

**2024 Federal Employee Viewpoint Survey (FEVS)
HUD Engagement Analysis & Results Tool (HEART) Report
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT**



Provided by

Office of the Assistant Secretary for Administration

**OFFICE OF THE CHIEF
HUMAN CAPITAL OFFICER**



About The HUD Engagement & Analysis Results Tool (HEART) Report

What is the Federal Employee Viewpoint Survey?

Congress requires that all Executive Branch agencies survey their employees (5 CFR Part 250 Subpart C). The Federal Employee Viewpoint Survey (FEVS) is administered annually by the U.S. Office of Personnel Management (OPM). The FEVS allows government employees to share their opinions about what matters most to them.

This year's FEVS was administered as a census, meaning that all eligible employees were surveyed across the Department. 8,357 eligible employees were sent an invitation to participate, and 5,546 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2024 FEVS was a web-based survey. The survey launched on May 20, 2024, and was fielded for approximately 7 weeks, closing on July 5, 2024. HUD achieved a 66.4% response rate and was well above the government-wide response rate of 41.0%.

What is the HUD Engagement & Analysis Results Tool (HEART)?

The Office of the Chief Human Capital Officer (OCHCO) created the 2024 HUD Engagement & Analysis Results Tool (HEART) report as a tool to help HUD's organizational work units translate FEVS results into a format that provides better understanding of specific organizational strengths, uncertainties, and challenges.

This report provides five key metrics from the Federal Employee Viewpoint Survey (FEVS): Employee Engagement Index and its three subindices, the Employee Experience Index, the Global Satisfaction Index, the Performance Confidence Index, and the Diversity, Equity, Inclusion, and Accessibility (DEIA) Index. We also include trends over time and comparisons with other organizations, where available. Research shows that lower levels of employee engagement are closely associated with employee attrition: disengaged employees are more likely to leave, which increases costs, decreases efficiency, and disrupts organizations. Conversely, higher levels of engagement lead to increased retention and stronger commitment to achieving mission.

The "Taking Action" section (see pages 32 to 33) provides a six-step process to improve Employee Engagement. Using the HEART report along with this approach will help to translate the FEVS results into useful information that facilitates communication and action at all levels in the organization.

Types of Analysis

There are three different types of analyses in the 2024 HEART report:

- ▶ **Strengths Analysis (Objective Measure)** – As a rule of thumb, OPM considers it a strength when at least two out of three employees ($\geq 65\%$) give a positive response indicating agreement that the desired condition in a FEVS question is present within the organization.
- ▶ **Trends Analysis (Historical Measure)** – This analysis tracks your work unit's survey results over multiple years including 2020, 2021, 2022, 2023, and 2024 when available.
- ▶ **Comparative Analysis (Benchmark Measure)** – This analysis compares your work unit's current results with the same year results for up to two organizations, which are the next higher levels of organization within your work unit's reporting structure. This comparative data comes from your work unit's breakout report. The labels used in this report correspond to the organizational names for your work unit and its comparison organizations:

<u>Label</u>	<u>Organization Name</u>
2Up =	GOVERNMENTWIDE
1Up =	MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)
Unit =	DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

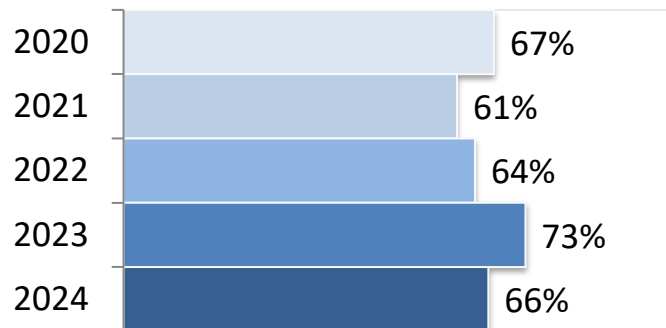
Identifying Increases and Decreases

Movement up or down since the previous year is another important piece of information to consider when examining the results. Any increase or decrease in results can be important; however larger increases or decreases (generally 3 or more percentage points) may be a result of significant changes taking place within the organization and should be explored. Increases indicate positive change that should continue to be reinforced. Decreases, especially in areas considered mission critical, may call for appropriate action to initiate and support beneficial workplace improvements.

In all graphs and data tables, the dark blue data columns and bars represent the current year's survey results for your work unit. The gold dotted lines represent OPM's rule of thumb for organizational strength as achieving 65 percent or higher in positive responses. These formatting conventions are consistent throughout the report and allow you to identify more easily the patterns evident in your results.

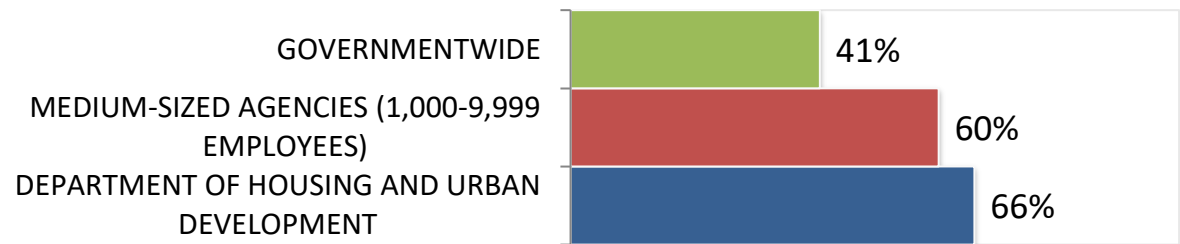
OVERVIEW OF FEVS RESPONSE RATES

5-Year Trends

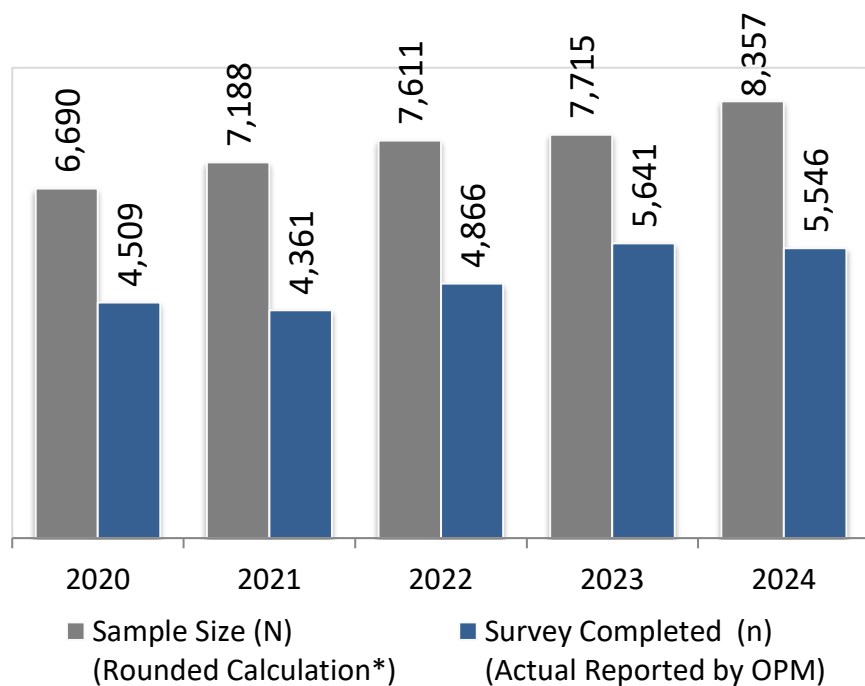


DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 Organizational Comparisons



Sample Size 5-Year Trends



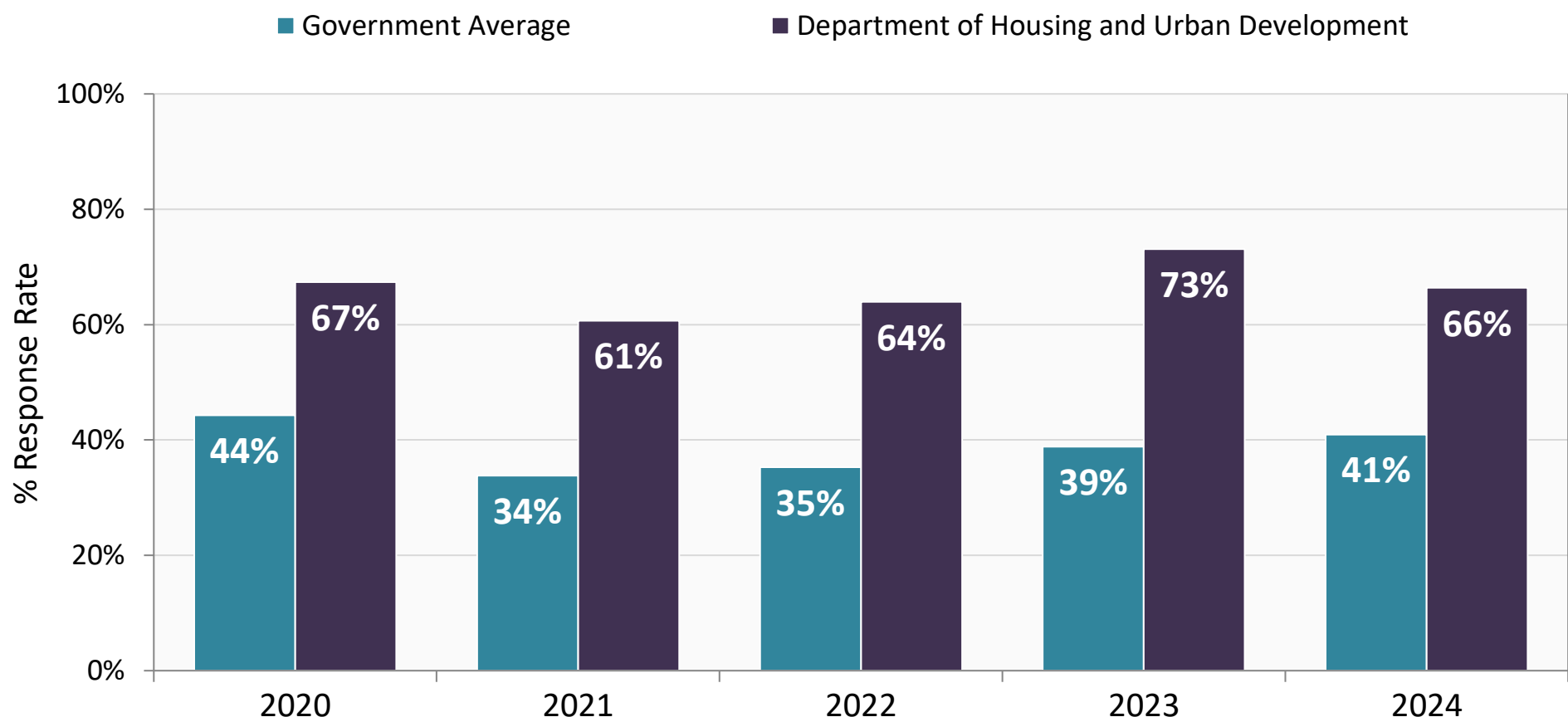
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 Sample Size Org Comparisons

	GOVERNMENTWIDE	MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)	DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
Sample Size (N) (Rounded Calculation*)	1,645,841	43,781	8,357
Survey Completed (n) (Actual Reported by OPM)	674,207	26,483	5,546

* Sample size is calculated from the "actual survey completed reported by OPM" divided by the "rounded response rate reported by OPM," so larger sample sizes may have a ± 0.05% margin of error due to rounding.

Response Rates for Department of Housing and Urban Development 2020 - 2024



Note: OPM extended the survey open period for 2 weeks in 2023. HUD employees had extra 2 weeks to participate in the FEVS.

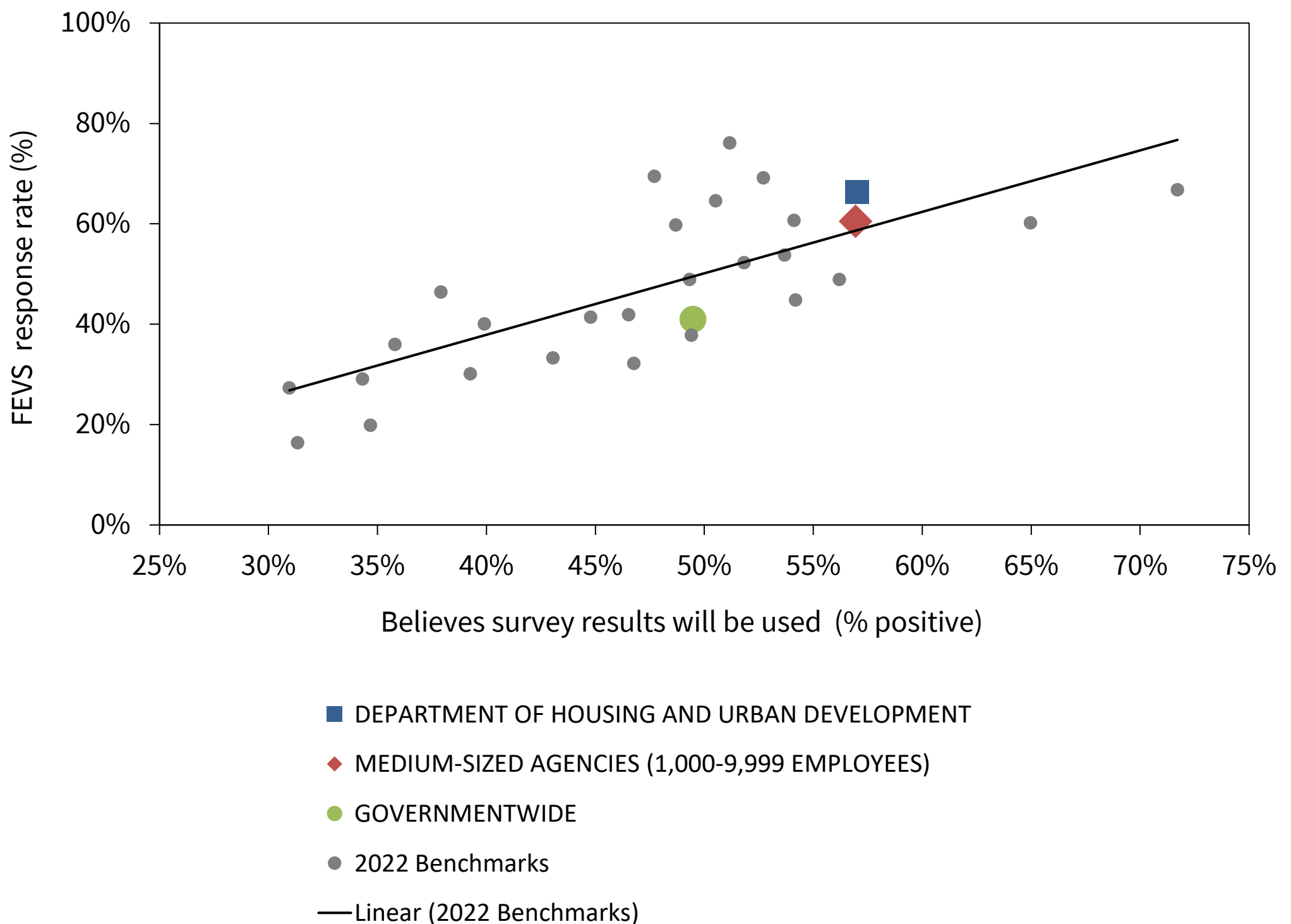
Using recent survey results [2022], the U.S. Office of Personnel Management (OPM) conducted a study to identify the primary reasons influencing employee decisions not to participate in the OPM FEVS:

- Perception that results are not used to change anything
- Confidentiality concerns
- Too busy
- Receive too many survey-requests

Across Government, **agencies' response rates** correlate positively to the percent positive scores for the FEVS question ***"I believe the results of this survey will be used to make my agency a better place to work."***

Provided is the current year data [2024] for your work unit and its benchmark organizations, graphed in comparison to the benchmark data [2022] from OPM's correlation study.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT



OVERVIEW OF STRENGTHS, UNCERTAINTIES, AND CHALLENGES

TOP FIVE STRENGTHS: Your Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rank	FEVS Questions	2024
1	90: It is important to me that my work contribute to the common good.	94%
2	53: My supervisor holds me accountable for achieving results.	92%
3	11: I am held accountable for the quality of work I produce.	90%
4	21: Employees in my work unit contribute positively to my agency's performance.	90%
5	20: Employees in my work unit meet the needs of our customers.	90%

TOP FIVE UNCERTAINTIES: Your Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rank	FEVS Questions	2024
1	17: In my work unit, differences in performance are recognized in a meaningful way.	25%
2	45: In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.	22%
3	67: How satisfied are you with your involvement in decisions that affect your work?	22%
4	24: New hires in my work unit have the right skills to do their jobs.	22%
5	84: My organization responds to my accessibility needs in a timely manner.	22%

TOP FIVE CHALLENGES: Your Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rank	FEVS Questions	2024
1	66: Management involves employees in decisions that affect their work.	27%
2	57: In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	23%
3	05: My workload is reasonable.	22%
4	41: The approval process in my organization allows timely delivery of my work.	22%
5	67: How satisfied are you with your involvement in decisions that affect your work?	22%

OVERVIEW OF TOP FIVE INCREASES

▲ TOP FIVE INCREASED STRENGTHS: Your Biggest Increases in Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rank	FEVS Questions	Δ 2024
1	43: My organization has prepared me for potential physical security threats.	+4.5%
2	30: Employees in my work unit incorporate new ideas into their work.	+1.5%
3	24: New hires in my work unit have the right skills to do their jobs.	+0.7%
4	29: Employees in my work unit consistently look for new ways to improve how they do their work.	+0.6%
5	31: Employees in my work unit approach change as an opportunity.	+0.5%

▲ TOP FIVE INCREASED UNCERTAINTIES: Your Biggest Increases in Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rank	FEVS Questions	Δ 2024
1	17: In my work unit, differences in performance are recognized in a meaningful way.	+1.7%
2	09: I have enough information to do my job well.	+1.4%
3	38: I have a good understanding of my organization's priorities.	+1.3%
4	20: Employees in my work unit meet the needs of our customers.	+1.2%
5	22: Employees in my work unit produce high-quality work.	+1.2%

▲ TOP FIVE INCREASED CHALLENGES: Your Biggest Increases in Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Rank	FEVS Questions	Δ 2024
1	83: I can easily make a request of my organization to meet my accessibility needs.	+4.5%
2	85: My organization meets my accessibility needs.	+3.8%
3	84: My organization responds to my accessibility needs in a timely manner.	+3.7%
4	63: Senior leaders demonstrate support for Work/Life programs.	+3.7%
5	68: How satisfied are you with the information you receive from management on what's going on in your organization?	+3.4%

OVERVIEW OF FEVS INDICES: DEFINITIONS, SCORES, AND COMPARISONS

The U.S. Office of Personnel Management (OPM) organizes each agency's FEVS survey results into index scores which measure factors that influence employees wanting to join, stay, and help their agency meet its mission.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

GSI Scores

70%

↓ -1.6%

The Global Satisfaction Index (GSI) measures employee satisfaction about four aspects related to their work: their **job**, their **pay**, their **organization**, and whether they would **recommend** their organization as a good place to work. (Q 70, 71, 72, and 46)

EI Scores

76%

↓ -1.3%

The Employee Engagement Index (EEI) measures aspects of engagement that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). The EEI is comprised of three subindices: **Leaders Lead**, **Supervisors**, and **Intrinsic Work Experience**.

