



Annual Employee Survey Report
Udall Foundation Results

December 2021

December 6, 2021

To: All Udall Foundation Employees
From: David Brown, Executive Director
Subject: 2021 Annual Employee Survey (AES)

Thank you to everyone who took time to respond to the 2021 AES. The response rate of 93% was again more than double that of the most recent Federal Employee Viewpoint Survey (FEVS) national average. While our small size will always limit our ability to draw statistically significant conclusions from the AES results, your responses provide a useful benchmark for comparison to the Federal landscape and a valuable tool to illustrate year-over-year variations within our agency.

I am pleased to report that employees of the Udall Foundation once again rated their agency very highly in all five of the baseline categories: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; Leadership; and Job Satisfaction. Of the 30 questions for which there was a comparable FEVS result for 2020, the Udall Foundation scored at (+/- 5%) or above the governmentwide average on 27, in most cases quite a bit above average. I am honored and humbled to see these results, and grateful every day for the opportunity to be a part of this organization.

The AES always provides instructive guidance to the Foundation Leadership Team (FLT), and the 2021 results draw our attention to three areas in particular:

- *Ensuring reasonable workloads.* Questions 3 and 40 together suggest that the continuing COVID-19 pandemic is creating an enhanced workload management challenge. The FLT will continue to monitor this challenge at the program level through direct discussions with employees.
- *Opportunities for advancement.* Question 29 reminds us of another challenge inherent to our small size, that of the potential for advancement in the organization. I am delighted that half of our current FLT members advanced to their current positions as Udall Foundation employees, and that others throughout the agency have been promoted, some multiple times. The FLT will continue striving to identify career advancement opportunities for our excellent workforce.
- *Training and professional development.* As we move to increased in-person activities, the FLT will implement several pandemic-delayed training and professional development activities such as personal and physical security training and retirement planning. In addition, the activities of our Living Our Values work group will be sustained in 2022 for the benefit of all agency employees including through training opportunities and organizational culture development.

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 2020 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

	Response Rate
2020 Governmentwide	44%
2021 Udall Foundation	93%

Personal Work Experience

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

	Positive	Neutral	Negative
2020 Governmentwide	87%		
2021 Udall Foundation	93%	0%	7%
2020 Udall Foundation	93%	0%	7%
2019 Udall Foundation	100%	0%	0%
2018 Udall Foundation	100%	0%	0%

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

	Positive	Neutral	Negative
2020 Governmentwide	84%		
2021 Udall Foundation	85%	11%	4%
2020 Udall Foundation	92%	4%	4%
2019 Udall Foundation	85%	10%	5%
2018 Udall Foundation	86%	5%	9%

3. My workload is reasonable.

	Positive	Neutral	Negative
2020 Governmentwide	67%		
2021 Udall Foundation	58%	19%	23%
2020 Udall Foundation	92%	4%	4%
2019 Udall Foundation	68%	11%	21%

4. I am given an opportunity to improve my skills in the agency.

	Positive	Neutral	Negative
2020 Governmentwide	70%		
2021 Udall Foundation	70%	4%	26%
2020 Udall Foundation	86%	7%	7%
2019 Udall Foundation	70%	15%	15%
2018 Udall Foundation	64%	18%	18%

5. My work gives me a feeling of personal accomplishment.

	Positive	Neutral	Negative
2020 Governmentwide	75%		
2021 Udall Foundation	77%	8%	15%
2020 Udall Foundation	85%	7%	7%
2019 Udall Foundation	80%	10%	10%
2018 Udall Foundation	91%	0%	9%

6. I like the kind of work I do.

	Positive	Neutral	Negative
2020 Governmentwide	n/a		
2021 Udall Foundation	77%	8%	15%
2020 Udall Foundation	82%	11%	7%
2019 Udall Foundation	80%	10%	10%
2018 Udall Foundation	91%	0%	9%

7. The work I do is important.

	Positive	Neutral	Negative
2020 Governmentwide	n/a		
2021 Udall Foundation	81%	12%	7%
2020 Udall Foundation	89%	7%	4%
2019 Udall Foundation	90%	10%	0%
2018 Udall Foundation	95%	5%	0%

Recruitment, Development, and Retention

8. My agency recruits employees who have the job-relevant knowledge and skills necessary to accomplish organizational goals.

