



Annual Employee Survey Report
Udall Foundation Results

November 2020

November 12, 2020

To: All Udall Foundation Employees
From: David Brown, Executive Director
Subject: 2020 Annual Employee Survey (AES)

Thank you to everyone who took time to respond to the 2020 AES. The response rate of 96% more than doubled the 2019 national average! Our small sample size makes it impossible to draw the same statistically significant conclusions that the governmentwide survey allows, but your responses to the AES provide a useful benchmark for comparison to the Federal landscape and a valuable tool to illustrate year-over-year variations within our agency.

Thank you as well to Olivia Montes who once again assisted with the design and compilation of the AES.

I am pleased to report that overall, employees of the Udall Foundation rated their organization very highly in all five of the baseline categories: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; and Job Satisfaction. It is particularly delightful to note that for 37 of the 40 questions that were asked, the percentage of positive scores increased (> 5%) or stayed the same (+/- 5%) as compared to 2019. In addition, the Udall foundation scored above the 2019 government average on 36 of the 40 questions, an increase of 13% from last year's AES.

These results are a testament to the quality of the professionals in our agency, your commitment to implementing the vision and legacy of Morris and Stewart Udall, and the collegiality and good humor that is evident across our programs and workforce. This has never been more evident than during the past eight months as the COVID-19 pandemic necessitated a pivot to maximum telework, a transition that has occurred with no drop off in agency productivity nor employee performance. An additional five questions were included at the end of this year's AES specific to COVID-19, and here as well your feedback was broadly supportive of the agency's ongoing response to the pandemic.

Last November I shared the results of the 2019 AES and committed the Foundation Leadership Team (FLT) to two areas of improvement: enhancing individual and group training, and better recruiting, recognizing, and rewarding of top performers. The FLT followed through on that commitment in several ways, such as by expanding our training program to include high-priority employee topics (e.g., retirement benefits, Unconscious Bias) and by updating and enhancing our employee performance and awards policy. In looking at the results of the 2020 AES, it is clear those efforts resonated with our employees. For the coming year, the FLT and I will build on that commitment including by reviewing a related area of potential improvement, that of working with poor performers (Question 16).

Please take a few minutes to read through the response summaries below, including the comparisons with previous year Udall Foundation results as well as the 2019 governmentwide scores. If you have any questions, do not hesitate to contact me directly. Thank you again to all who participated in this year's AES, and to our entire team for all you do to support the Udall Foundation.

Response Summary

	Survey Completed	Response Rate
Governmentwide (2019)	615,395	42.6%
2020 Udall Foundation	27	96%

Personal Work Experiences

1. *The people I work with cooperate to get the job done.*

	N	Positive	Neutral	Negative
Governmentwide (2019)		77.0%		
2020 Udall Foundation	27	92.6%	3.7%	3.7%
2019 Udall Foundation	20	85.0%	10.0%	5.0%
2018 Udall Foundation	22	86.4%	4.6%	9.0%

2. *I am given a real opportunity to improve my skills in my organization.*

	N	Positive	Neutral	Negative
Governmentwide (2019)		67.0%		
2020 Udall Foundation	27	85.2%	7.4%	7.4%
2019 Udall Foundation	20	70.0%	15.0%	15.0%
2018 Udall Foundation	22	64.0%	18.0%	18.0%

3. *My work gives me a feeling of personal accomplishment.*

	N	Positive	Neutral	Negative
Governmentwide (2019)		72.0%		
2020 Udall Foundation	27	85.2%	7.4%	7.4%
2019 Udall Foundation	20	80.0%	10.0%	10.0%
2018 Udall Foundation	22	91.0%	0.0%	9.0%

4. *I like the kind of work I do.*

	N	Positive	Neutral	Negative
Governmentwide (2019)		83.0%		
2020 Udall Foundation	27	81.5%	11.1%	7.4%
2019 Udall Foundation	20	80.0%	10.0%	10.0%
2018 Udall Foundation	22	91.0%	0.0%	9.0%

