the worst group of managers. I am voting for Mitt Romney. Hopefully things get better.	Jan 13, 2012 4:57 AM
558	Some managers give some employees responsibility, autonomy, and challenging work.	Jan 13, 2012 4:36 AM
559	Managers are totally ineffective and recently got themselves promoted to get around pay freeze	Jan 13, 2012 4:12 AM
560	none.they don't know any good method to improve morale among employees.	Jan 13, 2012 4:10 AM
561	The best managers treat us like professionals and trust us to do our job. They do not hassle employees.	Jan 13, 2012 3:47 AM
562	Probably their best is just being stupid, makes the rest of us know how much better we could do it ourselves.	Jan 13, 2012 2:40 AM

Page 3, Q6. What motivational techniques do your managers use that are effective?

563	none	Jan 13, 2012 1:42 AM
564	pay and benefits	Jan 13, 2012 12:22 AM
565	Follow federal labor laws, simple things like the CFR, FLSA & UFC	Jan 12, 2012 11:55 PM
566	Use of time off awards. Group recognition of project success.	Jan 12, 2012 11:36 PM
567	REWARDS	Jan 12, 2012 11:33 PM
568	Na	Jan 12, 2012 11:19 PM
569	Browbeating, humiliation, etc.	Jan 12, 2012 11:12 PM
570	Flexible work schedule and teleworking opportunities.	Jan 12, 2012 10:49 PM
571	Monetary awards	Jan 12, 2012 10:29 PM
572	They don't do anything different in fact they keep pushing work that is unnecessary and make things worse by playing games.	Jan 12, 2012 10:14 PM
573	flexible work schedule	Jan 12, 2012 9:53 PM
574	No motivational techniques are used due to the mission. We are so busy.	Jan 12, 2012 9:41 PM
575	My organization used to give time off awards which were effective morale boosters for me. No more.	Jan 12, 2012 9:37 PM
576	they know work on the economy is poor so they really have got you by the balls	Jan 12, 2012 9:30 PM
577	good words of support and when available cash bonus	Jan 12, 2012 9:23 PM
578	Fun teambuilding exercises outside the workplace.	Jan 12, 2012 9:23 PM
579	Cash bonuses	Jan 12, 2012 9:17 PM
580	Fear	Jan 12, 2012 8:47 PM
581	Time off.	Jan 12, 2012 8:35 PM
582	Time off awards.	Jan 12, 2012 8:34 PM
583	Keeping all employees informed at all times.	Jan 12, 2012 8:28 PM
584	None	Jan 12, 2012 8:25 PM
585	They do something?	Jan 12, 2012 8:14 PM
586	Our branch head is proactive, accessible, open door policy, listens, positive attitude, educates, tries to be fair, always looks for ways to improve himself and our culture, appreciates our efforts.	Jan 12, 2012 8:03 PM
587	no one cares about civilians	Jan 12, 2012 7:57 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

588	none	Jan 12, 2012 7:29 PM
589	None	Jan 12, 2012 7:22 PM
590	Threats of more work	Jan 12, 2012 7:18 PM
591	none	Jan 12, 2012 7:09 PM
592	Explaining that our work is important and valued. Support for teleworking. Occasional time off awards.	Jan 12, 2012 6:59 PM
593	Cash Awards, Leave	Jan 12, 2012 6:53 PM
594	Hmmmm.....	Jan 12, 2012 6:49 PM
595	I hardly find any!	Jan 12, 2012 6:44 PM
596	NONE	Jan 12, 2012 6:38 PM
597	after-hours socializing events	Jan 12, 2012 6:31 PM
598	awards and recognition	Jan 12, 2012 6:27 PM
599	Leading by example.	Jan 12, 2012 6:24 PM
600	Providing telework, encouraging flexible scheduling and work-life balance, letting employees do their jobs with minimal guidance and supervision	Jan 12, 2012 6:20 PM
601	Threats. Wait, you said effective. So, none.	Jan 12, 2012 6:17 PM
602	PAY BONUSES	Jan 12, 2012 6:05 PM
603	don't use any	Jan 12, 2012 5:40 PM
604	None. Absolutely no positive effort is made to motivate employees.	Jan 12, 2012 5:39 PM
605	None.	Jan 12, 2012 5:37 PM
606	Flexibility in the work day and week.	Jan 12, 2012 5:36 PM
607	Monetary awards	Jan 12, 2012 5:29 PM
608	They can try all they want but then when the rubber hits the road they all run to get on the bus to drive over the employees.	Jan 12, 2012 5:16 PM
609	Retaliation.	Jan 12, 2012 5:12 PM
610	Postive feed back when a good job is done	Jan 12, 2012 5:02 PM
611	Praise for good work and small accomplishments as well as large ones. Consistent support for employees and interest in development of employees.	Jan 12, 2012 4:55 PM
612	Keeping employees informed regarding budget news.	Jan 12, 2012 4:53 PM

Page 3, Q6. What motivational techniques do your managers use that are effective?

613 None, nada, zero - get the picture? They're trained to manage work, not people. Jan 12, 2012 4:50 PM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

1	None	Feb 7, 2012 8:53 AM
2	Constant e-mails about how close to goals we are.	Jan 26, 2012 2:20 PM
3	Doing nothing	Jan 25, 2012 9:00 PM
4	NONE because they don't use any.	Jan 24, 2012 2:05 PM
5	"Merit" salary increases that are based on a numbers game (the rules are held secret) instead of merit.	Jan 24, 2012 6:20 AM
6	Because I said so responses	Jan 23, 2012 3:54 PM
7	Criticizing and nit-picking my work.	Jan 23, 2012 1:06 PM
8	We work very hard and get the same ratings as those who do not work as hard. We get no pay raises and nothing more than even a thank you.	Jan 23, 2012 9:37 AM
9	Scare tactics,morale crushers,lame excuses for bosses	Jan 23, 2012 4:09 AM
10	attitude	Jan 21, 2012 11:33 PM
11	telling carriers to throw mail faster, walk faster even through ice and snow and in the middle of the the hot and humid summer while they sit in a nice air conditioned and warm office	Jan 21, 2012 2:17 PM
12	Requiring more reports, more explanations, more defending why the work isn't getting done with fewer resources.	Jan 21, 2012 2:02 PM
13	fear	Jan 21, 2012 1:04 PM
14	Cursing, lying, big ego, sexual harrassment	Jan 21, 2012 3:35 AM
15	Constant harassment,blatant favoritism ,belittling of employee and last but not less retaliation for speaking up for yourself.	Jan 21, 2012 2:17 AM
16	Not doing anything.	Jan 21, 2012 1:04 AM
17	Always look for what's wrong, not what's right. Inconsistency in decisions and not well thought out.	Jan 20, 2012 10:54 PM
18	none	Jan 20, 2012 6:52 PM
19	harass and belittle employees, play favorites, don't abide by craft contract	Jan 20, 2012 1:35 PM
20	preaches too much	Jan 20, 2012 1:06 PM
21	n/a	Jan 20, 2012 12:01 PM
22	Temporary promotion into a job you know nothing about and not offering any guidance on what to do.	Jan 20, 2012 11:48 AM
23	Continually indicating that we can do more with less	Jan 20, 2012 11:33 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

24	team building sessions	Jan 20, 2012 10:55 AM
25	COME TO WORK WORK HARD. ONE DAY YOU WILL HAVE A GOOD RETIREMENT TO FALL BACK ON.	Jan 20, 2012 10:47 AM
26	Say you can do more because the computer says so can.	Jan 20, 2012 10:30 AM
27	Pep talks about tighten belts.	Jan 20, 2012 9:58 AM
28	Throwing their weight around.	Jan 20, 2012 9:32 AM
29	None	Jan 20, 2012 9:05 AM
30	Lashings will continue until moral improves. Just kidding. Our managers mainly give lip-service to problems we encounter and present to them. They tell the contractors "FIX IT!" but, that doesn't seem to help since the contractor is the one that caused it. The contractors seem to get paid whether it works or not (like us Feds) but, we get all the blame when it doesn't work. They get bonuses, and transfer into Fed jobs either way.	Jan 20, 2012 9:01 AM
31	"There's nothing I can do."	Jan 20, 2012 8:45 AM
32	There are managers that have no business being managers. There always seem to be a few managers in our division that appear to have been promoted because they were not good at their jobs so their managers promoted them up and out. This is not fair to the employees who work under these managers as this type manager doesn't ever seem to realized they know nothing and have no idea how to manage, lead, encourage or support.	Jan 20, 2012 8:28 AM
33	Hollow atta-boy messages to all, praising people in public while treating some poorly in private	Jan 20, 2012 8:14 AM
34	yelling, demanding, treats	Jan 20, 2012 8:08 AM
35	playing "morale-building" games; micro-managing;	Jan 20, 2012 7:49 AM
36	They are in their own world worrying about themselves.	Jan 20, 2012 7:28 AM
37	Giving out plaques.	Jan 20, 2012 7:25 AM
38	Takes staff out to luncheon to discuss accomplishments during the year.	Jan 20, 2012 7:20 AM
39	Negative statements on telework/teleworkers.	Jan 20, 2012 7:19 AM
40	Team building exercises	Jan 20, 2012 6:44 AM
41	most of them	Jan 20, 2012 2:15 AM
42	Saying it's our fault	Jan 20, 2012 1:21 AM
43	Merit System Principles not used	Jan 19, 2012 11:04 PM
44	bullying, threatening, promoting only by the good old boy and kiss ass system.	Jan 19, 2012 9:05 PM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

45	Micromanage with required surveys and reports.	Jan 19, 2012 8:18 PM
46	Occassional time off of 15 minutes	Jan 19, 2012 8:13 PM
47	employee late every day on cell phone smoke breaks 7 times a day personnel phone calls.list is to long	Jan 19, 2012 5:41 PM
48	"good job"	Jan 19, 2012 5:28 PM
49	dreams of an early out incentive	Jan 19, 2012 5:05 PM
50	yelling across the workroom floor..attempts at intimidation.	Jan 19, 2012 4:59 PM
51	all	Jan 19, 2012 4:50 PM
52	Keep you phone calls (Tele-Service Representatives) under 10 minutes per call, there is no reference to your information is clear and complete and you are stopping traffice from going into the local SSA District Offices and you are keeping the public informed about SSA and Medicare information and you are possible doing your job from SSA monies and or benefits going out of the systems that may not need to be given to certain clients (example: they are working past the working wages or requerements)	Jan 19, 2012 4:40 PM
53	being inflexible when flexibility is needed, unrealistic expectations	Jan 19, 2012 4:40 PM
54	Also leaving us alone	Jan 19, 2012 4:38 PM
55	The is a board with photos of award winners which has been left mostly blank or out of date for many months, undercuts the sense of value in winning an award. Cheapens a well intentioned and basically good effort.	Jan 19, 2012 4:35 PM
56	an index card sized paper that says "you did a good job this month." They are wasting their time signing their name to the card that is prepared for them.	Jan 19, 2012 4:13 PM
57	fear	Jan 19, 2012 4:02 PM
58	Encouraging self-promoting behaviors - like making yourself look good by making others look bad; demoralizing staff under the guise of trying to challenge them; scheduling a barrage of totally useless and time wasting meetings (in a poor attempt to try to address employee complaints about lack of communication) - but in these meetings, no meaningful information is actually provided and the meetings are scheduled solely for the purpose of the manager being able to say that he/she held them (i.e., try to look good on paper)	Jan 19, 2012 3:56 PM
59	Reprimands Overused. Telling you the job has been made easier, when it's probably been made more difficult	Jan 19, 2012 3:55 PM
60	all	Jan 19, 2012 2:53 PM
61	Too much supervision as if I were a five year old	Jan 19, 2012 2:50 PM
62	Providing arbitrary deadlines that bear no connection to the assignment are not helpful especially when the assignment overlaps divisions or agencies.	Jan 19, 2012 2:38 PM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

63	same as answer 7	Jan 19, 2012 2:34 PM
64	Ignore what you do; don't recognize people who work.	Jan 19, 2012 2:25 PM
65	they dont care	Jan 19, 2012 2:19 PM
66	They badmouth or ridicule employees - either in their presence or behind their backs. They defame employees. There is no real respect.	Jan 19, 2012 2:14 PM
67	my way or the highway	Jan 19, 2012 2:07 PM
68	Haven't experienced this problem at this office.	Jan 19, 2012 2:07 PM
69	they do nothing	Jan 19, 2012 2:03 PM
70	Blog	Jan 19, 2012 1:58 PM
71	No status meetings - no communication. Don't even know when manager is on leave.	Jan 19, 2012 1:57 PM
72	Intimidation.	Jan 19, 2012 1:56 PM
73	"At a boys"	Jan 19, 2012 1:55 PM
74	Restriction on telework options. Currently only situational telework is authorized.	Jan 19, 2012 1:53 PM
75	Work Harder! (The beatings will continue until morale improves).	Jan 19, 2012 1:47 PM
76	insincere praise, deputy comissioner awards	Jan 19, 2012 1:43 PM
77	Slow about reviewing work product - probably because they are too busy. My manager likes to describe the worst possible outcome in a future event so that when something happens employees will not be surprised and in fact will be pleased that it was not as bad as you thought it would be.	Jan 19, 2012 1:43 PM
78	Divide and conquer. Tell each employee -your the best. PFP based on bell curve and goals that out of the control and authority of employees.	Jan 19, 2012 1:41 PM
79	Constant micromanaging; refusing to use family friendly benefits like work at home and alternative work schedules without artifical restrictions; reducing and eliminating negotiated benefits.	Jan 19, 2012 1:38 PM
80	they don't really use any motivation other than repeatedly sending emails or phoning us and beating on us to get work done.	Jan 19, 2012 1:38 PM
81	Lack of communication. Not sharing any type of agency, field office or division information. Not giving me new oppourtunities in my job to challenge me and improve my skill set.	Jan 19, 2012 1:33 PM
82	NA	Jan 19, 2012 1:27 PM
83	They yell at them.	Jan 19, 2012 1:15 PM
84	Requesting assitance at higher levels. (No longer promotions)	Jan 19, 2012 1:00 PM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

85	Use of employees as resources or tools, not always as people.	Jan 19, 2012 12:51 PM
86	they don't even make an attempt!	Jan 19, 2012 12:44 PM
87	Micromanagement	Jan 19, 2012 12:28 PM
88	telling you you did a good job	Jan 19, 2012 12:27 PM
89	command and control management style; keeping information from employees	Jan 19, 2012 12:21 PM
90	Pudsh, push, push	Jan 19, 2012 12:12 PM
91	Fear	Jan 19, 2012 12:03 PM
92	Lack of knowledge and lack of effort to gain the knowledge of the program, process and issues that are a daily part of what is being done and they are overseeing	Jan 19, 2012 12:00 PM
93	Browbeating, tightening the screws, just plain old techniques that anywhere else would qualify for a course to gain social interaction skills.	Jan 19, 2012 11:51 AM
94	They allow us to do our work with little or no supervision because they don't know how to do what we do, don't know what we do, or are afraid of unions.	Jan 19, 2012 11:51 AM
95	Commending us for doing more with less and putting up with fee-for-service funding model (instead of figuring out how to be more efficient and working toward eliminating the FFS system). Commending us for producing reports under very tight deadlines because the people who handled the report before us dragged their feet (instead of managing the foot-draggers).	Jan 19, 2012 11:48 AM
96	threats	Jan 19, 2012 11:41 AM
97	they go around boasting that they "broke" a problem child employee when all they done was issued a letter of reprimand to a false issues - just to get points for their own performance standards so they can get a bonus thats in the \$1,000's of dollars...depleting the bank for anyonw else*common employees and hard wokers	Jan 19, 2012 11:39 AM
98	favoritism	Jan 19, 2012 11:38 AM
99	lack of communication unequal workloads versus pay scale	Jan 19, 2012 11:33 AM
100	None	Jan 19, 2012 11:31 AM
101	Slogans or canned programs that are not understood or embraced by those using them.	Jan 19, 2012 11:29 AM
102	micromanging	Jan 19, 2012 11:26 AM
103	pretending that they care about their employees, most people see through the pretense	Jan 19, 2012 11:21 AM
104	VPP	Jan 19, 2012 11:20 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

105	openly complain about work of others and contractors	Jan 19, 2012 11:17 AM
106	Team lunches - I really don't care to spend more time with my coworkers. Extremely small, to no raises. In fact, one of my co-workers (extremely dedicated and proficient in her job) got a \$2 annual raise. Seriously - slap in the face! Time off award - appreciated, but not sincere.	Jan 19, 2012 11:14 AM
107	THEY DON'T USE ANY	Jan 19, 2012 11:10 AM
108	Not able to give us answers on anything that is going on. Or trying to encourage us to do better with the equipment we have	Jan 19, 2012 11:05 AM
109	not giving enough credit when something is done well, and is obviously being taken care of, and doesn't need to be addressed	Jan 19, 2012 11:04 AM
110	Granting performance awards that are next to nothing (\$400). My carpooler in another agency (USDA), received \$2,000, in addition to another monetary award.	Jan 19, 2012 11:04 AM
111	micro manage	Jan 19, 2012 11:02 AM
112	Fear.	Jan 19, 2012 11:02 AM
113	Using old mehtods of trying to reward employees through quarterly and annual awards	Jan 19, 2012 11:02 AM
114	awards. there is always grumbling about who gets them and who doesn't. the most deserving don't always get recognized	Jan 19, 2012 10:59 AM
115	Bullying	Jan 19, 2012 10:59 AM
116	N/A	Jan 19, 2012 10:57 AM
117	berating employees in front of their fellows; wasting employees' time and talents with make-work	Jan 19, 2012 10:56 AM
118	Micromanaging	Jan 19, 2012 10:51 AM
119	Don't manage and prefer to peruse the internet.	Jan 19, 2012 10:49 AM
120	planning events or parties to motivate employees	Jan 19, 2012 10:48 AM
121	none	Jan 19, 2012 10:46 AM
122	Certificate showing good work.	Jan 19, 2012 10:45 AM
123	different rules for different people fo different days	Jan 19, 2012 10:45 AM
124	Outstanding awards are ineffective since it takes months to get the 'reward'. Also, everyone in the Office got outstanding so it didn't mean much.	Jan 19, 2012 10:45 AM
125	pound us over the head and tell us we need to close x amount of cases each month	Jan 19, 2012 10:44 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

