



State of South Carolina
Office of the Inspector General

SENT VIA ELECTRONIC MAIL

March 4, 2020

OIG File #2020-3406-I
OIG File #2019-3316-PI

The Honorable Wm. Weston J. Newton
House Legislative Oversight Committee, Chairman
228 Blatt Building
Columbia, South Carolina 29201

The Honorable William M. Hixon
House Legislative Oversight Subcommittee, Chairman
228 Blatt Building
Columbia, South Carolina 29201

RE: Climate Survey Results - South Carolina Housing Finance and Development Authority

Dear Chairman Newton and Chairman Hixon:

The purpose of this letter is to transmit the results of the climate/leadership survey administered by the South Carolina Office of the Inspector General (SIG) to the South Carolina Housing Finance and Development Authority (SC Housing) as recommended by the South Carolina House of Representatives Legislative Oversight Committee (LOC).

Enclosed for your review are the following documents:

- [Appendix A – SC Housing Climate/Leadership Survey Results](#)
- [Appendix B – SIG Summary Compilation of Survey Results](#)

Predication, Scope and Objectives

The SIG administered a 60-question climate/leadership survey to SC Housing staff during the period of 2/14/2020 – 3/2/2020 at the recommendation of the LOC subcommittee following the subcommittee's hearing on 12/5/2019. The purpose of this survey was to provide an anonymous platform to SC Housing staff to gather employee feedback regarding agency leadership, supervisory leadership, morale and work environment, integrity and professionalism, and job satisfaction.

As noted in its [2019 SC Housing Review](#), the SIG reviewed an anonymous concern (Concern #3) alleging low employee morale at SC Housing. The SIG determined that SC Housing administered a 31-question survey to its employees in October 2019 and that the employees found the survey questions confusing, which the executive director acknowledged to the SIG. In addition, five of the 31 questions requested demographic and departmental information of each participant, which raised concerns about the survey participants’ anonymity. The SIG recommended that an independent entity conduct an employee climate/leadership survey to which the executive director concurred and accepted the SIG’s offer to administer the climate/leadership survey to all SC Housing staff.

Methodology and Survey Development

In January 2020, the SIG collaborated with SC Housing executive staff and developed the survey questions framed in the form of individual statements. Through this collaboration, 58 questions were constructed and aligned into five specific categories: (1) Agency Leadership; (2) Supervisory Leadership; (3) Work Environment; (4) Integrity and Professionalism; and (5) Job Satisfaction. Two optional questions were included to provide survey participants the opportunity to offer comments about the agency’s successes and areas for improvement.

The survey utilized a five-point scale, with “1” as the lowest rating and “5” as the highest rating for each question. For Question 35, “*Morale at work*” the number “1” represented “poor” and “5” represented “high.”

1	2	3	4	5
Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
(Poor)	(Low)	(Average)	(Good)	(High)

On 2/14/2020, IG Brian Lamkin emailed the online survey hyperlink to all 125 SC Housing employees and invited their participation in the SIG-administered survey. On 2/27/2020, IG Lamkin sent a second email as a reminder the survey would close on 3/2/2020. The survey period was active for the period of 2/14/2020 – 3/2/2020.

Summary Results and SIG Analysis

Eighty-six (86) respondents participated in the SIG-administered climate/leadership survey. These 86 respondents represented 69% of the 125 SC Housing staff given access to the survey.

Questions 59 and 60 were optional and afforded each survey participant the opportunity to provide written comments on areas for improvement and areas of success at SC Housing. Sixty-eight (68) participants provided comments to Question 59, “*What do you like best about working for SC Housing?*” Fifty-nine (59) participants provided comments to Question 60, “*What are a few things we could do to make SC Housing a better place to work?*” Redactions were made to the comments, as needed, in order to protect the identity of the respondents. (*Appendix A*)

The SIG offers the following observations for each of the five survey categories and individual questions of particular note.

Agency Leadership (Questions 1 – 16)

The Agency Leadership category received 68% favorable responses (agree/strongly agree) and an overall rating of 3.756, while 20% “disagreed or strongly disagreed.” The highest rated question (Q1), “*I have a high level of respect for the SC Housing’s leadership*” was rated 3.965, while question (Q13) “*SC Housing is effectively utilizing the resources and programs it manages*” received the most favorable responses at 77%. The lowest rated (3.523) question (Q12) “*SC Housing’s leadership proactively addresses issues or problems*” received the fewest favorable responses (59%). (Appendix B)

The following questions equaled or exceeded 20% for the combined “strongly disagree and disagree” response, and/or equaled or exceeded 15% for the “undecided” response, and are presented for closer review and discussion.

<u>Agency Leadership Category</u>	<u>Strongly Disagree / Disagree (>20%)</u>	<u>Undecided (>15%)</u>
Q2) The SC Housing’s leadership maintains high standards of honesty and integrity.	22.09%	
Q3) I believe SC Housing’s executives set a positive example for the organization by adhering to applicable rules, regulations, and policies.	19.77% (borderline)	
Q5) I am satisfied with how information is communicated by SC Housing’s leadership on what is going on with our agency.	29.07%	
Q7) Diversity and Inclusion are important to the leadership of this agency.		16.28%
Q8) SC Housing’s leadership encourage and consider alternative points of view and recommendations.		16.28%
Q9) I have trust and confidence in SC Housing’s leadership.		17.44%
Q10) SC Housing’s leadership has communicated a clear vision that motivates me.	19.77% (borderline)	16.28%
Q11) I believe in the approach SC Housing’s leaders take to reach our objectives.		16.28%
Q12) SC Housing’s leadership proactively addresses issues or problems.	22.10%	18.60%
Q14) SC Housing’s leadership is approachable.	22.09%	
Q15) SC Housing’s leadership treats people fairly.	24.41%	
Q16) I am satisfied with the leadership of SC Housing and the status of the agency.	22.09%	16.28%

Supervisory Leadership (Questions 17 – 34)

The Supervisory Leadership category received 82% favorable responses and an overall rating of 4.143, while 9% “disagreed or strongly disagreed.” The highest rated question (Q20), “*My supervisor is approachable*” was rated 4.430, while question (Q24) “*My supervisor listens to what others have to say*” and question (Q31) “*I have opportunities to voice my ideas about making work more efficient*

and/or to meet the public's needs more effectively" each received 91% favorable responses. The lowest rated (3.930) question (Q19), "My supervisor recognizes my full potential and capitalizes on my strengths" received the fewest favorable responses (73%). (Appendix B)

The following question equaled or exceeded 20% for the combined "strongly disagree and disagree" response, and/or equaled or exceeded 15% for the "undecided" response, and is presented for closer review and discussion.

<u>Supervisory Leadership Category</u>	<u>Strongly Disagree / Disagree (>20%)</u>	<u>Undecided (>15%)</u>
Q26) Relative to my previous work experience, I have a better relationship with my supervisor.		16.28%

Work Environment (Questions 35 – 39)

The Work Environment category received 68% favorable responses and an overall rating of 3.758, while 13% "disagreed or strongly disagreed." The highest rated question (Q39), "Employees are protected from health and safety hazards on the job" was rated 4.151 and received 87% favorable responses, while question (Q35), "Morale at work" was rated the lowest at 3.314 and received the fewest favorable responses (52%). (Appendix B)

The following questions equaled or exceeded 20% for the combined "strongly disagree and disagree" response, and/or equaled or exceeded 15% for the "undecided" response, and are presented for closer review and discussion.

<u>Work Environment</u>	<u>Strongly Disagree / Disagree (>20%)</u>	<u>Undecided (Average) (>15%)</u>
Q35) Morale at work is: (Poor, Low, Average, Good, or High)	25.58%	22.09%
Q37) Employees report misconduct to the appropriate outlet(s).		34.88%
Q38) I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.		22.09%

Integrity and Professionalism (Questions 40 – 44)

The Integrity and Professionalism category received 92% favorable responses and an overall rating of 4.279 with only 3% of the respondents who "disagreed or strongly disagreed." The highest rated question (Q40), "The people in my division are competent and know how to get the job done" was rated 4.419 and received 98% favorable responses, while question (Q43), "The people in my division are treated in a fair and consistent manner" rated the lowest at 4.035 and received the fewest favorable responses (83%). No individual question required a closer review or discussion. (Appendix B)

Job Satisfaction (Questions 45 – 58)

The Job Satisfaction category received 73% favorable responses and an overall rating of 3.867 while 15% "disagreed or strongly disagreed." The highest rated questions (Q49), "I understand how my

role(s) and responsibilities fit in the agency's mission" and (Q57), "I am proud to work for SC Housing" tied at 4.337, while (Q57) received the highest percentage (92%) of favorable responses. Question (Q45), "I am satisfied with my total compensation" rated the lowest at 2.977 and received the fewest favorable responses (41%). (Appendix B)

The following questions equaled or exceeded 20% for the combined "strongly disagree and disagree" response, and/or equaled or exceeded 15% for the "undecided" response, and are presented for closer review and discussion.

<u>Job Satisfaction Category</u>	<u>Strongly Disagree / Disagree (>20%)</u>	<u>Undecided (>15%)</u>
Q45) I am satisfied with my total compensation (e.g., salary, bonus, etc.).	40.70%	18.60%
Q50) I am offered avenues of professional development to help with career progression in the agency.	31.40%	
Q51) Our mission motivates me to go above and beyond what I would do in a similar role elsewhere.		15.12%
Q53) In my role, I feel connected to other departments.	27.91%	
Q55) I can see myself working here in five years.		15.12%
Q56) I am satisfied with my job.		16.28%
Q58) I would recommend our agency as a great place to work.		20.93%

Overall, 76% of the survey respondents "agreed/strongly agreed" with the survey questions for an average rating of 3.948, while 13% "disagreed/strongly disagreed." The highest percentage (18.60%) of "undecided" respondents was in the Work Environment category, while the lowest percentage (4.19%) was in the Integrity and Professionalism category.

In closing, the SIG extends its gratitude to each SC Housing participant in this very important climate/leadership survey in order to improve SC Housing. The SIG is available to answer any questions you may have or provide a more detailed briefing to LOC members in this matter.

Sincerely,



Brian D. Lamkin
Inspector General

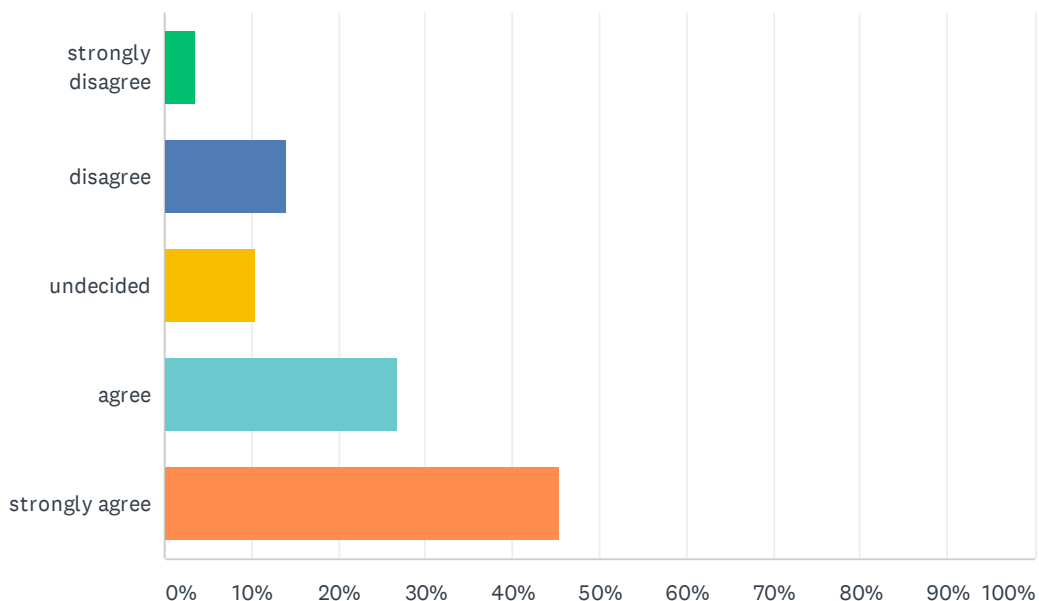
Enc. (2)

Cc: Bonita Shropshire, Executive Director, SC Housing
Robert D. Mickle, Jr., Chairman, Board of Commissioners, SC Housing

Appendix - A

Q1 I have a high level of respect for the SC Housing's leadership (i.e., Executive Director, and Senior Directors).

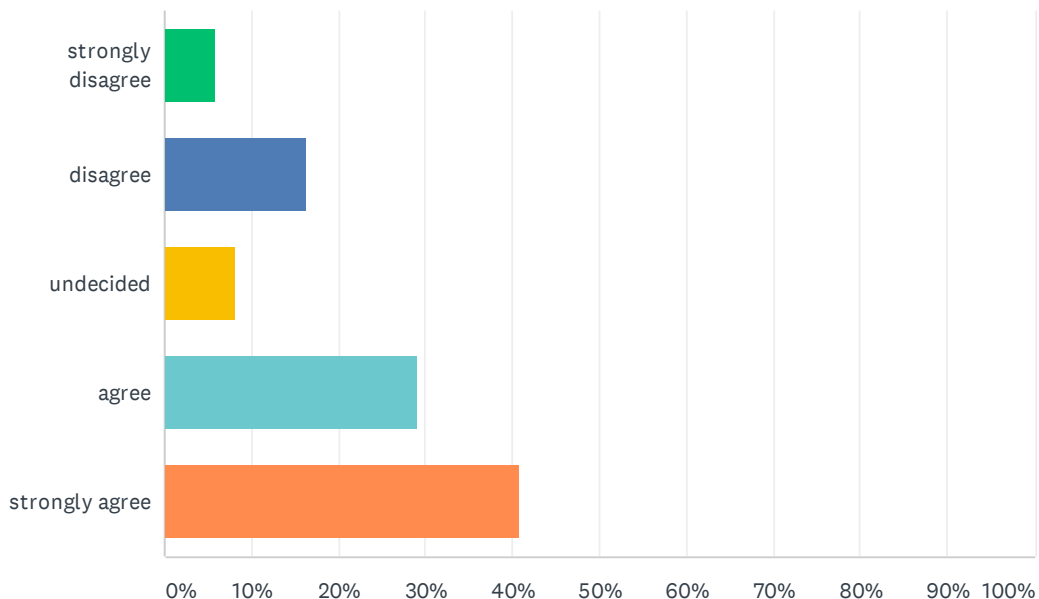
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ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	13.95%	12
undecided	10.47%	9
agree	26.74%	23
strongly agree	45.35%	39
TOTAL		86

Q2 The SC Housing's leadership maintains high standards of honesty and integrity.

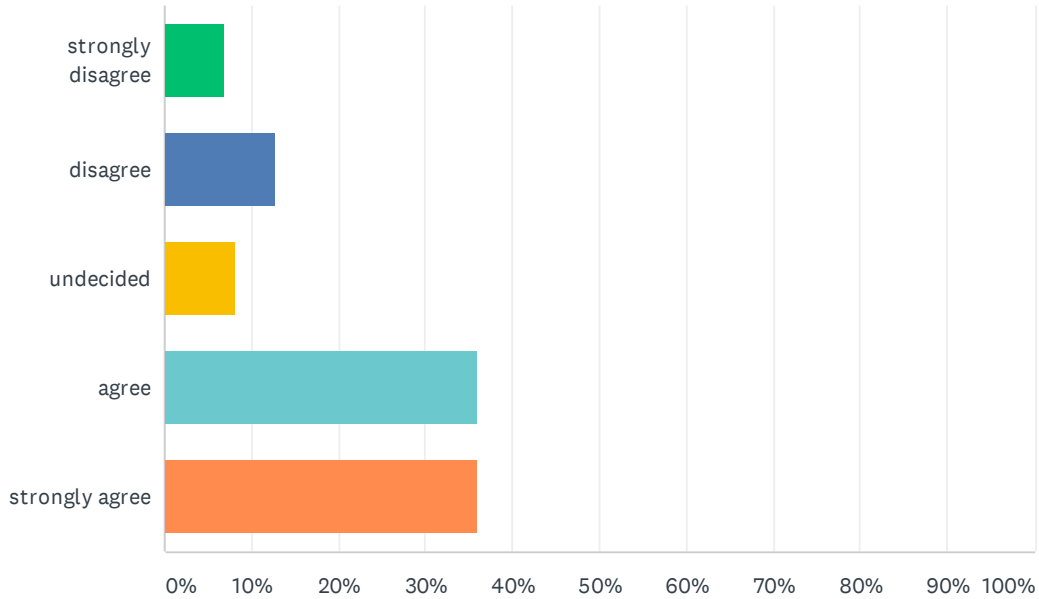
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ANSWER CHOICES	RESPONSES	
strongly disagree	5.81%	5
disagree	16.28%	14
undecided	8.14%	7
agree	29.07%	25
strongly agree	40.70%	35
TOTAL		86

Q3 I believe SC Housing's leadership sets a positive example for the organization by adhering to applicable rules, regulations, and policies.

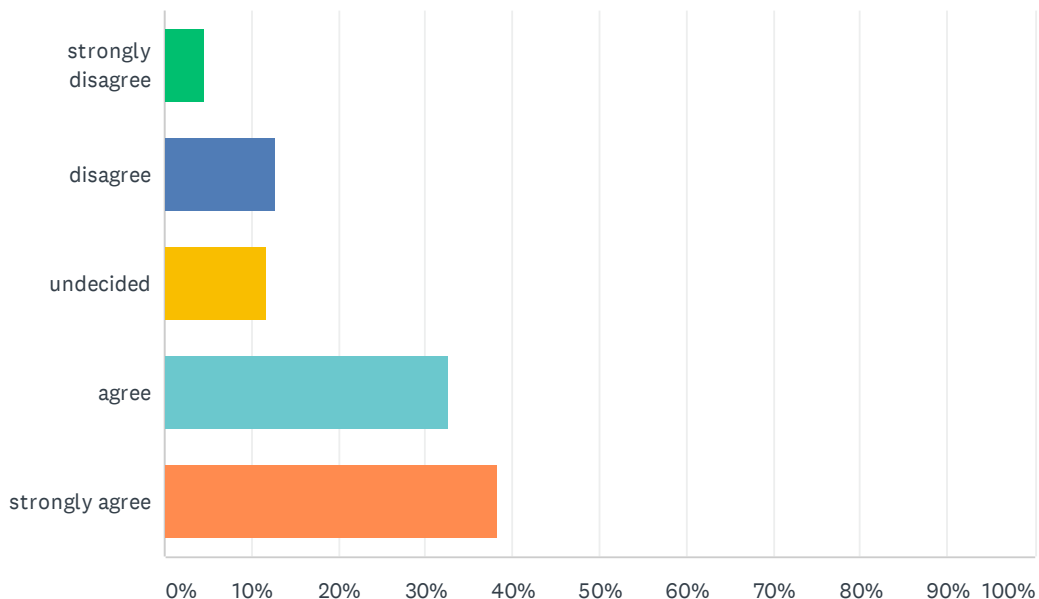
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ANSWER CHOICES	RESPONSES	
strongly disagree	6.98%	6
disagree	12.79%	11
undecided	8.14%	7
agree	36.05%	31
strongly agree	36.05%	31
TOTAL		86

Q4 SC Housing's leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.

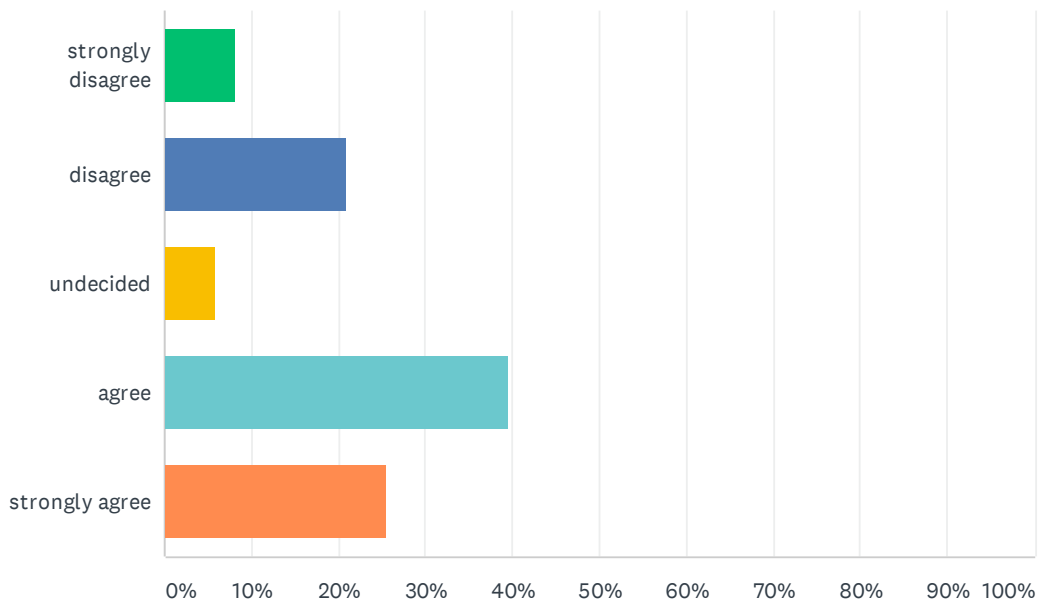
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	12.79%	11
undecided	11.63%	10
agree	32.56%	28
strongly agree	38.37%	33
TOTAL		86

Q5 I am satisfied with how information is communicated by SC Housing's leadership on what is going on with our agency.