5. *I have trust and confidence in my supervisor.*

	N	Positive	Neutral	Negative
Governmentwide (2019)		72.0%		
2020 Udall Foundation	27	92.6%	0.0%	7.4%
2019 Udall Foundation	20	90.0%	5.0%	5.0%
2018 Udall Foundation	22	91.0%	4.5%	4.5%

6. *Overall, how good a job do you feel is being done by your immediate supervisor/team leader?*

	N	Positive	Neutral	Negative
Governmentwide (2019)		74.0%		
2020 Udall Foundation	27	96.3%	3.7%	0.0%
2019 Udall Foundation	20	90.0%	10.0%	0.0%
2018 Udall Foundation	22	86.0%	5.0%	9.0%

Recruitment, Development, & Retention

7. *The workforce has the job-relevant knowledge and skills necessary to accomplish organizational goals.*

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		81.0%			
2020 Udall Foundation	27	88.9%	7.4%	0.0%	1
2019 Udall Foundation	20	80.0%	10.0%	10.0%	0
2018 Udall Foundation	22	77.0%	18.0%	5.0%	0

8. *My work unit is able to recruit people with the right skills.*

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		44.0%			
2020 Udall Foundation	27	77.8%	11.1%	7.4%	1
2019 Udall Foundation	20	60.0%	15.0%	20.0%	1
2018 Udall Foundation	21	66.7%	28.6%	0.0%	1

9. *I know how my work relates to the agency's goals and priorities.*

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		85.0%			
2020 Udall Foundation	27	92.6%	0.0%	7.4%	0
2019 Udall Foundation	20	100.0%	0.0%	0.0%	0
2018 Udall Foundation	22	100.0%	0.0%	0.0%	0

10. *The work I do is important.*

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		90.0%			
2020 Udall Foundation	27	88.9%	7.4%	3.7%	0
2019 Udall Foundation	20	90.0%	10.0	0.0%	0
2018 Udall Foundation	22	95.5%	4.5%	0.0%	0

11. *Physical conditions (for example, noise level, temperature, lighting, cleanliness in the workplace) allow employees to perform their jobs well.*

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		66.0%			
2020 Udall Foundation	27	77.8%	11.1%	3.7%	2
2019 Udall Foundation	20	80.0%	10.0%	5.0%	1
2018 Udall Foundation	22	95.5%	4.5%	0.0%	0

12. Supervisors/team leaders in my work unit support employee development.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		71.0%			
2020 Udall Foundation	27	92.6%	0.0%	7.4%	0
2019 Udall Foundation	20	80.0%	0.0%	15.0%	1
2018 Udall Foundation	22	73.0%	18.0%	9.0%	0

13. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		61.0%			
2020 Udall Foundation	27	81.5%	11.1%	7.4%	0
2019 Udall Foundation	20	80.0%	5.0%	15.0%	0
2018 Udall Foundation	22	77.0%	5.0%	18.0%	0

14. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		57.0%			
2020 Udall Foundation	27	77.8%	14.8%	7.4%	0
2019 Udall Foundation	20	50.0%	5.0%	35.0%	2
2018 Udall Foundation	22	50.0%	32.0%	18.0%	0

Performance Culture

15. Promotions in my work unit are based on merit.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		39.0%			
2020 Udall Foundation	27	55.6%	14.8%	14.8%	4
2019 Udall Foundation	20	55.5%	5.0%	20.0%	4
2018 Udall Foundation	22	50.0%	23.0%	9.0%	4

16. In my work unit, steps are taken to deal with a poor performer who cannot or will not improve.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		34.0%			
2020 Udall Foundation	27	29.6%	25.9%	22.2%	6
2019 Udall Foundation	20	45.0%	10.0%	25.0%	4
2018 Udall Foundation	21	48.0%	24.0%	9.0%	4

17. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		44.0%			
2020 Udall Foundation	27	66.7%	22.2%	7.4%	1
2019 Udall Foundation	20	55.5%	20.0%	25.0%	0
2018 Udall Foundation	22	55.0%	27.0%	18.0%	0

18. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels (e.g., Fully Successful, Outstanding).