PCI Scores

88%

↓ -1.5%

The Performance Confidence Index (PCI) measures a combination of four items assessing employees' perception of their work unit's ability to achieve goals and produce work at a high level, or workplace effectiveness. (Q 20, 21, 22, and 23)

DEIA Scores

74%

↓ -1.7%

To align with government priorities and current research, OPM developed a new Diversity, Equity, Inclusion, and Accessibility (DEIA) Index starting with the 2022 OPM FEVS. This measure is specifically designed to align with Executive Order 14035, which features 13 questions measuring sub-indices of **Diversity**, **Equity**, **Inclusion**, and **Accessibility**.

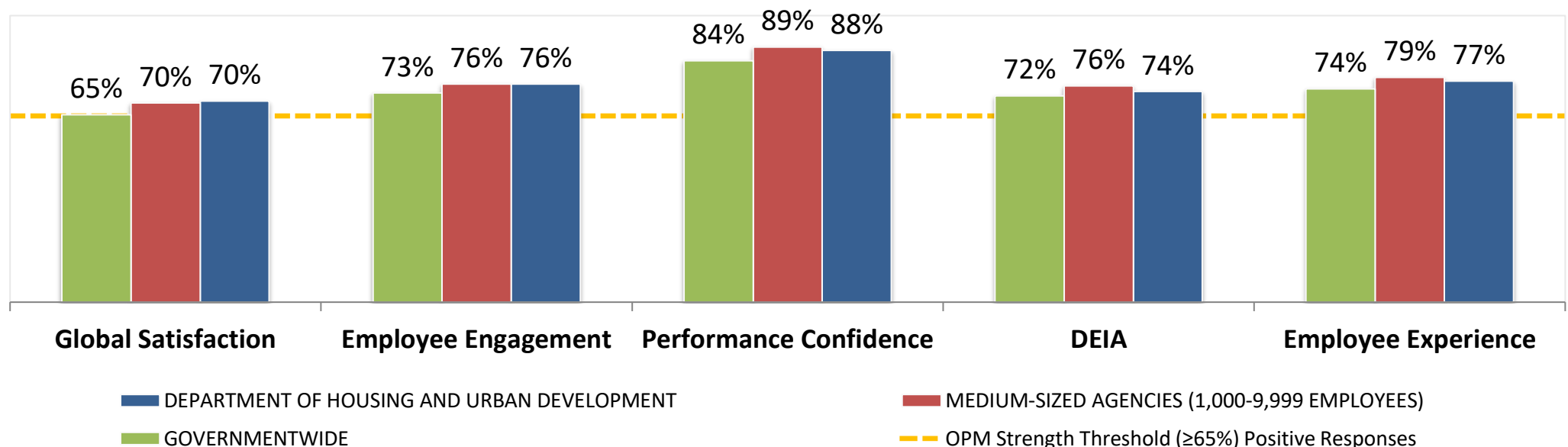
EXI Scores

77%

↓ -0.8%

The Employee Experience Index (EXI) is an outcome measure of employee engagement initially included on the 2022 FEVS. It measures the extent to which employees are engaged by their work and their organization. The EXI consists of five questions that measure **Work Engagement**, **Organizational Engagement**, and **Public Service Motivation**. (Q 86, 87, 88, 89, and 90)

Organizational Comparisons for FEVS Indices



GLOBAL SATISFACTION INDEX: QUESTIONS, SCORES, AND COMPARISONS

The Global Satisfaction Index (GSI) measures employee satisfaction about four aspects related to their work: their **job**, their **pay**, their **organization**, and whether they would recommend their organization as good place to work. (Q 70, 71, 72, and 46)

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 GSI Score

70%

Job Satisfaction

73%

↓ -1.8%

Question 70: Considering everything, how satisfied are you with your job?

Pay Satisfaction

70%

↓ -0.7%

Question 71: Considering everything, how satisfied are you with your pay?

Organizational Satisfaction

68%

↓ -2.3%

Question 72: Considering everything, how satisfied are you with your organization?

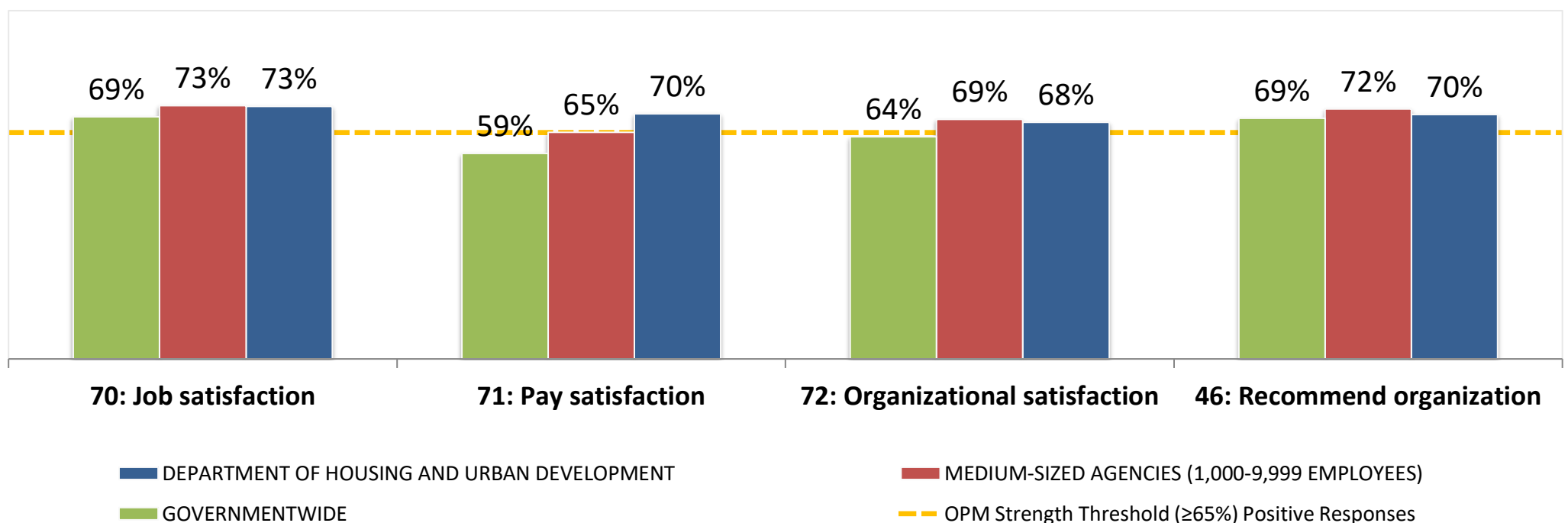
Recommend Organization

70%

↓ -1.5%

Question 46: I recommend my organization as a good place to work.

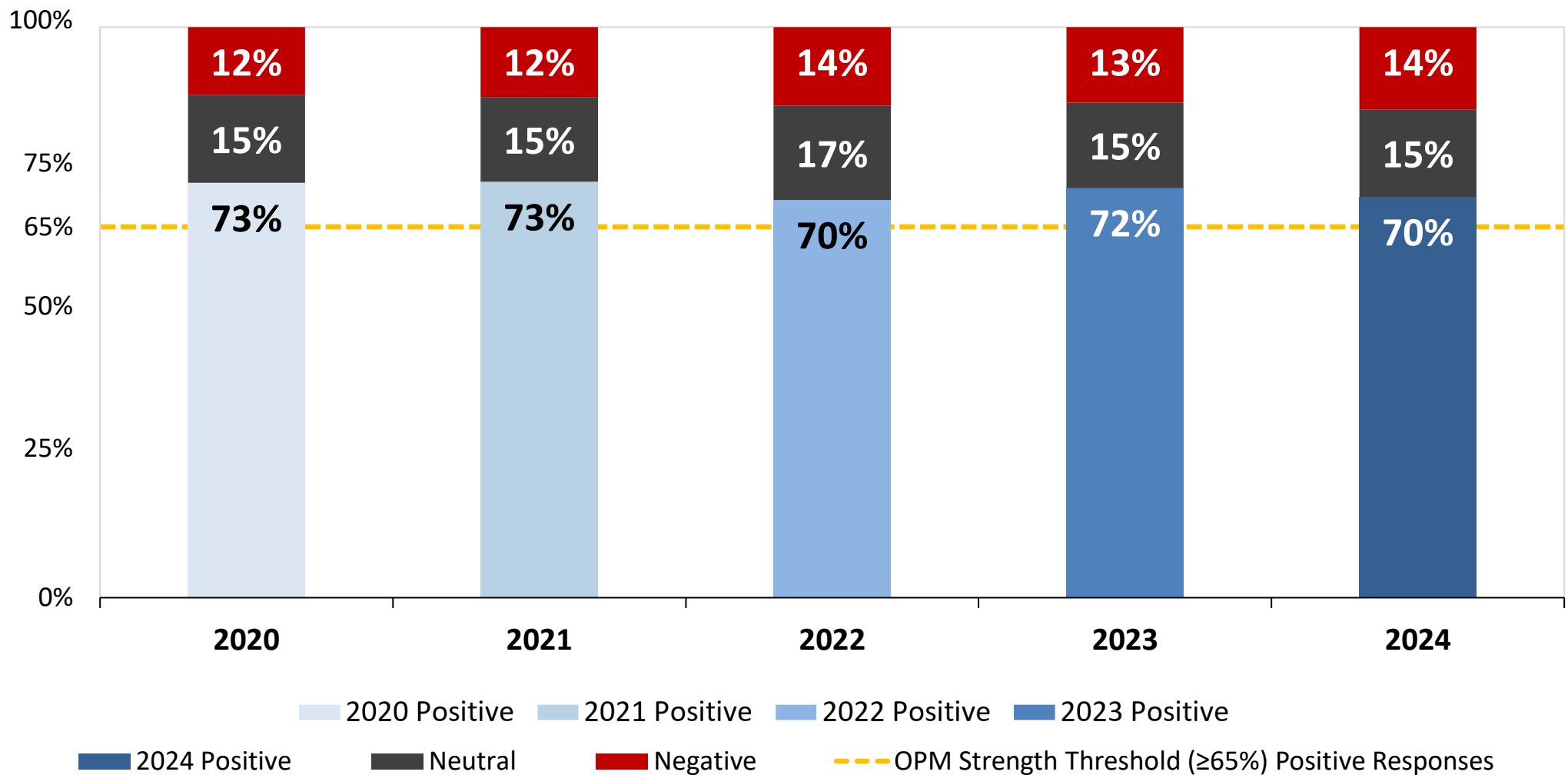
Organizational Comparisons for GSI Questions (Positive Scores)



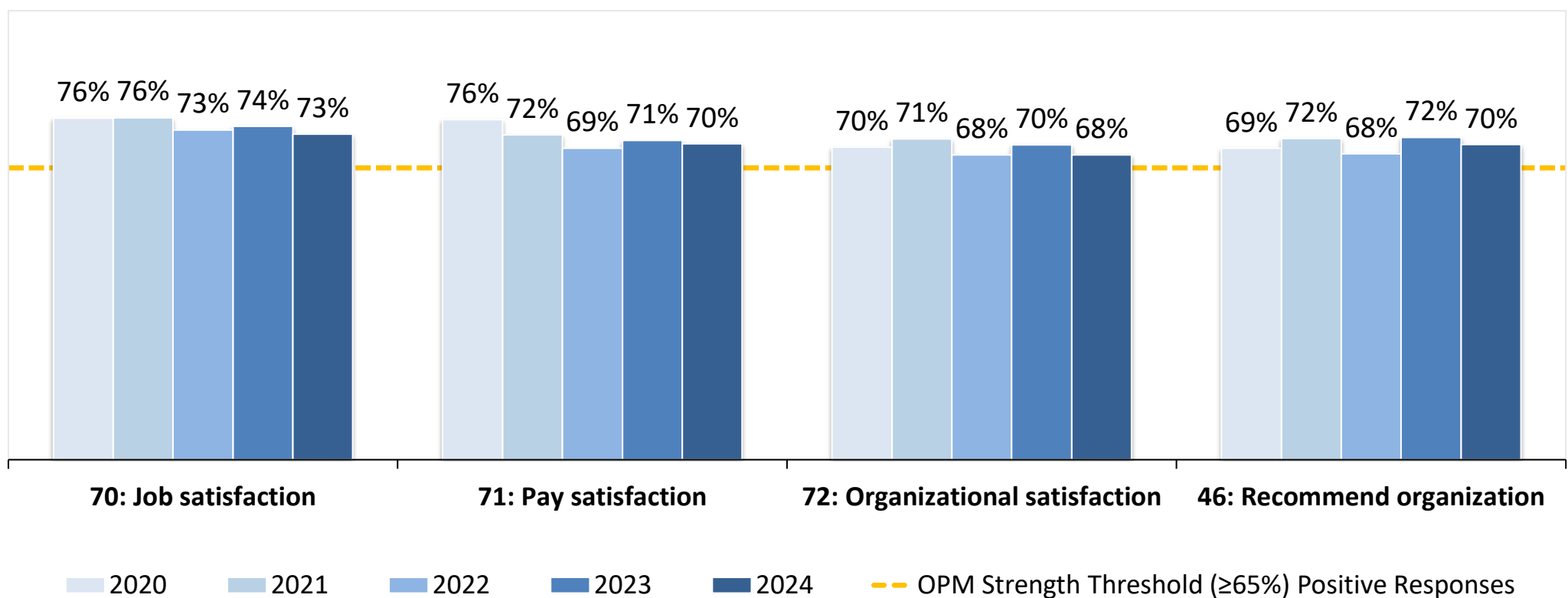
GLOBAL SATISFACTION: INDEX AND QUESTIONS TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

5-Year Trends for GSI



5-Year Trends for GSI Questions (Positive Scores)



EEI SUBINDICES: DEFINITIONS, SCORES, AND COMPARISONS

The Employee Engagement Index (EEI) measures aspects of engagement that lead to an engaged workforce (e.g., supporting employee development, communicating agency goals). The EEI is comprised of three subindices: Leaders Lead, Supervisors, and Intrinsic Work Experience.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 EEI Score

76%

Leaders Lead

68%

↓ -2.4%

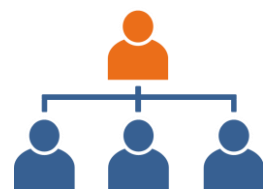


Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as **communication** and **workforce motivation**. (Q 57, 58, 59, 61, and 62)

Supervisors

84%

↓ -1.1%



Reflects the interpersonal relationship between worker and supervisor, including **trust**, **respect**, and **support**. (Q 48, 50, 51, 52, and 54)

Intrinsic Work Experience

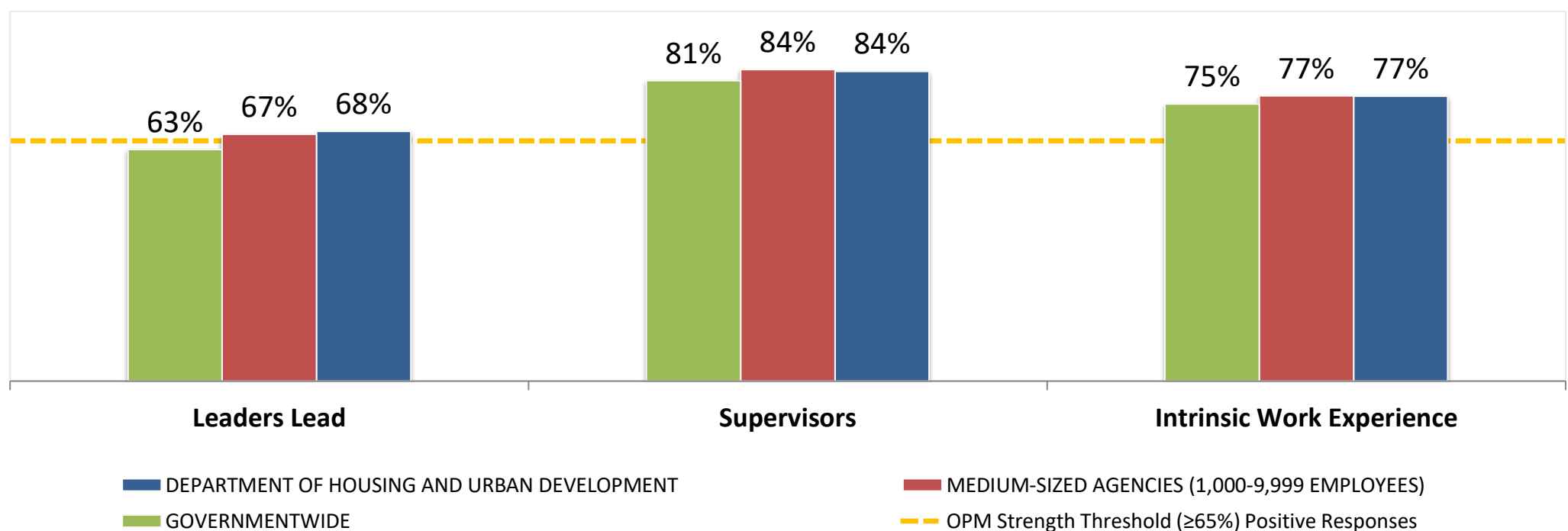
77%

↓ -0.5%



Reflects the employees' **feelings of motivation** and **competency** relating to their role in the workplace. (Q 2, 3, 4, 6, and 7)