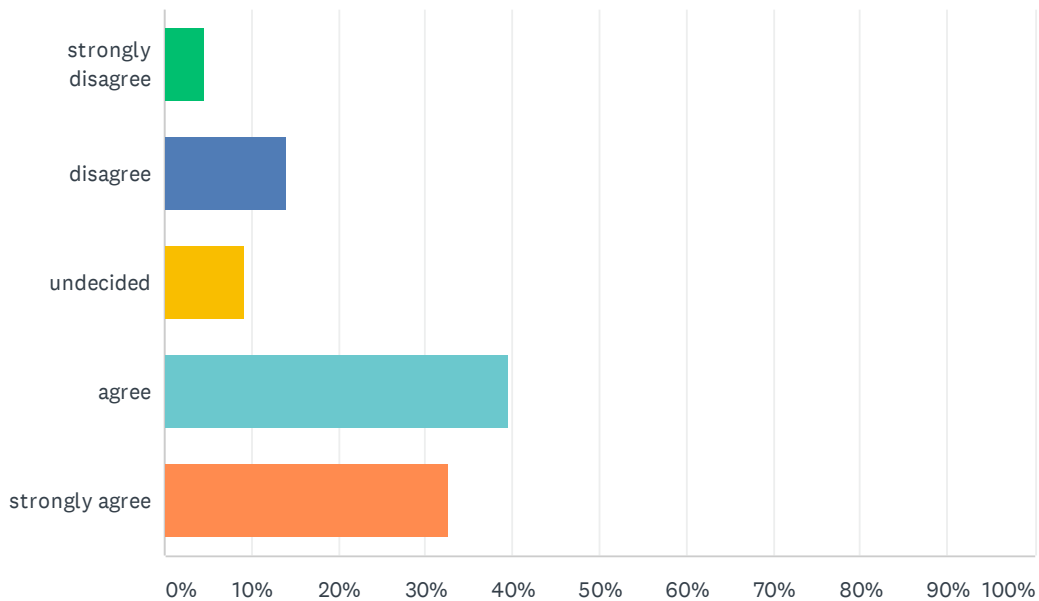
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ANSWER CHOICES	RESPONSES	
strongly disagree	8.14%	7
disagree	20.93%	18
undecided	5.81%	5
agree	39.53%	34
strongly agree	25.58%	22
TOTAL		86

Q6 Employee morale is important to SC Housing's leadership.

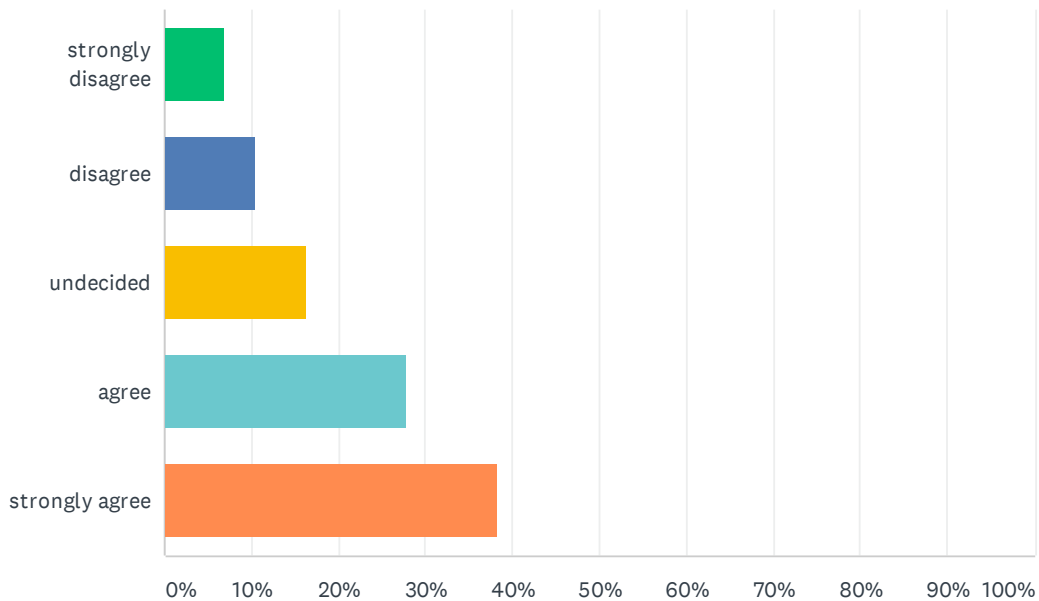
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	13.95%	12
undecided	9.30%	8
agree	39.53%	34
strongly agree	32.56%	28
TOTAL		86

Q7 Diversity and Inclusion are important to the leadership of this agency.

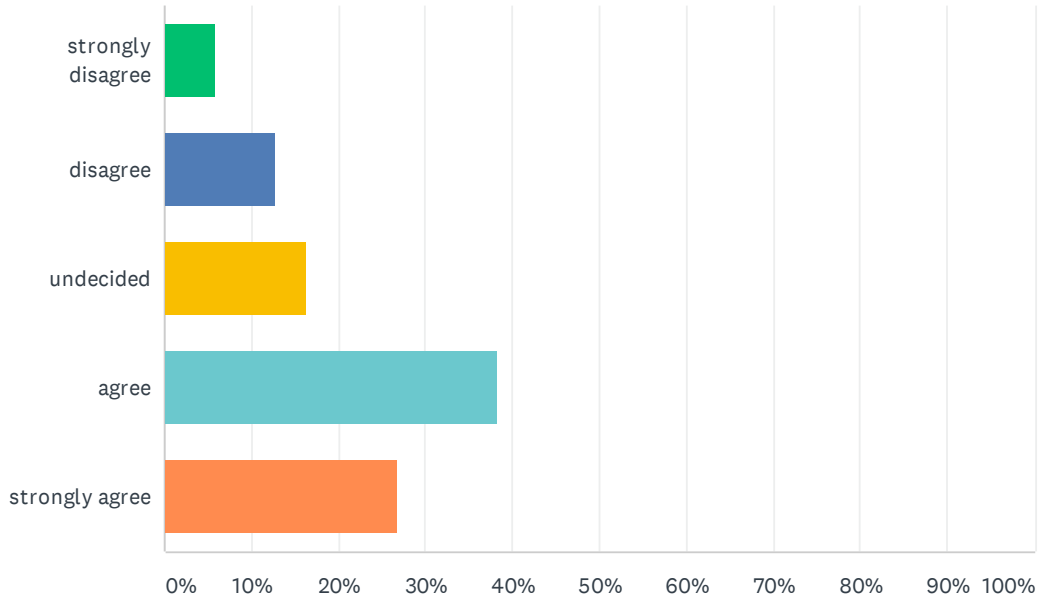
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ANSWER CHOICES	RESPONSES
strongly disagree	6.98% 6
disagree	10.47% 9
undecided	16.28% 14
agree	27.91% 24
strongly agree	38.37% 33
TOTAL	86

Q8 SC Housing's leadership encourages and considers alternative points of view and recommendations.

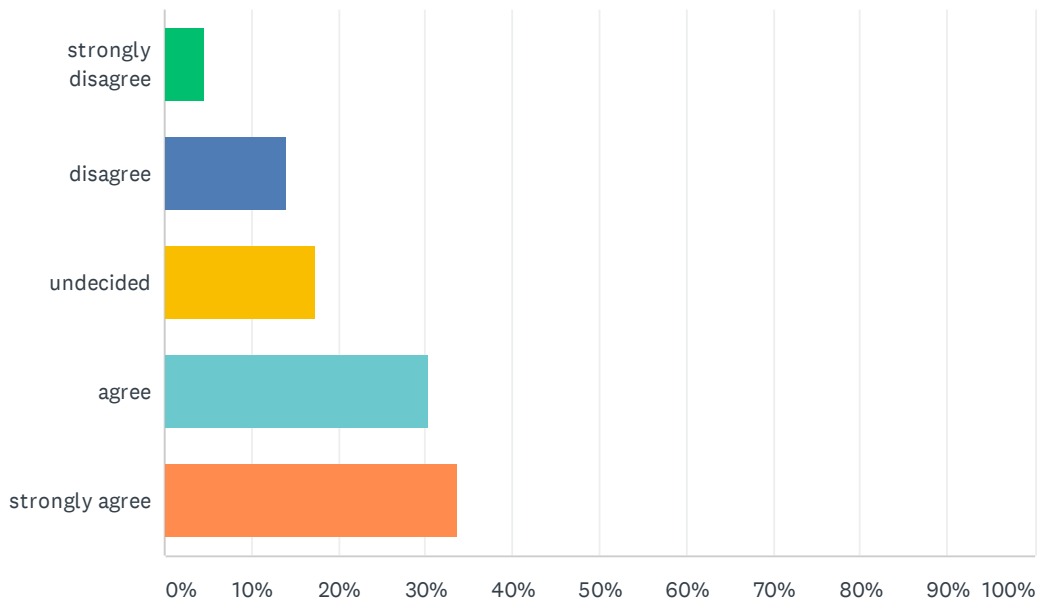
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ANSWER CHOICES	RESPONSES	
strongly disagree	5.81%	5
disagree	12.79%	11
undecided	16.28%	14
agree	38.37%	33
strongly agree	26.74%	23
TOTAL		86

Q9 I have trust and confidence in SC Housing's leadership.

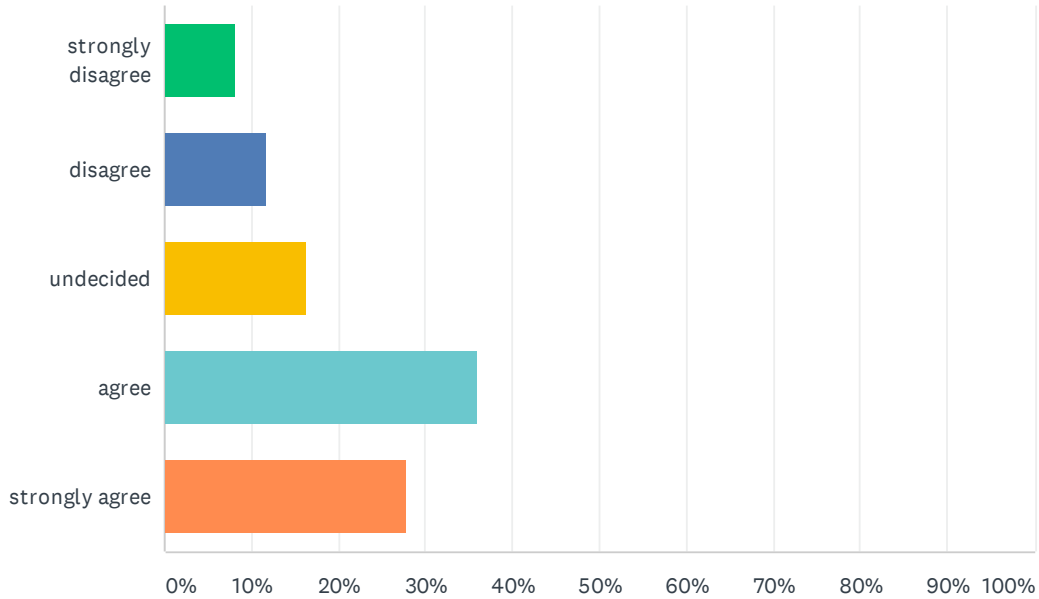
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	13.95%	12
undecided	17.44%	15
agree	30.23%	26
strongly agree	33.72%	29
TOTAL		86

Q10 SC Housing’s leadership has communicated a clear vision that motivates me.

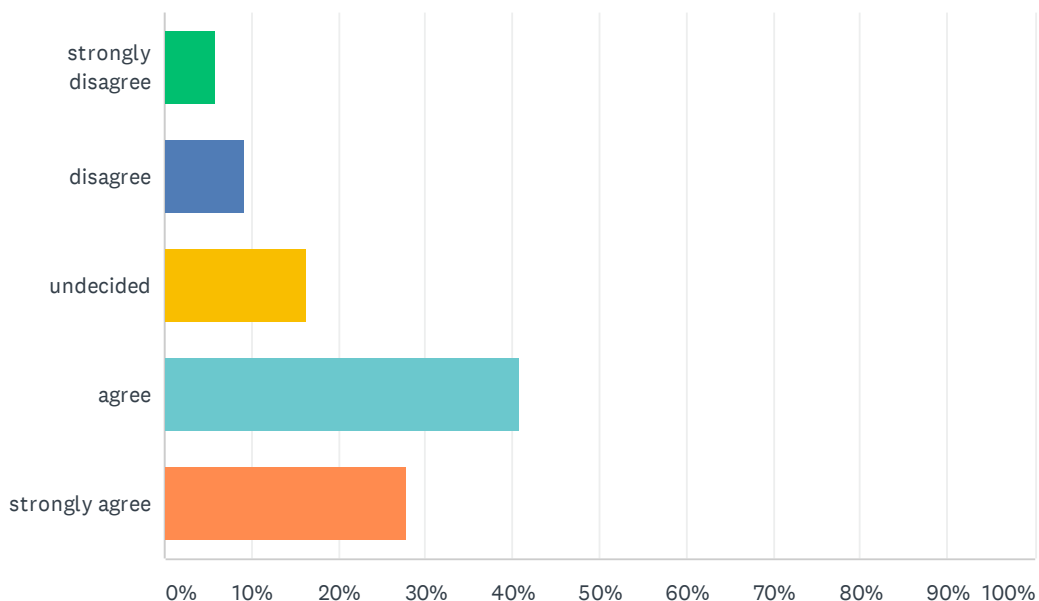
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ANSWER CHOICES	RESPONSES	
strongly disagree	8.14%	7
disagree	11.63%	10
undecided	16.28%	14
agree	36.05%	31
strongly agree	27.91%	24
TOTAL		86

Q11 I believe in the approach SC Housing’s leaders take to reach our objectives.

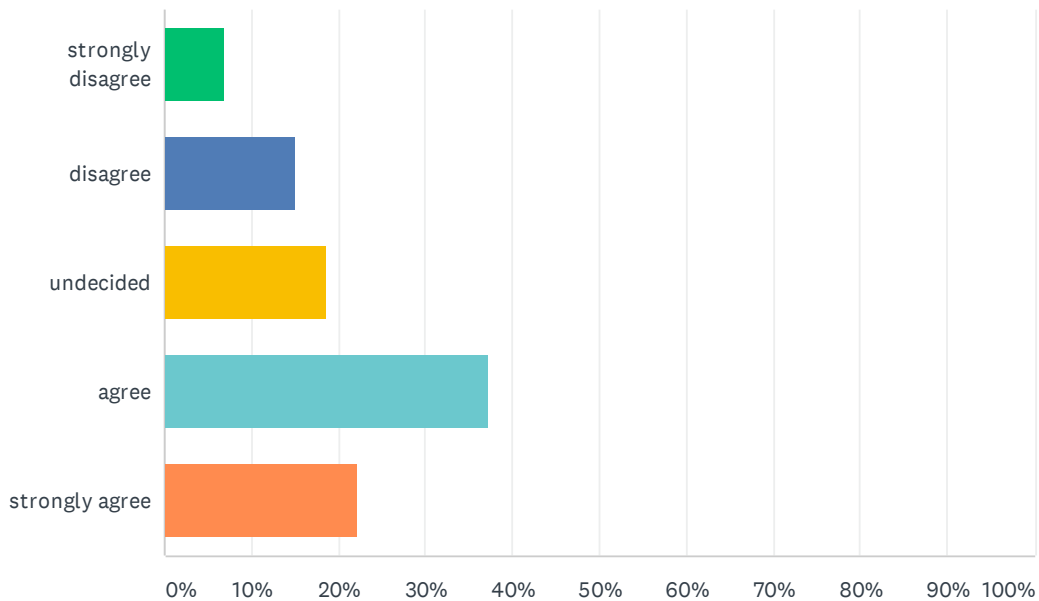
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ANSWER CHOICES	RESPONSES	
strongly disagree	5.81%	5
disagree	9.30%	8
undecided	16.28%	14
agree	40.70%	35
strongly agree	27.91%	24
TOTAL		86

Q12 SC Housing's leadership proactively addresses issues or problems.

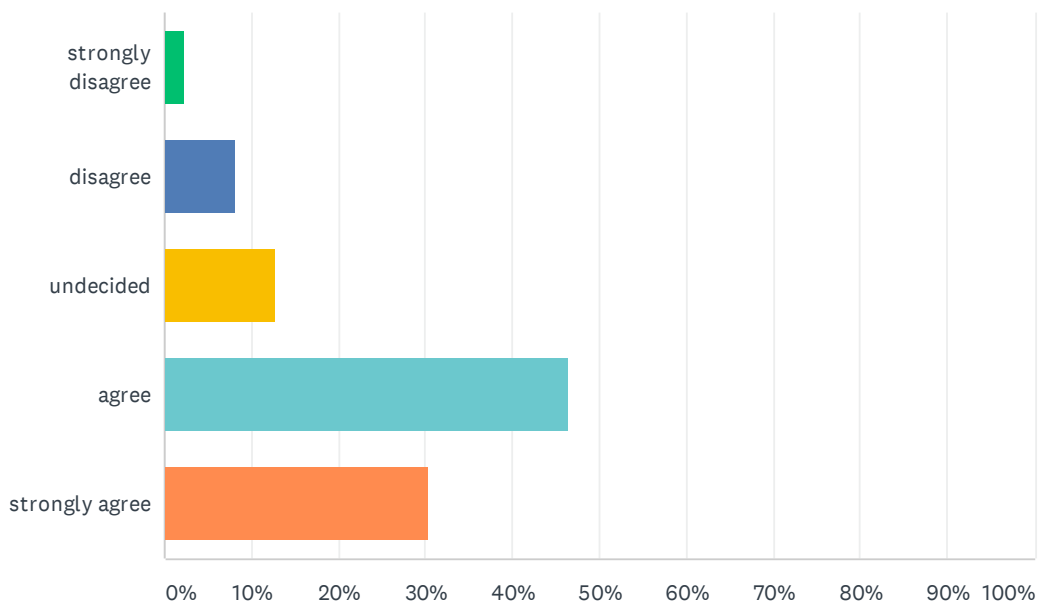
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ANSWER CHOICES	RESPONSES	
strongly disagree	6.98%	6
disagree	15.12%	13
undecided	18.60%	16
agree	37.21%	32
strongly agree	22.09%	19
TOTAL		86

Q13 SC Housing is effectively utilizing the resources and programs it manages.

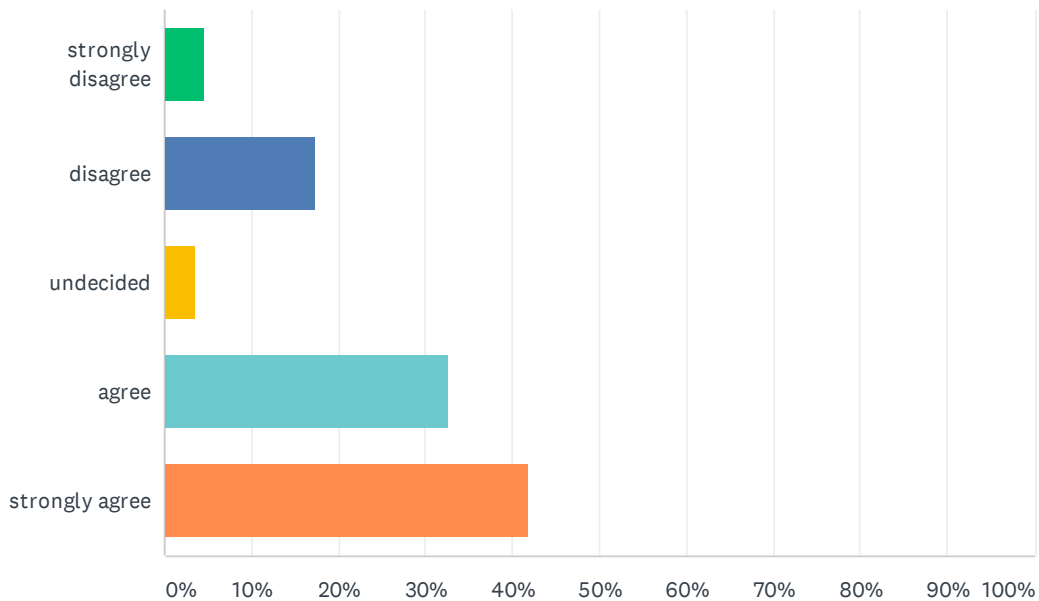
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ANSWER CHOICES	RESPONSES	
strongly disagree	2.33%	2
disagree	8.14%	7
undecided	12.79%	11
agree	46.51%	40
strongly agree	30.23%	26
TOTAL		86

Q14 SC Housing's leadership is approachable.

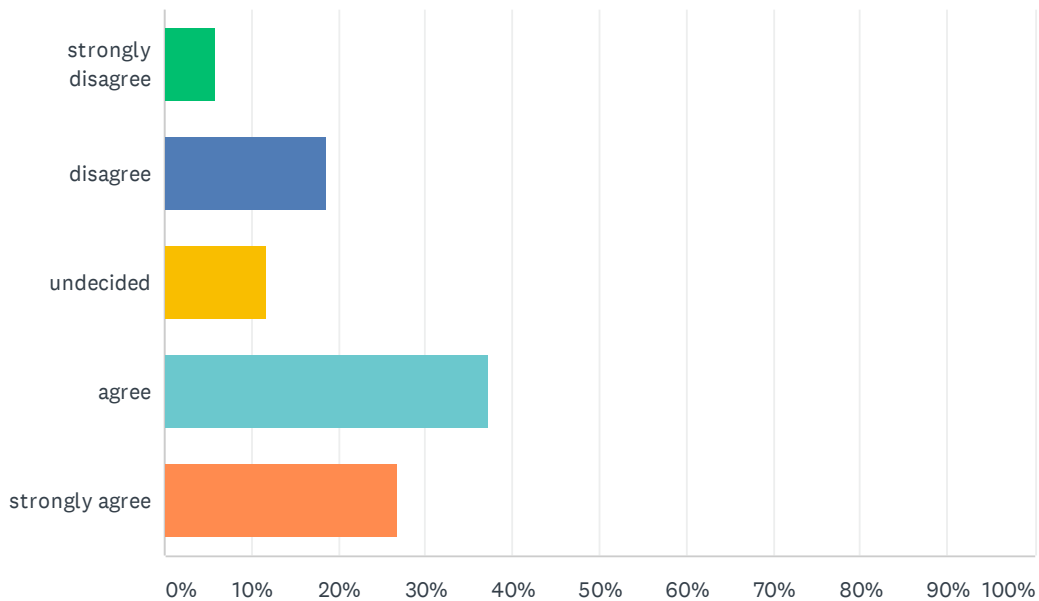
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	17.44%	15
undecided	3.49%	3
agree	32.56%	28
strongly agree	41.86%	36
TOTAL		86

Q15 SC Housing's leadership treats people fairly.