126	vague atta boys, stupid retreats to get together and make us whole, criticizing, mocking, harassing, nagging, belittling. Agency/departmental awards & award ceremonies are seen as joke and offensive because the same pets receive awards every year. there is no actual relation between individual efforts and awards.	Jan 19, 2012 10:41 AM
127	Not implementing employee input.	Jan 19, 2012 10:39 AM
128	Not paying attention to staff and showing interest in their work and not following up on issues brought to their attention.	Jan 19, 2012 10:35 AM
129	all	Jan 19, 2012 10:34 AM
130	Focuses on problems, areas that need improvement. Doesn't mention any successes here employees have.	Jan 19, 2012 10:32 AM
131	Bonuses	Jan 19, 2012 10:30 AM
132	No follow through on items they said they would do and no explanation why.	Jan 19, 2012 10:24 AM
133	merit awards	Jan 19, 2012 10:22 AM
134	does nothing	Jan 19, 2012 10:21 AM
135	Failure to manage Management by intimidation	Jan 19, 2012 10:14 AM
136	The managers in my agency do not use any motivational techniques	Jan 19, 2012 10:08 AM
137	Micro manage.	Jan 19, 2012 10:04 AM
138	Managers do not try to motivate her	Jan 19, 2012 10:00 AM
139	Treating the employees like children. The manager needs to learn some EEO manners, especially with the women in the group.	Jan 19, 2012 9:59 AM
140	negative feedback, undeserved criticism. promise awards 7 not deliver.	Jan 19, 2012 9:56 AM
141	For me, always looking over my shoulder to see what I'm doing.	Jan 19, 2012 9:47 AM
142	We get endless threatened with RIFs	Jan 19, 2012 9:45 AM
143	DIGITAL PEP TALKS	Jan 19, 2012 9:41 AM
144	Authoritarianism. Big stick mentality.	Jan 19, 2012 9:38 AM
145	command, control, threats and intimidation Bullying by top managers is the new style	Jan 19, 2012 9:35 AM
146	Cheerleading	Jan 19, 2012 9:34 AM
147	Thinking that technology will solve all of our problems. Buying into change for change's sake. Grasping at social media.	Jan 19, 2012 9:33 AM
148	going to lunches, offsite to build trust after the manager has clearly shown no	Jan 19, 2012 9:27 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

	trust for employees	
149	every thing you can think of	Jan 19, 2012 9:24 AM
150	nothing	Jan 19, 2012 9:21 AM
151	micro managing	Jan 19, 2012 9:20 AM
152	threats -- they want you to "jump" for no reason and enforce ridiculous mandates	Jan 19, 2012 9:12 AM
153	non-communication	Jan 19, 2012 9:00 AM
154	By not talking to you about or on any level concerning promotional opportunities	Jan 19, 2012 8:59 AM
155	Memos with due dates and tasks with no guidance	Jan 19, 2012 8:57 AM
156	N/A - It seems business as usual, only budgets are much tighter.	Jan 19, 2012 8:57 AM
157	Discussion of group or area production goals being met with only an "atta boy" at the end.	Jan 19, 2012 8:56 AM
158	micro manage, refuse to allow Aternate work schedules, employee overload due to staff cuts	Jan 19, 2012 8:50 AM
159	Some classes they suggest	Jan 19, 2012 8:48 AM
160	major awards. Positive evals are often ineffective as they come so long after the event.	Jan 19, 2012 8:46 AM
161	updates	Jan 19, 2012 8:45 AM
162	Huge egos and a lot of cronyism.	Jan 19, 2012 8:44 AM
163	No goals. Sounds odd, but doesn't participate in management of org. Knows work, but can't articulate it well to others. Sarcasm. Poorly aligned org structure.	Jan 19, 2012 8:44 AM
164	Most of them	Jan 19, 2012 8:35 AM
165	My boss is a screamer and a bully.	Jan 19, 2012 8:35 AM
166	Yelling, pressuring, constant reminding, micromanaging.	Jan 19, 2012 8:33 AM
167	NO CONTACT AT ALL OR ABUSIVE TELEPHONE CALL TALKING DOWN TO EMPLOYEE	Jan 19, 2012 8:28 AM
168	just being a plain asshole!!	Jan 19, 2012 8:25 AM
169	High ratings with the appearance that they are based on time in service	Jan 19, 2012 8:21 AM
170	Aren't you glad you have a job	Jan 19, 2012 8:19 AM
171	Forthrightness	Jan 19, 2012 8:17 AM
172	no matter what you do they will not promote you they promote other people but	Jan 19, 2012 8:16 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

	not especially handicapped employees	
173	They have tried "thank you for your hard work" and "you're providing a wonderful service to your country" sessions but it's hard to get motivated when we are lambasted in Congress and the media, our pay is frozen, there's a hiring freeze and other problem that are a result of our budgets being cut.	Jan 19, 2012 8:14 AM
174	Anticipating what superiors want in advance. Sometime they make unecessary work because the superiors never did ask for the stuff that we sometimes worked days on. That is the most discouraging thing for me.	Jan 19, 2012 8:14 AM
175	Rewards.	Jan 19, 2012 8:12 AM
176	Criticize, cancel telework, threaten, work on AWS days.	Jan 19, 2012 8:07 AM
177	stand up talks	Jan 19, 2012 8:04 AM
178	Pep talks with empty messages...	Jan 19, 2012 8:04 AM
179	Sending out "newsy"emails that contain nothing substantial	Jan 19, 2012 8:03 AM
180	This is not a motivational technique but making bad (sometimes "shooting from the hip") decisions contributes greatly to low morale. Another factor is managers not knowing (and refusing to learn) the work performed by their staff.	Jan 19, 2012 7:55 AM
181	when leadership is done by email and text messaging they are completely ineffective	Jan 19, 2012 7:53 AM
182	It appears they do not elevate a business case to upper management to hire the people we need to do quality work.	Jan 19, 2012 7:49 AM
183	Lie to employees	Jan 19, 2012 7:47 AM
184	Plaques, certificates that are mailed months after the award.	Jan 19, 2012 7:47 AM
185	Pressure, priority changes, multiple work tasks	Jan 19, 2012 7:42 AM
186	A favorite seems to be setting up artificial competitions: Joe's staff couldn't accomplish 'X', but we'll show the boss that WE can: juvenile and ego-driven. Another is promising future opportunities (ie: promotions) that never materialize.	Jan 19, 2012 7:41 AM
187	Ignore underperformers while overworking the performers	Jan 19, 2012 7:35 AM
188	no feedback; doesn't follow thru w/my request; forgetful on issues i bring up; doesn't give praises; all about team/team/team attitude.	Jan 19, 2012 7:33 AM
189	leadership training/seminars	Jan 19, 2012 7:32 AM
190	Scare tactics	Jan 19, 2012 7:31 AM
191	lying	Jan 19, 2012 7:31 AM
192	Excuses for situation, just telling us that we have to do more with less.	Jan 19, 2012 7:31 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

193	little or no communication to employees	Jan 19, 2012 7:25 AM
194	Intimidation, lack of flexibility	Jan 19, 2012 7:23 AM
195	Not having motivational techniques would probably be the top reason that comes to mind.	Jan 19, 2012 7:19 AM
196	Imposing plans or rules then supporting them with a rationale of facts that do not support their ideas.	Jan 19, 2012 7:11 AM
197	None	Jan 19, 2012 7:09 AM
198	Pay for performance. If it were properly implemented, perhaps it would work as intended. However, it's viewed as a huge waste of lots of people's time with no change in how poor performers are handled.	Jan 19, 2012 7:06 AM
199	none	Jan 19, 2012 7:03 AM
200	Hire and promote a "select" few of their friends and rehire retirees as rehired annuants. Cronyism!	Jan 19, 2012 6:55 AM
201	All	Jan 19, 2012 6:53 AM
202	insincere comments	Jan 19, 2012 6:53 AM
203	Hiring and promoting personal friends, life-partners, spouses, and ex-coworkers from previous agencies before anyone else.	Jan 19, 2012 6:53 AM
204	The shrug of indifference; The 'are you done talking yet?' look of dismay	Jan 19, 2012 6:42 AM
205	Everything	Jan 19, 2012 6:27 AM
206	The beatings will continue until morale improves. Principles of Management by Saddam Hussein	Jan 19, 2012 6:27 AM
207	Talk about retyitement soon-for 3 years (including multiple dates that come and go)	Jan 19, 2012 6:26 AM
208	Piling more and more work on each employee. Refusing to listen to concerns.	Jan 19, 2012 6:23 AM
209	meetings telling people how well they are doing	Jan 19, 2012 6:21 AM
210	heavy handedness	Jan 19, 2012 6:19 AM
211	discrimination, favoritism, bias, prejudice, coercion	Jan 19, 2012 6:19 AM
212	Friendship	Jan 19, 2012 6:11 AM
213	None	Jan 19, 2012 6:09 AM
214	lack of proper example being set arrogance and cast system lack of respect for subordinates	Jan 19, 2012 6:04 AM
215	All of them.	Jan 19, 2012 6:03 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

216	micro manage to justify there existence	Jan 19, 2012 5:48 AM
217	NAVAIR's STRL performance system	Jan 18, 2012 7:27 PM
218	bullying and just expecting everyone to do 3 times more work because everyone is retiring	Jan 18, 2012 6:09 PM
219	None	Jan 18, 2012 5:48 PM
220	By displayinging discrimination and favortism.	Jan 18, 2012 4:43 PM
221	Fear	Jan 18, 2012 4:10 PM
222	Constant across the board reinvention efforts / training i.e changes to the way do conduct business.	Jan 18, 2012 3:25 PM
223	Small bonuses and an ineffective rating system.	Jan 18, 2012 2:58 PM
224	Having temper tantrums. Giving awards across the board with no apparent relation to performance. Manipulating results to look better to special interest. Lost focus on agency goals.	Jan 18, 2012 2:44 PM
225	Doing nothing	Jan 18, 2012 2:38 PM
226	equality among co-workers	Jan 18, 2012 2:09 PM
227	Too Much Brown Nosing	Jan 18, 2012 1:31 PM
228	thinly veiled threats	Jan 18, 2012 1:22 PM
229	all-hands meetings	Jan 18, 2012 12:24 PM
230	They continually point out the "doom and gloom" and jyst say we need to "pull together" yet all the high level managers are getting bonuses, etc.	Jan 18, 2012 11:34 AM
231	bringing in donuts. Nice thought but not what most of us are looking for.	Jan 18, 2012 11:11 AM
232	Threats of firing, inefficiencies or confusion of responsibilities	Jan 18, 2012 10:59 AM
233	The attitude of the Secretary of Veterans Affairs seems to be "Do more with less" which translates to "Suck it up!" Not effective at all!	Jan 18, 2012 10:52 AM
234	they ignor the issue.	Jan 18, 2012 10:40 AM
235	Don't use any motivational techniques as their morale is down--things are not going to be getting better but worse.	Jan 18, 2012 10:22 AM
236	less work	Jan 18, 2012 10:06 AM
237	Put up a sign reading "The beatings will continue until morale approves".	Jan 18, 2012 9:15 AM
238	Indiscriminate praise for nothing meaningful	Jan 18, 2012 9:03 AM
239	inaction	Jan 18, 2012 8:23 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

240	mandatory empowerment meetings after which we have no more authority to do anything than we did prior to the mandatory meetings.	Jan 18, 2012 8:22 AM
241	None	Jan 18, 2012 8:10 AM
242	fear mongering	Jan 18, 2012 7:56 AM
243	No performance awards, time off awards, etc. Failing to recognize hard workers.	Jan 18, 2012 7:47 AM
244	Pep talks and threats of RIF.	Jan 18, 2012 7:25 AM
245	They do nothing.	Jan 18, 2012 7:15 AM
246	No Staff Meetings, Treat employees very stoic during personal life events. Communication breakdown is ongoing and managers don't realize this or do anything about it.	Jan 18, 2012 6:41 AM
247	My new supervisor openly criticizes staff members in front of others, to illustrate his power and dominance over all. He does not issue compliments in public. He's antagonistic to anyone he perceives as threatening to his status, and had no supervisory training prior to reorganization.	Jan 18, 2012 6:36 AM
248	Complain not enough staff to get the job done anymore.	Jan 18, 2012 6:05 AM
249	favoritism as if we are in highschool is a motivation killer.	Jan 18, 2012 5:58 AM
250	Peer awards...in most cases are popularity contest	Jan 17, 2012 5:43 PM
251	not telling us what is going on.	Jan 17, 2012 5:39 PM
252	tightening up on the rules and making the job harder at the same time there are no raises or opportunity for advancement.	Jan 17, 2012 5:21 PM
253	Negative reinforcement	Jan 17, 2012 5:20 PM
254	none	Jan 17, 2012 3:47 PM
255	They refuse to motivate	Jan 17, 2012 3:13 PM
256	Pep talks, and "at least we have a job" statements.	Jan 17, 2012 3:05 PM
257	Don't listen to the real problems in the way of accomplishments	Jan 17, 2012 3:01 PM
258	too many cash awards without justification	Jan 17, 2012 2:58 PM
259	consultants from private industry	Jan 17, 2012 2:56 PM
260	remind me I still have a job to do	Jan 17, 2012 2:54 PM
261	poor communication; bait and switch on travel, training, etc	Jan 17, 2012 2:51 PM
262	RARELY COMMUNICATES AND WHEN HE DOES, IT IS NEGATIVE	Jan 17, 2012 1:38 PM

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263	All. At DOJ, they think that we are Private Sector salesmen, and try to use the "Rah, Rah!" motivational techniques. It's an insult to our intelligence.	Jan 17, 2012 1:19 PM
264	no team meetings or brain storm sessions	Jan 17, 2012 1:19 PM
265	Old ways of thinking. No new ideas. No people skills.	Jan 17, 2012 12:16 PM
266	Favoritism	Jan 17, 2012 12:13 PM
267	The same, by not telling us, we rely on rumors and federal news information. Always scared, not knowing if our jobs our in danger of being cut.	Jan 17, 2012 11:59 AM
268	yelling, cursing, schedule changes	Jan 17, 2012 11:29 AM
269	Large meetings to discuss the inevitable budget cuts and loss of benefits.	Jan 17, 2012 11:22 AM
270	more conf calls, training on issues that is not important.	Jan 17, 2012 10:28 AM
271	In sincere thank yous	Jan 17, 2012 10:12 AM
272	??	Jan 17, 2012 10:06 AM
273	gives himself credit for good work, any slow moving/bad work is blamed on employee	Jan 17, 2012 10:06 AM
274	Withhold Travel/Training	Jan 17, 2012 9:57 AM
275	They ignore us when things go well.	Jan 17, 2012 9:44 AM
276	My manager IS effective. Some managers lack leadership & motivational skills and are unwilling to; push for what is right or warranted, let those who work for them do their jobs and make their contacts without the unnecessary constant chain of command bureaucracy loop, stop micro-managing, stop indecision on managers part...	Jan 17, 2012 9:43 AM
277	Reward non-productive employees with temporary details and not assigning any additional responsibility that would be required if the promotion was permanent.	Jan 17, 2012 9:38 AM
278	performance bonuses (there is a developed culture within the office and greater agency that these bonuses are an entitlement.)	Jan 17, 2012 8:49 AM
279	acknowledgements	Jan 17, 2012 8:46 AM
280	Incessant announcements in unintelligible business-speak of strategies; useless announcements of promotions of SES people (whom we never see) to positions that have no contact with the work force	Jan 17, 2012 8:46 AM
281	Micromanaging, dividing everyone into "us" and "them", particularly employee/mgmt	Jan 17, 2012 8:18 AM
282	Speaking and meeting with employees.	Jan 17, 2012 8:05 AM
283	Nepotism, favortism, discrimination	Jan 17, 2012 7:55 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

