Appendix D

Macro International Inc. Headquarters 11785 Beltsville Drive Calverton, MD 20705

Phone: 301-572-0200 Fax: 301-572-0999 www.orcmacro.com



Date

Addressee Address

Dear

As you know, the Department of Housing and Urban Development is conducting a nation-wide study to measure the amount and sources of error associated with determinations of eligibility and tenant rent in the Public Housing, Section 8, Section 202, and Section 811 programs. In addition to the tenant data we are already collecting at your PHA or project, ORC Macro has been asked to collect information from PHA and project staff regarding your procedures for conducting certifications and recertifications. This information will be used to prepare project characteristic findings related to the tenant level data.

Enclosed is a questionnaire that includes questions related to:

- Number and types of staff
- Staff training
- Communicating information from HUD to staff
- Quality control processes
- Conducting interviews
- Verification procedures

Please ask the appropriate person at your PHA or project to complete this questionnaire and return it to us by <u>date.</u>

If you are the contact person for more than one program or project in our study, we have enclosed multiple copies of the questionnaire. Please note that the label on the front of the questionnaire indicates the specific project for which we are collecting information. If the responses to the questions are the same for all or some of the programs or projects for which you are responsible, you may indicate such by responding: "please see responses for (name of project or program)" in the appropriate section(s). Return **all** forms to ORC Macro.

Once again, we thank you for your cooperation with this study. We know you are busy and have many commitments. However, we also know you recognize how important this information is to HUD. If you have any general questions about this study, please feel free to call me. I can be reached at 301-572-0239, or through ORC Macro's toll free number, 877-392-9776. If you have questions about our authorization to collect this data, please contact Yves Djoko, the Government Technical Representative for the study, at 202-708-0426 ext. 5851.

Sincerely,

Sophia Zanakos, Ph.D. Deputy Project Director

2006 Quality Control for Rental Assistance Subsidies Study PHA/Project Staff Questionnaire

July 24, 2006



Attn: Laura Webb 11795 Beltsville Drive Calverton, MD 20705

Th	roughout this survey, we use the following terms:
•	"PHA/project" refers to EITHER:

- The PHA that administers either the Public Housing or Section 8 Voucher Program,
 - OR
- A project administered by a private management company or PHA.
- "(re)certification" refers to BOTH move-in certifications AND annual recertifications.

PLEASE CIRCLE YOUR RESPONSE OR FILL IN THE BLANK WITH YOUR ANSWER.

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THE FOLLOWING QUESTIONS ARE ABOUT THE STAFF WHO CONDUCT (RE)CERTIFICATION TASKS SUCH AS:

- interviewing the tenant or gathering information from the tenant
- calculating the rent
- tracking verification

Depends on the person

• supervising staff who perform these tasks

DO NOT INCLUDE STAFF WHOSE PRIMARY ROLE IS INSPECTING UNITS, FILING, SERVING AS RECEPTIONIST, SCHEDULING APPOINTMENTS, SORTING MAIL OR OTHER TASKS NOT RELATED TO THE (RE)CERTIFICATION PROCESS.

۷.	(re)certification or verification tasks?	_staff	
3.	As of today, how many units do these staff support?	_units	
4.	Do these staff work mostly on (re) certification, or do they do a variety of task	s?	
		Check	one:
	Mostly work on (re) certifications		0
	Work on a variety of tasks		0

5.	Do (re)certification staff have a caseload of specific tenants which they handle on an ongoing basis?	O Yes	O No
	IF YES: ON AVERAGE, HOW MANY CASES ARE ASSIGNED TO A STAFF MEMBER?	C	ASES
6.	Do you have any minimum education requirements for new employees who will be working with (re)certifications? IF YES: WHAT ARE THE REQUIREMENTS?	O Yes	O No
7.	Do you have any other minimum requirements for employees who work with (re)certifications?	O Yes	O No
	IF YES: WHAT ARE THE REQUIREMENTS?		

II. TRAINING FOR NEW (RE)CERTIFICATION STAFF

The following questions ask about how your PHA/project trained new (re)certification staff in the past 12 months. By new (re)certification staff, we mean both new hires and staff who were (re)assigned to conduct (re)certifications.