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		72.0%			
2020 Udall Foundation	27	81.5%	7.4%	3.7%	2
2019 Udall Foundation	20	60.0%	15.0%	10.0%	3
2018 Udall Foundation	22	91.0%	5.0%	0.0%	1

19. In my work unit, differences in performance are recognized in a meaningful way.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		39.0%			
2020 Udall Foundation	27	70.4%	7.4%	14.8%	2
2019 Udall Foundation	20	50.0%	10.0%	30.0%	2
2018 Udall Foundation	22	50.0%	23.0%	18.0%	2

20. Pay raises depend on how well employees perform their jobs.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		48.0%			
2020 Udall Foundation	27	55.6%	3.7%	14.8%	7
2019 Udall Foundation	20	25.0%	25.0%	25.0%	5
2018 Udall Foundation	22	36.4%	27.3%	22.7%	3

21. My performance appraisal is a fair reflection of my performance.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		71.0%			
2020 Udall Foundation	27	92.6%	3.7%	0.0%	1
2019 Udall Foundation	20	85.0%	5.0%	0.0%	2
2018 Udall Foundation	22	86.0%	5.0%	5.0%	1

22. Discussions with my supervisor/team leader about my performance are worthwhile.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		68.0%			
2020 Udall Foundation	27	88.9%	3.7%	3.7%	1
2019 Udall Foundation	20	90.0%	0.0%	10.0%	0
2018 Udall Foundation	22	95.5%	0.0%	4.5%	0

23. Managers/supervisors/team leaders work well with employees of different backgrounds.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		70.0%			
2020 Udall Foundation	27	74.1%	7.4%	0.0%	5
2019 Udall Foundation	20	65.0%	20.0%	5.0%	2
2018 Udall Foundation	22	68.0%	19.1%	14.0%	2

24. My supervisor supports my need to balance work and family issues.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		82.0%			
2020 Udall Foundation	27	96.3%	3.7%	0.0%	0
2019 Udall Foundation	20	100.0%	0.0%	0.0%	0
2018 Udall Foundation	22	91.0%	0.0%	9.0%	0

Leadership

25. I have a high level of respect for my organization's senior leaders.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		57.0%			
2020 Udall Foundation	26	92.2%	3.9%	3.9%	0
2019 Udall Foundation	19	84.2%	5.3%	10.5%	0
2018 Udall Foundation	21	81.0%	5.0%	14.0%	0

26. In my organization, leaders generate high levels of motivation and commitment in the workforce.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		45.0%			
2020 Udall Foundation	26	88.5%	3.9%	7.7%	0
2019 Udall Foundation	19	63.2%	15.8%	15.8%	1
2018 Udall Foundation	21	67.0%	10.0%	14.0%	2

27. Managers review and evaluate the organization's progress towards meeting its goals and objectives.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		64.0%	%	%	
2020 Udall Foundation	26	84.4%	0.0%	7.7%	3
2019 Udall Foundation	19	84.2%	5.3%	5.3%	1

28. Employees are protected from health and safety hazards on the job.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		77.0%	%	%	
2020 Udall Foundation	26	84.6%	3.9%	7.7%	1
2019 Udall Foundation	19	63.2%	21.0%	15.8%	0

29. Employees have a feeling of personal empowerment with respect to work processes.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		50.0%	%	%	
2020 Udall Foundation	26	80.8%	11.5%	3.9%	1
2019 Udall Foundation	19	63.2%	21.0%	15.9%	0

30. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		59.0%	%	%	
2020 Udall Foundation	26	92.3%	3.9%	3.9%	0
2019 Udall Foundation	19	68.4%	10.5%	21.1%	0

31. Managers communicate the goals and priorities of the organization.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		65.0%	%	%	
2020 Udall Foundation	26	88.5%	3.9%	7.7%	0
2019 Udall Foundation	19	79.0%	15.8	5.2%	0

32. My organization has prepared employees for potential security threats.

	N	Positive	Neutral	Negative	DNK
Governmentwide (2019)		80.0%	%	%	
2020 Udall Foundation	26	65.4%	19.2%	7.7%	2
2019 Udall Foundation	19	57.9%	15.8%	21.1%	1

