

2023 Federal Employee Viewpoint Survey (FEVS) HUD Engagement Analysis & Results Tool (HEART) Report

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)



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. 7,715 eligible employees were sent an invitation to participate and 5,641 employees responded. All full-time and part-time, permanent, non-seasonal employees were eligible to participate in the survey. As in prior years, the 2023 FEVS was a web-based survey. The survey launched on May 15, 2023, and was fielded for approximately 9 weeks, closing on July 14, 2023. HUD achieved a 73.1% response rate and was well above the government-wide response rate of 38.9%.

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

The Office of the Chief Human Capital Officer (OCHCO) created the 2023 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 four key metrics from the Federal Employee Viewpoint Survey (FEVS): Employee Engagement Index and its three subindices, 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 27 to 28) 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 2023 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 four years of results including 2020, 2021, 2022, and 2023 when available.
- ▶ **Comparative Analysis (Benchmark Measure)** – This analysis compares your work unit's current results with the same year results for up to three 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 (HUD)

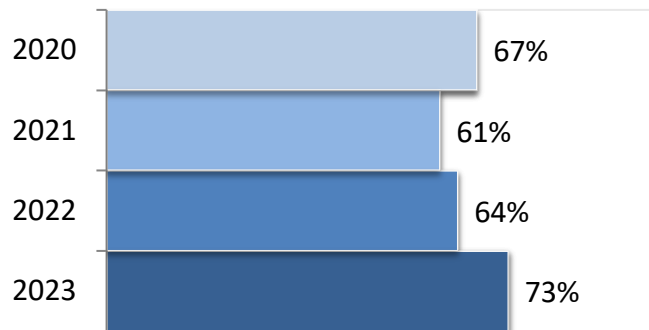
Identifying Increases and Decreases

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.

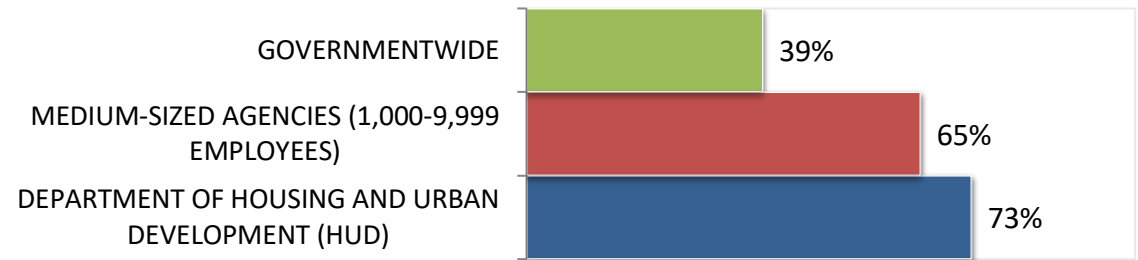
OVERVIEW OF FEVS RESPONSE RATES

4-Year Trends

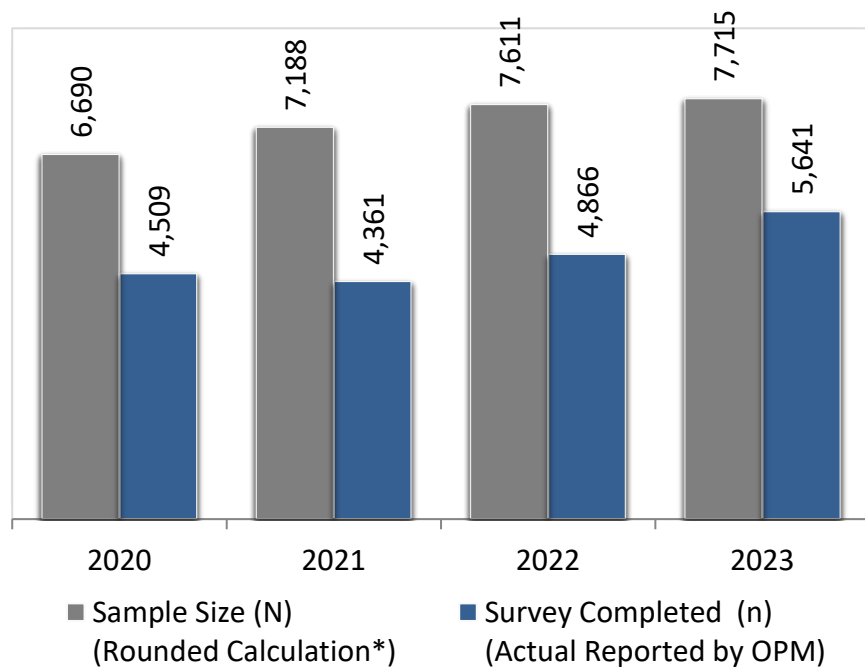


DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

2023 Organizational Comparisons



Sample Size 4-Year Trends



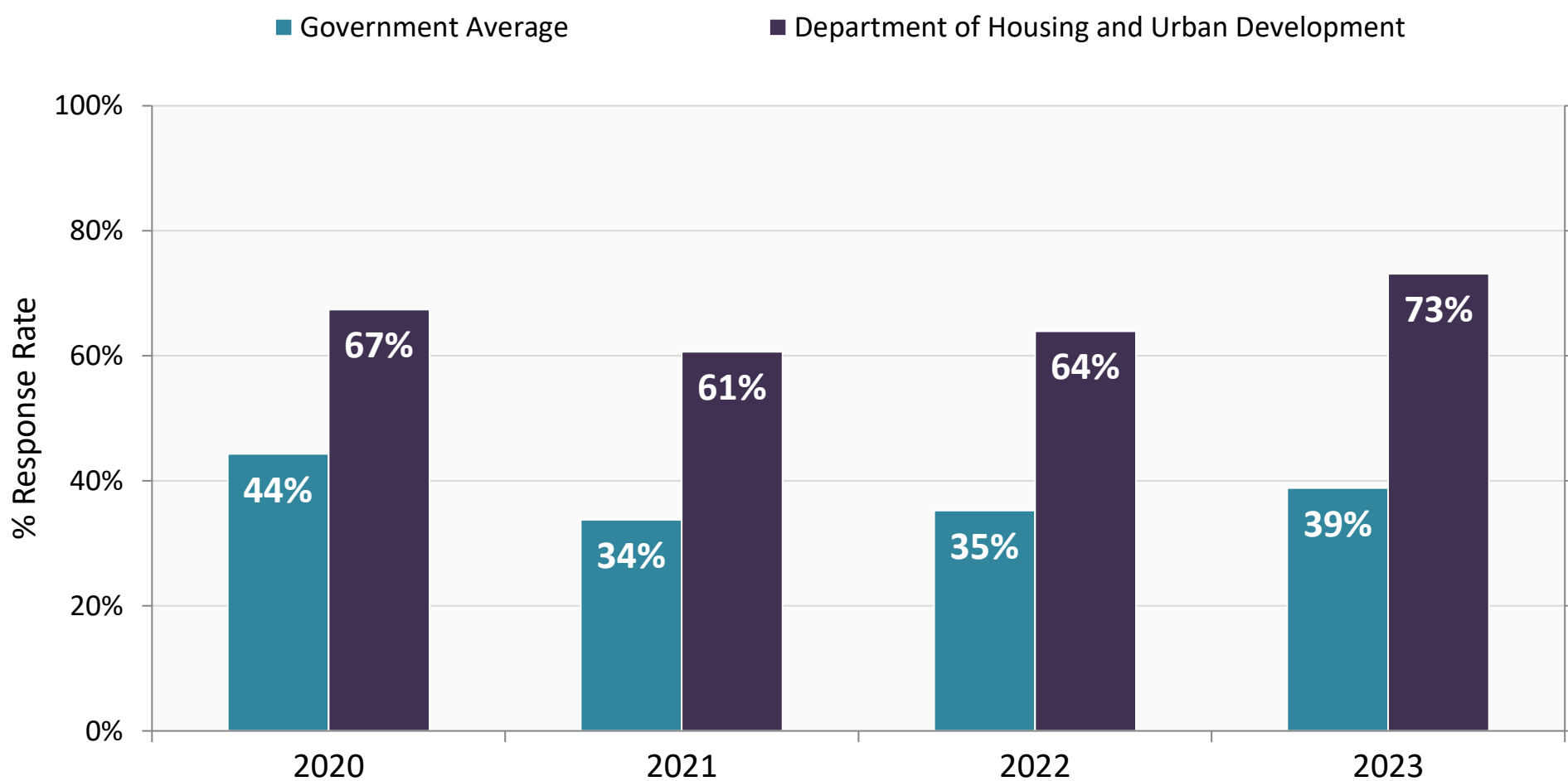
DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

2023 Sample Size Org Comparisons

	GOVERNMENTWIDE	MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)	DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)
Sample Size (N) (Rounded Calculation*)	1,610,165	41,020	7,715
Survey Completed (n) (Actual Reported by OPM)	625,568	26,556	5,641

* 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 - 2023



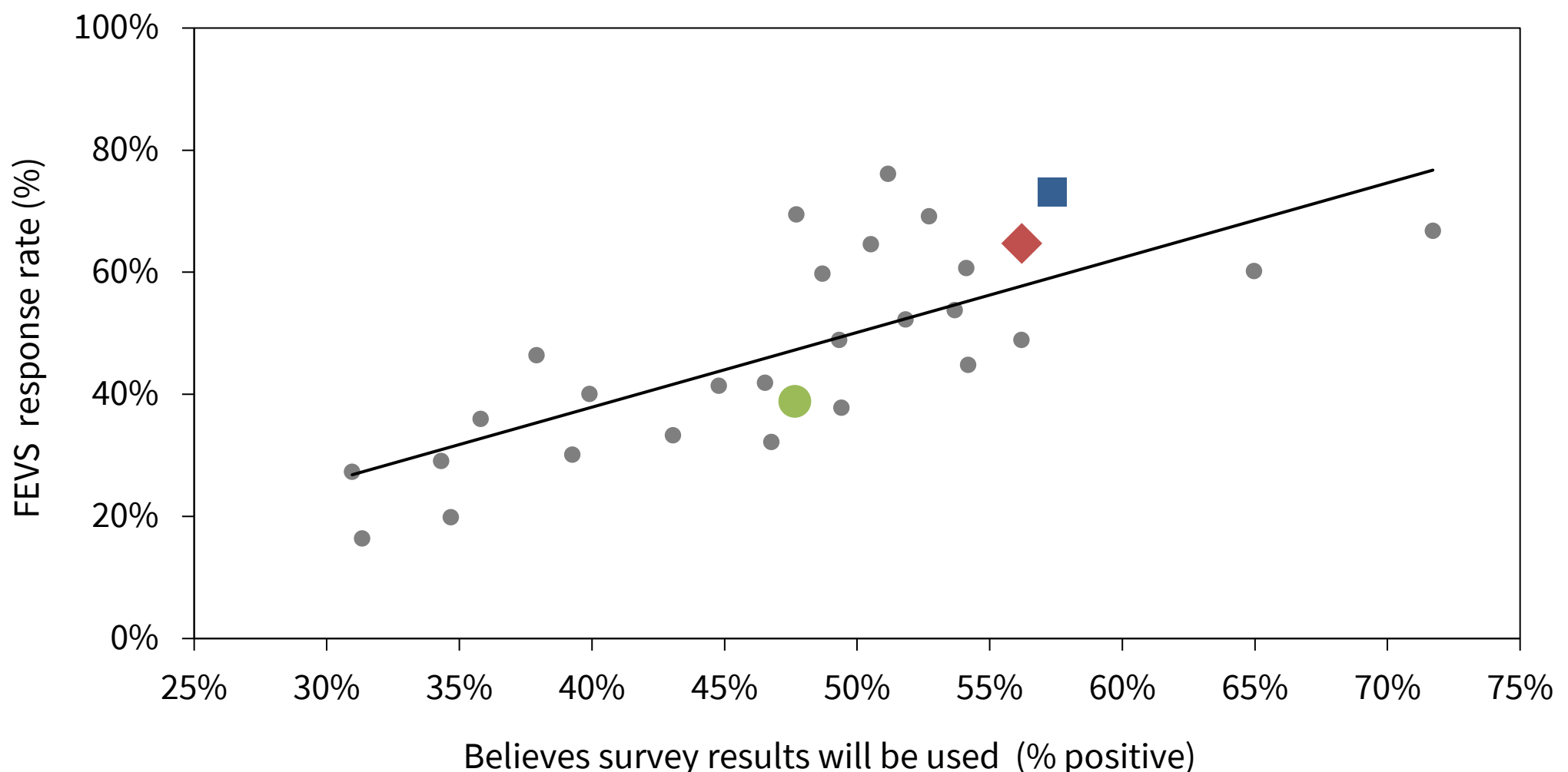
Using recent survey results [2022], the U.S. Office of Personnel Management (OPM) conducted a study to identify the primary reasons influencing employee decisions not to participate in the OPM FEVS:

- 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 [2023] 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 (HUD)



- DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)
- ◆ MEDIUM-SIZED AGENCIES (1,000-9,999 EMPLOYEES)
- GOVERNMENTWIDE
- 2022 Benchmarks
- Linear (2022 Benchmarks)

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 (HUD)

Rank	FEVS Questions	2023
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	20: Employees in my work unit meet the needs of our customers.	91%
4	21: Employees in my work unit contribute positively to my agency's performance.	91%
5	11: I am held accountable for the quality of work I produce.	91%

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 (HUD)