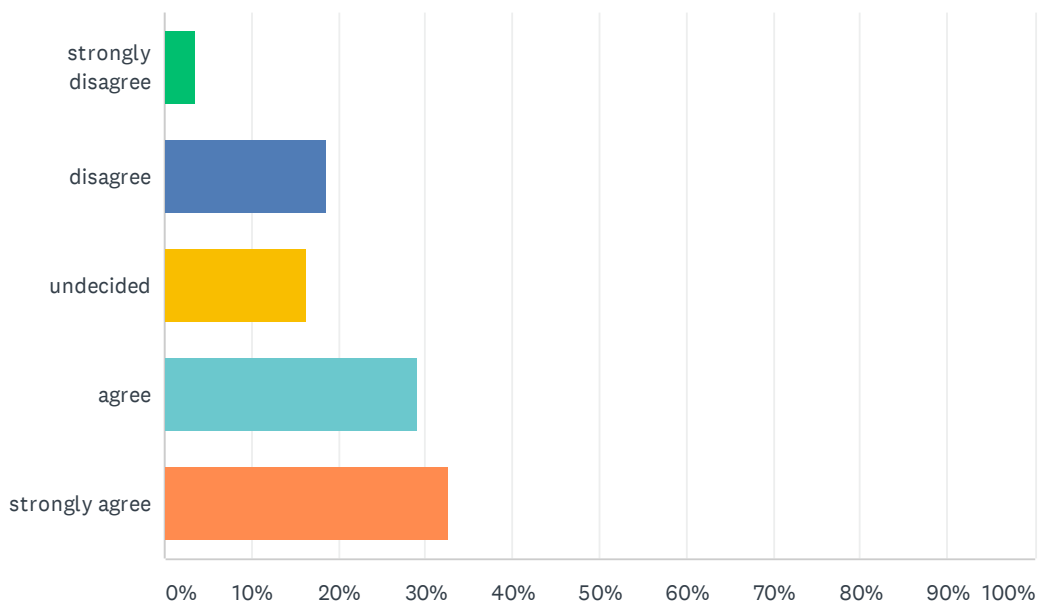
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ANSWER CHOICES	RESPONSES	
strongly disagree	5.81%	5
disagree	18.60%	16
undecided	11.63%	10
agree	37.21%	32
strongly agree	26.74%	23
TOTAL		86

Q16 I am satisfied with the leadership of SC Housing and the status of the agency.

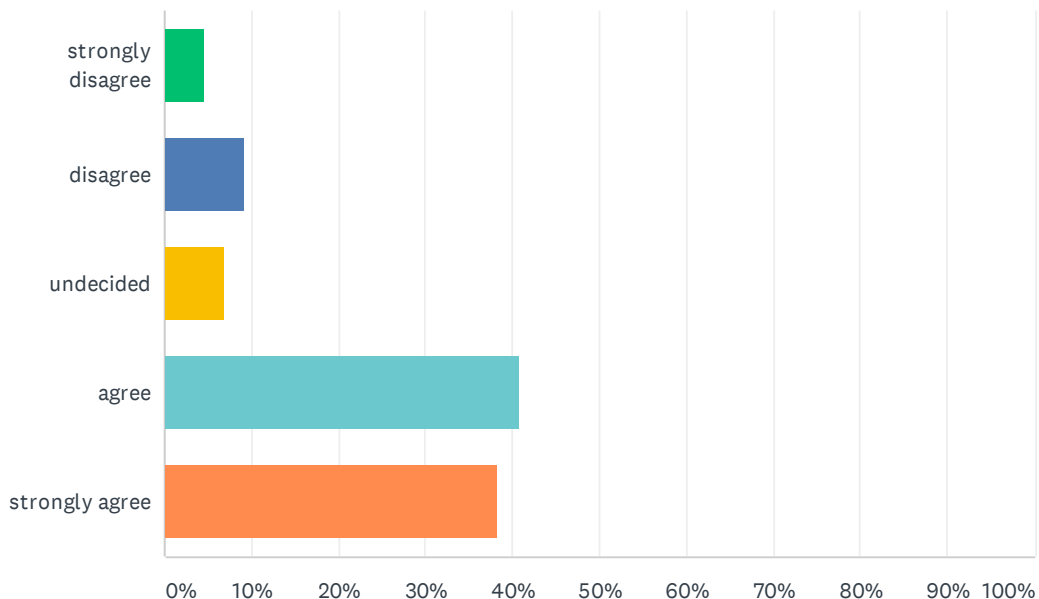
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ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	18.60%	16
undecided	16.28%	14
agree	29.07%	25
strongly agree	32.56%	28
TOTAL		86

Q17 My supervisor provides guidance and instruction regarding expectations.

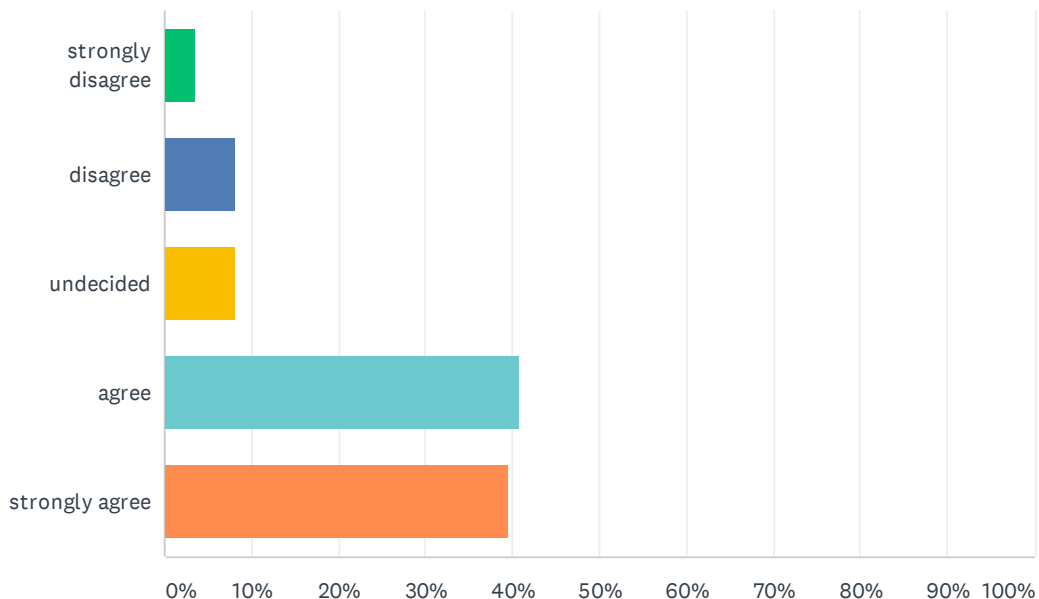
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	9.30%	8
undecided	6.98%	6
agree	40.70%	35
strongly agree	38.37%	33
TOTAL		86

Q18 My supervisor provides the resources and support for me to do my job.

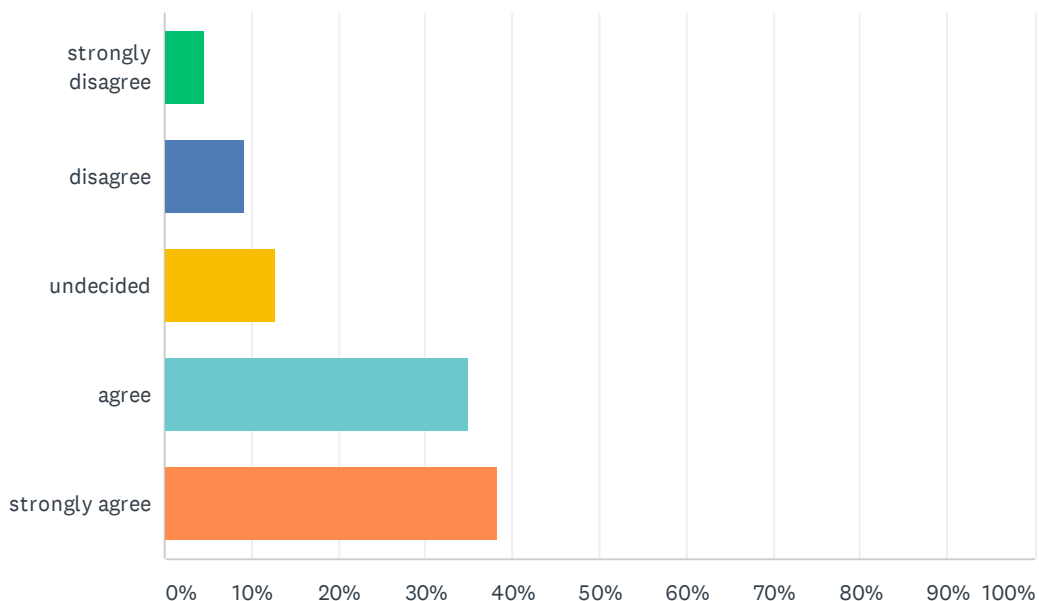
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ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	8.14%	7
undecided	8.14%	7
agree	40.70%	35
strongly agree	39.53%	34
TOTAL		86

Q19 My supervisor recognizes my full potential and capitalizes on my strengths.

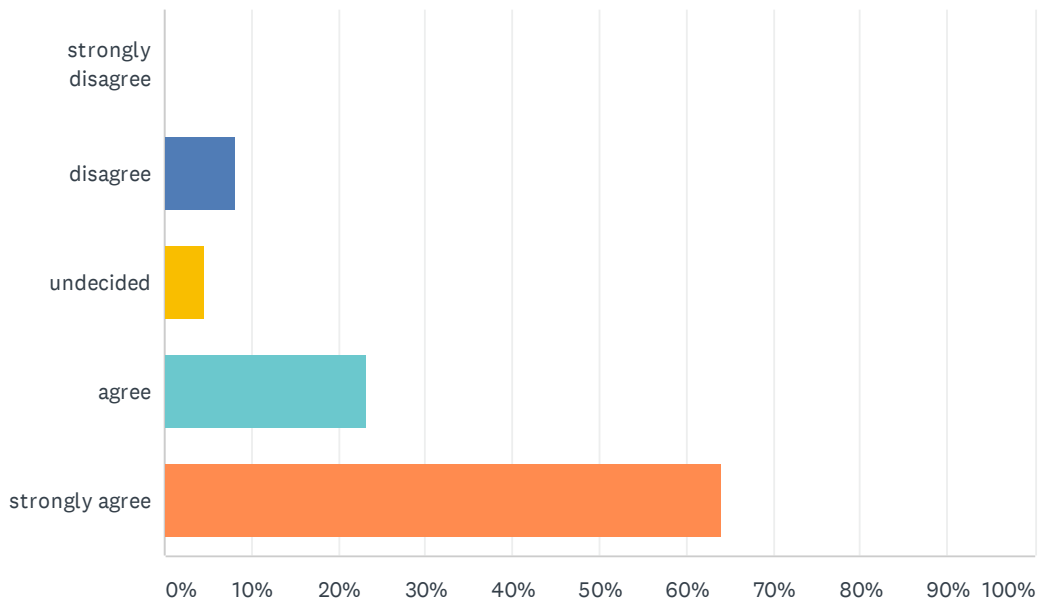
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	9.30%	8
undecided	12.79%	11
agree	34.88%	30
strongly agree	38.37%	33
TOTAL		86

Q20 My supervisor is approachable.

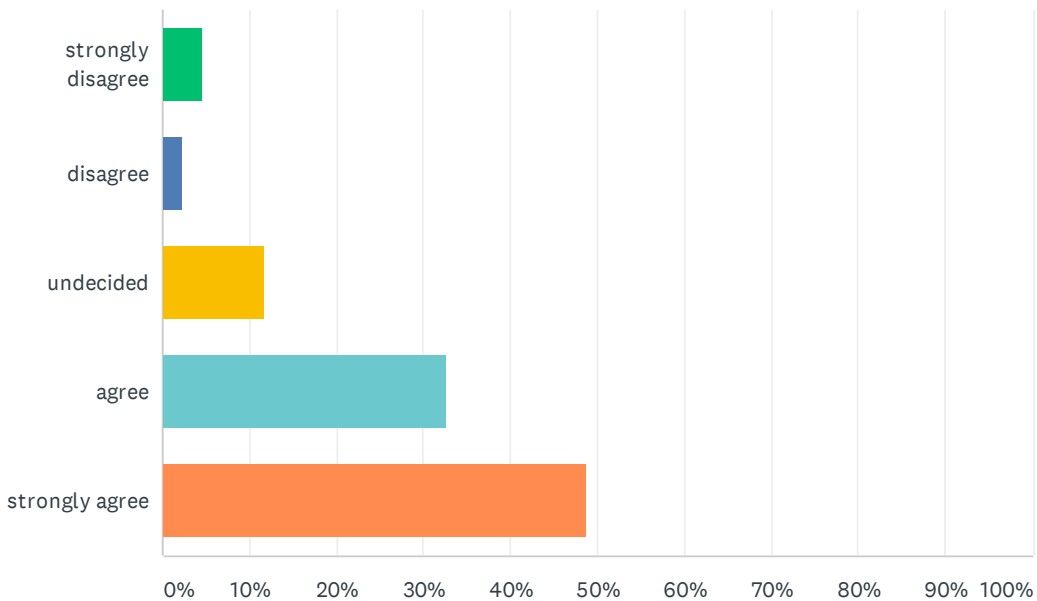
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ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	8.14%	7
undecided	4.65%	4
agree	23.26%	20
strongly agree	63.95%	55
TOTAL		86

Q21 My supervisor treats people fairly.

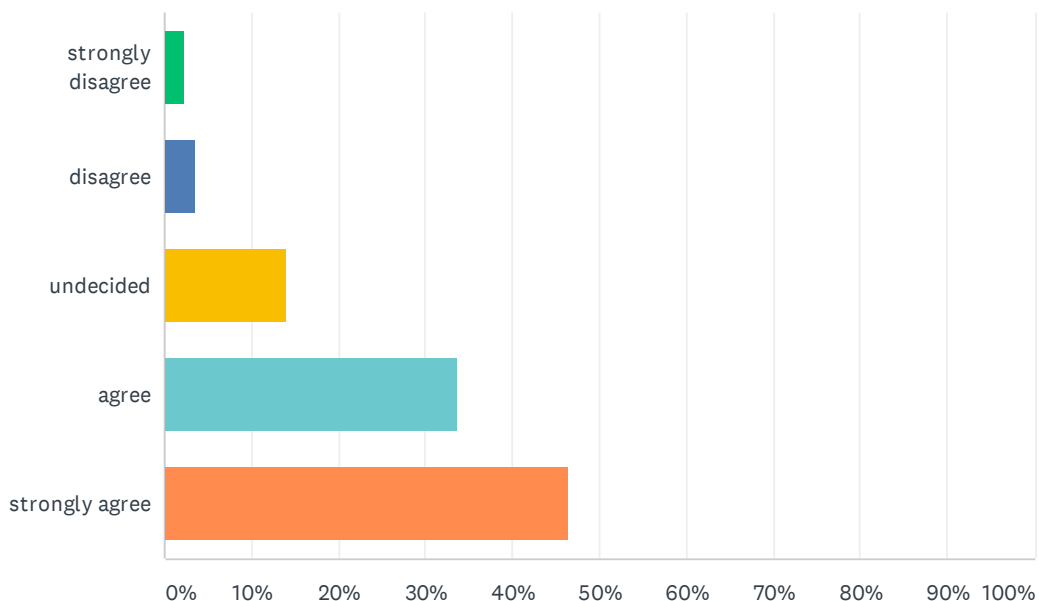
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	2.33%	2
undecided	11.63%	10
agree	32.56%	28
strongly agree	48.84%	42
TOTAL		86

Q22 My supervisor supports organizational change in a positive and productive manner.

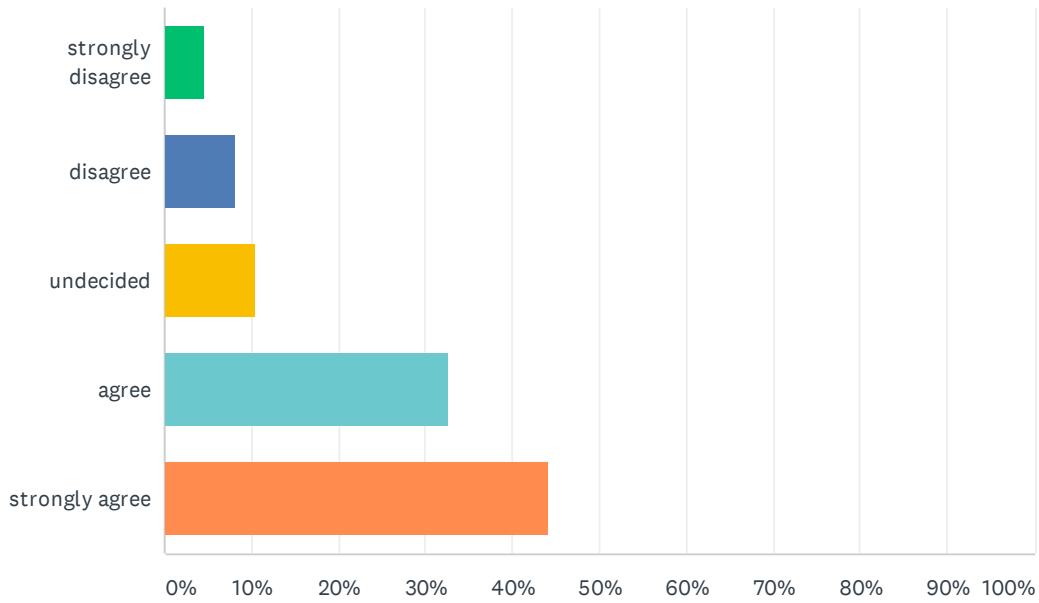
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ANSWER CHOICES	RESPONSES	
strongly disagree	2.33%	2
disagree	3.49%	3
undecided	13.95%	12
agree	33.72%	29
strongly agree	46.51%	40
TOTAL		86

Q23 My supervisor clearly communicates ideas verbally and in writing.

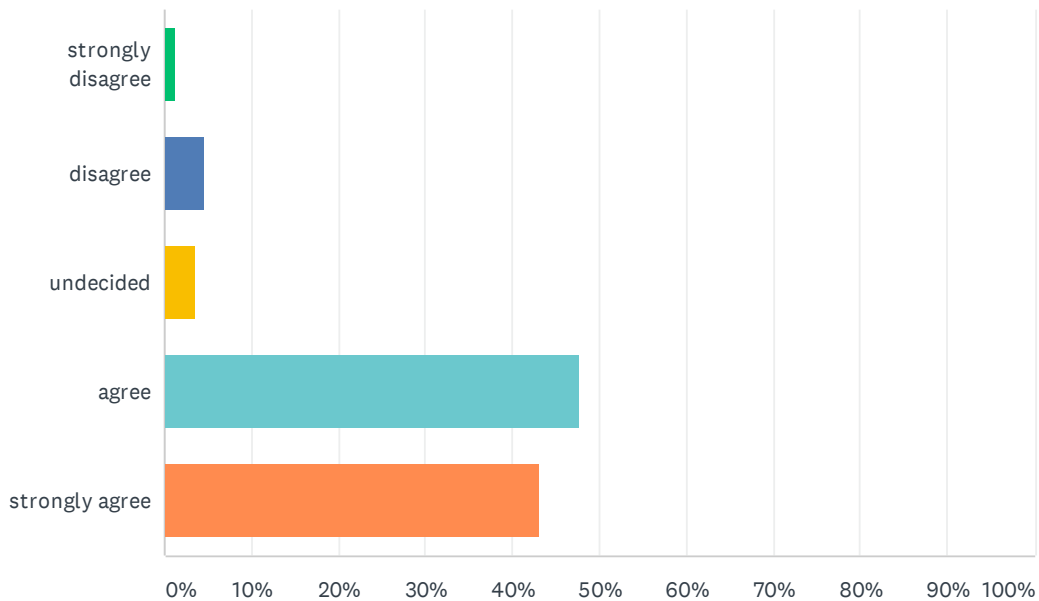
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ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	8.14%	7
undecided	10.47%	9
agree	32.56%	28
strongly agree	44.19%	38
TOTAL		86

Q24 My supervisor listens to what others have to say.

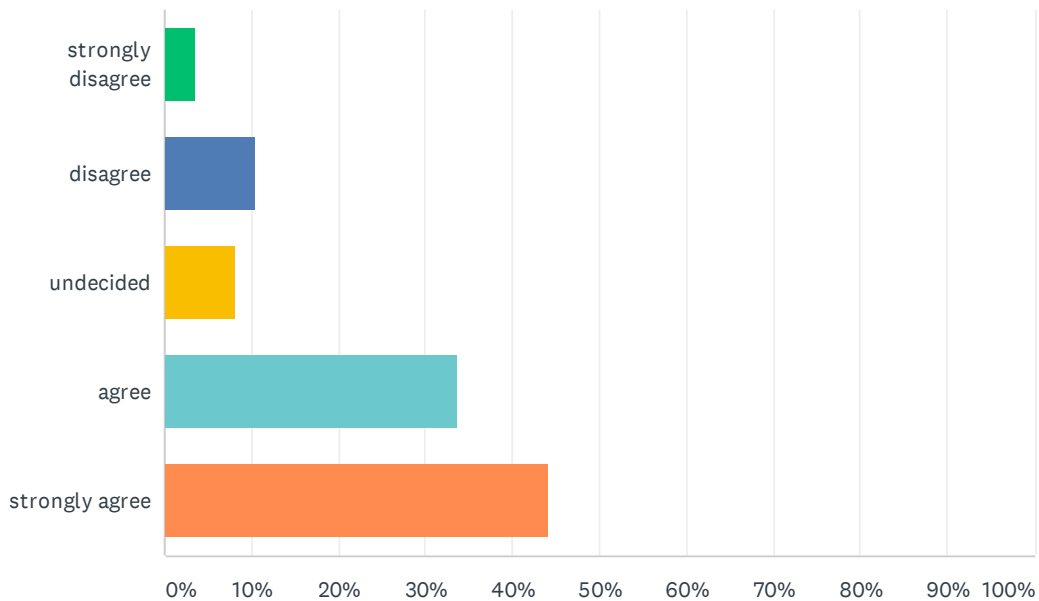
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ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	4.65%	4
undecided	3.49%	3
agree	47.67%	41
strongly agree	43.02%	37
TOTAL		86

Q25 My supervisor proactively addresses issues or problems.

