

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 manager?

		Response Percent	Response Count
1		9.5%	27
2		15.1%	43
3		18.0%	51
4		10.6%	30
5		11.6%	33
6		12.7%	36
7		10.6%	30
8		6.7%	19
9		4.6%	13
10		0.7%	2
		answered question	284
		skipped question	1,477

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 the federal workforce?

		Response Percent	Response Count
1		9.5%	27
2		14.4%	41
3		18.3%	52
4		20.4%	58
5		13.4%	38
6		10.6%	30
7		11.3%	32
8		1.1%	3
9		0.7%	2
10		0.4%	1
		answered question	284
		skipped question	1,477




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	11.5% (32)	14.3% (40)	25.1% (70)	24.0% (67)	17.9% (50)	6.5% (18)	0.7% (2)	3.42	279
Pay freeze	45.9% (129)	28.8% (81)	11.4% (32)	6.8% (19)	2.8% (8)	3.6% (10)	0.7% (2)	2.02	281
Hiring freeze/buyouts	11.1% (30)	17.3% (47)	20.7% (56)	22.5% (61)	10.7% (29)	11.4% (31)	6.3% (17)	3.41	271
Fed bashing from Congress/public	36.7% (103)	22.1% (62)	14.6% (41)	10.0% (28)	8.5% (24)	7.5% (21)	0.7% (2)	2.54	281
Ineffective managers	25.6% (71)	15.5% (43)	15.9% (44)	12.6% (35)	15.9% (44)	13.7% (38)	0.7% (2)	3.19	277
Cuts to money for travel, events, other	8.9% (24)	13.7% (37)	14.1% (38)	14.8% (40)	18.9% (51)	27.8% (75)	1.9% (5)	4.06	270
Other (please specify)									53

answered question 283

skipped question 1,478

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

		Response Percent	Response Count
Yes		78.9%	224
No		8.1%	23
Not sure		13.0%	37
answered question			284
skipped question			1,477

5. What are your top techniques for motivating employees?

	Response Count
	185
answered question	185
skipped question	1,576

6. What motivational techniques have you tried that don't work?

	Response Count
	146
answered question	146
skipped question	1,615

7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

	Response Count
	157
answered question	157
skipped question	1,604

Page 2, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

1	Continuing to do more and more and more with less and less and less	Jan 24, 2012 6:38 PM
2	Gross corruption and mismanagment.	Jan 24, 2012 7:16 AM
3	proposed .5% pay raise for 2013 - an insult!!	Jan 23, 2012 8:54 AM
4	The constant assault on Federal workers by the political elite in order to garner votes.	Jan 23, 2012 8:14 AM
5	Bureaucratic reporting such as CPIC where the folks in charge keep changes the rules, deadlines, and updating templates. Its MAKE work.	Jan 23, 2012 7:53 AM
6	OPM guidlines to reduce awards pools. Demoralizing for employees, frustrates managers because we now have no extrinsic tool to reward performers.	Jan 20, 2012 8:34 AM
7	Bargaining units (NATCA and PASS) getting better raises then the rest of the workforce. This happens on a regular basis. It has made finding people willing to be managers hard.	Jan 20, 2012 7:34 AM
8	Being asked to give when Congress does not. We do our jobs well and on time and Congress does not and has not for many years.	Jan 20, 2012 7:34 AM
9	Bullying in the workplace really kills morale! That's what we have.	Jan 19, 2012 5:11 PM
10	Long term staffers who apply for positions, do not get an interview while younger "aides/interns" do. I listened to a staffer complain about this last night.	Jan 19, 2012 3:40 PM
11	#1 - inept line officers (district rangers / forest supervisors) in USDA-Forest Service R1 Kootenai	Jan 19, 2012 3:10 PM
12	Being pressured to retire since RIF or layoffs are anticipated soon	Jan 19, 2012 1:59 PM
13	Secret reorganizations, lack of communication about moving offices.	Jan 19, 2012 1:07 PM
14	Poor Leadership	Jan 19, 2012 12:33 PM
15	Unappreciative and uncommunicative executives.	Jan 19, 2012 12:21 PM
16	Slow action by Congress.	Jan 19, 2012 10:34 AM
17	Insubordinate and ineffective staff who cannot be "touched" due to concern about EEO complaints	Jan 19, 2012 10:31 AM
18	NOT BEING APPRECIATED NOT ONLY BY YOUR BOSS BUT BY THE PUBLIC AND CONGRESS!!!!	Jan 19, 2012 10:17 AM
19	Poor leadership at the top	Jan 19, 2012 9:57 AM
20	unequal treatment	Jan 19, 2012 8:32 AM
21	Micro-management and bone-headed regulatory requirements	Jan 19, 2012 8:19 AM
22	Postal Service-The micromanagement of upper management and the erosion of	Jan 19, 2012 8:13 AM

Page 2, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

	authority of Postmasters to run their own office.	
23	agency leadership simply hires their friends and ignores federal managers with talent	Jan 19, 2012 8:11 AM
24	The fact that all employees including managers are not treated equal.	Jan 19, 2012 7:58 AM
25	Insufficient time to provide the correct answer, the first time; instead too much emphasis on responding with a quick answer regardless of the accuracy/correctness.	Jan 19, 2012 6:15 AM
26	Appointees suck the budget and have no management skills or program knowledge	Jan 18, 2012 8:01 AM
27	The cuts in travel money for training hurts a great deal. Succession planning and staying current requires training.	Jan 18, 2012 6:22 AM
28	The constant threat of cutting my pay to reduce the budget. With no pay increase in two years and my health insurance going up my check is going backwards. then you want me to pay more on everything well if that happens I will have to file bankruptcy in order to meet my regular bills. Its the constant worry about what is going to happen along with less people more work and no time to do it all.	Jan 18, 2012 12:24 AM
29	In light of retirement, almost all promotions are given to younger employees; over 40's that have paid their dues, do not have a chance.	Jan 17, 2012 11:37 AM
30	inept political appointees	Jan 17, 2012 10:01 AM
31	Ineffective elected officials in Congress who cannot ever seem to pass a budget before the first quarter or first half of the fiscal year has already passed. How can government managers plan anything when the government essentially is operating in arrears? Times are so tight we are even urged to buy our own pens and copier paper. Also, at my former agency, although people were encouraged to take risks in an effort to deliver service more effectively and efficiently, very often when the calculated risks were taken and the big payoff did not result, it reflected negatively on one's performance.	Jan 17, 2012 9:54 AM
32	Ill prepared mgt - at FAA HR we have Directors that have ZERO experience in the organization and lots of agenda items to enforce.	Jan 17, 2012 9:06 AM
33	Ineffectiveness in getting the job done because of MAJCOM interference.	Jan 17, 2012 6:42 AM
34	Poor selection of managers, favoritism by managers who treat employees unequally, managers who are really not qualified to be and are not effective managers though they've received training (and aren't trying to improve), and little recourse for employees for whom the established ways (e.g., EEO, temporary and permanent disability accommodations, etc.) are not effective. Some agencies have unions, so employees have a chance at representation; other agencies do not. Most aggrieved employees would have to pay a lot of money out-of-pocket in order to try to protect themselves and most can't afford those costs, regardless of grade. Agencies need a means for employees to	Jan 16, 2012 7:15 PM