 3. In the past 12 months, on average about how many hours of training did each new (re)certification staff receive? hour 4. In the past 12 months, did all new (re)certification staff receive the 	1.	In the past 12 months, were any new staff assigned to conduct (re)certifications?	O Yes	O No
(RE)CERTIFICATION STAFF WITH SOME EXPERIENCE. 2. How many new staff were assigned to conduct (re)certifications in the past 12 months? sta 3. In the past 12 months, on average about how many hours of training did each new (re)certification staff receive? hour 4. In the past 12 months, did all new (re)certification staff receive the		IF YES , GO TO QUESTION 2.		
the past 12 months? sta 3. In the past 12 months, on average about how many hours of training did each new (re)certification staff receive? hour 4. In the past 12 months, did all new (re)certification staff receive the				
training did each new (re)certification staff receive? 4. In the past 12 months, did all new (re)certification staff receive the	2.	, ,		staff
•	3.	·		_ hours
	4.	• • • • • • • • • • • • • • • • • • • •	O Yes	O No

5. For new staff trainings conducted in the past 12 months, how often did your PHA/project use the following training activities?

		*	00000	Men Mensh	Show
a.	New staff read HUD/PHA/owner manual, watched videos, or asked informal questions	0	0	0	0
b.	New staff used tele-course or Internet/web-based training	0	0	0	0
C.	Supervisor/senior staff held training sessions with new staff explaining procedures	0	0	0	0
d.	New staff worked one-on-one with experienced staff during the conduct of (re)certifications	0	0	0	0
e.	New staff attended training conducted by outside organization (e.g., HUD, NAHRO)	0	0	0	0
f.	Other training activity (specify)	0	0	0	0

III. TRAINING FOR (RE)CERTIFICATION STAFF WITH SOME EXPERIENCE

The following questions ask about training given to experienced (re)certification staff in the past 12 months. By experienced (re)certification staff we mean any staff, other than the new staff, who were assigned to conduct (re)certifications.

1.	In the past 12 months, how many experienced (re)certification staff received training to change or improve the way they conduct (re)certifications?		staff
	IF NONE , SKIP TO PAGE 5, SECTION IV.		
2.	In the past 12 months, on average about how many hours of training did experienced (re)certification staff receive?		_hours
3.	In the past 12 months, did all experienced (re)certification staff receive the same training?	O Yes	O No
4.	For experienced staff trainings conducted in the past 12 months, how often did your PHA/project use the following training activities?		
		4	

		Never Service			Š
		%	O	55	Szo.
a.	Experienced staff read HUD/PHA/owner manual, watched videos, or asked informal questions	0	0	0	0
b.	Experienced staff used tele-course or internet/web-based training	0	0	0	0
C.	Supervisor/senior staff held training sessions with experienced staff explaining procedures	0	0	0	0
d.	Experienced staff worked one-on-one with other experienced staff to conduct (re)certifications	0	0	0	0
e.	Experienced staff attended training conducted by outside organization (e.g., HUD, NAHRO)	0	0	0	0
f.	Other training activity (specify)	0	0	0	0

5. In the past 12 months, what topics were covered in experienced staff meetings?

	Check a	III that apply:
a.	HUD policies and rules for conducting (re)certifications	0
	Tools available in the PHA/project (e.g., software, forms) to help in conducting (re)certifications	0
c.	How to conduct interviews	0
d.	Changes in HUD or PHA/project policies or procedures related to (re)certifications	0
e.	Other topic (specify)	0

IV. COMMUNICATING HUD INFORMATION

These questions ask about how your PHA/project communicates changes in HUD and/or internal PHA/Owner policies, rules, and procedures for conducting (re)certifications to staff.

1. In the past 12 months, what methods did you use to communicate changes in HUD policies affecting eligibility or rent calculations to your staff?

IF YOU ARE THE ONLY STAFF MEMBER, CHECK HERE \rightarrow O AND SKIP TO QUESTION 2.

		Check all that apply:
a.	Formal training session	0
b.	Detailed staff memo describing the changes and providing instructions for implementation	s O
C.	Brief staff memo describing the change in regulation without instruction for implementation	ns O
d.	One-on-one discussions between supervisors/managers and staff	0
e.	Copies of HUD announcement distributed to staff	0
f.	Word of mouth between workers	0
g.	Staff meetings	0
h.	Newsletters	0
i.	Other method: (specify)	0

2. In the past 12 months, when you had questions about HUD policies—what they meant or how they should be implemented—how did you get answers to your questions?