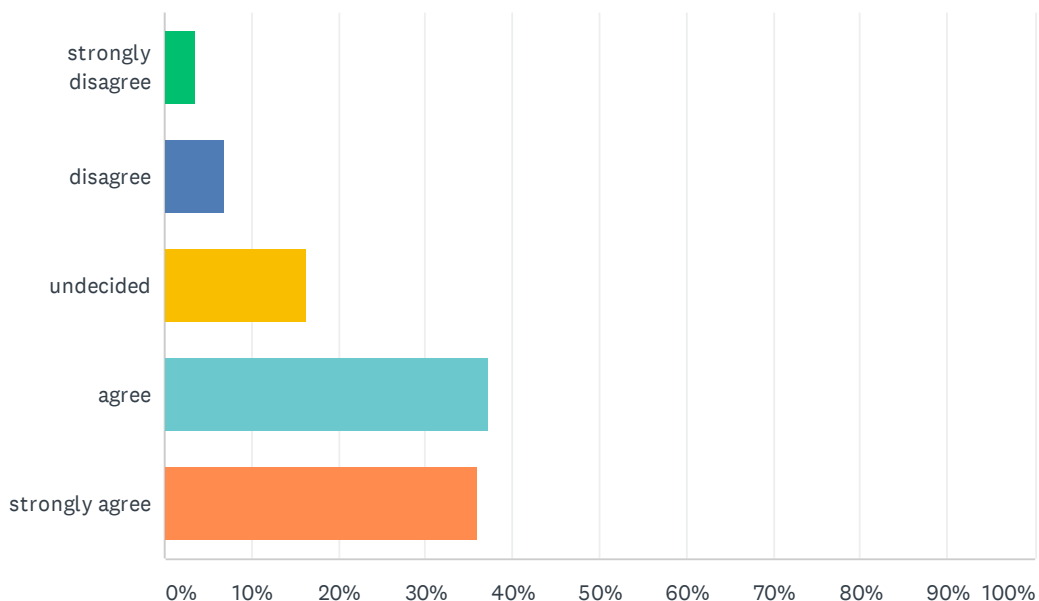
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	10.47%	9
undecided	8.14%	7
agree	33.72%	29
strongly agree	44.19%	38
TOTAL		86

Q26 Relative to my previous work experience, I have a better relationship with my supervisor.

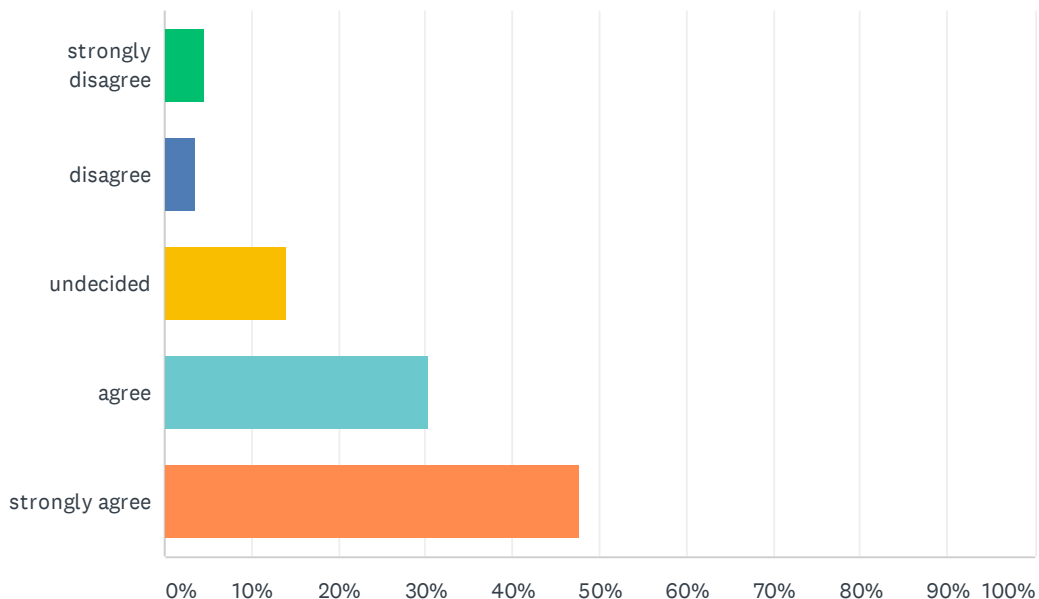
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	6.98%	6
undecided	16.28%	14
agree	37.21%	32
strongly agree	36.05%	31
TOTAL		86

Q27 My supervisor has the knowledge and skills necessary to perform the job and/or coach others.

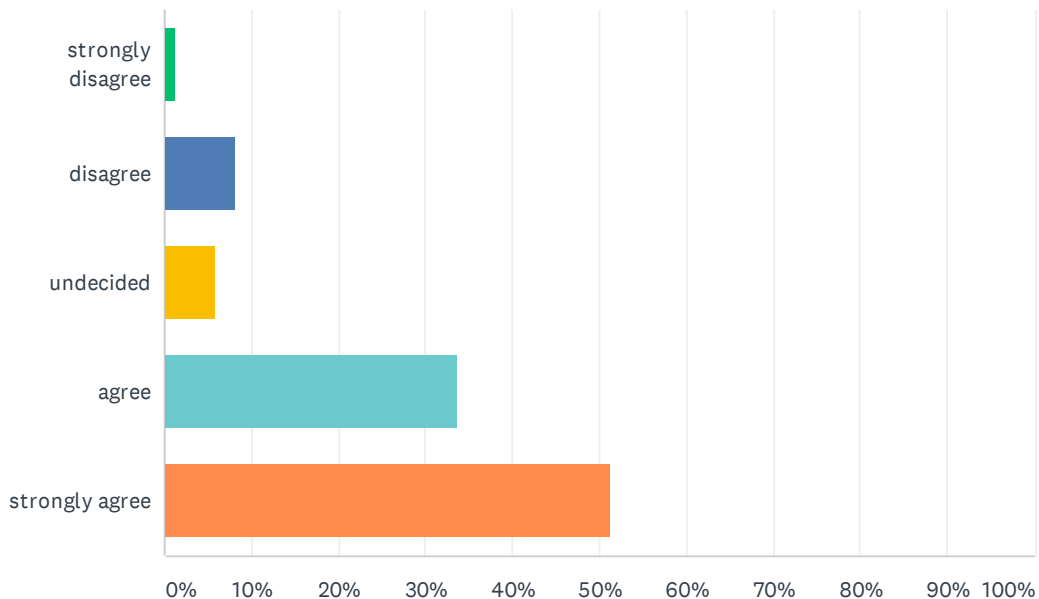
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	3.49%	3
undecided	13.95%	12
agree	30.23%	26
strongly agree	47.67%	41
TOTAL		86

Q28 My supervisor acts with integrity, honesty, fairness, and empathy.

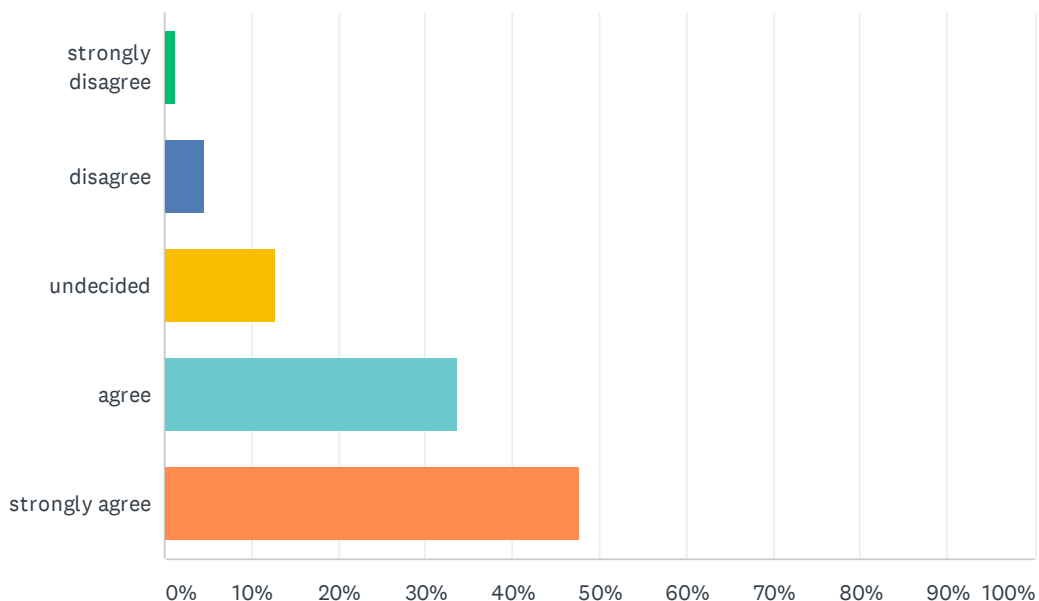
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	8.14%	7
undecided	5.81%	5
agree	33.72%	29
strongly agree	51.16%	44
TOTAL		86

Q29 My supervisor recognizes and appreciates employees who are doing a good job.

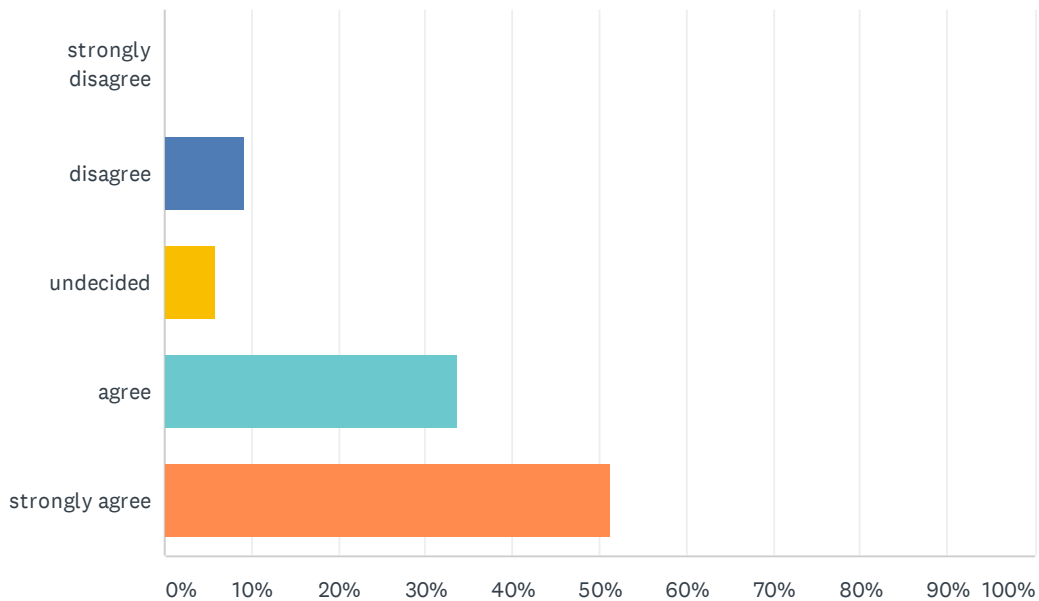
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	4.65%	4
undecided	12.79%	11
agree	33.72%	29
strongly agree	47.67%	41
TOTAL		86

Q30 My supervisor cares about me as a person.

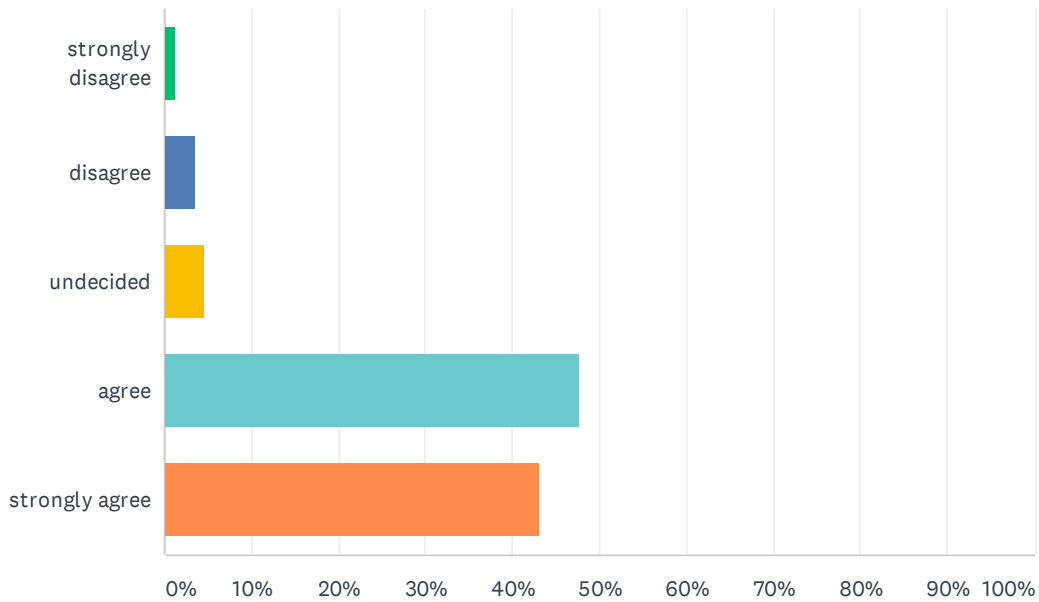
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	9.30%	8
undecided	5.81%	5
agree	33.72%	29
strongly agree	51.16%	44
TOTAL		86

Q31 I have opportunities to voice my ideas about making work more efficient and/or to meet the public's needs more effectively.

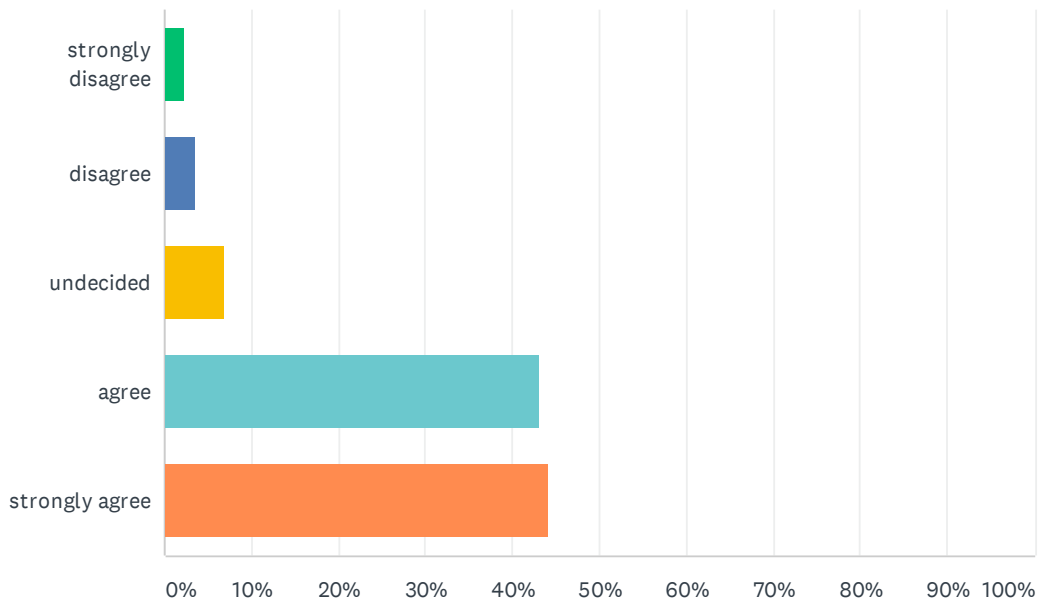
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	3.49%	3
undecided	4.65%	4
agree	47.67%	41
strongly agree	43.02%	37
TOTAL		86

Q32 I clearly understand my organizational lines of authority.

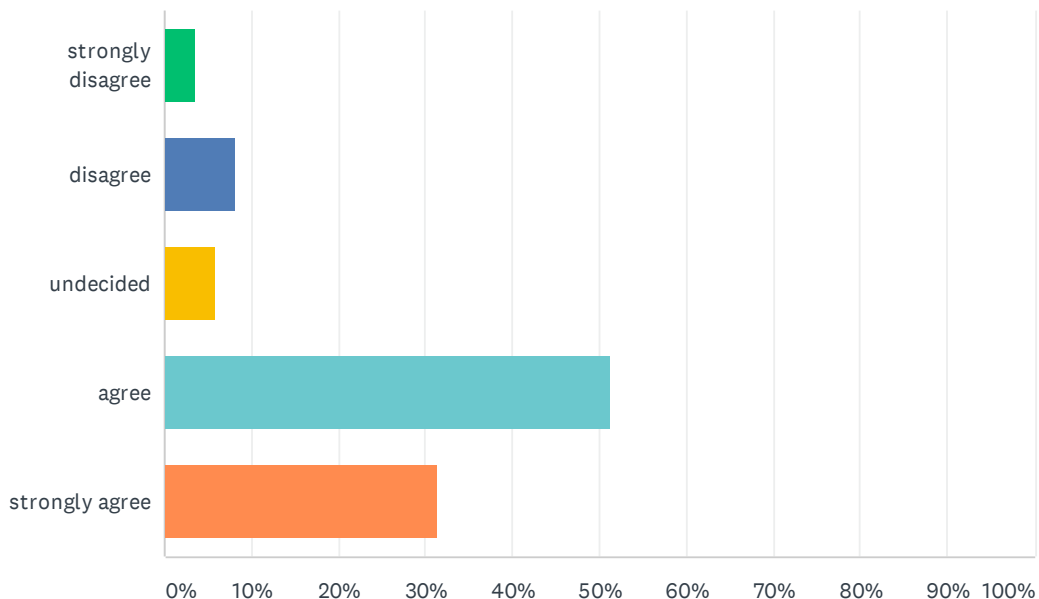
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	2.33%	2
disagree	3.49%	3
undecided	6.98%	6
agree	43.02%	37
strongly agree	44.19%	38
TOTAL		86

Q33 Day-to-day decision making follows these organizational lines of authority.

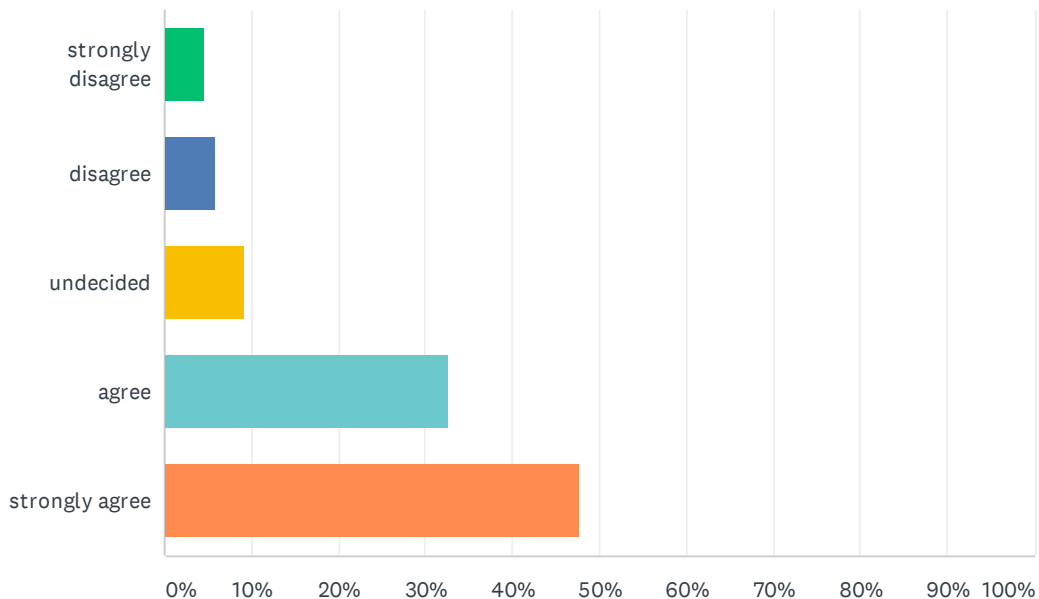
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	8.14%	7
undecided	5.81%	5
agree	51.16%	44
strongly agree	31.40%	27
TOTAL		86

Q34 I have trust and confidence in my supervisor as a leader.