Page 2, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

	report unethical, illegal, unfair actions and treatments. The "No Fear-Retaliation Act" doesn't work. I've been there and all mediation did was say that my manager was the problem and I wasn't, but the agency failed to follow through and I still have serious health problems from that time, over 7 years ago, including PTSD.	
35	Surveys that confuse gov't with Congress Gridlock and delays in getting annual budgets overall level of uncertainty inadequate staffing in smaller agencies	Jan 14, 2012 12:40 PM
36	Overall treatment from all corners - the proposed .5% pay increase for 2013 is frosting on the cake.	Jan 14, 2012 8:58 AM
37	Under appreciated by upper managers. Unrealistically high work load on managers and workers.	Jan 13, 2012 8:09 PM
38	Cap on performance awards.	Jan 13, 2012 6:51 PM
39	increasing workload	Jan 13, 2012 5:47 PM
40	Travel ceilings and training budgets. Our agency manages lands and resources spanning half a hemisphere, and travel cuts hamstringing employees and bust morale. Sr. managers announce emphasis on training, but budgets still shrink.	Jan 13, 2012 5:45 PM
41	Overloaded with upper management who do nothing but devise new reports, etc that inhibit the real work we are paid to do and serve customers	Jan 13, 2012 4:41 PM
42	1. Lack of job security	Jan 13, 2012 1:22 PM
43	We just had 2 VERA and 1 VSIP since the beginning of FY 12. Our budget for discretionary items including supplies and travel was reduced 36% from last year. I just lost 25% of my staff. We are at the point of being unable to deliver the services expected.	Jan 13, 2012 12:19 PM
44	Inability to remove poor performers from the federal work place even after counseling, establishing performance plans, and all HR/EEO policies have been exhausted. The federal government caves in to poor performers too often.	Jan 13, 2012 10:10 AM
45	Cuts to money for bonuses	Jan 13, 2012 9:36 AM
46	Attempted takeover of agency by Department	Jan 13, 2012 8:39 AM
47	DCIPS (NSPS) fiasco and the continuing threats to take away or further restrict benefits and retirement	Jan 13, 2012 8:05 AM
48	Can not fire the incompetent. Federal government for some is less a job and more welfare. This does not help the morale of the rest.	Jan 13, 2012 7:33 AM
49	Ability to rotate out of HQ when 3yr tour is over. Trap at HQ.	Jan 13, 2012 7:06 AM
50	Who are we kidding? The "Pay Freeze" was actually a "Pay Cut". By skipping to COL increases, we took a pay cut. Suddenly something that was a "given"--pay adjustments to adjust for the cost of living was not longer a given. Now the administration is proposing a 0.5% adjustment--which is not even close to the	Jan 13, 2012 6:18 AM

Page 2, Q3. Which of the following are morale killers at your agency? (Rank in order with 1 being the biggest morale killer.)

actual, normal COL applied to other programs.

51	TSA is experiencing GS14-15 position downgrades. Effort has everything to do with saving money and nothing to do with grade realignment.	Jan 13, 2012 3:50 AM
52	Federal employees are paying an unfair share for the whole country's financial crisis	Jan 12, 2012 10:16 PM
53	Benefit cuts; overuse of temporary, seasonal, term appointments for permanent jobs/functions; unwillingness or inability of managers to motivate and/or discipline poor performers or those who create a hostile or disruptive atmosphere in the workplace.	Jan 12, 2012 8:47 PM

Page 2, Q5. What are your top techniques for motivating employees?

1	Keeping a positive attitude myself, reminding them that "this too shall pass"	Jan 24, 2012 6:38 PM
2	This is temporary situation, there is a light at the end of tunnel.	Jan 24, 2012 11:21 AM
3	I have pretty much given up. No return on my investment.	Jan 24, 2012 7:16 AM
4	None - I too am very demoralized and basically don't care about the public anymore (i feel very bad about but say so what).	Jan 23, 2012 8:54 AM
5	Keeping focus on the main goals of our organization and finding partners who appreciate the work we're trying to accomplish.	Jan 23, 2012 8:14 AM
6	I hire folks who WANT to work here for the type of work we do. Also, being flexible on schedules and work hours.	Jan 23, 2012 7:53 AM
7	Recognition	Jan 22, 2012 2:20 PM
8	Give them hope. Tell them this shall pass!	Jan 21, 2012 11:02 AM
9	Keeping their workloads from exploding. There is NO money to give, no QSIs available, no spot awards or time off awards.	Jan 20, 2012 1:16 PM
10	Showing them they are appreciated and important. Remembering birthdays or special events that are important to them. Recognizing them for the hard work they do.	Jan 20, 2012 12:05 PM
11	Treating them fairly, understanding their unique needs	Jan 20, 2012 11:10 AM
12	bonus	Jan 20, 2012 9:38 AM
13	lots of positive reinforcement	Jan 20, 2012 8:34 AM
14	Making a positive change in peoples lives.	Jan 20, 2012 7:34 AM
15	Days off; pizza lunches for my staff; encouragement	Jan 20, 2012 7:34 AM
16	ALLOWING THEM TO DO THEIR JOBS AND ALLOCATING TRAVEL COSTS TO THEM APPROPRIATELY	Jan 20, 2012 6:58 AM
17	- gratitude/compliments - candy jar - time off awards	Jan 20, 2012 6:45 AM
18	One on one talks with employees	Jan 19, 2012 9:20 PM
19	spending time listening to them. try to help them, encourage them.	Jan 19, 2012 5:11 PM
20	Establishing communications with employees and forming them as a team.	Jan 19, 2012 4:50 PM
21	Providing them with excellent quality training on-site and off-site in order to meet high level of technical and customer service skills reqd. on job. Explain big picture and the long-term value derived by each individual and dept. team from same.	Jan 19, 2012 3:40 PM
22	empowerment and let them do their job. review and provide feedback - good and bad, if needed	Jan 19, 2012 3:10 PM

Page 2, Q5. What are your top techniques for motivating employees?

23	Time-off awards	Jan 19, 2012 2:15 PM
24	Personal talks	Jan 19, 2012 1:59 PM
25	(1) Lead by example and always be positive. (2) Listening to my team members issues and complaints and being an advocate for them. (3) Allowing team members to work remotely. (4) Forget the email and manage by walking around. (5) Empower people and make certain they understand that mistakes are part of the learning process and should be embraced.	Jan 19, 2012 1:38 PM
26	Keeping them in the loop, making sure they have interesting work that is in line with their skills.	Jan 19, 2012 1:07 PM
27	Keeping them informed and treating them the way I want to be treated.	Jan 19, 2012 12:59 PM
28	accomodating whenever possible employees requests to balance work & home life; flexiplace is great tool for this	Jan 19, 2012 12:44 PM
29	still looking for one that works	Jan 19, 2012 12:34 PM
30	frequent verbal recognition, encouragement, thank yous	Jan 19, 2012 12:28 PM
31	Focus on the positive, and try to rise above those who don't value the human factor of employees	Jan 19, 2012 12:26 PM
32	Letting them see that we are all in this together including me.	Jan 19, 2012 12:21 PM
33	Performance ratings	Jan 19, 2012 12:13 PM
34	Reward top performers, Constant communication with employees regarding the financial status of the Postal Service and ways we can contribute. Speak with employee's regarding family matters, kids graduation, sick family member, divorce, employees need to know you are concerned about them, not just on the job. How about saying good morning, thanks for coming in today during inclement weather. Listen to feedback from employees and respond, they may have positive solutions that will make the job easier or cost efficient. Never raise your voice and treat them as you want to be treated.	Jan 19, 2012 11:18 AM
35	Personal support of the employees.	Jan 19, 2012 11:15 AM
36	Listening to their ideas and implementing those ideas or at least trying them out - - of course not all ideas are worthy of this -- so judgment is involved; informal recognition -- we have a neat website where you can get certiifcates to present and do not need anyone's "approval". Even a simple email recognizing good work "works wonders" with may employees. I have a distrubuted work team across the US, so it is impossible to take them to lunch at the end of the year. What I do instead is get each of them a restaurant gift card. They are the ones that make me successful, and it is a small way to thank them.	Jan 19, 2012 11:11 AM
37	positive feed back weekly using mistakes to improve performance and then reward performance. 59 minute early release for job well done.	Jan 19, 2012 10:58 AM
38	Trying to show up for work every day.	Jan 19, 2012 10:39 AM

Page 2, Q5. What are your top techniques for motivating employees?