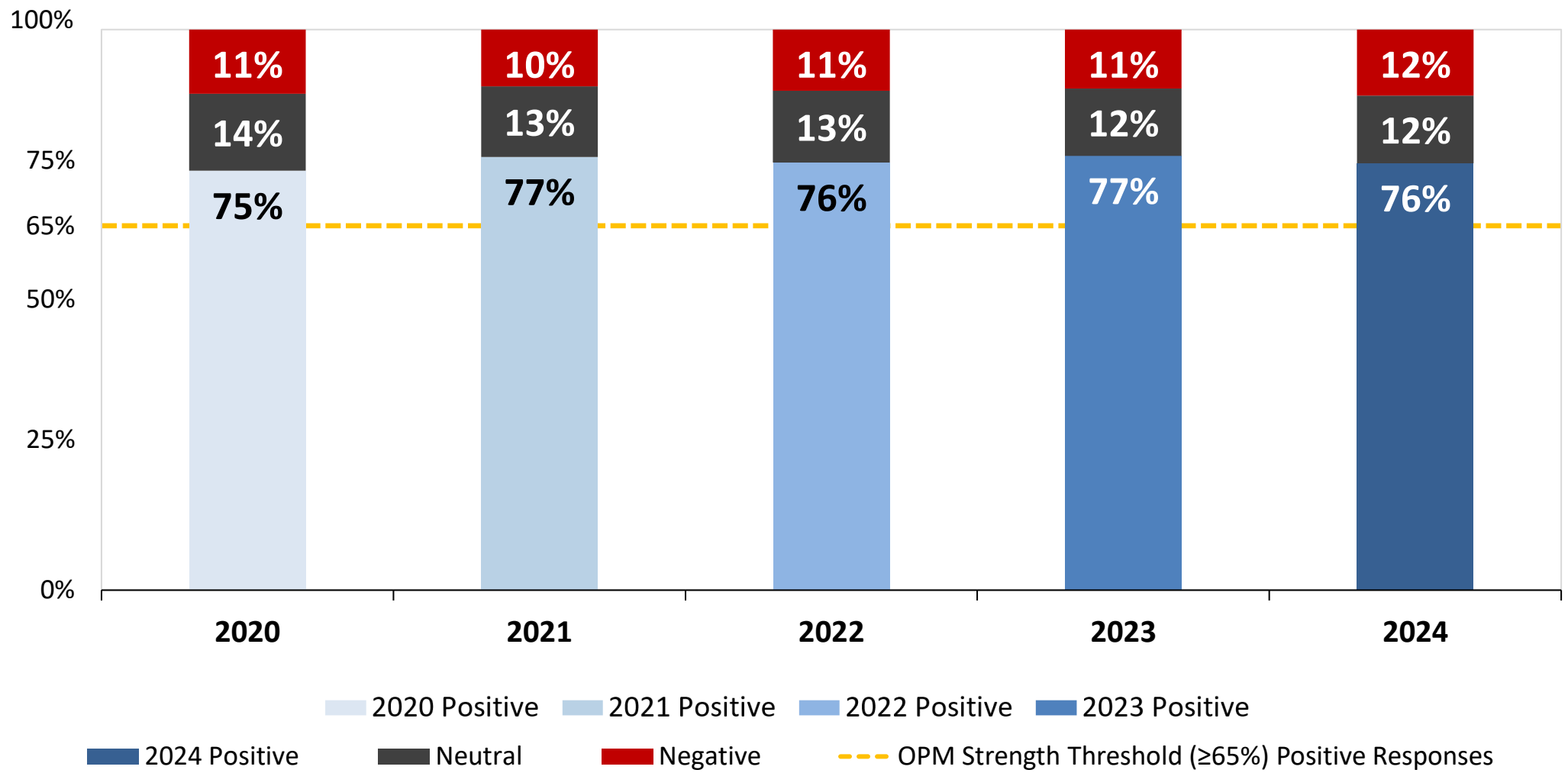
Organizational Comparisons for EEI Subindices



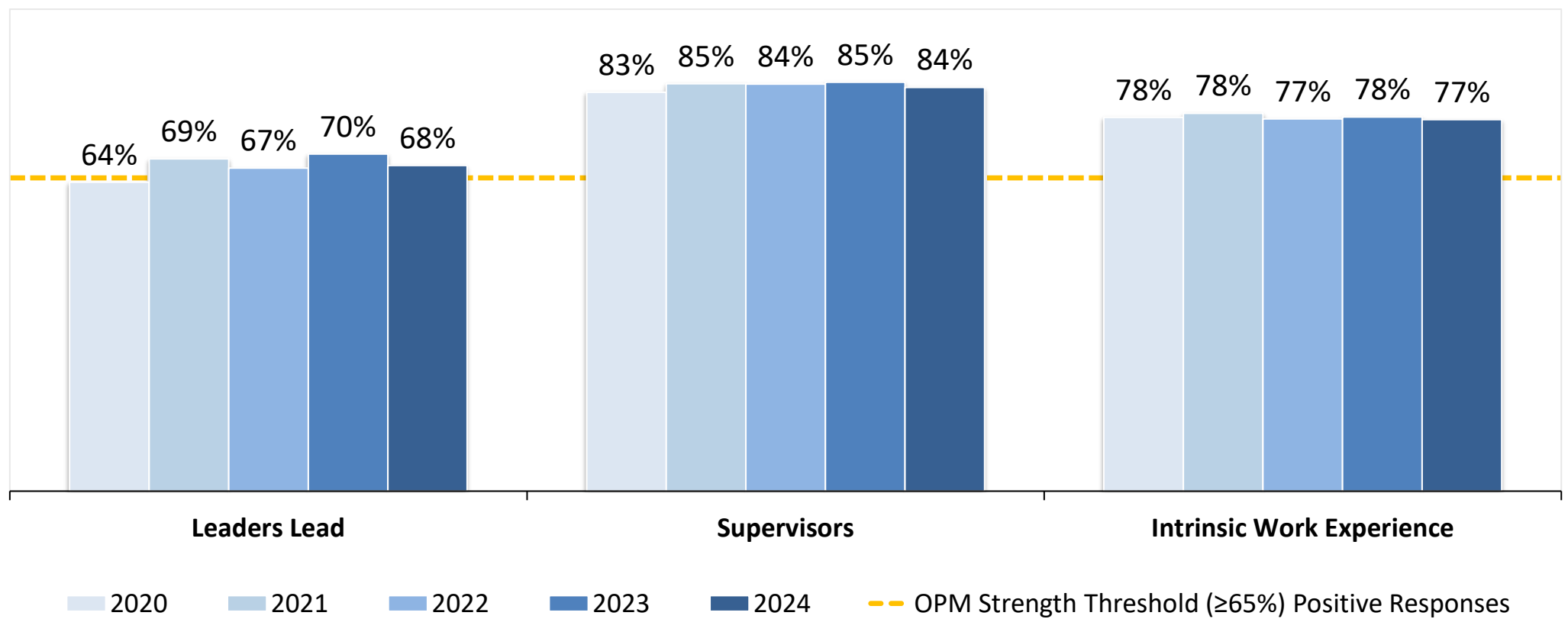
EMPLOYEE ENGAGEMENT: INDEX AND SUBINDICES TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

5-Year Trends for EEI



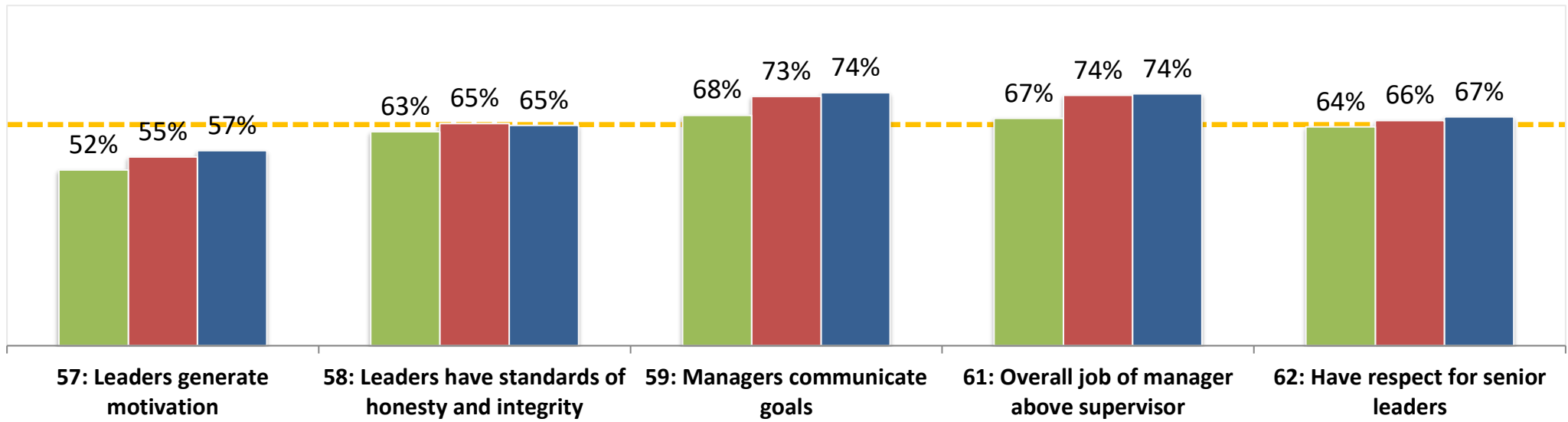
5-Year Trends for EEI Subindices



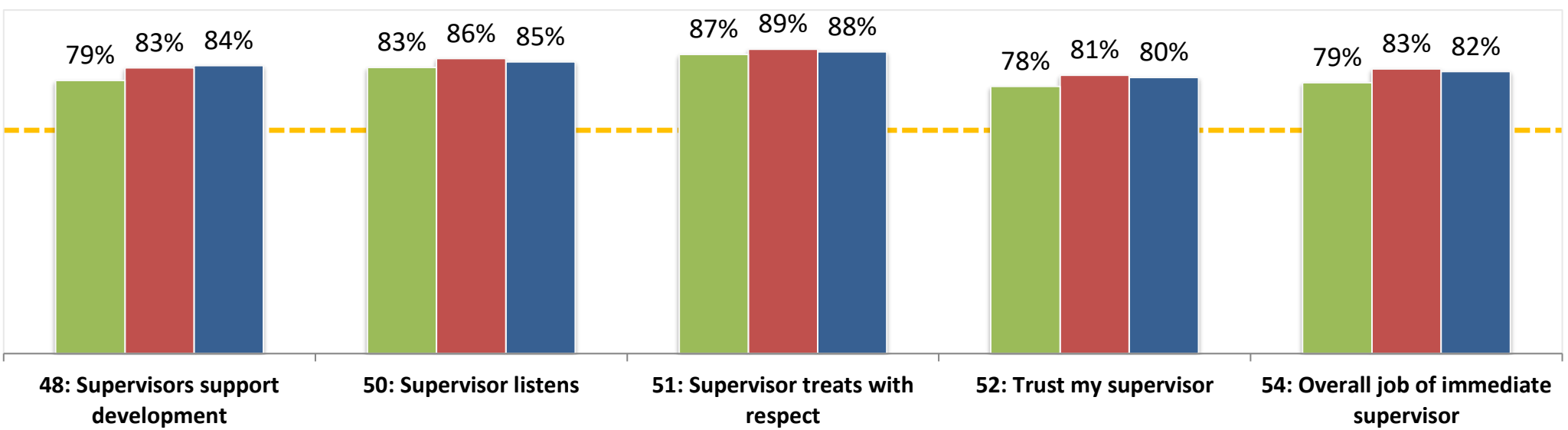
EMPLOYEE ENGAGEMENT SUBINDICES: QUESTIONS AND COMPARISONS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

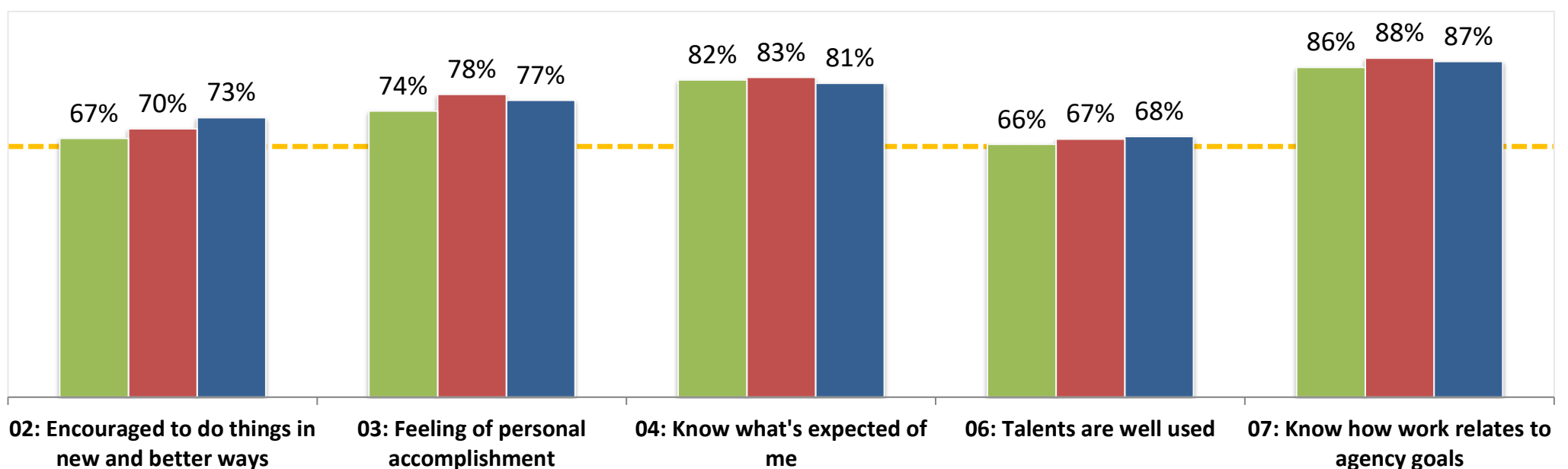
Organizational Comparisons for EEI Leaders Lead Questions (Positive Scores)



Organizational Comparisons for EEI Supervisors Questions (Positive Scores)



Organizational Comparisons for EEI Intrinsic Work Experience Questions (Positive Scores)



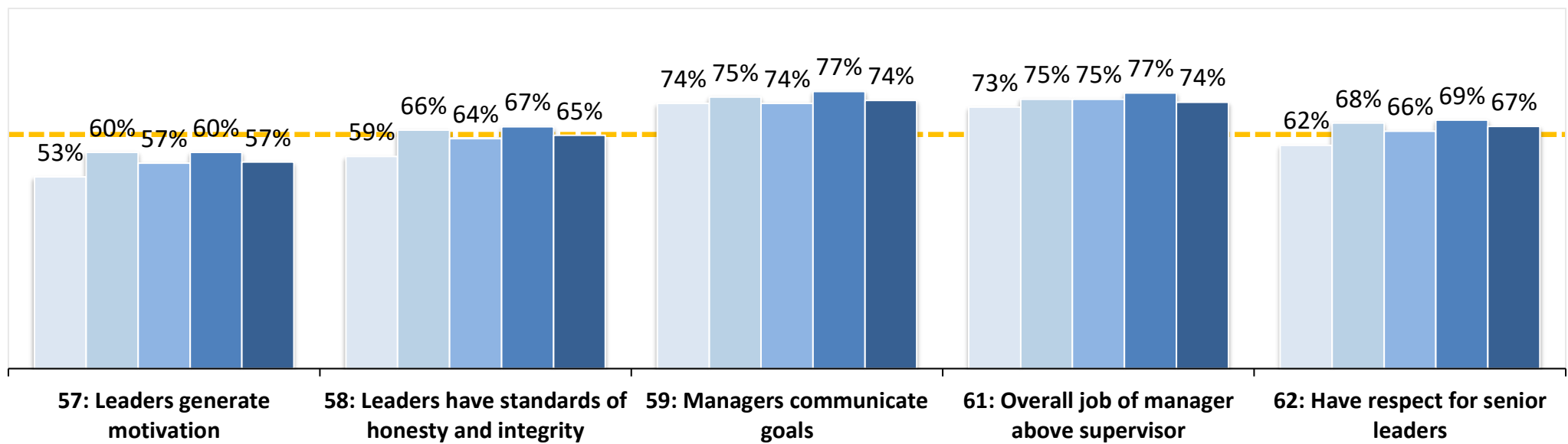
■ DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
■ GOVERNMENTWIDE

■ MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)
- - - OPM Strength Threshold (≥65%) Positive Responses

