

National Apartment Association

Mental and Emotional Health Survey

RESULTS AND SUMMARY
2022

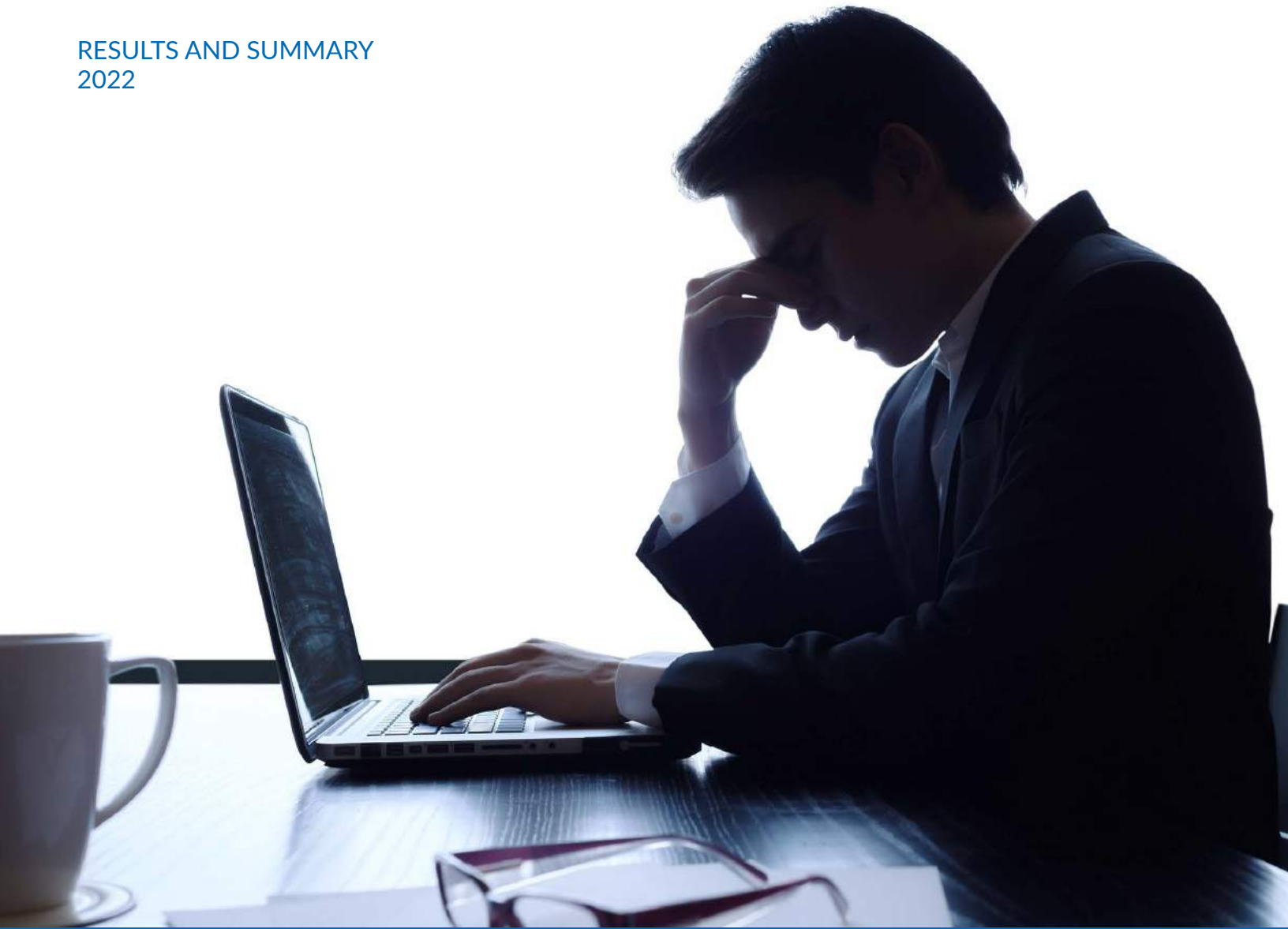


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About this Study

Mental and emotional health continues to be an important topic, as staffing challenges and rising costs elevate pressures on multifamily team members. In order to remain focused on the impact on industry employees, the National Apartment Association (NAA) and its Mental Health subcommittee partnered with Swift Bunny to conduct a follow-up survey to monitor and evaluate trends in employee wellbeing via a national survey. The goal of the follow-up study was to identify changes in mental and emotional health since the inaugural study conducted in fall 2021, continue to raise awareness of this critically important topic, identify areas which require attention, and allow NAA to provide resources that members can use to act.

Participation saw a dramatic 56% increase over the initial survey with 3,607 respondents. Respondents included corporate office personnel, regional operations team members, and On-Site employees, with 63% representing On-Site employees. Supplier partners were invited to participate in the follow-up survey, representing 8.2% of respondents. Read on to discover the current experiences of employees in the multifamily housing industry, areas of relative strength, as well as immediate opportunities for improvement.

Key Takeaways

- 11 of the 12 survey topics increased in score over the fall 2021 survey results
- The lowest scoring topics were related to stress about workload and respondents' mental health interfering with their personal lives
- In the last month, mental and emotional health has interfered with the personal lives of 32% of respondents, down from 42% in fall 2021
- 36% of respondents feel stressed about their workload, down only slightly from 38% in fall 2021
- Matching the results of the survey conducted in fall 2021, in the last year 40% of respondents had to take time off due to not feeling emotionally well enough to do their jobs. 15% took one week or longer
- 20% of respondents are unsure if employee wellbeing is a priority at their company, even though this topic has the highest correlation with likelihood to remain with the company for the next 12 months
- Despite additional attention on mental and emotional health in the rental housing industry, 1 in 4 respondents continues to be unsure if their company offers resources to help support employee mental and emotional health
- With nearly one quarter of respondents either unsure or unlikely to remain with their company in the next 12 months, the mental and emotional health issues identified in this study warrant attention
- Three of the four topics with the highest correlation with the employee's likelihood to remain at the company continued to top the list from fall 2021: employee wellbeing is a priority at the company; company's culture encourages balance between work and personal life; executive leadership

Rating Scale

Data was gathered for this brief, 12-topic survey through a two-prong approach, which included respondents' level of agreement with each of the 12 topics, as well as how important each topic was to them. Respondents submitted answers based on the following 5-point rating scales:

● 1-Totally Disagree	● 2-Disagree	● 3-Neutral	● 4-Agree	● 5-Totally Agree
● 1-Totally Unimportant	● 2-Unimportant	● 3-Neutral	● 4-Important	● 5-Totally Important

A/I Score

Survey results and individual topic scores are calculated and reported using Swift Bunny's proprietary Agreement/Importance (A/I) algorithm, which permits for prioritizing topics that should be addressed. The algorithm provides a priority score that is based upon the gap between the agreement and importance scores for a topic, the topic's level of importance, plus the topic's correlation with the likelihood to remain with the company. The A/I Score is reported as 1-100. The lower a topic's A/I score, the greater the opportunity to improve the employees' experience.

Comparative Overview

TOPIC	A/I SCORE	AGREEMENT	IMPORTANCE
	1-100	5-Point Scale	5-Point Scale
	2021/2022	2021/2022	2021/2022
I rarely feel stressed about my workload	61/ 62	2.94/ 2.99	4.29/ 4.27
Overall, I feel less stressed than I did a year ago	56/ 63	2.87/ 3.17	4.46/ 4.40
In the last month, my mental and emotional health has not interfered with my personal life	58/ 65	2.96/ 3.27	4.60/ 4.54
The demands of my job rarely interfere with my personal life	62/ 68	3.14/ 3.25	4.40/ 4.33
I rarely have to work more than 40 hours a week	70/ 70	3.14/ 3.13	4.10/ 4.07
I feel emotionally well	66/ 71	3.50/ 3.71	4.67/ 4.57
I rarely feel stressed about executive leadership	70/ 71	3.61/ 3.66	4.39/ 4.35
My company's culture encourages a reasonable balance between work and personal life	69/ 71	3.67/ 3.75	4.57/ 4.55
In the last month, my mental and emotional health has not interfered with my productivity at work	66/ 71	3.38/ 3.61	4.60/ 4.53
Employee wellbeing is a priority at my company	71/ 72	3.80/ 3.79	4.60/ 4.56
My company offers resources to help support employee mental and emotional health	74/ 76	3.75/ 3.79	4.43/ 4.37
I rarely feel stressed about my interactions with team members	75/ 76	3.74/ 3.82	4.49/ 4.42

The goals of the follow-up study were to identify changes in mental and emotional health since the inaugural study conducted in fall 2021, continue to raise awareness of this critically important topic, identify areas which require attention, and allow NAA to provide resources that members can use to act. Eleven of the 12 topics increased in score over the fall 2021 results, with two topics achieving a score exceeding 75. Those topics are: my company offers resources to help support employee mental and emotional health, and I rarely feel stressed about my interactions with team members.