39	None.	Jan 19, 2012 10:34 AM
40	Always take time to listen when they need to talk (no matter how much is on my plate). Always take time to provide positive feedback on work well done.	Jan 19, 2012 10:31 AM
41	Principle based leadership, and self directed leadership---don't look for outside motivation!	Jan 19, 2012 10:23 AM
42	Official public recognition in front of co-workers for top performers. Incentive awards for outstanding performers based on pplans. On the spot cash award for a remarkable above and beyond performance Personally pay for team building lunches outside of the office	Jan 19, 2012 10:22 AM
43	BEING FAIR AND ACCENTUATING THE POSITIVE THINGS THAT ARE LEFT	Jan 19, 2012 10:17 AM
44	Treating them like responsible professionals	Jan 19, 2012 9:57 AM
45	Appealing to their sense of duty, that we are still paid a salary and we owe the FED GOVT a full work week for that salary....Also the simple fact that we all still HAVE a job.	Jan 19, 2012 9:48 AM
46	Figure out the tasks/projects that interest them and make them a part of the process.	Jan 19, 2012 9:48 AM
47	Praise and reward good performance Make sure that employees know how their contribution affects not only the Agency Mission but the DoD and National Security mission Keep employees and subordinate managers informed of good and bad performance make course corrections as needed to get the job done.	Jan 19, 2012 9:43 AM
48	Reminding them that it's even worse in the private sector.	Jan 19, 2012 9:41 AM
49	Letting them know there work is appreciate. Providing the best support for them I can.	Jan 19, 2012 9:37 AM
50	I try to communicate, in group settings and individually, about the positive aspects of the job, and remind everyone that these times won't last forever, that things will improve, and there will be opportunities. There are still positive things about working here.	Jan 19, 2012 9:35 AM
51	Treat like professionals and try not to micro-manage	Jan 19, 2012 9:13 AM
52	awards	Jan 19, 2012 9:02 AM
53	Face to face interaction.	Jan 19, 2012 8:57 AM
54	Try to persuade them to keep working because they still receive a paycheck and should have pride in what they do.	Jan 19, 2012 8:52 AM
55	Doing my best and offering to help them out when there is lots of work	Jan 19, 2012 8:35 AM
56	try to show them the bigger picture and how we fit in	Jan 19, 2012 8:32 AM
57	Recognizing their contributions and empowerment	Jan 19, 2012 8:22 AM

Page 2, Q5. What are your top techniques for motivating employees?

58	Time-of Awards	Jan 19, 2012 8:19 AM
59	Treat them like a human being; praise them for good work, and counsel/work with them to fix problems. Let them know their work (whatever it is) contributes to the success of the organization.	Jan 19, 2012 8:15 AM
60	Buffering the threats and intimidation from higher managers into a message containing dignity and respect.	Jan 19, 2012 8:13 AM
61	recognize talent and allow staff to use it	Jan 19, 2012 8:11 AM
62	Workplace flexibilities	Jan 19, 2012 7:59 AM
63	Reminding them that we have a job and that we are here to ensure that the american taxpayers needs are met.	Jan 19, 2012 7:58 AM
64	Provide regular, positive performance feedback	Jan 19, 2012 7:05 AM
65	There aren't any, managers can no longer tell them to do their job without actions being filed.	Jan 19, 2012 7:05 AM
66	I try to give them as much positive feedback as I can and remind them that they (and their jobs) are important.	Jan 19, 2012 6:26 AM
67	Asking for and listening to their input. Allowing them opportunities to lead, show initiative.	Jan 19, 2012 6:15 AM
68	public appreciation of services	Jan 18, 2012 6:02 PM
69	praise for the hard work they do on a daily basis. Time off awards if work is caught up. Telework opportunity for 2 days per PP. Team meetings, open discussions about federal issues with pay and benefits. I try very hard to let every oneof my staff know how important they are and that I could not do this work without them and their hard work.	Jan 18, 2012 4:54 PM
70	Coaching, teamwork, awards	Jan 18, 2012 8:01 AM
71	That we were hired to do a job not to please congress	Jan 18, 2012 7:09 AM
72	Keep a constant reminder on the positive aspects of federal employment when compared to other sectors in the economy.	Jan 18, 2012 6:22 AM
73	Recognition that budget restraints call for innovation - inspiring the workforce by stressing the importance of their work to mission success. AND, through recognizing their work on an individual and team basis. Listen, respect, encourage!	Jan 18, 2012 6:15 AM
74	working with my employees and having beneficial team meetings where they get time to vent as well as learn and of course some sort of lunch to go with it (at my expense)	Jan 18, 2012 12:24 AM
75	positive feedback	Jan 17, 2012 7:09 PM
76	Saying thank you	Jan 17, 2012 3:00 PM

Page 2, Q5. What are your top techniques for motivating employees?

77	I just try constantly remind folks that things could be worse, and through all of the tough times, we must continue to be professionals in everything we do.	Jan 17, 2012 2:56 PM
78	Training and travel; empowerment.	Jan 17, 2012 11:37 AM
79	public praise and cross training opportunities (no cash for anything else)	Jan 17, 2012 10:01 AM
80	Give them greater autonomy over what they do. Assign work and then get out of the way.	Jan 17, 2012 9:54 AM
81	I try to be as flexible as possible with employees schedules, leave, etc. so that they have a family-friendly work environment and a work/life balance. We also try to do team activities (i.e., lunches, happy hour, etc.) on a regular basis. Another critical factor is just telling employees verbally how much you appreciate them and the work they do.	Jan 17, 2012 9:11 AM
82	kindness, interest, championing their efforts	Jan 17, 2012 9:06 AM
83	I try to insulate them from the BS from upper management. Awards.	Jan 17, 2012 9:00 AM
84	Sometime it is the little things as recognition for a job well done. Time off awards, team building.	Jan 17, 2012 8:51 AM
85	Being kind and understanding.	Jan 17, 2012 6:42 AM
86	Listening to their issues, let staff vent, give cash awards, team building off site, etc.	Jan 16, 2012 8:40 PM
87	Treat people with respect, highlight their positives and good work, don't tear them down or "beat them up" like other managers do, coach and encourage them, build trust, let them know you've got their back, let them know they have value, show appreciation, look for the good in what they do instead of the negatives and if correction is needed, do so in the most positive and effective way. You are responsible as a manager to manage, not just supervise, and supervisors should be good managers-in-training.	Jan 16, 2012 7:15 PM
88	tel them i appreciate them and their work is important.	Jan 16, 2012 5:15 PM
89	Revolving projects	Jan 16, 2012 10:05 AM
90	Ensuring they understand the benefits of being federal employees - maintaining a positive attitude myself	Jan 16, 2012 6:54 AM
91	only doing what needs to get done/lower quality standards	Jan 15, 2012 4:46 PM
92	sympathize	Jan 15, 2012 4:03 PM
93	Satisfaction with results from hard work	Jan 15, 2012 11:48 AM
94	increased in flexible work times	Jan 15, 2012 5:01 AM
95	Reasonable accommodations and set clear expectations and goals.	Jan 14, 2012 11:39 PM
96	Keeping employees informed and encouraging them to study the issues	Jan 14, 2012 8:58 PM

Page 2, Q5. What are your top techniques for motivating employees?

97	Awards and continued support	Jan 14, 2012 7:49 PM
98	Telling them thank you, and good job, and I appreciate their hard work	Jan 14, 2012 7:11 PM
99	Financial incentives, education/training, employee recognition.	Jan 14, 2012 6:47 PM
100	praising good work	Jan 14, 2012 5:45 PM
101	Time off awards	Jan 14, 2012 5:28 PM
102	Pay, QSIs, bonuses	Jan 14, 2012 4:59 PM
103	focus on the important mission and helping members of the public showing that poor performers CAN be and are fired! cross-training and developing employees	Jan 14, 2012 12:40 PM
104	monetary rewards	Jan 14, 2012 12:09 PM
105	Highlight their part in the success of the agency mission. In my case the lives the Coast Guard has saved and what their part is in this.	Jan 14, 2012 10:34 AM
106	the small business community we serve.	Jan 14, 2012 8:58 AM
107	Caring, listening to them, protecting them from raging upper management.	Jan 14, 2012 8:25 AM
108	Only to reassure top performers that they are valued in spite of the public's and Congress' opinion. Provide mentoring opportunities to learn, and work with folks to expand their skills.	Jan 14, 2012 7:48 AM
109	Reminding them that the job they have is great and we are here to serve the War Fighter and give our tax payers thier moneies worth. Better to be working than not working.	Jan 14, 2012 1:16 AM
110	Keeping them engaged in high-priority work Working to provide them training opportunities Supporting diversity tours on special projects to advance their skills and interests Promotions, bonuses, time-off awards Cake (and other food)	Jan 13, 2012 11:07 PM
111	focus on making an impact and making America stronger; channeling people into areas they have the most passion; recognition awards	Jan 13, 2012 10:58 PM
112	Communicating/Articulating goals	Jan 13, 2012 10:11 PM
113	Listening, support and encouragement	Jan 13, 2012 10:08 PM
114	Flexible schedules, empathy, commitment to mission, time off	Jan 13, 2012 9:37 PM
115	talk to them help them with there career planning	Jan 13, 2012 9:13 PM
116	Time off awards, training, challenging work, and great reviews/performance plans, thanking employees publicly for doing a great job	Jan 13, 2012 8:39 PM
117	awards time off	Jan 13, 2012 8:26 PM
118	I try to give positive reinforcement and praise. I give criticism in as positive a format as possible. However, I am not shown the same courtesy by my own	Jan 13, 2012 8:09 PM