Rank	FEVS Questions	2023
1	45: In my organization, arbitrary action, personal favoritism and/or political coercion are not tolerated.	23%
2	24: New hires in my work unit have the right skills to do their jobs.	23%
3	17: In my work unit, differences in performance are recognized in a meaningful way.	23%
4	31: Employees in my work unit approach change as an opportunity.	23%
5	47: I believe the results of this survey will be used to make my agency a better place to work.	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 (HUD)

Rank	FEVS Questions	2023
1	66: Management involves employees in decisions that affect their work.	24%
2	05: My workload is reasonable.	22%
3	41: The approval process in my organization allows timely delivery of my work.	21%
4	47: I believe the results of this survey will be used to make my agency a better place to work.	20%
5	57: In my organization, senior leaders generate high levels of motivation and commitment in the workforce.	20%

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 (HUD)

Rank	FEVS Questions	Δ 2023
1	36: Employees are protected from health and safety hazards on the job.	+10.3%
2	43: My organization has prepared me for potential physical security threats.	+9.1%
3	25: I can influence decisions in my work unit.	+5.4%
4	47: I believe the results of this survey will be used to make my agency a better place to work.	+4.7%
5	66: Management involves employees in decisions that affect their work.	+4.3%

▲ 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 (HUD)

Rank	FEVS Questions	Δ 2023
1	79: Employees in my work unit care about me as a person.	+2.2%
2	78: Employees in my work unit make me feel I belong.	+2.0%
3	11: I am held accountable for the quality of work I produce.	+0.7%
4	20: Employees in my work unit meet the needs of our customers.	+0.7%
5	05: My workload is reasonable.	+0.7%

▲ 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 (HUD)

Rank	FEVS Questions	Δ 2023
1	09: I have enough information to do my job well.	+1.6%
2	10: I receive the training I need to do my job well.	+1.0%
3	11: I am held accountable for the quality of work I produce.	+0.9%
4	06: My talents are used well in the workplace.	+0.9%
5	48: Supervisors in my work unit support employee development.	+0.6%

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:

- ▶ Global Satisfaction Index (GSI)
- ▶ Performance Confidence Index (PCI)
- ▶ Employee Engagement Index (EEI)
- ▶ Diversity, Equity, Inclusion, and Accessibility (DEIA)

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

GSI Score

72%

↑ 2.1%

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)

EEI Score

77%

↑ 1.2%

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 Score

89%

↓ -0.3%

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)

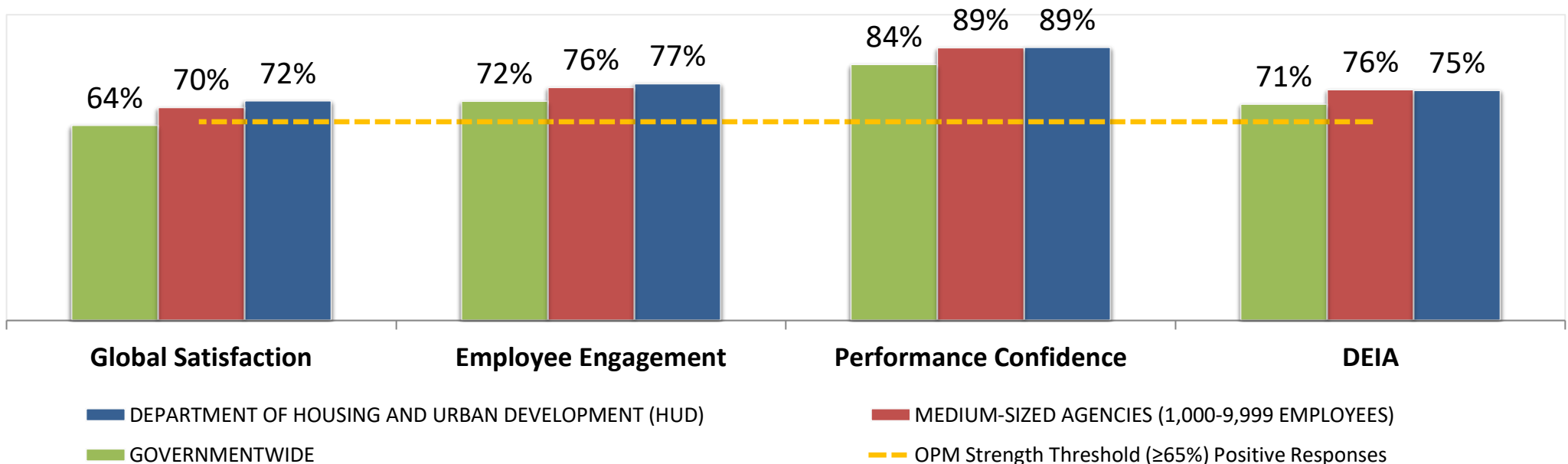
DEIA Score

75%

↑ 1.6%

To align with government priorities and current research, OPM developed a new Diversity, Equity, Inclusion, and Accessibility (DEIA) Index for 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**.

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 (HUD)

2023 GSI Score

72%

Job Satisfaction

74%

↑ 0.8%

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

Pay Satisfaction

71%

↑ 1.7%

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

Organizational Satisfaction

70%

↑ 2.3%

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

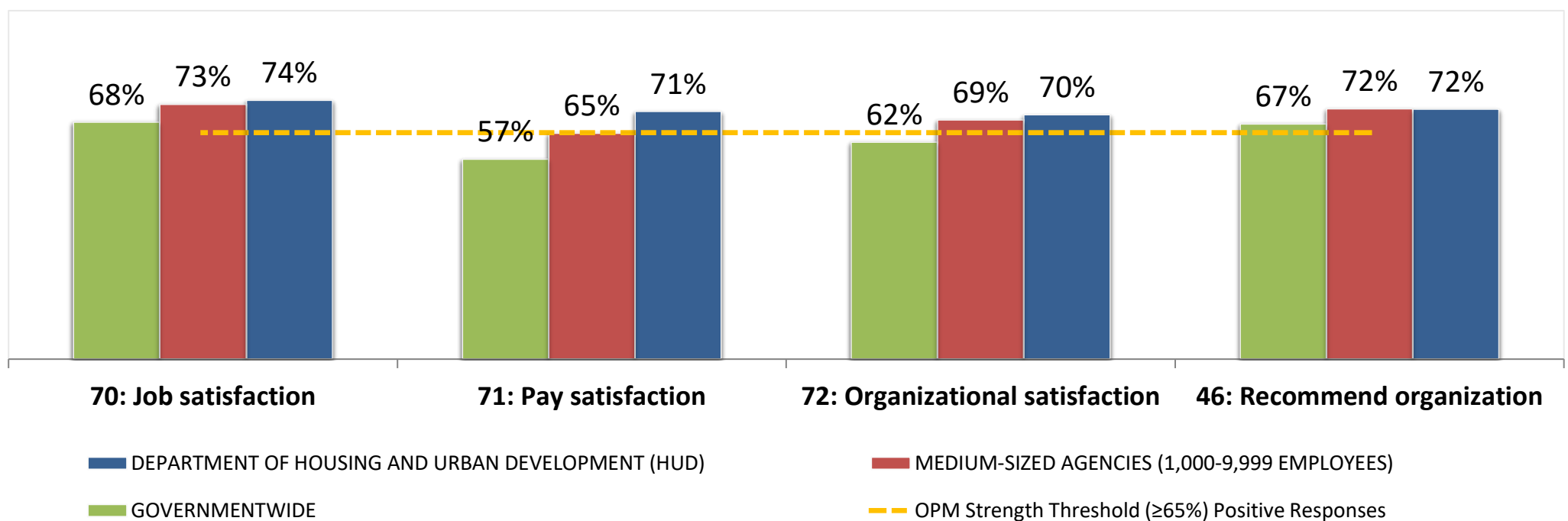
Recommend Organization

72%

↑ 3.6%

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

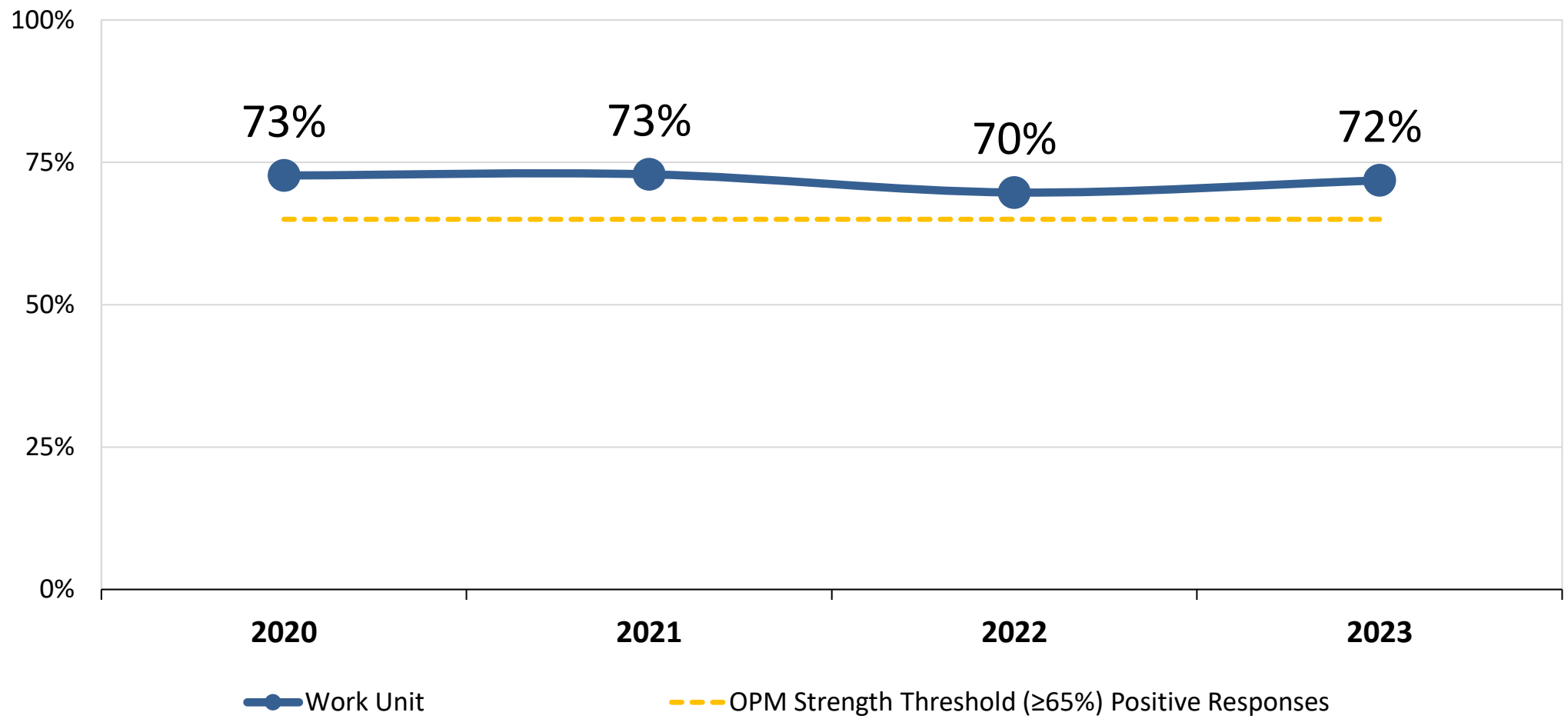
Organizational Comparisons for GSI Questions (Positive Scores)



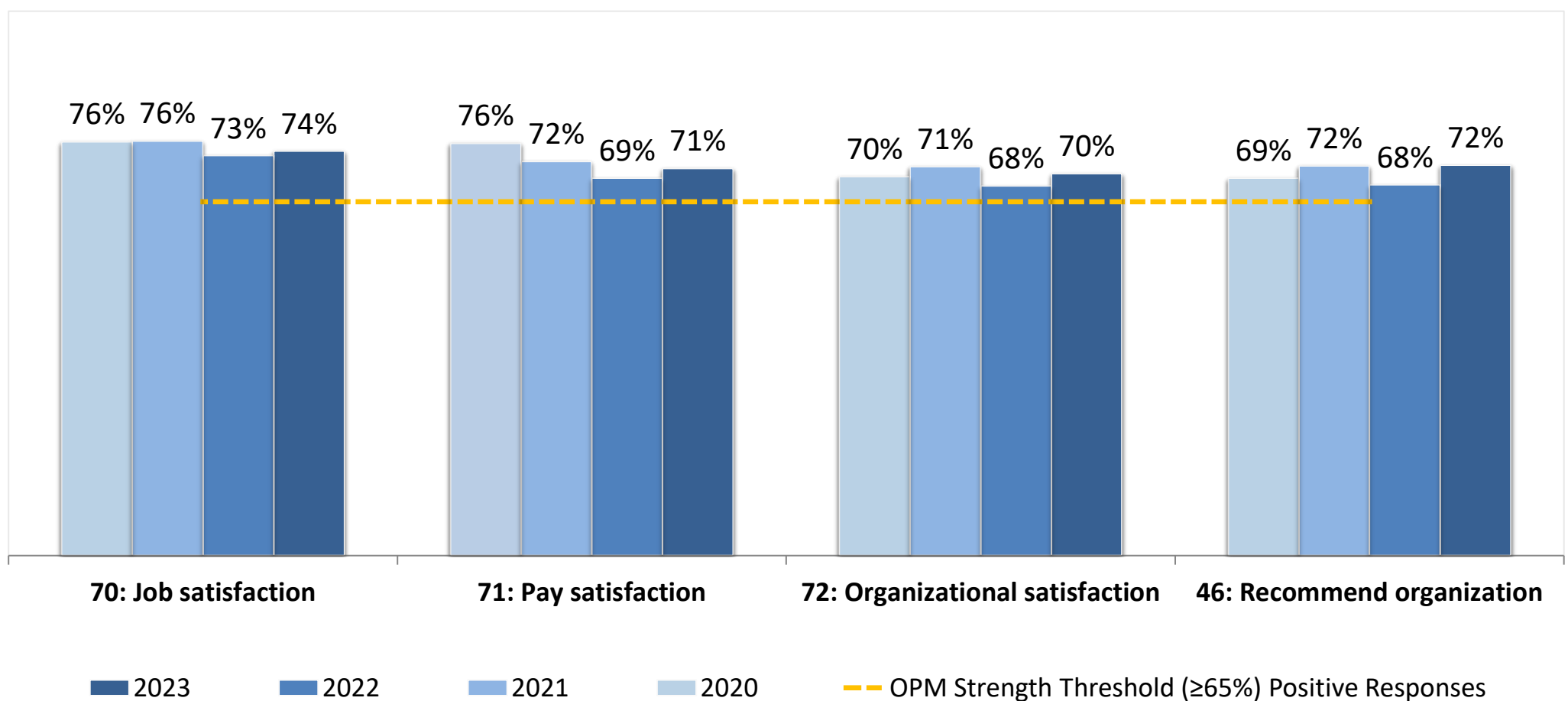
GLOBAL SATISFACTION: INDEX AND QUESTIONS TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