		Check all that apply:
a.	Asked HUD field office or other HUD staff	Ö
b.	Held meetings or talks with other PHAs/owners (e.g., round tables, regimeetings)	ional O
C.	Used contractors/consulting services	0
d.	Asked questions at a HUD training session	0
e.	Used internet/web-based information/training	0
f.	Referred to HUD/PHA/owner manual	0
g.	Watched training videos	0
h.	Figured the answer out for yourselves	0
i.	Other method (specify)	0

V. QUALITY CONTROL

The next questions are about how your PHA/project reviewed work done by (re)certification staff in the past 12 months.

1. In the past 12 months, how often was (re)certification work monitored by the following?

				Neu.	
		****	0000	Then's	Almaho C
a.	Team leader or supervisor	0	0	0	0
b.	Co-worker	0	0	0	0
C.	Staff auditor	0	0	0	0
d.	Contracts administrator	0	0	0	0
e.	Outside auditor	0	0	0	0
f.	HUD or HUD contractor	0	0	0	0
g.	Someone else (specify)	0	0	0	0

2. In the past 12 months, how often did reviewers use the following techniques to monitor (re)certifications?

(-)					
		*	6	S. Carelline	Shows
a.	Sitting in on the interview with the client	0	0	0	0
b.	Reviewing files while in process	0	0	0	0
C.	Reviewing files after completion	0	0	0	0
d.	Discussing (re)certification with staff while in process	0	0	0	0
e.	Discussing (re)certification with staff after completion	0	0	0	0
f.	Using pre-designed form to check key steps	0	0	0	0
g.	Making individualized notes for each case reviewed	0	0	0	0
h.	Re-interviewing the household	0	0	0	0
i.	Using computer program	0	0	0	0
j.	Other method: (specify)	0	0	0	0

3. In the past 12 months, what methods did you use to select cases for review?

a. Randomly spot checked a percent of all cases	O
b. Checked cases on certain dates or times of year	0
c. Checked certain cases completed within a given period	0
d. (Re)certifications conducted by new staff	0
e. Files with certain characteristics or anomalies	0
f. (Re)certifications made by staff who had past performance problems	0
g. Review all cases	0
h. Other method (specify)	O

4. In the past 12 months, how often were the following kinds of errors found?

		į	new.
	on to	Occasio	**************************************
a. Mistakes in calculating rent	0	0	0
b. Missing or incomplete verification of income	0	0	0
c. missing or incomplete verification of expenses	0	0	0
d. Overdue recertifications	0	0	0
e. Determination that applicants are eligible when in fact they are not.	0	0	0
f. Other (specify)	0	0	0

5. In the past 12 months, how much of a problem were the following reasons for errors in eligibility determinations and rent calculations?

	\$.		
	Serious	Sus	₹ oo
a. Not having enough staff to handle the workload	0	0	0
b. The complexity of HUD regulations concerning rent computations	0	0	0
c. The complexity of determining eligibility for assistance	0	0	0
d. Tenants providing inaccurate or incomplete information	0	0	0
e. Frequent change in HUD regulations concerning eligibility for assistance	0	0	0
f. Other (specify)	0	0	0

VI. CONDUCTING TENANT INTERVIEWS

These next questions ask about how your PHA/project conducts tenant interviews to gather information from the tenant during the (re)certification process.

1.	In the past 12 months, how many minutes did a typical initial certification interview take?	minutes
2.	In the past 12 months, how many minutes did a typical annual recertification interview take?	minutes
3.	What proportion of your tenants speak a language other than English as their primary language?	percent
	IF NONE , SKIP TO QUESTON 5.	
4.	How do project staff communicate with these tenants during (re) certification interviews?	
		Check all that apply:
	a. Bilingual staff are available	Check all that apply:
	a. Bilingual staff are availableb. Tenants bring their own translator	
		0
5.	b. Tenants bring their own translator	O O O ct (re)certification
5.	b. Tenants bring their own translator c. Other (specify) Do you have a standardized interview guide you use when you conductinterviews?	O O O oct (re)certification Check one:
5.	b. Tenants bring their own translator c. Other (specify) Do you have a standardized interview guide you use when you conductinterviews? Yes	O O Ct (re)certification Check one:
5.	b. Tenants bring their own translator c. Other (specify) Do you have a standardized interview guide you use when you conductinterviews? Yes No	O O O oct (re)certification Check one:
5.	b. Tenants bring their own translator c. Other (specify) Do you have a standardized interview guide you use when you conductinterviews? Yes	O O Ct (re)certification Check one:

6. In the past 12 months, how difficult was it for tenants to answer questions about the following?

				O Nor at all Difficult
		764	Const	**************************************
a.	Earned income	0	0	0
b.	Sporadic or intermittent income	0	0	0
C.	Income received from absent family members	0	0	0
d.	Income from self-employment	0	0	0
e.	Other income (e. g., Social Security, retirement, TANF)	0	0	0
f.	Child support	0	0	0
g.	Training program participation	0	0	0
h.	Household composition	0	0	0
i.	Child care expenses	0	0	0
j.	Medical expenses	0	0	0
k.	Assets	0	0	0
I.	Other questions (specify)	0	0	0

VII. AUTOMATION

These next questions ask about how your PHA/project used computers and computer software in the past 12 months.

 In the past 12 months, did your PHA/project use computer software to do any of the following?

	2	Check all the Interview tenants and record answers	nat apply:
	a.		0
	b.	Keep track of pending verifications	0
	C.	Input verified information	0
	d.	Calculate rent, income, or allowances	Ο
	e.	Print the 50058/50059 form	0
	f.	Conduct accounting tasks	0
	g.	Track maintenance activities	0
	h.	Print letters to the tenants	0
	i.	Assign recertification dates/appointments	0
	j.	Print checks	0
	k.	Submit tenant information to HUD	0
	l.	Conduct rent reasonableness comparisons	0
	m.	Record tenant age, ethnicity, family size, or other demographics	0
	n.	Keep other types of statistics (specify)	_ 0
2.		ne past 12 months, what percent of your PHA/project's 50058/50059 a were transferred to HUD via PIC/TRACS? IF YOU DIDN'T TRANSMIT ANY DATA VIA PIC/TRACS, SKIP TO PAGE 12 SECTION VIII.	percent
3.	In t	he past 12 months, what method did you use to transmit 50058/50059 dat	
	a.	Check all t	hat apply:
	b.	Through another agency	0
	_		
	C.	Other method (specify)	_ 0

VIII. VERIFICATION PROCEDURES

These next questions ask about your procedures for verifying tenant information.

1. In the past 12 months, how did your PHA/project staff keep track of when verification information was received?

		Check all that ap	ply:
a.	Kept files with outstanding verification in separate location		0
b.	Marked on calendar		0
C.	Marked on a paper list/tickler file		0
d.	Kept record in tenant file		0
e.	Tracked by computer		0
f.	Other method (specify)		0

2. In the past 12 months, who kept track of verification requests and returns?

		Check all that apply:
a.	Project (re)certification staff	0
b.	Supervisor or manager	0
C.	Clerical staff	0
d.	Other staff (specify)	0

3. In the past 12 months, how often did you use the Tenant Assessment Sub System (TASS) or Enterprise Income Verification (EIV) System to verify the following?

IF YOU **NEVER** USE TASS OR EIV, CHECK HERE → O SKIP TO QUESTION 5.

	ĕ	ASI,	They They	No.	Not Applicable
	**************************************	og .	Š	₽ _Z	₹ 0~
Employment Income	0	0	0	0	0
Social Security/SSI Benefits	0	0	0	0	0
Unemployment Benefits	0	0	0	0	0
Black Lung Benefits	0	0	0	0	0
Disability Status	0	0	0	0	0
Dual Entitlement Benefits	0	0	0	0	0