Page 2, Q5. What are your top techniques for motivating employees?

	managers.	
119	none left	Jan 13, 2012 7:04 PM
120	Reminding them that their service to the country in accomplishing the agency mission is extremely important to the country.	Jan 13, 2012 6:54 PM
121	On the spot awards.	Jan 13, 2012 6:51 PM
122	communication and recognition	Jan 13, 2012 5:47 PM
123	Focus on the mission, reward good work (but awards have been cut too), and don't dwell on the negative. We still have a job to do!	Jan 13, 2012 5:45 PM
124	incentives	Jan 13, 2012 5:42 PM
125	Smile and remind them they still have a job and they do extremely important things for their country.	Jan 13, 2012 4:56 PM
126	Praise, respect and treating them as I like to be treated, Being as fair as I can.	Jan 13, 2012 4:41 PM
127	Performance feedback, advancement, monetary incentives, receiving earned pay increases.	Jan 13, 2012 4:37 PM
128	Give ownership	Jan 13, 2012 3:55 PM
129	Communication!!!! Lack of communication about events from top level managers creates distrust in the front line employees.	Jan 13, 2012 3:11 PM
130	Appreciation, appreciation, appreciation!	Jan 13, 2012 2:54 PM
131	Pay increases	Jan 13, 2012 2:51 PM
132	Empowerment, written and verbal praise, cash awards, explaining the importance and impact of their jobs.	Jan 13, 2012 1:22 PM
133	Working in "the trenches", leading by example	Jan 13, 2012 1:20 PM
134	Expressing appreciation for job well done at every appropriate moment.	Jan 13, 2012 12:24 PM
135	Trying to provide compliments, focusing on our core mission, which people are very devoted to delivering.	Jan 13, 2012 12:19 PM
136	none	Jan 13, 2012 11:42 AM
137	n	Jan 13, 2012 11:41 AM
138	Rewards and recognition	Jan 13, 2012 11:17 AM
139	Providing interesting and challenging work projects, training opportunities, and having frank conversations regarding the future. These include assessments of positions elsewhere.	Jan 13, 2012 11:12 AM
140	Explaining our core mission to help rural farmers	Jan 13, 2012 10:59 AM

Page 2, Q5. What are your top techniques for motivating employees?

141	Sunny disposition Providing information when able	Jan 13, 2012 10:55 AM
142	Professional development, advancement, increased responsibility, performance awards, bonuses	Jan 13, 2012 10:10 AM
143	Training opportunities, tasking personnel the responsibility for a specific action and letting them do their job	Jan 13, 2012 9:51 AM
144	Not much els that can be done.	Jan 13, 2012 9:42 AM
145	Giving them projects where they will succeed and be productive	Jan 13, 2012 9:40 AM
146	Offering alternative work schedules	Jan 13, 2012 9:36 AM
147	Recognition for jobs well done, time off awards, bonuses, and continual feedback.	Jan 13, 2012 9:29 AM
148	Increasing their opportunites to advance through training. Acknowledging the value of their hard work in front of their peers.	Jan 13, 2012 9:15 AM
149	Reminding them they are increasing public safety.	Jan 13, 2012 8:51 AM
150	honesty and kindness and occassional use of thegranting of 59 minutes of administrative leave	Jan 13, 2012 8:48 AM
151	empowering them with more responsibility	Jan 13, 2012 8:46 AM
152	Develop useful, interesting projects to move us fwd, time off/bonus	Jan 13, 2012 8:39 AM
153	non monetary awards, committment ot public service ideals, team building	Jan 13, 2012 8:38 AM
154	make them feel involved and informed	Jan 13, 2012 8:36 AM
155	Communication - I try to be honest with my employees. Also, I encourage employees to give me their ideas	Jan 13, 2012 8:26 AM
156	?	Jan 13, 2012 8:24 AM
157	assignments geared to their interests and specific kudos for their great work (paid for from my own pocket)	Jan 13, 2012 8:07 AM
158	Importance of national security	Jan 13, 2012 8:05 AM
159	Workplace flexibilities (e.g. telework), follow-through on employee surveys	Jan 13, 2012 7:53 AM
160	monetary awards, coins	Jan 13, 2012 7:51 AM
161	Continue to educate the masses.	Jan 13, 2012 7:48 AM
162	Praise, and lots of it.	Jan 13, 2012 7:33 AM
163	Keep the mission in mind.	Jan 13, 2012 7:32 AM
164	Talking & listening to them every day in informal settings.	Jan 13, 2012 7:30 AM

Page 2, Q5. What are your top techniques for motivating employees?

165	empower them, and lead them by example.	Jan 13, 2012 7:26 AM
166	Praise them for their work and cut them a break sometimes, longer lunch, leave hour early.	Jan 13, 2012 7:06 AM
167	Ensure people have meaningful work and receive feedback on their performance.	Jan 13, 2012 6:59 AM
168	Wait until the next election, vote them (congress) out	Jan 13, 2012 6:55 AM
169	Continuity of managing and putting fun in work	Jan 13, 2012 6:04 AM
170	Involving employees in decision making; incessant communication; set clear priorities, accepting that not everything will get done; keep vision alive; reminding people why we're in public service; acknowledge that our work is a ministry and that the rewards need to be personal, and based on self-fulfillment.	Jan 13, 2012 6:04 AM
171	Telling them it will get worse, but at some point this too shall pass.....	Jan 13, 2012 3:50 AM
172	Keeping employees engaged through team building activities	Jan 12, 2012 10:16 PM
173	Reminding them of the warfighters they bring home safely. Discussing the type of hands on high tech work is not found in many places	Jan 12, 2012 9:57 PM
174	Open lines of communication and recognition of excellence	Jan 12, 2012 9:32 PM
175	flexible work hours	Jan 12, 2012 8:53 PM
176	sucsess	Jan 12, 2012 8:47 PM
177	set clear expectations; communicate regularly; listen; acknowledge an employee's accomplishments, especially to his colleagues; thank them; never ask an employee to do what you would not be willing to do yourself; offer development opportunities; provide work variety; encourage thoughtful risk-taking; maximize their decision-making authority and back them up when they err; take a genuine interest in the employee and their well-being.	Jan 12, 2012 8:47 PM
178	"Free" time off; written commendation.	Jan 12, 2012 8:07 PM
179	Team Building, Group Lunches, Expanding employees authority, expanding telework program participation	Jan 12, 2012 6:24 PM
180	Helping them see the big picture of what they do and the importance, shielding them from management strife and fighting, staff lunches, project kick-off celebrations, project end celebrations	Jan 12, 2012 6:04 PM
181	Treat them like humans and not robots. They are people and the don't make the millions that congress makes it out to be.	Jan 12, 2012 5:38 PM
182	Reassurance that the current administration will soon be nothing more than a painful memory.	Jan 12, 2012 5:34 PM
183	This too will pass Remain Flexible Variety of tasks	Jan 12, 2012 5:32 PM

Page 2, Q5. What are your top techniques for motivating employees?

184	1. Praise 2. Protect/buffer them from my supervisor 3. Acknowledge them in public	Jan 12, 2012 5:25 PM
185	Snack days, team building	Jan 12, 2012 4:46 PM

Page 2, Q6. What motivational techniques have you tried that don't work?