284	The direct manager watches us like a prison guard. The manager over the direct manager doesn't care as long as the work is done and the stats look good.	Jan 17, 2012 7:47 AM
285	Threats and negative remarks.	Jan 17, 2012 7:46 AM
286	"just do the best you can" What the hell does that mean. I want to do a excellent/superior job all the time but when you tie my hands behind my back with work overload, lack of training, lack of support, lack of funds, lack of management know how, I can't be effective.	Jan 17, 2012 7:45 AM
287	lack of sharing of information to those lower in the food chain in the agency about agency goals, agency reorganizations, and the reasons therefor	Jan 17, 2012 7:33 AM
288	none	Jan 17, 2012 7:13 AM
289	None	Jan 17, 2012 7:09 AM
290	same as above	Jan 17, 2012 6:52 AM
291	Not supporting employees decisions to others in management or other organizations, not trying to be part of the solution Criticizing the work group as a whole as ineffective when we get no upper level support for trying to do our jobs Threatening to downgrade positions, talking down to employees	Jan 17, 2012 6:37 AM
292	Lack of priority setting at other levels and Offices	Jan 17, 2012 6:27 AM
293	All of those in management in my agency are incompetent at best and criminals at worst!	Jan 16, 2012 9:33 PM
294	Corporate meetings	Jan 16, 2012 9:22 PM
295	Lack of honest/accurate performance evaluations.	Jan 16, 2012 9:18 PM
296	The managers at the higher level expect you to do ineffective paperwork and do not want you to take the time to do it. This kills our case work as we are not allowed to do the work we should be doing.	Jan 16, 2012 8:39 PM
297	impossisble often often needless, redundant demands from upper levels in the	Jan 16, 2012 8:32 PM
298	food	Jan 16, 2012 6:44 PM
299	None.	Jan 16, 2012 1:51 PM
300	Same as above	Jan 16, 2012 12:53 PM
301	Pressure, Pressure, pressure.	Jan 16, 2012 10:35 AM
302	Continually piling on more work and raising the bar higher to get top-level performance ratings. See above about award ceremonies.	Jan 16, 2012 10:27 AM
303	My way or no way.	Jan 16, 2012 9:14 AM
304	SAME; OTHING	Jan 16, 2012 8:19 AM

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305	Micromanagement	Jan 16, 2012 8:02 AM
306	N/A	Jan 16, 2012 7:47 AM
307	Having a manager that tries to be friends with the ass kissers does nothing to boost morale and there are the pets that get everything. No discipline or holding people accountable for doing their job but yet gives out O/T to those who dont do their job.	Jan 16, 2012 7:21 AM
308	no meetings; a box for comments; no idea of what employees do; not allowing training; reorganizing and not telling staff	Jan 16, 2012 7:14 AM
309	cross training ,bonuses,time off awards	Jan 16, 2012 2:14 AM
310	No motivational techniques are used.	Jan 16, 2012 12:35 AM
311	59 minute time off award	Jan 15, 2012 11:38 PM
312	attaboys	Jan 15, 2012 10:39 PM
313	unequal treatment	Jan 15, 2012 9:41 PM
314	Promoting and recruiting outside personnel	Jan 15, 2012 9:32 PM
315	Their inability too communicate and be respectful	Jan 15, 2012 7:57 PM
316	Constantly belittle the actual workers, give poor or minimal evaluations. Just bad enough so they don't have to justify.	Jan 15, 2012 6:22 PM
317	N/A	Jan 15, 2012 3:20 PM
318	Monetary/ time-off awards Comp time	Jan 15, 2012 2:12 PM
319	reprimands, negative reinforcement, giving you more work than your counterparts simply because you do a better job at it - and making it an expectation without appreciation	Jan 15, 2012 2:09 PM
320	Disrespectful management.	Jan 15, 2012 1:25 PM
321	Not being truthful with employees.	Jan 15, 2012 1:09 PM
322	Very little motivational efforts made by management.	Jan 15, 2012 12:03 PM
323	Team building tasks that are geared for 3rd graders.	Jan 15, 2012 11:52 AM
324	Painting a picture that all is well, according to their rose colored glasses.	Jan 15, 2012 10:54 AM
325	All	Jan 15, 2012 10:50 AM
326	No motivation.	Jan 15, 2012 9:16 AM
327	Again, nothing!	Jan 15, 2012 8:54 AM
328	None, since they don't really give a damn.	Jan 15, 2012 7:26 AM

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329	none	Jan 15, 2012 6:38 AM
330	don't care. There is no motivation	Jan 15, 2012 4:16 AM
331	fear and intimidation	Jan 15, 2012 12:07 AM
332	threats	Jan 14, 2012 9:56 PM
333	My agency downgraded our email system which is not effective than the previous verison.	Jan 14, 2012 7:43 PM
334	Micromanging	Jan 14, 2012 7:31 PM
335	Keeping the truth of dire situations from us.	Jan 14, 2012 5:44 PM
336	N/A	Jan 14, 2012 4:11 PM
337	show up and work - or get disciplined	Jan 14, 2012 3:58 PM
338	None	Jan 14, 2012 2:11 PM
339	N/A	Jan 14, 2012 1:09 PM
340	All others	Jan 14, 2012 12:55 PM
341	Attempts to misinform or withhold HR and personnel related information from employees.	Jan 14, 2012 11:45 AM
342	Thay have none at all.	Jan 14, 2012 11:18 AM
343	Compensatory time	Jan 14, 2012 11:16 AM
344	do nothing bosses	Jan 14, 2012 11:09 AM
345	Ineffective when not communicating daily	Jan 14, 2012 9:55 AM
346	forced praise	Jan 14, 2012 9:35 AM
347	pep talks on how well we are doing.	Jan 14, 2012 9:34 AM
348	Fail to let employees know what is happening, putting lawyers under non lawyers and removing our abilities to be honest about agency legal standing	Jan 14, 2012 8:57 AM
349	none	Jan 14, 2012 8:30 AM
350	bonuses are meaningless tools right now,. Pass/Fair is not employed well within the GS system but there is less of a willingness to put underperformers on Performance Improvement Plans than there should be	Jan 14, 2012 8:27 AM
351	Veiled threats of making life difficult.	Jan 14, 2012 8:19 AM
352	harass and intimidate,micromanage	Jan 14, 2012 8:09 AM
353	giving preferential treatment to some employees.	Jan 14, 2012 8:07 AM

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354	micromanage	Jan 14, 2012 7:38 AM
355	none	Jan 14, 2012 7:12 AM
356	none	Jan 14, 2012 6:54 AM
357	E-mails sometimes are not read by all employees.	Jan 14, 2012 5:09 AM
358	Not telling it like it is, trying to be like Congress. try telling the truth, employees like the truth.	Jan 13, 2012 10:58 PM
359	Fear.	Jan 13, 2012 10:28 PM
360	Apparel and other items with Agency logos. Not sure if this will continue.	Jan 13, 2012 9:55 PM
361	None	Jan 13, 2012 9:54 PM
362	Each year we take a survey. We are supposed to review it and make plans to improve things, but they don't care. The manager waits six months after the results are back to have our little pow-wow to discuss it.	Jan 13, 2012 9:40 PM
363	N/A	Jan 13, 2012 9:25 PM
364	Berate. Threaten.	Jan 13, 2012 9:16 PM
365	None.	Jan 13, 2012 9:09 PM
366	pep rally-type meetings, feedback (usually not timely),	Jan 13, 2012 8:59 PM
367	Again, my managers hasn't communicated any techniques to boost morale during these pressing situations	Jan 13, 2012 8:57 PM
368	time off	Jan 13, 2012 8:26 PM
369	threats	Jan 13, 2012 8:12 PM
370	unknown	Jan 13, 2012 8:11 PM
371	bonuses and awards can be ineffective if they don't give them to the right persons.	Jan 13, 2012 7:51 PM
372	bullying, demeaning remarks, mockery, threats to fire or RIF employees, micromanaging, overall disrespect & employee splitting.	Jan 13, 2012 7:45 PM
373	IRS survey.	Jan 13, 2012 6:48 PM
374	promoting people who are unqualified to technical jobs and then expecting people who were passed over to do the work the pets should be doing	Jan 13, 2012 6:44 PM
375	certificates, temp. assigned reserve parking, news articles	Jan 13, 2012 6:34 PM
376	Awards	Jan 13, 2012 6:34 PM
377	Ignoring those who goof off and are unproductive. Giving awards to those who	Jan 13, 2012 6:34 PM

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	don't deserve them. Overburdening those who are workers, but not recognizing them for their superiority. Forcing employees to do tasks they are not talented for. Forcing employees to do clerical work that could be done by lower grades. Monetary awards.	
378	none	Jan 13, 2012 6:27 PM
379	setting poor examples,arrogance	Jan 13, 2012 6:18 PM
380	awards, very small cash awards, very limited team building	Jan 13, 2012 6:02 PM
381	none	Jan 13, 2012 5:59 PM
382	telling us the same level of service must be provided with significantly less resources	Jan 13, 2012 5:55 PM
383	NOT communicating!	Jan 13, 2012 5:54 PM
384	always trying to control everything that you do	Jan 13, 2012 5:51 PM
385	Don't have enough informative meetings.	Jan 13, 2012 5:51 PM
386	all, engagement, trying to make us feel warm and fuzzy	Jan 13, 2012 5:40 PM
387	threaten dicipline	Jan 13, 2012 5:39 PM
388	excuses-----excuses-----excuses.	Jan 13, 2012 5:35 PM
389	Being too pushy	Jan 13, 2012 5:19 PM
390	Low thoughtless evils; pit employees against each other; more work with fewer employee's; freeze pay for years!	Jan 13, 2012 4:54 PM
391	Volunteering employees for additional duties without consulting the employee. Just Do It! You can handle it!!	Jan 13, 2012 4:07 PM
392	Threats, lies, cursing and verbal abuse.	Jan 13, 2012 4:05 PM
393	Really do not have any idea as have witnessed or heard of very few of these type techniquet.	Jan 13, 2012 4:05 PM
394	They NEVER listen to people who do the work, then come up with ideas that are supposed to inspire us to do more with less, but which do not correspond to reality.	Jan 13, 2012 4:03 PM
395	None used	Jan 13, 2012 3:52 PM
396	ignore problems, little or no accountabiity of employees, secrecy	Jan 13, 2012 3:51 PM
397	None	Jan 13, 2012 3:22 PM
398	A perfectionist approach that leads to the widespread feeling that "I can never get it all right - or I can never please him or her. It is not easy to focus on improved performance when you are not recognized for it.	Jan 13, 2012 3:15 PM

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399	Keeping quiet	Jan 13, 2012 3:13 PM
400	time lines	Jan 13, 2012 3:03 PM
401	General Thank You's to the unit in general.	Jan 13, 2012 3:03 PM
402	They complain more than the employees do.	Jan 13, 2012 3:01 PM
403	Can't think of any	Jan 13, 2012 2:57 PM
404	They do not motivate, they are incompetent	Jan 13, 2012 2:56 PM
405	team building exercises.	Jan 13, 2012 2:49 PM
406	you will do it	Jan 13, 2012 2:42 PM
407	pat on the back	Jan 13, 2012 2:41 PM
408	bringing food to the office	Jan 13, 2012 2:30 PM
409	keep hearing have to do more with less budgets/monies are going to get tighter managers sound like they have given up already	Jan 13, 2012 2:10 PM
410	Giving the "we are going to have to do more with less" speech	Jan 13, 2012 2:09 PM
411	Meetings/open discussion forums under the guise of "team building" and "transparency".	Jan 13, 2012 2:08 PM
412	contact by email message telling us employees are their highest priority	Jan 13, 2012 2:08 PM
413	pep talks	Jan 13, 2012 2:05 PM
414	none	Jan 13, 2012 1:36 PM
415	They don't use any!	Jan 13, 2012 1:20 PM
416	prize incentives	Jan 13, 2012 1:15 PM
417	Many upper managers give the impression that if they want our opinion, they will beat it out of us. Some seem to be building themselves an empire.	Jan 13, 2012 1:08 PM
418	old trite statements from senior agency leaders - they talk the talk but do no walk the walk	Jan 13, 2012 1:03 PM
419	Tasks are assigned without explanation. Employee input is not welcome. Resources are not available.	Jan 13, 2012 12:57 PM
420	CMMI, Lean Six Sigma, Mandatory training for common sense topics	Jan 13, 2012 12:57 PM
421	Favoring younger, more tech savvy staff over older employees	Jan 13, 2012 12:54 PM
422	Not acknowledging progress, trying to implement too many initiatives at once. No extra time off around holidays	Jan 13, 2012 12:43 PM

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423	Doesn't exist.	Jan 13, 2012 12:37 PM
424	Name it, they're sure to be doing it.	Jan 13, 2012 12:33 PM
425	Working with the employees, instead of "managing" them.	Jan 13, 2012 12:31 PM
426	self-interest. They are more interested in furthering their own interests than in promoting the general welfare	Jan 13, 2012 12:28 PM
427	Ranting, withholding praise, or awards, or promotions. - or stating that they will do so.- and usually for trivial reasons."atta boy/girls" pep talks, or award ceremonies with plaques, etc. People do not care - too often for too long the same favorites have received the awards for work which was created, initiated, performed by others who were not favorites.	Jan 13, 2012 12:23 PM
428	Staff meetings conducted at the grade School Level.	Jan 13, 2012 12:21 PM
429	rule by terror	Jan 13, 2012 12:19 PM
430	assigning so-called "developmental tasks" that are really just tedious, mundane work no one else wants to do	Jan 13, 2012 12:18 PM
431	making excuses for the way things are that they have no power to change	Jan 13, 2012 12:16 PM
432	Praising work that sounds good unless you actually know what was done.	Jan 13, 2012 12:11 PM
433	"we're doing something for the nation"	Jan 13, 2012 12:07 PM
434	Impossible close of business deadlines production and unequal distribution of work	Jan 13, 2012 12:07 PM
435	More work with fewer employees.	Jan 13, 2012 12:02 PM
436	Favoritism, lack of equal treatment to all employees	Jan 13, 2012 12:02 PM
437	They express their desire to confront Department Heads with valid problems and complaints and fail to follow through because due to fear for their self interest.	Jan 13, 2012 12:02 PM
438	Group counseling, instead of individual counseling	Jan 13, 2012 12:01 PM
439	My upper management SES-level, does not do a good job communicating with employees.	Jan 13, 2012 11:51 AM
440	NA	Jan 13, 2012 11:47 AM
441	Too much big-picture rhetoric when employees are focussed on the day-to-day.	Jan 13, 2012 11:42 AM
442	Punishment; and motivational retreats, and talk. They've intervened in performance agreements attempting to subjectively influence the final rating (doesn't always work), and made decisions after the fact that only a certain number of performance bonuses would be given so managers needed to lower a certain number of employees ratings (quota systems).	Jan 13, 2012 11:42 AM
443	Intimidation and belittlement. Those who question or challenge managers are	Jan 13, 2012 11:42 AM

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	likely passed over for promotions. Our most senior manager (one rung down from SES) is a fascist who derides and condescends those who question her goals or methods.	
444	Very subjective bonuses	Jan 13, 2012 11:36 AM
445	Anger; frustration; belittling	Jan 13, 2012 11:32 AM
446	No 'atta boys" or appreciation shown for work done.	Jan 13, 2012 11:29 AM
447	telling people we have a budget problem, then doing things which appear to contradict that.	Jan 13, 2012 11:28 AM
448	none, see above	Jan 13, 2012 11:25 AM
449	No recognition for going above and beyond. Yu can do 99 things great and if you make one mistake, that is what your evaluation is based on.	Jan 13, 2012 11:24 AM
450	performance pay	Jan 13, 2012 11:22 AM
451	Off sites, comment boxes, daily 15 minute meetings etc.	Jan 13, 2012 11:17 AM
452	reorganization.	Jan 13, 2012 11:09 AM
453	They do not use any.	Jan 13, 2012 10:48 AM
454	Managers have become complacent. Just do what you can attitude.	Jan 13, 2012 10:40 AM
455	None	Jan 13, 2012 10:37 AM
456	Constant failure to listen to our suggestions. No appreciation or trust for years of service.	Jan 13, 2012 10:37 AM
457	Long term plans remain unclear	Jan 13, 2012 10:33 AM
458	other than that one - none	Jan 13, 2012 10:29 AM
459	talk talk talk, but no support when needed	Jan 13, 2012 10:28 AM
460	micromanageing...employess just quite and let supervisor 'do it their way'	Jan 13, 2012 10:21 AM
461	Good ole boy network alive and well.	Jan 13, 2012 10:17 AM
462	The application of the rules to some and not to all. Allowing exception inappropriately.	Jan 13, 2012 10:16 AM
463	use official scripts	Jan 13, 2012 10:15 AM
464	Used to give out stupid Bravo awards - waste of money.	Jan 13, 2012 10:14 AM
465	None	Jan 13, 2012 10:13 AM
466	Deadlines	Jan 13, 2012 10:12 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

467	They don't use any to begin with.	Jan 13, 2012 10:00 AM
468	Motivational information or regurgitation of our mission statement or value to the citizens via email or interoffice communication.	Jan 13, 2012 10:00 AM
469	RAH RAH e-mails	Jan 13, 2012 9:57 AM
470	Poor Communications, Out of Touch, No Backbone, No Initiative, Lack of Concern, Not Informed, Not Team Players, No Vision, Biding Their Time, Cautious/Afraid, Not Engaged	Jan 13, 2012 9:46 AM
471	Top down approaches. The Management Team made a decision and this is what the staff is going to do. No staff buy-in. And telling staff to get over it and get used to it - this is a new normal, you'll just have to deal with it. Meanwhile the Supervisor is getting bonuses - their 'normal' has not changed.	Jan 13, 2012 9:42 AM
472	None	Jan 13, 2012 9:39 AM
473	bullying	Jan 13, 2012 9:38 AM
474	N/A	Jan 13, 2012 9:37 AM
475	Emphasizing negatives and not positives	Jan 13, 2012 9:37 AM
476	Tell employees they must do more with less	Jan 13, 2012 9:36 AM
477	Most everything	Jan 13, 2012 9:36 AM
478	talking the talk but not walking the walk- promises of developmental opportunities but no actions.	Jan 13, 2012 9:35 AM
479	N/A	Jan 13, 2012 9:35 AM
480	public reprimand	Jan 13, 2012 9:34 AM
481	performacnce appraislas (PMAPs)	Jan 13, 2012 9:32 AM
482	Telling us to get our numbers up when there are no numbers that are set for us to go beyond.	Jan 13, 2012 9:31 AM
483	Being told to do more with less and be thankful you have a job and we have so much more than the private sctor. I have heard this for 15 years.	Jan 13, 2012 9:30 AM
484	They don't try to motivate us	Jan 13, 2012 9:29 AM
485	Again, they don't use anything. The only people they promote are those that kiss their ass and/or their close allies/friends. A lot of offices are corrupt with highly uneducted idiots.	Jan 13, 2012 9:26 AM
486	Nothing	Jan 13, 2012 9:23 AM
487	My current managers are very good, but I last worked in an office where the managers motivated through negative feedback and intimidation.	Jan 13, 2012 9:23 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

