



South Carolina State Housing Finance and Development Authority

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June 17, 2021

SENT VIA EMAIL TO: JenniferDobson@schouse.gov

Jennifer Dobson
Director of Research
SC House Legislative Oversight Committee
PO Box 11867
Columbia, South Carolina 29211

Re: Supplemental Response – SC Housing Climate Survey

Dear Ms. Dobson:

Please accept this letter as a response to the Full Committee Report dated October 21, 2020. Specifically, the Report includes a recommendation to obtain an independent, anonymous climate survey and provide the results to the Committee. Attached is a copy of the results of the climate survey performed by The Randall Wade Group.

If you have any questions about this matter, please reach out to me directly.

Very truly yours,

A handwritten signature in black ink, appearing to read "John E. Tyler", is written over a faint, larger version of the same signature.

John E. Tyler
Director of Housing Initiatives & Innovation

The
Randall Wade *Group*

**2021 Employee Climate Survey
for South Carolina State Housing Finance
and Development Authority**

Executive Summary

CONFIDENTIAL

The Randall Wade Group, LLC

1.800.308.4002

April 2021

2021 Employee Climate Survey for South Carolina State Housing Finance and Development Authority - Executive Summary

Executive Summary

This executive summary briefly describes the background of the survey while sharing a high-level look at the overall numerical results. More detailed numerical results can be found in the **Category Results Summary**. Also included in this summary is a listing of all **Observations** with **Suggestions to Consider**.

Background

South Carolina State Housing Finance and Development Authority contracted with The Randall Wade Group, LLC on March 5th, 2021 to conduct an online Employee Climate Survey between March 22nd and April 2, 2021.

The purpose of the survey was to gauge how employees were feeling about agency leadership (16-questions), their supervisors (16-questions), work environment (5-questions), job satisfaction (14-questions), the integrity and professionalism within their division (5-questions) and how the agency has been handling the COVID-19 pandemic (7-questions).

107 out of 134 employees (80%) completed the 65-question survey. There were 10 – partially completed surveys not calculated in the results.

There were 65 questions in total; 2 were open-ended questions.

The questions were formulated by a team of South Carolina State Housing Finance and Development Authority managers and employees overseeing the project.

Collective Results

The following chart represent a summary of the collective ratings received.

- The survey results from **Strongly Agree and Agree** were considered **Favorable Responses**.
- **Favorable Responses (%)** were calculated excluding the **Unable to Rate** responses.

Survey Category	Favorable Responses (%)
Agency Leadership Team (Executive Director and Senior Directors)	72.8 (Lowest)
Employees Direct Supervisor	91.3
Work Environment	76.0
Integrity and Professionalism (Within Employees Division)	92.6 (Highest)
Job Satisfaction	82.2
Agency Response to COVID-19	86.3
	83.0 (Average)

2021 Employee Climate Survey for South Carolina State Housing Finance and Development Authority - Executive Summary

The Most Favorable Observations

- Overall, employees enjoy their job, their coworkers, and their supervisors.
- Employees feel good about the Agency mission, their contribution to it, and are proud to be part of it.
- The vast majority of employees respect Agency leaders, trust and have confidence in them.
- Employees feel safe and have the tools to do their job.
- Employees work together with a high level of respect and a high level of integrity and professionalism.
- Handling of the pandemic by Agency Leadership was given a favorable 91.3% favorable response.

The Least Favorable Observations

- The measurement, **morale at work is high** received a 47.2% favorable response rating. The key drivers appear to be linked to the pandemic, total compensation, and communication. The measurement **I am satisfied with my total compensation** received a favorable response rating of 50.5%. These were the two lowest favorable response rating of all 63 points of measure. When asked the open-ended question, **what we could do to make SC Housing a better place to work** there were several comments, suggestions and opinions related to compensation, communication, and teleworking.
- Another driver that may be having an impact on morale is fairness. The Agency Leadership Team received a 63.2% favorable response rating on **the leadership team treats people fairly** measurement.
- Employees rated Agency Leaders 62.2% favorable as compared to 86% favorable for Supervisors in the measurement of being proactive in addressing issues or problems.

Suggestions to Consider

- Thank the employees for their input on the survey. Provide them with a high-level overview of the results and what they can expect next.
- Find ways to close the gap in the relationship between employees and the Agency Leadership Team.
- Develop a communication strategy to neutralize the employee's total compensation concerns.
- Consider elevating communication by holding regular information sharing town-hall virtual meetings. This allows an opportunity to respond transparently to issues brought up in the open-ended questions.
- Develop a future teleworking strategy with a well-developed implementation plan to allow employees time to transition to whatever the strategy is. Communicate often and frequently.
- Find inspiring ways to increase engagement by leveraging employee's commitment to the mission.