1	Not much is working right now, because they see through the rhetoric. Actions and words of executive staff don't mesh.	Jan 24, 2012 6:38 PM
2	Work harder , you may get a promotion.	Jan 24, 2012 11:21 AM
3	Talking. Being honest and frank with my employe's.	Jan 24, 2012 7:16 AM
4	N/A	Jan 23, 2012 8:54 AM
5	Awards. They system for awards is truly broken and the fact that there is no longer any money to be given means that awards are largely meaningless.	Jan 23, 2012 8:14 AM
6	Open and transparent communicatios	Jan 22, 2012 2:20 PM
7	Repeating the same old story of things will get better next year.	Jan 21, 2012 11:02 AM
8	None	Jan 20, 2012 1:16 PM
9	evaluation and ratings that were down graded by by ses employees because of budget reasons	Jan 20, 2012 9:38 AM
10	trying to sell the "company line" ie the Nation is hurting, our sacrifices today will reap benefits in the future	Jan 20, 2012 8:34 AM
11	You are still getting paid/have a job.	Jan 20, 2012 7:34 AM
12	Telling them that they are an important piece of America's fabric.	Jan 20, 2012 7:34 AM
13	GROUP MEETINGS TO LET THEM AIR OUT THEIR FRUSTRATIONS - 59 MINUTE AWARDS FOR SPECIAL ACTS -	Jan 20, 2012 6:58 AM
14	- Discussion of performance issues	Jan 20, 2012 6:45 AM
15	General service talks	Jan 19, 2012 9:20 PM
16	time off, being nice to them by not requiring them to take leave for being late several days in a row.	Jan 19, 2012 5:11 PM
17	Allocating travel funds to meet the greatest needs of the team.	Jan 19, 2012 4:50 PM
18	I cannot think of any - we hire professional staff and aim to develop them even further and they do deliver.	Jan 19, 2012 3:40 PM
19	top down, iron fist or warm and fuzzy - wishy washy BS agency mandates	Jan 19, 2012 3:10 PM
20	make a differnce awards	Jan 19, 2012 2:15 PM
21	Micromanaging	Jan 19, 2012 1:59 PM
22	standard performance evaluations--when top management makes you give lesser evaluations because higher ones cost money.	Jan 19, 2012 1:07 PM
23	begging	Jan 19, 2012 12:59 PM

Page 2, Q6. What motivational techniques have you tried that don't work?

24	employee recognition without any monetary award	Jan 19, 2012 12:44 PM
25	just about everything under the sun	Jan 19, 2012 12:34 PM
26	minor awards long-term	Jan 19, 2012 12:28 PM
27	Team building, when the goals change from week to week you can't keep your eye on the ball.	Jan 19, 2012 12:26 PM
28	At a Boy's	Jan 19, 2012 12:21 PM
29	Working for the postal service for 30 years in the Dallas District. The Postal service expects everyone to be perfect all the time. If you make a mistake you receive disciplinary action. This has been constant, and the morale in the Dallas district is very poor. Disciplinary action is not always the best action, but in the postal service you follow the directions of your superior.	Jan 19, 2012 11:18 AM
30	Freeze the pay.	Jan 19, 2012 11:15 AM
31	not being honest with employees about what their chances are for promotion or pay raises when there is no funds for either.	Jan 19, 2012 10:58 AM
32	same as above	Jan 19, 2012 10:39 AM
33	At least they have a job and a paycheck speech.	Jan 19, 2012 10:34 AM
34	Cannot think of any.	Jan 19, 2012 10:31 AM
35	Flattery-----if the Emperor has no clothes they see that in time--so insincere praise fails!	Jan 19, 2012 10:23 AM
36	N/A	Jan 19, 2012 10:22 AM
37	CAN'T THINK OF ANY RIGHT NOW	Jan 19, 2012 10:17 AM
38	I think we are doing OK here, most things I have tried are working.	Jan 19, 2012 9:48 AM
39	Cash! It may work the first time, but most of my employees are more motivated by what inspires them.	Jan 19, 2012 9:48 AM
40	Time Off Awards...if there's no dollar signs in front of the award amount, it's taken as an insult rather than a reward. I	Jan 19, 2012 9:43 AM
41	crying	Jan 19, 2012 9:41 AM
42	Trying to communicate, in group settings and individually, about the positive aspects of the job, and reminding everyone that these times won't last forever, that things will improve, and there will be opportunities. Thinking about the positive things about working here.	Jan 19, 2012 9:35 AM
43	micro-managing	Jan 19, 2012 9:13 AM
44	pep talks	Jan 19, 2012 9:02 AM

Page 2, Q6. What motivational techniques have you tried that don't work?

45	Discipline	Jan 19, 2012 8:57 AM
46	Tell them things will get better.	Jan 19, 2012 8:52 AM
47	Throwing my weight around	Jan 19, 2012 8:35 AM
48	pride for the sake of pride	Jan 19, 2012 8:32 AM
49	Team building programs.	Jan 19, 2012 8:22 AM
50	Reasoning, appealing to patriotism	Jan 19, 2012 8:19 AM
51	It's difficult to keep people motivated when on one hand the upper management of the postal service (District Level) threatens on a daily basis to increase productivity, while at the same time the craft employees are well aware that the postal service has too many layers of bureaucracy.	Jan 19, 2012 8:13 AM
52	Team building	Jan 19, 2012 7:59 AM
53	Trying to remind them that this is a career not just a job and they are appreciated.	Jan 19, 2012 7:58 AM
54	Tried most of them per all the managers courses.	Jan 19, 2012 7:05 AM
55	Awards Punishment	Jan 19, 2012 6:15 AM
56	on the spot awards, non monetary awards	Jan 18, 2012 6:02 PM
57	Can't think of any I haven't tried.	Jan 18, 2012 4:54 PM
58	Not providing a good example, avoiding employees, not asking for opinions of subordinates	Jan 18, 2012 8:01 AM
59	Rotational assignments - budget cuts and hiring freezes forces us all to do more with less.	Jan 18, 2012 6:22 AM
60	Increasingly I find that it is my colleague Executives that are in the most need of encouragement. It is difficult to sustain leadership when SES are bashed, sidelined and receive little compensation for the exceedingly difficult jobs they perform. Pay compression, diminishment of bonuses, and erosion of viewing Senior Executive Service as a critical component of good government. The best and brightest of our GS 14 and GS 15 cadre do not aspire to become executives - they receive greater overall compensation, little accountability for project success, and 8 hour days.	Jan 18, 2012 6:15 AM
61	Praise, thanking them, if it isn't money it doesn't really make them happy since we are pressuring them to work harder in order to compensate for ones that have left or retired.	Jan 18, 2012 12:24 AM
62	Employee appreciation days, all hands meetings, and other transparent attempts to go through the motions.	Jan 17, 2012 3:00 PM
63	Trying to explain and cover for our inept leadership.	Jan 17, 2012 2:56 PM

Page 2, Q6. What motivational techniques have you tried that don't work?

64	Involving in decision-making which (unfortunately) is usually a long process and they never see the result.	Jan 17, 2012 11:37 AM
65	delegated responsibilities	Jan 17, 2012 10:01 AM
66	Candor and honesty -- too threatening to some.	Jan 17, 2012 9:54 AM
67	control, discipline	Jan 17, 2012 9:06 AM
68	Awards are the only thing that does work. Upper management, Congressional and Presidential shenanigans (corruption) and fedbacking from the media overwhelm mostly everthing else tried.	Jan 17, 2012 9:00 AM
69	Town hall meetings that basically just tell the story o the consequence of tighter budgets.	Jan 17, 2012 8:51 AM
70	Giving them extra time off, giving bonuses to managers.	Jan 17, 2012 6:42 AM
71	You don't really motivate people; you assist them in being motivated. What doesn't work is always looking at and pointing out the negative, being harsh, treating people unfairly, and discarding what motivates them. I haven't done these, but I've been subject to these methods.	Jan 16, 2012 7:15 PM
72	promotions, awards, perks	Jan 16, 2012 5:15 PM
73	Additional assignments	Jan 16, 2012 10:05 AM
74	too much analysis	Jan 16, 2012 6:54 AM
75	time off awards	Jan 15, 2012 4:46 PM
76	sympathize	Jan 15, 2012 4:03 PM
77	Pushing harder for results and unattainable goals regarding completion dates with fewer people to do the work	Jan 15, 2012 11:48 AM
78	department reorgnaiztion decreased moral	Jan 15, 2012 5:01 AM
79	You're lucky to have a good steady paying job!	Jan 14, 2012 11:39 PM
80	Acting as if there are no issues	Jan 14, 2012 8:58 PM
81	Short of cash or time off awards there is nothing to motivate them	Jan 14, 2012 7:49 PM
82	Motivational slogans, thank you cards	Jan 14, 2012 7:11 PM
83	social gatherings	Jan 14, 2012 6:47 PM
84	praising good work	Jan 14, 2012 5:45 PM
85	Morale talks	Jan 14, 2012 5:28 PM
86	time off telework	Jan 14, 2012 4:59 PM

Page 2, Q6. What motivational techniques have you tried that don't work?