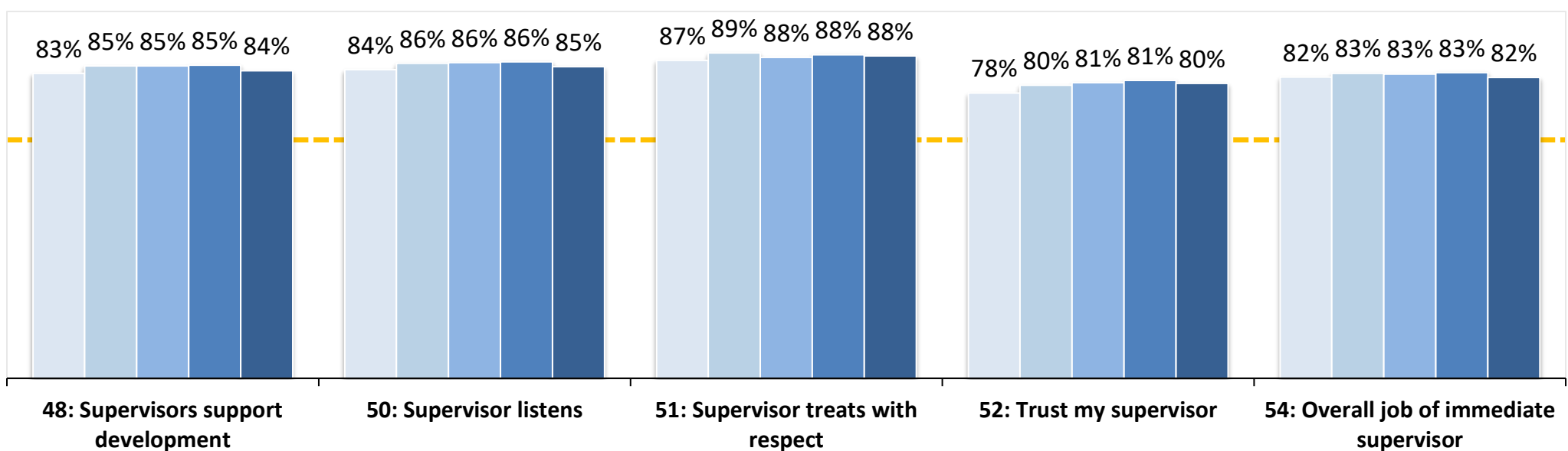
EMPLOYEE ENGAGEMENT SUBINDICES: QUESTIONS AND TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

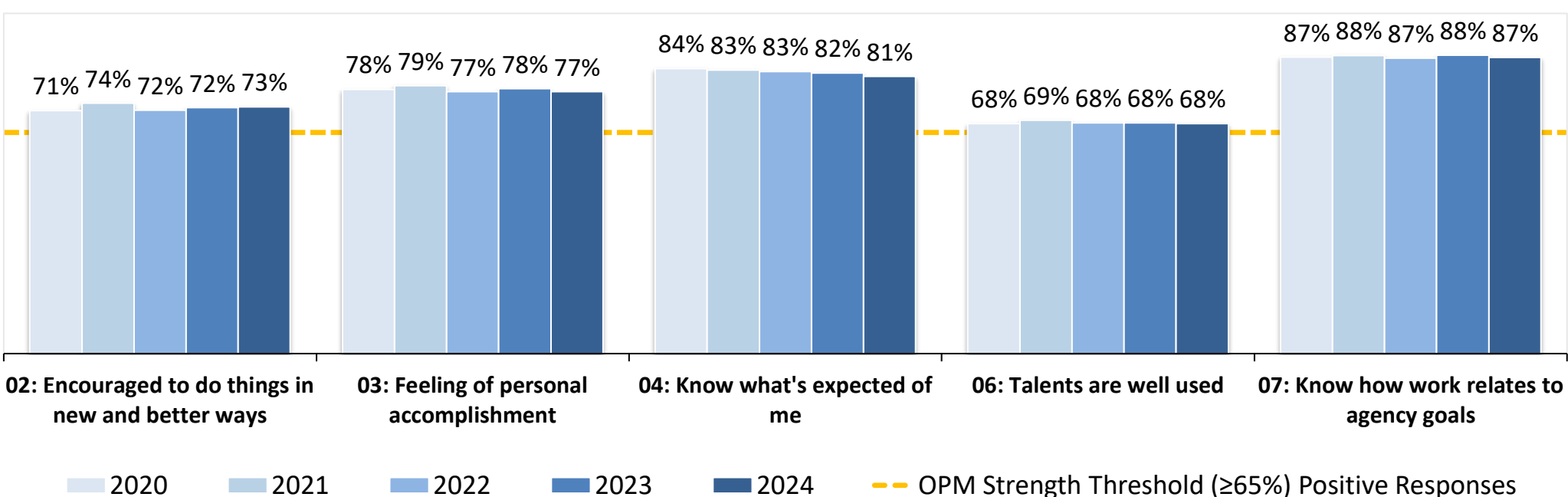
5-Year Trends for EEI Leaders Lead Questions (Positive Scores)



5-Year Trends for EEI Supervisors Questions (Positive Scores)



5-Year Trends for EEI Intrinsic Work Experience Questions (Positive Scores)



PERFORMANCE CONFIDENCE INDEX: QUESTIONS, SCORES, AND COMPARISONS

The Performance Confidence Index (PCI) measures a combination of four items assessing employees' perception of their work unit's ability to achieve goals and produce work at a high level, or workplace effectiveness. (Q 20, 21, 22, and 23)

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 PCI Score

88%

Meet needs of customers

90%

↓ -1.6%

Question 20: Employees in my work unit meet the needs of our customers.

Contribute positively to agency performance

90%

↓ -1.1%

Question 21: Employees in my work unit contribute positively to my agency's performance.

Produce high quality work

87%

↓ -1.6%

Question 22: Employees in my work unit produce high-quality work.

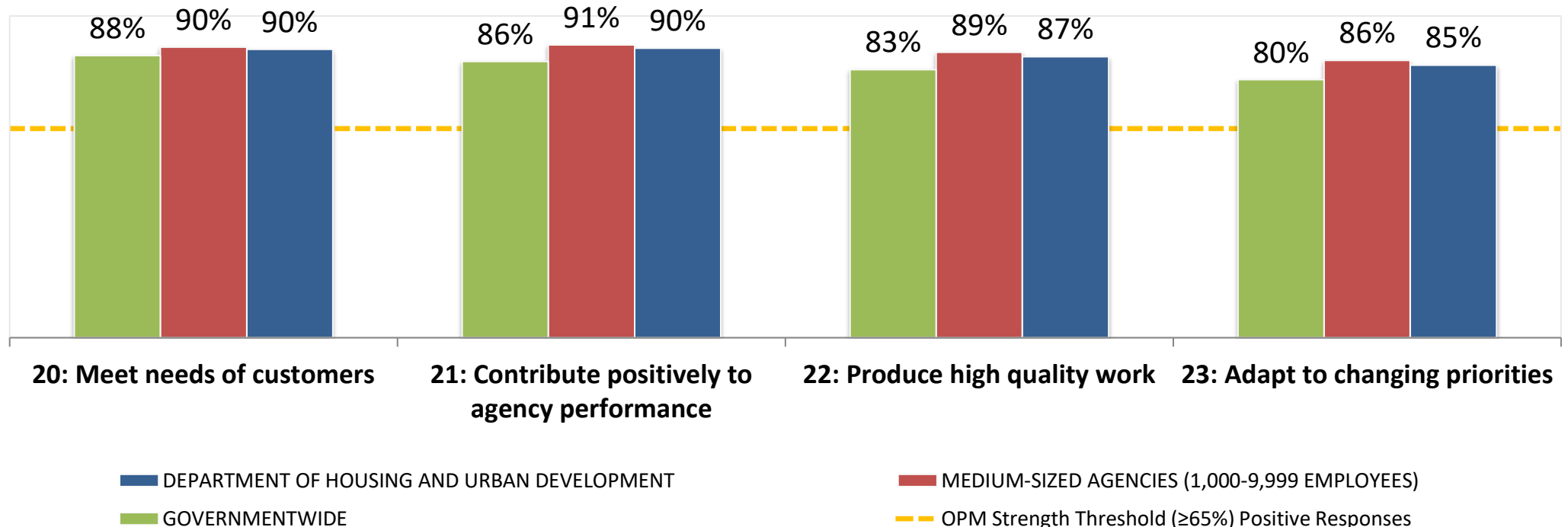
Adapt to changing priorities

85%

↓ -1.6%

Question 23: Employees in my work unit adapt to changing priorities.

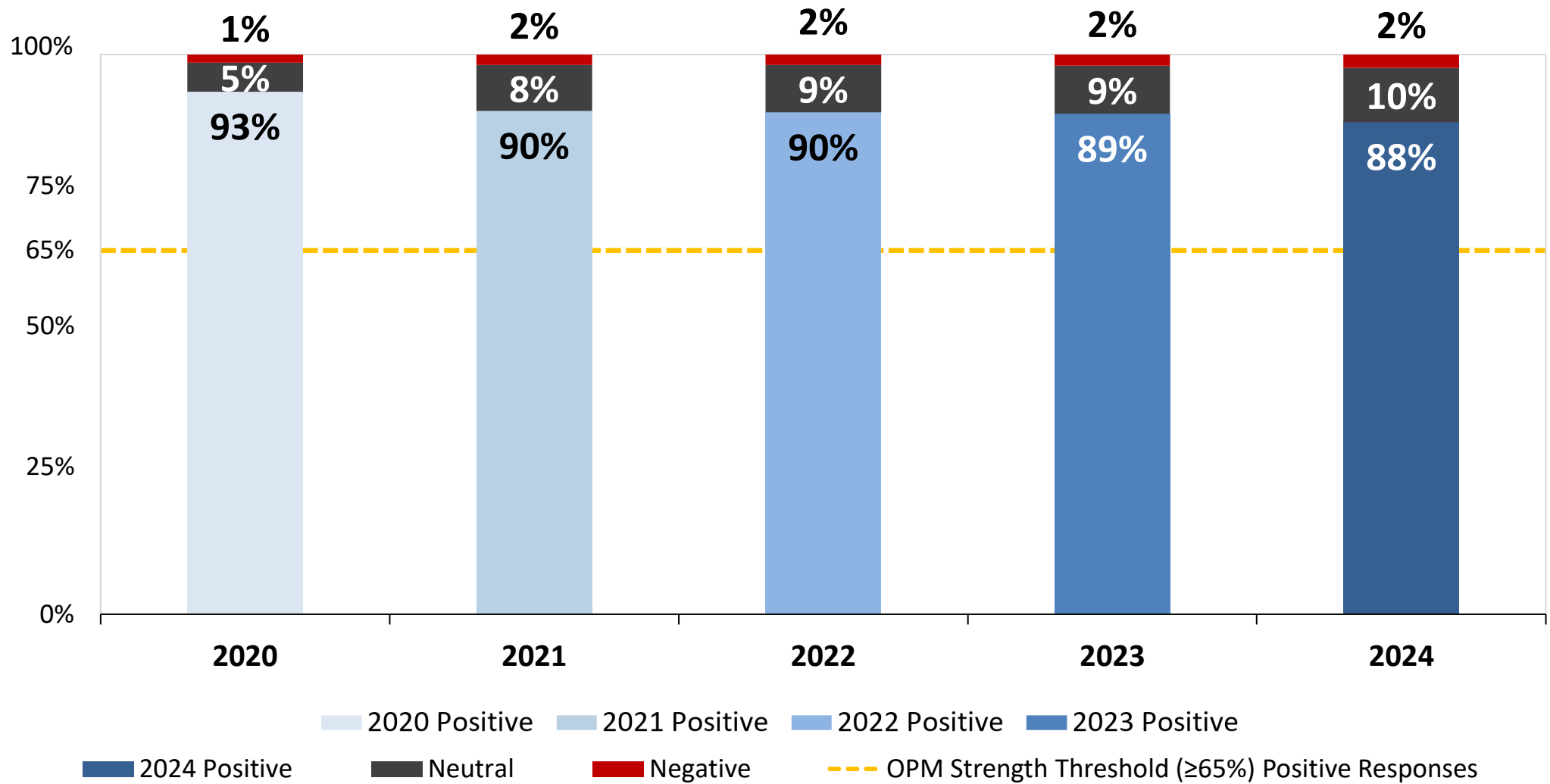
Organizational Comparisons for PCI Questions (Positive Scores)



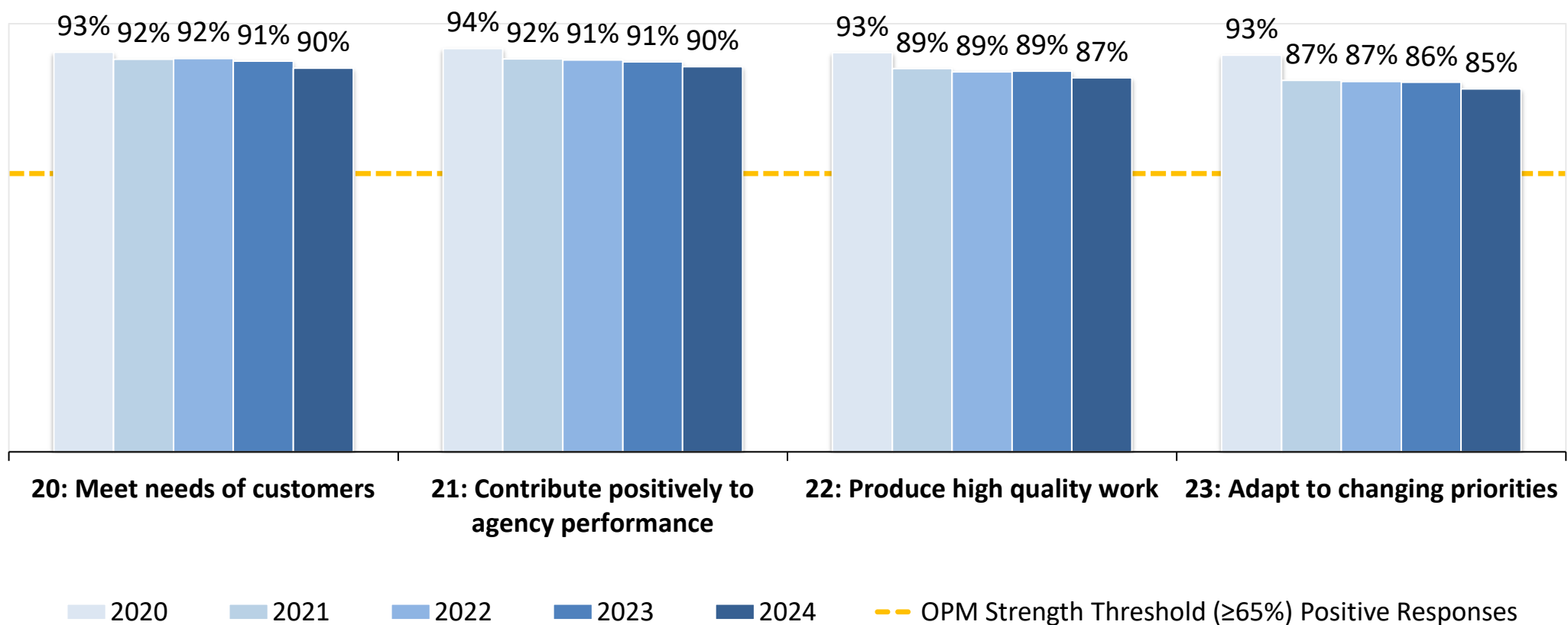
PERFORMANCE CONFIDENCE: INDEX AND QUESTIONS TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

5-Year Trends for PCI



5-Year Trends for PCI Questions (Positive Scores)



DEIA INDEX AND SUBINDICES: DEFINITIONS, SCORES, AND COMPARISONS

To align with government priorities and current research, OPM developed a new Diversity, Equity, Inclusion, and Accessibility (DEIA) Index starting with the 2022 OPM FEVS. This measure is specifically designed to align with Executive Order 14035, which features 13 questions measuring sub-indices of Diversity, Equity, Inclusion, and Accessibility.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 DEIA Score

74%

Diversity

75%

↓ -0.5%

The practice of including the many communities, identities, races, ethnicities, backgrounds, abilities, cultures, and beliefs of the American people, including underserved communities. (Q 73 and 74)

Equity

72%

↓ -1.8%

The consistent and systematic, fair, just, and impartial treatment of all individuals, including individuals who belong to underserved communities that have been denied such treatment. (Q 75, 76, and 77)

Inclusion

79%

↓ -0.8%

The recognition, appreciation, and use of the talents and skills of employees of all backgrounds. (Q 78, 79, 80, 81, and 82)

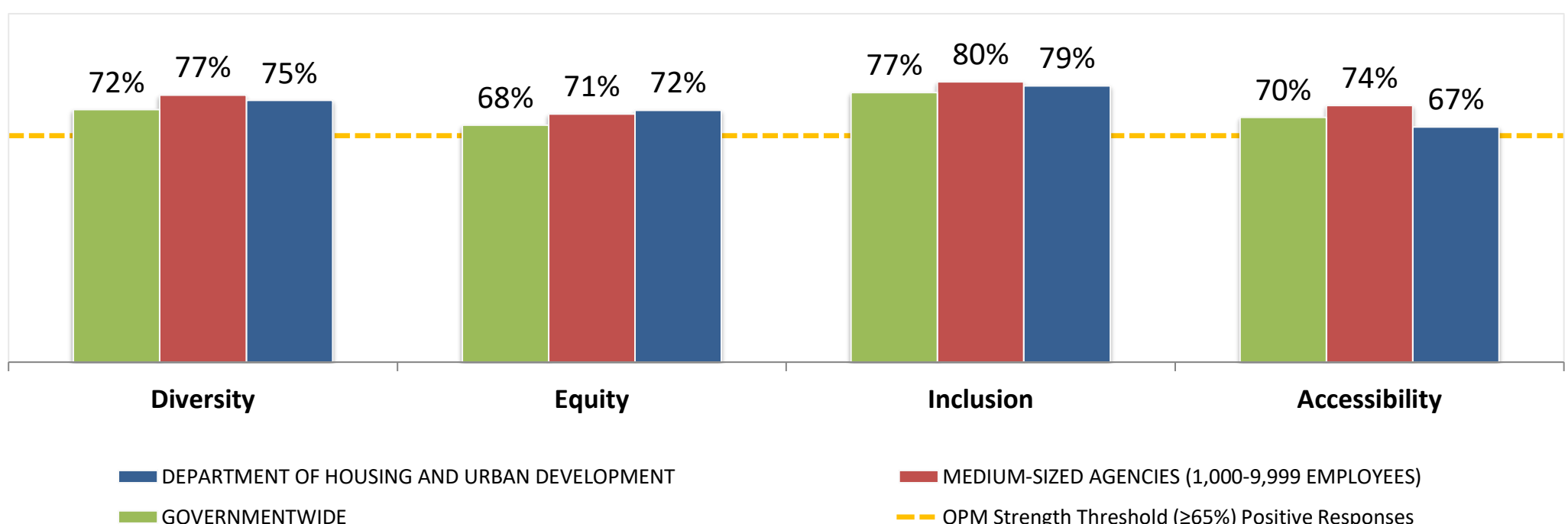
Accessibility

67%

↓ -3.6%

The design, construction, development, and maintenance of facilities, information and communication technology, programs, and services so that all people, including people with disabilities, can fully and independently use them. (Q. 83, 84, and 85)