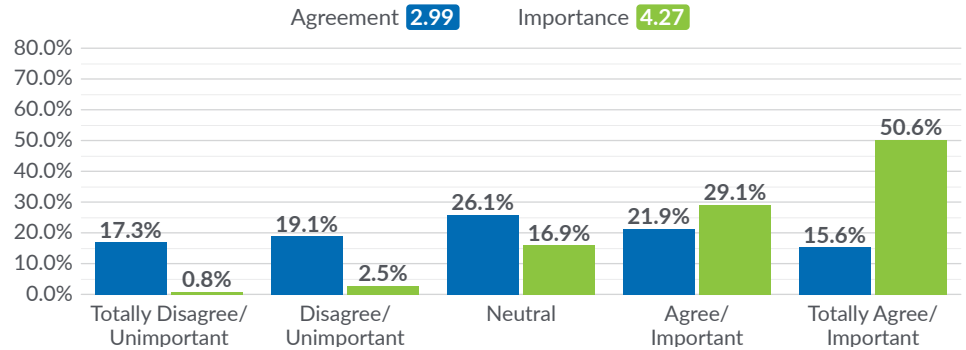
Topic

I rarely feel stressed about my workload

A/I Score

2022 **62/100** 2021 **61/100**

Distribution



Summary

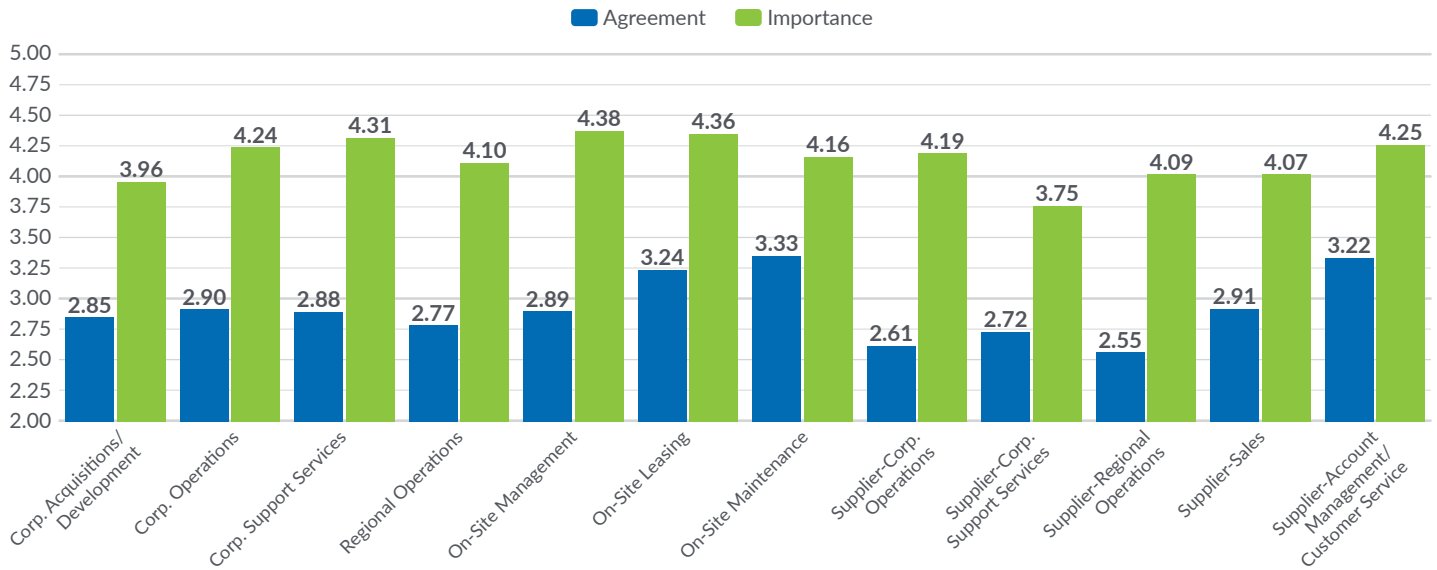
With only 38% of respondents agreeing or strongly agreeing, this topic moved from the third lowest Agreement rating in the inaugural study to the lowest rated topic and has the third highest correlation with an employee’s likelihood to remain with the company in the next 12 months. Based on Property Management responses, Corporate Support Services, Regional Operations, and On-Site Management are reporting the highest levels of workload-related stress, which is consistent with Swift Bunny employee engagement findings that signal increasing levels of burnout in these positions across the industry. Similarly for Suppliers, Regional Operations, and Corporate Operations indicate the highest levels of workload-related stress. Evaluate the requirements of these critical support and management roles within the company to determine what is necessary and what is possible. After supporting the On-Site and in-field teams in ways never before experienced during the past two pandemic years, these roles are stretched to their limits. Ask for specific feedback from team members regarding their greatest obstacles to getting work done as well as processes or technologies that cause the greatest frustrations.

Employee concerns and suggestions

- “Hire more help in the corporate office. Workload needs to be evened out and distributed to the correct departments. Overflow is reasonable, but some tasks have gone directly to those who do not have them as part of their job description.”
- “Employer says they support or want work life balance however workload suggests otherwise...”
- “Stop loading properties with too many ‘new things!’”
- “My current job is understaffed, and the corporate office puts an unreasonable amount of pressure on us to meet goals that are not realistic based on our understaffed workplace.”

Topic: I rarely feel stressed about my workload

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	17%	19%	26%	22%	16%	62
Corporate Acquisitions/Development	21%	22%	21%	23%	13%	65
Corporate Operations	19%	21%	23%	26%	11%	60
Corporate Support Services	18%	22%	26%	23%	11%	58
Regional Operations	15%	25%	36%	16%	8%	60
On-Site Management	20%	19%	25%	23%	13%	59
On-Site Leasing	13%	16%	28%	20%	23%	66
On-Site Maintenance	14%	13%	25%	22%	26%	71
Supplier-Corporate Operations	19%	33%	22%	20%	6%	58
Supplier-Corporate Support Services	14%	28%	33%	22%	3%	68
Supplier-Regional Operations	37%	9%	27%	18%	9%	54
Supplier-Sales	16%	23%	30%	14%	17%	64
Supplier-Account Management/Customer Service	0%	1%	19%	34%	46%	66

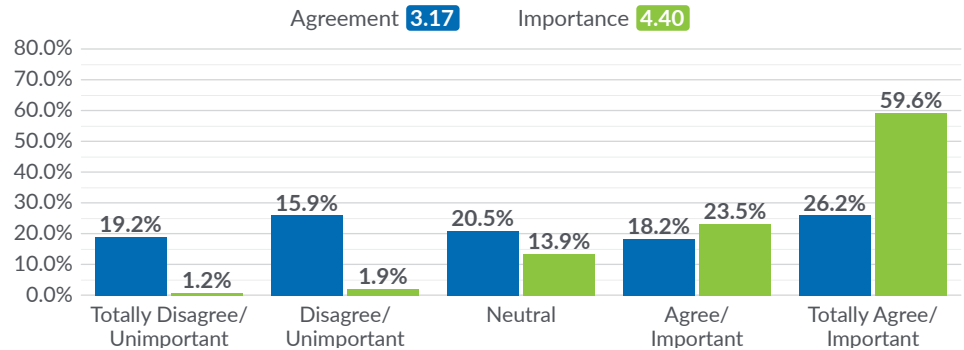
Topic

Overall, I feel less stressed than I did a year ago

A/I Score

2022 **63/100** 2021 **56/100**

Distribution



Summary

In less than 6 months, this topic not only tied for the largest positive increase in A/I score but also increased in overall agreement by nearly nine points, signaling a growing optimism as COVID-related restrictions and requirements have eased. While encouraging, this topic ranked second lowest in Agreement. On-Site Management continues to express the highest level of disagreement, though decreasing from 50% in the inaugural study to 39% disagreeing or strongly disagreeing that they are less stressed than a year ago. Many employees expressed frustration with severe and ongoing staffing shortages, wages that are eclipsed by rising inflation, and unrealistic deadlines. Others expressed appreciation for the introduction of mental health days and company-sponsored wellbeing programs. Leaders can not only seek to truly understand the economic impact of rising costs and find creative ways to evaluate and adjust compensation packages, but also consider hybrid and remote staffing models, which have proven effective during the pandemic. Continue to complement efforts regarding staffing and operations by offering internal supports, like stress reduction training, peer support, Mental Health First Aid at Work and Mental Health First Aid Instructor Training. Additionally, continue to create the opportunity for team members to use their paid time off (PTO) by having coverage and cross-training plans in place so the person taking time off can truly detach from work responsibilities.

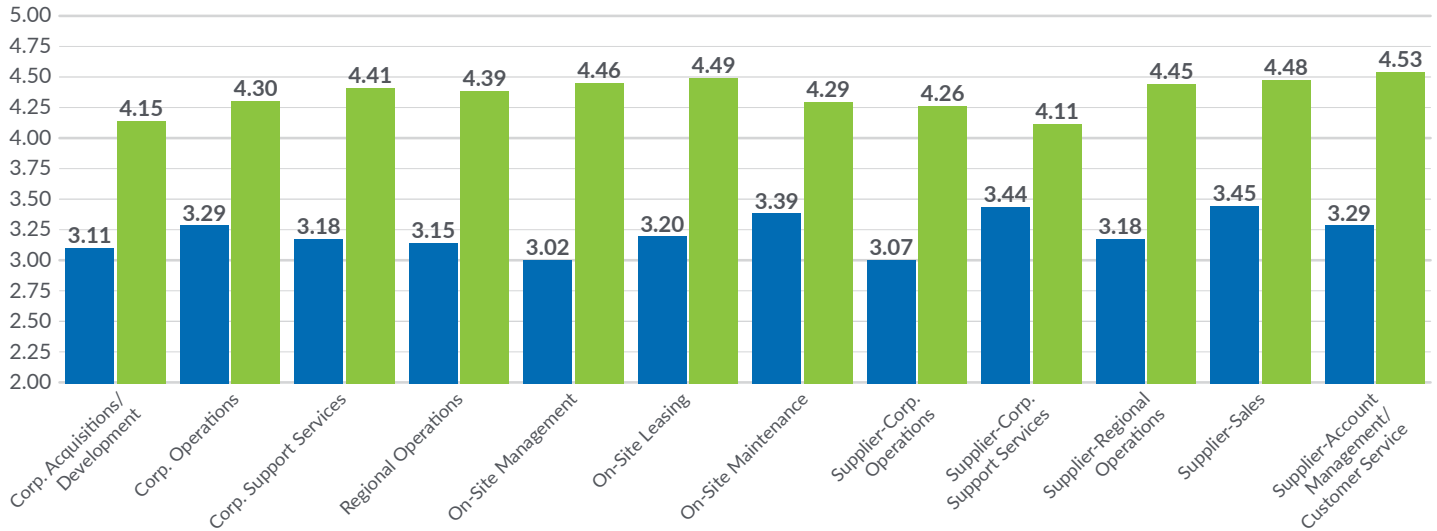
Employee concerns and suggestions

“I wish my boss was quick to jump in when a lot is going on.”

“When an employee is requesting a short-term leave, they shouldn’t feel like they are asking for something abnormal and have to go through so many steps just to get a weekly therapy appointment. I personally had to revert to tele-calls versus in-person meetings and use it as my lunch versus being able to meet with my doctor and have the full experience of therapy. I made the sacrifice to show that I am a team player and care about my role. But it doesn’t take away from the fact that the process to get it approved was uncomfortable and a bit intrusive.”

Topic: Overall, I feel less stressed than I did a year ago

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	19%	16%	21%	18%	26%	63
Corporate Acquisitions/Development	16%	21%	21%	21%	21%	66
Corporate Operations	15%	14%	23%	23%	25%	66
Corporate Support Services	18%	16%	23%	17%	26%	63
Regional Operations	18%	16%	24%	18%	25%	62
On-Site Management	24%	16%	20%	16%	24%	58
On-Site Leasing	20%	16%	20%	16%	30%	62
On-Site Maintenance	14%	16%	19%	18%	33%	69
Supplier-Corporate Operations	20%	17%	19%	24%	20%	63
Supplier-Corporate Operations	14%	14%	14%	31%	28%	75
Supplier-Regional Operations	9%	18%	37%	18%	18%	62
Supplier-Sales	17%	12%	17%	19%	36%	66
Supplier-Account Management/Customer Service	2%	0%	8%	23%	67%	63

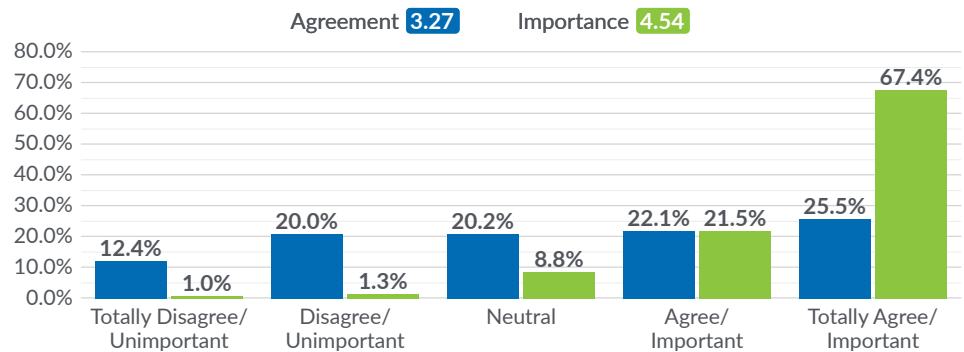
Topic

In the last month, my mental and emotional health has not interfered with my personal life

A/I Score

	2022	2021
	65/100	58/100

Distribution



Summary

In a tie for the greatest increase in overall A/I score, nearly 50% of respondents agree or strongly agree that in the last month their mental and emotional health has not interfered with their personal life, up from 33% in the inaugural study. Despite improvement, this topic earned the third lowest overall score. Supplier – Regional Operations and On-Site Leasing are particularly vulnerable, with more than 40% disagreeing or strongly disagreeing that their mental and emotional health has not interfered with their personal life. While many employees expressed appreciation for the availability of an Employee Assistance Program (EAP), they also expressed frustration that the current health benefits did not always cover counseling services. Additionally, many expressed a desire for more hybrid working options to decrease commute times, which could increase family time. Consider reviewing your current benefit offerings to ensure coverage for mental and emotional health care, as well as introducing or continuing hybrid staffing options.