87	awards where amounts are so small as to be practically meaningless unavailability of promotions due to outdated and rigid classification system	Jan 14, 2012 12:40 PM
88	none	Jan 14, 2012 10:34 AM
89	we still have a job	Jan 14, 2012 8:58 AM
90	None, coming from the military, you have to think outside the box and use all of your skills you have learned to make people do things they need to do. At the same time letting them know they are important to what they do.	Jan 14, 2012 1:16 AM
91	None so far	Jan 13, 2012 11:07 PM
92	performance reviews	Jan 13, 2012 10:58 PM
93	Time off	Jan 13, 2012 10:11 PM
94	small bonuses	Jan 13, 2012 10:08 PM
95	pip	Jan 13, 2012 9:13 PM
96	Team lunches, private thank yous	Jan 13, 2012 8:39 PM
97	one on one discussion/recognition	Jan 13, 2012 8:26 PM
98	Pizza parties, written "thank you" notes, quality incentive contests and games.	Jan 13, 2012 8:09 PM
99	none no longer work	Jan 13, 2012 7:04 PM
100	recognition awards	Jan 13, 2012 6:54 PM
101	Townhall meetings for recognition in front of peers.	Jan 13, 2012 6:51 PM
102	employee appreciation events	Jan 13, 2012 5:47 PM
103	I avoid techniques that are not supported, so the list is none.	Jan 13, 2012 5:45 PM
104	great job, non-monetary awards	Jan 13, 2012 5:42 PM
105	Include candy bars for sale in our coffee mess.	Jan 13, 2012 4:56 PM
106	Being too compassionate.	Jan 13, 2012 4:41 PM
107	Negative feedback without a performance plan to execute to, inability to reward for performance performance via pay increases or incentives.	Jan 13, 2012 4:37 PM
108	Flexible workplace	Jan 13, 2012 3:55 PM
109	Temp promotions	Jan 13, 2012 2:51 PM
110	Some do not want to be empowered, want day to day direction.	Jan 13, 2012 1:22 PM
111	any bright ideas instituted by national office	Jan 13, 2012 1:20 PM

Page 2, Q6. What motivational techniques have you tried that don't work?

112	none	Jan 13, 2012 11:42 AM
113	n	Jan 13, 2012 11:41 AM
114	Not much available and most of us only have access to a few things. So, the limited options leaves very little room for failure, particularly since we are not talking about money.	Jan 13, 2012 11:12 AM
115	OPM policy and performamnce plans	Jan 13, 2012 10:59 AM
116	following company line and not passing along the true information	Jan 13, 2012 10:55 AM
117	Overall, the above techinques work.	Jan 13, 2012 10:10 AM
118	Micromanagement NEVER works	Jan 13, 2012 9:51 AM
119	Scheduling flexibility. It is welcomed but doesn't make up for the greater amount of work being require from employees for less pay, ability to earn bonuses, and lack or promotion potential caused by a significant slowdown in hiring.	Jan 13, 2012 9:42 AM
120	Time off awards	Jan 13, 2012 9:36 AM
121	All motivational techniques work for some but not for all...	Jan 13, 2012 9:29 AM
122	Repeated false promises from the front office.	Jan 13, 2012 9:15 AM
123	agency sponsored gimicks such as meaningless and trivial award trinkets	Jan 13, 2012 8:48 AM
124	saying your doing a good job only goes so far anymore	Jan 13, 2012 8:46 AM
125	non monetary awards, committment to public service ideals	Jan 13, 2012 8:38 AM
126	petty awards	Jan 13, 2012 8:36 AM
127	?	Jan 13, 2012 8:24 AM
128	general kudos for everyone	Jan 13, 2012 8:07 AM
129	Team building...without strong agency policies and commitment to build employee engagement, it's tough to build cohesiveness and commitment in the face of so much negativity	Jan 13, 2012 7:53 AM
130	Non monetary compensation.	Jan 13, 2012 7:48 AM
131	Mission, job, and needs of the country. Few seem to care. Most are out for themselves.	Jan 13, 2012 7:33 AM
132	We were advised to "Do Less with Less." It's hard to motivate an employee when you are told you don't have the resources available to continue doing your job at 100%.	Jan 13, 2012 7:32 AM
133	avoiding discussion of current gov status, downsizing, etc.	Jan 13, 2012 7:26 AM
134	The "It could be worse" line.	Jan 13, 2012 7:06 AM

Page 2, Q6. What motivational techniques have you tried that don't work?

135	The mission first	Jan 13, 2012 6:55 AM
136	self motivation	Jan 13, 2012 6:04 AM
137	financial incentives; time off; flexible schedules; telework ~ the most motivated individuals tend to want to work "where the action is" and work in an unstructured manner, meaning that unscheduled meetings are the best. Telework requires everyone to be on the same "rhythm"; few employees are.	Jan 13, 2012 6:04 AM
138	EVERYTHING else!	Jan 13, 2012 3:50 AM
139	NSPS	Jan 12, 2012 9:57 PM
140	better control of work assignments	Jan 12, 2012 8:53 PM
141	success	Jan 12, 2012 8:47 PM
142	This is a nonsensical question.	Jan 12, 2012 8:47 PM
143	NA	Jan 12, 2012 8:07 PM
144	Bonuses were a joke this past year. Barely noticed after rising costs of local taxes and health insurance premiums, etc with the regular pay freeze factored in.	Jan 12, 2012 6:24 PM
145	Reassurance that the current administration has a strategy, of any kind.	Jan 12, 2012 5:34 PM
146	time off	Jan 12, 2012 4:46 PM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

1	Promotions and bonuses for a job well done (especially when one person does the work that was formerly done by 2-3)	Jan 24, 2012 6:38 PM
2	Step increase, bonuses but they did not work.	Jan 24, 2012 11:21 AM
3	Fire the Senior Leadership of the agency.	Jan 24, 2012 7:16 AM
4	Granting pay bonuses.	Jan 23, 2012 8:54 AM
5	Time off would be huge. Also, offsite teambuilding or even the occasional lunch (which I now pay for out of my own salary) would be very helpful.	Jan 23, 2012 8:14 AM
6	Being MORE flexible with work at home scheduling.	Jan 23, 2012 7:53 AM
7	More bonuses very limited	Jan 22, 2012 2:20 PM
8	Yes. promising a raise if things get better.	Jan 21, 2012 11:02 AM
9	QSI's Time off Spot awards	Jan 20, 2012 1:16 PM
10	Bonuses for the actual people who make things happen not the CEO's and Executive staff who supervise them. I know of an instance where a 3 Captains working together saved 2.7 million in overtime by working together and pooling their staff resources. The CEO got a \$20,000 year end bonus the Captains didn't even get an honorable mention.	Jan 20, 2012 12:05 PM
11	see 7	Jan 20, 2012 9:38 AM
12	Bonuses as mentioned above. Years ago, we didn't have caps on awards, then we got caps, now the caps are being limited. Its hard to build a team when you can't reward in a meaningful way. Congress wants gov't to run like business/industry but they don't give us the tools to do it.	Jan 20, 2012 8:34 AM
13	Giving an award and publicizing it. It is now done on the quiet.	Jan 20, 2012 7:34 AM
14	Step increases . . . we are allocated how many outstanding rankings we can award and when we are overloaded with cases and all are working at an extremely high level for a sustained period (in our case years) and you cannot award them it is frustrating . . . I believe to to me immoral.	Jan 20, 2012 7:34 AM
15	AWARDS - TIME OFF -	Jan 20, 2012 6:58 AM
16	- I do not know of any	Jan 20, 2012 6:45 AM
17	Awards	Jan 19, 2012 9:20 PM
18	I wish i had the authority to supervise the military and get them in line. I don't know where we went wrong with military like we have these days. They apparently don't like to work, leave a big mess for others to clean up when they deploy, come in late, leave early, lie about where they are going. I wouldn't trust them to fight our wars.	Jan 19, 2012 5:11 PM
19	Travel reimbursements. Current reimbursements are too low especially for	Jan 19, 2012 4:50 PM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