4-Year Trends for GSI



4-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 (HUD)

2023 EEI Score

77%

Leaders Lead

70%

↑ 2.9%

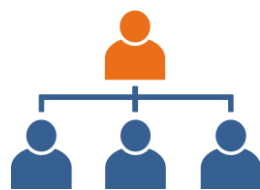


Reflects the employees' perceptions of the integrity of leadership, as well as leadership behaviors such as **communication** and **workforce motivation**. (Q 57, 58, 59, 61, and 62)

Supervisors

85%

↑ 0.4%



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

Intrinsic Work Experience

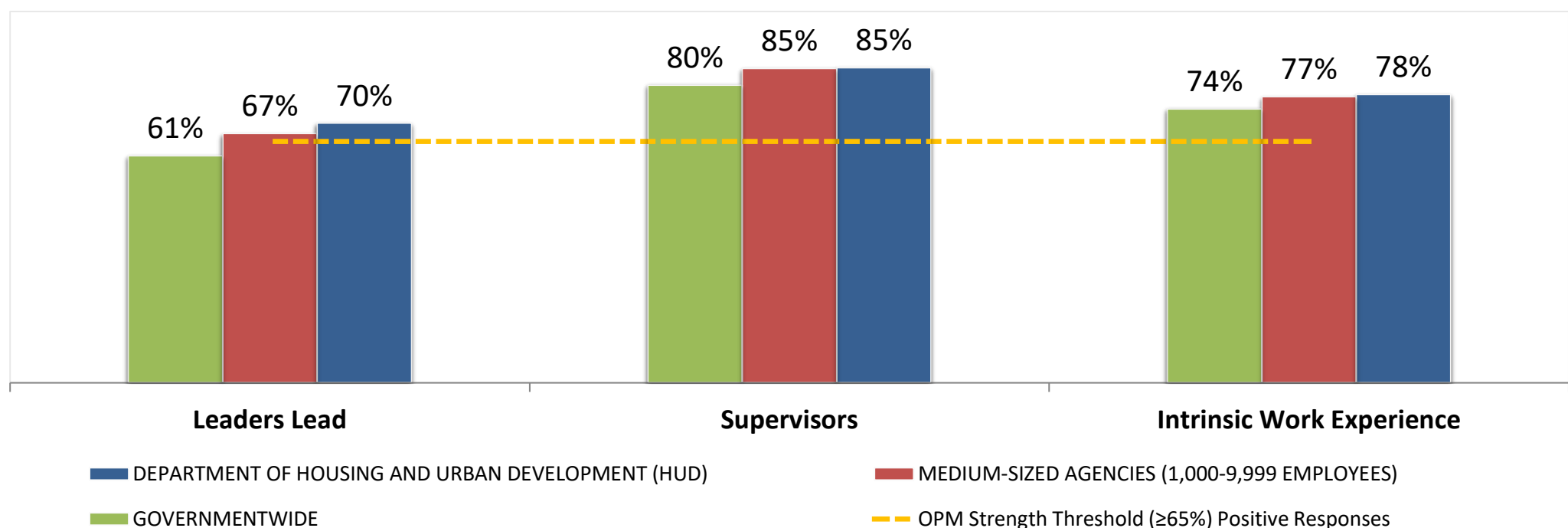
78%

↑ 0.4%



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

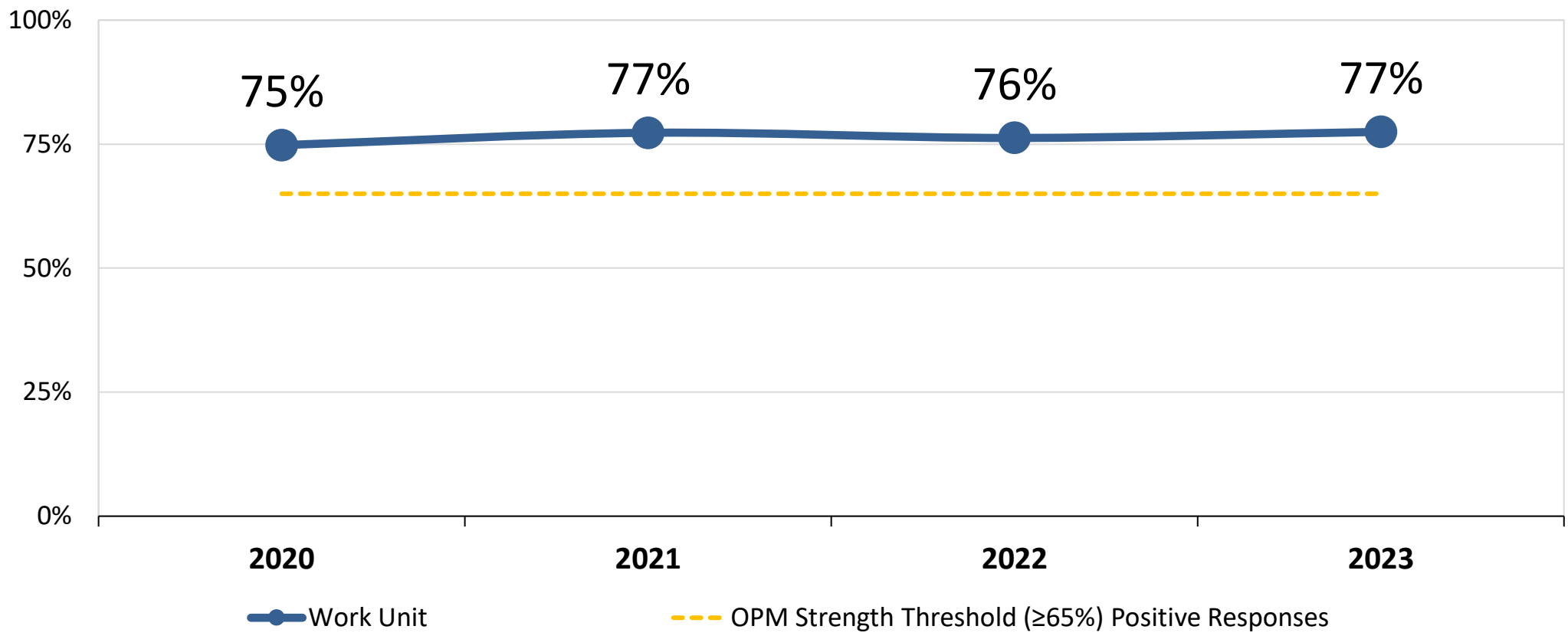
Organizational Comparisons for EEI Subindices



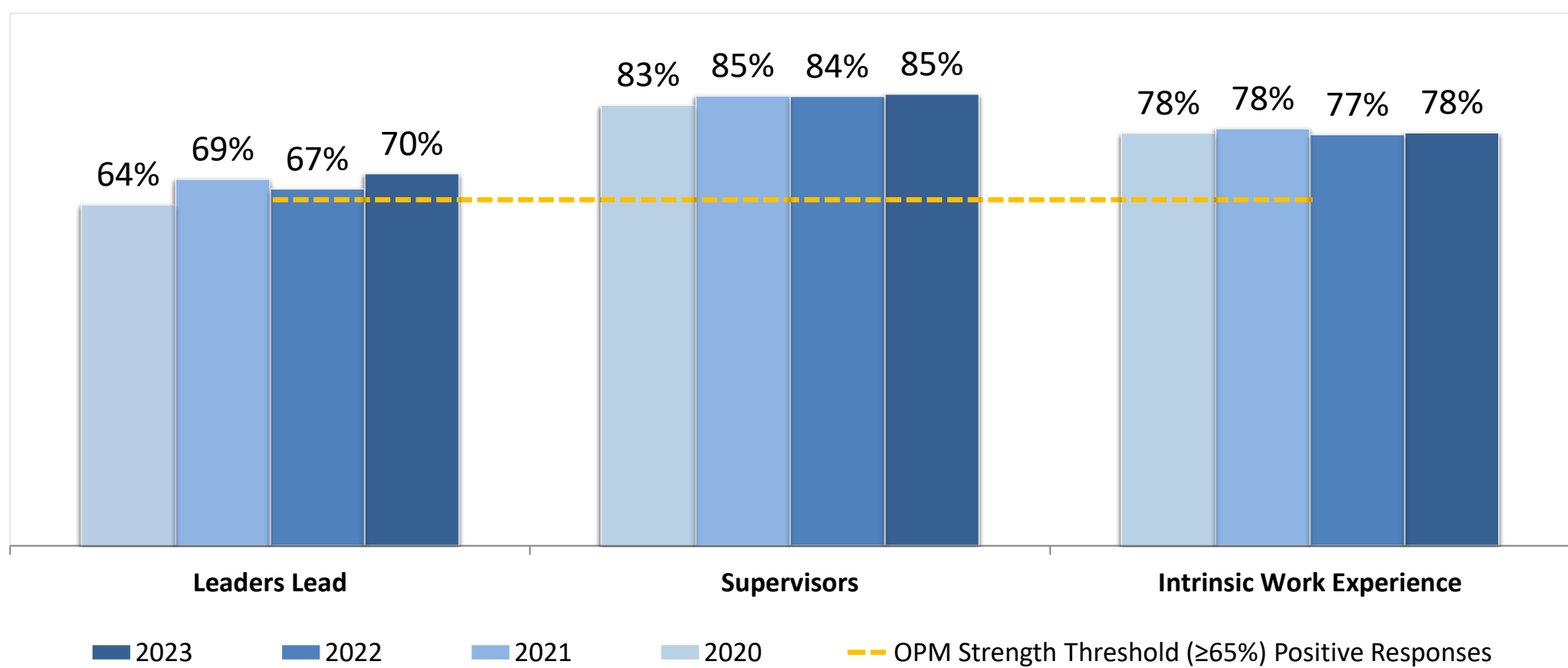
EMPLOYEE ENGAGEMENT: INDEX AND SUBINDICES TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

4-Year Trends for EEI



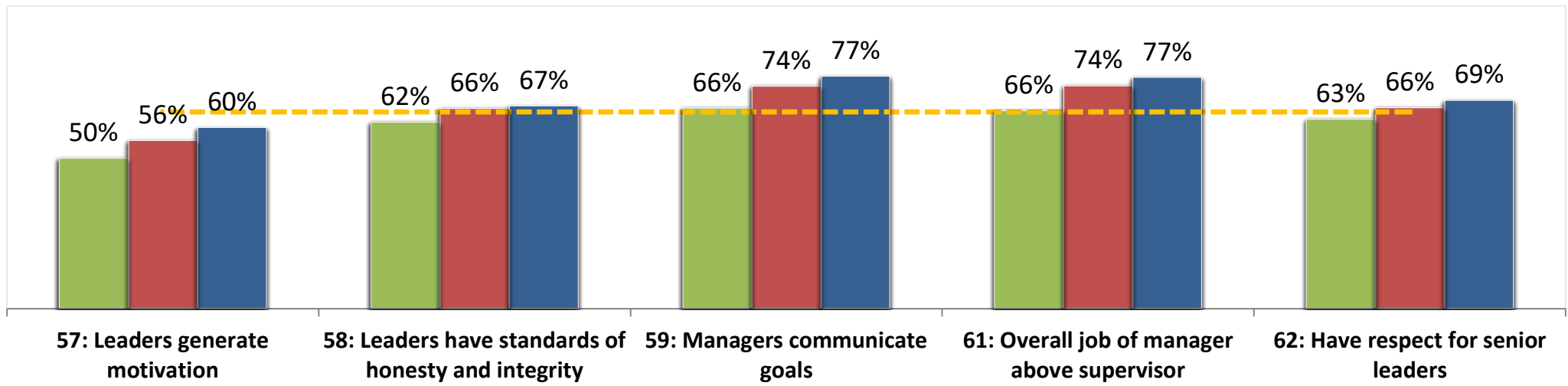
4-Year Trends for EEI Subindices



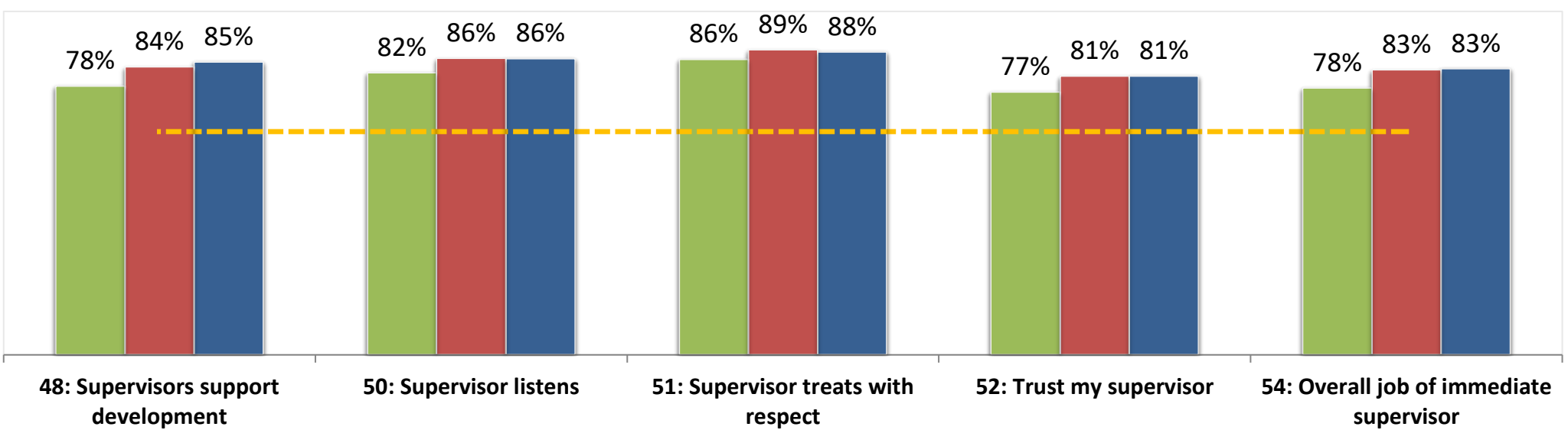
EMPLOYEE ENGAGEMENT SUBINDICES: QUESTIONS AND COMPARISONS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