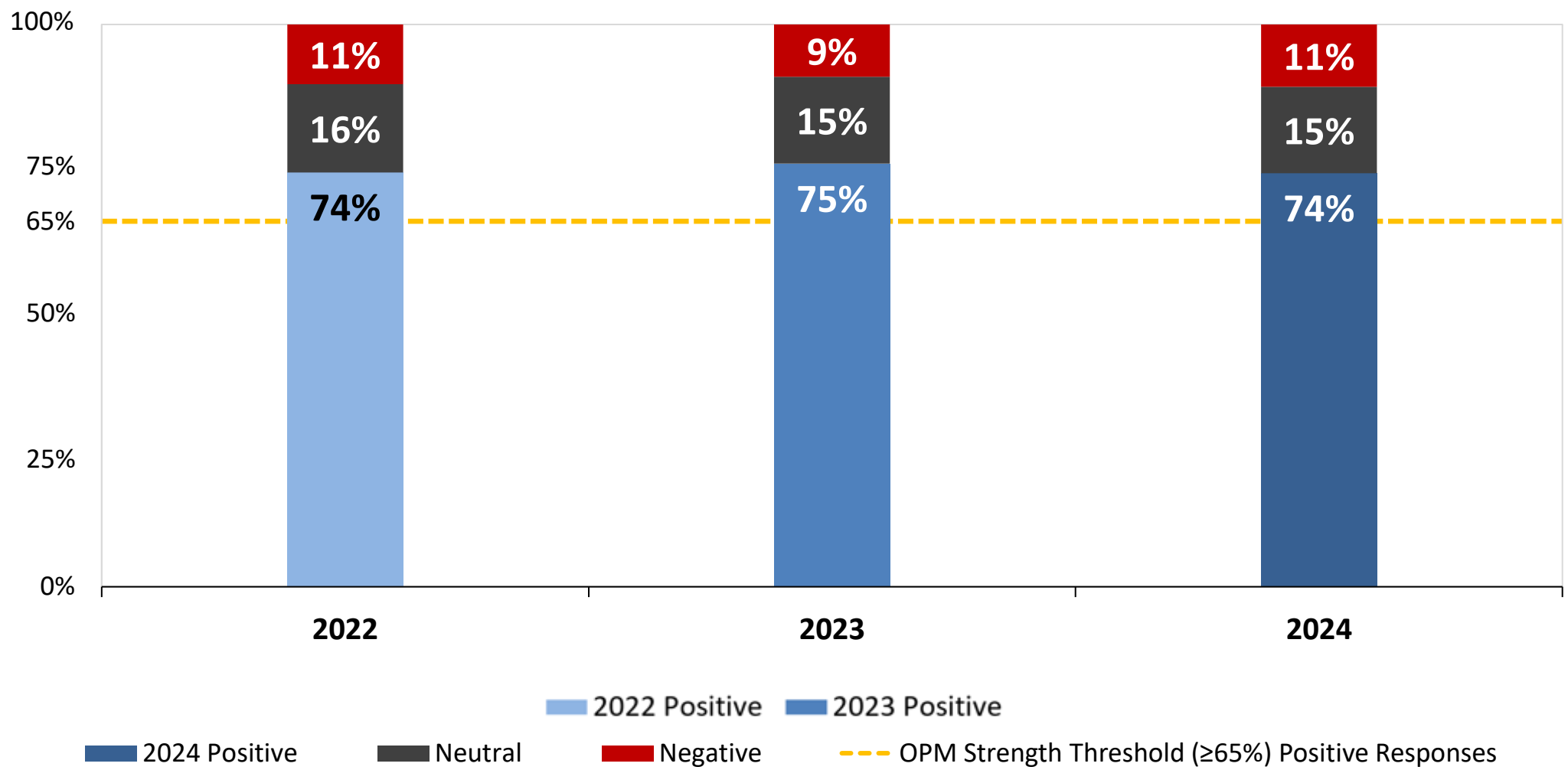
Organizational Comparisons for DEIA Subindices



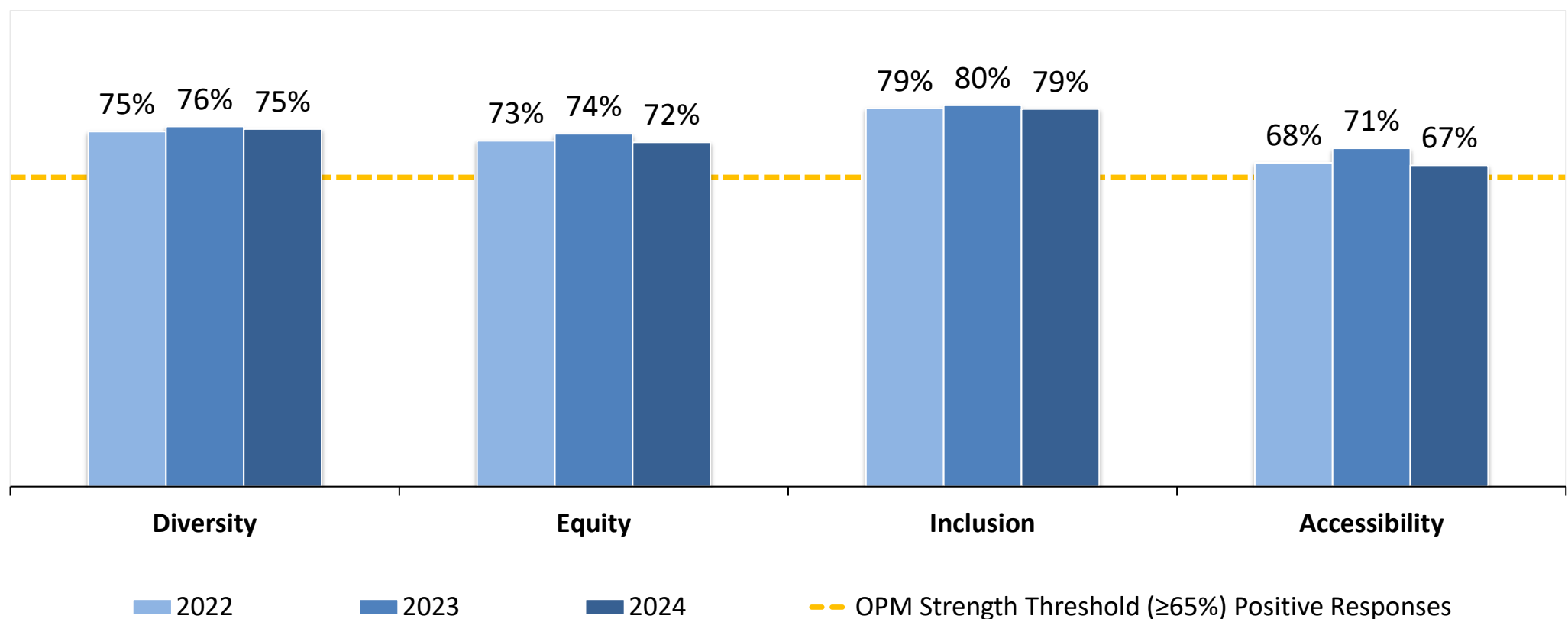
DEIA: INDEX AND SUBINDICES TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

3-Year Trends for DEIA



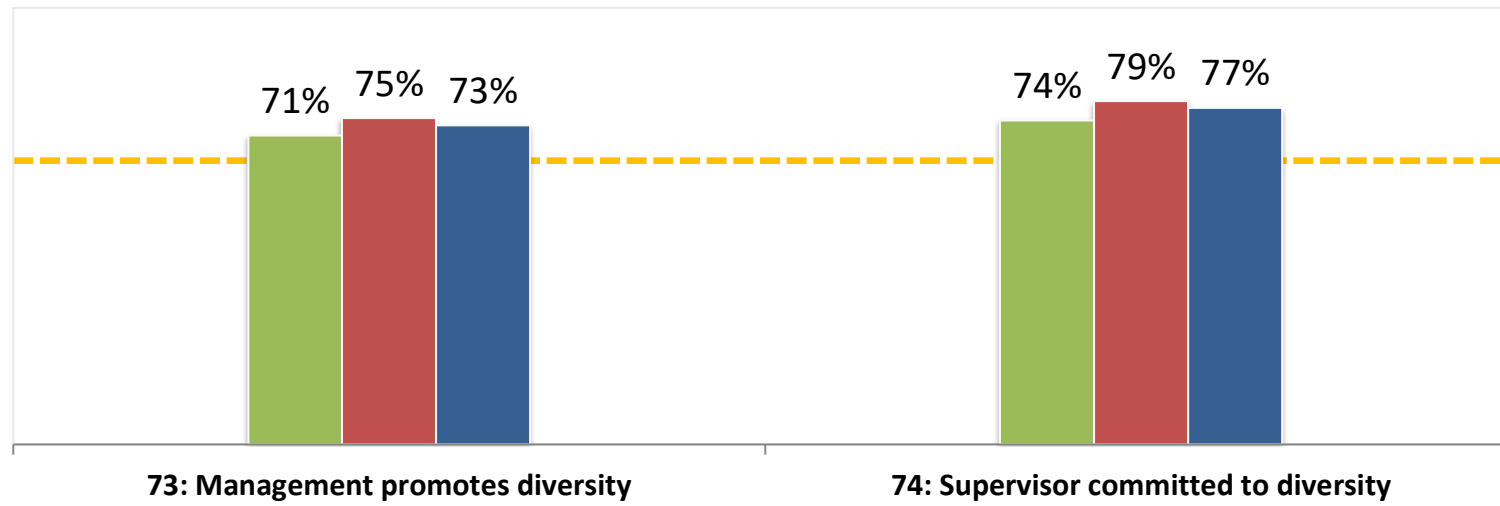
3-Year Trends for DEIA Subindices



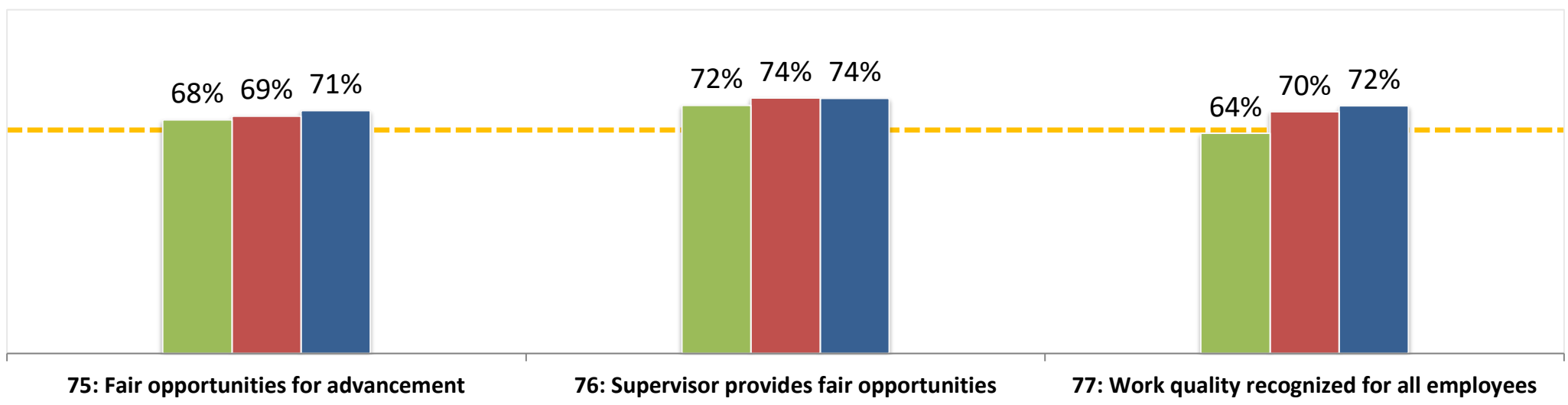
DEIA SUBINDICES: QUESTIONS AND COMPARISONS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

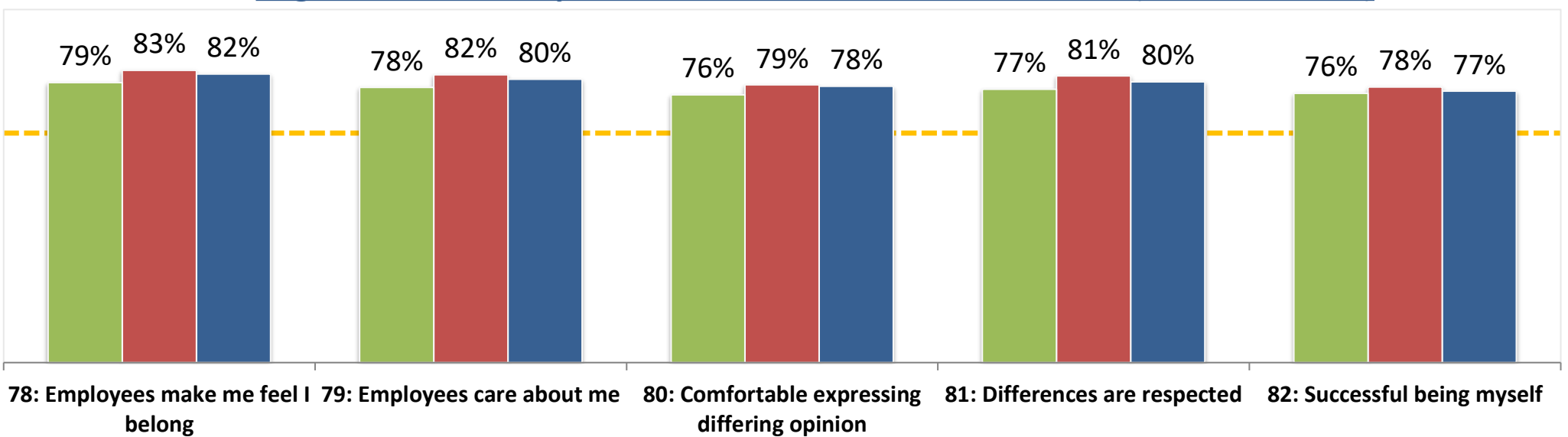
Organizational Comparisons for DEIA Diversity Questions (Positive Scores)



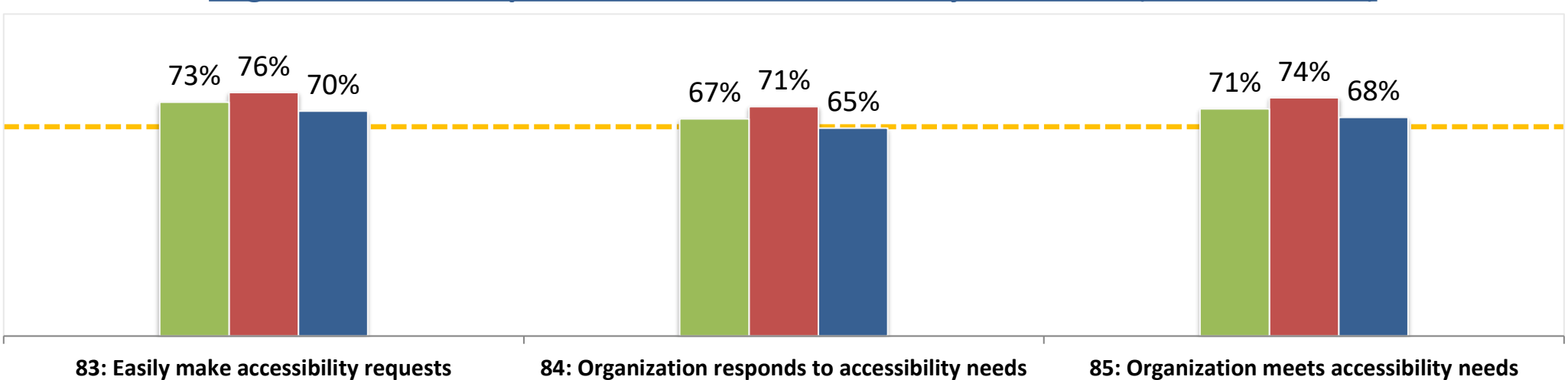
Organizational Comparisons for DEIA Equity Questions (Positive Scores)



Organizational Comparisons for DEIA Inclusion Questions (Positive Scores)



Organizational Comparisons for DEIA Accessibility Questions (Positive Scores)



