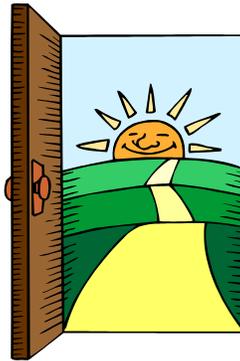


ACTION LEARNING SCENARIO #2

Creating a Rewarding USGS Environment:
Assessing the Future



Champion:
Bonnie McGregor and Janis Nash

Team Leader:
Ron Lofton

Coach:
Nancy Driver

Leadership 201
August 2-6, 2004

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Creating A Rewarding USGS Environment: Assessing the Future

Sponsors: Bonnie McGregor and Janis Nash

Issue:

The 1999 Organizational Assessment Survey (OAS) revealed that rewards was one of the greatest challenges facing the USGS. In response, the USGS launched a Rewarding Environment Initiative in October 2000 with the objectives of increasing employee morale and commitment, improving the ability of the USGS to attract and retain employees with critical skills, and enhancing USGS science and customer satisfaction. The Rewarding Environment Initiative was not a new program or process but rather a culture change: from a culture focused on monetary awards to one that tailors recognition to the individual and uses the full array of workplace rewards to create an environment in which employees are valued and motivated to do outstanding science and science support.

Since October 2000, a number of actions have been taken to implement the Rewarding Environment Initiative, and there have been some significant successes. Training on rewarding environment was developed and made available to managers across the USGS, and following the training, many managers devised innovative ways to work with their employees in creating a more rewarding work environment. In addition, employee perceptions of rewards and rewarding environment improved from the 1999 Organizational Assessment Survey (OAS) to the 2002 OAS. However, some managers have not focused attention on creating a rewarding work environment, and employees at a number of science centers rated their science center low as a rewarding environment on the 2002 OAS.

Background:

Additional information concerning the Rewarding Environment Initiative is provided in the following attachments:

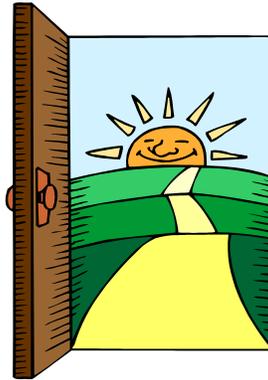
- 1 - History of the Rewarding Environment Initiative
- 2 - 1999 OAS Results on Rewards and Recognition
- 3 - Rewarding Environment Executive Summary
- 4 - 2002 OAS Results on Rewards and Recognition
- 5 - Comparison of 1999 and 2002 OAS Results on Rewarding Environment
- 6 - Rewarding Environment Model
- 7 - Differences Between High and Low Rewarding Environment Results at Selected Science Centers
- 8 - Best Practices from Across the USGS

Challenge:

The challenge is to assess the future of the Rewarding Environment Initiative, and members of the Leadership 201 class bring a valuable leadership perspective and diverse organizational experience to this task. The specific questions for the action learning team to address are:

- How can we better engage USGS managers and supervisors in working to create a Rewarding Environment culture? What aspects of the Rewarding Environment culture change effort will be most compelling to them?
- What are the primary barriers that managers and supervisors face to achieve a Rewarding Environment culture? How can these be overcome?
- What kinds of measures can we use to know if we have been successful in creating a Rewarding Environment culture?

Your findings and recommendations in response to these questions will provide valuable insight and input into the assessment of the Rewarding Environment Initiative currently being conducted by members of the USGS Rewards Team.



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