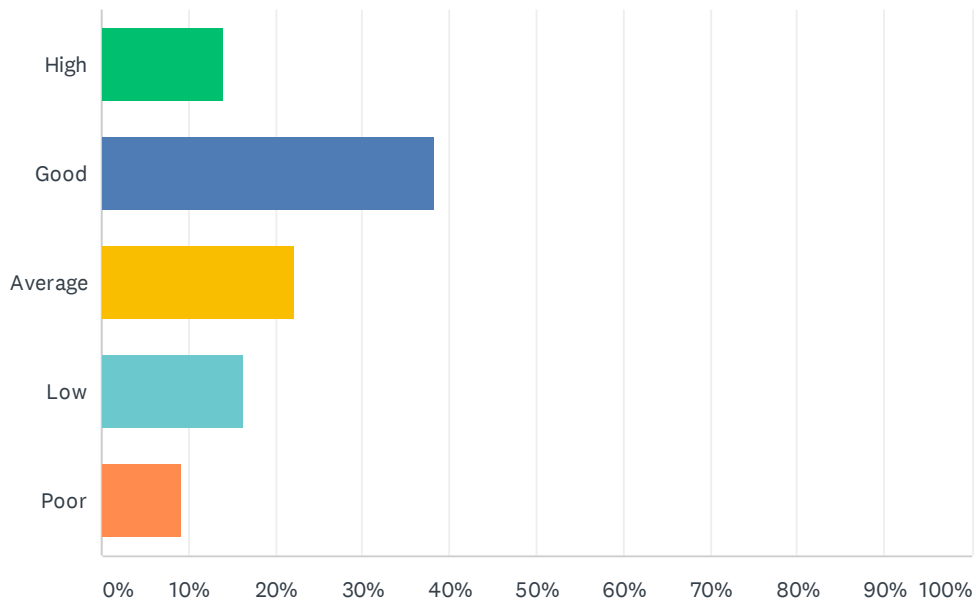
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	4.65%	4
disagree	5.81%	5
undecided	9.30%	8
agree	32.56%	28
strongly agree	47.67%	41
TOTAL		86

Q35 Morale at work is:

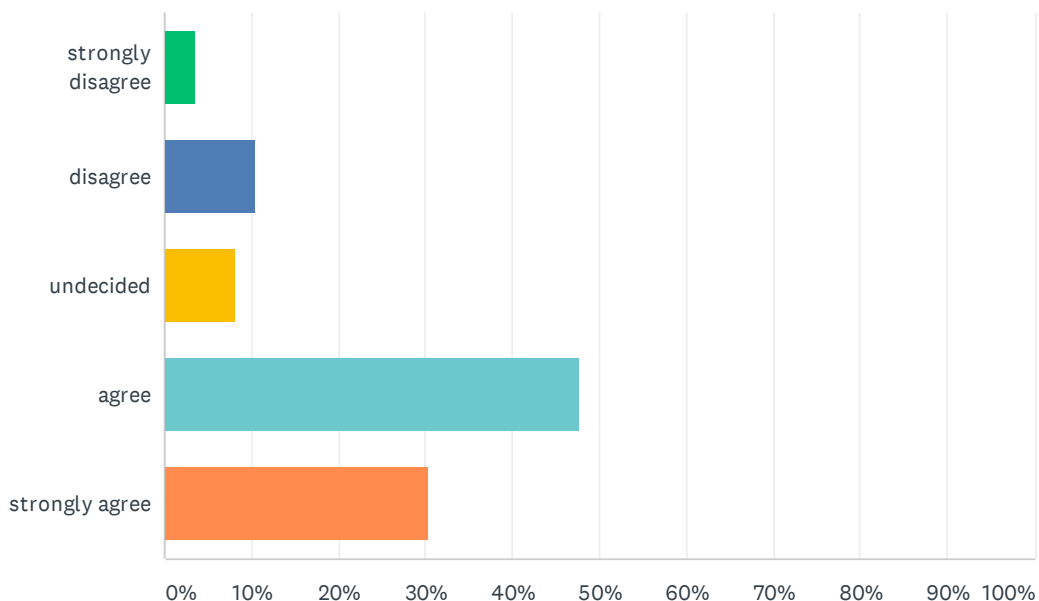
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
High	13.95%	12
Good	38.37%	33
Average	22.09%	19
Low	16.28%	14
Poor	9.30%	8
TOTAL		86

Q36 I have the technology needed (e.g. software, hardware, etc.) to get my job done.

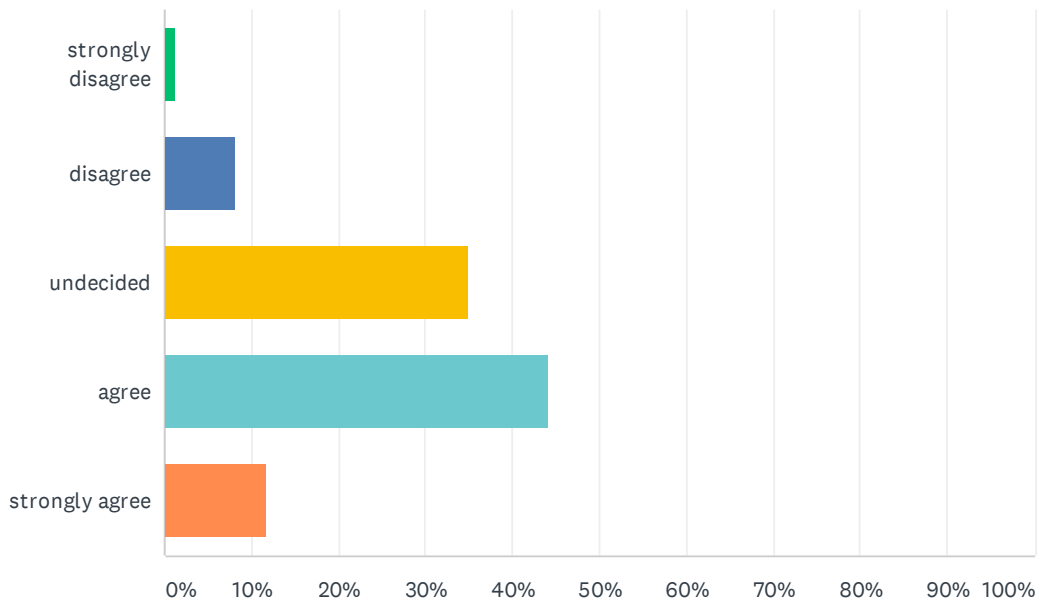
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	10.47%	9
undecided	8.14%	7
agree	47.67%	41
strongly agree	30.23%	26
TOTAL		86

Q37 Employees report misconduct to the appropriate outlet(s).

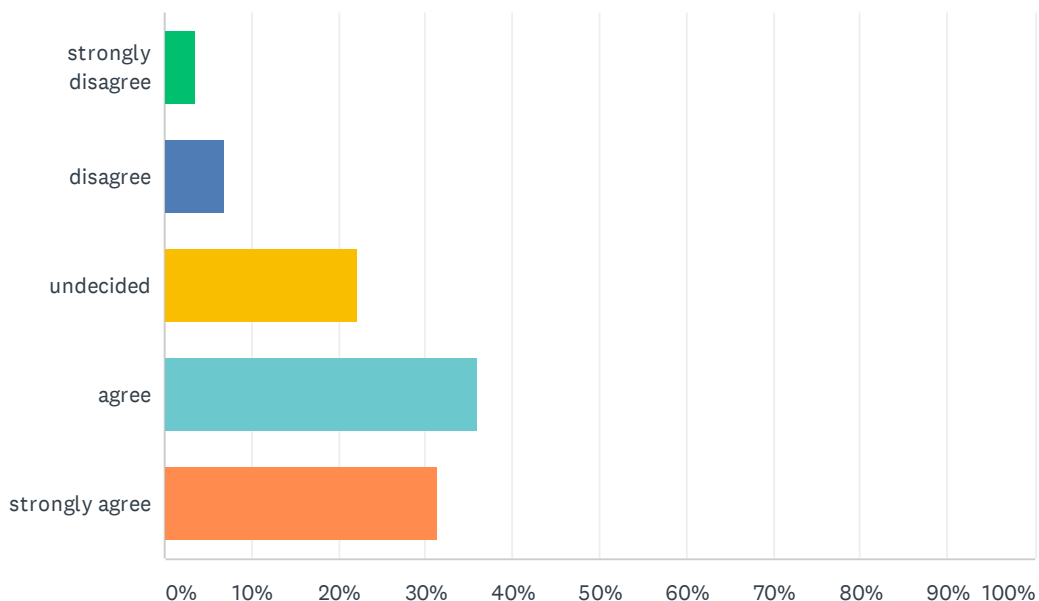
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	8.14%	7
undecided	34.88%	30
agree	44.19%	38
strongly agree	11.63%	10
TOTAL		86

Q38 I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.

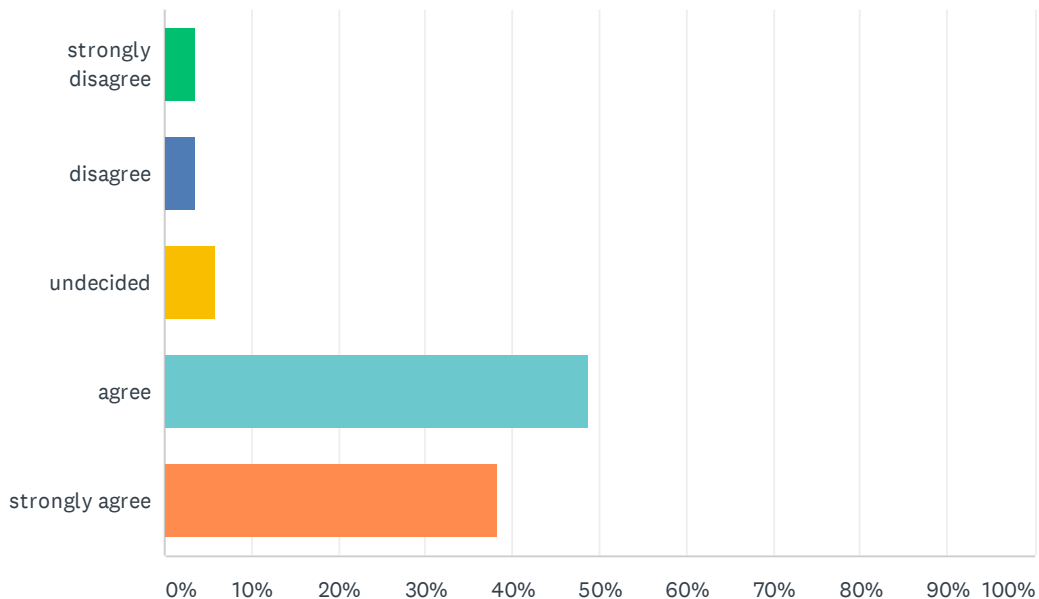
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	6.98%	6
undecided	22.09%	19
agree	36.05%	31
strongly agree	31.40%	27
TOTAL		86

Q39 Employees are protected from health and safety hazards on the job.

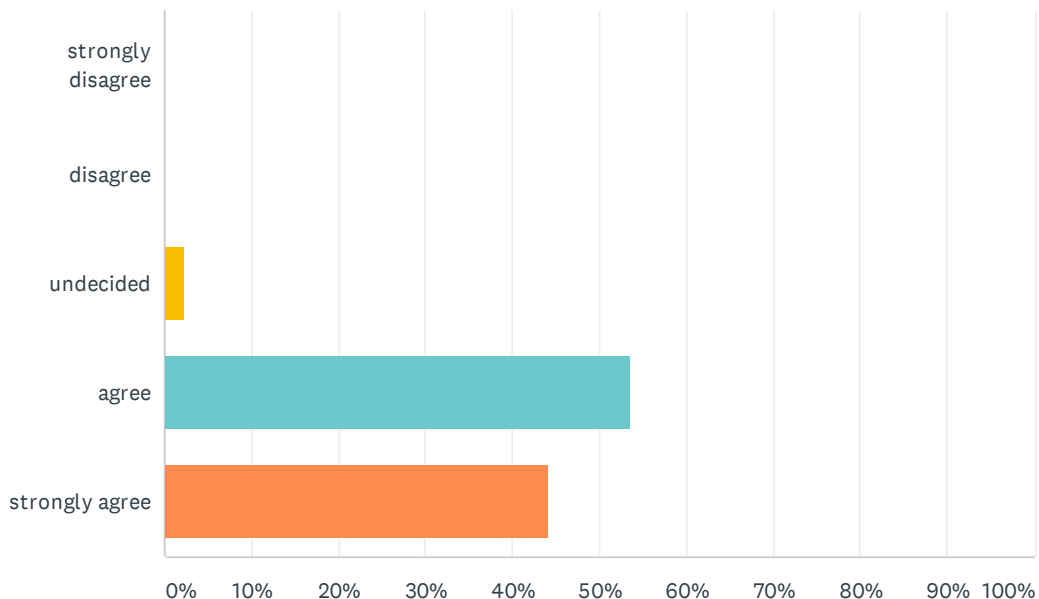
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	3.49%	3
undecided	5.81%	5
agree	48.84%	42
strongly agree	38.37%	33
TOTAL		86

Q40 The people in my division are competent and know how to get the job done.

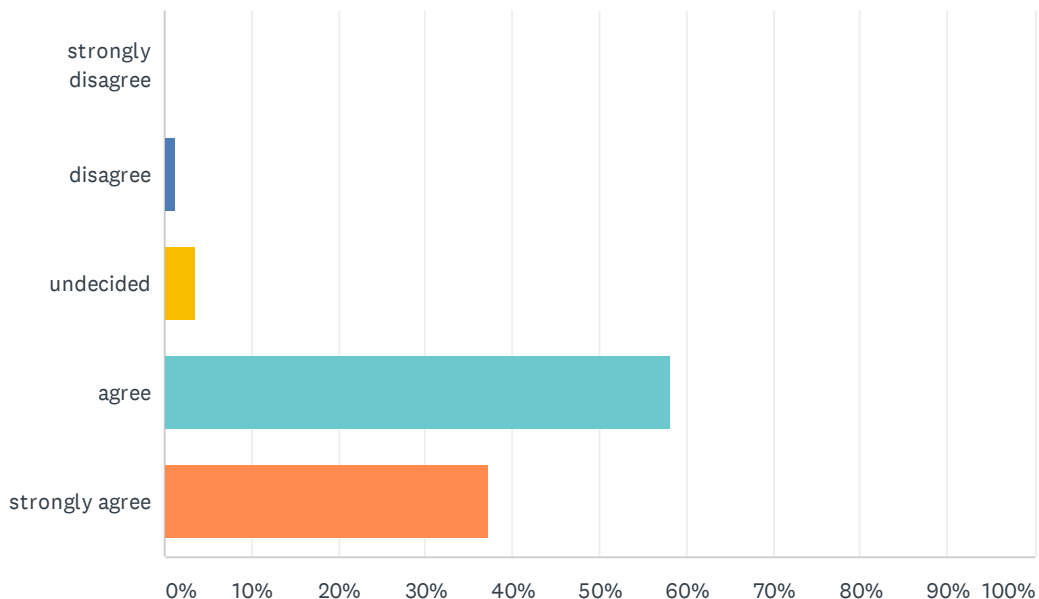
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	0.00%	0
undecided	2.33%	2
agree	53.49%	46
strongly agree	44.19%	38
TOTAL		86

Q41 The people in my Division conduct themselves in a professional manner.

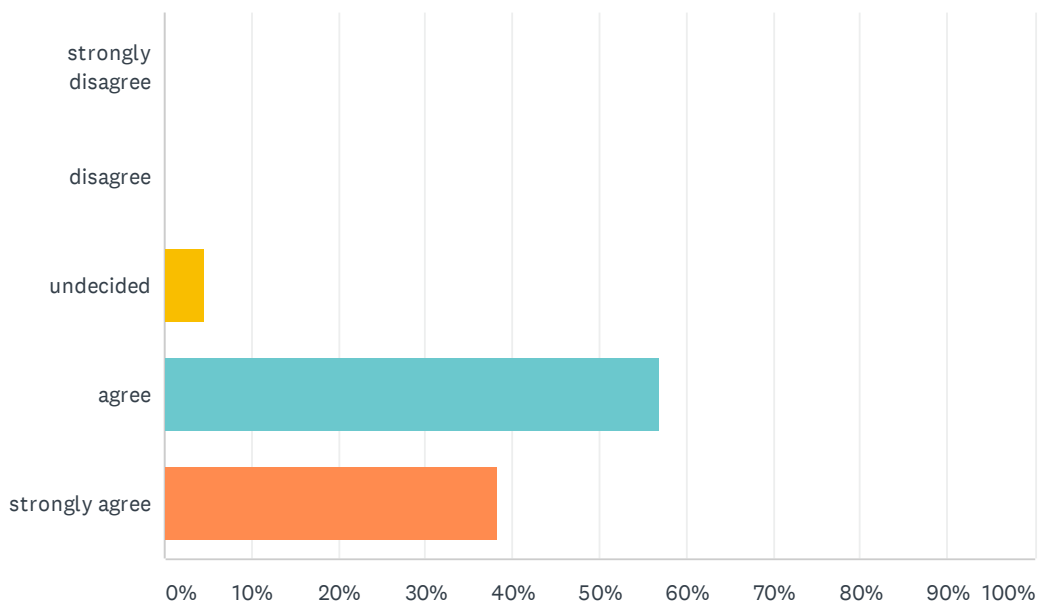
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	1.16%	1
undecided	3.49%	3
agree	58.14%	50
strongly agree	37.21%	32
TOTAL		86

Q42 The people in my Division treat each other with respect and consideration.

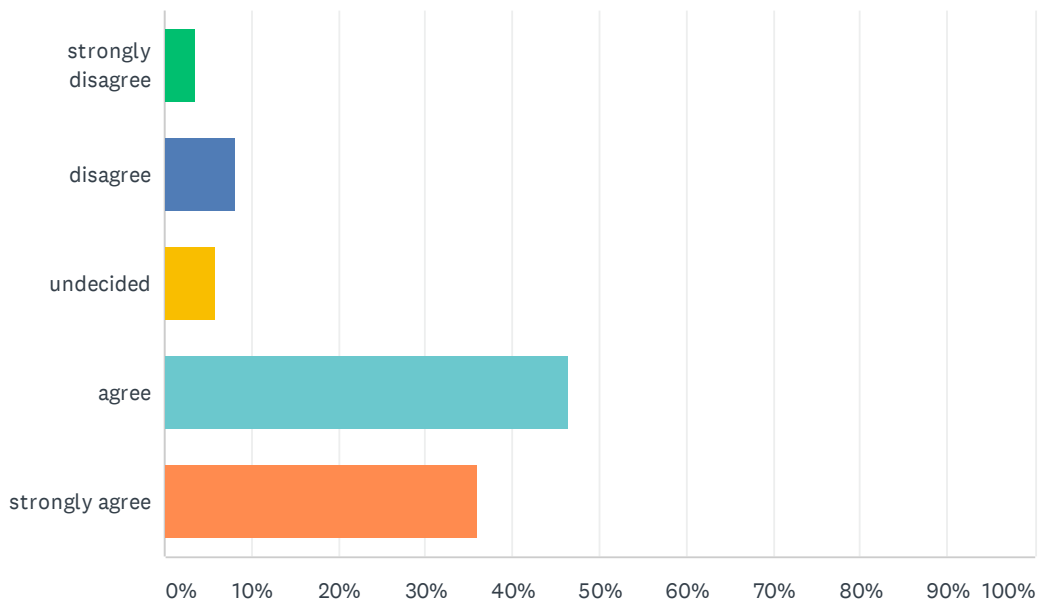
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	0.00%	0
undecided	4.65%	4
agree	56.98%	49
strongly agree	38.37%	33
TOTAL		86

Q43 The people in my Division are treated in a fair and consistent manner.

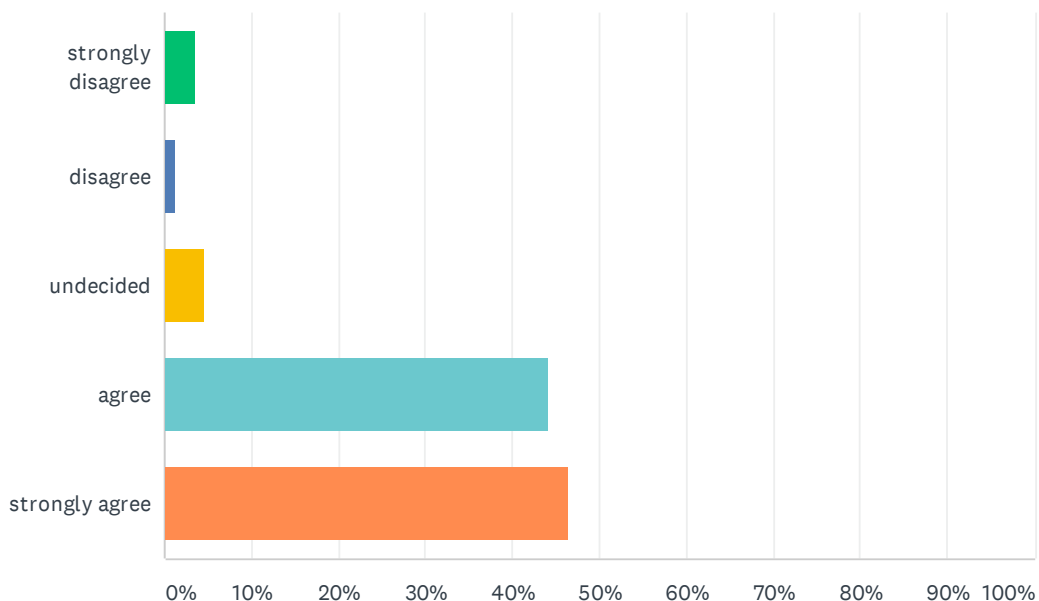
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	8.14%	7
undecided	5.81%	5
agree	46.51%	40
strongly agree	36.05%	31
TOTAL		86

Q44 The people in my Division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.

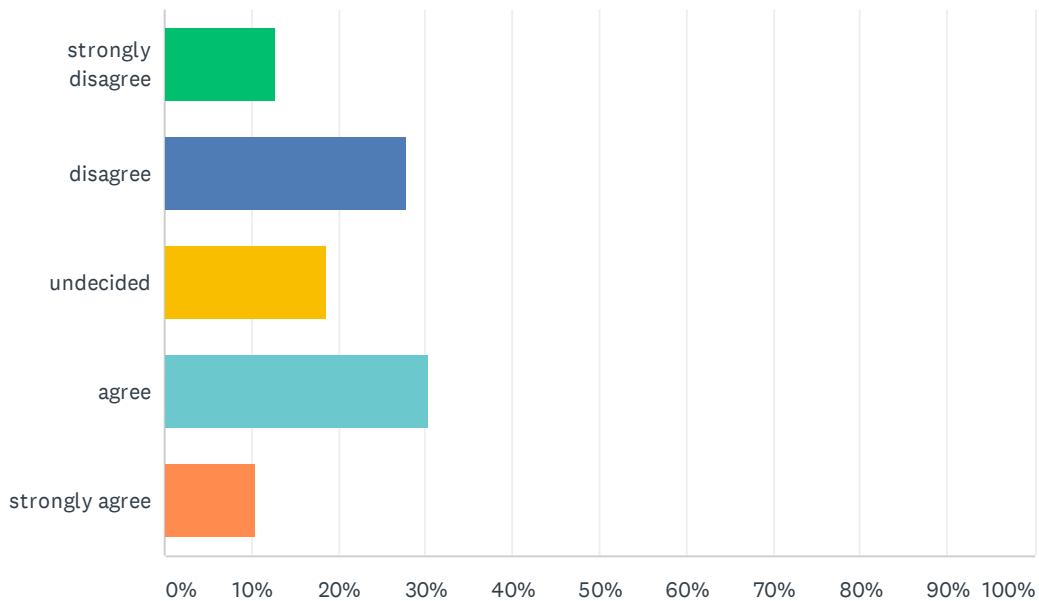
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	1.16%	1
undecided	4.65%	4
agree	44.19%	38
strongly agree	46.51%	40
TOTAL		86

Q45 I am satisfied with my total compensation (e.g., salary, bonus, etc.).