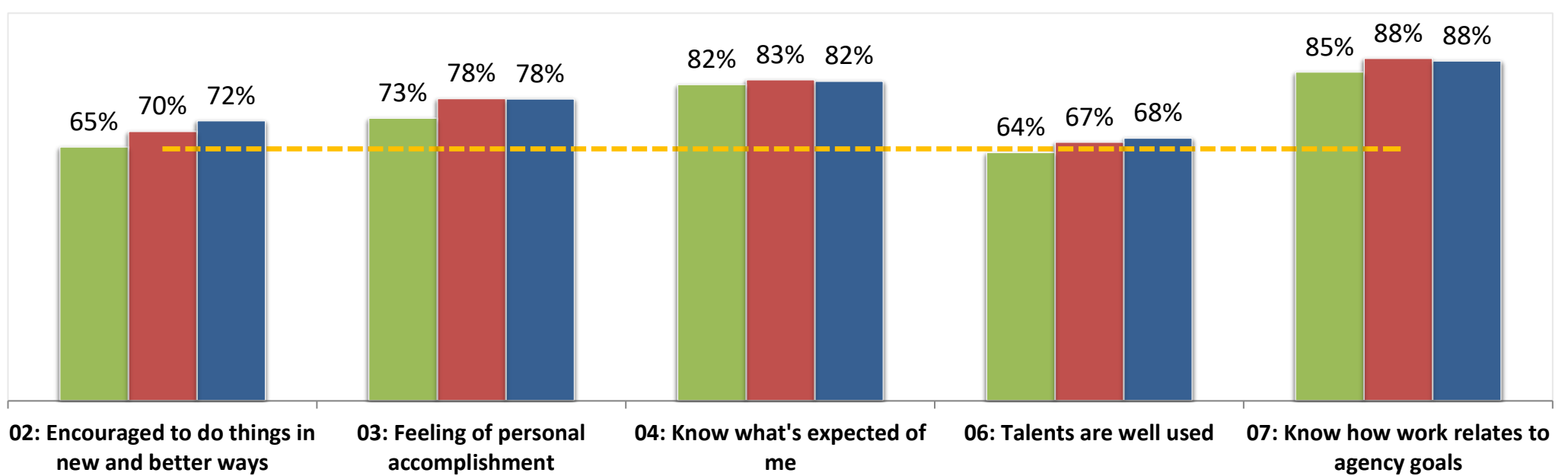
Organizational Comparisons for EEI Leaders Lead Questions (Positive Scores)



Organizational Comparisons for EEI Supervisors Questions (Positive Scores)



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



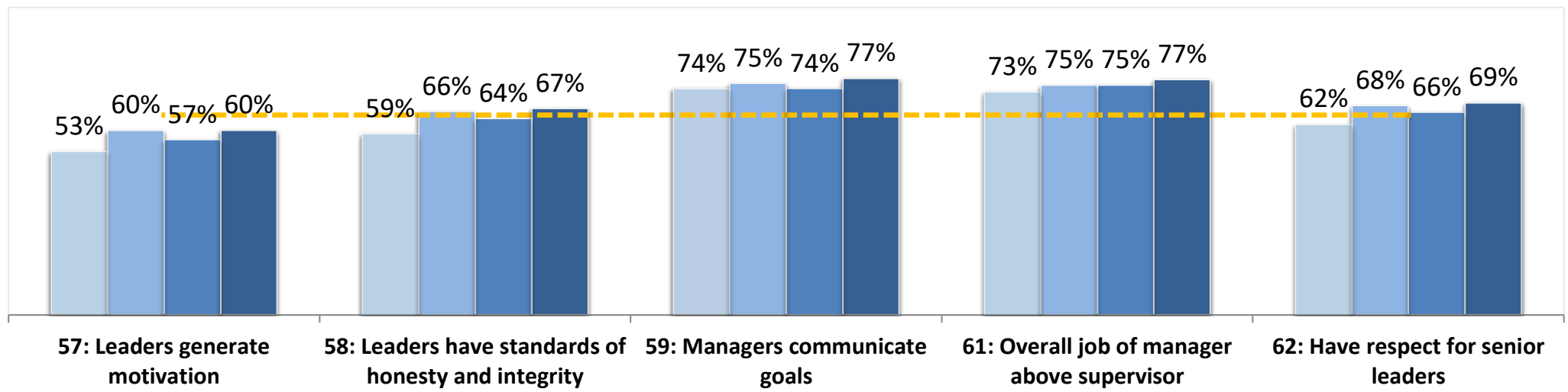
■ DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)
■ GOVERNMENTWIDE

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

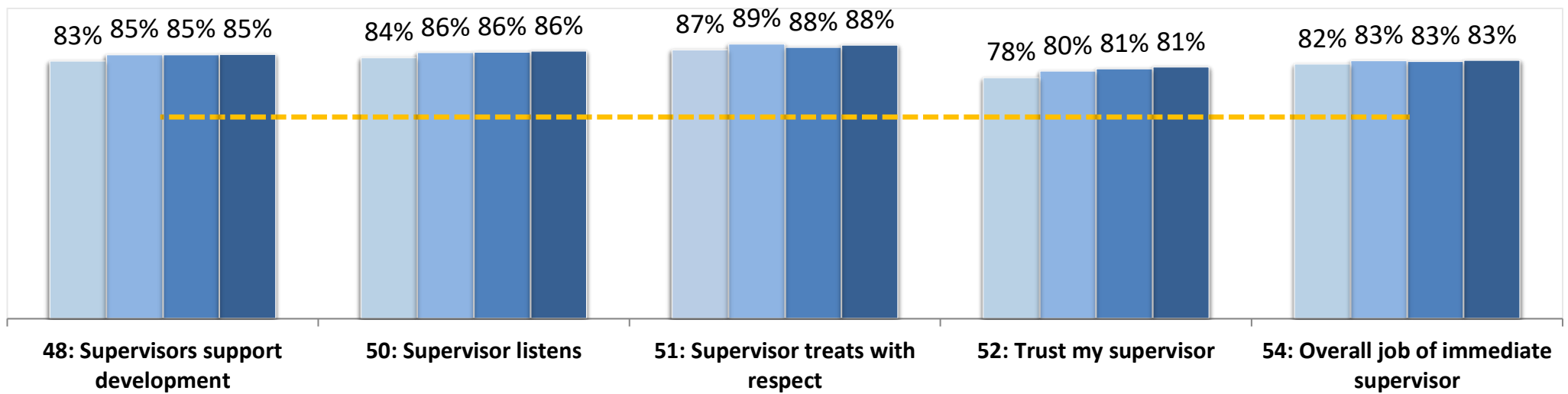
EMPLOYEE ENGAGEMENT SUBINDICES: QUESTIONS AND TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

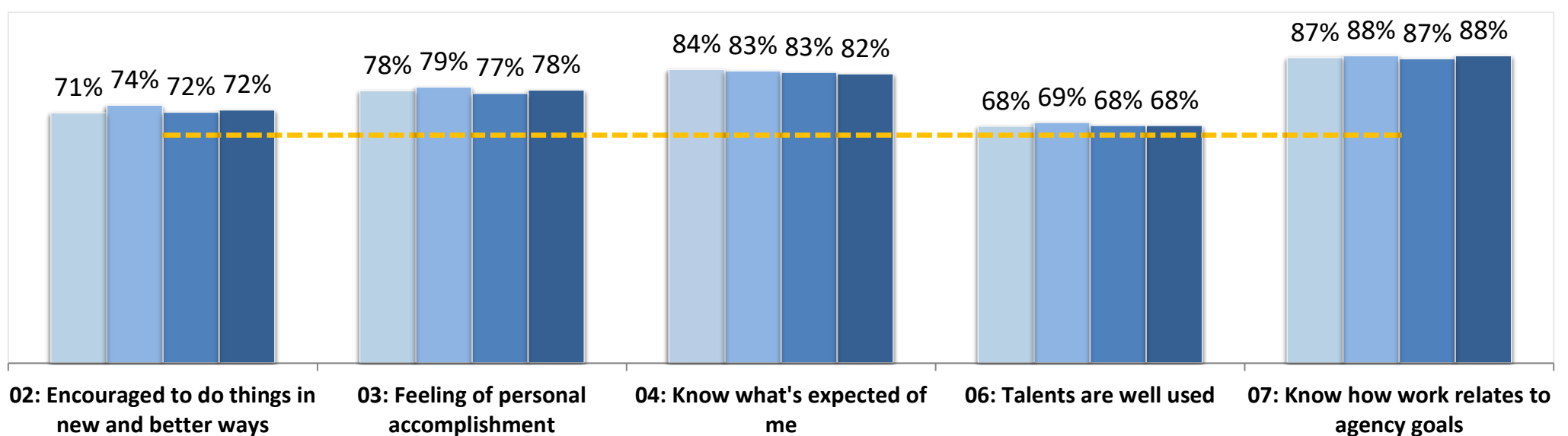
4-Year Trends for EEI Leaders Lead Questions (Positive Scores)



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



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



■ 2023
 ■ 2022
 ■ 2021
 ■ 2020
 - - - OPM Strength Threshold (≥65%) Positive Responses

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 (HUD)