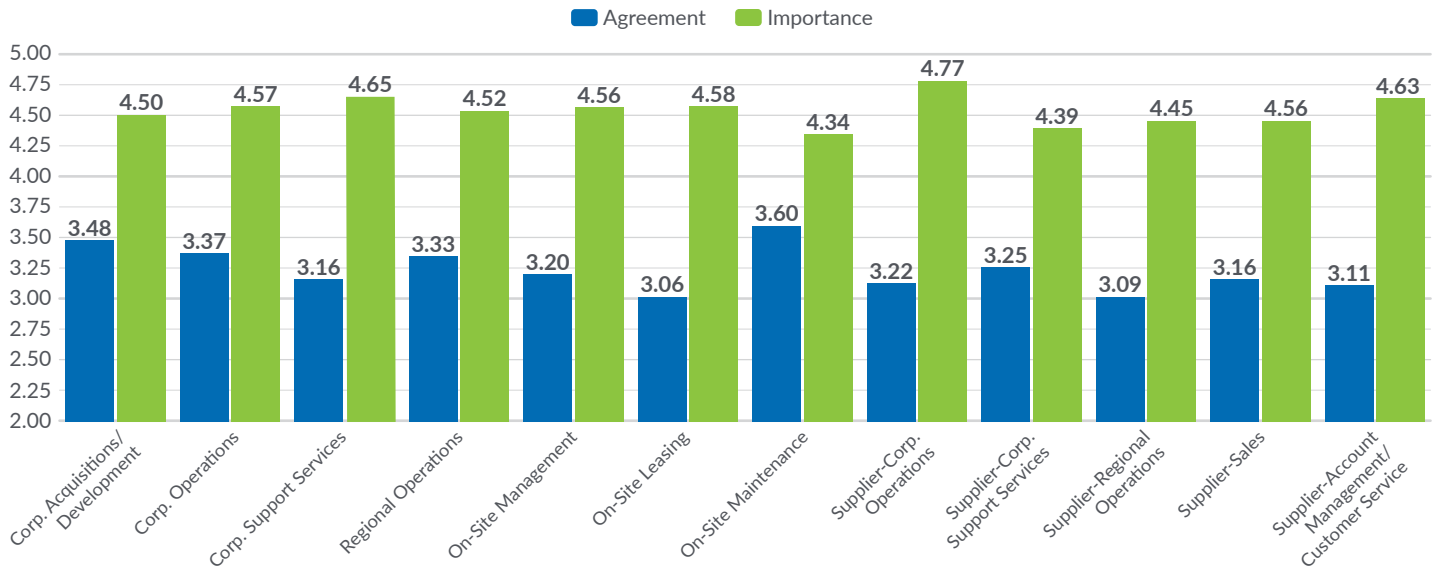
Employee concerns and suggestions

“I come in early and stay late to finish work. I cover for anyone out sick, and I have not been able to take a day off in 2 years. I have worked here alone for over 4 months of the last 2 years with no manager or leasing agent. I am a single mother and don’t make enough to pay rent.”

“Properties need more support, more workers. I took no days off because there is no one to stand in. Scheduling a day off is hard because you have to wait to see if there can be coverage. There is a lot of time/work that is done that isn’t compensated in any way, and honestly, I feel a lot is assumed/expected, not appreciated.”

Topic: In the last month, my mental and emotional health has not interfered with my personal life

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	13%	20%	20%	22%	25%	65
Corporate Acquisitions/Development	5%	21%	21%	26%	27%	70
Corporate Operations	9%	22%	17%	27%	25%	67
Corporate Support Services	13%	20%	25%	21%	21%	61
Regional Operations	12%	18%	22%	20%	28%	66
On-Site Management	15%	19%	21%	21%	24%	63
On-Site Leasing	15%	26%	17%	22%	20%	59
On-Site Maintenance	10%	16%	15%	23%	36%	74
Supplier-Corporate Operations	13%	20%	22%	21%	24%	61
Supplier-Corporate Support Services	6%	28%	19%	31%	17%	69
Supplier-Regional Operations	18%	27%	9%	18%	28%	61
Supplier-Sales	7%	26%	25%	28%	14%	62
Supplier-Account Management/Customer Service	1%	0%	6%	19%	74%	60

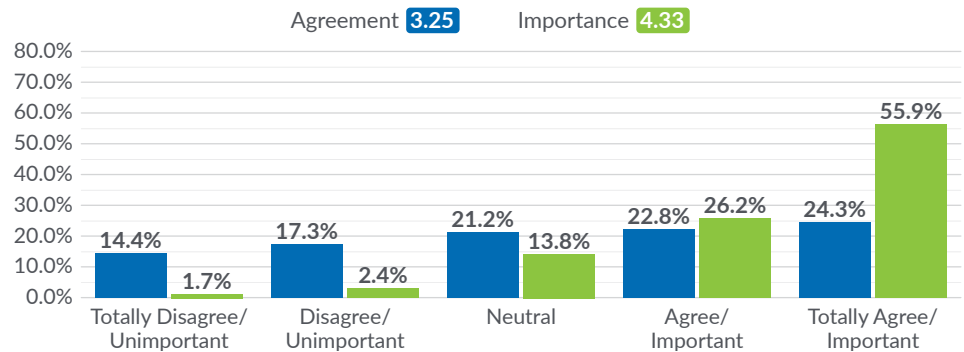
Topic

The demands of my job rarely interfere with my personal life

A/I Score

2022 **68/100** 2021 **62/100**

Distribution



Summary

Similar to the inaugural study, 47% of respondents agree or totally agree with this statement, while nearly one in three expressed some level of disagreement. Though the correlation of this topic with an employee’s likelihood to remain with the company remained low, many employees expressed an increasing challenge of separating work life from personal life, especially with a reduction in hybrid working hours. An alarming 50% of Regional Operations respondents express some level of disagreement with this topic. Employees need time to decompress and have unconstrained personal time. Limiting after hours calls, emails, and texts will positively impact the ability to balance work demands and personal lives. Consider implementing more flexible work options that appeal to a greater variety of employees. Flexible schedules, part-time options, four-day work weeks, and hybrid remote/in-person days can allow employees to meet their own scheduling needs and attract a greater volume of prospective employees who are unwilling or unable to commit to a traditional 40-hour per week property management schedule.

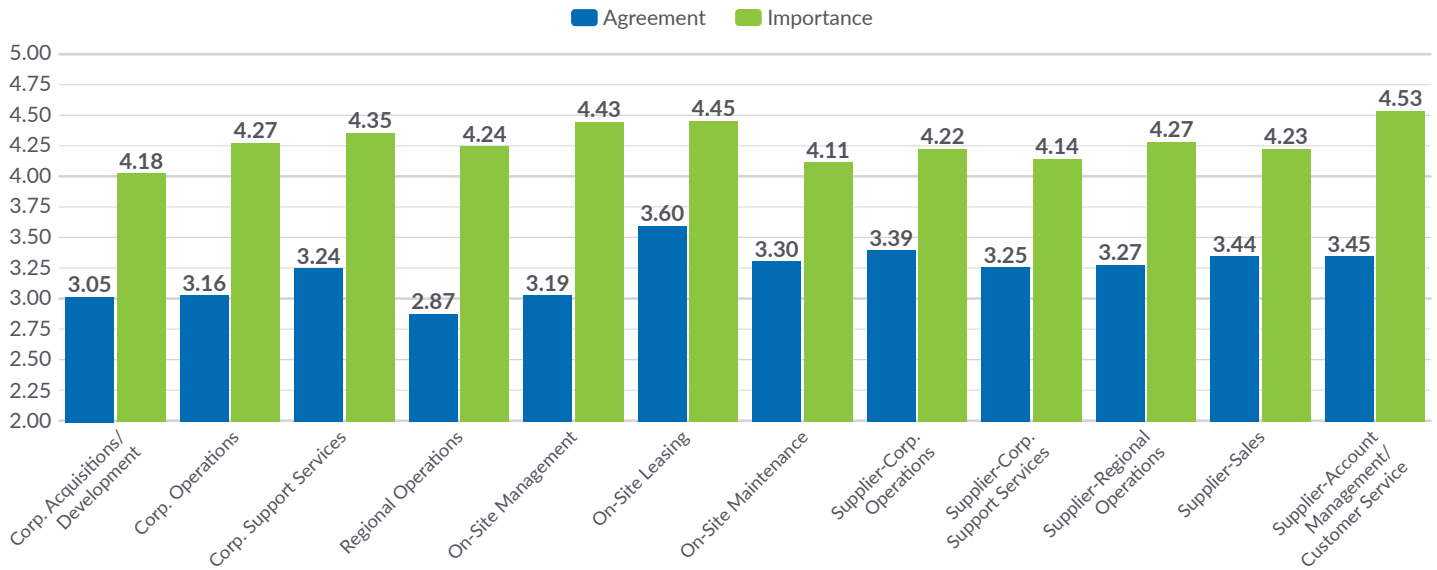
Employee concerns and suggestions

“The thought of going back to the office full time is very stressful.”

“Working every other weekend has really taken a toll on my mental health. It would be nice if the offices were closed on Sundays just to get a break in between the workweeks. If I’m working Saturday and Sunday, I’m working 7 straight days in a row. It takes a toll mentally and it would be nice to have that break.”

