



# ***2011 Employee Viewpoint Survey Analysis***

**U.S. Department of Housing and Urban Development  
Office of Strategic Planning and Management**

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# Overview

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Overall, HUD is trending in the right direction, improving on 51 out of 76 questions with an average 1% increase in positive response rates across the board. However, we remain below the government average on over half of the questions.

## Highlights

- HUD **improved in 3 of the 4 OPM indices:** *Leadership & Knowledge Management, Results-Oriented Performance Culture, and Talent Management*. HUD also improved in OPM's new *Employee Engagement* index, including 2 of its 3 sub-indices.
- Specifically, the agency **made significant gains** in the areas we focused on improving in 2010: communication, training and development, teamwork, strategic management, and work/life balance.
  - Communication has strengthened since last year—managers are getting better at communicating HUD's goals and priorities to employees (**5.6% increase from 2010**) and employees are becoming more satisfied (**5.0% increase from 2010**) with the information they receive.
  - Satisfaction with the telework program has **increased by 12.1%** (24% above the government average).
  - Employees believe the EVS will help the agency improve—**participation this year increased 20%** and the number of employees who believe that the results of the survey will be used to make HUD a better place to work **increased 7.1%** (8% above the government average).

## Areas of Concern

- Despite an increase in OPM's *Talent Management* index, HUD ranked 37 of 37 federal agencies in this category. In OPM's *Leadership & Knowledge Management, Results-Oriented Performance Culture, and Job Satisfaction* indices, HUD ranked 30<sup>th</sup>, 33<sup>rd</sup>, and 35<sup>th</sup> of 37 agencies, respectively.
- The biggest decreases this year are in pay and performance recognition. Employees believe that they are not rewarded for good performance, while poor performers are not held accountable.

# Greatest improvements from last year's results

- HUD's greatest improvements were in the areas of **communications, development, leadership, and Work/Life programs (including telework).**

Question	2010	2011	Change	Govt	Difference
How satisfied are you with the telework program in your agency?	49.6%	61.7%	<b>12.1%</b>	N/A	N/A
I believe the results of this survey will be used to make my agency a better place to work.	46.2%	53.3%	<b>7.1%</b>	45%	8.3%
Managers communicate the goals and priorities of the organization.	57.0%	62.6%	<b>5.6%</b>	64%	-1.4%
Senior leaders demonstrate support for Work/Life programs.	49.0%	54.0%	<b>5.0%</b>	55%	-1.0%
How satisfied are you with the information you receive from management on what's going on in your organization?	43.1%	48.1%	<b>5.0%</b>	51%	-2.9%
Supervisors/team leaders in my work unit support employee development.	56.0%	61.0%	<b>5.0%</b>	67%	-6.0%
The skill level in my work unit has improved in the past year.	48.3%	52.8%	<b>4.5%</b>	57%	-4.2%
My organization's leaders maintain high standards of honesty and integrity.	47.5%	51.8%	<b>4.3%</b>	57%	-5.2%
My agency is successful at accomplishing its mission.	66.1%	70.2%	<b>4.1%</b>	79%	-8.8%
Employees are protected from health and safety hazards on the job.	64.7%	68.7%	<b>4.0%</b>	78%	-9.3%

# Greatest decreases from last year's results

- HUD's greatest decreases were in the areas of **pay, performance recognition, and non-telework Work/Life programs.**

Question	2010	2011	Change	Govt	Difference
Considering everything, how satisfied are you with your pay?	71.2%	65.6%	<b>-5.6%</b>	62%	3.6%
My performance appraisal is a fair reflection of my performance.	69.9%	64.7%	<b>-5.2%</b>	70%	-5.3%
In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.	70.3%	66.0%	<b>-4.3%</b>	69%	-3.0%
How satisfied are you with the recognition you receive for doing a good job?	51.3%	47.1%	<b>-4.2%</b>	51%	-3.9%
How satisfied are you with the Alternative Work Schedules program in your agency?	76.9%	73.7%	<b>-3.2%</b>	N/A	N/A
How satisfied are you with the Employee Assistance Program in your agency?	47.9%	44.7%	<b>-3.2%</b>	N/A	N/A
How satisfied are you with the Child Care programs in your agency?	23.4%	20.7%	<b>-2.7%</b>	N/A	N/A
I know what is expected of me on the job.	75.2%	72.7%	<b>-2.5%</b>	80%	-7.3%
How satisfied are you with the Elder Care programs in your agency?	18.7%	16.6%	<b>-2.1%</b>	N/A	N/A
I recommend my organization as a good place to work.	57.1%	55.0%	<b>-2.1%</b>	69%	-14%

## Strengths (65% positive responses or greater)

- OPM defines an item that has received a 65% positive response or greater as a **strength**. This year, HUD has 20 strengths—the same number it had last year.

Question	2010	2011	Change	Govt	Difference
When needed I am willing to put in the extra effort to get a job done.	96.1%	96.0%	-0.1%	97%	-1.0%
I am constantly looking for ways to do my job better.	89.1%	89.4%	0.3%	92%	-2.6%
The work I do is important.	87.4%	88.0%	0.6%	92%	-4.0%
I am held accountable for achieving results.	84.1%	83.2%	-0.9%	84%	-0.8%
I know how my work relates to the agency's goals and priorities.	81.2%	80.7%	-0.5%	84%	-4.3%
I like the kind of work I do.	79.6%	79.8%	0.2%	85%	-5.2%
How would you rate the overall quality of work done by your work unit?	79.9%	79.3%	-0.6%	82%	-2.7%
My supervisor/team leader treats me with respect.	73.7%	76.1%	2.4%	80%	-3.9%
My supervisor supports my need to balance work and other life issues.	72.8%	75.4%	2.6%	77%	-1.6%
I know what is expected of me on the job.	75.2%	72.7%	-2.5%	80%	-7.3%

*Green signifies that HUD has improved on a question; red signifies that HUD has weakened on a question.*

# Weaknesses (35% positive responses or less)

- OPM defines an item that has received a 35% positive response or less as a **weakness**. This year, HUD has 6 weaknesses—2 fewer weaknesses than it had last year.
- *Employees have a feeling of personal empowerment with respect to work processes* and *My work unit is able to recruit people with the right skills* each moved from a weakness to neutral.
- HUD’s weaknesses are all in the area of **pay, recognition, and accountability**—being rewarded for doing good work.

Question	2010	2011	Change	Govt	Difference
Pay raises depend on how well employees perform their jobs.	22.2%	21.1%	-1.1%	24%	-2.9%
In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.	23.8%	26.0%	2.2%	31%	-5.0%
In my work unit, differences in performance are recognized in a meaningful way.	31.5%	30.5%	-1.0%	36%	-5.5%
Promotions in my work unit are based on merit.	29.8%	31.7%	1.9%	36%	-4.3%
How satisfied are you with your opportunity to get a better job in your organization?	32.8%	32.2%	-0.6%	40%	-7.8%
Creativity and innovation are rewarded.	34.0%	34.9%	0.9%	41%	-6.1%

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