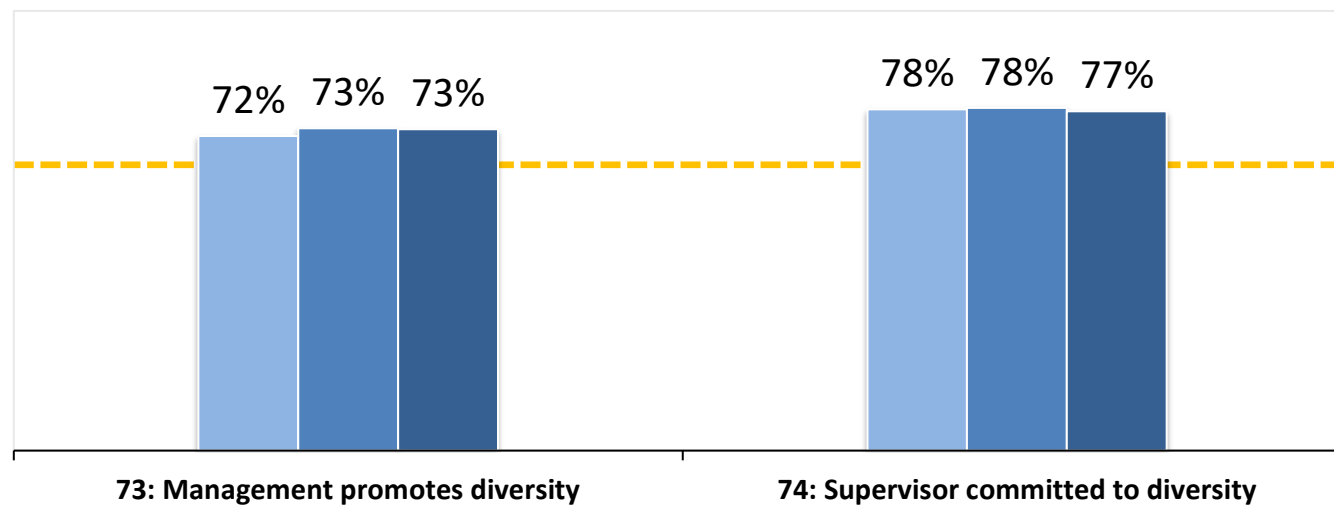
■ DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT
■ GOVERNMENTWIDE

■ MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)
- - - OPM Strength Threshold (≥65%) Positive Responses

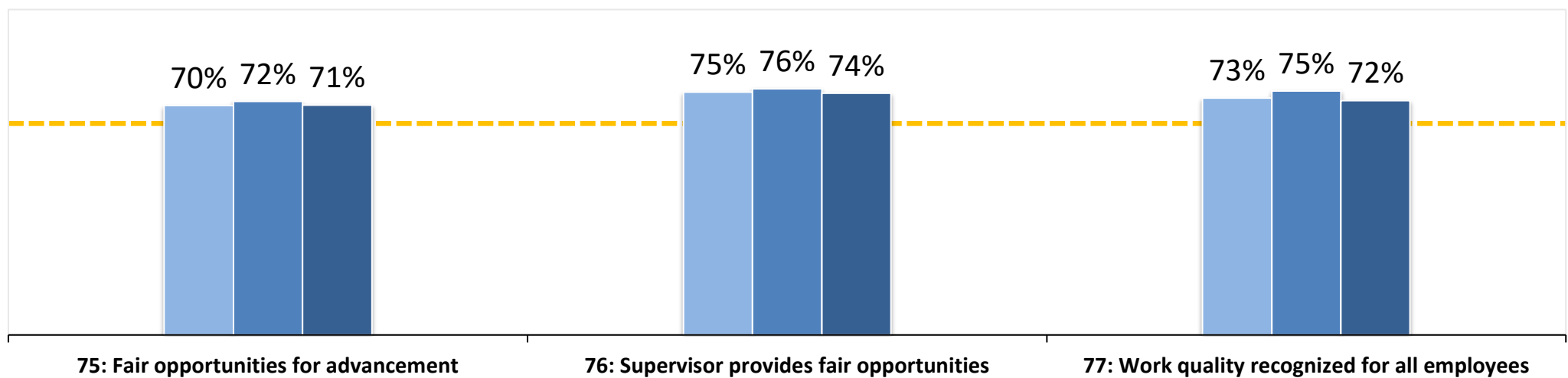
DEIA SUBINDICES: QUESTIONS AND TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

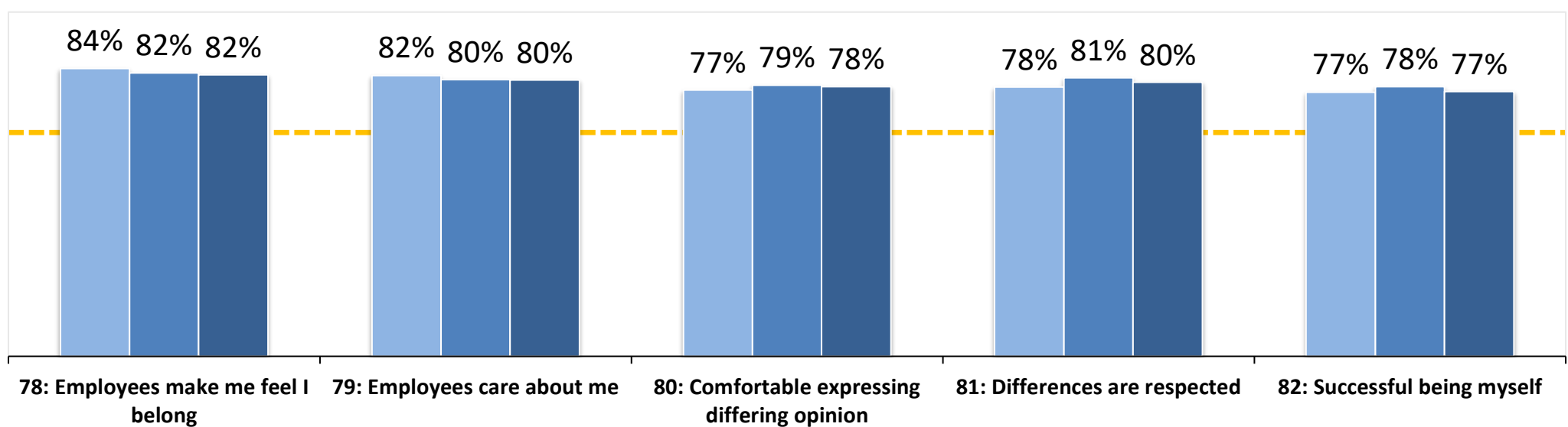
3-Year Trends for DEIA Diversity Questions (Positive Scores)



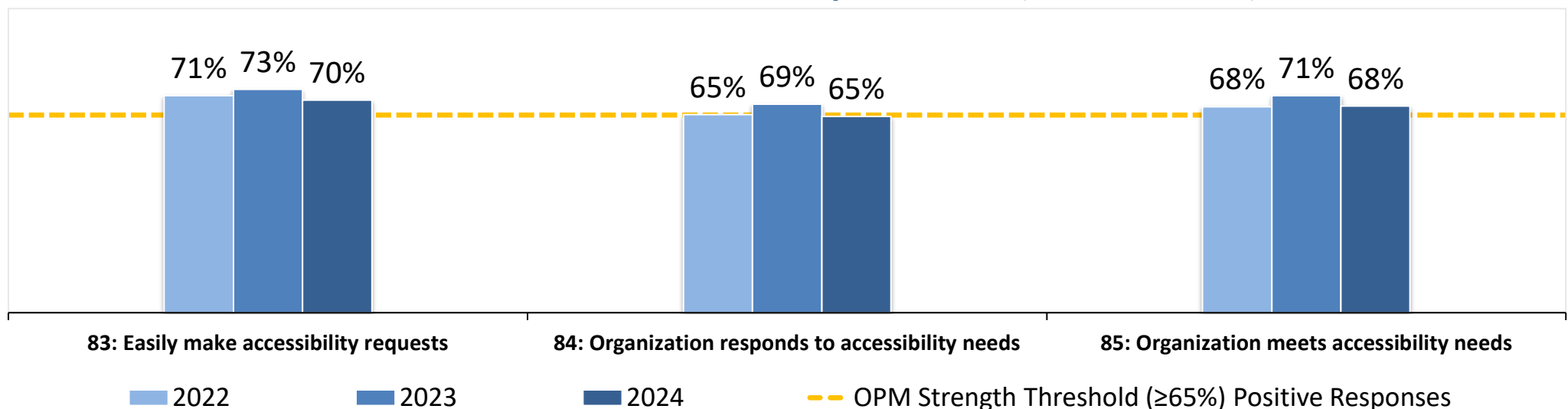
3-Year Trends for DEIA Equity Questions (Positive Scores)



3-Year Trends for DEIA Inclusion Questions (Positive Scores)



3-Year Trends for DEIA Accessibility Questions (Positive Scores)



EMPLOYEE EXPERIENCE INDEX: QUESTIONS, SCORES, AND COMPARISONS

The Employee Experience Index (EXI) measures the extent to which employees are engaged by their work and their organization. The EXI consists of five questions that measure **Work Engagement**, **Organizational Engagement**, and **Public Service Motivation**.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

2024 EXI Score

77%

Job inspires me

68%

↑ **0.03%**

Question 86: My job inspires me.

Work give sense of accomplishment

76%

↓ **-1.1%**

Question 87: The work I do gives me a sense of accomplishment.

Strong attachment to organization

64%

↓ **-1.8%**

Question 88: I feel a strong personal attachment to my organization.

Identify with organization mission

84%

↓ **-1.2%**

Question 89: I identify with the mission of my organization.

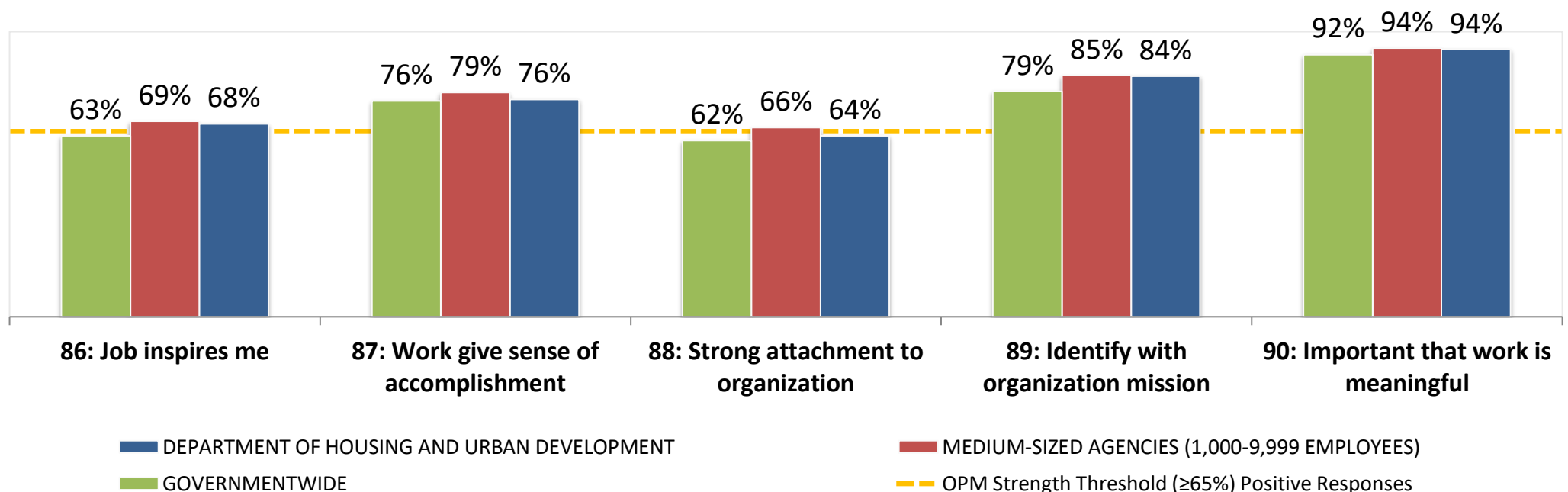
Important that work is meaningful

94%

↓ **-0.2%**

Question 90: It is important to me that my work contribute to the common good.

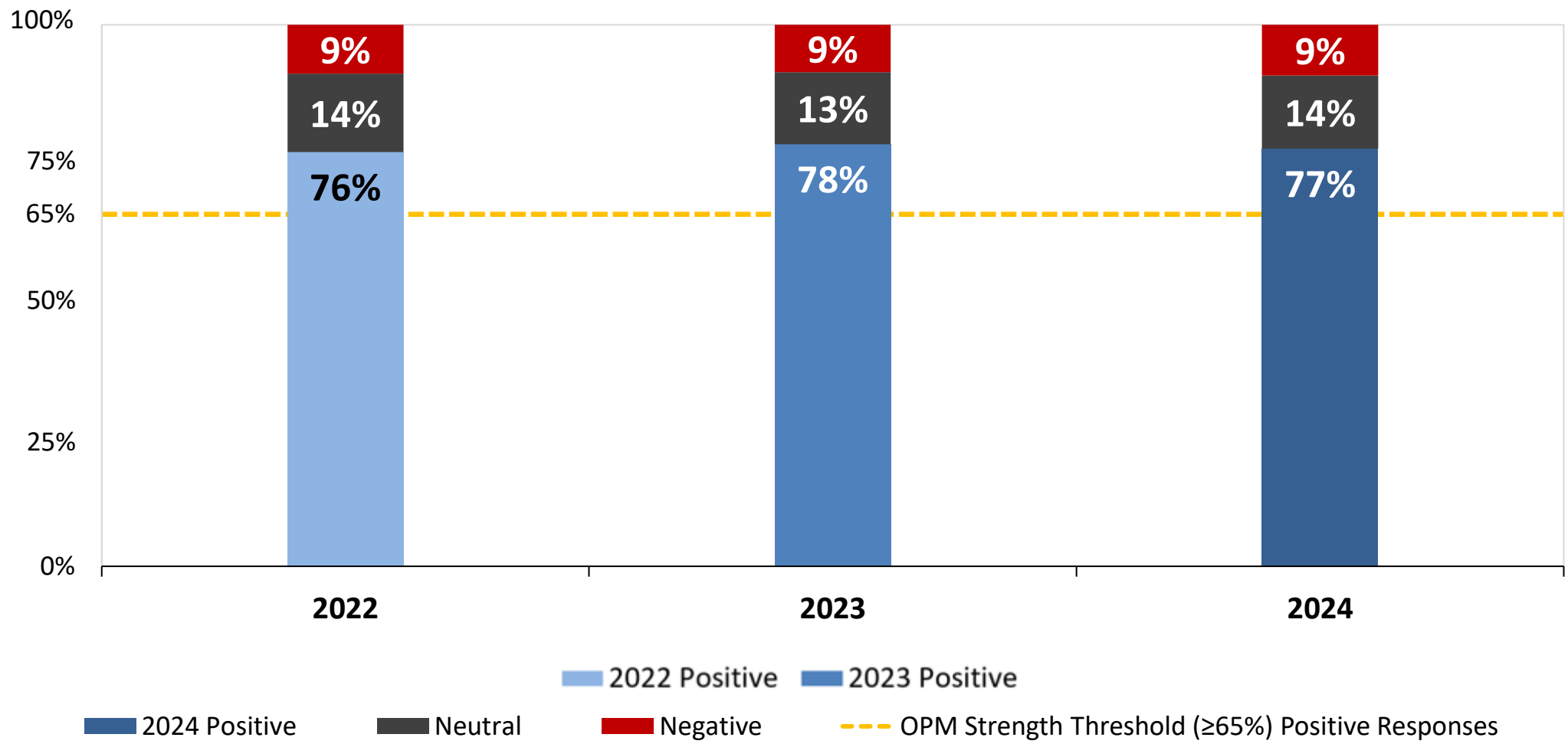
Organizational Comparisons for EXI Questions (Positive Scores)



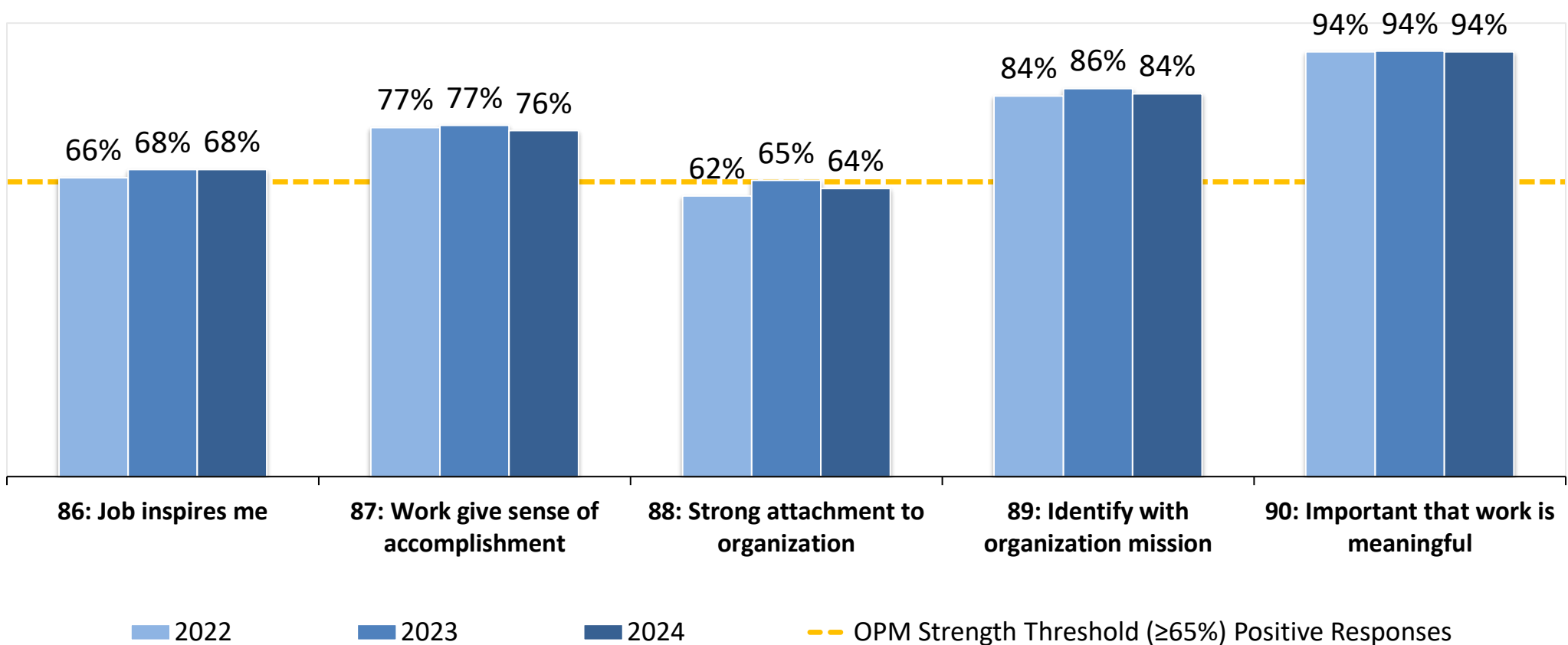
EMPLOYEE EXPERIENCE: INDEX AND QUESTIONS TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

3-Year Trends for EXI



3-Year Trends for EXI Questions (Positive Scores)



ADDRESSING POOR PERFORMANCE

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT						1Up	2Up
16: Currently, in my work unit poor performers usually:	2020	2021	2022	2023	2024	2024	2024
Remain In Work Unit And Improve Over Time	21%	21%	15%	16%	16%	18%	18%
Remain In Work Unit And Continue To Underperform	39%	38%	27%	28%	29%	30%	40%
Leave Work Unit - Removed or Transferred	9%	9%	7%	8%	9%	9%	10%
Leave Work Unit - Quit	2%	3%	4%	5%	6%	5%	6%
No Poor Performers In Work Unit	29%	30%	25%	24%	23%	23%	20%
Do Not Know	NA	NA	31%	29%	29%	27%	21%

Note: Started in the 2022 FEVS, the sum of the percentages may sum to over 100% because respondents could select more than one response. Prior to the 2022 FEVS, the percentage of "Do Not Know" responses is separate from the other responses, which add up to 100% (not including "Do Not Know").

