



Annual Employee Survey Report Udall Foundation Results

December 2022

February 15, 2023

To: All Udall Foundation Employees
From: David Brown, Executive Director
Subject: 2022 Annual Employee Survey (AES)

Thank you to everyone who took time to respond to the 2022 AES – 96% of our Udall Foundation workforce! 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 and trends.

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 29 questions for which there was a comparable governmentwide result for 2022, the Udall Foundation scored at (+/- 5%) or above the governmentwide average on 28, in most cases quite a bit above average.

One Foundation Leadership Team (FLT) member with experience at a larger Federal agency remarked on how unusual it was to see positive scores in the 60% range at that agency. By contrast, in the 2022 AES the Udall Foundation scored in the 70%, 80%, or 90% range on 27 questions. I remain grateful every day for the opportunity to be a part of this organization and to work with such excellent colleagues.

As in prior years the AES provides instructive guidance to the FLT to see where opportunities for organizational improvement may lie. This year the FLT focused its attention in part on the questions themselves; as the governmentwide survey continues to evolve and questions are adjusted, year-over-year comparison to the Federal benchmarks become more challenging as evidenced by the increased number of “n/a” results. In addition, some existing AES questions might benefit from being broken into multiple pieces for increased clarity, while others may be reflective of somewhat outdated modes of hierarchical thinking and organizational management. We will work to evolve the AES next year to address some of these concerns, with opportunities for employee input and the perspective of our Living Our Values agency workgroup.

The FLT also discussed innovative ways to further recognize performance excellence within the agency. These include acknowledgement of employee achievement associated with the Udall Foundation’s five core values, as well as opportunities for peer-recommended awards. I look forward to further conversation about these potential new avenues for employee recognition in the coming months.

Please take a few minutes to read through the response summaries below. 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
2022 Governmentwide	56%
2022 Udall Foundation	96%

Personal Work Experience

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

	Agree	Neutral	Disagree
2022 Governmentwide	84%		
2022 Udall Foundation	93%	4%	3%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	80%		
2022 Udall Foundation	85%	8%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	61%		
2022 Udall Foundation	78%	15%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	68%		
2022 Udall Foundation	59%	30%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	71%		
2022 Udall Foundation	81%	12%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	n/a		
2022 Udall Foundation	89%	11%	0%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	n/a		
2022 Udall Foundation	89%	7%	4%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	79%		
2022 Udall Foundation	85%	0%	15%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	63%		
2022 Udall Foundation	74%	11%	15%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	n/a		
2022 Udall Foundation	67%	19%	15%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	n/a		
2022 Udall Foundation	67%	22%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	75%		
2022 Udall Foundation	81%	12%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	65%		
2022 Udall Foundation	81%	15%	4%
2021 Udall Foundation	85%	4%	11%

Performance Culture

14. Creativity and innovation are rewarded in my agency.

	Agree	Neutral	Disagree
2022 Governmentwide	56%		
2022 Udall Foundation	59%	26%	15%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	42%		
2022 Udall Foundation	59%	30%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	74%		
2022 Udall Foundation	74%	15%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	n/a		
2022 Udall Foundation	85%	8%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	75%		
2022 Udall Foundation	81%	12%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	76%		
2022 Udall Foundation	88%	4%	8%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	78%		
2022 Udall Foundation	85%	4%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	83%		
2022 Udall Foundation	81%	15%	4%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	61%		
2022 Udall Foundation	81%	12%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	48%		
2022 Udall Foundation	52%	37%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	n/a		
2022 Udall Foundation	81%	12%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	64%		
2022 Udall Foundation	78%	11%	11%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	70%		
2022 Udall Foundation	85%	8%	7%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	58%		
2022 Udall Foundation	81%	12%	7%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	63%		
2022 Udall Foundation	78%	7%	15%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	n/a		
2022 Udall Foundation	37%	41%	22%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	54%		
2022 Udall Foundation	81%	8%	11%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	60%		
2022 Udall Foundation	70%	19%	11%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	65%		
2022 Udall Foundation	62%	31%	7%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	66%		
2022 Udall Foundation	81%	12%	7%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	56%		
2022 Udall Foundation	74%	19%	7%
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?

	Satisfied	Neutral	Dissatisfied
2022 Governmentwide	60%		
2022 Udall Foundation	74%	19%	7%
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.

	Agree	Neutral	Disagree
2022 Governmentwide	43%		
2022 Udall Foundation	67%	26%	7%
2021 Udall Foundation	77%	12%	11%

Additional Questions

37. In 2022 only, how did your work demands change because of the COVID-19 pandemic?

	Increased	Neutral	Decreased
2022 Udall Foundation	42%	54%	4%

38. In 2022 only, my agency supported efforts to strengthen DEIA principles and practices within the workplace.

	Agree	Neutral	Disagree
2022 Udall Foundation	70%	23%	7%

39. In 2022 only, my agency did not tolerate discrimination, harassment, or other offensive, unwelcoming, or embarrassing behavior in the workplace.

	Agree	Neutral	Disagree
2022 Udall Foundation	74%	19%	7%