



Annual Employee Survey Report
Udall Foundation Results

November 2019

Introduction

November 25, 2019

Thank you to all the Udall Foundation employees who took time to respond to the 2019 Annual Employee Survey (AES). Our response rate of 80% nearly doubled that of the national average! Our small size makes it impossible to draw the same statistically-significant conclusions that the government-wide survey offers, 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. Many thanks are extended to Olivia Montes who once again assisted in the compilation of the AES.

I am pleased to report that overall, employees of the Udall Foundation rated their organization highly in all four of the assessed categories: Personal Work Experiences; Recruitment, Development, and Retention; Performance Culture; and Job Satisfaction. Of the 40 questions that were asked, the Udall Foundation scored at or above the 2019 Federal average on 31. This is a testament to the quality of the professionals in our agency and your commitment to implementing the vision and legacy of Morris and Stewart Udall, as well as to the collegiality and good humor that is evident across our programs and workforce. In my own Federal career, I have worked in some markedly unhappier environments; I don't believe it would be an exaggeration at all to characterize the Udall Foundation as one of the best Federal agencies to work for.

At the same time, and as is the case for Federal agencies of all sizes, the 2019 AES clearly indicates that there are areas for improvement. Two in particular stand out to me: a need for enhanced individual and group training, including supporting employee development pathways that lead to advancement within the organization; and a desire to better recruit, recognize, and reward top performers. In addition, for a series of new questions asked in this year's AES, the Udall Foundation scored below the government average regarding employee confidence in health, safety, and security threat concerns. I do not know how AES results were used by past Executive Directors, but I can assure all Udall Foundation employees that these areas of improvement will be a focus for me and the Foundation Leadership Team over the next year. At our December 2019 all-hands meeting, I will provide some updates on how we might begin to address them, and when we distribute the 2020 AES survey next fall, I look forward to reporting back to all of you on our shared progress.

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 government-wide metrics. 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.

David



David P. Brown, Ph.D.
Executive Director

Response Summary

	Survey Completed	Response Rate
Governmentwide	615,395	42.6%
Udall Foundation	20	80%

Personal Work Experiences

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

	N	Positive	Neutral	Negative
Governmentwide		77.0%		
2019 Udall Foundation	20	85.0%	10.0%	5.0%
2018 Udall Foundation	22	86.4%	4.6%	9.0%
2017 Udall Foundation	21	90.5%	0.0%	9.5%

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

	N	Positive	Neutral	Negative
Governmentwide		67.0%		
2019 Udall Foundation	20	70.0%	15.0%	15.0%
2018 Udall Foundation	22	64.0%	18.0%	18.0%
2017 Udall Foundation	21	66.7%	23.8%	9.5%

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

	N	Positive	Neutral	Negative
Governmentwide		72.0%		
2019 Udall Foundation	20	80.0%	10.0%	10.0%
2018 Udall Foundation	22	91.0%	0.0%	9.0%
2017 Udall Foundation	21	90.4%	4.8%	4.8%

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

	N	Positive	Neutral	Negative
Governmentwide		83.0%		
2019 Udall Foundation	20	80.0%	10.0%	10.0%
2018 Udall Foundation	22	91.0%	0.0%	9.0%
2017 Udall Foundation	21	81.0%	19.0%	0.0%

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

	N	Positive	Neutral	Negative
Governmentwide		72.0%		
2019 Udall Foundation	20	90.0%	5.0%	5.0%
2018 Udall Foundation	22	91.0%	4.5%	4.5%
2017 Udall Foundation	21	90.4%	4.8%	4.8%

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

	N	Positive	Neutral	Negative
Governmentwide		74.0%		
2019 Udall Foundation	20	90.0%	10.0%	0.0%
2018 Udall Foundation	22	86.0%	5.0%	9.0%
2017 Udall Foundation	21	90.5%	9.5%	0.0%