WORKPLACE FLEXIBILITIES

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT						1Up	2Up
91: My Current Teleworking Schedule	2020	2021	2022	2023	2024	2024	2024
Telework - Every Workday	93%	87%	10%	14%	14%	26%	13%
Telework - 3 or 4 Days Per Week	5%	8%	67%	66%	59%	39%	21%
Telework - 1 or 2 Days Per Week	1%	3%	21%	19%	25%	24%	20%
Telework - Only 1 or 2 Days Per Month	0%	0%	1%	0%	1%	2%	4%
Telework - Very Infrequently	0%	0%	1%	1%	1%	4%	11%
Do Not Telework - Must Be Physically Present	0%	0%	0%	0%	0%	2%	20%
Do Not Telework - Technical Issues	0%	0%	0%	0%	0%	0%	1%
Do Not Telework - Not Approved	0%	0%	0%	0%	1%	1%	5%
Do Not Telework - Choose Not To	0%	0%	1%	0%	1%	1%	4%

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT					1Up	2Up
91a: You answered that you telework every workday. What is your current remote work status?	2022	2023	2024	2024	2024	
Do Not Have an Approved Remote Work Agreement	NA	9%	6%	3%	5%	
Have an Approved Remote Work Agreement and Live Outside the Area	25%	20%	25%	48%	36%	
Have an Approved Remote Work Agreement and Live Inside the Area	75%	64%	65%	43%	55%	
Do Not Know	NA	7%	4%	6%	4%	

Note: in the 2022 FEVS, "Do Not Have an Approved Remote Work Agreement" and "Do Not Know" were not the options for this question.

Note: A "--nr" indicates that there were no responses to the item.

Label **Organization Name**

2Up = GOVERNMENTWIDE

1Up = MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)

Appendix A: “Top Ten” and “Δ Top Ten Increased” strengths, challenges, and uncertainties

This section helps you to identify the “Top Ten” and “Δ Top Ten Increased” strengths, challenges, and uncertainties for your work unit, based on your employees' responses to this year's main survey questions in the FEVS.

STRENGTHS, UNCERTAINTIES & CHALLENGES: Your Top Ten Results with Trend and Comparison Data

Six summary tables on pages 24 and 25 feature your “Top Ten” and “Δ Top Ten Increased” along with additional data columns to support the analysis of trends and comparisons for your work unit's strengths, uncertainties, and challenges. For most program offices, those columns may include your results from the prior year [2022], [2023], and the current year [2024]; the increase/decrease over last two years [Δ 2023] and [Δ 2024]; and your comparison organization's results [1Up, and 2Up]. Values that are filled in as light green, light gray, and light red cells mean that the results are also a top ten for that year or comparison organization. The results with no color fill are outside of the top ten for that year or organization.

In summary, a higher number of color-filled cells for a given question means that the result is a “top ten” that is part of a multi-year trend for your work, and/or it is a “top ten” that your work unit shares in common with one or more of your comparison organizations. The absence of color-filled cells means that the top ten result is isolated to your work unit for this year.

As you review the top ten tables, the relative intensity of responses for your most positive, neutral, and negative items will be apparent, especially in comparison to your prior year trends and comparison organizations. For instance, if this year's responses are 20% more positive or negative compared to either your prior year results and/or your comparison organizations, then it is likely that there are effective practices or polarizing challenges occurring within your work unit. Questions appearing in more than one “top ten” (e.g., “most negative” and “most neutral”) also represent opportunities for focused action.

<u>Label</u>	<u>Organization Name</u>
3Up =	OFFICE OF THE CHIEF HUMAN CAPITAL OFFICER
2Up =	GOVERNMENTWIDE
1Up =	MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)

TOP TEN STRENGTHS: Your Most Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT					1Up	2Up
Rank	Q#: Summary	2022	2023	2024	2024	2024
1	90: Important that work is meaningful	94%	94%	94%	94%	92%
2	53: My supervisor holds me accountable for achieving results	93%	92%	92%	91%	88%
3	11: Held accountable for work quality	93%	91%	90%	90%	87%
4	21: Contribute positively to agency performance	91%	91%	90%	91%	86%
5	20: Meet needs of customers	92%	91%	90%	90%	88%
6	51: Supervisor treats with respect	88%	88%	88%	89%	87%
7	22: Produce high quality work	89%	89%	87%	89%	83%
8	49: Supervisor supports work/life	88%	89%	87%	88%	85%
9	07: Know how work relates to agency goals	87%	88%	87%	88%	86%
10	44: Prepared for cybersecurity threats	85%	87%	86%	88%	83%

Identifying strengths: Large value indicates a *Strength*. Percentages represent the proportion of positive responses (e.g., agreement that the desired condition exists).

% = Top Ten on Trends and Comparisons % = Your Top Ten Strengths = Data unavailable in 2022

TOP TEN UNCERTAINTIES: Your Most Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT					1Up	2Up
Rank	Q#: Summary	2022	2023	2024	2024	2024
1	17: Performance differences recognized meaningfully	25%	23%	25%	26%	26%
2	45: Favoritism is not tolerated	25%	23%	22%	21%	20%
3	67: Satisfaction with involvement	24%	22%	22%	22%	24%
4	24: New hires have necessary skills	24%	23%	22%	20%	24%
5	84: Organization responds to accessibility needs	22%	21%	22%	19%	22%
6	31: Employees view change positively	23%	23%	22%	22%	25%
7	66: Management involves employees	23%	21%	21%	22%	23%
8	47: Survey used to improve agency	24%	22%	21%	20%	24%
9	65: Management addresses challenges	22%	21%	21%	21%	23%
10	88: Strong attachment to organization	23%	21%	21%	20%	22%

Identifying uncertainty: Large Value indicates *uncertainty*. Percentages represent the proportion of neutral responses (e.g., neither agreement nor disagreement that the desired condition exists). For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

% = Top Ten on Trends and Comparisons % = Your Top Ten Uncertainties = Data unavailable in 2022

TOP TEN CHALLENGES: Your Most Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT					1Up	2Up
Rank	Q#: Summary	2022	2023	2024	2024	2024
1	66: Management involves employees	26%	24%	27%	27%	29%
2	57: Leaders generate motivation	22%	20%	23%	25%	26%
3	05: Workload is reasonable	22%	22%	22%	23%	22%
4	41: Organization allows timely delivery of my work		21%	22%	23%	22%
5	67: Satisfaction with involvement	21%	19%	22%	21%	22%
6	47: Survey used to improve agency	23%	20%	22%	23%	27%
7	17: Performance differences recognized meaningfully	20%	20%	21%	22%	27%
8	45: Favoritism is not tolerated	21%	19%	21%	20%	24%
9	68: Satisfaction with info received	19%	17%	20%	19%	21%
10	65: Management addresses challenges	19%	16%	19%	20%	21%

A counterintuitive measure: Large value indicates greater negativity and a potential challenge area. Percentages represent the proportion of **negative responses** (e.g., disagreement that the desired condition exists).

% = Top Ten on Trends and Comparisons % = Your Top Ten Challenges = Data unavailable in 2022

▲ TOP TEN INCREASED STRENGTHS: Your Biggest Increases in Positive Responses

Positive Response Choices: Strongly Agree & Agree | Very Satisfied & Satisfied | Very Good & Good

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				1Up	2Up
Rank	Q#: Summary	Δ 2023	Δ 2024	Δ 2024	Δ 2024
1	43: Prepared for physical security threats	+9.1%	+4.5%	+1.7%	+1.0%
2	30: Employees incorporate new ideas	-0.5%	+1.5%	+0.7%	+1.3%
3	24: New hires have necessary skills	+0.6%	+0.7%	+0.3%	+0.9%
4	29: Employees look to improve efficiency	+0.9%	+0.6%	+0.4%	+1.3%
5	31: Employees view change positively	+1.0%	+0.5%	+0.9%	+1.4%
6	02: Encouraged to do things in new and better ways	+0.7%	+0.3%	+0.0%	+1.6%
7	05: Workload is reasonable	-0.8%	+0.2%	+1.1%	+1.0%
8	08: Can disclose suspected violation w/out reprisal	+0.7%	+0.0%	+0.9%	+1.6%
9	86: Job inspires me	+1.7%	+0.0%	+0.6%	+1.4%
10	79: Employees care about me	-1.2%	-0.1%	+0.4%	+0.9%

Identifying strengths: Percentages represent the proportion of positive responses. Increases indicate a *strength on the rise*, while decreases indicate a *strength in decline*.

= Top Ten Increased on Trends and Comparisons

= Your Top Ten Increased Challenges

= Data unavailable in Δ 2023

▲ TOP TEN INCREASED UNCERTAINTIES: Your Biggest Increases in Neutral Responses

Neutral Response Choices: Neither Agree nor Disagree | Neither Satisfied nor Dissatisfied | Fair

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				1Up	2Up
Rank	Q#: Summary	Δ 2023	Δ 2024	Δ 2024	Δ 2024
1	17: Performance differences recognized meaningfully	-2.5%	+1.7%	+1.1%	-0.1%
2	09: Have enough info to do job	-0.6%	+1.4%	+0.4%	-0.0%
3	38: Understand organization priorities	-2.0%	+1.3%	+0.3%	-0.3%
4	20: Meet needs of customers	+0.7%	+1.2%	+0.2%	-0.3%
5	22: Produce high quality work	-0.3%	+1.2%	-0.1%	-0.3%
6	71: Pay satisfaction	-1.3%	+1.1%	+0.5%	-0.2%
7	15: People cooperate to get the job done	-0.6%	+1.1%	-0.2%	-0.3%
8	23: Adapt to changing priorities	-0.3%	+1.1%	-0.0%	-0.3%
9	42: Organization adapts to changing priorities	-0.0%	+0.9%	+0.4%	-0.2%
10	10: Receive training needed	-1.3%	+0.9%	+0.0%	-0.1%

Identifying uncertainty: Percentages represent the proportion of neutral responses. Positive values indicate an *increasing uncertainty*, while negative values indicate a *decreasing uncertainty*. For large shifts in uncertainty, review the changes in percentages of positive and negative responses to see whether perceptions have become more positive or negative.

= Top Ten Increased on Trends and Comparisons

= Your Top Ten Increased Challenges

= Data unavailable in Δ 2023

▲ TOP TEN INCREASED CHALLENGES: Your Biggest Increases in Negative Responses

Negative Response Choices: Strongly Disagree or Disagree | Very Dissatisfied or Dissatisfied | Very Poor or Poor

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT				1Up	2Up
Rank	Q#: Summary	Δ 2023	Δ 2024	Δ 2024	Δ 2024
1	83: Easily make accessibility requests	-1.6%	+4.5%	+0.7%	-0.5%
2	85: Organization meets accessibility needs	-2.4%	+3.8%	+0.7%	-0.4%
3	84: Organization responds to accessibility needs	-2.4%	+3.7%	+0.6%	-0.6%
4	63: Senior leaders support work/life programs	-0.1%	+3.7%	+1.7%	-0.8%
5	68: Satisfaction with info received	-2.3%	+3.4%	+0.5%	-1.1%
6	66: Management involves employees	-2.1%	+3.0%	+0.7%	-1.3%
7	65: Management addresses challenges	-2.2%	+2.9%	+0.5%	-1.1%
8	67: Satisfaction with involvement	-1.6%	+2.9%	-0.1%	-1.0%
9	58: Leaders have standards of honesty and integrity	-2.1%	+2.8%	+1.0%	-0.8%
10	57: Leaders generate motivation	-2.0%	+2.7%	+0.8%	-1.5%

A counterintuitive measure: Percentages represent the proportion of **negative responses**. Positive values indicate a *growing challenge area*, while negative values indicate *improvements in the challenge area*.

= Top Ten Increased on Trends and Comparisons

= Your Top Ten Increased Challenges

= Data unavailable in Δ 2023

Appendix B: Trend and Comparison Data for All Main Survey Questions (1-15, 17-90)

This section provides detailed analysis of the "Top Ten Results," "OPM Rules of Thumb," "New Strength," and "Since Last Year." This information helps you to identify the strengths (most positive responses), challenges (most negative), and uncertainties (most neutral) for your work unit.

How to Use This Data

The following page organizes your results for the main FEVS survey questions into one data table that provides the proportions (%) of positive, neutral, and negative response for your work unit this year. The FEVS questions are listed in numerical order from 1 to 15, and 17 to 90 within eight survey categories: My Work Experience (14 questions); My Work Unit (19 questions); My Organization (13 questions); My Supervisor (9 questions); Leadership (10 questions); My Satisfaction (6 questions); Diversity, Equity, Inclusion, and Accessibility (13 questions); and Employee Experience (5 questions).

Your "Top Ten Results" are color-coded for the most positive responses (dark green fill as strengths), most neutral responses (dark gray fill as uncertainties), and most negative responses (dark red fill as challenges) for this year [2024]. In the data column with the scores from last year [2023], the values that are filled in as light green cells mean that the results are also in the Top Ten Strengths relative to that year.

As you review your results, the relative intensity of responses for your most positive, neutral, and negative items will be apparent, especially in comparison to your prior year trends. For instance, if this year's responses are 20% more positive or negative compared to either your prior year, then it is likely that there are effective practices or polarizing challenges occurring within your work unit. Questions appearing in more than one top ten designation (e.g., being both "most negative" and "most neutral") also represent opportunities. Finally, you will be able to see if your top ten questions are clustered within one or more of the eight survey categories (e.g., "My Work Experience" or "Leadership").