488	none	Jan 13, 2012 9:20 AM
489	?	Jan 13, 2012 9:15 AM
490	Withholds information about training. Overtly shows favoritism. No thank yous. No cash awards.	Jan 13, 2012 9:09 AM
491	Threats, punitive treatment, manipulating schedules, favoritism, and always rewarding Management first. Feedback is given only for poor performance--we have been told that if we are performing well then we don't need recognition.	Jan 13, 2012 9:08 AM
492	Not communicating, pick friends, and not friendly	Jan 13, 2012 9:04 AM
493	n/a	Jan 13, 2012 9:03 AM
494	This Agency apparently does not use "motivational techniques" on Headquarters staff or field staff.	Jan 13, 2012 9:03 AM
495	telling us that we are a team and that we need to continue to work together. We are very tired of hearing that when it does not appear that upper management supports us.	Jan 13, 2012 9:00 AM
496	Expecting perfection. Refusing to acknowledge procedures that directly contradict each other or impair efficiency. Telling us only what we do wrong, coupled with the threat of lowered evaluations and disciplinary actions.	Jan 13, 2012 9:00 AM
497	hurry up and get it done, but don't expect to ever hear anything about the outcome or results due to your efforts (because I'll be taking all the credit offered)	Jan 13, 2012 9:00 AM
498	Don't know	Jan 13, 2012 8:59 AM
499	n/a	Jan 13, 2012 8:58 AM
500	Team building - either you are, by nature, a team player, or you are not.	Jan 13, 2012 8:58 AM
501	Performance Reviews	Jan 13, 2012 8:56 AM
502	'Reward' them by giving them more work to do every time they turn around.	Jan 13, 2012 8:55 AM
503	See above	Jan 13, 2012 8:54 AM
504	Their morale is low and they pass that along. They aren't available to help with problems that are coming up due to lower staff levels.	Jan 13, 2012 8:54 AM
505	Setting unrealistic deadlines, unconstructive criticism, managing t the 3%.	Jan 13, 2012 8:51 AM
506	Same	Jan 13, 2012 8:50 AM
507	They fail miserably at communicating information to the entire workforce. There is much time lost because employees are speculating what may be happening.	Jan 13, 2012 8:50 AM
508	conferences - which are mandatory	Jan 13, 2012 8:48 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

509	All techniques attempted are ineffective. The constant harping is very demoralizing.	Jan 13, 2012 8:47 AM
510	They don't use any motivational techniques	Jan 13, 2012 8:47 AM
511	pins	Jan 13, 2012 8:45 AM
512	none	Jan 13, 2012 8:44 AM
513	Micro-managing. Believing that one must rule with an "iron fist." Playing favorites. Belittling contributions if it's in an area the manager doesn't like.	Jan 13, 2012 8:38 AM
514	Lack of Experience and inability to relate to job challenges	Jan 13, 2012 8:36 AM
515	Intimidation, causing an excessive fear of failure which stifles innovation.	Jan 13, 2012 8:28 AM
516	Bonuses that don't happen because of budget cuts	Jan 13, 2012 8:25 AM
517	Performance "bonuses" - everyone gets one and it means little that way. The write-ups for each award is generic - more specificity please!	Jan 13, 2012 8:24 AM
518	strangely, All-Hands meetings seem to be thought of as "motivational" - mostly they are sad & depressing- better to just go back to work than to watch the delusional circus and know how out of touch they really are!	Jan 13, 2012 8:24 AM
519	Telephone conferences. Pontification by upper management.	Jan 13, 2012 8:22 AM
520	Favoritism	Jan 13, 2012 8:16 AM
521	n/a	Jan 13, 2012 8:14 AM
522	They talk the talk of supporting employees, like how terrible it is that conference spending is cut (I work for an agency that requires technical presentations at conferences for many employees)--but that's just talk. Bonuses are widely perceived to be used for cronies and are ineffective--people learn to demand more. Some are over-rewarded, others work away waiting for their reward. Also the agency uses non-monetary awards ("recognition") that are ridiculous because everyone who even touches a project gets a reward up to the cleaning staff.	Jan 13, 2012 8:12 AM
523	Motivational techniques?	Jan 13, 2012 8:09 AM
524	not sharing information	Jan 13, 2012 8:09 AM
525	Threats. Withholding information. Vague offers of miniscule awards.	Jan 13, 2012 8:09 AM
526	nit-picking, lack of people skills	Jan 13, 2012 8:07 AM
527	Brow beating employees, telling them that they have to do their job and several other peoples too because of the pay / hiring freeze	Jan 13, 2012 8:07 AM
528	"their way or the highway" mentality and closed minded individuals	Jan 13, 2012 8:06 AM
529	Inventing work to keep people busy, constant threatening to write employees up,	Jan 13, 2012 8:05 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

530	Offer training to SES staff only, nothing for lower graded staff. Dictatorship management style.	Jan 13, 2012 8:04 AM
531	Made-up awards with no pay or time off	Jan 13, 2012 8:01 AM
532	On the road too much seeking funding that is not available without Congressional action which managers cannot lobby for	Jan 13, 2012 7:58 AM
533	poor communication and understanding of the job.	Jan 13, 2012 7:54 AM
534	not sharing information	Jan 13, 2012 7:49 AM
535	increased work load and responsibilities	Jan 13, 2012 7:49 AM
536	I don't know what techniques they use...	Jan 13, 2012 7:49 AM
537	micromanagement & uncaring about the employees working for them	Jan 13, 2012 7:43 AM
538	Metrics, statistics, non-human measurements.	Jan 13, 2012 7:40 AM
539	treating people like children	Jan 13, 2012 7:39 AM
540	All hands recognitions	Jan 13, 2012 7:36 AM
541	intimidation	Jan 13, 2012 7:34 AM
542	brow beating, lack of respect, a cultish mentality that "we are all family" (this is a very small agency)	Jan 13, 2012 7:34 AM
543	I work for a great supervisor. However the when you see that joint base consolidations never see an Army Commander in charge, what does that say about the Army care of its own infrastructure?	Jan 13, 2012 7:34 AM
544	Not using any	Jan 13, 2012 7:29 AM
545	They keep hitting the horse expecting it not to die...	Jan 13, 2012 7:28 AM
546	N/A	Jan 13, 2012 7:26 AM
547	Intimidation, control	Jan 13, 2012 7:23 AM
548	Avoid discussions	Jan 13, 2012 7:21 AM
549	N/a	Jan 13, 2012 7:12 AM
550	Always 'doom and gloom', keep performing more as we do not have any money, no support when you suggest other options, etc.	Jan 13, 2012 7:04 AM
551	Not following up on specific issues.	Jan 13, 2012 7:00 AM
552	Constantly threatening to lower employee evaluations.	Jan 13, 2012 6:52 AM
553	all	Jan 13, 2012 6:45 AM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

554	team building	Jan 13, 2012 6:44 AM
555	"Rah! Rah!" speeches.	Jan 13, 2012 6:36 AM
556	n/a	Jan 13, 2012 6:35 AM
557	Micromanage and second guess w/o expertise or understanding; Their self interests are primary	Jan 13, 2012 6:35 AM
558	Ignoring us, yelling, saying that they know how you feel...	Jan 13, 2012 6:26 AM
559	Expressing their thankfulness for doing a good job. What do they think we're going to do?	Jan 13, 2012 6:21 AM
560	lack of communication	Jan 13, 2012 6:20 AM
561	Causal praise.	Jan 13, 2012 6:20 AM
562	Fear, threats and incompetence	Jan 13, 2012 6:19 AM
563	All of them. Unnecessary and ill-conceived reorganizations, ignorance, egotistic retribution, etc.	Jan 13, 2012 6:17 AM
564	I've seen the burnt out managers that need to leave - not lead anymore. Their poor attitude negatively impacts the employees. The system doesn't let us just remove them.	Jan 13, 2012 6:14 AM
565	Telling people they are lucky they have a job.	Jan 13, 2012 4:57 AM
566	Keeping performance bonuses secret. People wonder all the time who got what. They want to know "What did the bonus person do, that I could be doing if I knew?" Assuming older employees don't want to/can't acquire new skills.	Jan 13, 2012 4:36 AM
567	They do not know what they are doing; too much favoritism to some employees	Jan 13, 2012 4:12 AM
568	poor communication.	Jan 13, 2012 4:10 AM
569	Micro management.	Jan 13, 2012 3:47 AM
570	"cheering"	Jan 13, 2012 2:40 AM
571	employee appreciation week	Jan 13, 2012 1:42 AM
572	Assigned work from underperformers to top performers	Jan 13, 2012 1:39 AM
573	stating what a great place this is to work	Jan 13, 2012 12:22 AM
574	Duress, threats & reprisals	Jan 12, 2012 11:55 PM
575	TEAM BUILDING	Jan 12, 2012 11:33 PM
576	Dead lines...shorter...without explanation. No recognition of employees.	Jan 12, 2012 11:24 PM
577	Na	Jan 12, 2012 11:19 PM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

578	See above.	Jan 12, 2012 11:12 PM
579	Not helping me to advance. Not telling me how I can improve my evaluation.	Jan 12, 2012 10:49 PM
580	Monetary awards	Jan 12, 2012 10:29 PM
581	They threaten suspensions and leave without pay for excessive absences.	Jan 12, 2012 10:14 PM
582	No comment.	Jan 12, 2012 9:37 PM
583	they know work on the economy is poor so they really have got you by the balls	Jan 12, 2012 9:30 PM
584	NA	Jan 12, 2012 9:23 PM
585	Myers-Briggs tests. (Seriously--team building was among the reasons cited for their administration)	Jan 12, 2012 9:23 PM
586	Assigning "new" tasks meant to be interesting, but we are overworked already!	Jan 12, 2012 9:17 PM
587	Fear	Jan 12, 2012 8:47 PM
588	Telling us at least we have a job!	Jan 12, 2012 8:34 PM
589	All	Jan 12, 2012 8:25 PM
590	inability to make rapid informed decisions	Jan 12, 2012 8:22 PM
591	Must do one first and then can rate if effective	Jan 12, 2012 8:14 PM
592	Our Task Team Lead micro-manages too much	Jan 12, 2012 8:03 PM
593	we have none	Jan 12, 2012 7:57 PM
594	none	Jan 12, 2012 7:29 PM
595	No recognition of dedicated staff and long work hours. Bonus \$ remains at top levels of Mgt.	Jan 12, 2012 7:22 PM
596	all	Jan 12, 2012 7:09 PM
597	Promising to do certain things and not doing them, without an explanation.	Jan 12, 2012 6:59 PM
598	Work on weekends/late	Jan 12, 2012 6:53 PM
599	Telling us to "focus on what we can control". Impossible under the circumstances.	Jan 12, 2012 6:49 PM
600	They just see the small % part you didn't do well, they didn't appreciate the big % good part that you achieved.	Jan 12, 2012 6:44 PM
601	NONE	Jan 12, 2012 6:38 PM
602	team meetings	Jan 12, 2012 6:31 PM

Page 3, Q7. What motivational techniques do your managers use that are ineffective?

603	awards and recognition that favor certain people not because of their expertise but because of who they are friends with, their gender, etc.	Jan 12, 2012 6:27 PM
604	Failure to communicate.	Jan 12, 2012 6:24 PM
605	Sending non-emergency e-mails during non-work hours (can't it wait until morning or Monday)?!?! Any teambuilding efforts.	Jan 12, 2012 6:20 PM
606	Threats. E.g. (quotes): There will be no promotions. Your position and title will be re-written. We will not support any details or developmental opportunities (except...). Training funds are not in the budget. I'll stop there.	Jan 12, 2012 6:17 PM
607	"Teambuilding" sessions	Jan 12, 2012 6:08 PM
608	AWARDS	Jan 12, 2012 6:05 PM
609	Belittling people, bullying people into doing something.	Jan 12, 2012 5:59 PM
610	I don't think they even try	Jan 12, 2012 5:56 PM
611	don't use any	Jan 12, 2012 5:40 PM
612	Silly things like the Fish and the Pickle videos.	Jan 12, 2012 5:37 PM
613	Agency gifts of cups, buttons, water bottles	Jan 12, 2012 5:29 PM
614	none of them work they don't know what we do so they can't help & then they believe that knowledge is power so why don't tell you anything.	Jan 12, 2012 5:16 PM
615	Open communication.	Jan 12, 2012 5:12 PM
616	Poor leadership techniques such as trying to be a friend opposed a manager. I wouldn't call this a method so much as a lack of method.	Jan 12, 2012 5:08 PM
617	The management at IRS give us 10 minutes of how great we did during the year, and 16 hours of how to improve for the next year. We only get negative feedback on NRP case, and nothing when it is positive.	Jan 12, 2012 5:02 PM
618	Non-cash "awards", awards for everyone "so everyone feels valued", all-employee e-mails.	Jan 12, 2012 4:55 PM
619	Micro-management, which seems to be the most popular tool in their bag recently.	Jan 12, 2012 4:50 PM
620	Most techniques are based on negatives	Jan 12, 2012 4:39 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

1	Pay,bonuses,awards and time off.	Feb 7, 2012 8:53 AM
2	59 minute rules, more or bigger bonuses.	Jan 26, 2012 2:20 PM
3	Awards	Jan 26, 2012 9:52 AM
4	Telework that includes women & civilians. Awards, time off. Value all employees and not just listen to the ideals of males, it is no longer 1962.	Jan 25, 2012 9:00 PM
5	Team Building would be wonderful but it doesn't exist at my agency and in my area (contracting). There are NO meetings, no one knows what's going on outside of their little office and if we ask we're told "why do you care and/or how does it affect you". No one works together nor shares information, training, lessons learned, etc. The older employees that have all the knowledge are TOLD NOT to provide any training to the interns. The interns are so frustrated and getting very angry. Beside that, Contracting is a very important area and demands following a lot of rules - there is absolutely NO emphasis on QUALITY, only quantity. Pay, bonuses, time off awards would be nice though.	Jan 24, 2012 2:05 PM
6	Time-off awards, focus on career development for everyone, spreading of opportunities to work on special projects.	Jan 24, 2012 6:20 AM
7	Additional overtime opportunities	Jan 23, 2012 3:54 PM
8	Better knowledge of the work I do.	Jan 23, 2012 1:06 PM
9	Show me the money !! If I'm doing more than the next guy give me bonuses, raises, etc.	Jan 23, 2012 9:37 AM
10	Break the GS-13 step 10 glass ceiling for those of us with outstanding technical expertise and excellent performance. Also, be able to easily get rid of poor performers and train managers to develop spines to deal with poor performers.	Jan 23, 2012 9:30 AM
11	Listening to employees ideas,more dependable bosses	Jan 23, 2012 4:09 AM
12	all of the examples	Jan 21, 2012 11:33 PM
13	i just wish they would believe their own numbers--they count and travel carriers make us use scan points and they still believe were screwing them	Jan 21, 2012 2:17 PM
14	59 minutes time off.	Jan 21, 2012 2:02 PM
15	start being reasonable with personnel practices and stop being so ruthless.	Jan 21, 2012 1:04 PM
16	Develop leadership potential. Teach new skills.	Jan 21, 2012 3:35 AM
17	Rewards for good work ethics	Jan 21, 2012 2:17 AM
18	bones more than 1%.	Jan 21, 2012 1:04 AM
19	Let employees do their job without constant criticism	Jan 20, 2012 10:54 PM
20	Verbal praise for quality work	Jan 20, 2012 6:52 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