2023 PCI Score

89%

Meet needs of customers

91%

↓ -0.7%

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

Contribute positively to agency performance

91%

↓ -0.4%

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

Produce high quality work

89%

↑ 0.2%

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

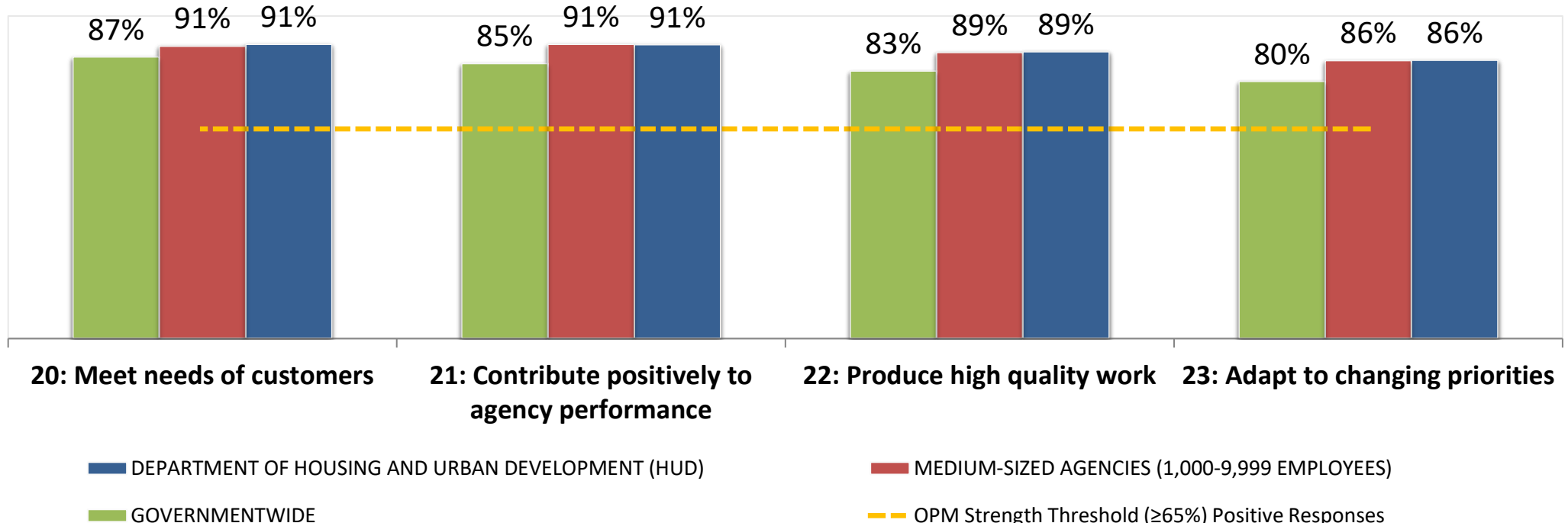
Adapt to changing priorities

86%

↓ -0.2%

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

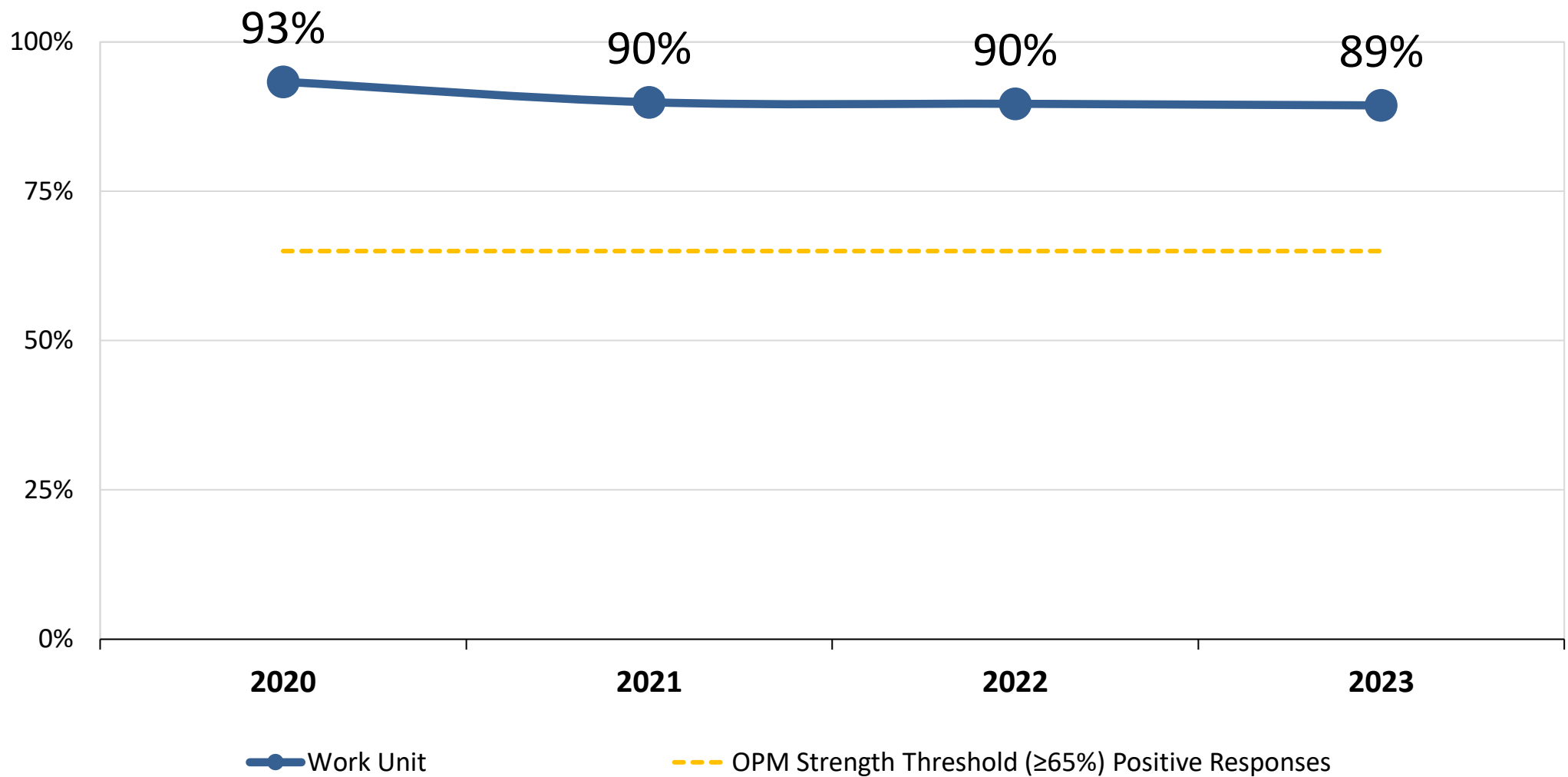
Organizational Comparisons for PCI Questions (Positive Scores)



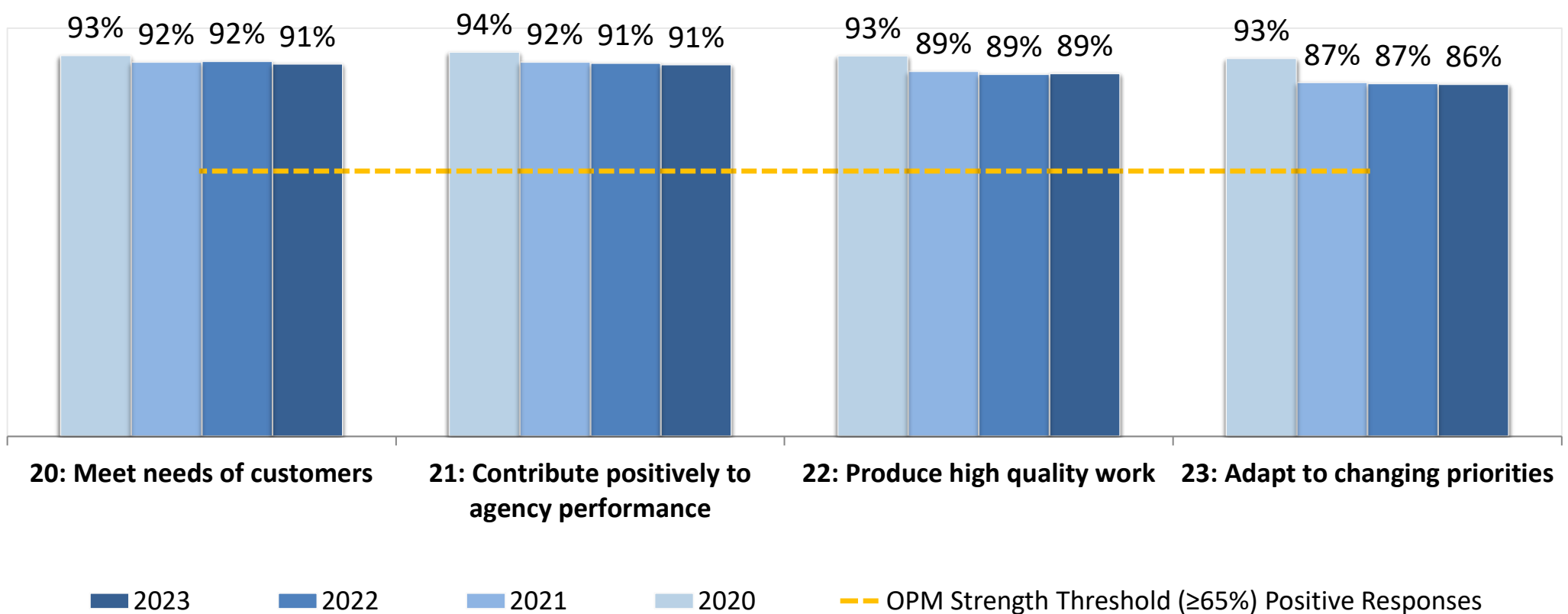
PERFORMANCE CONFIDENCE: INDEX AND QUESTIONS TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

4-Year Trends for PCI



4-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 for 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 (HUD)

2023 DEIA Score

75%

Diversity

76%

↑ 1.1%

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

74%

↑ 1.5%

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

80%

↑ 0.6%

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

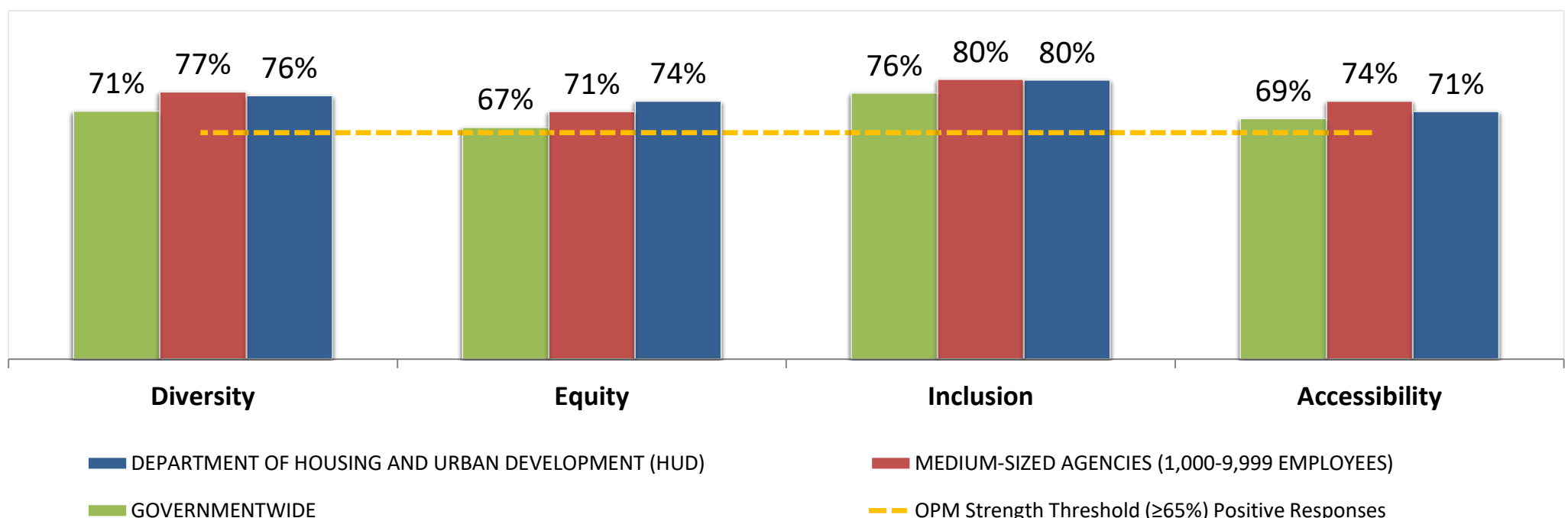
Accessibility

71%

↑ 3.1%

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)

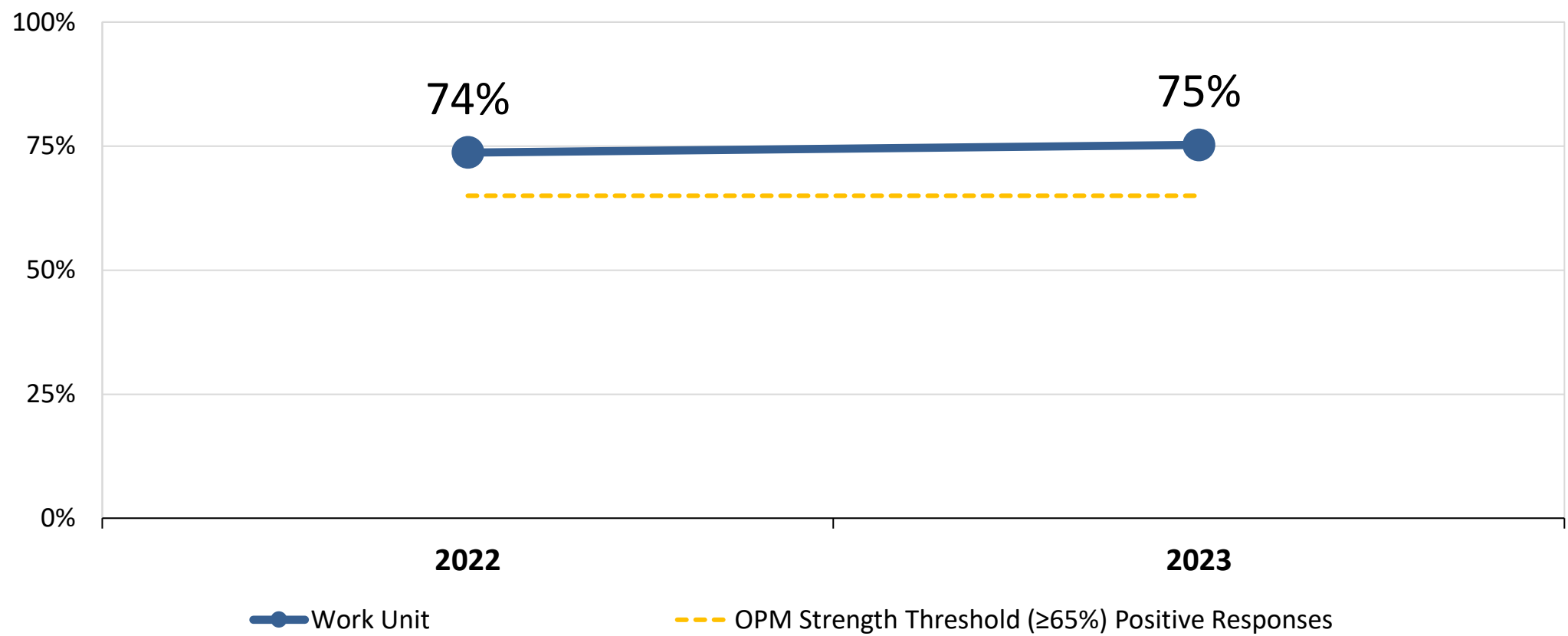
Organizational Comparisons for DEIA Subindices