#	2021 Survey Questions	2021% Favorable
	Agency Leadership (Executive Director and Senior Directors)	
1	I have a high level of respect for our leadership team (i.e., Executive Director and Senior Directors).	80.2%
2	Our leadership team maintains high standards of honesty and integrity.	76.6%
3	Our leadership team sets a positive example for the organization by adhering to applicable rules, regulations, and policies.	81.0%
4	Our leadership team demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.	83.0%
5	I am satisfied with the way our leadership communicates information to us regarding our agency.	66.0%
6	Employee morale is important to our leadership team.	71.9%
7	Diversity and inclusion are important to the leadership of this agency.	78.4%
8	Our leadership team encourages and considers alternative points of view and recommendations.	68.1%
9	I have trust and confidence in our leadership team.	73.6%
10	Our leadership team has communicated a clear vision that motivates me.	68.0%
11	I believe in the approach our leaders take to achieve our mission.	72.7%
12	Our leadership team proactively addresses issues or problems.	62.2%
13	Our leadership team is effectively utilizing the resources and programs it manages.	73.0%
14	Our leadership is approachable.	76.3%
15	Our leadership treats people fairly.	63.2%
16	I am satisfied with our leadership and the status of the agency.	70.2%
	Total for Agency Leadership (Executive Director and Senior Directors)	72.8%
	My Supervisor	
17	My supervisor provides guidance and instruction regarding expectations.	87.4%
18	My supervisor provides the resources and support necessary for me to do my job.	87.1%
19	My supervisor recognizes my full potential and capitalizes on my strengths.	88.0%
20	My supervisor is approachable.	94.2%
21	My supervisor treats people fairly.	90.0%
22	My supervisor supports organizational change in a positive and productive manner.	90.6%
23	My supervisor clearly communicates ideas verbally and in writing.	89.9%
24	My supervisor listens to what others have to say.	94.1%
25	My supervisor proactively addresses issues or problems.	86.0%
26	I have a good working relationship with my supervisor.	96.1%
27	My supervisor acts with integrity, honesty, fairness, and empathy.	94.1%
28	My supervisor recognizes and appreciates employees who are doing a good job.	95.9%
29	My supervisor cares about me as a person.	94.9%
30	I have opportunities to voice my ideas about making work more efficient and/or meeting the public's needs more effectively.	91.8%
31	I clearly understand my organizational lines of authority.	90.2%
32	I have trust and confidence in my supervisor as a leader.	91.1%
	Total for my Supervisor	91.3%
	Work Environment	

33	Morale at work is high.	47.2%
34	I have the technology needed (e.g. software, hardware, etc.) to get my job done.	81.9%
35	Employees report misconduct to the appropriate outlet(s).	83.8%
36	I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	80.9%
37	Employees are protected from health and safety hazards on the job.	84.6%
	Total for Work Environment	76.0%
	My Division	
38	My division team members are competent and know how to get the job done.	97.0%
39	My division team members conduct themselves in a professional manner.	93.1%
40	My division team members treat each other with respect and consideration.	95.0%
41	My division team members are treated in a fair and consistent manner.	84.4%
42	My division team members demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	93.1%
	Total for My Division	92.6%
	Job Satisfaction	
43	I am satisfied with my total compensation (e.g., salary, bonus, etc.).	50.5%
44	I am satisfied with my total benefits package (e.g., Retirement, Health Insurance, Paid Time Off, etc.).	91.1%
45	Employee events throughout the year make me feel appreciated.	74.2%
46	I know what I need to do to be successful in my role(s).	92.3%
47	I understand how my role(s) and responsibilities fit in the agency's mission.	96.2%
48	I am offered avenues of professional development to help with career progression.	70.5%
49	Our mission motivates me to go above and beyond what I would do in a similar role elsewhere.	84.8%
50	I have a strong sense of community at our agency.	77.7%
51	In my role, I feel connected to other departments.	68.0%
52	I have a good work-life balance.	88.2%
53	I can see myself working here in five years.	88.3%
54	I am satisfied with my job.	87.0%
55	I am proud to work for SC Housing.	94.2%
56	I would recommend our agency as a great place to work.	84.7%
	Total for Job Satisfaction	82.2%
	Pandemic Response	
57	The agency leadership team has been transparent regarding COVID-19 related situations and guidance.	88.3%
58	The information provided by the agency leadership team regarding the pandemic has been clear and concise.	88.6%
59	Throughout the pandemic, my supervisor has checked in on me regularly.	89.2%
60	My supervisor conducts team meetings regularly.	71.9%
61	I was provided with the technology and resources necessary to work effectively.	90.5%
62	While teleworking , my work-life balance improved.	83.0%
63	Overall, I am satisfied with the agency's response to the pandemic.	91.3%
	Total for Pandemic Response	86.3%
	Survey Total	83%