	Positive	Neutral	Negative
2020 Governmentwide	82%		
2021 Udall Foundation	81%	12%	7%
2020 Udall Foundation	89%	11%	0%
2019 Udall Foundation	80%	10%	10%
2018 Udall Foundation	77%	18%	5%

9. Employee talents are used well in my agency.

	Positive	Neutral	Negative
2020 Governmentwide	66%		
2021 Udall Foundation	62%	19%	19%
2020 Udall Foundation	82%	11%	7%
2019 Udall Foundation	80%	5%	15%
2018 Udall Foundation	77%	5%	18%

10. Employee training and professional development needs are assessed in my agency.

	Positive	Neutral	Negative
2020 Governmentwide	n/a		
2021 Udall Foundation	50%	39%	11%
2020 Udall Foundation	78%	15%	7%
2019 Udall Foundation	50%	5%	35%
2018 Udall Foundation	50%	32%	18%

11. Employees in my agency have a feeling of personal empowerment with respect to work processes.

	Positive	Neutral	Negative
2020 Governmentwide	n/a		
2021 Udall Foundation	58%	23%	19%
2020 Udall Foundation	81%	15%	4%
2019 Udall Foundation	63%	21%	16%

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

	Positive	Neutral	Negative
2020 Governmentwide	77%		
2021 Udall Foundation	81%	8%	11%
2020 Udall Foundation	85%	7%	8%
2019 Udall Foundation	63%	21%	16%

13. I recommend my agency as a good place to work.

	Positive	Neutral	Negative
2020 Governmentwide	71%		
2021 Udall Foundation	85%	4%	11%

Performance Culture

14. Creativity and innovation are rewarded in my agency.

	Positive	Neutral	Negative
2020 Governmentwide	67%		
2021 Udall Foundation	58%	11%	31%
2020 Udall Foundation	67%	26%	7%
2019 Udall Foundation	55%	20%	25%
2018 Udall Foundation	55%	27%	18%

15. In my agency, differences in performance are recognized in a meaningful way.

	Positive	Neutral	Negative
2020 Governmentwide	51%		
2021 Udall Foundation	58%	23%	19%
2020 Udall Foundation	70%	15%	15%
2019 Udall Foundation	50%	20%	30%
2018 Udall Foundation	50%	32%	18%

16. In my most recent performance appraisal, I understood what I had to do to be rated at different performance levels.

	Positive	Neutral	Negative
2020 Governmentwide	83%		
2021 Udall Foundation	84%	8%	8%
2020 Udall Foundation	82%	14%	4%
2019 Udall Foundation	60%	30%	10%
2018 Udall Foundation	91%	9%	0%

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

	Positive	Neutral	Negative
2020 Governmentwide	64%		
2021 Udall Foundation	89%	4%	7%
2020 Udall Foundation	93%	7%	0%
2019 Udall Foundation	85%	15%	0%
2018 Udall Foundation	86%	9%	5%

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

	Positive	Neutral	Negative
2020 Governmentwide	83%		
2021 Udall Foundation	81%	8%	11%
2020 Udall Foundation	89%	7%	4%
2019 Udall Foundation	90%	0%	10%
2018 Udall Foundation	96%	0%	4%

Leadership

19. I have trust and confidence in my immediate supervisor.

	Positive	Neutral	Negative
2020 Governmentwide	76%		
2021 Udall Foundation	85%	4%	11%
2020 Udall Foundation	93%	0%	7%
2019 Udall Foundation	90%	5%	5%
2018 Udall Foundation	90%	5%	5%

20. My immediate supervisor works well with employees of different backgrounds.

	Positive	Neutral	Negative
2020 Governmentwide	79%		
2021 Udall Foundation	77%	12%	11%
2020 Udall Foundation	74%	26%	0%
2019 Udall Foundation	65%	30%	5%
2018 Udall Foundation	68%	18%	14%

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

	Positive	Neutral	Negative
2020 Governmentwide	85%		
2021 Udall Foundation	89%	0%	11%
2020 Udall Foundation	96%	4%	0%
2019 Udall Foundation	100%	0%	0%
2018 Udall Foundation	91%	0%	9%

22. I have a high level of respect for my agency's senior leaders.

	Positive	Neutral	Negative
2020 Governmentwide	62%		
2021 Udall Foundation	89%	0%	11%
2020 Udall Foundation	92%	4%	4%
2019 Udall Foundation	84%	5%	11%
2018 Udall Foundation	81%	5%	14%

23. In my agency, senior leaders generate high levels of motivation and commitment in the workforce.

	Positive	Neutral	Negative
2020 Governmentwide	51%		
2021 Udall Foundation	73%	16%	11%
2020 Udall Foundation	89%	4%	7%
2019 Udall Foundation	63%	21%	16%
2018 Udall Foundation	67%	19%	14%

