



Culture of Excellence Quick Reference

Purpose:

To give staff and new hires a quick, clear summary of what the Culture of Excellence means in daily work — ideal for orientation packets, team meetings, or posting in common areas.

Culture of Excellence: The Foundation of Our Work

A *Culture of Excellence* means we do more than meet requirements — we **set the standard** in how we serve, how we act, and how we uphold the mission of housing.

Pillar 1 – Compliance: Doing It Right

- Know and follow HUD and PHA regulations.
- Keep files accurate, complete, and audit-ready.
- Meet deadlines for certifications, inspections, and reports.
- Take ownership when errors occur — fix them quickly and learn from them.
- Strive for continuous improvement, not just rule-following.

Mindset: “Excellence starts with doing the right thing every time.”

Pillar 2 – Customer Service: Putting People First

- Respond to families, owners, and colleagues respectfully and promptly.
- Communicate clearly and patiently — educate, don't lecture.
- Resolve issues quickly and fairly.
- Collaborate across departments to ensure a smooth experience.
- Use empathy and professionalism in every interaction.

Mindset: "We serve people, not paperwork."

Pillar 3 – Professionalism: Representing the Mission

- Be reliable, punctual, and prepared.
- Maintain civility, respect, and a positive attitude.
- Support teamwork and collaboration.
- Pursue learning, certification, and personal growth.
- Model leadership by example — your behavior defines the culture.

Mindset: "Professionalism is how we earn trust every day."

Together, These Pillars Create a Culture That:

- ✓ Delivers **trustworthy results**
- ✓ Builds **community confidence**
- ✓ Inspires **employee pride and engagement**
- ✓ Sustains **organizational excellence**

Instructions for Completing the Culture of Excellence Assessment

Purpose of This Assessment

This assessment helps us evaluate and strengthen our organization's Culture of Excellence, built on three core pillars: Compliance, Customer Service, and Professionalism.

It encourages accountability, consistency, and continuous improvement in every role across the Housing Authority.

How to Complete the Assessment

1. **Fill in the top section** with your name, department, title, supervisor, and date.
2. **Review each section carefully.** Use the dropdown menu in the Rating (1–5) column to evaluate how each statement applies to your work or team.
3. **Add comments** to explain ratings or provide examples.
4. **Complete the reflection questions** at the end honestly and thoughtfully — your insights guide our improvement.
5. **Sign and date** the final page and submit the completed assessment to your supervisor or designated reviewer.

Rating Scale

Rating	Definition
5 – Exemplary	Consistently exceeds expectations and models best practices.
4 – Strong	Meets expectations with few errors or issues.
3 – Adequate	Meets minimum expectations; needs more consistency.
2 – Needs Improvement	Below expectations; requires additional support or guidance.
1 – Unsatisfactory	Does not meet expectations; immediate corrective action needed.

How Results Are Used

This assessment is designed to:

- Support individual growth and professional development.
- Reinforce alignment with the Housing Authority’s mission and goals.
- Recognize excellence across departments and identify training priorities.

By working together to strengthen Compliance, Customer Service, and Professionalism, we uphold our shared mission to serve families and our community with excellence.

Culture of Excellence Assessment

Purpose:

To evaluate the strength of our organizational culture and identify opportunities to reinforce excellence in compliance, customer service, and professionalism within the housing authority.

Section 1: Compliance – Doing It Right, Every Time

Measures how well we follow HUD regulations, internal policies, and ethical standards.

Rating Scale: 1 = Strongly Disagree 2 = Needs improvement 3 = Adequate 4 = Strong
5 = Exemplary

Evaluation Area	Description	Rating (1-5)
Regulatory Knowledge	Staff understand and correctly apply HUD rules, PHA policies, and program procedures.	

Comments:

Accuracy of Work	Files, calculations, and reports are completed with precision and documented properly.
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Comments:

Evaluation Area	Description	Rating (1-5)
Timeliness of Compliance Tasks Comments:	Certifications, inspections, and reports are completed on or before due dates. 	
Audit Readiness Comments:	Files are organized, consistent, and able to withstand HUD or internal reviews without findings. 	
Accountability Comments:	Staff take ownership for errors, resolve issues quickly, and implement corrective actions. 	