	gasoline.	
20	I use award certificates from time to time, and recommend for Special Achievement etc. Money can motivate - so can elevating their responsibility level: new projects etc. can excite also, with or without money, though money does help. We do occasionally give some special time off, schedule permitting.	Jan 19, 2012 3:40 PM
21	bonuses not limited to only \$750	Jan 19, 2012 2:15 PM
22	flex time, time off, team building	Jan 19, 2012 1:59 PM
23	(1) Allow team members to telework on a permanent schedule. (2) More flexibility with promotions/hiring/firing.	Jan 19, 2012 1:38 PM
24	I'd like to give higher rating and bonuses. I'd also like to have some kind of peer recognition program. I'd like more support from my managers to reward excellence.	Jan 19, 2012 1:07 PM
25	QSI awards	Jan 19, 2012 12:59 PM
26	low dollar manager awards that front line managers would control	Jan 19, 2012 12:44 PM
27	more employee recognition alternatives that are comparable to private sector, less red-tape in dealing with performance	Jan 19, 2012 12:34 PM
28	releasing people early	Jan 19, 2012 12:28 PM
29	Individual recognition goes a long way and can bring poor performers up to speed with the others. Money always is a good motivator and when you have a stake in the success or failure of the company you work harder.	Jan 19, 2012 12:26 PM
30	Awards, Time off. Overtime	Jan 19, 2012 12:21 PM
31	Wish I could give awards like I used to. Wish I had the authority to manage my operation. All stations are managed by the district and you must follow their style of micro-managing. You are responsible for your operation even though they make the decisions. There are too many people in positions that are not respected due to their knowledge of operations or when everybody knows they have never performed but were promoted to get them out of an operation before it totally failed.	Jan 19, 2012 11:18 AM
32	Promotions. Bonuses. Travel to remote POD's to do the job. Teambuilding.	Jan 19, 2012 11:15 AM
33	No	Jan 19, 2012 11:11 AM
34	Because we are so limited in size, my office cannot afford (time and money) to do actually gain real education and skill building classes. We also need to be able to focus on mission and not on secondary administrative actions like contracting, processing invoices, and dealing with failures of others to do their job. Getting administrative tasks reduced would help because they sap people's motivation to do a good mission job.	Jan 19, 2012 10:58 AM
35	Pay, bonuses, awards, fire the deadwood including top execs.	Jan 19, 2012 10:39 AM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

36	Bonuses and pay raises.	Jan 19, 2012 10:34 AM
37	Telework would be a huge motivator; however, we are forbidden from granting teleworking except during extreme snowstorms when employee requests for annual leave might be high.	Jan 19, 2012 10:31 AM
38	Pay for performance	Jan 19, 2012 10:23 AM
39	Time off awards of 40-60 hours. A federal pay raise for employees - they are serving their country and doing a great job, and at the same time Congress is pissing on them.	Jan 19, 2012 10:22 AM
40	ALL OF THE EXAMPLES.	Jan 19, 2012 10:17 AM
41	Team building, pay	Jan 19, 2012 9:57 AM
42	YES...Time off awards would be great, I could use that to gain an increase in motivation...	Jan 19, 2012 9:48 AM
43	It would be great to have the discretion to allow a "free" day to an employee that does an exceptional job!	Jan 19, 2012 9:48 AM
44	My organization is a service organization, and because of that, we are not able to use compressed work schedules. That would improve the morale of my people.	Jan 19, 2012 9:43 AM
45	more effective instant "good job" awards; better/newer furniture and general office environment improvements.	Jan 19, 2012 9:41 AM
46	Travel for our very far-flung group to have a face to face meeting (which we haven't had in over two years; I have group members who have never met each other); awards, even non-monetary ones (like the old Bravo! items. No one cares about an ecard or certificate. Even a small token item counts a lot).	Jan 19, 2012 9:35 AM
47	time off award, bonuses	Jan 19, 2012 9:13 AM
48	Awards but budgets do not allow monetary incentives for performance.	Jan 19, 2012 8:57 AM
49	more input into assignments/rewards	Jan 19, 2012 8:32 AM
50	none	Jan 19, 2012 8:22 AM
51	bonuses, time-off and other awards	Jan 19, 2012 8:19 AM
52	Allow local managers the flexibility to motivate their employees utilizing techniques that they find effective rather than being forced to use a format that the employees end up loathing.	Jan 19, 2012 8:13 AM
53	bonuses, time off, cash awards	Jan 19, 2012 8:11 AM
54	off-site team building	Jan 19, 2012 7:05 AM
55	Yes - do your work or you are fired!	Jan 19, 2012 7:05 AM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

56	no	Jan 19, 2012 6:15 AM
57	extra pay, bonus	Jan 18, 2012 6:02 PM
58	Think cutting awards by OPM, Congress and the Agency are very hard to take. No pay raise and now no bonus for hard work...how do I keep good people. Virtual employees as long as they are at full performance level, fully successful on performance and have the ability to work independently.	Jan 18, 2012 4:54 PM
59	travel has been stopped and personally I can not do my job without visiting offices	Jan 18, 2012 8:01 AM
60	pay, bonuses, awards, time off, team building)	Jan 18, 2012 7:09 AM
61	Overtime and awards - we are measured on accomplishing our goals and objectives without the necessary tools to achieve success. Some programs just need to be eliminated along with bureaucratic thinking.	Jan 18, 2012 6:22 AM
62	The best motivation would be to have our President publicly acknowledge the men and women who have dedicated their lives to government service, in a meaningful way.	Jan 18, 2012 6:15 AM
63	Time off or a bonus would be nice but it is not in the budget and I do not and never will have the authority.	Jan 18, 2012 12:24 AM
64	pay increase for performance	Jan 17, 2012 3:00 PM
65	I wish my agency had a better and more useful performance rating and award system.	Jan 17, 2012 2:56 PM
66	Definitely the ability to give higher rankings on performance appraisals, but that requires a bonus (no funds for that).	Jan 17, 2012 11:37 AM
67	time off	Jan 17, 2012 10:07 AM
68	detail assignments, remote training, project involvement, grade increases	Jan 17, 2012 10:01 AM
69	With budgets so tight, even small cash awards for special or outstanding effort is simply not possible.	Jan 17, 2012 9:54 AM
70	I'm lucky to have a lot of really exceptional employees in my Branch. They willingly put in long hours, provide terrific customer service and are always assisting other team members when a need arises. Unfortunately, with awards being cut and mandates to limit the numbers of exceptionals, this makes it extremely hard to adequately recognize everyone appropriately. Therefore, I would like to have more flexibility, more awards funding, less restrictions.	Jan 17, 2012 9:11 AM
71	pay bonuses, and awards	Jan 17, 2012 9:06 AM
72	I wish I knew. There is no management training to give me any ideas.	Jan 17, 2012 9:00 AM
73	Special Act Awards	Jan 17, 2012 8:51 AM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