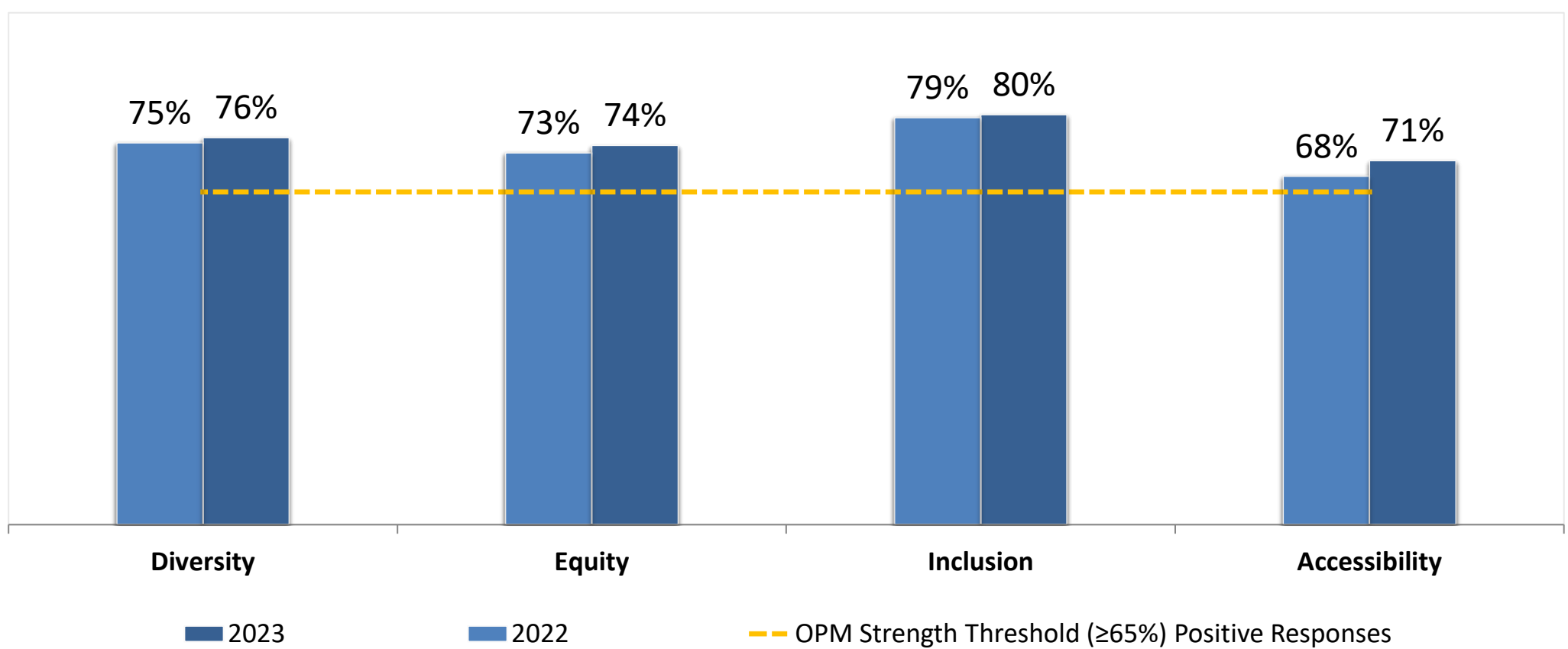
DEIA: INDEX AND SUBINDICES TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

2-Year Trends for DEIA



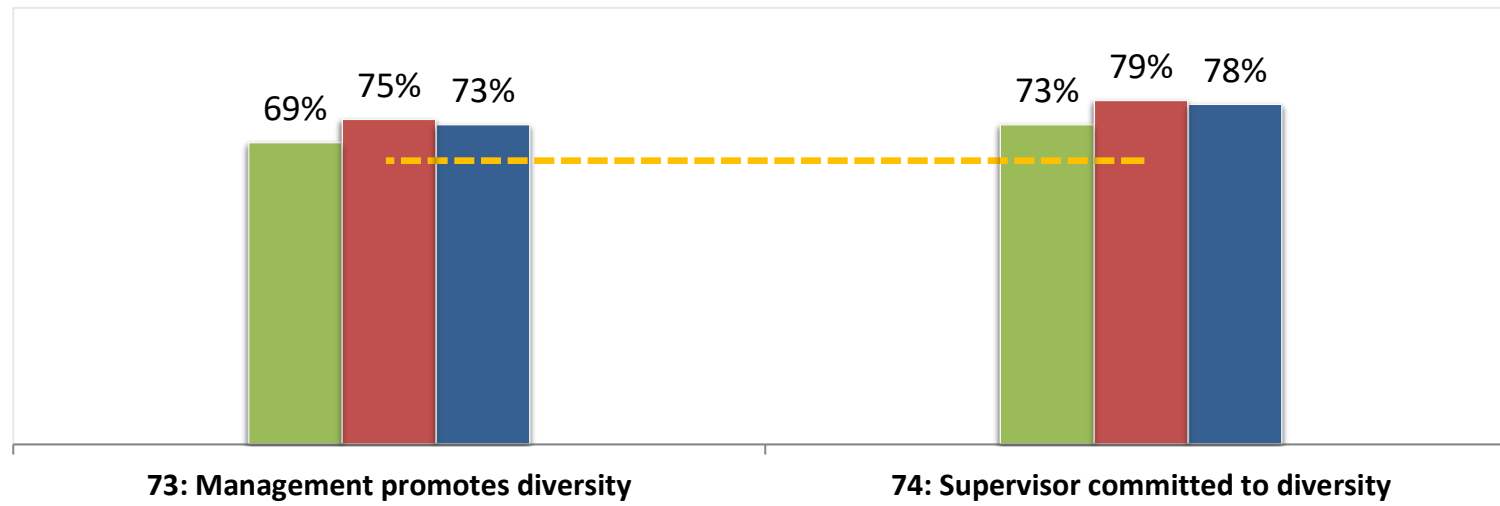
2-Year Trends for DEIA Subindices



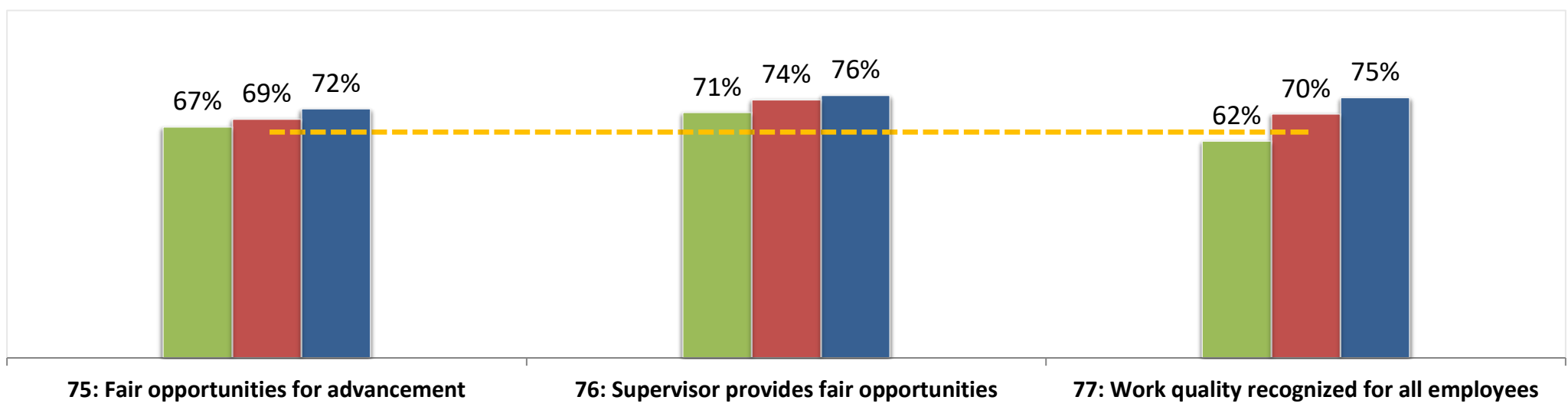
DEIA SUBINDICES: QUESTIONS AND COMPARISONS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

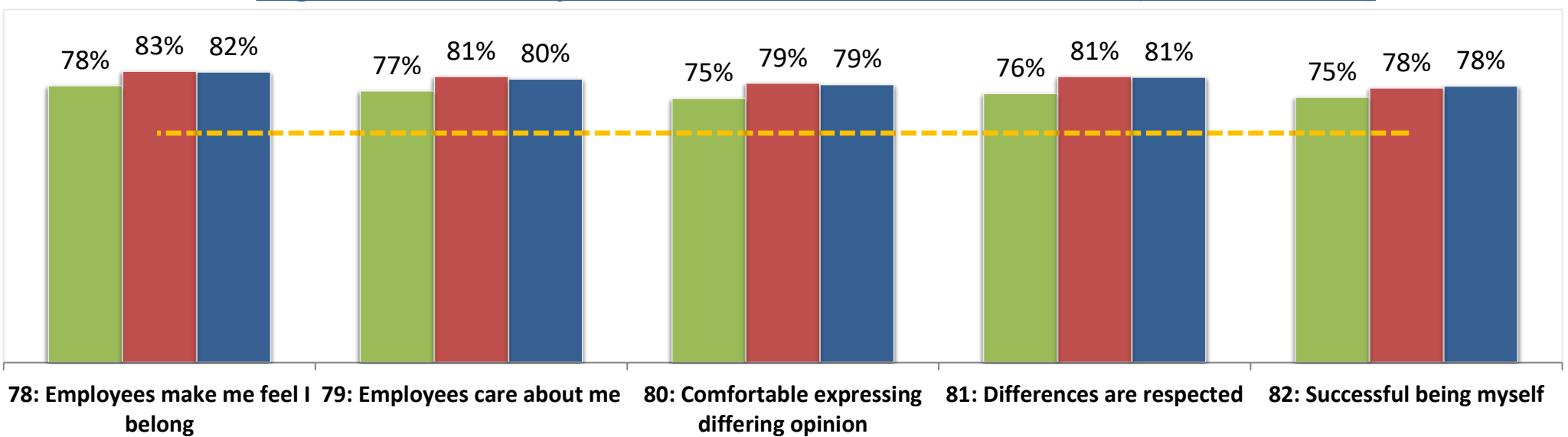
Organizational Comparisons for DEIA Diversity Questions (Positive Scores)



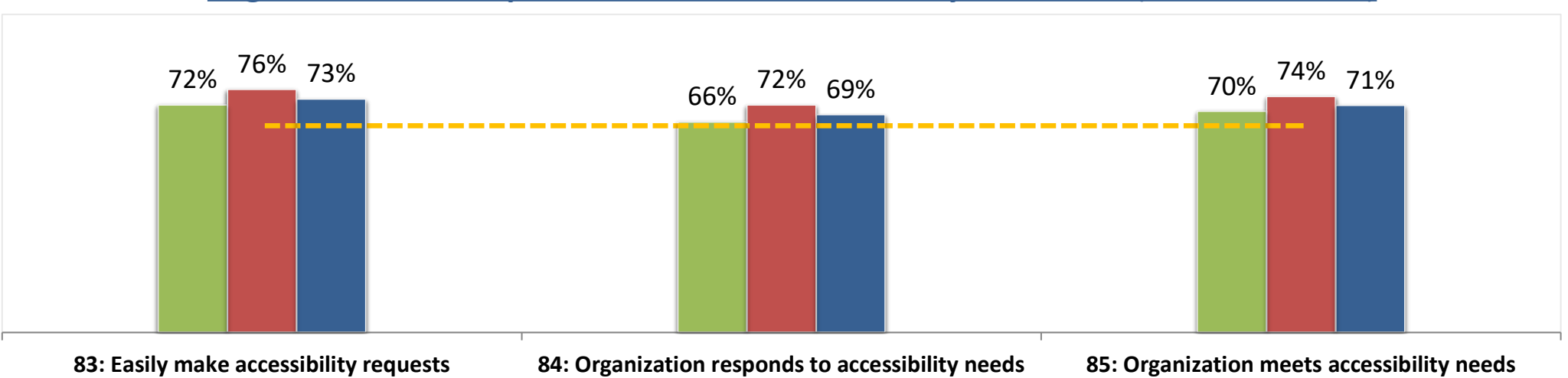
Organizational Comparisons for DEIA Equity Questions (Positive Scores)



Organizational Comparisons for DEIA Inclusion Questions (Positive Scores)



Organizational Comparisons for DEIA Accessibility Questions (Positive Scores)

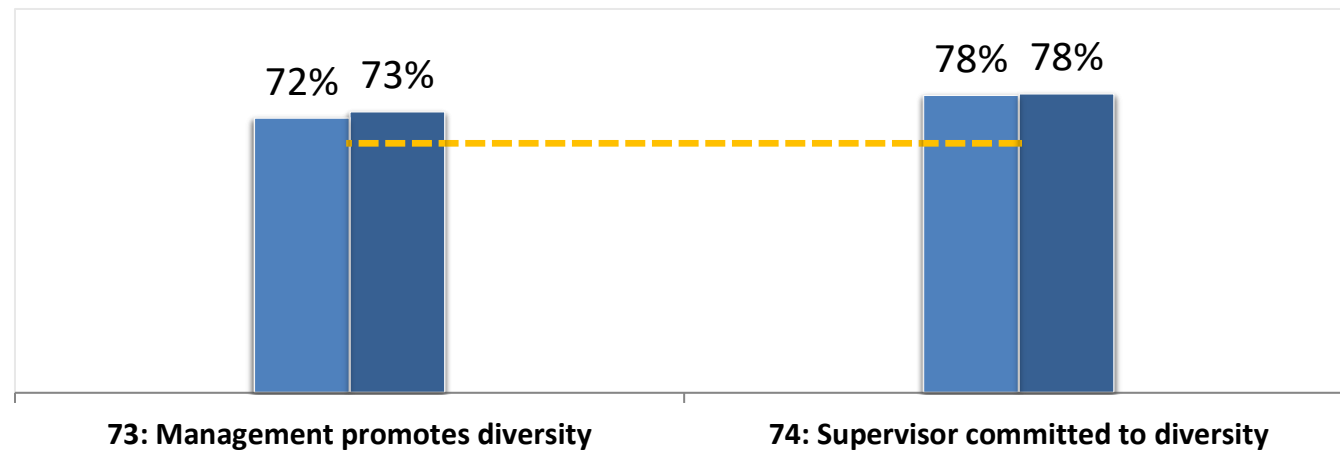


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 ■ GOVERNMENTWIDE
 - - - OPM Strength Threshold (≥65%) Positive Responses

