

Office of the Chief Human Capital Officer, Office of General Counsel, Office of Community Planning and Development, Office of Fair Housing and Equal Opportunity, Office of the Chief Financial Officer, Office of Field Policy and Management, Assistant Secretary for Housing

Index Score: 55.7 (Ranked #32 out of varied totals)

To increase homeownership, support community development and increase access to affordable housing, free from discrimination. The Department of Housing and Urban Development funds public housing projects, enforces equal housing laws and insures and finances mortgages.

Scores and Rankings by Class

Class	2011 Score	Rank (out of varied totals)
Employee Skills/Mission Match	72.7	30
Strategic Management	49.4	29
Teamwork	61.4	26
Effective Leadership	49.5	28
Effective Leadership - Empowerment	40.4	28
Effective Leadership - Fairness	47.0	28
Effective Leadership - Senior Leaders	46.0	23
Effective Leadership - Supervisors	58.9	29
Performance Based Rewards and Advancement	40.7	27
Training and Development	48.2	30
Support for Diversity	50.7	29
Pay	63.1	15
Family Friendly Culture and Benefits	41.0	12
Work/Life Balance	54.8	28

Scores by Class	2010	2009	2007	2005	2003
Employee Skills/Mission Match	72.4	75.0	73.8	75.2	74.0
Strategic Management	45.8	50.0	49.7	49.4	52.9
Teamwork	58.9	65.9	66.6	65.8	68.0
Effective Leadership	46.5	45.6	46.8	47.2	45.7
Performance Based Rewards and Advancement	41.9	42.4	46.2	44.6	45.5
Training and Development	45.8	49.8	49.4	51.8	51.5
Support for Diversity	48.4	52.6	53.5	53.5	58.1
Pay	68.5	69.2	68.2		
Family Friendly Culture and Benefits	41.5				
Work/Life Balance	54.2	57.5	58.4	59.9	61.1

Index Scores

Year	Score
2011	55.7
2010	57.1
2009	58.0
2007	57.2

2005	60.3
2003	56.5

Scores and Rankings by Demographic

Demographic	Score	Rank (out of varied totals)
Female	56.8	29
Male	58.0	29
40 and over	58.8	29
Under 40	51.4	30
Asian	61.1	29
Black or African-American	57.6	25
Hispanic or Latino	60.4	26
Multi-racial	44.1	28
White	58.2	28
American Indian or Native American	56.6	15

Scores by Demographic	2010	2009	2007	2005	2003
Female	58.1	64.4			
Male	59.7	59.7			
40 and over	59.5	57.5			
Under 40	53.2	59.0			
Asian	58.3	61.7			
Black or African-American	57.6	46.2			
Hispanic or Latino	60.4	58.9			
Multi-racial	47.7	59.2			
White	60.3	49.9			
American Indian or Native American	57.7	58.0			

Staff/Manager Alignment

Score: -19

Less Aligned / Less Satisfied:

Agencies in this group have *Best Places* Index scores that fall short of government-wide norms, as well as less-than-normal alignment between staff and managers on key workforce issues. These agencies should examine and understand the areas of high disconnect between staff and managers to ensure that managers understand staff issues and are prepared to support related agency changes efforts.

Workforce Size and Trends

Number of Employees in:	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010
	9,660	9,745	10,105	9,789	9,622	9,415	9,239	9,448	9,150	9,402

Employees joined (2009): 737

Percentage joined (2009): 7.80%

Average joined (2004-2009): 557

Employees left (2009): 643

Percentage left (2009): 6.80%

Average left (2004-2009): 627

Rookie ratio (percentage of workforce with less than three years of service): 14.00%

More About the Agency

Headquartered in Washington, D.C.

Other Locations: Seattle, WA; Atlanta, GA; Ft. Worth, TX; San Francisco, CA; Denver, CO; Boston, MA; Philadelphia, PA; Kansas City, KS; Chicago, IL and New York, NY

<http://www.hud.gov/>

Agency Subcomponents

[Assistant Secretary for Housing - Federal Housing Commissioner \(HUD\)](#) - Score: 59.3

[Office of Chief Information Officer \(HUD\)](#) - Score: 54.5

[Office of Chief Procurement Officer \(HUD\)](#) - Score: 37.0

[Office of Community Planning and Development \(HUD\)](#) - Score: 53.7

[Office of Fair Housing and Equal Opportunity \(HUD\)](#) - Score: 58.2

[Office of Field Policy and Management \(HUD\)](#) - Score: 62.8

[Office of General Counsel \(HUD\)](#) - Score: 58.3

[Office of Policy Development and Research \(HUD\)](#) - Score: 63.1

[Office of Public and Indian Housing \(HUD\)](#) - Score: 55.6

[Office of the Chief Financial Officer \(HUD\)](#) - Score: 56.4

[Office of the Chief Human Capital Officer \(HUD\)](#) - Score: 47.1