Topic: The demands of my job rarely interfere with my personal life

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	15%	17%	21%	23%	24%	68
Corporate Acquisitions/Development	15%	25%	20%	22%	18%	67
Corporate Operations	10%	23%	28%	18%	21%	67
Corporate Support Services	16%	16%	19%	24%	25%	68
Regional Operations	21%	19%	26%	21%	13%	61
On-Site Management	16%	18%	22%	21%	23%	64
On-Site Leasing	11%	11%	19%	25%	34%	73
On-Site Maintenance	16%	15%	18%	25%	26%	73
Supplier-Corporate Operations	4%	26%	17%	35%	18%	72
Supplier-Corporate Support Services	8%	20%	22%	39%	11%	70
Supplier-Regional Operations	9%	27%	9%	37%	18%	68
Supplier-Sales	7%	21%	16%	33%	23%	73
Supplier-Account Management/Customer Service	1%	1%	10%	18%	70%	69

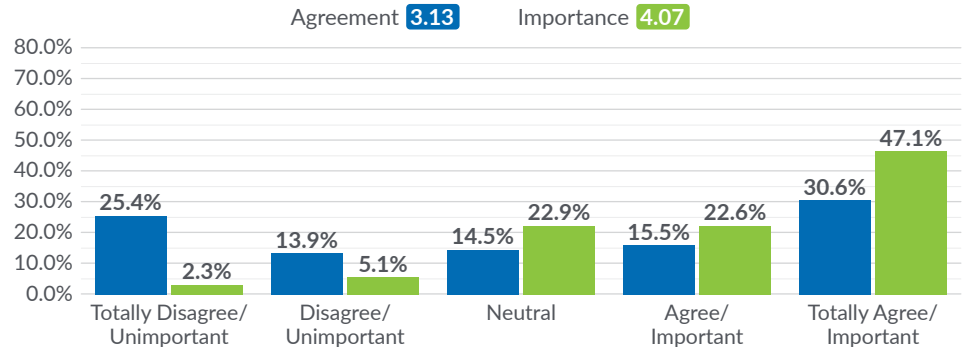
Topic

I rarely have to work more than 40 hours a week

A/I Score

2022 **70/100** 2021 **70/100**

Distribution



Summary

Consistent with the inaugural study in 2021, this topic exposed the distinctly different work experiences among each position group. While 68% of On-Site Leasing employees agreed or totally agreed they rarely work more than 40 hours per week, 65% of both Property Management and Supplier Regional Operations employees disagreed or totally disagreed. Though the topic ranks lowest in overall Importance and lowest in correlation to likelihood to remain with the company in the next 12 months, working more than 40 hours per week as a rule rather than an exception reduces an individual's ability to maintain a work-life balance. Many employees expressed frustrations such as not being able to complete the required work within a standard work week, not having time to eat lunch every day, and feeling it necessary to come in early and stay late. Leaders must look at how work hours are communicated and evaluate what are reasonable expectations for each role, particularly in light of ongoing industry staffing challenges. While many processes and technologies were rolled out during the pandemic with the goal of creating efficiencies, consider evaluating any new systems to ensure they achieved what was intended.

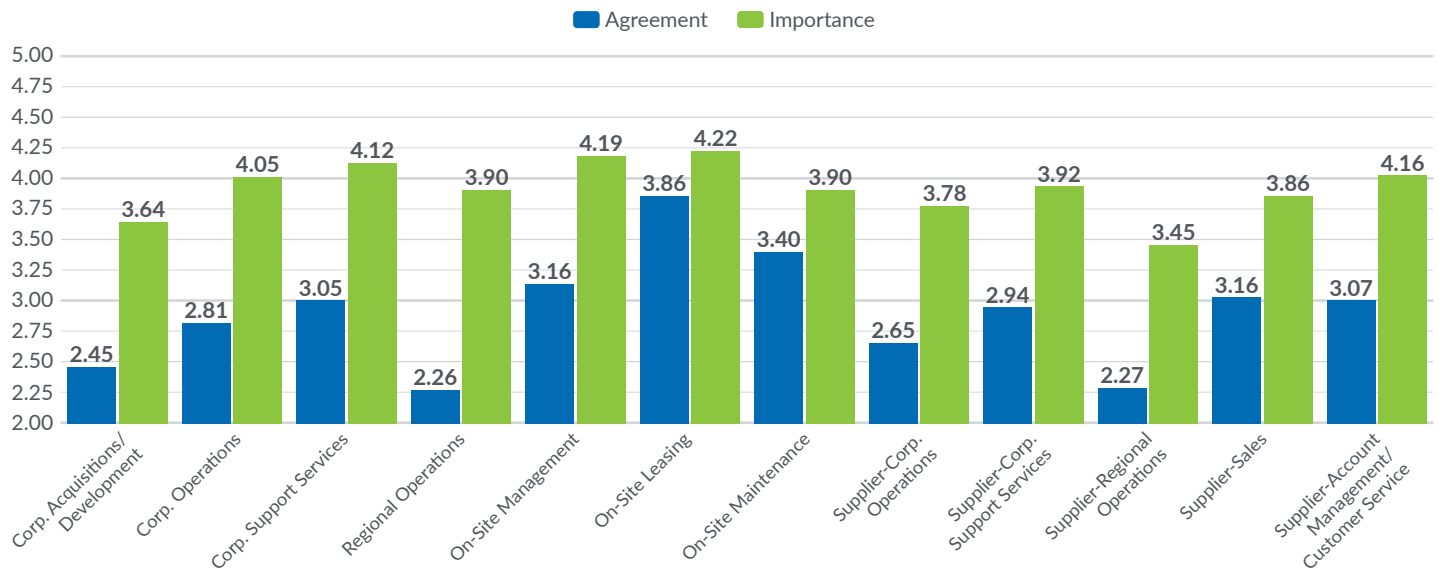
Employee concerns and suggestions

"Hire more people so employees don't feel like they're required to work 50+ hours a week to keep things going all the time and aren't afraid to take a vacation because they're the only ones who know how to do certain things."

"We have been short staffed for the longest time that I forgot what it's like to have a full staff. Feels like I can't take any PTO because it then leaves the other tech with an even more impossible workload."

Topic: I rarely have to work more than 40 hours a week

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	25%	14%	15%	15%	31%	70
Corporate Acquisitions/Development	38%	23%	10%	14%	15%	66
Corporate Operations	31%	16%	13%	19%	21%	65
Corporate Support Services	25%	15%	17%	15%	28%	67
Regional Operations	41%	24%	14%	10%	11%	58
On-Site Management	26%	11%	15%	16%	32%	69
On-Site Leasing	12%	9%	11%	16%	52%	81
On-Site Maintenance	17%	12%	19%	17%	35%	78
Supplier-Corporate Operations	30%	24%	13%	18%	15%	69
Supplier-Corporate Operations	31%	14%	11%	19%	25%	73
Supplier-Regional Operations	64%	0%	0%	18%	18%	71
Supplier-Sales	16%	26%	9%	23%	26%	73
Supplier-Account Management/ Customer Service	1%	2%	24%	24%	49%	69

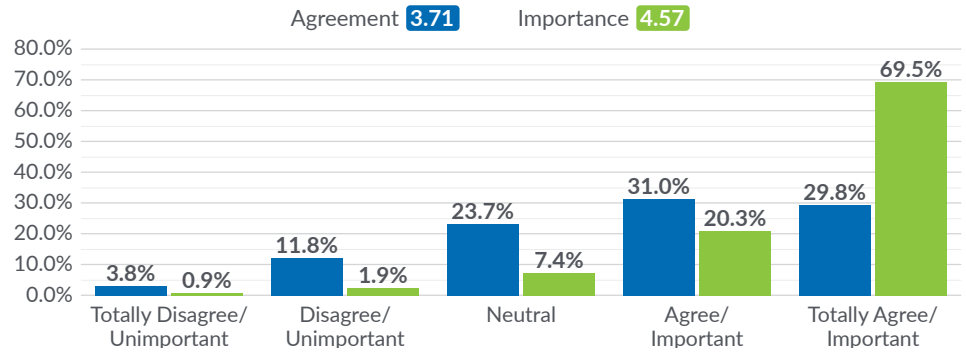
Topic

I feel emotionally well

A/I Score

2022 **71/100** 2021 **66/100**

Distribution



Summary

With an increase of 5 points in A/I score and 61% of respondents agreeing they feel emotionally well, this marks a significant overall improvement in our industry’s mental and emotional health since fall 2021. Tempering that positive momentum, however, is the reality that 1 in 5 On-Site Management and On-Site Leasing employees disagree that they are emotionally well. Common concerns include the perceived stigma attached to mental and emotional health, as well as uncertainty regarding how to support or address mental and emotional health concerns among co-workers. Leaders can continue to initiate and nurture open conversations on the topic, making it a common part of the company language. This can include internal training and support from mental health experts, such as Mental Health First Aid at Work and Mental Health First Aid Instructor Training. Understanding and reducing stress related to work can positively impact employee wellbeing.

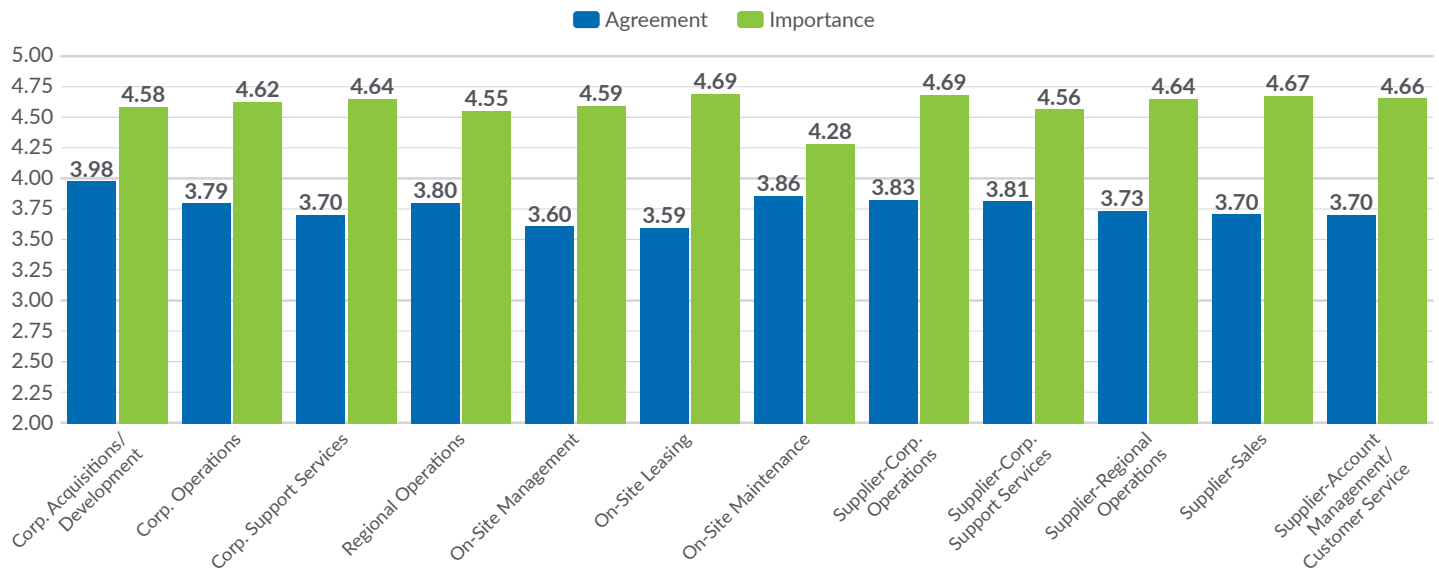
Employee concerns and suggestions

“Provide more sick time so employees don’t have to come in to work when they’re mentally unwell and unable to complete tasks as well. This would prevent employees having to choose between taking care of themselves or losing money for expenses.”