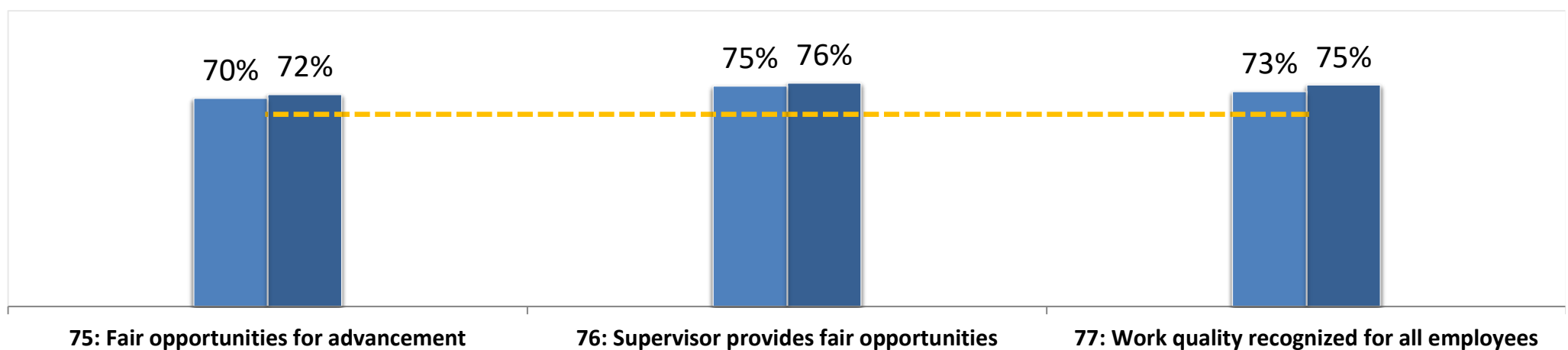
DEIA SUBINDICES: QUESTIONS AND TRENDS

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

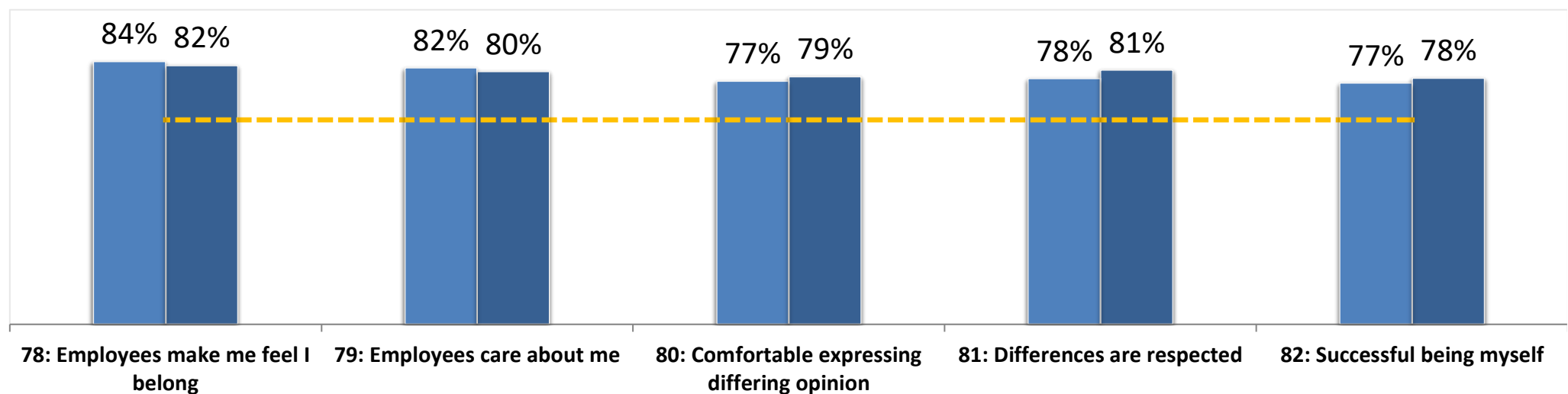
2-Year Trends for DEIA Diversity Questions (Positive Scores)



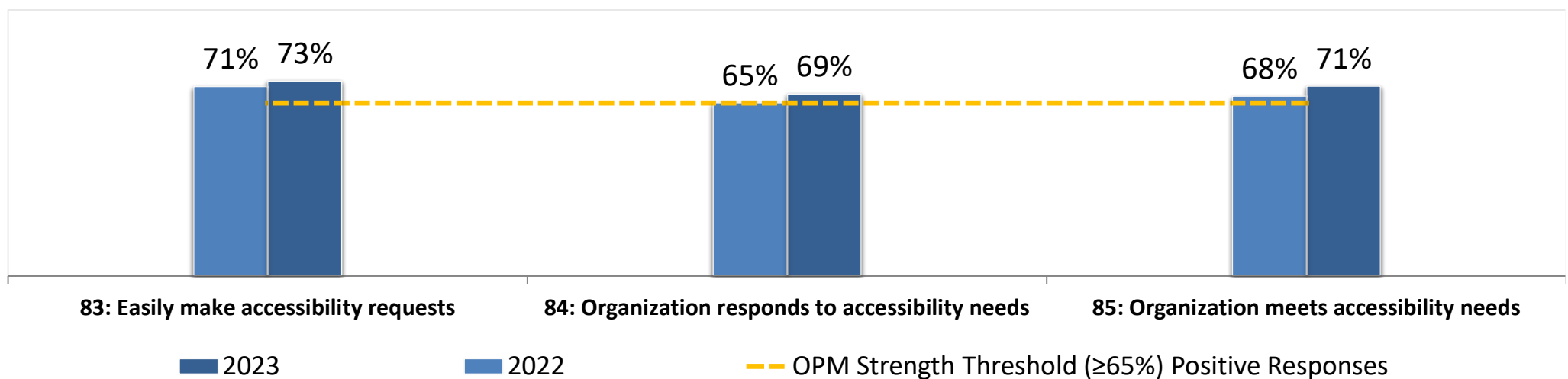
2-Year Trends for DEIA Equity Questions (Positive Scores)



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



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



ADDRESSING POOR PERFORMANCE

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)					1Up	2Up
16: Currently, in my work unit poor performers usually:	2020	2021	2022	2023	2023	2023
Remain In Work Unit And Improve Over Time	21%	21%	15%	16%	18%	18%
Remain In Work Unit And Continue To Underperform	39%	38%	27%	28%	30%	41%
Leave Work Unit - Removed or Transferred	9%	9%	7%	8%	9%	10%
Leave Work Unit - Quit	2%	3%	4%	5%	5%	6%
No Poor Performers In Work Unit	29%	30%	25%	24%	23%	19%
Do Not Know	NA	NA	31%	29%	26%	20%

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 (HUD)					1Up	2Up
91: My Current Teleworking Schedule	2020	2021	2022	2023	2023	2023
Telework - Every Work Day	93%	87%	10%	14%	26%	14%
Telework - 3 or 4 Days Per Week	5%	8%	67%	66%	47%	23%
Telework - 1 or 2 Days Per Week	1%	3%	21%	19%	17%	17%
Telework - Only 1 or 2 Days Per Month	0%	0%	1%	0%	2%	4%
Telework - Very Infrequently	0%	0%	1%	1%	4%	10%
Do Not Telework - Must Be Physically Present	0%	0%	0%	0%	2%	21%
Do Not Telework - Technical Issues	0%	0%	0%	0%	0%	1%
Do Not Telework - Not Approved	0%	0%	0%	0%	1%	6%
Do Not Telework - Choose Not To	0%	0%	1%	0%	1%	4%

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)				1Up	2Up
91a: You answered that you telework every work day. What is your current remote work status?	2022	2023	2023	2023	
Do Not Have an Approved Remote Work Agreement	NA	9%	4%	6%	
Have an Approved Remote Work Agreement and Live Outside the Area	25%	20%	37%	27%	
Have an Approved Remote Work Agreement and Live Inside the Area	75%	64%	54%	62%	
Do Not Know	NA	7%	5%	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 "--d" 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 22 and 23 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. Those columns are: your results from the prior year [2022] and the current year [2023]; the increase/decrease over last year [Δ 2023]; and your comparison organization's results [1Up, 2Up, and 3Up]. 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>
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 (HUD)				1Up	2Up
Rank	Q#: Summary	2022	2023	2023	2023
1	90: Important that work is meaningful	94%	94%	94%	92%
2	53: My supervisors holds me accountable	93%	92%	91%	87%
3	20: Meet needs of customers	92%	91%	91%	87%
4	21: Contribute positively to agency performance	91%	91%	91%	85%
5	11: Held accountable for work quality	93%	91%	90%	86%
6	22: Produce high quality work	89%	89%	89%	83%
7	49: Supervisor supports work/life	88%	89%	88%	84%
8	51: Supervisor treats with respect	88%	88%	89%	86%
9	07: Know how work relates to agency goals	87%	88%	88%	85%
10	44: Prepared for cybersecurity threats	85%	87%	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 (HUD)				1Up	2Up
Rank	Q#: Summary	2022	2023	2023	2023
1	45: Favoritism is not tolerated	25%	23%	22%	21%
2	24: New hires have necessary skills	24%	23%	20%	24%
3	17: Performance differences recognized meaningfully	25%	23%	25%	26%
4	31: Employees view change positively	23%	23%	23%	26%
5	47: Survey used to improve agency	24%	22%	21%	24%
6	67: Satisfaction with involvement	24%	22%	22%	24%
7	84: Organization responds to accessibility needs	22%	21%	20%	23%
8	65: Management addresses challenges	22%	21%	21%	23%
9	66: Management involves employees	23%	21%	21%	23%
10	88: Strong attachment to organization	23%	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 (HUD)				1Up	2Up
Rank	Q#: Summary	2022	2023	2023	2023
1	66: Management involves employees	26%	24%	27%	31%
2	05: Workload is reasonable	22%	22%	24%	23%
3	41: Organization allows timely delivery of my work		21%	23%	23%
4	47: Survey used to improve agency	23%	20%	23%	28%
5	57: Leaders generate motivation	22%	20%	24%	28%
6	17: Performance differences recognized meaningfully	20%	20%	22%	29%
7	67: Satisfaction with involvement	21%	19%	21%	23%
8	45: Favoritism is not tolerated	21%	19%	20%	25%
9	06: Talents are well used	16%	17%	18%	20%
10	68: Satisfaction with info received	19%	17%	18%	22%

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 (HUD)			1Up	2Up
Rank	Q#: Summary	Δ 2023	Δ 2023	Δ 2023
1	36: Employees Protected from hazards	+10.3%	+5.8%	+3.3%
2	43: Prepared for physical security threats	+9.1%	+5.9%	+2.4%
3	25: I can influence decisions in my work unit	+5.4%	+5.2%	+6.1%
4	47: Survey used to improve agency	+4.7%	+1.3%	+4.7%
5	66: Management involves employees	+4.3%	+2.1%	+3.1%
6	45: Favoritism is not tolerated	+3.8%	+1.0%	+2.0%
7	35: Employees recognized for high quality	+3.8%	+1.7%	+2.2%
8	85: Organization meets accessibility needs	+3.7%	+0.7%	+2.5%
9	46: Recommend organization	+3.6%	+1.9%	+3.0%
10	67: Satisfaction with involvement	+3.6%	+1.6%	+3.2%

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

▲ 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 (HUD)			1Up	2Up
Rank	Q#: Summary	Δ 2023	Δ 2023	Δ 2023
1	79: Employees care about me	+2.2%	+0.9%	-0.1%
2	78: Employees make me feel I belong	+2.0%	+1.1%	+0.4%
3	11: Held accountable for work quality	+0.7%	+0.7%	+0.5%
4	20: Meet needs of customers	+0.7%	+0.1%	+0.0%
5	05: Workload is reasonable	+0.7%	+0.3%	-0.1%
6	53: My supervisors holds me accountable	+0.6%	-0.0%	-0.6%
7	21: Contribute positively to agency performance	+0.4%	+0.0%	-0.3%
8	30: Employees incorporate new ideas	+0.3%	-0.1%	-1.2%
9	80: Comfortable expressing differing opinion	+0.2%	-0.0%	+0.5%
10	31: Employees view change positively	+0.1%	-0.6%	-1.5%

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

▲ 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 (HUD)			1Up	2Up
Rank	Q#: Summary	Δ 2023	Δ 2023	Δ 2023
1	09: Have enough info to do job	+1.6%	+1.3%	+1.2%
2	10: Receive training needed	+1.0%	+1.1%	+0.3%
3	11: Held accountable for work quality	+0.9%	+0.9%	+0.5%
4	06: Talents are well used	+0.9%	+0.4%	-0.9%
5	48: Supervisors support development	+0.6%	+0.6%	-0.4%
6	49: Supervisor supports work/life	+0.6%	+0.4%	-0.1%
7	56: Supervisor provides performance feedback	+0.6%	-0.1%	-0.4%
8	23: Adapt to changing priorities	+0.5%	+0.6%	+0.2%
9	24: New hires have necessary skills	+0.5%	-0.0%	-1.0%
10	04: Know what's expected of me	+0.5%	+0.4%	-0.0%