24. Senior leaders review and evaluate the agency's progress towards meeting its goals and objectives.

	Positive	Neutral	Negative
2020 Governmentwide	n/a		
2021 Udall Foundation	89%	0%	11%
2020 Udall Foundation	84%	8%	8%
2019 Udall Foundation	84%	11%	5%

25. Senior leaders communicate the goals and priorities of the agency.

	Positive	Neutral	Negative
2020 Governmentwide	68%		
2021 Udall Foundation	89%	4%	7%
2020 Udall Foundation	89%	4%	7%
2019 Udall Foundation	79%	16%	5%

26. I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal by agency leaders.

	Positive	Neutral	Negative
2020 Governmentwide	68%		
2021 Udall Foundation	70%	19%	11%

Job Satisfaction

27. How satisfied are you with the information you receive from senior leaders about what's going on in your agency?

	Positive	Neutral	Negative
2020 Governmentwide	58%		
2021 Udall Foundation	89%	4%	7%
2020 Udall Foundation	92%	4%	4%
2019 Udall Foundation	84%	11%	5%
2018 Udall Foundation	81%	14%	5%

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

	Positive	Neutral	Negative
2020 Governmentwide	58%		
2021 Udall Foundation	73%	16%	11%
2020 Udall Foundation	85%	11%	4%
2019 Udall Foundation	74%	5%	21%
2018 Udall Foundation	71%	19%	10%

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

	Positive	Neutral	Negative
2020 Governmentwide	n/a		
2021 Udall Foundation	35%	35%	30%
2020 Udall Foundation	46%	42%	12%
2019 Udall Foundation	37%	37%	26%
2018 Udall Foundation	33%	43%	24%

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

	Positive	Neutral	Negative
2020 Governmentwide	59%		
2021 Udall Foundation	85%	4%	11%
2020 Udall Foundation	92%	4%	4%
2019 Udall Foundation	84%	0%	16%
2018 Udall Foundation	67%	19%	14%

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

	Positive	Neutral	Negative
2020 Governmentwide	61%		
2021 Udall Foundation	85%	4%	11%
2020 Udall Foundation	84%	8%	8%
2019 Udall Foundation	78%	11%	11%
2018 Udall Foundation	72%	14%	14%

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

	Positive	Neutral	Negative
2020 Governmentwide	78%		
2021 Udall Foundation	62%	23%	15%
2020 Udall Foundation	81%	12%	7%
2019 Udall Foundation	63%	11%	26%
2018 Udall Foundation	73%	9%	18%

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

	Positive	Neutral	Negative
2020 Governmentwide	72%		
2021 Udall Foundation	85%	0%	15%
2020 Udall Foundation	85%	4%	11%
2019 Udall Foundation	79%	5%	16%
2018 Udall Foundation	81%	7%	14%

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

	Positive	Neutral	Negative
2020 Governmentwide	67%		
2021 Udall Foundation	73%	7%	20%
2020 Udall Foundation	73%	19%	8%
2019 Udall Foundation	79%	11%	10%
2018 Udall Foundation	76%	10%	14%

35. Considering everything, how satisfied are you with your agency?

	Positive	Neutral	Negative
2020 Governmentwide	66%		
2021 Udall Foundation	85%	4%	11%

36. I believe the results of this survey will be used to make my agency a better place to work.

	Positive	Neutral	Negative
2020 Governmentwide	43%		
2021 Udall Foundation	77%	12%	11%

Additional Questions

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

	Positive	Neutral	Negative
2021 Udall Foundation	89%	0%	11%
2020 Udall Foundation	96%	4%	0%

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

	Positive	Neutral	Negative
2021 Udall Foundation	89%	4%	7%
2020 Udall Foundation	93%	7%	0%

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

	Very	Somewhat	Slightly	Not at all
2021 Udall Foundation	19%	35%	19%	27%
2020 Udall Foundation	7%	39%	35%	19%

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

	Increased	Same	Decreased
2021 Udall Foundation	73%	23%	4%
2020 Udall Foundation	46%	50%	4%

41. I am ready for my agency to return to situational telework.

	Positive	Neutral	Negative
2021 Udall Foundation	31%	50%	19%

42. My agency supports efforts to strengthen DEIA principles and practices within the workplace.

	Positive	Neutral	Negative
2021 Udall Foundation	81%	4%	15%

43. My personal and unique background and identity are valued at my agency.

	Positive	Neutral	Negative
2021 Udall Foundation	70%	15%	15%

44. My agency does not tolerate discrimination, harassment, or other offensive, unwelcoming, or embarrassing behavior in the workplace.

	Positive	Neutral	Negative
2021 Udall Foundation	81%	8%	11%