Recruitment, Development, & Retention

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		81.0%			
2019 Udall Foundation	20	80.0%	10.0%	10.0%	0
2018 Udall Foundation	22	77.0%	18.0%	5.0%	0
2017 Udall Foundation	21	67.0%	14.0%	19.0%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		44.0%			
2019 Udall Foundation	20	60.0%	15.0%	20.0%	1
2018 Udall Foundation	21	66.7%	28.6%	0.0%	1
2017 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		85.0%			
2019 Udall Foundation	20	100.0%	0.0%	0.0%	0
2018 Udall Foundation	22	100.0%	0.0%	0.0%	0
2017 Udall Foundation	21	100.0%	0.0%	0.0%	0

10. *The work I do is important.*

	N	Positive	Neutral	Negative	DNK
Governmentwide		90.0%			
2019 Udall Foundation	20	90.0%	10.0	0.0%	0
2018 Udall Foundation	22	95.5%	4.5%	0.0%	0
2017 Udall Foundation	21	100.0%	0.0%	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		66.0%			
2019 Udall Foundation	20	80.0%	10.0%	5.0%	1
2018 Udall Foundation	22	95.5%	4.5%	0.0%	0
2017 Udall Foundation	21	90.5%	9.5%	0.0%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		71.0%			
2019 Udall Foundation	20	80.0%	0.0%	15.0%	1
2018 Udall Foundation	22	73.0%	18.0%	9.0%	0
2017 Udall Foundation	21	90.5%	9.5%	0.0%	0

13. My talents are used well in the workplace.

	N	Positive	Neutral	Negative	DNK
Governmentwide		61.0%			
2019 Udall Foundation	20	80.0%	5.0%	15.0%	0
2018 Udall Foundation	22	77.0%	5.0%	18.0%	0
2017 Udall Foundation	21	76.2%	9.5%	14.3%	0

14. My training needs are assessed.

	N	Positive	Neutral	Negative	DNK
Governmentwide		57.0%			
2019 Udall Foundation	20	50.0%	5.0%	35.0%	2
2018 Udall Foundation	22	50.0%	32.0%	18.0%	0
2017 Udall Foundation	21	57.0%	24.0%	19.0%	0

Performance Culture

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		39.0%			
2019 Udall Foundation	20	55.5%	5.0%	20.0%	4
2018 Udall Foundation	22	50.0%	23.0%	9.0%	4
2017 Udall Foundation	21	57.2%	9.5%	19.1%	3

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		34.0%			
2019 Udall Foundation	20	45.0%	10.0%	25.0%	4
2018 Udall Foundation	21	48.0%	24.0%	9.0%	4
2017 Udall Foundation	21	52.4%	14.3%	23.8%	2

17. Creativity and innovation are rewarded.

	N	Positive	Neutral	Negative	DNK
Governmentwide		44.0%			
2019 Udall Foundation	20	55.5%	20.0%	25.0%	0
2018 Udall Foundation	22	55.0%	27.0%	18.0%	0
2017 Udall Foundation	21	52.4%	28.6%	19.0%	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		72.0%			
2019 Udall Foundation	20	60.0%	15.0%	10.0%	3
2018 Udall Foundation	22	91.0%	5.0%	0.0%	1
2017 Udall Foundation	21	76.2%	14.3%	9.5%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		39.0%			
2019 Udall Foundation	20	50.0%	10.0%	30.0%	2
2018 Udall Foundation	22	50.0%	23.0%	18.0%	2
2017 Udall Foundation	21	47.6%	28.6%	14.3%	2

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		48.0%			
2019 Udall Foundation	20	25.0%	25.0%	25.0%	5
2018 Udall Foundation	22	36.4%	27.3%	22.7%	3
2017 Udall Foundation	21	23.8%	38.1%	23.8%	3

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		71.0%			
2019 Udall Foundation	20	85.0%	5.0%	0.0%	2
2018 Udall Foundation	22	86.0%	5.0%	5.0%	1
2017 Udall Foundation	21	71.4%	23.8%	4.8%	0

22.