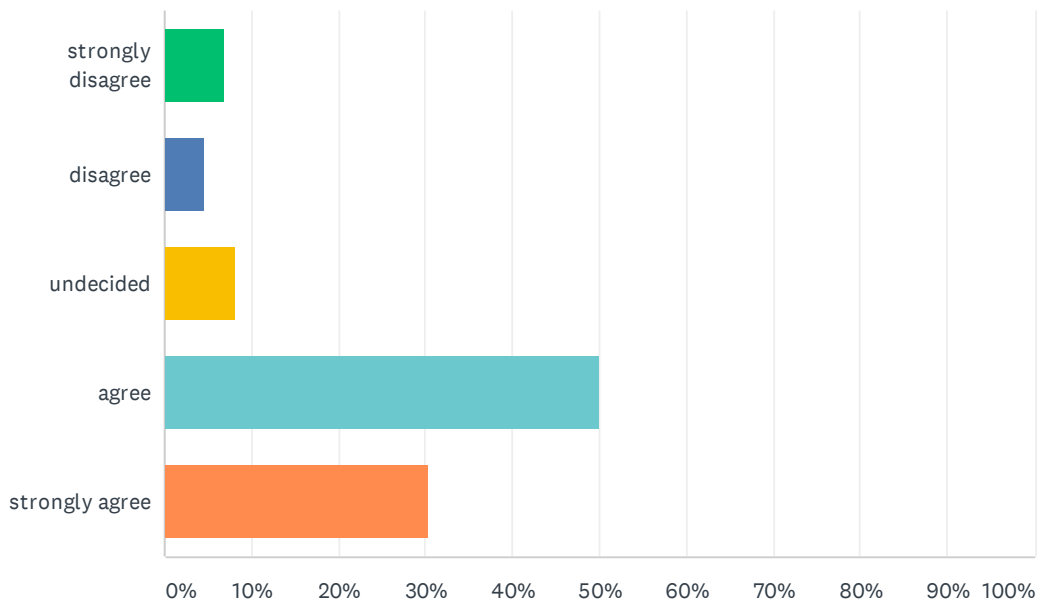
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	12.79%	11
disagree	27.91%	24
undecided	18.60%	16
agree	30.23%	26
strongly agree	10.47%	9
TOTAL		86

Q46 I am satisfied with my total benefits package (e.g., Retirement, Health Insurance, Paid Time Off, etc.).

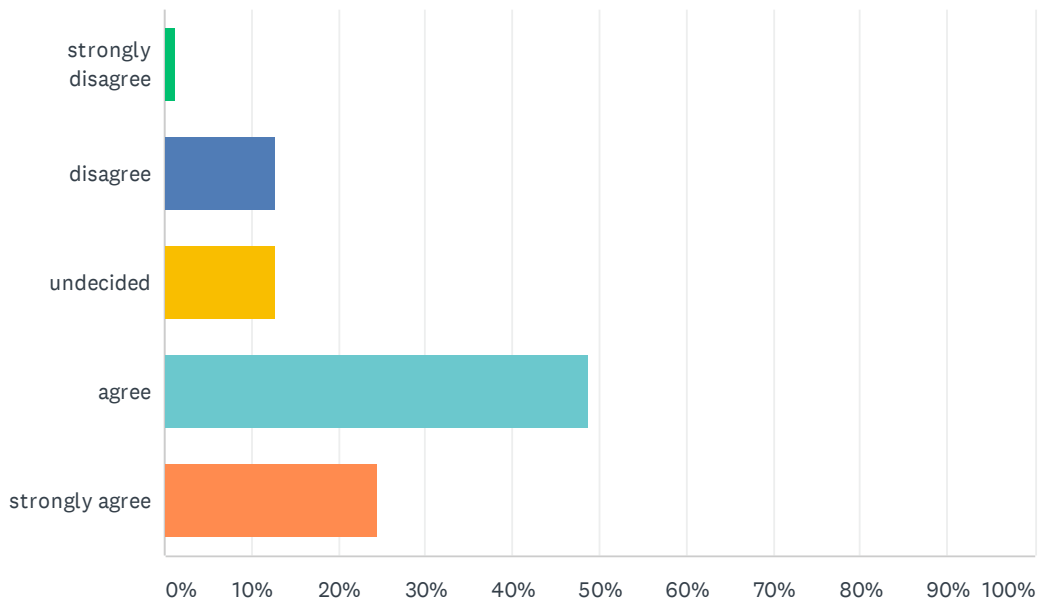
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	6.98%	6
disagree	4.65%	4
undecided	8.14%	7
agree	50.00%	43
strongly agree	30.23%	26
TOTAL		86

Q47 Employee events throughout the year make me feel appreciated.

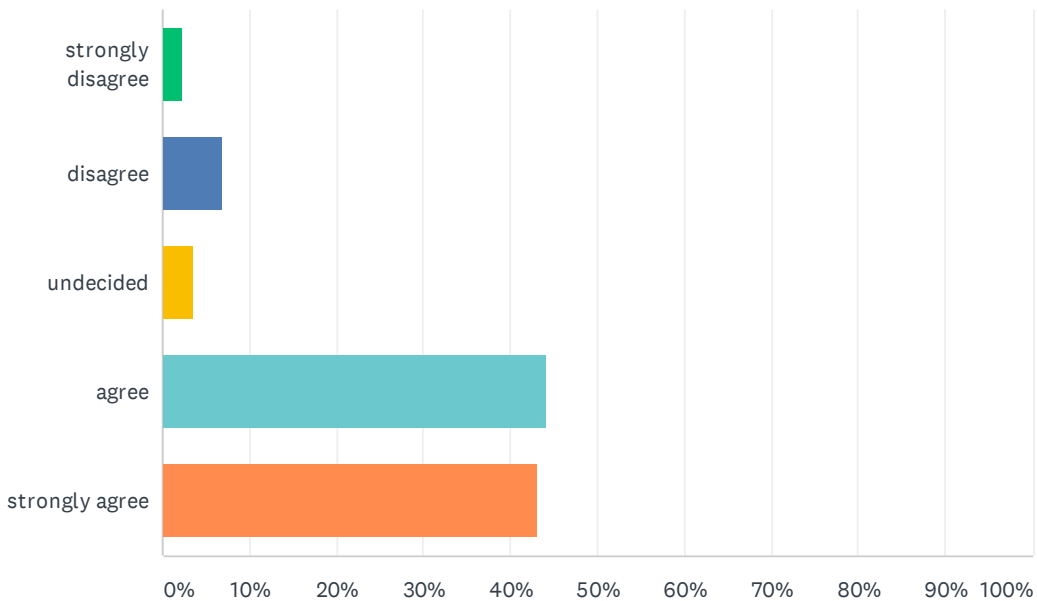
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	12.79%	11
undecided	12.79%	11
agree	48.84%	42
strongly agree	24.42%	21
TOTAL		86

Q48 I know what I need to do to be successful in my role.

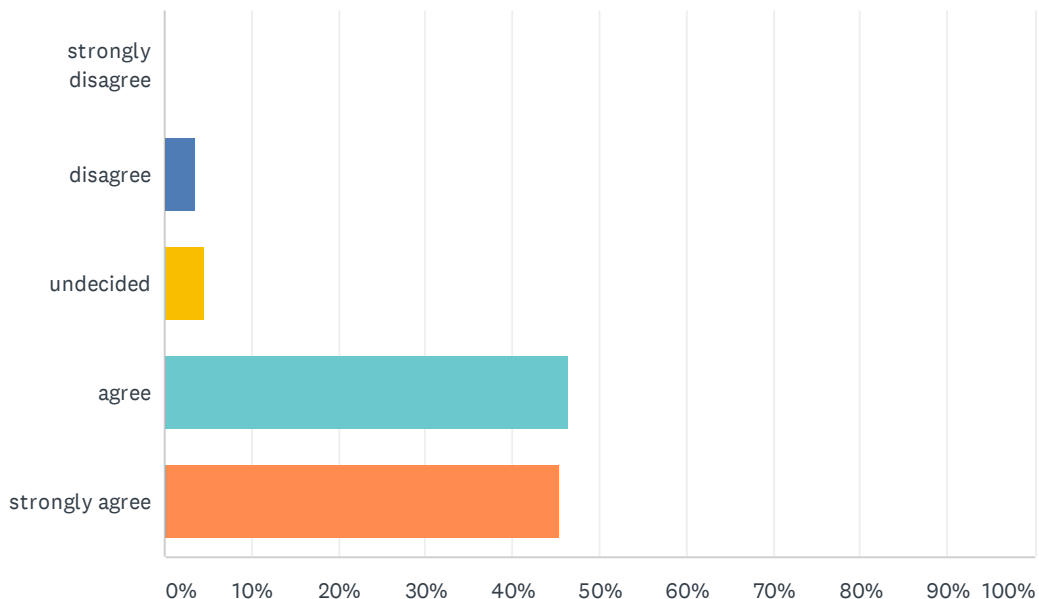
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	2.33%	2
disagree	6.98%	6
undecided	3.49%	3
agree	44.19%	38
strongly agree	43.02%	37
TOTAL		86

Q49 I understand how my role(s) and responsibilities fit in the agency's mission.

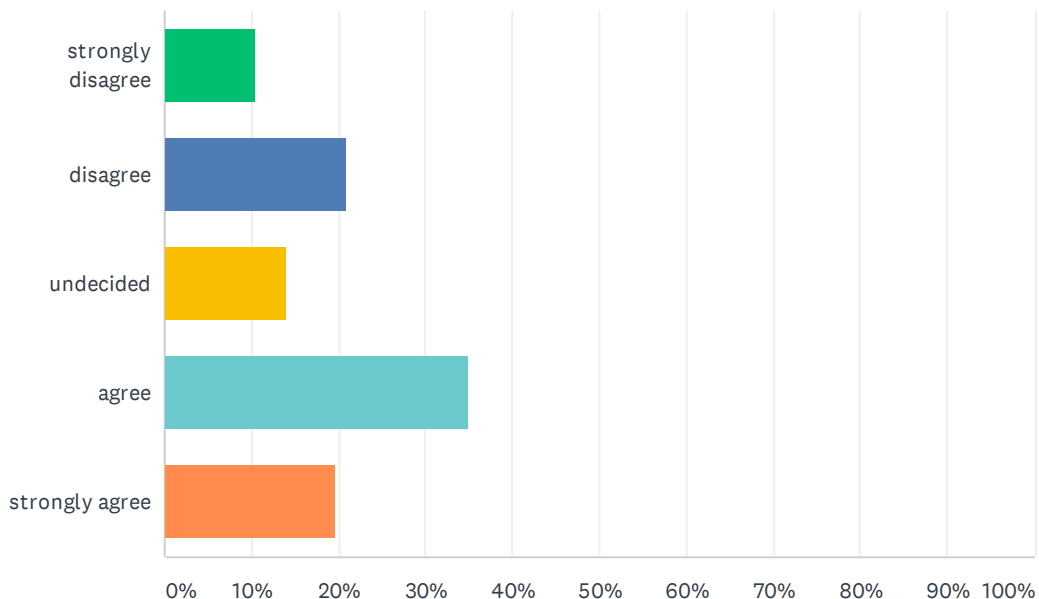
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	0.00%	0
disagree	3.49%	3
undecided	4.65%	4
agree	46.51%	40
strongly agree	45.35%	39
TOTAL		86

Q50 I am offered avenues of professional development to help with career progression in the agency.

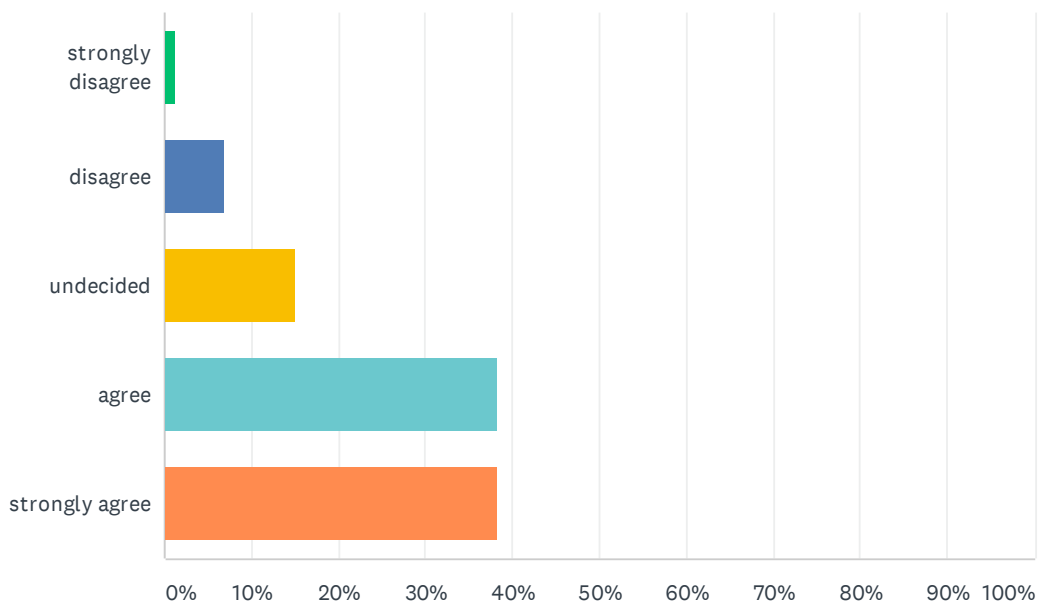
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	10.47%	9
disagree	20.93%	18
undecided	13.95%	12
agree	34.88%	30
strongly agree	19.77%	17
TOTAL		86

Q51 Our mission motivates me to go above and beyond what I would do in a similar role elsewhere.

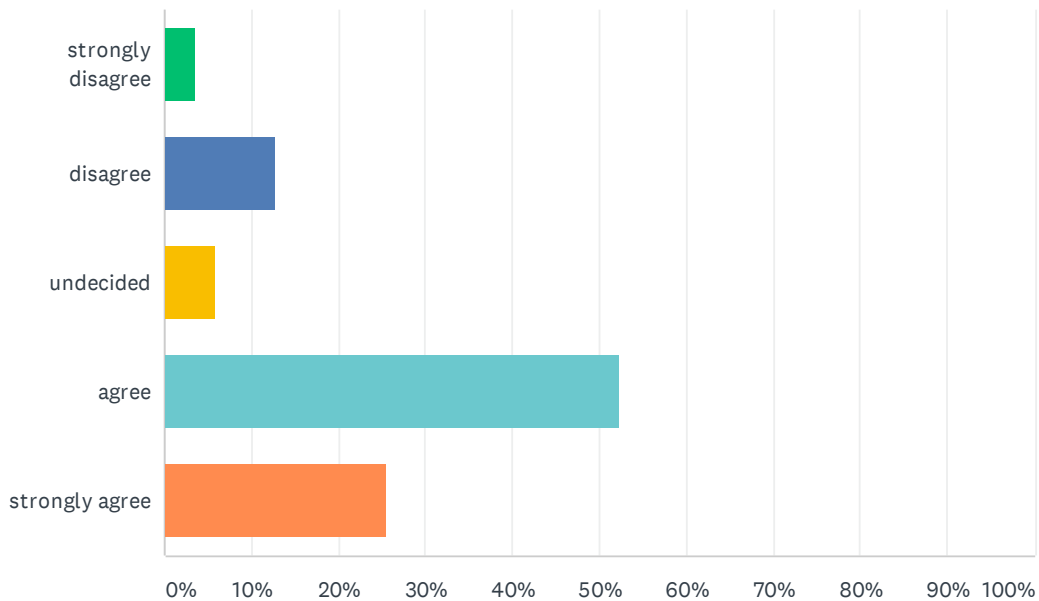
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	6.98%	6
undecided	15.12%	13
agree	38.37%	33
strongly agree	38.37%	33
TOTAL		86

Q52 I have a strong sense of community at our agency.

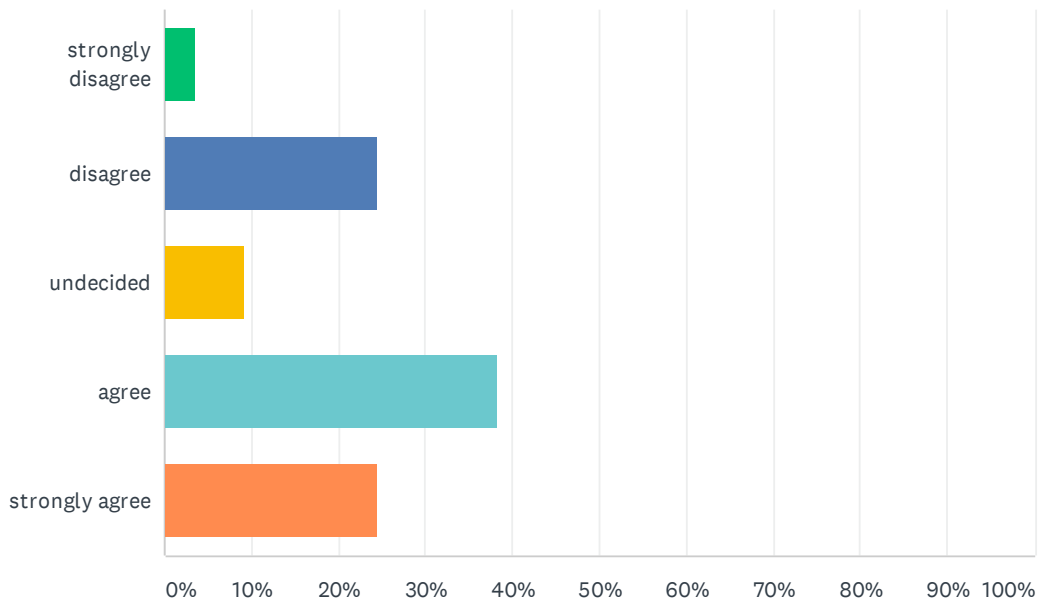
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	12.79%	11
undecided	5.81%	5
agree	52.33%	45
strongly agree	25.58%	22
TOTAL		86

Q53 In my role, I feel connected to other departments.

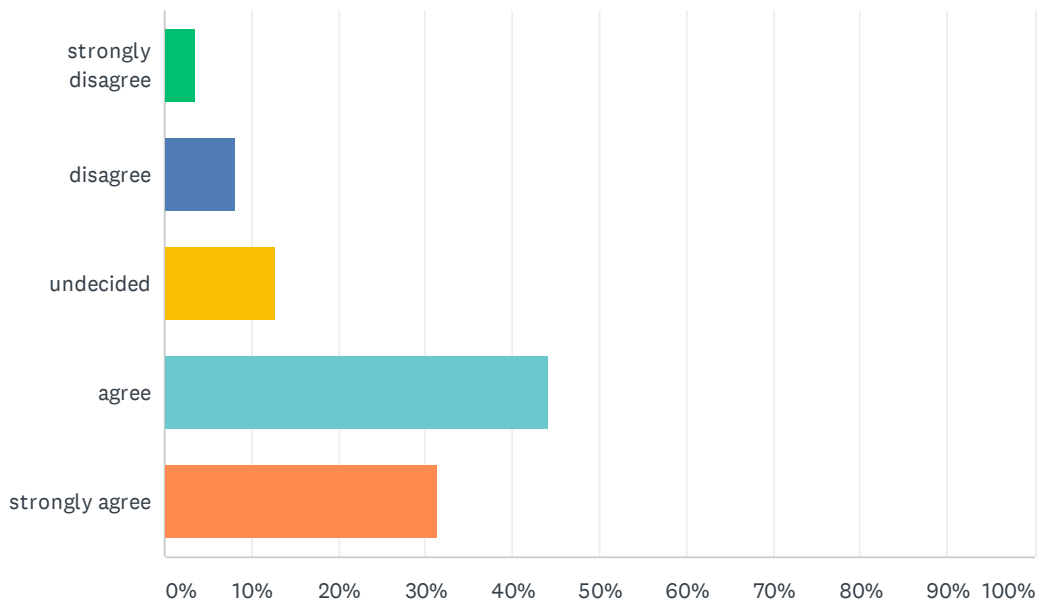
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	24.42%	21
undecided	9.30%	8
agree	38.37%	33
strongly agree	24.42%	21
TOTAL		86

Q54 Relative to my previous work experience, I have a better work-life balance here.

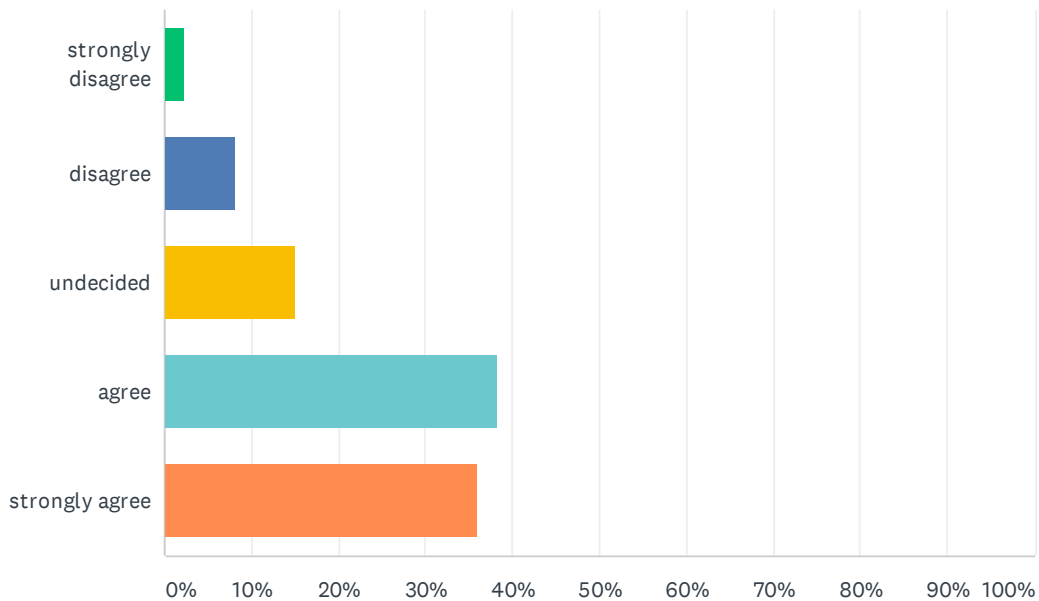
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	3.49%	3
disagree	8.14%	7
undecided	12.79%	11
agree	44.19%	38
strongly agree	31.40%	27
TOTAL		86

Q55 I can see myself working here in five years.