Evaluation Area	Description	Rating (1-5)
Continuous Improvement	Staff and managers actively review error rates and implement performance improvement strategies.	
Comments:	_____	

Compliance Score (Average): _____ / 5

Comments:

Section 2: Customer Service – Putting People First

Evaluates how we treat residents, owners, applicants, and each other with empathy and respect.

Rating Scale: 1 = Strongly Disagree 2 = Needs improvement 3 = Adequate 4 = Strong
5 = Exemplary

Evaluation Area	Description	Rating (1–5)
Responsiveness	Calls, emails, and requests are returned within 24–48 hours.	
Comments:		
Respectful Communication	Staff use clear, courteous, and professional language with families and owners.	
Comments:		
Problem Resolution	Concerns or complaints are addressed promptly and fairly, not avoided or ignored.	
Comments:		

Evaluation Area	Description	Rating (1–5)
Education & Guidance Comments:	Staff take time to explain program requirements, family obligations, and next steps clearly.	
Collaboration Comments:	Teams work cooperatively across departments to improve the customer experience.	
Customer Feedback Integration Comments:	Feedback is tracked, analyzed, and used to improve services or processes.	
Customer Service Score (Average): _____ / 5		
Comments:		

Section 3: Professionalism – Representing the Authority with Pride

Reflects our standards of behavior, communication, appearance, and ethical commitment.

Rating Scale: 1 = Strongly Disagree 2 = Needs improvement 3 = Adequate 4 = Strong
5 = Exemplary

Evaluation Area	Description	Rating (1–5)
Reliability & Attendance	Staff show up on time, prepared, and ready to contribute positively.	
Comments:		
Workplace Conduct	Staff demonstrate civility, integrity, and emotional control in all interactions.	
Comments:		
Team Attitude	Employees support colleagues, share knowledge, and show willingness to help.	
Comments:		

Evaluation Area	Description	Rating (1–5)
Professional Growth	Staff pursue training, certifications, and learning opportunities.	
Comments:		
Appearance & Presentation	Employees represent the authority with professionalism in attire and workspace.	
Comments:		
Leadership & Example Setting	Supervisors model ethical behavior, fairness, and respect.	
Comments:		
Professionalism Score (Average): _____ / 5		
Comments:		

Section 4: Overall Culture Alignment

Rating Scale: 1 = Strongly Disagree 2 = Needs improvement 3 = Adequate 4 = Strong
5 = Exemplary

Statement

**Rating
(1–5)**

The Housing Authority’s mission and values are clear and practiced daily.

Comments:

Employees feel respected, valued, and supported by leadership.

Comments:

Staff understand how their work contributes to organizational success.

Comments:

Statement**Rating
(1–5)**

There is trust, open communication, and transparency across all levels.

Comments:

Recognition and accountability are balanced fairly.

Comments:

The work environment encourages innovation and continuous improvement.

Comments:

Overall Culture of Excellence Score: _____ / 5**Comments:**

Section 5: Open Reflection Questions

1. What do you believe we do best as an organization?

2. Where do you think we need the most improvement?

3. What practices, habits, or systems prevent us from being a “Culture of Excellence”?

4. What changes could leadership make to strengthen our culture?

5. How do you personally contribute to compliance, customer service, and professionalism?

Scoring Guide

Rating	Definition
5 – Exemplary	Consistently exceeds expectations and models best practices.
4 – Strong	Meets expectations with few errors or issues.
3 – Adequate	Meets minimum expectations; improvement needed for consistency.
2 – Needs Improvement	Below expectations; frequent coaching or corrections required.
1 – Unsatisfactory	Does not meet expectations; immediate corrective action needed.

Optional Summary Dashboard

(Ideal for Supervisors or Executive Review)

Category	Department Average	Organization Average	Target Goal	Trend
Compliance			90%+ Accuracy	
Customer Service			4.5/5 Satisfaction	
Professionalism			4.5/5 Rating	
Culture of Excellence (Overall)			4.5/5	