21	encourage employees, BE NICE!!	Jan 20, 2012 1:35 PM
22	time off	Jan 20, 2012 1:06 PM
23	AWARDS	Jan 20, 2012 12:35 PM
24	acknowledge accomplishment more frequently; advancement opportunities	Jan 20, 2012 12:01 PM
25	More interaction with employees. It doesn't have to be anything big or even of value. But an occasional email or phone call saying "good job" is nice.	Jan 20, 2012 11:48 AM
26	team building, reasonable goal setting, appreciation for a job well done, fair distribution of resources, not playing favorites	Jan 20, 2012 11:33 AM
27	leaving the office at a normal hour	Jan 20, 2012 10:55 AM
28	TIME OFF, BONUSSES FOR MOVING HEAVY WORKLOADS, AWARDS HANDLED FAIRLY. NOT JUST DIVIDED AND DOLED OUT.	Jan 20, 2012 10:47 AM
29	Team building	Jan 20, 2012 10:30 AM
30	Bonuses. Grade upgrade when warranted.	Jan 20, 2012 9:58 AM
31	Promotions, awards and better training opportunities.	Jan 20, 2012 9:32 AM
32	Other than the above-mentioned (pay, bonuses, awards, etc.), a pat on the back, or a well done would be nice.	Jan 20, 2012 9:05 AM
33	team building activities	Jan 20, 2012 9:04 AM
34	More team building would be nice. My boss has started naming problem fixes and who fixed it. She has also been stating stuff ,in high-level meetings, like this "Most everything went right with week and we have Joe, Betty, Mary, etc. to thank for it. They worked hard to ensure a smooth running this week. Blah, blah blah." That was one of the best things I had heard in a meeting in a VERY LONG TIME. The STARS usually get noticed. But without the supporting team, the STARS don't have the time to shine.	Jan 20, 2012 9:01 AM
35	"Let's get together and escalate this!"	Jan 20, 2012 8:45 AM
36	With the budget cuts, it's very rare for anyone to get a monetary award. Fortunately, we are still able to get performance awards, if you're lucky enough to have a manager that rates you high enough to get you into the ever-shrieking pool of award money. I am sure most employees would appreciate bonuses, awards, time off, and higher pay. It's no wonder younger people aren't rushing to work for the federal government,	Jan 20, 2012 8:28 AM
37	Pay is off the table, bonuses will cease to exist as budgets tighten, so forget that. Awards are meaningless in many cases. Respecting employees' talents, fairly distributing work, genuine positive and/or constructive feedback, and working with people instead of holding them at a distance would help.	Jan 20, 2012 8:14 AM
38	pay, flex time	Jan 20, 2012 8:08 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

39	awards, time off	Jan 20, 2012 7:49 AM
40	time off awards would be nice, but tough to use them when people are counting on you.	Jan 20, 2012 7:25 AM
41	More team building, acknowledgments and awards. Bonuses would also be good.	Jan 20, 2012 7:20 AM
42	More Time Off awards. Cash bonuses are nice but days off are better.	Jan 20, 2012 7:19 AM
43	bonus, awards, time off	Jan 20, 2012 6:57 AM
44	Telework 4 days, report onsite/workplace 1 day per week	Jan 20, 2012 6:44 AM
45	the team idea dissappeared a decade ago in the postal service when management started cheating their employees to try to save money.	Jan 20, 2012 2:15 AM
46	Merit for promotion, reassignment, bonuses, awards, work assignment, and allow employees to do their jobs and get out of their way.	Jan 19, 2012 11:04 PM
47	listen to the people doing the work for advise on ways to improve productivity and morale instead of blind dictatorship practices.	Jan 19, 2012 9:05 PM
48	Stop the micro management and let us provide better customer service and time to our employees.	Jan 19, 2012 8:18 PM
49	Becasue there are no pay raises, bonuses would be nice.	Jan 19, 2012 8:13 PM
50	just do the job they get paid for	Jan 19, 2012 5:41 PM
51	Awards, Bonuses. Being acknowledged by my bosses boss.	Jan 19, 2012 5:38 PM
52	awards,team spirit	Jan 19, 2012 5:28 PM
53	pay, bonus, maybe an award	Jan 19, 2012 5:05 PM
54	bonuses, awards.	Jan 19, 2012 4:59 PM
55	n/a	Jan 19, 2012 4:50 PM
56	Look at the quality of the service being given, stop promoting employees based on EEO requirements (this is still used) strongly within the SSA family, time off because of a job well done not because you did your work (thou incomplete) under 10 minutes per call (Tele-Service Representatives)	Jan 19, 2012 4:40 PM
57	understanding that we know our capabilities and limitations better than anyone else, that discipline is not always warranted, that the workplace does not have to continally have the imagined possibility of a combative and confrontational atmosphere	Jan 19, 2012 4:40 PM
58	Stay in touch and share everything that is going on.	Jan 19, 2012 4:38 PM
59	\$ incentives not so common.	Jan 19, 2012 4:35 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

60	awards, bonuses, etc. even our bonuses have been cut in half as well as the pay freeze.	Jan 19, 2012 4:13 PM
61	bonuses, time off, pay raises,	Jan 19, 2012 4:02 PM
62	time off, less micromanaging (some managers) There is such a disparity in the quality of managers that it's hard to answer these questions in general. Some managers are very good, and others are so bad. The bad ones spend too much time micro-managing rather insignificant issues, and then put themselves on a pedestal for "doing so much" (when really they're just wasting time on trivial concerns). They do a disservice to their entire staffs, and things will only get worse with their inefficent management practices as resources are trimmed. Fed-bashing media coverage often like to report on how few federal employees are fired; but poor managers are even more of a fixture ... and a problem. Too much power and authority is often given to poor managers. Without any oversight or anyone to answer to, they create a very poor environment for the employee's who are stuck working for them (until they can get out).	Jan 19, 2012 3:56 PM
63	Pay, bonuses, awards, time off, team building	Jan 19, 2012 3:55 PM
64	jobs are only annlunced at certain locations..the footprint..allowing only certain employees to get promotions.	Jan 19, 2012 2:53 PM
65	Awards would be nice but I won't hold my breath even an atta boy would be nice just being noticed when a job is well done	Jan 19, 2012 2:50 PM
66	Team building and then paying attention to the Team work product would help. An occasional "thank you" would help as well.	Jan 19, 2012 2:38 PM
67	compassion, understanding	Jan 19, 2012 2:34 PM
68	More team building	Jan 19, 2012 2:25 PM
69	bonuses	Jan 19, 2012 2:19 PM
70	Treat their employees with the respect due to human beings and competent professionals.	Jan 19, 2012 2:14 PM
71	recognition and affirmation of a job well done	Jan 19, 2012 2:07 PM
72	getting with the program - MANAGING!!!	Jan 19, 2012 2:03 PM
73	Time-off award	Jan 19, 2012 1:58 PM
74	Awards, bonuses, communication, lunches.	Jan 19, 2012 1:57 PM
75	Time off	Jan 19, 2012 1:56 PM
76	Increase pay, monetary awards	Jan 19, 2012 1:55 PM
77	Ability to telework options to work from home on a regular scheduled basis or from a long distance as in another state.	Jan 19, 2012 1:53 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

78	liberal incentive pay (bonuses)	Jan 19, 2012 1:47 PM
79	team building, time off, awards	Jan 19, 2012 1:43 PM
80	My manager plays mind games with team members. I wish he would just be a straight up guy. That would be motivating.	Jan 19, 2012 1:43 PM
81	Be involved in work. Assign meaningful work.	Jan 19, 2012 1:41 PM
82	Bonuses and time off awards could be given more liberally.	Jan 19, 2012 1:38 PM
83	time off awards would be at least some sign of appreciation. Team building....I truly do not beleive people know what this is anymore.	Jan 19, 2012 1:38 PM
84	Time off awards, (even 59 minutes early), Sharing best practices that employees have developed that has helped team members do our job better. Some teams have organized a 'grassroots' (employee led and organized) Team building potluck breakfasts. I think it is great when a Director sends an employee a happy birthday email to acknowledge them. Small things that don't cost a lot mean get great mileage from employees.	Jan 19, 2012 1:33 PM
85	Time off award/bonuses. Opportunity to coninue growth/learning by working/learning in different field. For example, if navaid technician/instructor, then have opportunity to learn radar or automation. Some field technicians do get this opportunity, but some do not get the chance to use the information learned.	Jan 19, 2012 1:27 PM
86	Treat like workers as human and fairly	Jan 19, 2012 1:15 PM
87	More recognition for the good.	Jan 19, 2012 1:00 PM
88	Additional training and ease in applying for training.	Jan 19, 2012 12:51 PM
89	bonuses, awards, time off	Jan 19, 2012 12:44 PM
90	Even acknowledgment of good work and acknowledgement of problems we face would be good	Jan 19, 2012 12:40 PM
91	awards and time off awards (which they can no longer do because of the budget cuts)	Jan 19, 2012 12:28 PM
92	team building	Jan 19, 2012 12:27 PM
93	open communication	Jan 19, 2012 12:21 PM
94	Time off and bonuses	Jan 19, 2012 12:12 PM
95	terminate poor performers	Jan 19, 2012 12:07 PM
96	communication, honesty and fairness as observable behaviors as i believe the other techniques flow from the person with those attributes	Jan 19, 2012 12:00 PM
97	Just common courtesy, a simple "Thank You" would do	Jan 19, 2012 11:56 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

98	They could start with realizing that people aren't plug-and-play.	Jan 19, 2012 11:51 AM
99	Agencies need to have established career paths, and not just wishful thinking individual development plans. Lets say someone in staff as an assistant wants to eventually become a manager. How does this person get there aside from the obvious applying for the job? Lets say someone's a subject matter expert specialist, and wants to become a manager? How do they get there? (This is the same problem as entry level employees, mentioned earlier.) Pay for my education, to get there. Managers don't need to know how to do what you do, although it'd be nice. However, managers need to know how to manage workload, and have at least a basic idea of what an employee does. How does one work their way up to the SES? Don't just give bogus case examples of people, providing a bio. Give roadmaps so people know how to progress. Provide details to provide operational experience to those who want to broaden their skill set. This could be a management tool with no change in pay to the detailee, for filling vacancies with the hiring freeze. I went to school for my MBA, and am paying the loans for it. Thank goodness the Dept. of Ed. will pay for the loans after 10 years of directloan payments for Federal employees....but anyway, we all know school just defines potential. Let us try our new skills, even IF we paid for it ourselves. ---AND, yes, all of the things I mention in this survey, I have brought to my manager's attention as ideas for improving morale. A Big Zilch on explanation or implementation.	Jan 19, 2012 11:51 AM
100	Time off would be greatly appreciated. We are all burned out because of the constant high-priority requests being made of us.	Jan 19, 2012 11:48 AM
101	time off/team building	Jan 19, 2012 11:41 AM
102	time off awards//offsite meetings//TELEWORK	Jan 19, 2012 11:39 AM
103	pay for performance,	Jan 19, 2012 11:38 AM
104	position audits fairness	Jan 19, 2012 11:33 AM
105	team building and promotions	Jan 19, 2012 11:31 AM
106	pay, bonuses, monetary awards	Jan 19, 2012 11:30 AM
107	Less contrived recognition.	Jan 19, 2012 11:29 AM
108	Do not take on work not directly related to the organization.	Jan 19, 2012 11:26 AM
109	honesty and credibility	Jan 19, 2012 11:21 AM
110	Team Building	Jan 19, 2012 11:20 AM
111	Bonuses	Jan 19, 2012 11:17 AM
112	Would like federal workers involved again in the project -integrated teams with contractors.	Jan 19, 2012 11:17 AM
113	Real pay increases....ones that mean something. Bonuses for work performed exceptionally well, or for cost savings realized to the government. Telework!!!	Jan 19, 2012 11:14 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

	Seriously - the President signed it into law, yet we are only allowed to telework 1 day per pay period! We are micromanaged to death! Cut us some slack! We work for "old-timers" that don't believe in telework, so they do everything in their power to NOT let it happen...	
114	bonuses, awards, team building	Jan 19, 2012 11:13 AM
115	TEAM BUILDING AND MORE THANK YOU FOR YOUR WORK	Jan 19, 2012 11:10 AM
116	Letting us know when we do a good job not only when we miss calls or do bad. Letting us know when we are approved leave time off. Only worrying about what the department manager wants not caring what telephone assistants need in equipment, support, etc.	Jan 19, 2012 11:05 AM
117	team building and time off. there is no money for bonuses or awards, so that is out of the question right now.	Jan 19, 2012 11:04 AM
118	Granting higher performance awards, allowing more telework, and giving a mere "thank you, job well done" would be nice.	Jan 19, 2012 11:04 AM
119	bonuses	Jan 19, 2012 11:02 AM
120	Anything that is positive, like all the examples listed. Mainly, if they show that they really appreciate us and our work, that would be the greatest motivator - and the least expensive.	Jan 19, 2012 11:02 AM
121	Understanding what worked ten years ago does not work now. Decrease in personnel and maintaining same work output wears things over time	Jan 19, 2012 11:02 AM
122	team building, better managed awards. Actually, I'd be happy with a "thanks, you're doing a great job" and a recognition that being in a job for years doesn't mean you're a deadbeat.	Jan 19, 2012 10:59 AM
123	Fire or arrest all the corrupt managers and managers that got their jobs through nepotism or sex.	Jan 19, 2012 10:59 AM
124	letting employees do their jobs; relying on employees to know what to do, and then do it; providing clear direction and then not changing it	Jan 19, 2012 10:56 AM
125	pay, bonuses, awards time off	Jan 19, 2012 10:52 AM
126	Time off; more team building; more respect	Jan 19, 2012 10:51 AM
127	Honest performance ratings, pay, team building	Jan 19, 2012 10:49 AM
128	treat employees with respect and acknowledge that they know what they are doing and they are doing the job at a high level	Jan 19, 2012 10:48 AM
129	anything would be an improvement. they don't care	Jan 19, 2012 10:46 AM
130	Bonus, awards and time off	Jan 19, 2012 10:45 AM
131	show leadership	Jan 19, 2012 10:45 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

132	team building would be good. Competition among staff would be good on projects. A sense of working together for the common good.	Jan 19, 2012 10:45 AM
133	awards, team building	Jan 19, 2012 10:44 AM
134	time off awards are appreciated relating award to actual efforts would be good because too often motivataional techniques are mumbo jumbo fake platitudes unrelated to efforts -- and are seen through by staff who are then insulted to see favorites receive awards bonus, pay, etc for work efforts of others. Team building is general a joke - trip to hotel or resort to talk in group led by questionably trained facilitator. Mgt feels they've done good, staff feel its a ridiculous imposition	Jan 19, 2012 10:41 AM
135	meritorious promotions, bonuses for all who deserve them, not just favored few.	Jan 19, 2012 10:39 AM
136	Team building, phone calls, following up and doing what they promised	Jan 19, 2012 10:35 AM
137	More positive feedback	Jan 19, 2012 10:32 AM
138	More time off	Jan 19, 2012 10:30 AM
139	Team building. Two years ago the Manager said team building was important and would be scheduled that year. Team building has not been done yet.	Jan 19, 2012 10:24 AM
140	Awards, time off, team building	Jan 19, 2012 10:21 AM
141	Time off awards	Jan 19, 2012 10:19 AM
142	Act like you are a manager who cares about the job and the people.	Jan 19, 2012 10:14 AM
143	Awards, time off, team building	Jan 19, 2012 10:08 AM
144	Team building	Jan 19, 2012 10:04 AM
145	Awards would be nice	Jan 19, 2012 10:00 AM
146	Since we all work for the govt, the mgr can't do a thing about bonuses, raises, etc. so that's out of the question.	Jan 19, 2012 9:59 AM
147	team building, time off, all the above.	Jan 19, 2012 9:56 AM
148	Stay in their cubicle all day.	Jan 19, 2012 9:47 AM
149	Bonuses, Time off, Awards, if they meant something. One manager tried "SuperStar" Awards but we could see the smirk behind the smile.	Jan 19, 2012 9:45 AM
150	verbal compliments, communicate the truth,	Jan 19, 2012 9:45 AM
151	AWARDS, TIME OFF, TRAINING	Jan 19, 2012 9:41 AM
152	time off awards email thank you notes	Jan 19, 2012 9:40 AM
153	They could start by respecting their employees and treating them as adult	Jan 19, 2012 9:38 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

	professionals. Team building, time off.	
154	awards, time off, even simple thank you's Managers dont' deal with poor performers nor reward top performers	Jan 19, 2012 9:35 AM
155	Actually learning what their technical staff does so they can evaluate the work instead of 'celebrating' successes that are simply business as usual and completely missing the tricky issues that required careful thought, planning and execution.	Jan 19, 2012 9:34 AM
156	Yes, higher salaries would be nice, bonuses are non-existant right now. Being told that we are important and valued would really really go a long way to making us feel like what we do matters.	Jan 19, 2012 9:33 AM
157	Time Off, Team Building	Jan 19, 2012 9:32 AM
158	bonuses, awards, and time off would all be great motivators	Jan 19, 2012 9:27 AM
159	awards	Jan 19, 2012 9:24 AM
160	team building	Jan 19, 2012 9:21 AM
161	awards,team building,bonuses,	Jan 19, 2012 9:20 AM
162	Knowing what they are doing - understanding the job. Recognizing how to work with personalities effectively. Management is very much a one on one thing in the real world. When you deal with manager's who don't know what the job is, they are defensive, hostile, inconsiderate and, trust me, not motivating. When you have people who pay attention to the situations around them and deal with them, things generally go better - because good employees can believe that they will ge supported, their work is valued and that situations which should be handled will be. Unfortunately, this is hard for remote management and for current managers who are asked to do a ridiculous amount of largely meaningless tasks (and I am a former manager for my agency).	Jan 19, 2012 9:14 AM
163	listen to employees, recognize a job well done	Jan 19, 2012 9:12 AM
164	#1 time off #2 bonuses	Jan 19, 2012 9:06 AM
165	time off, effective communication	Jan 19, 2012 9:00 AM
166	Whatever option they choose or when they see an employee sitting in a position for over many years, there needs to be a motivational push to go higher and move onward.	Jan 19, 2012 8:59 AM
167	Taking time with the staff to discuss group goals and standards.	Jan 19, 2012 8:57 AM
168	Any team building is initiated and managed by the team itself, not management sponsored (or if so, it's not evident). It would be great if management specifically hosted some team building event (not associated with CFC). Pay and bonuses are too much to ask for/hope for, but wow- time off here and there would be great. When the Department gave 3 hours admin leave before the holidays, I was very appreciative.	Jan 19, 2012 8:57 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

