

# Stay Survey Pilot Results

Talent Development & Workforce Planning (TDWP)  
Strategic Workforce Planning and Analytics (SWPA)



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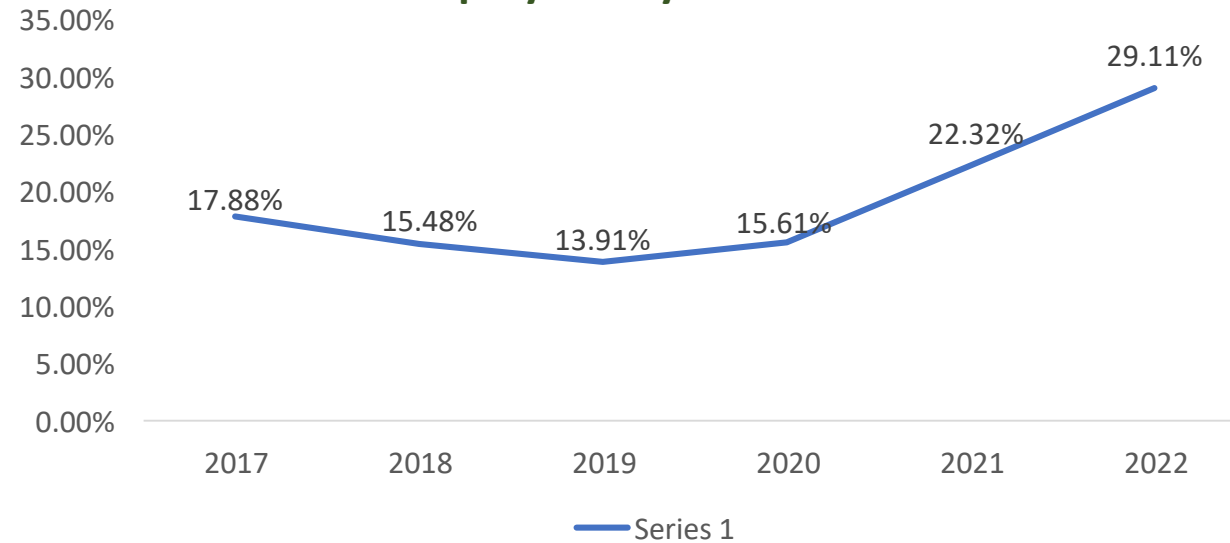


# HUD Turnover Data



Fiscal Year	3 Years or Less	3 to 10 years	Over 10 years
2017	17.88%	5.03%	16.84%
2018	15.48%	3.10%	12.57%
2019	13.91%	6.02%	14.29%
2020	15.61%	8.74%	18.22%
2021	22.32%	8.18%	14.14%
2022	29.11%	7.36%	10.02%

**New Hire Turnover Rates for HUD  
Employees 3 years of Less**



**New Hire Turnover Ratio:** Employees who had less than 3 Years of Service (YOS) at HUD. This takes the number of new hire employees who had less than 3 years with HUD divided by the total number of separations. New Hires EXCLUDES NOA Codes for Retirement (300-309), Removal (330), Death (350), Expiration of Appointments (355), Termination during Probation Period (385) and Occupational Series XX99 (Student Trainee / Intern). Total Separations Baseline for New Hire EXCLUDES Expiration of Appointment (355), Termination during Probation Period (385) and Occupational Series XX99 (Student Trainee / Intern). **Note:** The graph above excluded Schedule C employees

# Stay Survey Pilot



## Background

- Employee turnover rates are on the rise for HUD employees who have been with the agency for 3 years or less. HUD will be piloting a stay survey to gain insight into this group of employees' perceptions, who are statistically more likely to leave the agency.

## What is a Pilot Survey

- A pilot survey is a survey done on a small scale, carried out prior to the main survey, primarily to gain information to improve the efficiency of the main survey.