74	Bonuses, days off, more equity in awards, team building techniques that aren't accepted or from which the results wouldn't be accepted by higher management. Doing what was stated in # 6 above and being undermined by the next highest manager because they use negative techniques.	Jan 16, 2012 7:15 PM
75	team building	Jan 16, 2012 5:15 PM
76	Fast Track awards	Jan 16, 2012 10:05 AM
77	Obviously, more and larger on-the-spot awards would be nice but they still don't get to the root of the problem - Congress that doesn't understand or appreciate their value	Jan 16, 2012 6:54 AM
78	lift 1% cap on bonus then I could incentivize better	Jan 15, 2012 4:46 PM
79	Too difficult to remove	Jan 15, 2012 4:03 PM
80	Time off and bonuses	Jan 15, 2012 11:48 AM
81	the ability to increase training for the entire workforce. The training is needed but due to the workload its not possible to send as many people. This leads to an atmosphere of perceived favoritism which only compounds the morale problem.	Jan 15, 2012 5:01 AM
82	Seek to care and to retain all employees thru reasonable accommodations.	Jan 14, 2012 11:39 PM
83	Easier process of targeting awards to high-performers. The "everyone's a winner" model fails to keep top performers as they do not feel they are awarded appropriately	Jan 14, 2012 8:58 PM
84	Everyone complains that feds are over paid. we can give very small performance awards <1k. before taxes and the contractors sitting beside of us making more money and getting an amount equal to a full paycheck.	Jan 14, 2012 7:49 PM
85	salary increases, awards, bonuses	Jan 14, 2012 7:11 PM
86	cash awards	Jan 14, 2012 5:45 PM
87	Bonuses for sure since upper management doesn't think it's important as well as time off awards since they really don't impact his budget	Jan 14, 2012 5:28 PM
88	Pay raises	Jan 14, 2012 4:59 PM
89	Ability to have meaningful pay for performance ability to conserve and carry over budget monies from year to year, rather than use or lose authority to offer overtime due to insufficient staff for workload; professional and managerial staff routinely puts in massive "donated hours"	Jan 14, 2012 12:40 PM
90	It would be nice to be able to award bonuses to those who are deserving. I would love to be able to award time off; but time off hit budget and I am not allowed to do this either.	Jan 14, 2012 11:26 AM
91	Not sure. I guess it would help to reward high performers with time off awards or on the spot cash bonuses (\$250.00)	Jan 14, 2012 10:34 AM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

92	recommend and grant bonuses	Jan 14, 2012 8:58 AM
93	I wish I had the authority to fire contractors who spent too much time using the internet for personal use, Facebook, email, etc. Too hard to fire contractors. Kills the morale of the staffers to see the higher paid contractors doing less work.	Jan 14, 2012 8:25 AM
94	Job sharing, time off, mentoring by others.	Jan 14, 2012 7:48 AM
95	We do what is best for the agency, as a manager if I submit an award for the employee for going beyond the normal duty, higher management approves it.	Jan 14, 2012 1:16 AM
96	Reduce the amount of time employees must spend on reporting the same achievements in multiple venues or formats	Jan 13, 2012 11:07 PM
97	team building; streamlined path to remove employees that need to pursue other options	Jan 13, 2012 10:58 PM
98	Telework	Jan 13, 2012 10:11 PM
99	all of those listed.	Jan 13, 2012 10:08 PM
100	Pay bonuses, Team building off-site meetings	Jan 13, 2012 9:37 PM
101	pay or spot awards	Jan 13, 2012 9:13 PM
102	Bonuses	Jan 13, 2012 8:39 PM
103	bonuses	Jan 13, 2012 8:26 PM
104	more pay, bonuses and awards. More listening to employee and front line manager feedback to higher ups.	Jan 13, 2012 8:09 PM
105	bigger awards	Jan 13, 2012 7:04 PM
106	Time off awards.	Jan 13, 2012 6:51 PM
107	time off flexible schedules	Jan 13, 2012 5:47 PM
108	Lift the cap on bonuses, et al. that was recently put in place.	Jan 13, 2012 5:45 PM
109	bonuses	Jan 13, 2012 5:42 PM
110	Enough people that we all didn't have to keep working 60+ hours a week - so we would have time to think about such things.	Jan 13, 2012 4:56 PM
111	Assuring truth is told to employees.	Jan 13, 2012 4:41 PM
112	Performance plans under NSPS were great. Earned pay increases, Incentive awards and advancement.	Jan 13, 2012 4:37 PM
113	All of the above	Jan 13, 2012 3:55 PM
114	Bonuses and pay.	Jan 13, 2012 3:11 PM

Page 2, Q7. Are there motivational techniques you wish you had the authority to use but can't? If so, please explain. (Ex. pay, bonuses, awards, time off, team building)

115	More bonuses and awards. Even time-off awards are limited. Team building is considered 'a waste of time' and it isn't. Its needed. Desperately.	Jan 13, 2012 2:54 PM
116	Monetary Awards	Jan 13, 2012 2:51 PM
117	Real on the spot awards, real pay for performance, not a zero sum pay for performance system.	Jan 13, 2012 1:22 PM
118	team building, pay bonuses	Jan 13, 2012 1:20 PM
119	time off is now considered as an expense and is counted against our budget and is thus dis-allowed. It used to be a good tool to award employees when you could not do cash.	Jan 13, 2012 12:12 PM
120	Undo the pay freeze and give bonuses and awards to other people beside friends.	Jan 13, 2012 11:42 AM
121	n	Jan 13, 2012 11:41 AM
122	Larger bonus pools would help tremendously, particularly at lower levels of the GS scale.	Jan 13, 2012 11:12 AM
123	awards for perfoamcne based on actual comepleted tasks. National office does not want to approve awards for an employee that shows measurable achievements since NO/STO targets/favorites offices	Jan 13, 2012 10:59 AM
124	Any monetary award, promotion in rank or at minimum a QSI.	Jan 13, 2012 9:51 AM
125	All those mentioned	Jan 13, 2012 9:42 AM
126	Overnight off-sites within 50 mile radius for team building exercises, bonuses and meaningful awards	Jan 13, 2012 9:36 AM
127	No not really, except for the ability to provide the employees a pay raise.	Jan 13, 2012 9:29 AM
128	With training gutted, how do we prepare the staff to become leaders?	Jan 13, 2012 9:15 AM
129	ability to hold in person team building meetings with use of outside speakers,	Jan 13, 2012 8:48 AM
130	awards and step increase in lew of the pay freeze	Jan 13, 2012 8:46 AM
131	anything that costs money at any level can't be used....we can only utilize free methods.....so there is not much we can do we can't even purchase a \$5.00 mug to give to someone, or a \$2.00 key chain	Jan 13, 2012 8:38 AM
132	Offsite team building is a dream that I would like to become a reality.	Jan 13, 2012 8:26 AM
133	\$	Jan 13, 2012 8:24 AM
134	small awards -- like gift certificates, small amounts of cash, other SMALL tangible rewards	Jan 13, 2012 8:07 AM
135	quality step increases	Jan 13, 2012 8:05 AM

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136	Monetary awards	Jan 13, 2012 7:51 AM
137	Awarding those who save the government countless dollars due to innovation.	Jan 13, 2012 7:48 AM
138	Incentive pay system.	Jan 13, 2012 7:33 AM
139	More telework and Alternate Work Schedule opportunities. Performance awards.	Jan 13, 2012 7:32 AM
140	Cash bonuses, time off without going through the beaurocratic form filling.	Jan 13, 2012 7:30 AM
141	Yes...all of those mentioned in your Q.	Jan 13, 2012 7:26 AM
142	Bonuses and awards	Jan 13, 2012 7:10 AM
143	All the above for good work. Stronger discipline authority for substandard work.	Jan 13, 2012 7:06 AM
144	One on one with individual members of congress and the personnel in my office.	Jan 13, 2012 6:55 AM
145	bonuses	Jan 13, 2012 6:04 AM
146	To move people to where they are most fulfilled and best contributing; personnel laws create too many restrictions.	Jan 13, 2012 6:04 AM
147	Allowing people to do their jobs. We have travel requirements associated with our contracts, yet travel is restricted. So, gov never does site visit but contractor gets paid anyway and we get a defective product.	Jan 13, 2012 3:50 AM
148	It would be motivating to be able to recognize employees who work hard thru a small award or bonus to show appreciation.	Jan 12, 2012 10:16 PM
149	training \$, ability to hire the few more people to reduce OT/Weekend work and allow people to take more training	Jan 12, 2012 9:57 PM
150	Bonuses	Jan 12, 2012 9:32 PM
151	bonuses (too limited money) and freeze	Jan 12, 2012 8:53 PM
152	pay	Jan 12, 2012 8:47 PM
153	Greater authority to promote great employees when and where warranted.	Jan 12, 2012 8:47 PM
154	Yes ... pay, bonuse s	Jan 12, 2012 8:07 PM
155	Yes - Time off, On the Spot awards, career advancement opportunities	Jan 12, 2012 6:04 PM
156	Telecommuting. It is only a fantasy for many outside of DC. Many mandates are ignored because there are no repercussions. The public see DC as the Federal workforce; there are more of us out here.	Jan 12, 2012 5:34 PM
157	small bonuses (\$100 each) for exceptional performance	Jan 12, 2012 4:46 PM