169	Time off - give Friday afternoon off	Jan 19, 2012 8:56 AM
170	AWS, team building, less mico managing.	Jan 19, 2012 8:50 AM
171	team building and bonuses	Jan 19, 2012 8:48 AM
172	More immediate feedback, bonuses, team building	Jan 19, 2012 8:46 AM
173	pay	Jan 19, 2012 8:45 AM
174	Telecommuting, flexible work schedules	Jan 19, 2012 8:44 AM
175	Wish they would leave - all, including them, would be happier.	Jan 19, 2012 8:44 AM
176	up grades.	Jan 19, 2012 8:35 AM
177	I wish my boss would leave me alone and let me do my job. If I do not send her an email every 5 minutes, she thinks I am not working. I know my job and I come to her when I need guidance. Of course, sometimes it takes over a week to get her to focus on what I need, even when I write urgent in the subject line.	Jan 19, 2012 8:35 AM
178	Pay bonuses, gift cards, awards, public recognition.	Jan 19, 2012 8:33 AM
179	TEAM BUILDING, ACTUAL DISCUSSION ABOUT ISSUES TO WORK TOGETHER TO RESOLVE CASES	Jan 19, 2012 8:28 AM
180	Maybe an occasional phone call	Jan 19, 2012 8:21 AM
181	All the above	Jan 19, 2012 8:19 AM
182	Bonuses, team building and giving more promotions	Jan 19, 2012 8:16 AM
183	Bonuses and awards, and allowing us to attend training conferences and other meetings that might require travel.	Jan 19, 2012 8:14 AM
184	Due to lack of funding people are able to be recognized they way the used to be. We would like management to tell us when the team or their staff of done a good job. Managers are so hard pressed to due so many things that at times they just do not have the time to take to say "well done". With the stuff that is happening in Congress who knows what will be available for the employees anymore. Lets face it, Managers hands are being tied and the employees know it.	Jan 19, 2012 8:14 AM
185	bonuses, awards, time off	Jan 19, 2012 8:13 AM
186	Leadership.	Jan 19, 2012 8:12 AM
187	praise every now and then, spot bonus would be nice.	Jan 19, 2012 8:07 AM
188	pay	Jan 19, 2012 8:04 AM
189	Team building exercises	Jan 19, 2012 8:04 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

190	Pay suggestion awards on time. My suggestion was approved nearly two years ago yet I have only seen part of the award.	Jan 19, 2012 8:03 AM
191	It would be motivation if the managers held themselves to the same standard that they hold their employees	Jan 19, 2012 7:53 AM
192	I was expecting a Quality Step Increase, but because I am non-bargaining, these were stripped to save the budget. I'm glad the budget office is happy!	Jan 19, 2012 7:49 AM
193	Be honest and straight forward with staff	Jan 19, 2012 7:47 AM
194	Money and sincere thank you for a specific job well done from someone who actually knows what I did.	Jan 19, 2012 7:47 AM
195	fair distribution of workloads, ordering priorities, and eliminating pressure tactics and favoritism	Jan 19, 2012 7:42 AM
196	A well-timed (monetary) award would be wonderful, but they've been frozen for quite a while.	Jan 19, 2012 7:41 AM
197	Effective communication; Acknowledge good work;	Jan 19, 2012 7:35 AM
198	address individuals first then put us all together for team attitude; give verbal appraisals on good ideas/work; acknowledge individual work.	Jan 19, 2012 7:33 AM
199	Get out of the way	Jan 19, 2012 7:32 AM
200	bonuses, awards, time off	Jan 19, 2012 7:31 AM
201	team work, praise, fair distribution of work, skills development	Jan 19, 2012 7:31 AM
202	Time off	Jan 19, 2012 7:31 AM
203	time off	Jan 19, 2012 7:27 AM
204	bonuses, on-the-spot awards, ACCURATE & FAIR performance appraisals	Jan 19, 2012 7:25 AM
205	Appreciation for a job well done. flexibility and a show of appreciation	Jan 19, 2012 7:23 AM
206	Less micro-managing (it's truly unnecessary), try being fair to ALL employees and not just the chosen few (coming from one of the chosen), listen (pretending to listen does not count), the people that you manage (they are people - which some in management tend to forget) deserve respect as well. I could go on and on, but I've petered out.	Jan 19, 2012 7:19 AM
207	More openness in the planning process	Jan 19, 2012 7:11 AM
208	Time off Team building awards .	Jan 19, 2012 7:09 AM
209	A great motivator for those who are actually competent and work hard would be to appropriately deal with the many slackers. It's the typical story - work around those who are incompetent or just plain refuse assignments which dumps extra work on those who perform well. Then, when it comes to review time, everyone	Jan 19, 2012 7:06 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

	is magically performing at an acceptable level. We are not blind - we see this & if we didn't have a strong work ethic could easily fall into the same slump. Thankfully that isn't in our makeup.	
210	team building	Jan 19, 2012 7:03 AM
211	treat people as human beings	Jan 19, 2012 7:03 AM
212	Team building, lessons in internal communications	Jan 19, 2012 7:03 AM
213	Recognition that you not only do your job, but get credit for other assignments that are successful, but are just considered "other duties as assigned", not realizing the extra work required to do both.	Jan 19, 2012 6:55 AM
214	Pay Steps & Bonuses - Money talks and all other awards walk.	Jan 19, 2012 6:53 AM
215	atta boys, teambuilding recognition for performance	Jan 19, 2012 6:53 AM
216	Bonuses, awards, time off, and team building would be a great start!	Jan 19, 2012 6:53 AM
217	All of your suggestions and just listening to what those of us who have to make the "Big Plan" work think of what we're doing. We're not walk-ons in a movie-we have speaking parts and they should have listening parts.	Jan 19, 2012 6:42 AM
218	Team Building	Jan 19, 2012 6:27 AM
219	Listen to us when we make recommendations. Try not to think "The answer is no" BEFORE the full statement has been made. Let us do our jobs with minimal interference. Finally, instead of constantly saying "Do more with less" start paring down the mission to meet the resources.	Jan 19, 2012 6:27 AM
220	Bonuses, awards	Jan 19, 2012 6:23 AM
221	awards - timeoff	Jan 19, 2012 6:21 AM
222	time off	Jan 19, 2012 6:19 AM
223	stop discriminating against non-scientists; develop respect for non-scientists; replace inappropriate managers	Jan 19, 2012 6:19 AM
224	Assuming employee's position for one week.	Jan 19, 2012 6:11 AM
225	idk	Jan 19, 2012 6:09 AM
226	come to the office and commute like the rest of the employees respect EVERY employee and their experience	Jan 19, 2012 6:04 AM
227	New managers	Jan 19, 2012 6:03 AM
228	Hire managers and executives that understand the industry and have operational experience. Career bureaucrats are killing us.	Jan 19, 2012 6:03 AM
229	AWARDS	Jan 19, 2012 6:03 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

230	Meaningful bonuses.	Jan 19, 2012 2:41 AM
231	training	Jan 18, 2012 7:27 PM
232	pay, meaningful bonuses, awards based on the work we do, treating employees with respect as fellow professionals	Jan 18, 2012 6:09 PM
233	time off, cash awards	Jan 18, 2012 5:48 PM
234	Our Manager is only looking out for herself. We do all the work and she takes credit for it.	Jan 18, 2012 4:43 PM
235	Pay, awards, & time off.	Jan 18, 2012 4:35 PM
236	positive feedback	Jan 18, 2012 4:10 PM
237	?	Jan 18, 2012 3:25 PM
238	Bonuses	Jan 18, 2012 2:59 PM
239	Besides pay, bonuses, awards, time off; I think that improved communication at a branch level helps people feel more involved.	Jan 18, 2012 2:58 PM
240	Team building. Creativity. Open minds.	Jan 18, 2012 2:44 PM
241	Bonuses	Jan 18, 2012 2:38 PM
242	awards	Jan 18, 2012 2:09 PM
243	Fairness to All	Jan 18, 2012 1:31 PM
244	promotions, time off	Jan 18, 2012 12:24 PM
245	recognize good performance, even if there is no monetary reward, and hold employees responsible for poor performance	Jan 18, 2012 11:34 AM
246	They can't without going through an extensive union review for bargaining unit employees that makes this less than effective too. Creates huge time drain.	Jan 18, 2012 11:11 AM
247	Bonuse,time off, and most important communication ON A 1-1 LEVEL	Jan 18, 2012 10:59 AM
248	A couple of hours off at Thanksgiving and Christmas would have been nice. The Secretary of Veterans Affairs has failed miserably as a leader. Time off awards, bonuses, step-awards would help. Also authorizing OT to relieve the increased workload would help.	Jan 18, 2012 10:52 AM
249	tiem off awards...team buliding techs.	Jan 18, 2012 10:40 AM
250	Team building	Jan 18, 2012 10:22 AM
251	Managing, listening, being there, helping, working, not yelling, working, oh did I mention that already?	Jan 18, 2012 9:15 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

252	Pay, bonuses, selective praise, training	Jan 18, 2012 9:03 AM
253	all examples listed	Jan 18, 2012 8:23 AM
254	Performance award, time off, team building bonuses	Jan 18, 2012 8:10 AM
255	I wish he would retire.	Jan 18, 2012 7:56 AM
256	Surgery for stronger back bone placement.	Jan 18, 2012 7:47 AM
257	Time off, recognition, special act awards.	Jan 18, 2012 7:25 AM
258	Recognize people, encourage people, evaluate workload with a focus towards accomplishing core business and eliminating/reducing non core business.	Jan 18, 2012 7:15 AM
259	flexiplace, that would be such a moviator, to be able to save money on gas and car expenses.	Jan 18, 2012 7:00 AM
260	Team building, becoming engaged in the work, more incentives to strive for excellence. Lead by example.	Jan 18, 2012 6:41 AM
261	I understand budgets are tight, but time off awards and team building are important motivators. The strongest motivator I know is to recognize projects well done at staff meetings, in front of peers. Praise and expressions of thanks are far greater motivators than pointing out every wrong.	Jan 18, 2012 6:36 AM
262	Be a leader	Jan 18, 2012 6:30 AM
263	time off award	Jan 18, 2012 6:13 AM
264	They never give time off or star awards. More telework time would be a big motivator. Some telework but many do not and want to. This would reduce gas consumption and daily expenses a great.	Jan 18, 2012 6:05 AM
265	Team building and awards	Jan 18, 2012 5:58 AM
266	Training Enviornment: Use survey data from students and managers	Jan 17, 2012 5:43 PM
267	Training, travel to meetings. Food days..	Jan 17, 2012 5:39 PM
268	promotional opportunities	Jan 17, 2012 5:20 PM
269	Don't lead by list, don't micro manage. Learn TQM management style and team building.	Jan 17, 2012 3:47 PM
270	awards, recognition, acknowledgment, bonuses, pay	Jan 17, 2012 3:13 PM
271	If they would actually do their jobs and provide the policy, admin, and logistics framework needed for any org let alone one with geographically dispersed personnel assets, that would be start. Focusing on morale/motivational techniques for us is akin to starting a shuffleboard game as the boat sinks.....seriously.	Jan 17, 2012 3:09 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

272	I would not want my manager's job because he is stuck with members at high pay grades that are "milking the system", some others that are ineffective just going through the motions, and other hard workers who are not being fairly rewarded for their efforts.	Jan 17, 2012 3:05 PM
273	Team building, awards.	Jan 17, 2012 3:01 PM
274	timely communication	Jan 17, 2012 2:58 PM
275	fair treatment of awards and bonuses across the board	Jan 17, 2012 2:56 PM
276	training and employee coloboration to get the job done	Jan 17, 2012 2:54 PM
277	when \$ is short, time off is always a good reward...team building would also be helpful	Jan 17, 2012 2:51 PM
278	HOW ABOUT ANY COMMUNICATION?	Jan 17, 2012 1:38 PM
279	Getting rid of their bureaucratic mentality (Go along to get along! We're all 'TEAM' players!	Jan 17, 2012 1:19 PM
280	Team building	Jan 17, 2012 1:19 PM
281	Give everyone who works everyday, some kind of award to keep the morale of employees up.	Jan 17, 2012 1:17 PM
282	If employees are rated Outstanding, at least write a Letter of Acknowledgement so employees can place it in there Employment Record.	Jan 17, 2012 12:16 PM
283	Bonuses and promotions appropriate for individual initiative and handling of a complicated caseload with little supervision even if the employee is one for whom the manager holds a personal vendetta	Jan 17, 2012 12:13 PM
284	Awards would be nice, now that we're not receiving cost of living increases. Any little bit would help. our office is lower graded GS employee's and it's been hard with the increasing health benefit premiums and no raise to cover it.	Jan 17, 2012 11:59 AM
285	team buildng, time off	Jan 17, 2012 11:29 AM
286	Bonuses do not get to people who work the hardest or best. Time off and awards are pretty good. NOT team building. That's a waste of time and money, typically spent on consultants who have no clue what we do.	Jan 17, 2012 11:22 AM
287	reconition of good work as it is performed. Postive reinforment of good work.	Jan 17, 2012 10:28 AM
288	More awards. Not necessarily monetary, may be some time off awards. Also, let employees know they are appreciated, not just with lip service.	Jan 17, 2012 10:12 AM
289	all of what is listed here.	Jan 17, 2012 10:06 AM
290	positive reinforcement/equal treatment of all employees	Jan 17, 2012 10:06 AM
291	time off	Jan 17, 2012 9:49 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

292	Care about their employees welfare.	Jan 17, 2012 9:44 AM
293	Reclassification of position description to include an accurate description of responsibilities with advancement.	Jan 17, 2012 9:43 AM
294	Awards of some sort, money would be great but the budget will not allow. Be more vocal with the under achievers so those doing their job and those exceeding expectations know the difference in their effort is being noticed.	Jan 17, 2012 9:38 AM
295	team building promotions	Jan 17, 2012 9:11 AM
296	pay for performance	Jan 17, 2012 8:49 AM
297	awards	Jan 17, 2012 8:46 AM
298	Time off awards would be nice;	Jan 17, 2012 8:46 AM
299	time off as there is no money for bonuses or awards	Jan 17, 2012 8:37 AM
300	Team building, awards	Jan 17, 2012 8:32 AM
301	Time off awards, better appraisal system	Jan 17, 2012 8:18 AM
302	NA	Jan 17, 2012 8:05 AM
303	bonuses	Jan 17, 2012 7:55 AM
304	time off, AWS, accomodate employees with TOD	Jan 17, 2012 7:53 AM
305	Let us out of the workhouse mode and join in with the policies of rest of the lab campus.	Jan 17, 2012 7:47 AM
306	Mentorship, coaching, increased training specifically related to this job, helping move a person's career forward instead of trying to stand on their shoulders for their own career improvement.	Jan 17, 2012 7:46 AM
307	get rid of management who doesn't know their job, do their job and bad mouth others. Put the right people in the right job.	Jan 17, 2012 7:45 AM
308	More team building---being more transparent about changes, reorganizations, to the agency or department and the reasons for doing so.	Jan 17, 2012 7:33 AM
309	Stop giving people that do an excellent job, poor rating	Jan 17, 2012 7:13 AM
310	Just to treat people right. Like an equal. Not like your not around.	Jan 17, 2012 7:09 AM
311	team building with management involved. It would be good if managers actually knows what is actually done by their employees	Jan 17, 2012 6:52 AM
312	Praise, public recognition for doing good work, better bonuses	Jan 17, 2012 6:37 AM
313	Managers don't have many, if any, options on pay and bonuses given performance systems that limit number of employees who can be acknowledged	Jan 17, 2012 6:27 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

314	military only look out for themselves, they do not care about the civilians that work for them.	Jan 16, 2012 10:01 PM
315	They should resign for defrauding the government and fellow taxpayers.	Jan 16, 2012 9:33 PM
316	Pay & Bonuses	Jan 16, 2012 9:22 PM
317	Fire the bad workers, and give honest/accurate performance evaluations.	Jan 16, 2012 9:18 PM
318	Pay nus properly. Give us the discretion to use the audit techniques we think should be used and not standardize the audits no matter what.	Jan 16, 2012 8:39 PM
319	Bonuses tied directly to performance and timed to specific achievements (vs annual bonus that are given pretty much across the board - this make them ineffective)	Jan 16, 2012 8:32 PM
320	bonuses, awards, promotions, training, conference attendance, time off, team building,	Jan 16, 2012 6:44 PM
321	Does what he can do!!	Jan 16, 2012 1:51 PM
322	Just reward those who deserve it and not those who suck up.	Jan 16, 2012 12:53 PM
323	Everything you mention in the parentetical.	Jan 16, 2012 10:35 AM
324	Time off awards.	Jan 16, 2012 10:27 AM
325	All of the following: pay, bonuses, awards, time off, team building	Jan 16, 2012 9:14 AM
326	REAL LIFE BONUS	Jan 16, 2012 8:19 AM
327	Autonomy	Jan 16, 2012 8:02 AM
328	Time off, team building	Jan 16, 2012 7:47 AM
329	Discipline, be a manager not our friend. Dont be afraid to stand up to the union.	Jan 16, 2012 7:21 AM
330	better staffing choices; knowing org structure; communicating; following up on promises	Jan 16, 2012 7:14 AM
331	cash awards for performance	Jan 16, 2012 2:14 AM
332	Anything.	Jan 16, 2012 12:35 AM
333	team building, monetary bonus	Jan 15, 2012 11:38 PM
334	Awards	Jan 15, 2012 10:39 PM
335	well defined job tasks	Jan 15, 2012 9:41 PM
336	More team building.	Jan 15, 2012 9:32 PM
337	Respect staff and talk with respect	Jan 15, 2012 7:57 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