## Stay Survey Pilot Details

- The survey was open from January 25th until February 22nd
- 27 items related to: **first-line supervisor, work environment/culture, job characteristics**
- Survey was **voluntary** and took approximately 10 min to complete.
- All individual survey results are kept confidential and aggregated for reporting purposes
- Overall aggregated survey results will be provided to HUD leadership, survey participants, and the union.
- Survey was sent to 685 people, a total of 254 completed it 37% response rate

# Stay Survey Pilot



## **Pilot Sample**

- Sample of HUD employees who started working for HUD beginning January 2018.
- 20% of employees in each Program Office who have been employed with HUD less than three years and more than six months of employment. The sample was randomly chosen.
- Pilot participants received an email that included a link to complete the survey
- Participants were informed individual actions may not be taken because of responses to the pilot

## **How will data be used**

- The pilot allows employees the opportunity to determine which survey questions are most meaningful and will be included in the HUD wide survey rollout.
- Once the survey is rolled out agency wide, it will be sent to all employees who have worked for HUD less than 3 years, but more than 6 months, and the HUD wide survey results will be used to develop recommendations for the agency to help retain talent.

# Response Rates



Program Office	# (%) Responses
Housing	78 (31%)
Public & Indian Housing	46 (18%)
Community Planning & Development	33 (13%)
Office of General Counsel	19 (7%)
Fair Housing and Equal Opportunity	16 (6%)
Field Policy & Management	16 (6%)
Office of the Chief Financial Officer	9 (4%)
Government National Mortgage Association (Ginnie Mae)	7 (3%)
Policy Development & Research	7 (3%)

Survey was sent to 685 people, a total of 255 completed it (37% response rate)

Program Office	# (%) Responses
Office of the Chief Administrative Officer	5 (2%)
Office of the Chief Human Capital Officer	5 (2%)
Office of the Chief Procurement Officer	5 (2%)
Office of the Chief Information Officer	3 (1%)
Office of Lead Hazard Control and Healthy Homes	1 (1%)
Office of the Secretary	1 (1%)
Blanks –not answered	4 (1%)
Congressional and Intergovernmental Relations	0 (0%)
Office of Departmental Equal Employment Opportunity	0 (0%)
Faith Based and Community Initiative	0 (0%)
Office of Public Affairs	0 (0%)

# HUD Overall Highest and Lowest Rated Items



## Summary of Results for % favorable

### The top-rated items include:

- “My work supports the mission of HUD.” (91% favorable)
- “My first-line supervisor expects me to identify solutions to problems I’ve encountered.” (89% favorable)
- “My first-line supervisor understands if I need to take time during work hours for personal matters.” (86% favorable)

### The lowest rated items include:

- “I have friends at work with whom I can share personal details of my life.” (59% favorable)
- “I feel that I'm growing professionally.” (63% favorable)
- “My first-line supervisor knows how I prefer to be recognized and provides feedback accordingly.” (68% favorable)
- “At HUD, I feel the unique personal contributions I bring to the workplace are valued. (69% favorable)

## Question about First Line Supervisor

Please rate the extent to which you agree with the following statements about your first-line supervisor.



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	% Favorable	Mean
My first-line supervisor expects me to identify solutions to problems I've encountered.	2 1%	8 3%	17 7%	98 39%	128 51%	253	226 <b>89%</b>	4.4
My first-line supervisor understands if I need to take time during work hours for personal matters.	3 1%	5 2%	28 11%	63 25%	156 61%	255	219 <b>86%</b>	4.4
I feel supported by my first-line supervisor in performing my role.	10 4%	17 7%	20 8%	72 28%	136 53%	255	208 <b>82%</b>	4.2
My first-line supervisor values my ideas and opinions.	8 3%	14 6%	24 9%	68 27%	140 55%	254	208 <b>82%</b>	4.3
My first-line supervisor assigns me work that is appropriately challenging for my skill level.	13 5%	13 5%	26 10%	79 31%	124 49%	255	<b>203</b> <b>80%</b>	4.1
My first-line supervisor expects me to make recommendations to improve processes and innovate.	6 2%	12 5%	35 14%	73 29%	129 51%	255	202 <b>79%</b>	4.2

## Question about First Line Supervisor

Please rate the extent to which you agree with the following statements about your first-line supervisor.