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		68.0%			
2019 Udall Foundation	20	90.0%	0.0%	10.0%	0
2018 Udall Foundation	22	95.5%	0.0%	4.5%	0
2017 Udall Foundation	21	95.2%	0.0%	4.8%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		70.0%			
2019 Udall Foundation	20	65.0%	20.0%	5.0%	2
2018 Udall Foundation	22	68.0%	19.1%	14.0%	2
2017 Udall Foundation	21	71.4%	19.1%	4.8%	1

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		82.0%			
2019 Udall Foundation	20	100.0%	0.0	0.0	0
2018 Udall Foundation	22	91.0%	0.0%	9.0%	0
2017 Udall Foundation	21	90.4%	4.8%	4.8%	0

Leadership

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		57.0%			
2019 Udall Foundation	19	84.2%	5.3%	10.5%	0
2018 Udall Foundation	21	81.0%	5.0%	14.0%	0
2017 Udall Foundation	21	76.2%	19.0%	4.8%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		45.0%			
2019 Udall Foundation	19	63.2%	15.8%	15.8%	1
2018 Udall Foundation	21	67.0%	10.0%	14.0%	2
2017 Udall Foundation	21	57.2%	33.3%	9.5%	0

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

	N	Positive	Neutral	Negative	DNK
Governmentwide		64.0%	%	%	
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		77.0%	%	%	
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		50.0%	%	%	
2019 Udall Foundation	19	63.2%	21.0%	15.9%	0

30. My workload is reasonable.

	N	Positive	Neutral	Negative	DNK
Governmentwide		59.0%	%	%	
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		65.0%	%	%	
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		80.0%	%	%	
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		52.0%		
2019 Udall Foundation	19	84.2%	10.5%	5.3%
2018 Udall Foundation	21	81.0%	14.0%	5.0%
2017 Udall Foundation	21	66.7%	19.0%	14.3%

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

	N	Positive	Neutral	Negative
Governmentwide		55.0%		
2019 Udall Foundation	19	73.7%	5.3%	21.0%
2018 Udall Foundation	21	71.0%	19.0%	10.0%
2017 Udall Foundation	21	85.7%	4.8%	9.5%

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

	N	Positive	Neutral	Negative
Governmentwide		41.0%		
2019 Udall Foundation	19	36.9%	36.9%	26.2%
2018 Udall Foundation	21	33.0%	43.0%	24.0%
2017 Udall Foundation	21	33.3%	38.1%	28.6%

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

	N	Positive	Neutral	Negative
Governmentwide		53.0%		
2019 Udall Foundation	19	84.2%	0.0%	15.8%
2018 Udall Foundation	21	67.0%	19.0%	14.0%
2017 Udall Foundation	21	71.4%	23.8%	4.8%

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

	N	Positive	Neutral	Negative
Governmentwide		47.0%		
2019 Udall Foundation	19	79.0%	10.5%	10.0%
2018 Udall Foundation	21	71.4%	14.3%	14.3%
2017 Udall Foundation	21	71.4%	23.8%	4.8%

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

	N	Positive	Neutral	Negative
Governmentwide		57.0%		
2019 Udall Foundation	19	63.2%	10.5%	26.3%
2018 Udall Foundation	21	73.0%	9.1%	18.0%
2017 Udall Foundation	21	71.4%	19.1%	9.5%

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

	N	Positive	Neutral	Negative
Governmentwide		69.0%		
2019 Udall Foundation	19	79.0%	5.2%	15.8%
2018 Udall Foundation	21	81.0%	5.0%	14.0%
2017 Udall Foundation	21	81.0%	14.3%	4.7%

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

	N	Positive	Neutral	Negative
Governmentwide		63.0%		
2019 Udall Foundation	19	79.0%	10.5%	10.5%
2018 Udall Foundation	21	76.0%	10.0%	14.0%
2017 Udall Foundation	21	66.7%	9.5%	23.8%