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

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 [2023]. In the data column with the scores from last year [2022], 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 2023

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)		2022	Δ Since	Work Unit 2023 Results		
		Positive	Last Year	Positive	Neutral	Negative
My Work Experience	01: Given opportunity to improve my skills	77%	+0.9%	77%	12%	10%
	02: Encouraged to do things in new and better ways	72%	+0.7%	72%	13%	14%
	03: Feeling of personal accomplishment	77%	+0.9%	78%	12%	10%
	04: Know what's expected of me	83%	-0.5%	82%	9%	9%
	05: Workload is reasonable	64%	-0.8%	64%	15%	22%
	06: Talents are well used	68%	-0.0%	68%	15%	17%
	07: Know how work relates to agency goals	87%	+0.8%	88%	7%	5%
	08: Can disclose suspected violation w/out reprisal	72%	+0.7%	73%	15%	12%
	09: Have enough info to do job	76%	-1.0%	75%	13%	13%
	10: Receive training needed	71%	+0.3%	71%	16%	14%
	11: Held accountable for work quality	93%	-1.7%	91%	6%	3%
	12: Clear idea of my performance	80%	+2.0%	82%	12%	7%
	13: Have autonomy to decide how I do my job	NA*	NA*	73%	14%	13%
	14: Can make decisions about my work	NA*	NA*	66%	18%	16%
My Work Unit	15: People cooperate to get the job done	86%	+1.0%	87%	7%	6%
	17: Performance differences recognized meaningfully	54%	+2.7%	57%	23%	20%
	18: Employees share knowledge	84%	+1.0%	85%	8%	7%
	19: Employees have skills to accomplish goals	83%	+0.7%	84%	10%	7%
	20: Meet needs of customers	92%	-0.7%	91%	7%	1%
	21: Contribute positively to agency performance	91%	-0.4%	91%	7%	2%
	22: Produce high quality work	89%	+0.2%	89%	9%	2%
	23: Adapt to changing priorities	87%	-0.2%	86%	11%	3%
	24: New hires have necessary skills	65%	+0.6%	66%	23%	11%
	25: I can influence decisions in my work unit	67%	+5.4%	73%	17%	10%
	26: Know my work unit's goals	86%	+0.7%	87%	8%	6%
	27: Commit resources to new ideas	62%	+3.5%	65%	19%	15%
	28: Work unit manages disruptions	73%	+1.0%	74%	16%	10%
	29: Employees look to improve efficiency	74%	+0.9%	75%	16%	9%
My Organization	30: Employees incorporate new ideas	75%	-0.5%	74%	18%	8%
	31: Employees view change positively	66%	+1.0%	67%	23%	10%
	32: Employees put customer needs first	83%	+0.7%	84%	11%	5%
	33: Employees improve customer service	74%	+1.8%	75%	18%	7%
	34: Employees support work-life balance	79%	+1.3%	80%	12%	7%
	35: Employees recognized for high quality	70%	+3.8%	74%	14%	12%
	36: Employees Protected from hazards	68%	+10.3%	78%	13%	9%
	37: Agency successful at mission	81%	+2.1%	83%	11%	6%
	38: Understand organization priorities	81%	+2.5%	83%	10%	7%
	39: Organization shares FEVS results	NA*	NA*	85%	10%	5%
	40: Organization openly share information	NA*	NA*	66%	18%	16%
	41: Organization allows timely delivery of my work	NA*	NA*	62%	18%	21%
	42: Organization adapts to changing priorities	71%	+0.1%	71%	19%	10%
	43: Prepared for physical security threats	57%	+9.1%	66%	19%	15%
My Supervisor	44: Prepared for cybersecurity threats	85%	+2.0%	87%	9%	4%
	45: Favoritism is not tolerated	54%	+3.8%	58%	23%	19%
	46: Recommend organization	68%	+3.6%	72%	16%	12%
	47: Survey used to improve agency	53%	+4.7%	57%	22%	20%
	48: Supervisors support development	85%	+0.1%	85%	8%	7%
	49: Supervisor supports work/life	88%	+0.8%	89%	6%	5%
	50: Supervisor listens	86%	+0.3%	86%	7%	7%
	51: Supervisor treats with respect	88%	+0.6%	88%	6%	6%
	52: Trust my supervisor	81%	+0.6%	81%	9%	9%
	53: My supervisors holds me accountable	93%	-0.5%	92%	6%	2%
	54: Overall job of immediate supervisor	83%	+0.3%	83%	10%	6%
	55: Supervisor provides constructive feedback	78%	+1.1%	79%	12%	9%
	56: Supervisor provides performance feedback	80%	+0.4%	80%	11%	9%
	Leadership	57: Leaders generate motivation	57%	+3.0%	60%	20%
58: Leaders have standards of honesty and integrity		64%	+3.3%	67%	20%	13%
59: Managers communicate goals		74%	+3.3%	77%	13%	10%
60: Managers promote communication		68%	+2.3%	70%	16%	14%
61: Overall job of manager above supervisor		75%	+1.7%	77%	14%	9%
62: Have respect for senior leaders		66%	+3.0%	69%	17%	14%
63: Senior leaders support work/life programs		69%	+0.6%	70%	17%	13%
64: Management encourages innovation		64%	+2.8%	66%	20%	13%
65: Management addresses challenges		59%	+3.3%	62%	21%	16%
66: Management involves employees		50%	+4.3%	55%	21%	24%
MS	67: Satisfaction with involvement	55%	+3.6%	59%	22%	19%
	68: Satisfaction with info received	60%	+3.4%	64%	20%	17%
	69: Satisfaction with recognition	67%	+2.7%	69%	17%	14%
	70: Job satisfaction	73%	+0.8%	74%	13%	13%
	71: Pay satisfaction	69%	+1.7%	71%	14%	15%
	72: Organizational satisfaction	68%	+2.3%	70%	16%	13%
DEIA	73: Management promotes diversity	72%	+1.7%	73%	17%	10%
	74: Supervisor committed to diversity	78%	+0.4%	78%	14%	8%
	75: Fair opportunities for advancement	70%	+1.3%	72%	14%	14%
	76: Supervisor provides fair opportunities	75%	+0.9%	76%	14%	11%
	77: Work quality recognized for all employees	73%	+2.2%	75%	14%	11%
	78: Employees make me feel I belong	84%	-1.3%	82%	12%	6%
	79: Employees care about me	82%	-1.2%	80%	14%	5%
	80: Comfortable expressing differing opinion	77%	+1.4%	79%	12%	9%
	81: Differences are respected	78%	+2.7%	81%	12%	7%
	82: Successful being myself	77%	+1.6%	78%	13%	9%
EE	83: Easily make accessibility requests	71%	+2.1%	73%	17%	10%
	84: Organization responds to accessibility needs	65%	+3.4%	69%	21%	10%
	85: Organization meets accessibility needs	68%	+3.7%	71%	20%	8%
	86: Job inspires me	66%	+1.7%	68%	19%	14%
	87: Work give sense of accomplishment	77%	+0.4%	77%	13%	10%
	88: Strong attachment to organization	62%	+3.4%	65%	21%	14%
	89: Identify with organization mission	84%	+1.7%	86%	10%	5%
	90: Important that work is meaningful	94%	+0.2%	94%	5%	1%

Response Rate: **73%**

Legend:

Your Top Ten Results

2022 Top Ten Positive Scores
2023 Top Ten Positive Scores
2023 Top Ten Neutral Scores
2023 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 "2023 Positive Scores" with "2022 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
- EE = Employee Experience

NA* 2022 data was not available

Appendix C: OPM New Index and Dimensions

In 2023 FEVS, OPM created a new index (Employee Performance Index), and four new Performance Dimensions (Employee-Focused Performance Dimension, Agile Performance Dimension, Goal-Oriented Performance Dimension, and Foundations Performance Dimension). OPM calculated the score for the new index, but not for the dimensions. As of October 2023, agencies have not received from OPM the definitions and uses regarding the new index and performance dimensions.

DEPARTMENT OF HOUSING AND URBAN DEVELOPMENT (HUD)

Employee Experience

78%

Employee Experience Index (Q 86, 87, 88, 89, and 90).

Employee-Focused Performance Dimension

Score is not calculated

Subdimensions: **Employee Development** (Q 1, and 10), **Employee Voice** (Q 25, 66, and 67), **Employee Welfare** (Q 36, 43, and 44), and **Work-Life Support** (Q 5, 34, 49, and 63).

Agile Performance Dimension

Score is not calculated

Subdimensions: **Autonomy** (Q 13, and 14), **Innovation** (Q 27, 29, 30, and 64), and **Resilience** (Q 28, 31, 42, and 65).

Goal-Oriented Performance Dimension

Score is not calculated

Subdimensions: **Accountability** (Q 11, 16, and 53), **Goal Clarity** (Q 26, and 38), **Performance Feedback** (Q 12, 55, and 56) and **Recognition** (Q 17, 35, and 69)

Foundations Performance Dimension

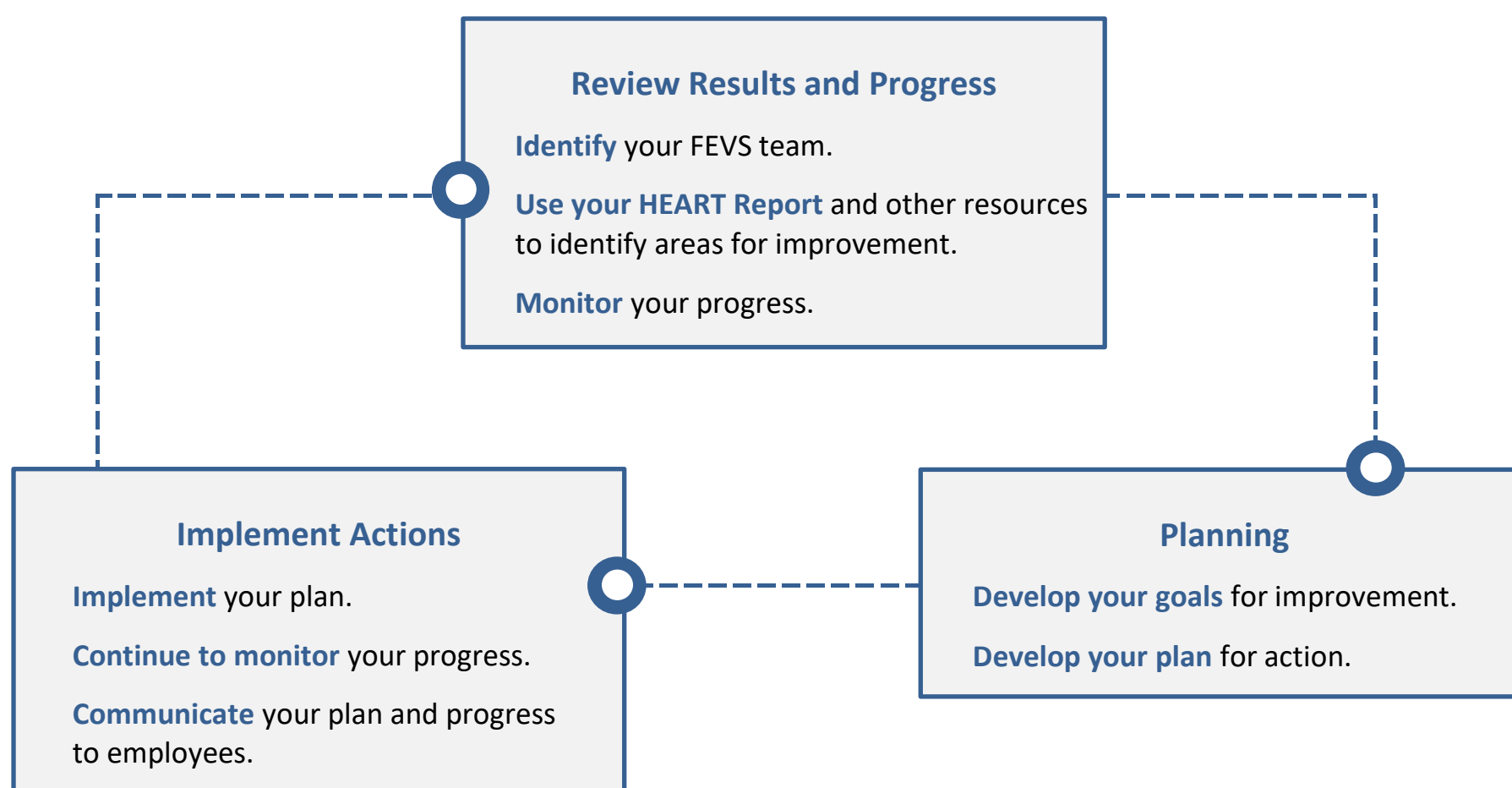
Score is not calculated

Subdimensions: **Communication** (Q 40, 60, and 68), **Cooperation** (Q 15, and 18), **Customer Responsiveness** (Q 32 and 33), **Merit Principles** (Q 8 and 45), and **Performance Resources** (Q 9, 19, and 24).

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 outlined in the following pages.

Moving from Results To Action



Step 1:

Identify and Establish a FEVS Action Team

- This is a crucial step, as the team you establish can make or break your efforts to improve areas of concern and keep strengths strong. 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 report to identify the team's strengths, challenges, and uncertainties. The table for "Your FEVS Results by Question and Survey Category" (on page 25) 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.



Learn more at:

HUD Public Website

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

HUD @ Work Intranet

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