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	% Favorable	Mean
My first-line supervisor empowers me to make decisions and enact them in relation to my job duties.	10 4%	18 7%	26 10%	77 30%	124 29%	255	201 <b>79%</b>	4.1
I am satisfied with how I am being managed in my role.	16 6%	25 10%	23 9%	82 32%	109 43%	255	191 <b>75%</b>	4
The performance feedback I receive from my first-line supervisor is beneficial.	18 7%	20 8%	29 11%	77 30%	111 44%	255	188 <b>74%</b>	4
My first-line supervisor ensures I have all the resources I need to successfully do my job	13 5%	22 9%	34 13%	82 32%	104 41%	255	186 <b>73%</b>	3.9
If others ask for a recommendation of a good supervisor, I would suggest my first-line supervisor.	16 6%	19 7%	35 14%	64 25%	120 47%	254	184 <b>72%</b>	4
My first-line supervisor knows how I prefer to be recognized and provides feedback accordingly.	11 4%	23 9%	48 19%	69 27%	104 41%	255	173 <b>68%</b>	3.9



# Question about Work Environment/Organizational Culture

Please rate the extent to which you agree with the following statements about HUD's organizational culture.



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	% Favorable	Mean
If I don't know how to do a task, I know people at HUD who are willing to assist me.	4 2%	15 6%	29 11%	106 42%	100 39%	254	206 <b>81%</b>	4.1
The people I work with treat each other with respect.	1 1%	12 5%	37 15%	78 31%	126 50%	254	204 <b>80%</b>	4.2
On my immediate team, we collaborate effectively to accomplish our work.	10 4%	12 5%	30 12%	99 39%	104 41%	255	203 <b>80%</b>	4.1
My working relationships on my immediate team lead to successful implementation of initiatives and projects.	11 4%	12 5%	31 12%	111 44%	90 35%	255	201 <b>79%</b>	4
My colleagues at HUD and I collaborate effectively to accomplish our work.	5 2%	15 6%	35 14%	114 45%	86 34%	255	200 <b>78%</b>	4

# Question about Work Environment/Organizational Culture

Please rate the extent to which you agree with the following statements about HUD's organizational culture.



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	% Favorable	Mean
On my immediate team, we are able to bring up problems and tough issues.	7 3%	24 9%	32 13%	90 35%	101 40%	254	191 <b>75%</b>	4
I feel connected to my team/coworkers.	12 5%	24 9%	28 11%	108 43%	82 32%	254	190 <b>75%</b>	3.9
If I am working on a cross-functional project, there are people who I can rely on to help me get things done.	6 2%	15 6%	52 20%	101 40%	81 32%	255	182 <b>71%</b>	3.9
At HUD, I feel the unique personal contributions I bring to the workplace are valued.	23 9%	21 8%	35 14%	94 37%	81 32%	254	175 <b>69%</b>	3.7
I feel that I'm growing professionally.	22 9%	32 13%	39 15%	85 33%	76 30%	254	161 <b>63%</b>	3.6
I have friends at work with whom I can share personal details of my life.	23 9%	22 9%	60 24%	84 33%	66 26%	255	150 <b>59%</b>	3.6

## Question about Job Characteristics

Please rate the extent to which you agree with the following statements about your job characteristics.



	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Total Responses	% Favorable	Mean
My work supports the mission of HUD.	3 1%	4 2%	15 6%	102 40%	128 51%	252	230 <b>91%</b>	4.4
I know what is required to complete my job successfully.	4 2%	12 5%	33 13%	104 41%	101 40%	254	205 <b>81%</b>	4.1
My work has an impact on moving HUD forward.	7 3%	12 5%	37 15%	92 37%	104 41%	252	196 <b>78%</b>	4.1
My job enables me to learn and develop new skills.	13 5%	18 7%	31 12%	106 42%	86 34%	254	192 <b>76%</b>	3.9