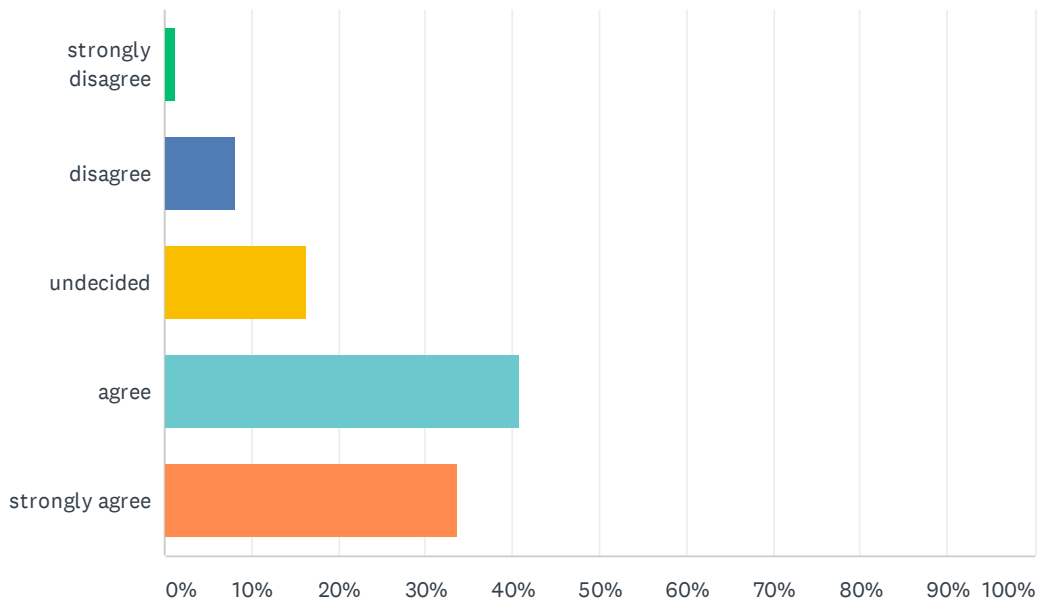
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	2.33%	2
disagree	8.14%	7
undecided	15.12%	13
agree	38.37%	33
strongly agree	36.05%	31
TOTAL		86

Q56 I am satisfied with my job.

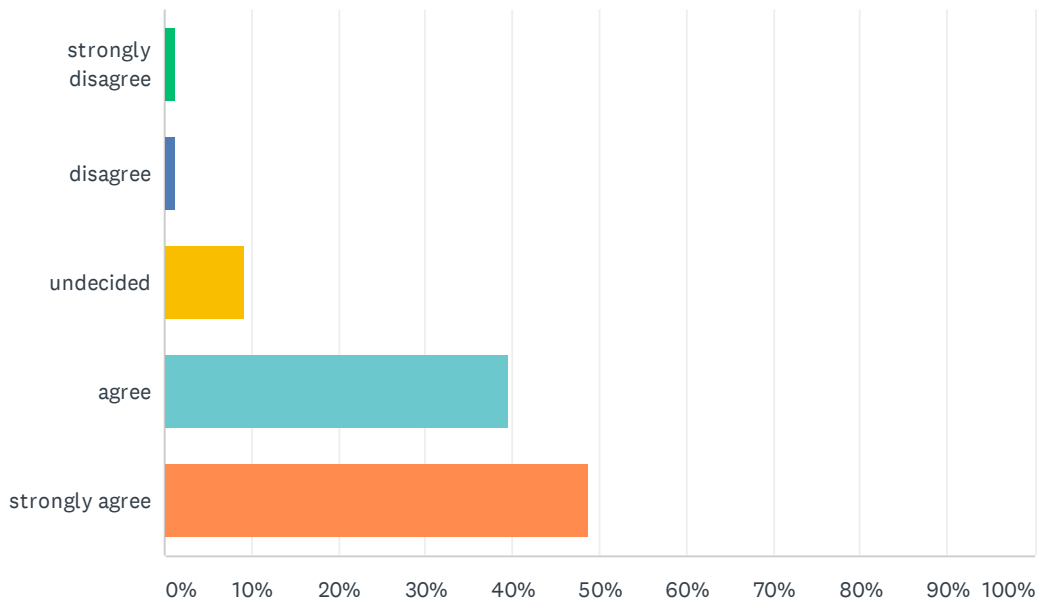
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	8.14%	7
undecided	16.28%	14
agree	40.70%	35
strongly agree	33.72%	29
TOTAL		86

Q57 I am proud to work for SC Housing.

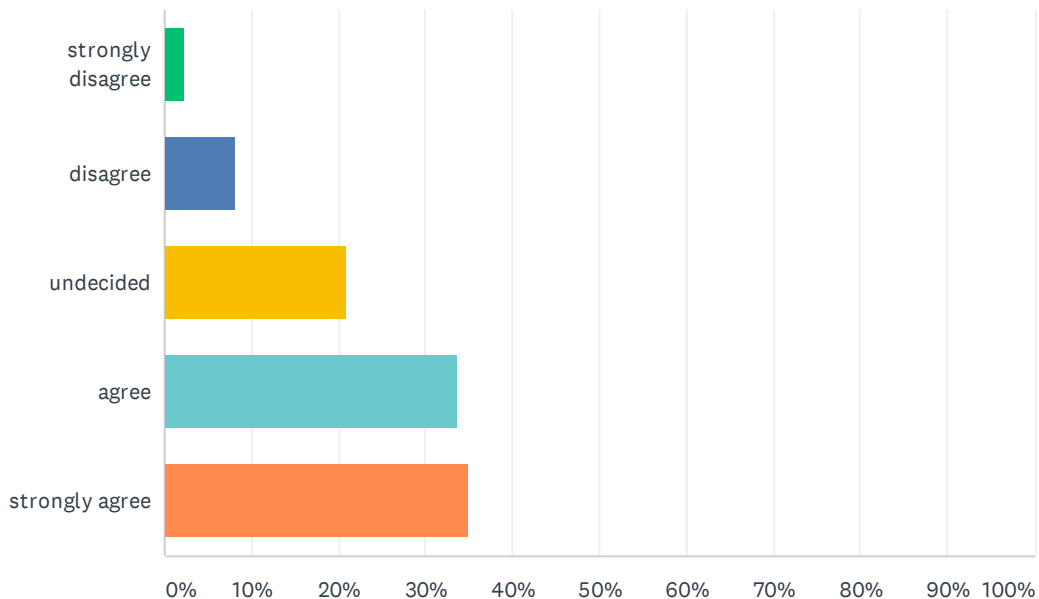
Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	1.16%	1
disagree	1.16%	1
undecided	9.30%	8
agree	39.53%	34
strongly agree	48.84%	42
TOTAL		86

Q58 I would recommend our agency as a great place to work.

Answered: 86 Skipped: 0



ANSWER CHOICES	RESPONSES	
strongly disagree	2.33%	2
disagree	8.14%	7
undecided	20.93%	18
agree	33.72%	29
strongly agree	34.88%	30
TOTAL		86

Q59 What do you like best about working for SC Housing?

Answered: 68 Skipped: 18

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

#	RESPONSES	DATE
1	Family-like work culture, SC Housing's mission, work/ life balance	3/2/2020 4:48 PM
2	I feel valued as an employee.	3/2/2020 12:34 PM
3	I am comfortable with my job and my supervisor, something I have not had in the past.	3/2/2020 10:04 AM
4	No comment	3/2/2020 8:24 AM
5	The people I work with.	3/2/2020 8:20 AM
6	that i am allowed to do my job	3/2/2020 8:16 AM
7	I believe in the mission of providing affordable housing opportunities	3/1/2020 12:08 PM
8	The commitment of the employees to the agency and the good relationship among each other to including the leadership. Make you feels like family.	2/29/2020 1:59 PM
9	The services that we offer and the opportunity to make our communities and people's lives better.	2/28/2020 4:43 PM
10	It feels like a family. The people I work with is a cohesive group. I feel appreciated and I am doing work that helps others in SC. Compared to other agencies I have worked for, this is a piece of heaven.	2/28/2020 3:52 PM
11	Family Environment	2/28/2020 1:09 PM
12	With in my department we gat along great and have a wonderful relationship, easy to ask questions to others	2/28/2020 10:17 AM
13	the sense of helping people when i go home each day i feel i have help someone get into a home and maybe with out me doing what i do, that may never of happened	2/28/2020 10:15 AM
14	The People..they're Great! Flexibility of schedule	2/27/2020 4:29 PM
15	It is a respectable organization to work for	2/27/2020 3:39 PM
16	Before the purges and the new "leadership" we had vision and the work was rewarding. Now I am motivated by getting paid and retirement.	2/27/2020 3:10 PM
17	State benefits package; work schedule; location in relationship to my home	2/27/2020 11:05 AM
18	Mellisa Robinson [REDACTED]	2/27/2020 10:17 AM
19	The people are welcoming and you don't have gossip	2/27/2020 10:14 AM
20	The mission of helping others find a place to live or better place to live.	2/27/2020 10:00 AM
21	The people and work environment.	2/27/2020 9:49 AM
22	Best supervisor and team I have ever worked with	2/27/2020 9:45 AM
23	Seeing the joy on a child's face when they realize they will have their own bedroom for the first time in their life	2/27/2020 9:44 AM
24	I enjoy working with my coworkers.	2/27/2020 9:36 AM
25	the people i work with	2/27/2020 9:26 AM
26	The sense of community	2/26/2020 4:45 PM
27	Affordable Housing is a benefit to society.	2/26/2020 8:42 AM
28	The stability	2/25/2020 4:15 PM
29	Heavy workload makes time fly	2/25/2020 3:50 PM
30	I like the agency's mission which entails providing housing for low income qualified families.	2/25/2020 2:55 PM
31	Sense of camaraderie with coworkers who have the same goal-providing safe affordable housing to SC citizens.	2/24/2020 10:40 PM
32	The people here are amazing. If an employee has any type of trouble, other employees have	2/24/2020 2:01 PM

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

his or her back. This includes our executive leadership, as our leaders take a personal interest in employees' wellbeing.

33	Helping those that need housing the most to find a place they can call home.	2/24/2020 12:05 PM
34	I like the morale of the environment and the work that we do.	2/24/2020 8:55 AM
35	Serving the people.	2/21/2020 9:41 AM
36	██████████, Kim Spires and ██████████, Shante' Edmonds have completely changed ██████████ on working for this Agency. Previous management was completely disconnected from not only their employees, but policies, procedures and guidelines both internally and externally (ie: HUD guidelines). We had several Directots leave/retire as well as a supervisor and it has made a tremendous difference in my personal feeling about working for SC Housing.	2/20/2020 4:30 PM
37	Our mission and helping people find their version of "home".	2/20/2020 11:16 AM
38	The people are great	2/20/2020 11:10 AM
39	I love that our Executive Director is always concern about our work environment. She is always asking what we can do to make things better. I have been under several Executive Directors and you can really tell that she is truly sincere about making a change for the best.	2/20/2020 10:05 AM
40	I believe in the Mission of SC Housing & I believe that we make a difference in the lives of South Carolina citizens.	2/19/2020 3:46 PM
41	The Comradery, no matter the situation we always come together to make it happen.	2/19/2020 1:37 PM
42	The people at the front line level are committed, hardworking employees who go the extra mile to help customers and achieve the business objectives of the agency.	2/18/2020 5:30 PM
43	The people i work with internally everyday.	2/18/2020 3:04 PM
44	the people	2/18/2020 1:27 PM
45	I can perform my daily job functions independently	2/18/2020 12:09 PM
46	The people, and enjoy being able to continue my 30 plus year career with a great agency.	2/18/2020 9:58 AM
47	Benefits and family atmosphere	2/18/2020 9:03 AM
48	The people here are a family	2/18/2020 9:02 AM
49	The family atmosphere.	2/18/2020 8:10 AM
50	I greatly enjoy the work I do and I love the people I work with.	2/18/2020 7:36 AM
51	The results for the public	2/17/2020 12:12 PM
52	Strong community	2/14/2020 1:47 PM
53	I love our mission. Being a part of something bigger than who I am and doing more than I could by myself means a lot to me.	2/14/2020 1:13 PM
54	Best team of people I've worked with, period. I've had experience with many local, state, and federal organizations. This one is the best I've seen or dealt with.	2/14/2020 12:25 PM
55	Everyone I work with.	2/14/2020 11:16 AM
56	The people especially Bonita Shropshire	2/14/2020 11:11 AM
57	I am trusted to do my job and am included in decision-making. The staff are friendly, happy and seem to enjoy their work which is very different than other jobs I have had.	2/14/2020 11:11 AM
58	THE ATMOSPHERE AND THE PEOPLE I WORK CLOSELY WITH	2/14/2020 11:01 AM
59	The Mission	2/14/2020 10:47 AM
60	The Mission and Vision lines up with my personal goals.	2/14/2020 10:40 AM
61	Job security.	2/14/2020 10:38 AM
62	STATE BENEFITS/TIME OFF	2/14/2020 10:20 AM

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

63	The people I work with are great.	2/14/2020 10:19 AM
64	Sense of warmth and community	2/14/2020 10:13 AM
65	We have a family unit	2/14/2020 10:13 AM
66	Being able to help others	2/14/2020 10:10 AM
67	My favorite parts of SC Housing are its purpose and its people--from the Executive Director all the way to temporary interns.	2/14/2020 10:09 AM
68	People and training.	2/14/2020 10:08 AM

Q60 What are a few things we could do to make SC Housing a better place to work?

Answered: 59 Skipped: 27

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

#	RESPONSES	DATE
1	Diversity training	3/2/2020 4:48 PM
2	Consistency in the hiring process for starters. Jobs are posted when management doesn't have someone in mind for the job. Sometimes folks are just moved into positions. I believe that internal employees are often overlooked for promotions and external folks are hired because they were already pre-selected. Also, there is lack of trust with upper management. Most of upper management was wiped out within approximately a year losing all experience. The current management felt it necessary to hire 2 management positions at large salaries that I felt could have been outsourced. The focus should have been on hiring management that could help run this agency. This still continues today. Our General Counsel has the most knowledge and experience of any management person here. If she decided to leave for another position, this agency would be in a really bad place. The management that we have are very likeable folks but I don't believe any of them have the knowledge/experience needed to run an Agency/Business. I believe the Agency needs a strong individual with a finance/business background that also have personnel background. I do not feel that our General Counsel should be the Director of Personnel or any other division for that matter. Our General Counsel should be just that. We don't have anyone in HR that is trustworthy or that I would go to for any reason other minor things like leave or benefits. Watching a full entourage of folks file in line to senate and house committee meetings made us look like a joke.	3/2/2020 10:04 AM
3	No comment	3/2/2020 8:24 AM
4	A faster decision process as decision take to long for certain things do be decided and told how to proceed.	3/2/2020 8:20 AM
5	matching contributions to retirement funds	3/2/2020 8:16 AM
6	Hire a competent CFO. There has not been a competent CFO in two years. Hire a competent Executive Director. The current ED has been in place for two years and the agency has struggled with high turnover and a general lack of focus. The Executive seems well intentioned, but lacks a general knowledge of housing and finance.	3/1/2020 12:08 PM
7	Continue to have activities throughout the entire year to maintain the morale and welfare of the employees.	2/29/2020 1:59 PM
8	Reassure staff doing the grunt work feel valued and not just give lip service. This was a great Agency (and still can be), it needs stability. There have been too many changes back-to-back. Stability and better trickle-down communication. The Executive Director is barely accessible (maybe should not be)... however, some buffer staff such as a Deputy Director(s) is needed for support. Raises!	2/28/2020 4:43 PM
9	I wish there was a more efficient way to disseminate information other than email. It sometimes get lost in the many emails that I receive everyday. I think the agency should thank employees more often, even for the small things.	2/28/2020 3:52 PM
10	Increase in Salaries; More Incentives; Increase in Employee Appreciation; Less Basis Micromanaging	2/28/2020 1:09 PM
11	Get better at filling positions and posting positions in a timely manner. Conversion to new systems could have gone so much smoother and more efficiently, done more research in the company that will be used to make sure that it will be able to support the needs of the agency. Have fewer meetings to allow the managers to accomplish their jobs with their department. Maybe create a agency trainer position to actually be able to sit with new employees and give them real training and another person to have as a resource when managers are in the meetings or out on vacation give better raises that will meet the cost of living	2/28/2020 10:17 AM
12	Start making decisions in a timely manner. don't take months to make a decision. all of a sudden Development is all they want to talk about and every other department is just left out. Mortgage production is the money maker for the agency and had our best year ever last year but new proposals and new initiatives just get stalled or never approved, seems they cannot make a decisions timely in [REDACTED] but at this point i dont care. I have been at the agency for [REDACTED], i have been a [REDACTED] to currently, [REDACTED]. i work exclusively for [REDACTED] but [REDACTED]. but [REDACTED] so [REDACTED] that have	2/28/2020 10:15 AM

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

completely opposite perceptions of my duties. [redacted] has not business being head of [redacted] is a [redacted] and [redacted] that i guess are in changing diapers. because [redacted] treats [redacted] staff like are 2 year olds that have no clue how to do and jobs and that [redacted] knows everything. telling us daily how we can improve on thing she know nothing about m trying to justify [redacted]. [redacted] has been [redacted], [redacted] has been a state employee for [redacted], and has a state employee mentality of making red tape and not getting things done. [redacted] has no concept of what [redacted] employees do and treat them terribly. [redacted] has one of [redacted] reports in tears i would say at least once a week. the other one [redacted] like very little [redacted] does and reprimands [redacted] all the time for doing his job. [redacted] had told [redacted]. because i love it so much and what i do is so important to people and agency. i mention that [redacted] and if so we need to make plans and hire someone that i can training as no one knows this job but me. [redacted] said that will be ok [redacted] said [redacted] would find someone would be adequate and [redacted] could train them, really [redacted] knows nothing about [redacted] and processes but [redacted] is going to training them. [redacted] is [redacted] and [redacted] and to [redacted] about the way we are treated and nothing has been done and i am sure that [redacted] or [redacted]. on [redacted] the [redacted] no one from [redacted] was present which should be a violation of policy. nothing was settled but [redacted] and make a complaint and i also [redacted] HR was present. so not we have no closed door meeting and really do not talk with each other except to say good morning. this could be settle easily by them [redacted]. the way executive management has run the agency the last 2 year or so has been crazy for [redacted] employees, they said they all resigned but they were fired with the option of resigning so the firing would not be on their record, or making it so miserable for them they left. they basically stripped the Finance department of 3 of the top employees and left with only one person with any knowledge of what is going on. they have cannot find a CFO since they make [redacted] leave and the one the hired last 30 days, management said she left for more money but she really did not want to work here because of all the Drama. For me [redacted] and go us through some very good time and the crash of 08. but when the merger SC Help with Mortgage Production under Steve Clements management [redacted] and [redacted]. then [redacted], the biggest problem is that an announcement came out the [redacted] Director of Mortgage Production. the job was not posted and [redacted] was never given a chance to [redacted]. this is against all HR policies. then they gave [redacted] without posting the job. [redacted] has been a state employee for almost [redacted] have never worked for a [redacted] department. but got the job. i would have applied i have over [redacted] as [redacted] but never got a chance to apply.. they are only hiring [redacted] at this point because you are looking in the operations. i think. [redacted] like so many of the employees have done at the agency and i was told that was not allowed anymore [redacted]. i check when they they told me that and [redacted] said that was no problem as long as I stay out for 30 days. when i came back and talked the HR they said they would have to get back to me, but heard nothing but yet they let on [redacted] come back [redacted] in another department. after that i was told they had a [redacted] here that they were possible going to end [redacted] job and if i left [redacted] could have my job. sorry this is not organized better and this is hard to write the way this is setup. but in closing i want to say i love what i do, i feel so good know that i help mostly your families get into their first home, i just rewarding. What SC Housing does is so important to the state and I cannot think of ever doing anything else. i just wish the environment was better and i did not feel as though i had to tip my boss who i should not be working for. One more thing i think should be looked into i have been told that all the board members emails are on our website but any emails sent to them are reviewed by Ms Shropshire and she only sends them the ones that does not complain about something here. if this is true they are hiding things from the board which is just not right. thank you for the opportunity and hope that positive change can happen and make this a better place to work.