“Would like to see less pushback/judgement from management when there is emotional stress and you need a day off. Check in with your employees and ask how they can be supported and how they are doing.”

Topic: I feel emotionally well

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	4%	12%	23%	31%	30%	71
Corporate Acquisitions/Development	1%	10%	18%	33%	38%	76
Corporate Operations	3%	10%	24%	33%	30%	71
Corporate Support Services	4%	9%	25%	37%	25%	71
Regional Operations	2%	7%	27%	38%	26%	78
On-Site Management	5%	15%	24%	30%	27%	68
On-Site Leasing	5%	14%	26%	28%	27%	72
On-Site Maintenance	5%	10%	20%	25%	40%	68
Supplier-Corporate Operations	4%	7%	28%	24%	37%	73
Supplier-Corporate Support Services	0%	17%	19%	31%	33%	73
Supplier-Regional Operations	0%	18%	27%	18%	37%	68
Supplier-Sales	5%	9%	21%	42%	23%	68
Supplier-Account Management/Customer Service	1%	0%	5%	19%	75%	70

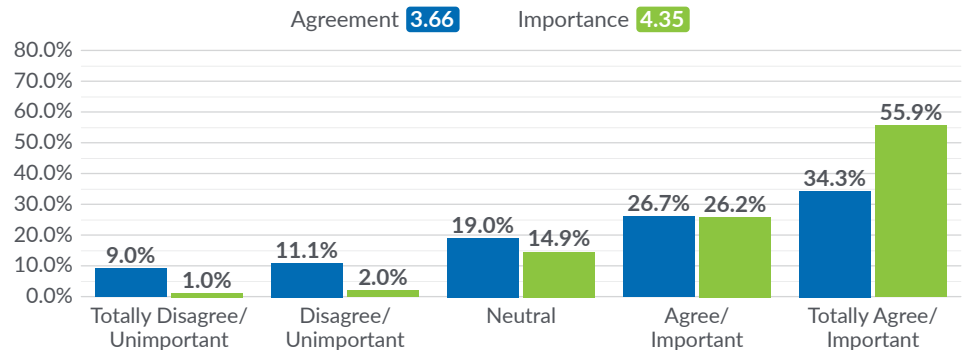
Topic

I rarely feel stressed about executive leadership

A/I Score

2022 **71 / 100** 2021 **70 / 100**

Distribution



Summary

Consistent with initial findings from the inaugural study, 61% of respondents expressed some level of agreement with this topic, which achieved one of the strongest correlations with an employee’s likelihood to remain with the company in the next 12 months. Leaders can reduce stress among their team members by being visible and directly engaged on a predictable basis. Employees are eager to personally hear from top company leaders to openly address issues impacting employees and their wellbeing, as well as understand the direction of the organization. For both new and tenured employees alike, this is a primary way to experience company culture. While some respondents expressed frustration with leadership, many expressed appreciation for the visibility, communication, and support from their company leaders. Consider implementing monthly calls or video conferences inviting all employees to hear executive leaders share company news, policy or process updates, announcements, and recognition.

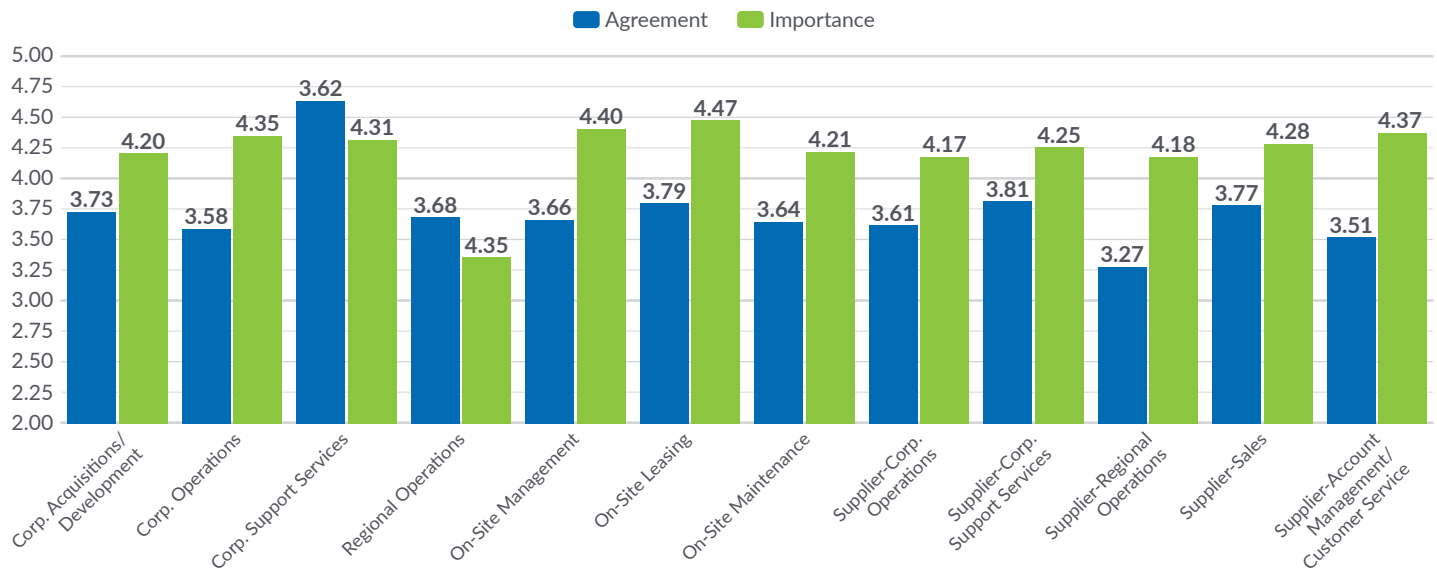
Employee concerns and suggestions

“Work environment lacks accountability and structure for discipline especially for leadership.”

“Upper management needs to start to have our backs. Residents can say or do whatever they want about us, and they don’t even want to hear our side of it. I never know when I might come into work and not have a job due to what upper management cares to do. I love my job and manager but upper management I worry about.”

Topic: I rarely feel stressed about executive leadership

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	9%	11%	19%	27%	34%	71
Corporate Acquisitions/Development	10%	10%	17%	25%	38%	74
Corporate Operations	9%	12%	21%	29%	29%	69
Corporate Support Services	8%	13%	20%	26%	33%	71
Regional Operations	7%	11%	20%	30%	32%	72
On-Site Management	9%	11%	20%	25%	35%	70
On-Site Leasing	7%	12%	16%	26%	39%	73
On-Site Maintenance	11%	10%	19%	26%	34%	73
Supplier-Corporate Operations	9%	11%	20%	28%	32%	69
Supplier-Corporate Operations	5%	17%	11%	25%	42%	75
Supplier-Regional Operations	9%	27%	9%	37%	18%	64
Supplier-Sales	9%	9%	16%	26%	40%	71
Supplier-Account Management/Customer Service	0%	1%	19%	21%	59%	69

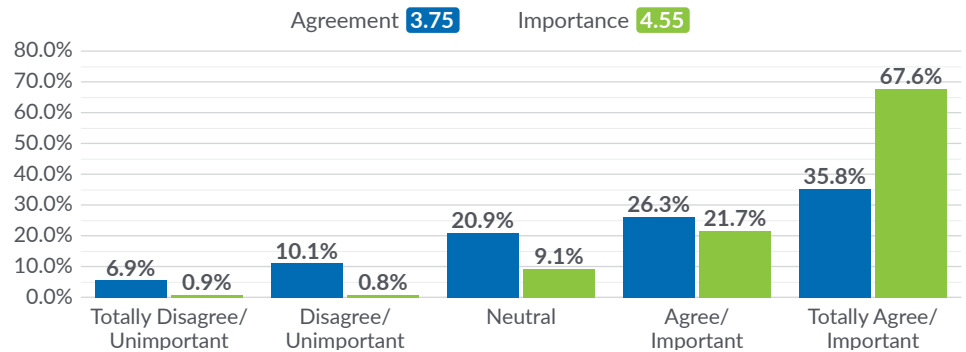
Topic

My company's culture encourages a reasonable balance between work and personal life

A/I Score

2022 **71/100** 2021 **69/100**

Distribution



Summary

While this topic's A/I score increased slightly and surpassed a score of 70, only 62% of respondents agree or totally agree their company encourages a reasonable balance between work and personal life with 1 in 5 unsure or unwilling to state their opinion. Significantly, 20% of Corporate Acquisitions/Development, On-Site Management, On-Site Maintenance, and Regional Operations expressed some level of disagreement with the statement. With the second highest level of correlation to an employee's likelihood to remain, leaders can't afford to disregard this clear message. Change is required in order to sustain the current and future workforce. Many employees commented on the long hours, feeling unable to take time off, an inability to completely disconnect from work when they did take time off, and difficulty in being able to meet all of their deadlines within standard work hours. A positive and thriving company culture can only exist when leaders at all levels not only know the company's standards, but also consistently work to improve and communicate them to all employees. Streamlining required reporting, automating tasks, outsourcing standardized processes, granting approval levels, re-thinking office hours (in-person and remote), and other time-saving measures will enable more team members to thrive in their specific roles.

Employee concerns and suggestions

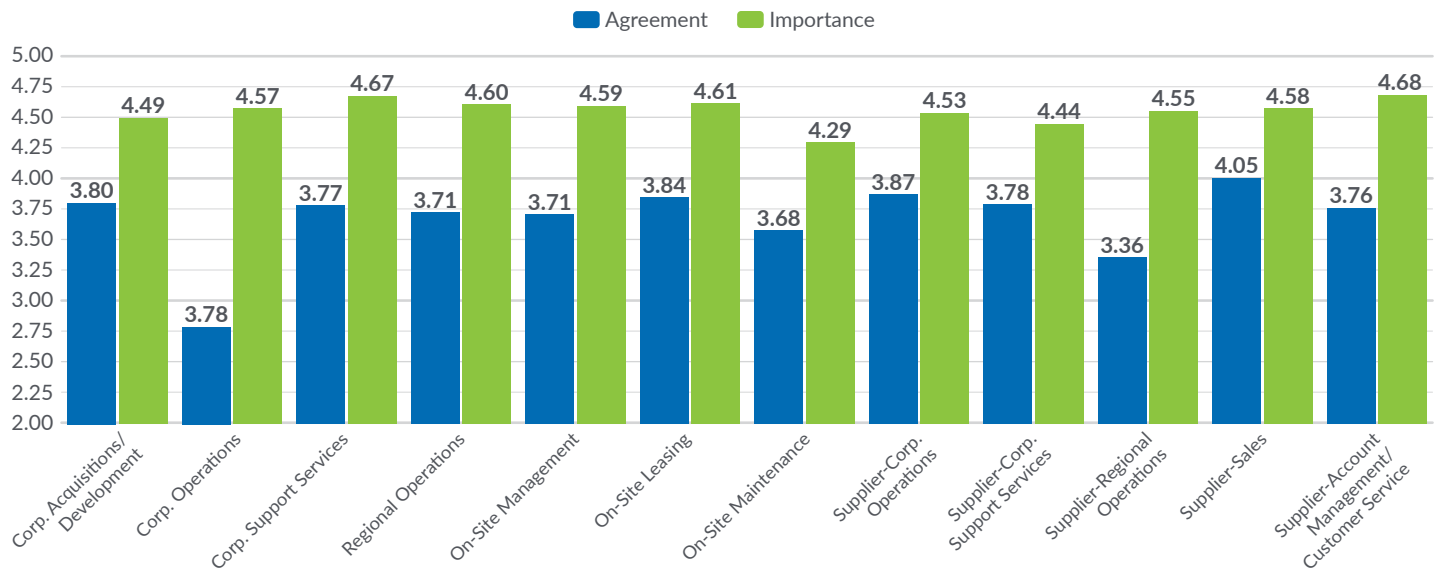
"Work/life balance is not possible."