338	Stop hiring the incompetent and promoting their friend and cronies.	Jan 15, 2012 6:22 PM
339	Team building, positive support, positive morale.	Jan 15, 2012 3:20 PM
340	Making supervisors accountable, team building train, leadership training, regular telework,	Jan 15, 2012 2:12 PM
341	Show people the respect they deserve for the jobs they are doing.	Jan 15, 2012 1:25 PM
342	A little praise goes a long way.	Jan 15, 2012 1:09 PM
343	Pay, time off etc would be good but their hands are mostly tied.	Jan 15, 2012 12:03 PM
344	Awards, Time Off, and addressing problems directly instead of beating around the bush.	Jan 15, 2012 11:52 AM
345	Tell the truth! Take some honest feedback and use it effectively in their decision making!	Jan 15, 2012 10:54 AM
346	Bonuses for others than themselves.	Jan 15, 2012 10:50 AM
347	team building, being part of the team	Jan 15, 2012 9:51 AM
348	Team building	Jan 15, 2012 9:16 AM
349	They make sure that they (SES) get thier \$10k and \$15k bonuses while not really caring about everyone else. I was told that a higher up was going to give me a bonus/award for some above-and-beyond" work I did last summer, but that the office could not give me even a glass of salt water due to the budget cuts. But they seem to have plenty of money for travel, conferences, and of course their own bonuses.	Jan 15, 2012 7:26 AM
350	bonus,time off awards etc.	Jan 15, 2012 6:38 AM
351	Anything is better than nothing	Jan 15, 2012 4:16 AM
352	all of the above	Jan 15, 2012 12:07 AM
353	bonuses and pay increases	Jan 14, 2012 9:56 PM
354	Team building and recognition of major group accomplishments.	Jan 14, 2012 7:43 PM
355	QSI	Jan 14, 2012 7:31 PM
356	Helping us find new jobs since our positions were abolished in this later round of AF cuts	Jan 14, 2012 5:44 PM
357	Team building and time off	Jan 14, 2012 5:30 PM
358	Ex PAY, Bonuses	Jan 14, 2012 4:11 PM
359	appreciate the workers	Jan 14, 2012 3:58 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

360	None	Jan 14, 2012 2:11 PM
361	Any of them-they have none	Jan 14, 2012 2:11 PM
362	Employee Cash Awards, Team Building events	Jan 14, 2012 1:09 PM
363	Promote on qualifications and not on who you are friends with.	Jan 14, 2012 12:55 PM
364	A more honest and transparent and less adversarial relationship with employees, as well as pay bonuses, awards, and team building.	Jan 14, 2012 11:45 AM
365	team building for Medical USAMMA.	Jan 14, 2012 11:18 AM
366	pay & bonuses	Jan 14, 2012 11:16 AM
367	Bonuses would be nice, but I think everyone understands the economic times.	Jan 14, 2012 9:55 AM
368	just back away	Jan 14, 2012 9:35 AM
369	Cash awards to the person who actually did the work, not the one higher up who takes the credit.	Jan 14, 2012 9:34 AM
370	Team building and time off	Jan 14, 2012 8:57 AM
371	awards for those of us who DESERVE it!	Jan 14, 2012 8:30 AM
372	Team competitions - private sectors recognize team of the month...in government it should be quarter	Jan 14, 2012 8:27 AM
373	Follow the rules and do their job so that when an employee does his/her job we can share in success.	Jan 14, 2012 8:19 AM
374	just say" thank you" for doing a good job once in a while instead of always being negative	Jan 14, 2012 8:09 AM
375	Just about everything	Jan 14, 2012 8:07 AM
376	give credit for good performance	Jan 14, 2012 7:38 AM
377	bonuses, awards, time off, team building	Jan 14, 2012 7:16 AM
378	stay out of the way	Jan 14, 2012 7:12 AM
379	none	Jan 14, 2012 6:54 AM
380	Time off	Jan 14, 2012 5:09 AM
381	Positive feedback.	Jan 14, 2012 1:35 AM
382	Public recognition for good work at the branch-level, as opposed to plaques or cash awards that are generally given in private.	Jan 14, 2012 12:09 AM
383	Political appointees get the perks, the rest get nothing.	Jan 13, 2012 10:58 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

384	pay and bonuses	Jan 13, 2012 10:28 PM
385	Awards	Jan 13, 2012 10:04 PM
386	Show appreciation about specific projects being done. Acknowledge those who are doing more with less.	Jan 13, 2012 9:57 PM
387	Time off, cash awards	Jan 13, 2012 9:55 PM
388	Time off and cash awards	Jan 13, 2012 9:54 PM
389	Performance awards have been eliminated at the IRS so they can't use them. What is the point of doing a good job when your efforts aren't rewarded?	Jan 13, 2012 9:40 PM
390	bonuses	Jan 13, 2012 9:25 PM
391	Team building	Jan 13, 2012 9:23 PM
392	Team building, verbal encouragement, informal "how goes it" sit-downs.	Jan 13, 2012 9:16 PM
393	Our managers are either retirement in place with no plans to retire, made special assistants due to their poor managing skills, hired through the friend connections (preselected) and other simply collect a great check. Our managers don't rise above to manage. Pretty sad at those salaries.	Jan 13, 2012 9:09 PM
394	job mobility	Jan 13, 2012 8:59 PM
395	Something to think about but there can be something the managers can do to boost morale	Jan 13, 2012 8:57 PM
396	Team building	Jan 13, 2012 8:26 PM
397	team building	Jan 13, 2012 8:12 PM
398	awards,pay incentives,	Jan 13, 2012 8:11 PM
399	time off awards	Jan 13, 2012 8:09 PM
400	Reassurance that we are valuable, awards would be nice too.	Jan 13, 2012 8:04 PM
401	equal treatment regardless of grade, awards besides appraisals	Jan 13, 2012 7:58 PM
402	don't know.	Jan 13, 2012 7:51 PM
403	communication with employees	Jan 13, 2012 7:50 PM
404	civility, team building, kindness, respect, departmental bonuses.	Jan 13, 2012 7:45 PM
405	working extended lunches, they supply the lunch. Time off for extra effort.	Jan 13, 2012 7:33 PM
406	team building exercises, but I doubt they will give us the time for it.	Jan 13, 2012 6:48 PM
407	pay, time off	Jan 13, 2012 6:34 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

408	All they need to do is actually give employees the time to get the work done they know needs to be done and morale would skyrocket.	Jan 13, 2012 6:34 PM
409	Team building, but that's been tried, and with our managers who are phoney it doesn't work. Time off awards are nice -- but give it to the people who deserve it.	Jan 13, 2012 6:34 PM
410	time off	Jan 13, 2012 6:27 PM
411	pay, time off, promotions	Jan 13, 2012 6:02 PM
412	All of the above	Jan 13, 2012 6:00 PM
413	with budget so tight, pay and bonuses are not on the able; time off & team building are currently used	Jan 13, 2012 5:59 PM
414	Since none of the above are really available (except maybe team building), I don't have a suggestion. When there is no money for anything, and your boss works 1000 miles away, it's hard for them to provide any direct motivation.	Jan 13, 2012 5:55 PM
415	positive talk to keep us going	Jan 13, 2012 5:54 PM
416	my manager uses team building, praise, allowing you to make more decisions, etc. so I cannot say about other managers	Jan 13, 2012 5:51 PM
417	With tight budgets we have no more bonuses or awards. They would be nice.	Jan 13, 2012 5:51 PM
418	awards, recognition by any means	Jan 13, 2012 5:40 PM
419	Bonuses, awards, time off	Jan 13, 2012 5:39 PM
420	bonus / awards	Jan 13, 2012 5:39 PM
421	team building.	Jan 13, 2012 5:35 PM
422	Bonus	Jan 13, 2012 5:34 PM
423	Team building	Jan 13, 2012 5:19 PM
424	Bring pay up to where the Presidents Council on Fed Wages say they should be (has Never been done!), leave our hard earned Benefits alone;	Jan 13, 2012 4:54 PM
425	Managers do not really have the ability, only National Office and/or Congress can improve moral.	Jan 13, 2012 4:07 PM
426	Bonuses and awards go a long way and particularly if they are actually deserving. Time off does not really work too well, as government employees already have 10-paid holidays and after 15-years employment have 5-5 day work weeks and 1-day of vacation. That comes to 2-months off in 12-month years and that is far too much time off from work.	Jan 13, 2012 4:05 PM
427	team building	Jan 13, 2012 4:03 PM
428	Almost anything would be an improvement.	Jan 13, 2012 4:03 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

429	Pay, bonuses, awards, time off, commuter benefits, education benefits	Jan 13, 2012 3:52 PM
430	openness, set standards	Jan 13, 2012 3:51 PM
431	Cross training to make us more valuable and thus more eligible to advance to other positions- either as a lateral move or promotion.	Jan 13, 2012 3:15 PM
432	Team building	Jan 13, 2012 3:13 PM
433	They don't have control of any of the above in your examples but team building. Congress controls everything else. Add Congress's pay to our bill and then see what happens	Jan 13, 2012 3:13 PM
434	QSIs, time off, team building	Jan 13, 2012 3:03 PM
435	awards, pay	Jan 13, 2012 3:03 PM
436	time off awards and bonuses.	Jan 13, 2012 3:03 PM
437	Time off, team building, cash awards. Wish my manager would take time to understand my job and stop acting like he knows my job and dumbing it down. He hasn't a clue but acts like he does. If I were to retire or quit abruptly, he nor any others in the office would be able to do my job.	Jan 13, 2012 3:01 PM
438	Time off awards for exceptional service	Jan 13, 2012 2:56 PM
439	pay, bonuses,	Jan 13, 2012 2:42 PM
440	bonuses, time off awards	Jan 13, 2012 2:41 PM
441	time off awards	Jan 13, 2012 2:30 PM
442	quality step increase	Jan 13, 2012 2:19 PM
443	time off awards	Jan 13, 2012 2:09 PM
444	time off, bonuses, REAL merit measures.	Jan 13, 2012 2:08 PM
445	bonuses, pay raises, awards and time off	Jan 13, 2012 2:08 PM
446	don't know	Jan 13, 2012 2:05 PM
447	Verbal and/or written encouragement (e.g., "You're doing a good job," or "Thanks for getting that done so quickly"). Some sort of incentive for good performance - we have performance bonuses, but in effect they are more like seniority bonuses.	Jan 13, 2012 1:44 PM
448	an attaboy or simple pat on the back would suffice	Jan 13, 2012 1:36 PM
449	Anything would be an improvement over the current lack of motivational techniques the managers at my location employ.	Jan 13, 2012 1:20 PM
450	Evaluations. It seems that the slacker employees are not punished very much.	Jan 13, 2012 1:15 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

	When the very good employees see that there is little to no dicipline of the weak employees it affects morole.	
451	I see way to much micro-managing around my agency and nitpicking. Just tell us what needs to be done and let us do it. .	Jan 13, 2012 1:08 PM
452	upper management should take accountability for their actions. They support you when things go well but never take responsibility when someting goes wrong	Jan 13, 2012 1:03 PM
453	Communicate with employees.	Jan 13, 2012 12:57 PM
454	Stop filing high level positions with outsider cronies, promote form with-in based on merit and experience.	Jan 13, 2012 12:57 PM
455	Be fair about bonuses and awards; the same 'favorite' staff get the bounuses and awards all of the time.	Jan 13, 2012 12:54 PM
456	pay - bonus - time off	Jan 13, 2012 12:49 PM
457	Time off, quicker approval of leave, OT, telework. Trusting their staff more.	Jan 13, 2012 12:43 PM
458	Flexible work schedule Telework	Jan 13, 2012 12:37 PM
459	Unless you replace the current dysfunctional crew, nothing will change; it'd be just another case of rearranging the deck chairs on the Titanic.	Jan 13, 2012 12:33 PM
460	Unfortunately, the lack of a budget makes rewarding employees for excellent work an impossiblity.	Jan 13, 2012 12:31 PM
461	allow competent staff to be creative and do their work - enjoy contributing rather than being talked down to by people who do not understand the needs/responsibilities and never had to perform them. RESPECT people.	Jan 13, 2012 12:23 PM
462	Actually understanding the organizations mission and how that needs to be addressed.	Jan 13, 2012 12:21 PM
463	manage others like they would like to be managed	Jan 13, 2012 12:19 PM
464	do the work necessary to deal with or get rid of ineffective, unproductive employees or help employees who are not a good fit find a job that better suits their talents and temprament	Jan 13, 2012 12:18 PM
465	none	Jan 13, 2012 12:16 PM
466	Timely possitive feedback. Usually positive feedback comes at the end of the year. Negative feedback is immediate.	Jan 13, 2012 12:11 PM
467	informal time together helps	Jan 13, 2012 12:07 PM
468	equal distribution of work and making all employees do their share	Jan 13, 2012 12:07 PM
469	Cross Program or Cross Agency team building with employees who have demonstrated a capability to suggest enlightened service recommendations.	Jan 13, 2012 12:02 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

470	1 word,accountability!!!	Jan 13, 2012 12:01 PM
471	performance awards again	Jan 13, 2012 11:55 AM
472	I wish the current upper manager was more like our old one. Open in communicating and hearing from employees. Not hiding from them.	Jan 13, 2012 11:51 AM
473	Bonuses, time off, team building	Jan 13, 2012 11:48 AM
474	Flexiplace, timeoff, team building	Jan 13, 2012 11:47 AM
475	awards and time off.	Jan 13, 2012 11:42 AM
476	Get some personnel who have had experience managing. It's an art, not a science which many don't have. Get rid of managers who are only in place due to longevity in service (retraining doesn't seem to work effectively).	Jan 13, 2012 11:42 AM
477	Acknowledgment and appreciation for the quality of our work. Just a verbal "nice job" would go a long way with me.	Jan 13, 2012 11:42 AM
478	Demonstrate a clear interest in, and support, the work of all employees in a work unit, not just the select few.	Jan 13, 2012 11:36 AM
479	awards	Jan 13, 2012 11:32 AM
480	Pay; get rid of slackers who try to appear busy by causing make-work for staff; don't ignore bullies in the office or people who refuse to get along (who share staff).	Jan 13, 2012 11:28 AM
481	Talk to us and let us know hat is going on.	Jan 13, 2012 11:25 AM
482	Team building and recognition when a job is well done.	Jan 13, 2012 11:24 AM
483	reward exceptional performers	Jan 13, 2012 11:22 AM
484	award, recognition	Jan 13, 2012 11:17 AM
485	Offer PO employees a reasonable offer to retire! We should be getting what other Federal agencies are offered!	Jan 13, 2012 11:08 AM
486	Again, they use them for the attorney's and if they give an award to support staff it is not because someone has proved to be exceptional in their work production and accuracy. They usually pick someone who has not won the award recently. The first award I received(and only one) was given to 2 other support people and one of those had been on LWOP for a year. I felt like my award was a total farce. I really think the awards and bonus program is actually more demoralizing. I am not a career fed., and I am shocked at the our tax money is used. In the private sector there has to be a profit before money is handed out. Also, most people that receive awards are just doing their job. I think time off would be a nice award.	Jan 13, 2012 10:48 AM
487	honorary awards (non-monetary)	Jan 13, 2012 10:44 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