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

14	Salary based on work load and department	2/27/2020 3:39 PM
15	<p>Affordable Housing is one of the most important topics today. It is in the news, in the Presidential debates, in the halls of government. In SC our agency is the frontline for identifying the issues and formulating solutions. Unfortunately we are currently ill equipped to do either. The Executive Director likes to use the term “under my leadership.” Unfortunately there is very little leadership shown, and even less trust. For the most part the “leader” sequesters herself in her office. When she is in, the office door is usually locked. There is a siege mentality and the HOC, SOC and IG investigations have made this worse. Regarding testimony before the HOC on 2/26/20: The Director swore the “tell the truth, the whole truth and nothing but the truth” instead she gave her partial, version of the truth. She has consistently told the IG and HOC that we have been without a CFO “since October (2019)” The whole truth is that we have not had a CFO in almost two years. Since [REDACTED] was [REDACTED], it has been functionally vacant. A [REDACTED] was appointed to the position but immediately left for [REDACTED]. [REDACTED] never returned to the position. The next one [REDACTED] resigned after a month. It remains unfilled. The Director also testified that [REDACTED] left because [REDACTED] salary was too low. That is not true. The committee was told that there was now an email link for the Board Members (as was recommended). However, if you check that link you will find that it is an .schousing link. While board members may have access to it, it goes to the director’s office, to be forwarded (maybe) to the board member. Likewise there is no phone number, mailing address, etc. In other words, no way to contact a board member unfiltered. The IG was told that she has reduced her direct reports (from 11 to 9). Technically, maybe. The departments of Research (one person), Marketing (three people) were placed under the silo of Policy and Innovation (one person). In fact, all still report to her. She refuses to devolve authority. Finally, she has testified that the Strategic Plan is underway. Again, untrue. There is a plan to make a plan, but it is far from being even in the formative stage. Regarding the IG’ report. It was very kind to say that Director Shropshire is “overwhelmed”. That is true. The report described it as “drinking from the firehose.” That is exactly why you don’t appoint someone with no housing experience and ZERO management experience to be the Director of such an agency. It was simply disastrous to appoint the former Director’s secretary to operate a massive financial institution. The IG’s report said that Shropshire was appointed because the salary was so low that no one else would take it, it was insufficient to attract anyone else, thus no need to perform a search. With all due respect, that is BS. The position was not offered to anyone else. It was not advertised internally or externally. There are still a few, excellent, skilled and capable people within the agency who would gladly rise to the position. There are probably many others (possibly retired developers, financial people or administrators) who would have taken it out of a sense of duty. Certainly some of the incredibly talented staff who have been dismissed (many of whom had devoted their careers to the agency) would have taken it. Actually anyone would probably be better than someone as unqualified as what we now have. The IG and the HOC have seen this first hand. The Director will not and cannot answer any questions on her own. She will not appear without an entourage of staff to answer questions. She simply can’t. Everyone with any experience has been fired. Anyone who disagrees with the Director is fired. They have either not been replaced or replaced with people with NO experience in housing or in any related position. The agency now relies heavily on paid consultants, rather than the people who have been hired to perform the same duties in the agency. The Director of “Policy and Innovation” has created neither policy nor innovation. He is an attorney who didn’t want to practice law any more. No background or expertise in housing, much less public policy or innovation. The Director of Marketing is a former social worker, with no background or expertise in housing or marketing. Her qualifications were that she was a friend of the former director. She came on as Deputy Director for IT, Legal, HR, Marketing and Procurement. Within months she had been relieved of all duties except marketing and procurement, then procurement was removed. Then she was placed under the aforementioned director of policy and innovation. The Director of the Housing Trust Fund was previously a grant writer with City of Columbia. Another example of this disfunction: The agency has always had an annual Forum to bring together the affordable housing community in SC for training and networking. When the new Director took over, it was cancelled. It was supposed to be held in 2020. It will not happen. Now it is supposed to happen in 2021. That is doubtful as no planning has yet taken place. It goes on and on. This survey will probably indicate that most of the agency is satisfied with their position and with the agency as a whole. But be reminded that most agency staff see only a very small piece of the agency. Those who have positions of responsibility are very apprehensive about the “leadership” direction and future of the agency. And those who get to spend any time with the director or her senior staff see that there is very little talent, ability, vision or a plan. It is sad. We wish the Board would act, but the fact is the Board is unpaid and all have other careers. They meet seldom, are detached from the oversight of the agency and are misled by the staff with whom they interact (as has been the IG and the</p>	2/27/2020 3:10 PM

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

HOC.) This should be obvious by the fact that no board member has attended any of the oversight hearings and that the board has not asked the questions that the HOC has been asking. Where is the oversight? For the most part the "leader" sequesters herself in her office. When she is in, the office door is usually locked. There is no planning. There is no vision. Talent and experience has been drained away. There is no institutional memory left. Those who can find other jobs are actively searching (you will see even more vacancies in the future.) Hiring even marginally qualified new staff is difficult due to our bad reputation in the industry. There is no succession plan. There is not even a business continuity plan (that anyone is aware of). Fortunately the agency has dedicated staff and a staff devoted to our mission statement, but we fear that it is only a matter of time till things unravel.

16	<p>Although progress has been realized during Ms. Shropshire's tenure the Agency still has significant room for improvement. Concerns (which are based on personal knowledge, not theory or grapevine information) include, but are not necessarily limited to: (1) Equity considerations related to salaries paid to staff who hold jobs in similar classifications/pay bands and perform work with similar levels of responsibility - Many who have been with the Agency a short period of time make remarkable salaries (we are told) because when originally hired they worked under federal contracts whose administrative fees provided adequate funding for fair wages. Upon moving to other areas, salaries for these positions continued to compound resulting in salary inequities. In one case, 2 managers are completing the tasks previously assigned to 1 manager. The combined salaries of these two individuals (with less tenure at the Agency than the previous manager) are 218% greater than that of the previous manager serving in this role. Please note the previous manager was a high performer and is no longer in this particular department because of a voluntary transfer to a different division. (2) All available positions are not necessarily posted internally and/or to the public. Certain people are "anointed", for lack of a better work, as leaders for various units. In one case the individual has vocalized that he does not want the job as he feels he is not qualified. (3) Candidates are pre-selected by Management. In two cases, vacancies were posted with internal and external candidates responding. In each case external talent was hired and both admitted publicly (in group meetings) to being "contacted" by Ms. Shropshire and told to apply for their positions. This smells a little like pre-selection if you sit in my chair. One of these was a CFO who stayed approximately 1 month. The other is the SC Housing Trust Fund Manager who has been on board approximately 8 months and, based on professional interactions and personal observations, has no clue what her department does and/or what her role is. In a third case, one staff member tendered her resignation with notice. She was offered additional money to stay. Although this is aligns with the Agency's policy on retention pay, it is common knowledge that our leader felt compelled to keep this employee on staff to avoid another public outing. (4) Senior level manager of Mortgage Production regularly exhibits passive aggressive behavior when QC identifies operational and/or regulatory deficiencies associated with the single family mortgage division. He and his staff often modify program requirements upon receipt of observations. Although this is often the intended response, they often discount the importance of the loan level findings (on loans that occurred in the past) and choose not to address recurring deficiencies with contracted staff. The updates are most often handled covertly by slight modifications to published program guidelines with no corresponding notice to business partners of the related updates. Basically, rather than address legitimate issues, rules are changed such that the documented deficiencies then become acceptable. This Director also is utilizing employees who are paid via federally contracted HHF funds to fill staffing gaps in his SC Housing Production unit □ without properly allocating the administrative costs associated. This is all on the heels of an extensive SIGTARP audit resulting in numerous findings that required SC Housing to reimburse hundreds of thousands of dollars, some of which was attributable to the same type of infraction.</p>	2/27/2020 11:05 AM
17	Have upper management not lie to you and just be fair	2/27/2020 10:17 AM
18	Be efficient with the resources we have including technology and personnel. Provide resources so that we are proactive rather than reactive. Hire appropriate individuals rather than giving a very few individuals raises by placing more departments under their supervision. Hire a legal supervisor that is willing to help this ageny rather than push work off on staff that have no business doing legal tasks.	2/27/2020 10:00 AM
19	I can not answer this qesiton as I am new and still learning the business and processes.	2/27/2020 9:49 AM
20	Salaries are below industry standards. Raises are few and far between, not even keeping pace with inflation. I love working here but I simply cannot afford to plan to spend my entire career working here because I will miss out on too much money. By my math, if I did, at the end of my career I would be getting paid considerably less in actual spending power than when I started.	2/27/2020 9:45 AM

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

21	Recognize employees for their hard work and coach employees in private	2/27/2020 9:36 AM
22	pay more	2/27/2020 9:26 AM
23	More opportunites to voice suggestions	2/26/2020 4:45 PM
24	Changing programs every year is very time consuming. Too many meetings, managers need to be able to have time to manage and not be stuck in meeting after meeting.	2/26/2020 8:42 AM
25	See more African Amerian's in higher positions	2/25/2020 4:15 PM
26	Evaluate which employees are assets to the agency and what you should do to keep them.	2/25/2020 3:50 PM
27	This agency is known and has been known to hire people who are not qualified for the jobs they are hired. The education, experience, knowledge and salaries are the equal to what is needed to do the job. Some people have been hired over the years with a salary of over \$50,000 knowing that they are not qualified for the job but yet allowed to be hired. There are people who have TERI, retired and still are being allowed to stay at the agency as a temp/contract person because of the favoritism that has been granted to them while others had to leave. This type of hiring practices should be given to all and not to some employees because of their relationship with management. There is no confidentiality or trust that can be given to anyone on a management level in the agency. People are afraid to speak up and in this instance some are afraid to even take this survey for fear of retaliation from management and this is not right. Overall, the morale at this agency is very very poor and management refuses to listen to those who have complaints and ideas. If a person decides to speak up, management labels that person as a troublemaker instead of trying to solve the issues or gather solutions. There are so many people in this agency that should not even be in management positions. Maybe if someone was to come in this agency and do an individual audit, a lot of surprising information may be found. I apologize for being so long winded, but just wanted to provide some input on this survey. Also, there is a concern about the health and safety of this building. There are a lot of people who have developed some type of illness from the building. Thank you.	2/25/2020 2:55 PM
28	Encourage managers to ensure salaries are equitable within their divisions and 5hat all employees have opportunities to move up. Maybe come up with a project involving housing employees could volunteer on.	2/24/2020 10:40 PM
29	It is honestly a great place to work and anyone who says otherwise has not worked at another state agency.	2/24/2020 2:01 PM
30	Similiar to most state agencies, it must continue to create an environment thats fosters the professional and financial growth of their people.	2/24/2020 12:05 PM
31	Give people a fair chance to advance within the agency based off work experience and not off who they like. In some departments higher management are very racist.	2/21/2020 9:41 AM
32	Start giving raises based off merritt instead of accross the board. We still have employees that are only here to collect a paycheck and it is blatanly evident. Our benefits package it not what it used to be. It used to be said the State doesn't pay well, but they have an excellent benefits package. That is no longer a true statement. Overall, I love my job, supervisor and Director, however, I do not feel as if I am compensated for my work ethic, knowledge and dedication to this Agency.	2/20/2020 4:30 PM
33	Nepotism. Satellite offices in other regions to avoid traveling far and completing a days work.	2/20/2020 1:12 PM
34	Not sure why we are having to complete so many surveys. Seems like a lot recently.	2/20/2020 11:16 AM
35	I would like to learn more about the departments and programs in our agency.	2/20/2020 11:10 AM
36	Create another program similar to SC HELP.	2/19/2020 3:46 PM
37	I have worked in many different enviornment in my life and find SC Housing to have to best work atmosphere I have witnessed. Therefore I have no suggestions at this time.	2/19/2020 1:37 PM
38	The leader (executive director) sets the tone and climate of an agency. Dysfunctional management behaviors trickle down and make the work environment chaotic, indecisive,unpredicable, and threatening for employees. Major decisions linger while agency leaders focus on the trivial. Create a culture of trust and transparency.	2/18/2020 5:30 PM
39	Increase pay.	2/18/2020 3:04 PM

SC Housing Finance and Development Authority (SC Housing) -- Employee Climate/Leadership Survey

40	management demonstrate by doing, not saying	2/18/2020 1:27 PM
41	Work from home, updgrade technology, higher pay	2/18/2020 12:09 PM
42	Comparable salary within my department would be a start. I have been here for [REDACTED]; I'm the [REDACTED] department and make the [REDACTED] amount of salary with [REDACTED] of experience. Everything in my department, I put in place, even [REDACTED]. While I went above and beyond my required duties, it has never been in my reviews nor has it been recognized as such. In the past 3 yrs., the department grew, yet, I'm the [REDACTED] employee; most likely never to see any recognition for anything. I have always requested [REDACTED], which would make my job much easier, especially with the increased volume, and I was told it would never happen. So I make do, because I love what I do and, I am not ready to give up on SC Housing yet. I have faith that with our new Executive Director in charge, things are looking up for everyone. She is the best we have ever had, a true leader. Bonita, thank you for being you, and for believing in our mission.	2/18/2020 9:58 AM
43	Better compensation	2/18/2020 9:03 AM
44	security guard	2/18/2020 9:02 AM
45	I can't think of anything. I'm overall very satisfied.	2/18/2020 8:10 AM
46	Hold managers accountable. Stop all the changes.	2/17/2020 12:12 PM
47	I think it would be beneficial to do a reminder of professional attire requirements for our entire staff and what professionalism means. In addition, I have a question about this survey. How can the answers regarding supervisors be helpful in making any change where change might be needed, if you don't know what department my answers are regarding? I just don't see how this is helpful without that information.	2/14/2020 1:13 PM
48	Certain positions need to have knowlegde of technology in order to make informed decisions. I believe some major decisions were made without taking into account how it would affect our customers and workforce. It is now irrevocable for five years. The person who made that decision is no longer here. There are things at a state wide level that should be changed, and that affects every state organization. Legislation, like procurement, should be assessed to match the times. I could go on for a while about issues, but I'll stop here.	2/14/2020 12:25 PM
49	I cant think of anything I would change. :)	2/14/2020 11:16 AM
50	Move the office downtown?	2/14/2020 11:11 AM
51	MORE EMPLOYEE ENGAGEMENTS	2/14/2020 11:01 AM
52	The Board and Executives need to provide clear direction and action to achieve the mission	2/14/2020 10:47 AM
53	Not so much secrecy.	2/14/2020 10:38 AM
54	LESS FAVORITISM/CONSISTENCY/LESS CHIEFS	2/14/2020 10:20 AM
55	We need a few new positions (auditor who reports directly to board, director of HR, a dedicated webmaster would be great), better compensation (always), the building and property could use some work (better roof, parking lot potholes, better lighting at night), bettter security (never have fire drills)	2/14/2020 10:19 AM
56	Better compensation policy	2/14/2020 10:13 AM
57	up our salaries	2/14/2020 10:13 AM
58	The update to the strategic plan should help.	2/14/2020 10:09 AM
59	Better wages.	2/14/2020 10:08 AM

Appendix - B

Appendix B - IG Summary Compilation of Survey Results

SC Housing Employee Climate Survey Data		1	2	3	4	5	Total Responses	Rating Average	Favorable Responses (%)
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree			
Agency Leadership (Executive Director, and Senior Directors)									
1	I have a high level of respect for the SC Housing's leadership (i.e., Executive Director, and Senior Directors).	3	12	9	23	39	86	3.965	72%
2	The SC Housing's leadership maintains high standards of honesty and integrity.	5	14	7	25	35	86	3.826	70%
3	I believe SC Housing's executives set a positive example for the organization by adhering to applicable rules, regulations, and policies.	6	11	7	31	31	86	3.814	72%
4	SC Housing's leadership demonstrates that a commitment to ethics, integrity, and compliance is an institutional priority.	4	11	10	28	33	86	3.872	71%
5	I am satisfied with how information is communicated by SC Housing's leadership on what is going on with our agency.	7	18	5	34	22	86	3.535	65%
6	Employee morale is important to SC Housing's leadership.	4	12	8	34	28	86	3.814	72%
7	Diversity and Inclusion are important to the leadership of this agency.	6	9	14	24	33	86	3.802	66%
8	SC Housing's leadership encourage and consider alternative points of view and recommendations.	5	11	14	33	23	86	3.674	65%
9	I have trust and confidence in SC Housing's leadership.	4	12	15	26	29	86	3.744	64%
10	SC Housing's leadership has communicated a clear vision that motivates me.	7	10	14	31	24	86	3.640	64%
11	I believe in the approach SC Housing's leaders take to reach our objectives.	5	8	14	35	24	86	3.756	69%
12	SC Housing's leadership proactively addresses issues or problems.	6	13	16	32	19	86	3.523	59%
13	SC Housing is effectively utilizing the resources and programs it manages.	2	7	11	40	26	86	3.942	77%
14	SC Housing's leadership is approachable.	4	15	3	28	36	86	3.895	74%
15	SC Housing's leadership treats people fairly.	5	16	10	32	23	86	3.605	64%
16	I am satisfied with the leadership of SC Housing and the status of the agency.	3	16	14	25	28	86	3.686	62%
Individual rating responses		76	195	171	481	453	1376	3.756	
Individual rating responses(%)		5.52%	14.17%	12.43%	34.96%	32.92%	100.00%		68%
Category respondents by individual rating		4.75	12.19	10.69	30.06	28.31	86.00		

Supervisory Leadership (Your Direct Supervisor)		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total Responses	Rating Average	Favorable Responses (%)
		17	My supervisor provides guidance and instruction regarding expectations.	4	8	6	35	33	86
18	My supervisor provides the resources and support needed for me to do my job.	3	7	7	35	34	86	4.047	80%
19	My supervisor recognizes my full potential and capitalizes on my strengths.	4	8	11	30	33	86	3.930	73%
20	My supervisor is approachable.	0	7	4	20	55	86	4.430	87%
21	My supervisor treats people fairly.	4	2	10	28	42	86	4.186	81%
22	My supervisor supports organizational change in a positive and productive manner.	2	3	12	29	40	86	4.186	80%
23	My supervisor clearly communicates ideas verbally and in writing.	4	7	9	28	38	86	4.035	77%
24	My supervisor listens to what others have to say.	1	4	3	41	37	86	4.267	91%
25	My supervisor proactively addresses issues or problems.	3	9	7	29	38	86	4.047	78%
26	Relative to my previous work experience, I have a better relationship with my supervisor.	3	6	14	32	31	86	3.953	73%

Appendix B - IG Summary Compilation of Survey Results

27	My supervisor has the knowledge and skills necessary to perform the job and/or coach others.	4	3	12	26	41	86	4.128	78%
28	My supervisor acts with integrity, honesty, fairness, and empathy.	1	7	5	29	44	86	4.256	85%
29	My supervisor recognizes and appreciates employees who are doing a good job.	1	4	11	29	41	86	4.221	81%
30	My supervisor cares about me as a person.	0	8	5	29	44	86	4.267	85%
31	I have opportunities to voice my ideas about making work more efficient and/or to meet the public's needs more effectively.	1	3	4	41	37	86	4.279	91%
32	I clearly understand my organizational lines of authority.	2	3	6	37	38	86	4.233	87%
33	Day-to-day decision making within the organization follow these lines of authority.	3	7	5	44	27	86	3.988	83%
34	I have trust and confidence in my supervisor as a leader.	4	5	8	28	41	86	4.128	80%
	Individual rating responses	44	101	139	570	694	1548	4.143	
	Individual rating responses(%)	2.84%	6.52%	8.98%	36.82%	44.83%	100.00%		82%
	Category respondents by individual rating	2.44	5.61	7.72	31.67	38.56	86.00		

Work Environment		Poor	Low	Average	Good	High	Total Responses	Rating Average	Favorable Responses (%)
35	Morale at work is:.	8	14	19	33	12	86	3.314	52%
		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree			
36	I have the technology needed (e.g. software, hardware, etc.) to get my job done.	3	9	7	41	26	86	3.907	78%
37	Employees report misconduct to the appropriate outlet(s).	1	7	30	38	10	86	3.570	56%
38	I can disclose a suspected violation of any law, rule, or regulation without fear of reprisal.	3	6	19	31	27	86	3.849	67%
39	Employees are protected from health and safety hazards on the job.	3	3	5	42	33	86	4.151	87%
	Individual rating responses	18	39	80	185	108	430	3.758	
	Individual rating responses(%)	4.19%	9.07%	18.60%	43.02%	25.12%	100.00%		68%
	Category respondents by individual rating	3.60	7.80	16.00	37.00	21.60	86.00		

Integrity and Professionalism		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total Responses	Rating Average	Favorable Responses (%)
40	The people in my division are competent and know how to get the job done.	0	0	2	46	38	86	4.419	98%
41	The people in my division conduct themselves in a professional manner.	0	1	3	50	32	86	4.314	95%
42	The people in my division treat each other with respect and consideration.	0	0	4	49	33	86	4.337	95%
43	The people in my division are treated in a fair and consistent manner.	3	7	5	40	31	86	4.035	83%
44	The people in my division demonstrate that a commitment to ethics, integrity, and compliance is an institutional priority.	3	1	4	38	40	86	4.291	91%
	Individual rating responses	6	9	18	223	174	430	4.279	
	Individual rating responses(%)	1.40%	2.09%	4.19%	51.86%	40.47%	100.00%		92%
	Category respondents by individual rating	1.20	1.80	3.60	44.60	34.80	86.00		

Appendix B - IG Summary Compilation of Survey Results

Job Satisfaction		Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree	Total Responses	Rating Average	Favorable Responses (%)
45	I am satisfied with my total compensation (e.g., salary, bonus, etc.).	11	24	16	26	9	86	2.977	41%
46	I am satisfied with my total benefits package (e.g., Retirement, Health Insurance, Paid Time Off, etc.).	6	4	7	43	26	86	3.919	80%
47	Employee events throughout the year make me feel appreciated.	1	11	11	42	21	86	3.826	73%
48	I know what I need to do to be successful in my role.	2	6	3	38	37	86	4.186	87%
49	I understand how my role(s) and responsibilities fit in the agency's mission.	0	3	4	40	39	86	4.337	92%
50	I am offered avenues of professional development to help with career progression in the agency.	9	18	12	30	17	86	3.326	55%
51	Our mission motivates me to go above and beyond what I would do in a similar role elsewhere.	1	6	13	33	33	86	4.058	77%
52	I have a strong sense of community at our agency.	3	11	5	45	22	86	3.837	78%
53	In my role, I feel connected to other departments.	3	21	8	33	21	86	3.558	63%
54	Relative to my previous work experience, I have a better work-life balance here.	3	7	11	38	27	86	3.919	76%
55	I can see myself working here in five years.	2	7	13	33	31	86	3.977	74%
56	I am satisfied with my job.	1	7	14	35	29	86	3.977	74%
57	I am proud to work for SC Housing.	1	1	8	34	42	86	4.337	88%
58	I would recommend our agency as a great place to work.	2	7	18	29	30	86	3.907	69%
Individual rating responses		45	133	143	499	384	1204	3.867	
Individual rating responses(%)		3.74%	11.05%	11.88%	41.45%	31.89%	100.00%		73%
Category respondents by individual rating		3.21	9.50	10.21	35.64	27.43	86.00		

Composite Totals							Rating Average	Favorable Responses (%)	
Total Individual Rating Responses		189	477	551	1958	1813	4988	3.948	
Total Individual Rating Responses (%)		3.79%	9.56%	11.05%	39.25%	36.35%	100.00%		76%
Total Survey Respondents by Rating		3.26	8.22	9.50	33.76	31.26	86.00		

Comments:		
59	What do you like best about working for SC Housing?	68
60	What are a few things we could do to make SC Housing a better place to work?	59