Job Satisfaction

33. How satisfied are you with the information you receive from management on what's going on in your organization?

	N	Positive	Neutral	Negative
Governmentwide (2019)		52.0%		
2020 Udall Foundation	26	92.3%	3.9%	3.9%
2019 Udall Foundation	19	84.2%	10.5%	5.3%
2018 Udall Foundation	21	81.0%	14.0%	5.0%

34. How satisfied are you with your involvement in decisions that affect your work?

	N	Positive	Neutral	Negative
Governmentwide (2019)		55.0%		
2020 Udall Foundation	26	84.6%	11.5%	3.9%
2019 Udall Foundation	19	73.7%	5.3%	21.0%
2018 Udall Foundation	21	71.0%	19.0%	10.0%

35. How satisfied are you with your opportunity to get a better job in your organization?

	N	Positive	Neutral	Negative
Governmentwide (2019)		41.0%		
2020 Udall Foundation	26	46.2%	42.3%	11.5%
2019 Udall Foundation	19	36.9%	36.9%	26.2%
2018 Udall Foundation	21	33.0%	43.0%	24.0%

36. How satisfied are you with the recognition you receive for doing a good job?

	N	Positive	Neutral	Negative
Governmentwide (2019)		53.0%		
2020 Udall Foundation	26	92.3%	3.9%	3.9%
2019 Udall Foundation	19	84.2%	0.0%	15.8%
2018 Udall Foundation	21	67.0%	19.0%	14.0%

37. How satisfied are you with the policies and practices of your senior leaders?

	N	Positive	Neutral	Negative
Governmentwide (2019)		47.0%		
2020 Udall Foundation	26	84.6%	7.7%	7.7%
2019 Udall Foundation	19	79.0%	10.5%	10.5%
2018 Udall Foundation	21	71.4%	14.3%	14.3%

38. How satisfied are you with the training you receive for your present job?

	N	Positive	Neutral	Negative
Governmentwide (2019)		57.0%		
2020 Udall Foundation	26	80.8%	11.5%	7.7%
2019 Udall Foundation	19	63.2%	10.5%	26.3%
2018 Udall Foundation	21	73.0%	9.1%	18.0%

39. Considering everything, how satisfied are you with your job?

	N	Positive	Neutral	Negative
Governmentwide (2019)		69.0%		
2020 Udall Foundation	26	84.6%	3.9%	11.5%
2019 Udall Foundation	19	79.0%	5.2%	15.8%
2018 Udall Foundation	21	81.0%	5.0%	14.0%

40. Considering everything, how satisfied are you with your pay?

	N	Positive	Neutral	Negative
Governmentwide (2019)		63.0%		
2020 Udall Foundation	26	73.1%	19.2%	7.7%
2019 Udall Foundation	19	79.0%	10.5%	10.5%
2018 Udall Foundation	21	76.0%	10.0%	14.0%

COVID-19 Pandemic

41. During the COVID-19 pandemic, my organization's senior leaders have demonstrated commitment to employee health and safety.

	N	Positive	Neutral	Negative	DNK
2020 Udall Foundation	26	92.3%	3.9%	3.9%	0

42. During the COVID-19 pandemic, my organization's senior leaders have supported policies and procedures to protect employee health and safety.

	N	Positive	Neutral	Negative	DNK
2020 Udall Foundation	26	96.2%	3.9%	0.0%	0

43. During the COVID-19 pandemic, my organization's senior leaders have provided effective communications about the pandemic.

	N	Positive	Neutral	Negative	DNK
2020 Udall Foundation	26	92.3%	7.69%	0%	0

44. How disruptive has the COVID-19 pandemic been to your ability to do work?

	N	Very	Somewhat	Slightly	DNK
2020 Udall Foundation	26	7.7%	38.5%	34.6%	0

45. How have your work demands changed because of the COVID-19 pandemic?

	N	Increased	Same	Decreased	DNK
2020 Udall Foundation	26	46.2%	38.5%	3.9%	3