488	time off awards, listen to employees	Jan 13, 2012 10:43 AM
489	It would be nice to know that your manager does realize what you do.	Jan 13, 2012 10:40 AM
490	All examples	Jan 13, 2012 10:37 AM
491	Team Building, cross training, Keeping all employees informed.	Jan 13, 2012 10:37 AM
492	Time off	Jan 13, 2012 10:34 AM
493	time awards and tele-work,	Jan 13, 2012 10:33 AM
494	bonuses, awards or time off for good work....	Jan 13, 2012 10:29 AM
495	recognition of job well done with or without \$\$ would go a long way	Jan 13, 2012 10:28 AM
496	team building...with an outside consulant	Jan 13, 2012 10:21 AM
497	Awards, time off.	Jan 13, 2012 10:17 AM
498	teambuilding and more developmental opportunities	Jan 13, 2012 10:16 AM
499	Monetary awards, but that is not in the budget. Nothing is in the budget. It sucks.	Jan 13, 2012 10:14 AM
500	Time off awards	Jan 13, 2012 10:13 AM
501	Awards-I've benn w/the VA for 21-yrs, w/4-yrs in military, giving me a grand total of 25 yrs Oct-2011- I didn't even get a day-off.	Jan 13, 2012 10:12 AM
502	an employee appreciation day. We used to get them but with the tight budgets and pay freeze, we get no "special day". Upper Mgmt, I mean those in HQ, have no concept of what our jobs entail, and the revolving door of HQ Analysts have done nothing to make us feel secure in our jobs.	Jan 13, 2012 10:07 AM
503	Awards, time off, team building, basically anything.	Jan 13, 2012 10:00 AM
504	Recognition of a job well done, regardless of whether it had a financial incentive. Perhaps identify individual and team achievements on the internal organization's website.	Jan 13, 2012 10:00 AM
505	bonuses, awards, professional team building for managers, building esprit de corps	Jan 13, 2012 9:57 AM
506	time off	Jan 13, 2012 9:49 AM
507	More recognition, more mentoring/training, more involvement in decisions, 360-Degree Feedback	Jan 13, 2012 9:46 AM
508	Occassional thank you for a job well done. Team building.	Jan 13, 2012 9:43 AM
509	Increases in pay and bonuses are always good, but never availalbe. The best motivation would be seeing supervisors held accountable to perform their jobs. Supervisors must begin to supervise. Managers overall must be held to some	Jan 13, 2012 9:42 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

	performance standard. Anything less has a ripple down effect on the entire staff. "If they don't have to perform, why do I?"	
510	Don't use any at all.	Jan 13, 2012 9:39 AM
511	bonus, but not available to them. time off	Jan 13, 2012 9:38 AM
512	N/A	Jan 13, 2012 9:37 AM
513	bonuses, awards, time off	Jan 13, 2012 9:37 AM
514	Just some reconition for a job well done instead of looking for things to criticize.	Jan 13, 2012 9:36 AM
515	More days of working at home, better communication, caring about others, time off, ending micromanaging, treating others with respect and like adults.	Jan 13, 2012 9:36 AM
516	employee development opportunities; special recognition;	Jan 13, 2012 9:35 AM
517	Time Off- awards - better incentives to do more	Jan 13, 2012 9:35 AM
518	pay, bonuses, awards, time off	Jan 13, 2012 9:34 AM
519	Bonuses, Promotions	Jan 13, 2012 9:32 AM
520	small but meaningful on the spot awards and bonuses	Jan 13, 2012 9:32 AM
521	Allowing the Flex Time to accumulate longer than the 24 hours. I don't like having to take off just because I will be going over the 24.	Jan 13, 2012 9:31 AM
522	Telling us that we are valued, do a good job, appreciate what we do for our country, our customers, and be supportive of the federal employee.	Jan 13, 2012 9:30 AM
523	Larger bonuses - something bigger than dinner for two at Olive Garden	Jan 13, 2012 9:29 AM
524	Agencies need to take the opportunity of a high unemployment to hire highly educated, intelligent and honest leaders. They should also work on creating a diversified leadership workforce.	Jan 13, 2012 9:26 AM
525	Treat employees fairly - no favoritism	Jan 13, 2012 9:23 AM
526	Current manager uses all available motivational techniques.	Jan 13, 2012 9:23 AM
527	a thank you would be nice. recognize employees that retire, consistency, etc.	Jan 13, 2012 9:20 AM
528	?	Jan 13, 2012 9:15 AM
529	team building, time off, awards	Jan 13, 2012 9:14 AM
530	team building, treat everyone with respect	Jan 13, 2012 9:13 AM
531	all of the above	Jan 13, 2012 9:09 AM
532	pay increases, bonuses, awards, time-off, team building	Jan 13, 2012 9:09 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

533	Team building, recognition--Public praise instead of public criticism.	Jan 13, 2012 9:08 AM
534	Bonuses, awards, training, more meetings, and communicating with staff	Jan 13, 2012 9:04 AM
535	all of these	Jan 13, 2012 9:03 AM
536	non-monetary awards - plaques, certificates, award ceremonies. We having trouble merely getting our service pins; they arrive several years late. The most recent buyout was handled poorly; employees applied, saved up their A/L, then were denied the buyout. Employees were then forced to retire, without the buyout, mere to preserve the A/L they had no taken during the year.	Jan 13, 2012 9:03 AM
537	Providing neutral feedback, i.e., routinely telling us what our goals are and whether or not we are meeting them. Reinforcing positive behavior. Acknowledging that the job is difficult. Providing feedback to upper management when changes in policy make it harder for us to do our jobs.	Jan 13, 2012 9:00 AM
538	Communication, inclusion of career civil servants in decision making process, details to other offices, ask if a career civil servant can do the job before hiring a contractor, time off awards, on-the-spot cash awards, career building opportunities, have managers actually get to know the people working for them not just those people reporting directly to them	Jan 13, 2012 9:00 AM
539	Having the ability to further federal service by signing up for career classes.	Jan 13, 2012 8:59 AM
540	time off	Jan 13, 2012 8:58 AM
541	Need more official recognition for the ones that actually do the work that the higher-ups get the credit for.	Jan 13, 2012 8:58 AM
542	More coaching; work guidance; team building	Jan 13, 2012 8:56 AM
543	Real awards for good work instead of ignoring people's efforts but still expecting them to over excel.	Jan 13, 2012 8:55 AM
544	Time off	Jan 13, 2012 8:54 AM
545	Be here and be one of us, getting better qualify work out that has suffered due to low staffing.	Jan 13, 2012 8:54 AM
546	Here's a crazy idea, how about saying, "Thank you" or "You did a good job"?!	Jan 13, 2012 8:51 AM
547	None	Jan 13, 2012 8:50 AM
548	If my managers were to give bonuses for the employees that go above & beyond the call it would help. No one likes having to stay late on a Friday because of an "Immediate Tasker".	Jan 13, 2012 8:50 AM
549	Unfortunately only certain groups are eligible for pay bonuses or it depends on their supervisor who makes no effort to reward those who excell	Jan 13, 2012 8:48 AM
550	MONEY	Jan 13, 2012 8:47 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

551	Timely promotions; cash awards	Jan 13, 2012 8:47 AM
552	bonuses	Jan 13, 2012 8:45 AM
553	It isn't about money any more. The execs need to COMMUNICATE with us better.	Jan 13, 2012 8:38 AM
554	employee empowerment	Jan 13, 2012 8:36 AM
555	Bonuses, give some time off, have delayed opening when roads are bad due to weather conditions	Jan 13, 2012 8:33 AM
556	pay, bonuses	Jan 13, 2012 8:25 AM
557	Spend time at my office with me learning how (well) I do my job! More time off awards.	Jan 13, 2012 8:24 AM
558	- sure pay & bonuses would be nice but we don't even get a kind word now and then; as a matter of fact everyone's Performance Rating was arbitrarily lowered one level ... that'll motivate you!	Jan 13, 2012 8:24 AM
559	Team building, time off, bonuses.	Jan 13, 2012 8:22 AM
560	Honesty	Jan 13, 2012 8:16 AM
561	all the ex..	Jan 13, 2012 8:14 AM
562	Team building.	Jan 13, 2012 8:12 AM
563	A "Thank You" or a "Good job" once a year....	Jan 13, 2012 8:09 AM
564	team building, sharing info with staff like at staff meetings.	Jan 13, 2012 8:09 AM
565	Time off. Opportunities for innovation and flexibility. Eliminate valueless and unimportant work.	Jan 13, 2012 8:09 AM
566	time off	Jan 13, 2012 8:07 AM
567	team building, bonuses, time off	Jan 13, 2012 8:07 AM
568	Acquire better leadership skills and learn to know their people better in order to effectively communicate	Jan 13, 2012 8:06 AM
569	Acknowledgement of work, clear goals and objectives.	Jan 13, 2012 8:04 AM
570	comp time would be nice become more proactive take steps to help the office become more efficient	Jan 13, 2012 8:03 AM
571	bonuses, awards and time off incentives	Jan 13, 2012 8:01 AM
572	compensatory time for the extra hours required due to workforce reductions; reallocation of resources to balance workload demands	Jan 13, 2012 7:58 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

573	clear goals	Jan 13, 2012 7:54 AM
574	as performance warrants, all of the above	Jan 13, 2012 7:49 AM
575	All of the above	Jan 13, 2012 7:49 AM
576	time off, bonus, awards	Jan 13, 2012 7:46 AM
577	trust the employee to do the right thing; not micromanage	Jan 13, 2012 7:43 AM
578	They took bonuses away from personnel who are receiving a successful rating. (This has happened since our organization has gone under DCIPS.)	Jan 13, 2012 7:41 AM
579	All of the above.	Jan 13, 2012 7:40 AM
580	time off, bonuses, team building, TELEWORK!!!	Jan 13, 2012 7:39 AM
581	Senior strategy retreats	Jan 13, 2012 7:36 AM
582	time off awards	Jan 13, 2012 7:34 AM
583	Respect: it's a two way street	Jan 13, 2012 7:34 AM
584	There is not much they can do because of how bad Congress is. How sick our ability regulate banks, wall street for the common good of all Americans without hamstringing competition and growth of our economy. Most of American can see this, doesn't like it and that is why there are more Independents like me instead of members of any Party. There should be a law that when a primary doesn't get a majority participation of all registered voters, that the results should be null and void and all candidates can participate in the national election. Get rid of gerrymandering by politicians. Make congress follow the same rules federal employees have and use the same insurance and retirement. Angry is not the word that describes most of our federal work force. Its worse than that.	Jan 13, 2012 7:34 AM
585	All of those plus telework	Jan 13, 2012 7:29 AM
586	Sounds like all good examples	Jan 13, 2012 7:29 AM
587	Develop realistic goals in regards to organization capability, instead of what is expected.	Jan 13, 2012 7:28 AM
588	They use all of the example that you used.	Jan 13, 2012 7:26 AM
589	"Thank you," "Nice work," "We appreciate your extra efforts," "You are always working hard; I never have to worry about you"	Jan 13, 2012 7:23 AM
590	Bonuses	Jan 13, 2012 7:23 AM
591	Real recognition of performance	Jan 13, 2012 7:21 AM
592	Cash awards, time off awards, pay raises	Jan 13, 2012 7:12 AM
593	Awards Time Off	Jan 13, 2012 7:06 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

594	Communication would be a good start, we have little to none unless you want to socialize with them. Most of us do not have the time but wonder where they find the time to do so.	Jan 13, 2012 7:04 AM
595	Awards and promotions	Jan 13, 2012 7:00 AM
596	awards	Jan 13, 2012 6:53 AM
597	Time off, awards and team building. Understanding that times are different and it is not the same as 10-15 yrs ago when they were not in management.	Jan 13, 2012 6:52 AM
598	Time Off	Jan 13, 2012 6:50 AM
599	awards, time off	Jan 13, 2012 6:45 AM
600	time off	Jan 13, 2012 6:44 AM
601	n/a	Jan 13, 2012 6:35 AM
602	Support employees, instead of operating on assumption that employees are the enemy	Jan 13, 2012 6:35 AM
603	bonuses, time off, telling you when you do a good job	Jan 13, 2012 6:26 AM
604	An admin hour here and there would be nice.	Jan 13, 2012 6:21 AM
605	time off and team building	Jan 13, 2012 6:20 AM
606	Step increases for most effective/productive employees due to pay freeze.	Jan 13, 2012 6:20 AM
607	respect	Jan 13, 2012 6:19 AM
608	Listen to the employees. It would be nice if, when they do ask for inputs, its not ignored. Rock management is thriving in our organization.	Jan 13, 2012 6:17 AM
609	Anything. Team work. Pitch in to help. Move faster and sign letters. Go to Management training school. Get the right person in the job that actually can make decisions and not dump the stuff off on the worker and blaming the worker for poor product.	Jan 13, 2012 4:57 AM
610	More responsibility, autonomy, and challenging work.	Jan 13, 2012 4:36 AM
611	awards, time off, team building	Jan 13, 2012 4:12 AM
612	awards,certificate of recognition.	Jan 13, 2012 4:10 AM
613	Bonuses or time off.	Jan 13, 2012 3:47 AM
614	just making consistent, technically viable and reasonable decisions would go a long way. Consistent personnel policies would help too.	Jan 13, 2012 2:40 AM
615	time off, pay, bonuses	Jan 13, 2012 1:42 AM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

616	Bonuses for the top performers	Jan 13, 2012 1:39 AM
617	time off, show an organized front	Jan 13, 2012 12:22 AM
618	Be terminated for the good of the service and replaced	Jan 12, 2012 11:55 PM
619	bonuses	Jan 12, 2012 11:38 PM
620	BONUSES	Jan 12, 2012 11:33 PM
621	Recognition.	Jan 12, 2012 11:24 PM
622	Team building	Jan 12, 2012 11:19 PM
623	Bonuses, team building.	Jan 12, 2012 11:12 PM
624	bonuses, awards, monthly lunches/off-site team building	Jan 12, 2012 11:06 PM
625	More personal praise when deserved. Be honest about my performance.	Jan 12, 2012 10:49 PM
626	Try to hire more employees and/or equally distribute work	Jan 12, 2012 10:29 PM
627	Team building, agency needs to hire competent and educated managers.	Jan 12, 2012 10:14 PM
628	time off	Jan 12, 2012 9:53 PM
629	Pay/merit increases Bonuses Time off awards Letters of appreciation	Jan 12, 2012 9:37 PM
630	bonuses and better pay	Jan 12, 2012 9:30 PM
631	Respect Good Communication	Jan 12, 2012 9:27 PM
632	Time off (not allowed) could not do more than last yaer and no time off awards were given--so no time off awards this year--go figure....	Jan 12, 2012 9:23 PM
633	Bonuses and awards.	Jan 12, 2012 9:23 PM
634	Time off	Jan 12, 2012 9:17 PM
635	Team building	Jan 12, 2012 8:47 PM
636	time off	Jan 12, 2012 8:36 PM
637	I wish they would respect career staff.	Jan 12, 2012 8:35 PM
638	Bonuses and team building.	Jan 12, 2012 8:34 PM
639	Time off for deserving employees	Jan 12, 2012 8:28 PM
640	more bonuses	Jan 12, 2012 8:25 PM
641	get an adequate budget at the office level for the employees to perform their assigned mission.	Jan 12, 2012 8:22 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

642	Time off, awards for high performance, or at least 1 thank you	Jan 12, 2012 8:14 PM
643	More bonuses.	Jan 12, 2012 8:03 PM
644	personal respect!	Jan 12, 2012 7:57 PM
645	more telework days	Jan 12, 2012 7:29 PM
646	Offer time off awards if no \$ for bonuses. Actually say THANK YOU for work efforts. Treat people like adults instead of like elementary school kids. Stop the workplace bullying that occurs at top levels of mgt.	Jan 12, 2012 7:22 PM
647	Recognition of hard work	Jan 12, 2012 7:18 PM
648	none	Jan 12, 2012 7:09 PM
649	Time off awards.	Jan 12, 2012 6:59 PM
650	kind words are enough	Jan 12, 2012 6:53 PM
651	Share the pain. Cuts always hit the field staff and never headquarters.	Jan 12, 2012 6:49 PM
652	team building	Jan 12, 2012 6:44 PM
653	BONUSES, TIME OFF,	Jan 12, 2012 6:38 PM
654	time off	Jan 12, 2012 6:31 PM
655	pay increases, time off,	Jan 12, 2012 6:27 PM
656	Not every manager I see allows their employees to telework	Jan 12, 2012 6:20 PM
657	Ethical behavior for one. Demonstrated promotion of informed communication, sharing of employee relevant information and news and disclosure of strategic intents.	Jan 12, 2012 6:17 PM
658	Promotions, time off, bonuses, awards	Jan 12, 2012 6:08 PM
659	PAY	Jan 12, 2012 6:05 PM
660	giving us good words when we do something.	Jan 12, 2012 5:59 PM
661	I see they are scheduling training for employees this fy	Jan 12, 2012 5:56 PM
662	Managers could communicate more often and more effectively. managers could counsel employees when problems arise rather than sitting on issues until end of year performance review. managers could put and end to bullying culture in the agency instead of rewarding it. managers could treat people fairly and offer rewards for performance of official duties rather than rewarding the lowest common denominator and punishing those who do not "go along to get along".	Jan 12, 2012 5:39 PM
663	Team building exercises/offsites however they ended when our budget was cut a year ago.	Jan 12, 2012 5:36 PM

Page 3, Q8. What motivational techniques do you wish your managers would use but they don't currently? (Ex. pay, bonuses, awards, time off, team building)

664	Time off, pay, more bonuses	Jan 12, 2012 5:29 PM
665	team buildin is ineffective as each person is lucky to have time to do their own tasks let alone help others. time off is no good because the work still has to be done. they say there isn't money for travel yet that doesn't affect them.	Jan 12, 2012 5:16 PM
666	Retire or quit. Hire managers who have the necessary KSA to lead teams of people, not pass the crap down from headquarters and deny accountability.	Jan 12, 2012 5:12 PM
667	All of the aforementioned! Team building would be great but honestly, I don't even want to associate with my immediate boss at the work place! Time off awards would be great too.	Jan 12, 2012 5:08 PM
668	Keeping us in the loop about the status of everything from the budget to changes in the workforce.	Jan 12, 2012 5:07 PM
669	There are no awards available at the present time due to the decreased budget. But, a manager's award would be nice to have when funds are available. Also recognition in front of coworkers	Jan 12, 2012 5:02 PM
670	Individual communication from upper management, Include analysts in planning meetings when they include contractors, but the analyst has responsibility for the work.	Jan 12, 2012 4:55 PM
671	I do not have an issue with my managers. It is Congress and OPM. I can not leave without the assurance that I would receive my annuity check when promised. My husband is on disability and I have major health problems. I am having major spinal reconstructive surgery this year and I am so frightened of what is happening to new retirees. I have always loved my position with the government. The media, Congress and now the people blame the lower paid workers like myself for the mess this country is in. Why don't they look at themselves? Washington is destroying America, not the fed workers.....	Jan 12, 2012 4:53 PM
672	I wish the government (specifically SSA) would choose managers based more on their people skills, rather than on how well they performed their prior technical job.	Jan 12, 2012 4:50 PM
673	team building; administrative leave; an atta boy would be nice	Jan 12, 2012 4:39 PM