"Provide mental health days. Do not make employees feel guilty when they take days off."

"Employees at smaller communities should know that they are allowed to take vacations instead of feeling too anxious to request time off due to a real or perceived hardship on their colleagues."

Topic: My company's culture encourages a reasonable balance between work and personal life

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	7%	10%	21%	26%	36%	71
Corporate Acquisitions/Development	5%	15%	16%	24%	40%	73
Corporate Operations	4%	9%	23%	31%	33%	72
Corporate Support Services	5%	11%	21%	27%	36%	71
Regional Operations	6%	13%	21%	22%	38%	70
On-Site Management	8%	9%	21%	27%	35%	70
On-Site Leasing	5%	11%	19%	24%	41%	72
On-Site Maintenance	11%	7%	22%	23%	37%	73
Supplier-Corporate Operations	4%	11%	15%	34%	36%	73
Supplier-Corporate Support Services	3%	11%	28%	22%	36%	75
Supplier-Regional Operations	0%	18%	36%	37%	9%	62
Supplier-Sales	3%	9%	14%	30%	44%	75
Supplier-Account Management/Customer Service	0%	0%	6%	19%	75%	70

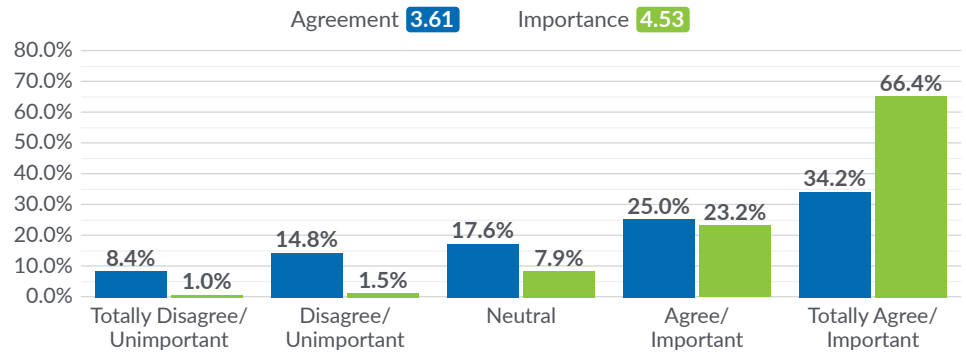
Topic

In the last month, my mental and emotional health has not interfered with my productivity at work

A/I Score

2022 **71/100** 2021 **66/100**

Distribution



Summary

In a positive jump, the A/I score increased by five points since the inaugural study. Agreement increased by 10 points to 59% of respondents agreeing that in the last month their mental and emotional health has not interfered with their productivity at work. Despite this significant improvement, however, nearly 1 in 4 express some level of disagreement. Employees shared a variety of factors that contribute to the impact on productivity, from personal challenges to work-related expectations. The significance of the time frame, i.e., “in the last month,” underscores the importance of the immediacy of the issue of mental and emotional health. Loss of productivity from 23% of the workforce in any given month provides a compelling financial argument to support and improve the state of employees’ mental and emotional health. Consider clarifying the company’s stance on taking mental health days to ensure that employees know explicitly that they can take time to care for themselves or loved ones as needed. Leaders can also encourage internal awareness, training, and support to promote healthy, open conversations about mental and emotional health and to offer enhanced benefits and tools around stress, grief, trauma, and finding a healthy work-personal life balance.

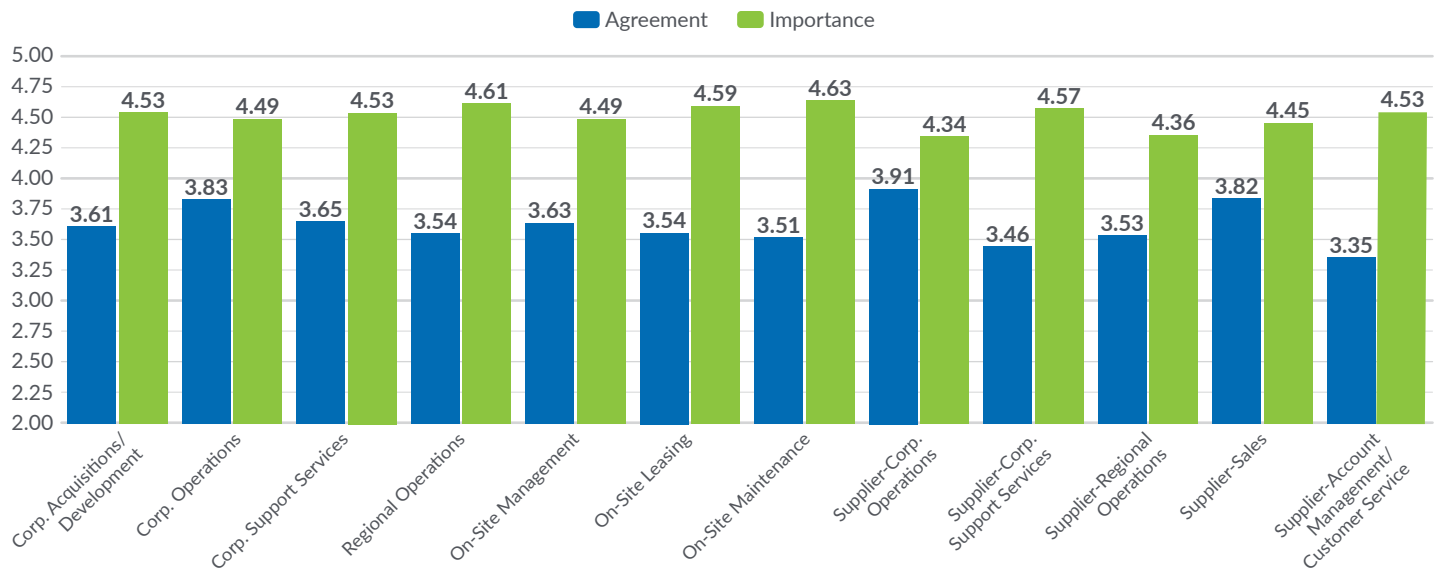
Employee concerns and suggestions

“If you keep your work up to date, the company keeps putting more and more on the managers with no more pay or benefits.”

“Part-time employees should have PTO, vacation, and sick days. I shouldn’t have to take an unpaid day because of an illness/mental health. I deal with depression, anxiety, and PTSD so I do my best not to let it interfere with my duties at work.”

Topic: In the last month, my mental and emotional health has not interfered with my productivity at work

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	8%	15%	18%	25%	34%	71
Corporate Acquisitions/Development	4%	9%	24%	27%	36%	71
Corporate Operations	6%	18%	14%	28%	34%	76
Corporate Support Services	11%	13%	19%	28%	29%	71
Regional Operations	8%	13%	20%	28%	31%	69
On-Site Management	11%	14%	18%	24%	33%	72
On-Site Leasing	8%	19%	17%	27%	29%	69
On-Site Maintenance	6%	11%	16%	21%	46%	68
Supplier-Corporate Operations	6%	22%	20%	24%	28%	80
Supplier-Corporate Operations	3%	30%	8%	28%	31%	68
Supplier-Regional Operations	0%	18%	18%	27%	37%	74
Supplier-Sales	7%	21%	23%	28%	21%	74
Supplier-Account Management/ Customer Service	1%	0%	10%	19%	70%	66

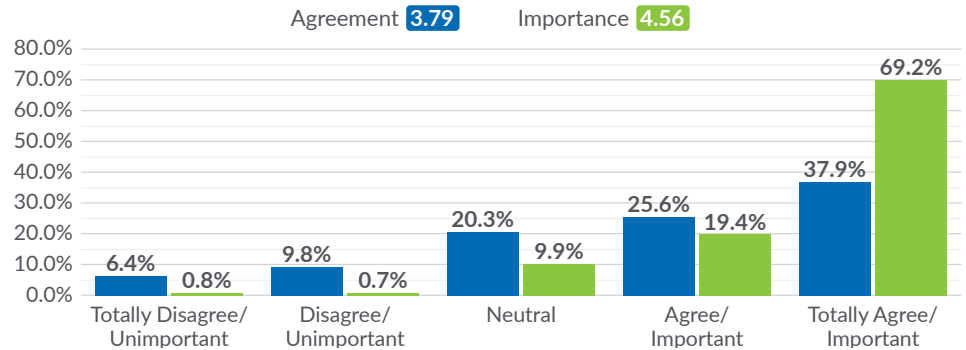
Topic

Employee wellbeing is a priority at my company

A/I Score

2022 **72/100** 2021 **71/100**

Distribution



Summary

Mirroring the inaugural study, 64% of respondents agreed or totally agreed with this topic, which also ranked second-highest in Importance. Adding to the critical nature of this topic is that it achieved the highest correlation with an employee’s likelihood to remain with the company in the next 12 months. While many employees cited programs and benefits offered by their companies that support wellbeing, others expressed frustration at what they perceive to be words without action. Leaders have an opportunity to evaluate what they currently have in place, how effectively it is communicated, and the actual usage or participation in the company offerings. Assuming such evaluations call for more efforts, leaders can offer internal trainings and support specific to mental health and wellness to give employees tangible tools to help themselves and others. In addition, leaders can form more direct referral relationships with external mental health providers.