4. In what month and year did you begin using TASS or EIV? _____/

5. In the past 12 months, how often did you verify the following?

				1110	
		4	Occassi	Mensh (AMON
a.	Age of household members	0	0	0	0
b.	Social Security numbers	0	0	0	0
C.	Income from employment	0	0	0	0
d.	Sporadic/infrequent/seasonal employment	0	0	0	0
e.	TANF/Welfare benefits	0	0	0	0
f.	Social Security benefits	0	0	0	0
g.	Child support payments	0	0	0	0
h.	Other sources of income	0	0	0	0
i.	Value of assets	0	0	0	0
j.	Medical expenses	0	0	0	0
k.	Child care expenses	0	0	0	0
l.	Disability expenses	0	0	0	0
m.	Citizenship	0	0	0	0
n.	Disability status	0	0	0	0
0.	Full time student status	0	0	0	0
p.	Other information (specify)	0	0	0	0

6. In the past 12 months, how difficult was it to verify the following?

	Voy Offi		Norar all cult	Difficult.
	767	Somen	No.	
a. Age of household members	0	0	0	
b. Social Security numbers	0	0	0	1
c. Income from employment	0	0	0	
d. Sporadic/infrequent/seasonal employment	0	0	0	I
e. TANF/Welfare benefits	0	0	0	
f. Social Security benefits	0	0	0	I
g. Child support payments	0	0	0	
h. Other sources of income	0	0	0	
i. Value of assets	0	0	0	
j. Medical expenses	0	0	0	l
k. Child care expenses	0	0	0	
I. Disability expenses	0	0	0	
m. Citizenship	0	0	0	
n. Disability status	0	0	0	
o. Full time student status	0	0	0	
p. Other Information (specify)	0	0	0]

7. In the past 12 months, when you had problems in obtaining complete verifications, how much of a problem were the following issues?

	Sojios Syour	Source	None One
a. Tenants providing incomplete or inaccurate information	0	0	0
b. Employers not responding to verification requests in a timely manner	0	0	0
c. Employers not providing all the requested information	0	0	0
 d. Other agencies (e.g., Social Security Administration; TANF agency) not responding to requests in a timely manner 	0	0	0
e. Staff not following up on requests for verifications that have not been answered	0	0	0
f. Not having enough staff to complete all of the verification procedures for all of the item that should be verified.	0	0	0
g. Other (specify)	0	0	0

8. In the past 12 months, how cooperative were the following people in obtaining verification information?

				O Usually no.
		Š	Sala	533
a.	Tenants	0	0	0
b.	Employers	0	0	0
C.	Financial institutions (e.g., banks, investment firms)	0	0	0
d.	Social services (e.g., Social Security, TANF, Food Stamps, Child Support Enforcement)	0	0	0
e.	Health care providers (e.g., doctors, pharmacies)	0	0	0
f.	Education institutions	0	0	0
g.	Insurance companies (e.g., health insurance)	0	0	0
h.	Other (specify)	0	0	0

9. In the past 12 months, what procedures did you follow when verification was not provided as requested?

a. Sent follow-up letter to third party b. Called third party c. Sent follow-up letter to tenant d. Called tenant e. Accepted other/less preferred verification f. Electronic verification or data matching (e.g., EIV) h. Other (specify) O			Check all that apply:
c. Sent follow-up letter to tenant d. Called tenant e. Accepted other/less preferred verification f. Electronic verification or data matching (e.g., EIV)	a.	Sent follow-up letter to third party	0
d. Called tenant O e. Accepted other/less preferred verification O f. Electronic verification or data matching (e.g., EIV)	b.	Called third party	0
e. Accepted other/less preferred verification O f. Electronic verification or data matching (e.g., EIV) O	C.	Sent follow-up letter to tenant	0
f. Electronic verification or data matching (e.g., EIV)	d.	Called tenant	0
<u> </u>	e.	Accepted other/less preferred verification	0
h. Other (specify)O	f.	Electronic verification or data matching (e.g., EIV)	0
	h.	Other (specify)	0

IX. CONCLUSION

In the spa	ces below,	please	enter the	name,	title,	telephone	number,	and em	nail a	address (of the
person wh	o complete	ed this q	uestionn	aire.							

NAME:	
TITLE:	
TELEPHONE NUMBER:	
E-MAIL ADDRESS:	

Please use the enclosed envelope to return the survey to ORC Macro.

Our toll free fax number is 1-800-823-0127.

THANK YOU FOR COMPLETING THE SURVEY