

# Creating a Rewarding Environment in a Time of “Less with Less”

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***ACTION NEWS***

# Rewarding Environment



# Family Centric Organization

“He expressed concern that organizational changes may dilute the USGS sense of family.”



# Barriers to a Rewarding Environment

“Groat’s team found several barriers to a rewarding environment.”

- Employee anxiety
  - Uncertainty is not rewarding
  - The “why” of organizational change is unknown
  - Concern about job security
- Lack of funds to maintain a rewarding environment
  - Lack of award dollar
  - Inequality of award distribution
- A changing workforce
  - Increasing use of contractors
  - Adverse actions

# Overcoming Employee Anxiety

## Improve Communication

- Why
  - Employee understanding of USGS reorganization
  - Connection leads to engagement
- How
  - Personal, face-to-face communication
    - Town Hall Meetings – Headquarters, Regions, Sub-Regions, Science Centers
  - E-Mail SHOULD NOT be the main method of communication
- Who
  - ELT, REx's, Science Center Directors, & All Supervisors

# Overcoming Funding Constraints

## Create bureau-wide performance award fund

- Why
  - Data from 2002 OAS indicates rewards practices are the most important component to a rewarding environment
  - Inequity in awards distribution
  - Ability to awards high-performing integrated science teams
  - New performance management system recommends cash awards for high performance
- How
  - 1 % net salary set aside
  - Dollars distributed to cost centers by FTE ratio
  - Awards distributed to employees on basis of 5-level performance management system
- Who
  - ELT sets aside funds
  - Cost Center management distributes awards

# Overcoming Funding Constraints

## Enhance and Increase Use of Non-Monetary Recognition

- Why
  - Creates a rewarding environment
  - Gives supervisors greater flexibility
- How
  - Educate supervisors on non-monetary rewards
    - Personally delivered, multimedia (video “Encourage the Heart”),
  - Create non-monetary reward tool kit
    - Web-based, “1001 Ways to Reward Employees”
- Who
  - HR oversees development and distribution
  - Supervisors implement

# Overcoming Workforce Changes

Increase ability for government to determine contractor awards

- Why

- Need rewarding environment for all workers
  - Teams made up of federal and contractor members
- Sometimes difficult for government to award contractor employees

- How

- Research methods to reward contract employees
- Add provisions in contracts to allow awards

- Who

- Procurement office, contracting officers, and contracting officer representatives

# Overcoming Workforce Changes

Retooling existing workforce and providing a “soft landing” for employees impacted by adverse actions

- Why

- We want to maintain a people centric organization
- Competitive sourcing, contracting out, and reduction of base funds may result in adverse actions

- How

- Offer “retooling” training, buy-outs, early-outs, career counseling, and resume building classes
- Promote use of Upward Mobility, Career Development Program, Mentoring Program, and cross training

- Who

- Human Resources Office, Office of Employee Development, employee assistance program, ELT

# Organizational Success Survey

OSS replaces OAS

- What
  - Gather suggestions from employees on how to maintain a rewarding environment while doing “Less with Less”
- Why
  - Inappropriate timing for OAS
  - OAS could be skewed by implementation of reorganization
  - Employee engagement will lead to employee support
- How
  - Town Hall Meetings
- Who
  - Conducted by ELT members and REx’s

# Questions...