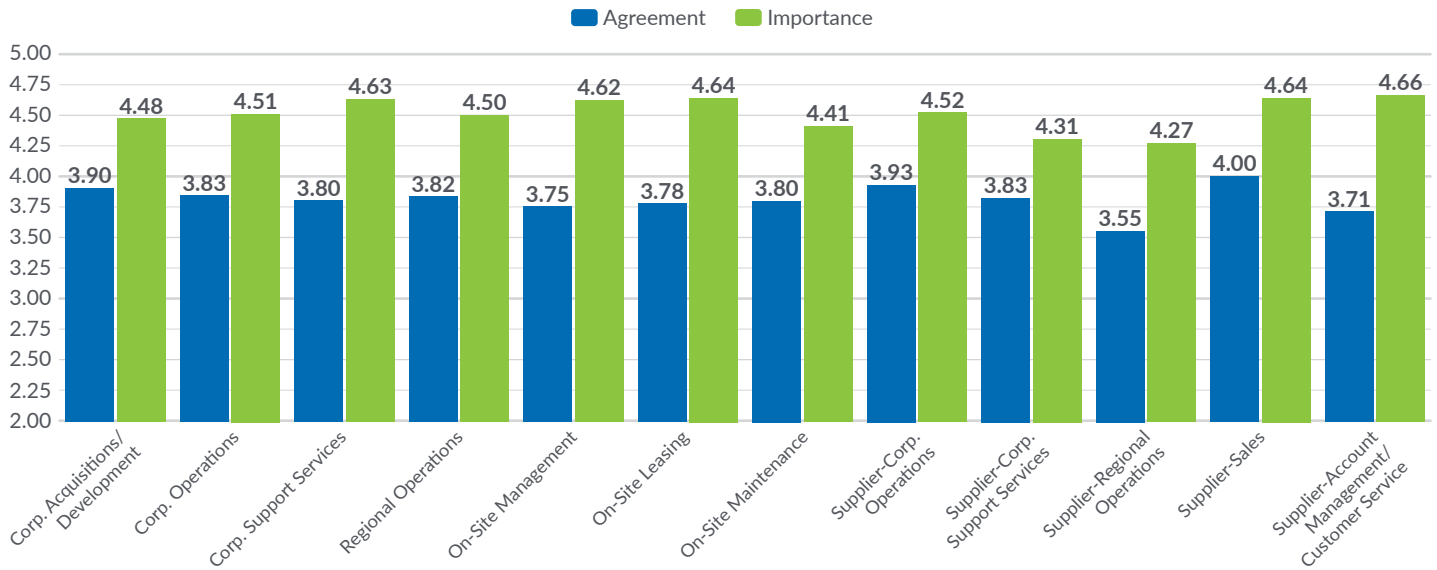
Employee concerns and suggestions

“Do not hire condescending motivational speakers giving webinars and call it ‘caring for your mental health.’”

“The company priorities seem directly opposed to health of non-corporate employees. It appears as though support is offered to corporate leadership, but frontline employees are not offered tangible support.”

Topic: Employee wellbeing is a priority at my company

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	6%	10%	20%	26%	38%	72
Corporate Acquisitions/Development	3%	13%	19%	22%	43%	75
Corporate Operations	4%	9%	24%	25%	38%	73
Corporate Support Services	7%	7%	21%	29%	36%	71
Regional Operations	5%	11%	16%	32%	36%	72
On-Site Management	7%	10%	20%	25%	38%	70
On-Site Leasing	6%	11%	21%	24%	38%	71
On-Site Maintenance	9%	7%	21%	22%	41%	75
Supplier-Corporate Operations	2%	7%	24%	30%	37%	75
Supplier-Corporate Operations	0%	11%	28%	28%	33%	75
Supplier-Regional Operations	0%	18%	27%	37%	18%	71
Supplier-Sales	2%	12%	12%	31%	43%	75
Supplier-Account Management/Customer Service	0%	0%	5%	24%	71%	68

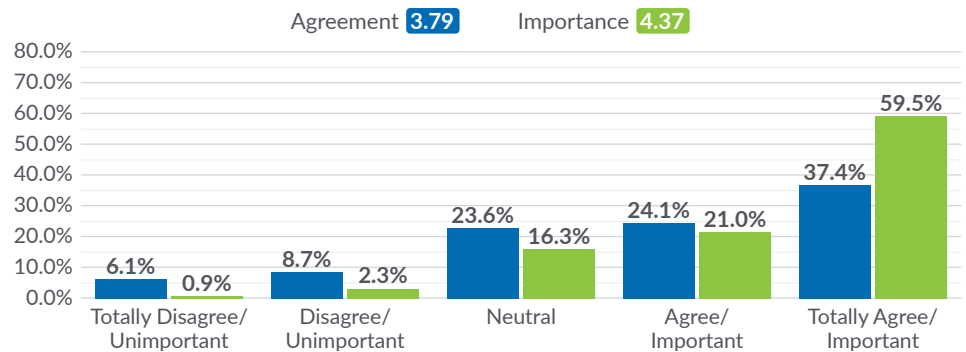
Topic

My company offers resources to help support employee mental and emotional health

A/I Score

2022	2021
76/100	74/100

Distribution



Summary

Despite more attention on mental and emotional health in the industry, the percent of respondents who agree their company offers resources to support employee mental and emotional health remained unchanged at 61%. Tying for the highest A/I score, this topic also achieved the lowest disparity between Agreement and Importance. While a majority agreed, be aware of the 24% employees who selected a neutral response of “3,” who are unsure or unwilling to disclose their level of agreement. Many employees expressed appreciation for the resources provided by their companies, but others shared their disappointment or frustration in the lack of resources or the perception that there were barriers or negative attitudes toward employees needing those resources. Leaders can lead by example and increase their own awareness and comfort around mental health to demonstrate how best to support staff. In addition to putting resources in place, ensure that clear, ongoing communication and positive reinforcement surrounds the use of these resources.

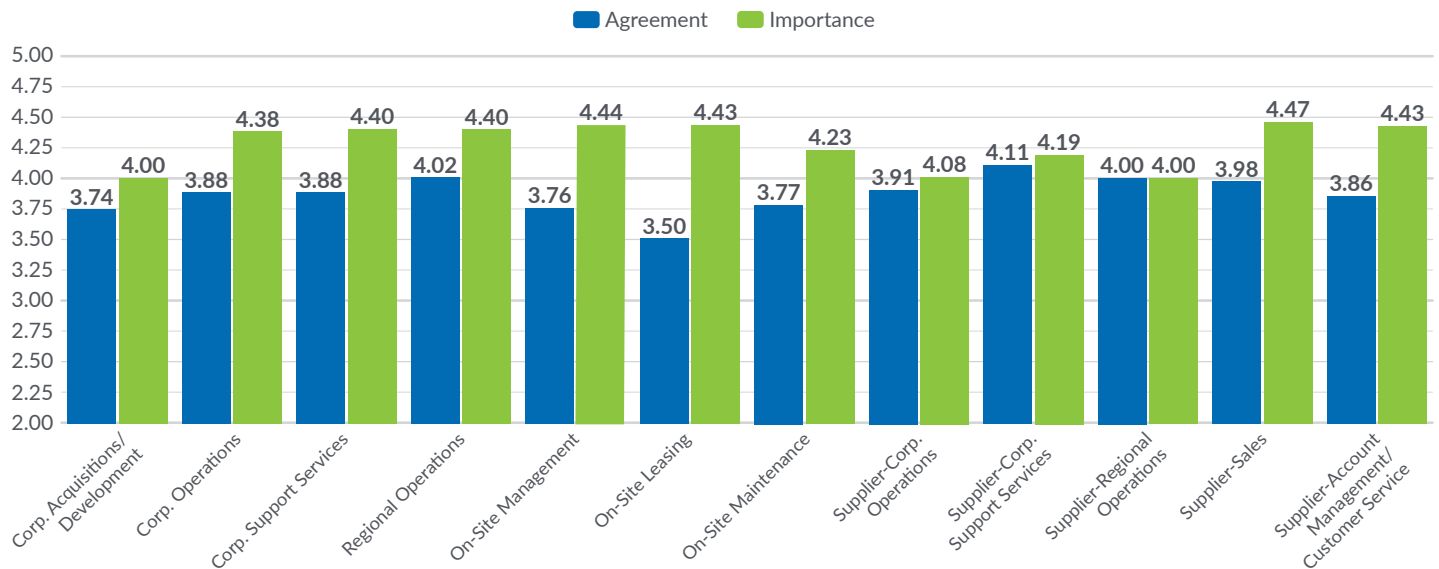
Employee concerns and suggestions

“The employer and health provider should offer periodic reminders of such resources instead of presenting them once a year during the yearly health insurance renewal.”

“I think that it is the opinion of on-site leadership that mental health reasons are not a valid excuse to not come to work or for your performance at work to dip. I would suggest that leadership is better trained to handle mental health situations and understand how they can impact their direct employees.”

Topic: My company offers resources to help support employee mental and emotional health

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	6%	9%	24%	24%	37%	76
Corporate Acquisitions/Development	4%	9%	27%	31%	29%	77
Corporate Operations	5%	6%	22%	29%	38%	76
Corporate Support Services	8%	6%	20%	23%	43%	78
Regional Operations	2%	8%	20%	26%	44%	80
On-Site Management	7%	9%	23%	23%	38%	75
On-Site Leasing	8%	16%	25%	20%	31%	69
On-Site Maintenance	7%	5%	29%	21%	38%	78
Supplier-Corporate Operations	2%	9%	23%	28%	38%	80
Supplier-Corporate Operations	0%	8%	20%	25%	47%	81
Supplier-Regional Operations	0%	0%	36%	27%	37%	84
Supplier-Sales	2%	12%	19%	21%	46%	78
Supplier-Account Management/Customer Service	0%	1%	15%	23%	61%	77

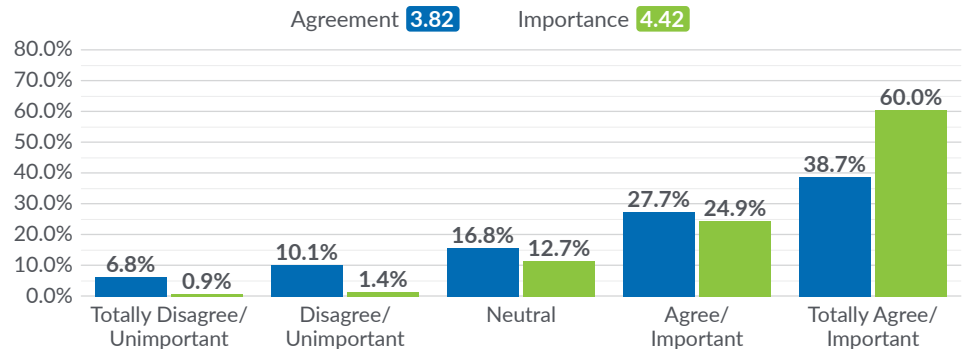
Topic

I rarely feel stressed about my interactions with team members

A/I Score

2022 **76/100** 2021 **75/100**

Distribution



Summary

Achieving the tie for highest A/I score, 66% of respondents agree or strongly agree they rarely feel stressed about interactions with team members. While showcasing a slight increase over the inaugural study and seeming like a success, the correlation to an employee’s likelihood to remain with the company for the next 12 months increased slightly and achieved a moderate level. Leaders have the opportunity to set an expectation of conduct among team members so that clarity exists on what is acceptable and unacceptable, and also create accountability within teams. Consider providing training to focus on healthy communication, conflict resolution, and de-escalating emotionally charged interactions. Setting the standard and following through on accountability can reduce the volume of stressful interactions.