YOUR FEVS RESULTS: Positive, Neutral, and Negative Responses for 2024

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT		2023	Δ Since	Work Unit 2024 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	01: Given opportunity to improve my skills	77%	-0.2%	77%	11%	11%
	02: Encouraged to do things in new and better ways	72%	+0.3%	73%	12%	15%
	03: Feeling of personal accomplishment	78%	-0.9%	77%	12%	11%
	04: Know what's expected of me	82%	-1.1%	81%	9%	9%
	05: Workload is reasonable	64%	+0.2%	64%	14%	22%
	06: Talents are well used	68%	-0.2%	68%	15%	17%
	07: Know how work relates to agency goals	88%	-0.6%	87%	7%	5%
	08: Can disclose suspected violation w/out reprisal	73%	+0.0%	73%	13%	13%
	09: Have enough info to do job	75%	-2.4%	72%	14%	14%
	10: Receive training needed	71%	-2.0%	69%	16%	15%
	11: Held accountable for work quality	91%	-0.5%	90%	6%	3%
	12: Clear idea of my performance	82%	-2.0%	80%	11%	9%
	13: Have autonomy to decide how I do my job	73%	-0.4%	72%	14%	14%
	14: Can make decisions about my work	66%	-1.2%	65%	18%	17%
My Work Unit	15: People cooperate to get the job done	87%	-1.4%	86%	8%	6%
	17: Performance differences recognized meaningfully	57%	-2.7%	54%	25%	21%
	18: Employees share knowledge	85%	-1.2%	84%	9%	7%
	19: Employees have skills to accomplish goals	84%	-1.6%	82%	10%	8%
	20: Meet needs of customers	91%	-1.6%	90%	9%	2%
	21: Contribute positively to agency performance	91%	-1.1%	90%	8%	2%
	22: Produce high quality work	89%	-1.6%	87%	10%	2%
	23: Adapt to changing priorities	86%	-1.6%	85%	12%	4%
	24: New hires have necessary skills	66%	+0.7%	66%	22%	12%
	25: I can influence decisions in my work unit	73%	-0.5%	72%	17%	11%
	26: Know my work unit's goals	87%	-1.3%	85%	8%	7%
	27: Commit resources to new ideas	65%	-1.1%	64%	19%	17%
	28: Work unit manages disruptions	74%	-0.4%	74%	16%	10%
	29: Employees look to improve efficiency	75%	+0.6%	75%	16%	9%
My Organization	30: Employees incorporate new ideas	74%	+1.5%	76%	16%	9%
	31: Employees view change positively	67%	+0.5%	67%	22%	11%
	32: Employees put customer needs first	84%	-0.4%	84%	12%	5%
	33: Employees improve customer service	75%	-0.2%	75%	17%	8%
	34: Employees support work/life balance	80%	-0.3%	80%	12%	8%
	35: Employees recognized for high quality	74%	-3.3%	71%	15%	14%
	36: Employees protected from hazards	78%	-0.9%	77%	13%	10%
	37: Agency successful at mission	83%	-1.6%	81%	12%	7%
	38: Understand organization priorities	83%	-2.5%	81%	11%	8%
	39: Organization shares FEVS results	85%	-2.3%	82%	11%	7%
	40: Organization openly share information	66%	-2.4%	63%	18%	19%
	41: Organization allows timely delivery of my work	62%	-2.5%	59%	19%	22%
	42: Organization adapts to changing priorities	71%	-2.3%	69%	20%	11%
	43: Prepared for physical security threats	66%	+4.5%	70%	18%	12%
My Supervisor	44: Prepared for cybersecurity threats	87%	-0.7%	86%	9%	4%
	45: Favoritism is not tolerated	58%	-1.2%	57%	22%	21%
	46: Recommend organization	72%	-1.5%	70%	16%	14%
	47: Survey used to improve agency	57%	-0.4%	57%	21%	22%
	48: Supervisors support development	85%	-1.5%	84%	8%	8%
	49: Supervisor supports work/life	89%	-1.7%	87%	6%	6%
	50: Supervisor listens	86%	-1.4%	85%	7%	8%
	51: Supervisor treats with respect	88%	-0.3%	88%	6%	6%
	52: Trust my supervisor	81%	-0.8%	80%	9%	11%
	53: My supervisor holds me accountable for achieving results	92%	-0.7%	92%	6%	3%
	54: Overall job of immediate supervisor	83%	-1.3%	82%	10%	8%
	55: Supervisor provides constructive feedback	79%	-0.9%	78%	12%	10%
	56: Supervisor provides performance feedback	80%	-1.0%	79%	11%	11%
	Leadership	57: Leaders generate motivation	60%	-2.7%	57%	20%
58: Leaders have standards of honesty and integrity		67%	-2.4%	65%	19%	16%
59: Managers communicate goals		77%	-2.6%	74%	14%	12%
60: Managers promote communication		70%	-3.4%	67%	16%	17%
61: Overall job of manager above supervisor		77%	-2.5%	74%	15%	11%
62: Have respect for senior leaders		69%	-1.7%	67%	17%	16%
63: Senior leaders support work/life programs		70%	-3.8%	66%	17%	17%
64: Management encourages innovation		66%	-1.7%	65%	20%	15%
65: Management addresses challenges		62%	-2.7%	60%	21%	19%
66: Management involves employees		55%	-3.4%	51%	21%	27%
MS	67: Satisfaction with involvement	59%	-2.6%	56%	22%	22%
	68: Satisfaction with info received	64%	-3.2%	61%	19%	20%
	69: Satisfaction with recognition	69%	-1.6%	68%	16%	16%
	70: Job satisfaction	74%	-1.8%	73%	14%	14%
	71: Pay satisfaction	71%	-0.7%	70%	15%	15%
	72: Organizational satisfaction	70%	-2.3%	68%	16%	16%
DEIA	73: Management promotes diversity	73%	-0.2%	73%	16%	11%
	74: Supervisor committed to diversity	78%	-0.9%	77%	15%	8%
	75: Fair opportunities for advancement	72%	-1.1%	71%	14%	15%
	76: Supervisor provides fair opportunities	76%	-1.4%	74%	13%	12%
	77: Work quality recognized for all employees	75%	-2.9%	72%	15%	13%
	78: Employees make me feel I belong	82%	-0.6%	82%	12%	7%
	79: Employees care about me	80%	-0.1%	80%	14%	6%
	80: Comfortable expressing differing opinion	79%	-0.5%	78%	11%	10%
	81: Differences are respected	81%	-1.3%	80%	13%	8%
	82: Successful being myself	78%	-1.5%	77%	13%	10%
	83: Easily make accessibility requests	73%	-3.5%	70%	16%	14%
	84: Organization responds to accessibility needs	69%	-3.9%	65%	22%	14%
	85: Organization meets accessibility needs	71%	-3.5%	68%	20%	12%
	EX	86: Job inspires me	68%	+0.0%	68%	18%
87: Work give sense of accomplishment		77%	-1.1%	76%	13%	11%
88: Strong attachment to organization		65%	-1.8%	64%	21%	15%
89: Identify with organization mission		86%	-1.2%	84%	10%	5%
90: Important that work is meaningful		94%	-0.2%	94%	5%	2%

Response Rate: **66%**

Legend:

Your Top Ten Results

2023 Top Ten Positive Scores
2024 Top Ten Positive Scores
2024 Top Ten Neutral Scores
2024 Top Ten Negative Scores

OPM Rules of Thumb

- ≥65.0% = Strength Threshold
- ≥30.0% = Uncertainty Threshold
- ≥35.0% = Challenge Threshold
- New Strength

Interpretation:

- Identify whether your "Top Ten" are higher or lower than OPM's thresholds for strengths, uncertainties, and challenges. This will help you to understand, for example, how much uncertainty is present in your work unit.
- Identify whether your "Top Ten Positive" are higher or lower than last year scores.
- Compare your "2024 Positive Scores" with "2023 Positive Scores." This will help you to recognize an increased or decreased area.
- Identify your new strengths. This will help you to recognize improved area. (Note: Your work unit may not have new strength this year).
- The categories with high numbers of positive, neutral, and/or negative responses are opportunities for discussion with your team that may yield one or more focus areas for action.

Abbreviation:

- MS = My Satisfaction
- DEIA = Diversity, Equity, Inclusion, and Accessibility
- EX = Employee Experience

Appendix C: OPM Performance Dimensions

In 2023 FEVS, OPM created four new Performance Dimensions (Employee-Focused Performance Dimension, Agile Performance Dimension, Goal-Oriented Performance Dimension, and Foundations Performance Dimension).

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT

Employee-Focused Performance Dimension

Organizations are effective when policies and programs support the workforce. Hallmark dimensions assess whether workplace conditions include employee development, opportunities for employee voice in decision-making, and a focus on employee welfare and work-life needs. Characteristic dimensions assessed in the FEVS include:

Employee Development

The organization supports the development of employee skills through training, new assignments, etc. to encourage and strengthen high performance. (Q 1, and 10)

77%	01: Given opportunity to improve my skills
69%	10: Receive training needed

2024 Positive Scores

Employee Voice

Employee input is sought to influence decisions, management practices and, in general, to feel heard in decision-making. (Q 25, 66, and 67)

72%	25: I can influence decisions in my work unit
51%	66: Management involves employees
56%	67: Satisfaction with involvement

2024 Positive Scores

Employee Welfare

The organization ensures the safety and security of its employees. (Q 36, 43, and 44)

77%	36: Employees protected from hazards
70%	43: Prepared for physical security threats
86%	44: Prepared for cybersecurity threats

2024 Positive Scores

Work/Life Support

The organization supports a healthy balance of job and life responsibilities. (Q 5, 34, 49, and 63)

64%	05: Workload is reasonable
80%	34: Employees support work/life balance
87%	49: Supervisor supports work/life
66%	63: Senior leaders support work/life programs

2024 Positive Scores

Note: Some questions have been condensed or modified for formatting purposes.

Agile Performance Dimension

Effective organizations sense and adapt rapidly to new information, requirements, or strategically relevant conditions. Agile workplaces are capable of pivoting to meet evolving priorities, respond effectively to disruptions, plus take advantage of emerging opportunities to perform. Agility has become particularly relevant to performance post-Covid and to the future of work. Characteristic dimensions are resilience, innovation, and employee autonomy.

Autonomy

Employees are provided with the freedom to make decisions about how to accomplish their work. (Q 13, and 14)

72%	13: Have autonomy to decide how I do my job
65%	14: Can make decisions about my work

2024 Positive Scores

Innovation

The organization supports the development and implementation of new ideas and approaches. (Q 27, 29, 30, and 64)

64%	27: Commit resources to new ideas
75%	29: Employees look to improve efficiency
76%	30: Employees incorporate new ideas
65%	64: Management encourages innovation

2024 Positive Scores

Resilience

Individuals, work units, and the entire organization responds effectively to challenges confronting them, as well as adapt and take advantage of opportunities. (Q.28, 31, 42, and 65)

74%	28: Work unit manages disruptions
67%	31: Employees view change positively
69%	42: Organization adapts to changing priorities
60%	65: Management addresses challenges

2024 Positive Scores

Goal-Oriented Performance Dimension

Organizations are effective when focused on well-defined objectives with practices and policies that emphasize productivity, goal fulfillment, and performance management. Key dimensions include accountability, clarity about goals, performance feedback, and recognition.

Note: Some questions have been condensed or modified for formatting purposes.

Accountability

The organization emphasizes employee responsibility for their performance. (Q 11, 16, and 53)

	16: Currently, In my work unit poor performers usually:
16%	Remain in the work unit and improve their performance over time
29%	Remain in the work unit and continue to underperform
9%	Leave the work unit – removed or transferred
6%	Leave the work unit – quit
23%	There are no poor performers in my work unit
29%	Do not know
90%	11: Held accountable for work quality
92%	53: My supervisor holds me accountable for achieving results

2024 Positive Scores

Goal Clarity

The organization clearly defines its goals and priorities, and communicates them to employees. (Q 26, and 38)

85%	26: Know my work unit's goals
81%	38: Understand organization priorities

2024 Positive Scores

Performance Feedback

Employees participate in constructive discussions to guide and motivate goal achievement. (Q 12, 55, and 56)

80%	12: Clear idea of my performance
78%	55: Supervisor provides constructive feedback
79%	56: Supervisor provides performance feedback

2024 Positive Scores

Recognition

Employees are acknowledged for their performance and contributions to the organization’s mission. (Q 17, 35, and 69)

54%	17: Performance differences recognized meaningfully
71%	35: Employees recognized for high quality
68%	69: Satisfaction with recognition

2024 Positive Scores

Foundations Performance Dimension

Effective organizations have strong core policies, competencies, capabilities, and dedicate resources to support performance. The FEVS provides further assessments of an agency’s potential to perform through key foundational dimensions including communication, cooperation, customer responsiveness, merit principles, and performance resources.

Note: Some questions have been condensed or modified for formatting purposes.

Communication

Management conveys relevant information to its employees. (Q 40, 60, and 68)

63%	40: Organization openly share information
67%	60: Managers promote communication
61%	68: Satisfaction with info received

2024 Positive Scores

Cooperation

Employees work together to achieve collective goals. (Q 15, and 18)

86%	15: People cooperate to get the job done
84%	18: Employees share knowledge

2024 Positive Scores

Customer Responsiveness

The work unit prioritizes understanding and responding to customer needs. (Q 32, and 33)

84%	32: Employees put customer needs first
75%	33: Employees improve customer service

2024 Positive Scores

Merit Principles

The organization ensures that Federal personnel management practices support fairness and protect employees. (Q 8, and 45)

73%	08: Can disclose suspected violation w/out reprisal
57%	45: Favoritism is not tolerated

2024 Positive Scores

Performance Resources

The organization supports employees with the necessary resources (i.e., information, staff, skills) required for successful job performance. (Q 9, 19, and 24)

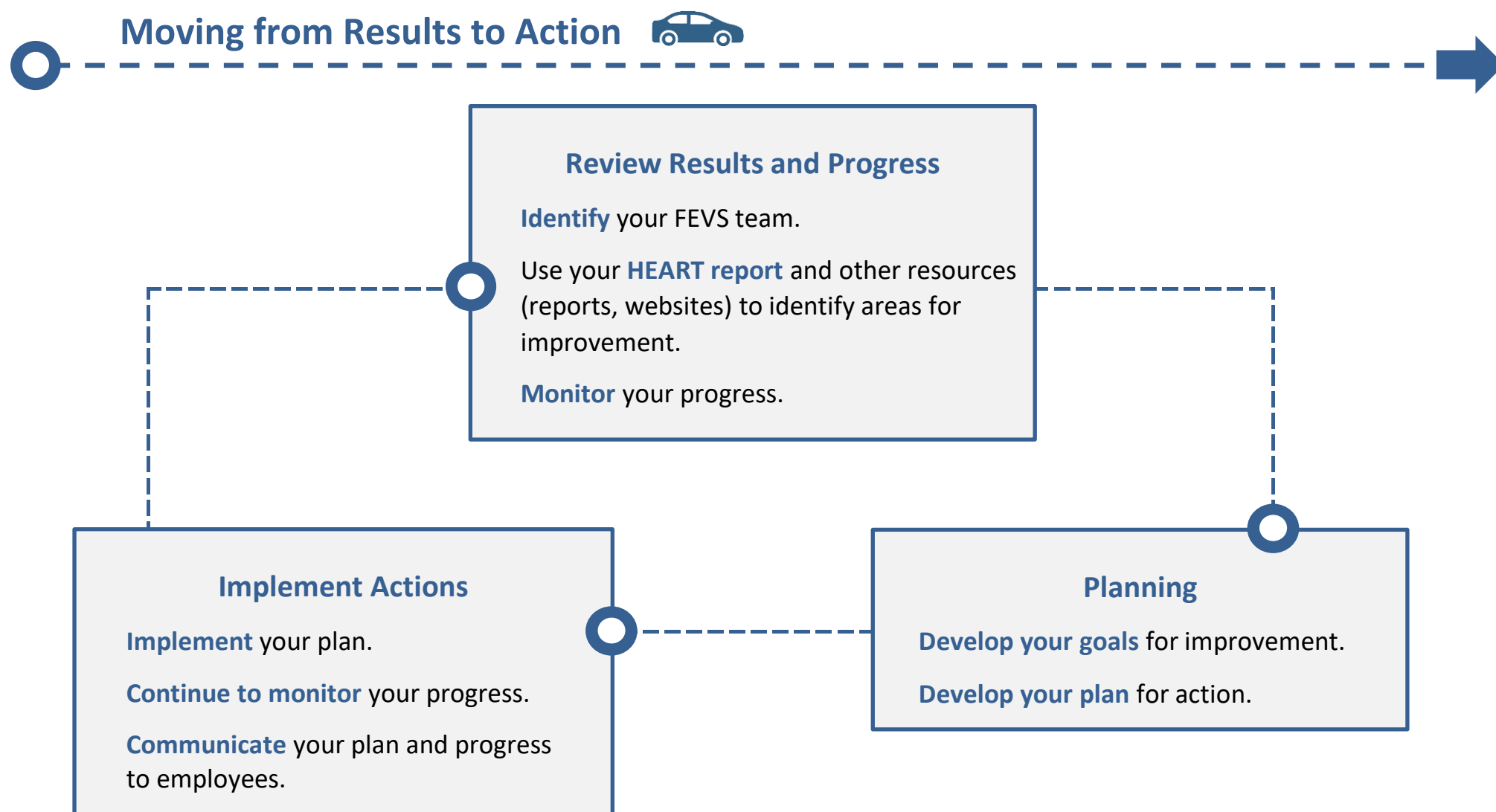
72%	09: Have enough info to do job
82%	19: Employees have skills to accomplish goals
66%	24: New hires have necessary skills

2024 Positive Scores

Note: Some questions have been condensed or modified for formatting purposes.

Appendix D: Your FEVS Results: Taking Action

This section provides guidelines for taking action based on your FEVS results — focusing on steps you can take to form an action planning team, identify challenges, develop an action plan, and measure progress toward meeting goals. In addition, descriptions of helpful resources and tools are outlined. A broad overview of the process of moving from results to action is displayed in the diagram below, with the specific steps and guidelines as outlined in the following pages.



Step 1:

Identify and Establish a FEVS Action Team

- Assembling the right team is paramount when planning the best course(s) of action to improve areas of concern and keep current strengths in a positive trajectory. Teams can be composed of leadership, employees, or a combination. It is important that each member of your team is actively engaged in the process and supports its goals. Identifying your team is not just limited to personnel selection. It also includes identifying and pulling together your available resources while being aware of staff interests, capabilities, and agency budget and resources.

Step 2:

Use Your HEART report to Identify Areas for Improvement

- The Global Satisfaction Index, and Employee Engagement Index provide organizations with consistent metrics for measuring progress toward objectives.
- Use the strength, trend, and comparative analyses in this HEART report to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 27) is designed to support this work. For instance, these sections will help you to identify whether a strength, challenge, or uncertainty is specific to your work unit this year.

Step 3:

Develop Your Goals for Improvement

- To develop your goals for improvement, you should consider issues that are most critical to your organization and how these issues relate to your strategic goals. It is also important to focus on issues that will provide both short-term, visible, measurable results, and those that will require long-term perspective. Keep in mind that you are more likely to show and achieve improvements if you follow **S.M.A.R.T** (Specific, Measurable, Attainable, Realistic, Time Specific) guidelines when establishing your goals. To be achievable goals must be:

- **Specific**

Goals need to be concrete and detailed enough to know when you meet with success.

- What exactly do you intend to do? Use action words such as lead, coordinate, direct, develop plan, and build.
- How are you going to do it? Describe which actions need to be taken by which employees and when.

- **Measurable**

What evidence will you have to show that you have met your goal? Put a concrete figure or value to the objective (e.g., percentage increase in positive scores).

- **Attainable**

Goals should not be too easy or too difficult. Those that require a slight stretch to meet can create excitement, motivation, and the kind of commitment it takes to reach them.

- **Realistic**

Make goals challenging, but identify your resources and any limitations on those so you can actually achieve your objectives.

- **Time Specific**

Set a deadline to keep plans on track and meet the needs of decision-makers. Large goals should be established as a series of milestones to keep motivation high and the overall goal on schedule.

Step 4:

Develop Your Plan for Action

- Once your team has identified goals, develop a list of actions that must be taken to reach these goals. You might also consider soliciting employee input on your plan. Assign staff responsibilities for each action and keep in mind timeframes. Tasks should include start dates, end dates, milestones, and descriptions of how you plan to measure and provide evidence for goal success. Make sure you get approval for the actions you must take to achieve your organization goals. Remember that leadership buy-in, involvement, and communication is critical to your success.

Step 5:

Communicate the Implementation of Your Plan

- There are many ways to publicize and communicate your intentions to employees, such as all-hands meetings, announcements, intranet/web updates, and social media, to name a few. After your plan is communicated and you have leadership support, you are ready to launch the plan. Communicating early and often ensures staff and leadership are well-informed.

Step 6:

Monitor and Communicate Your Progress

- In addition to measuring your progress along the way and evaluating the success of your plan, it is important that you communicate progress toward goals and final outcomes. Communicating during the entire process provides transparency which can add to staff engagement.

This Page Intentionally Left Blank



Learn more at:

HUD Public Website

https://www.hud.gov/program_offices/administration

HUD @ Work Intranet

<http://hudatwork.hud.gov/HUD/chco/po/a/erc/engagement/fevs/>