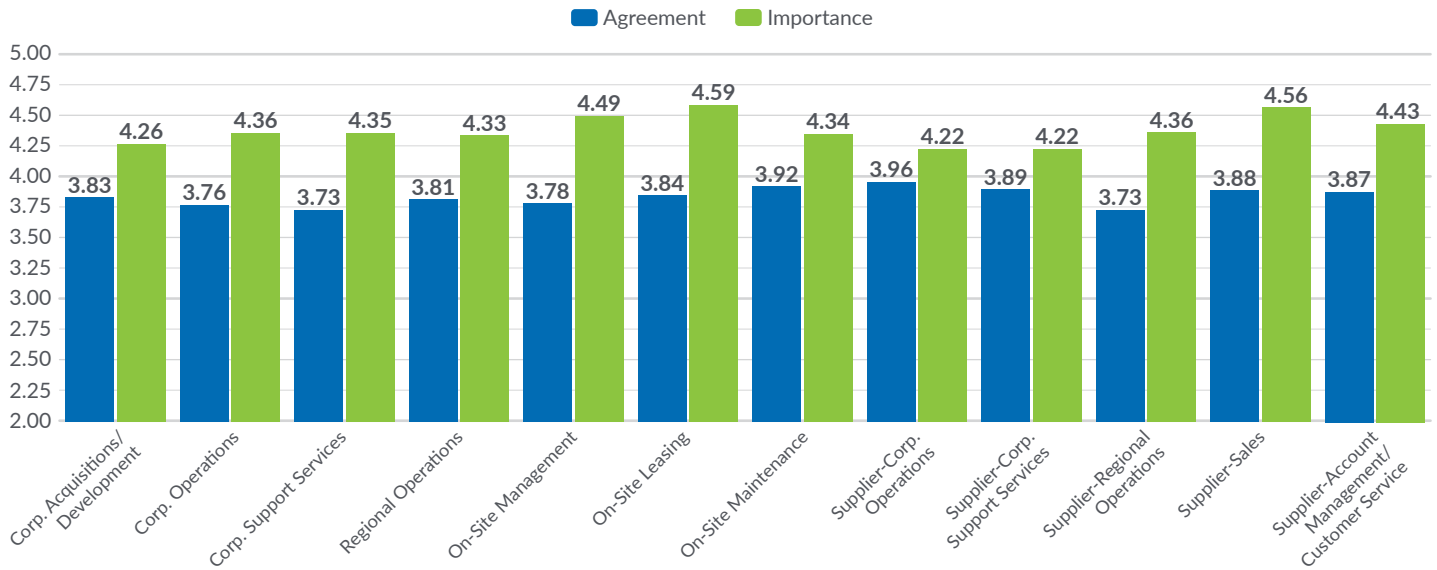
Employee concerns and suggestions

“If I call out sick or call out for not being mentally/emotionally well, I do not need a guilt trip. I need support.”

“Stop brushing people off solely because you don’t “feel like it” when it comes to having a conversation. Stop making incredibly demeaning assumptions due to you not wanting to take any sort of effort in any shape or form. Actually show that you want to not only BE a part of the team, but also that you legitimately care and want to help.”

Topic: I rarely feel stressed about my interactions with team members

Position Breakdown



Distribution by Position

	TOTALLY DISAGREE	DISAGREE	NEUTRAL	AGREE	TOTALLY AGREE	A/I SCORE
Overall	7%	10%	17%	27%	39%	76
Corporate Acquisitions/Development	6%	13%	12%	30%	39%	77
Corporate Operations	6%	12%	16%	32%	34%	74
Corporate Support Services	6%	12%	20%	26%	36%	76
Regional Operations	4%	9%	22%	32%	33%	77
On-Site Management	7%	10%	18%	27%	38%	75
On-Site Leasing	8%	11%	15%	22%	44%	76
On-Site Maintenance	6%	10%	14%	26%	44%	79
Supplier-Corporate Operations	4%	4%	19%	41%	33%	80
Supplier-Corporate Operations	8%	11%	8%	28%	45%	80
Supplier-Regional Operations	9%	18%	9%	18%	46%	74
Supplier-Sales	9%	5%	21%	19%	46%	76
Supplier-Account Management/Customer Service	1%	0%	17%	19%	63%	77

Topic

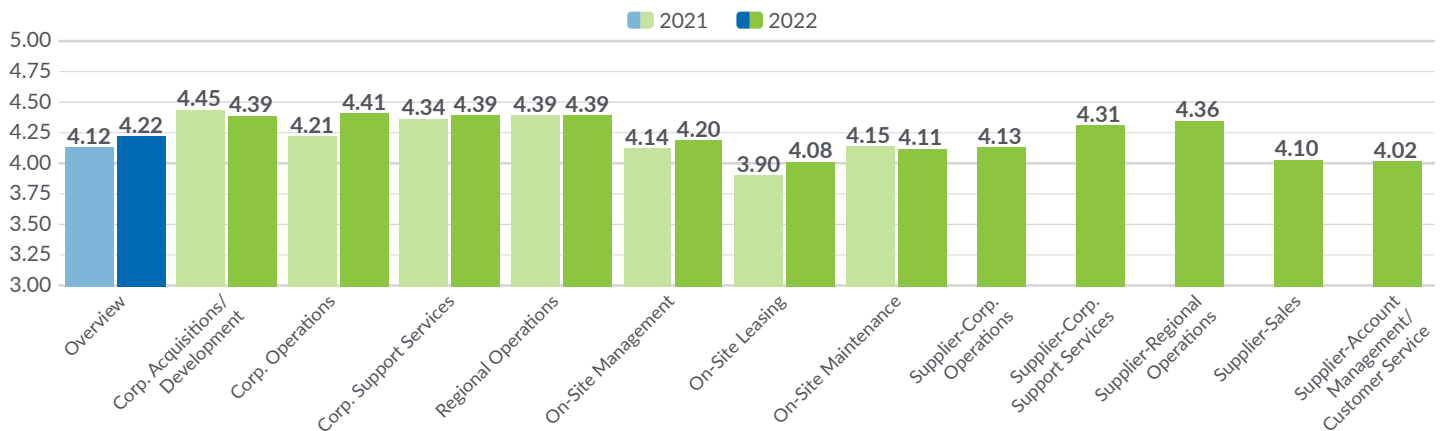
How likely are you to remain with the company for the next 12 months?

Summary

The overall average likelihood to remain is a strong 4.22 score on a 5-point scale, increasing slightly over the inaugural study. All positions increased their average likelihood to remain with the company with the exception of Corporate Acquisitions/ Development and On-Site Maintenance. On-site positions, on average, continue to rate their likelihood to remain significantly lower than corporate and regional employees. Despite a variety of challenges faced by all employees, 75% of respondents indicate they are likely or very likely to remain with the company for the next 12 months. However, with 15% unsure or unwilling to convey their likelihood to remain, and an additional 9% unlikely or very unlikely, the issues identified in this study warrant attention. Given the mounting staffing challenges faced by communities and supplier organizations alike, companies must address the current workload and improve the resources to address the mental and emotional health of employees to positively impact engagement and retention.



Position Breakdown



* Note: Suppliers did not participate in the 2021 survey

Topic: How likely are you to remain with the company for the next 12 months?

Distribution by Position

	VERY UNLIKELY	UNLIKELY	NEUTRAL	LIKELY	VERY LIKELY
Overall	4%	5%	15%	15%	61%
Corporate Acquisitions/Development	3%	7%	9%	12%	69%
Corporate Operations	2%	3%	14%	15%	66%
Corporate Support Services	3%	4%	11%	15%	67%
Regional Operations	3%	5%	11%	13%	68%
On-Site Management	5%	5%	15%	14%	61%
On-Site Leasing	5%	7%	18%	15%	55%
On-Site Maintenance	6%	5%	17%	16%	56%
Supplier-Corporate Operations	2%	6%	22%	19%	51%
Supplier-Corporate Support Services	0%	3%	19%	22%	56%
Supplier-Regional Operations	0%	9%	9%	18%	64%
Supplier-Sales	7%	10%	7%	17%	59%
Supplier-Account Management/ Customer Service	5%	6%	19%	22%	48%

Topic

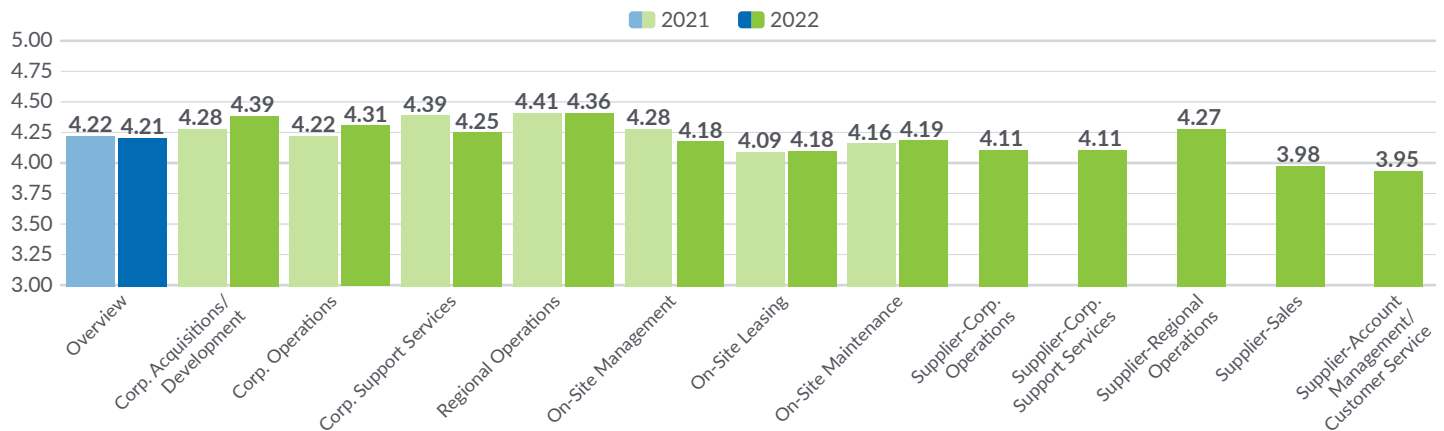
How likely are you to recommend the company as a place to work?

Summary

The overall score of 4.21 on a 5-point scale is not only slightly lower than the inaugural study, but also lower than the likelihood to remain with the company; however, the overall distribution by position is the same. Property Management – Corporate Support Services, Regional Operations, and On-Site Management all noticeably decreased their likelihood to recommend the company compared to the initial study, and both Supplier – Sales and Account Management / Customer Service rated the likelihood less than 4.00. Consider a focus on improving support for on-site staff members, identifying changes in processes and policies to address stress and workload as well as engagement and retention due to the significant staffing issues the industry is experiencing. Improving the likelihood to recommend may lead to improving online employee reviews on sites like Indeed and Glassdoor, which can help the company be more successful in its efforts to recruit new staff members.



Position Breakdown



* Note: Suppliers did not participate in the 2021 survey

Topic: How likely are you to recommend the company as a place to work?

Distribution by Position

	VERY UNLIKELY	UNLIKELY	NEUTRAL	LIKELY	VERY LIKELY
Overall	4%	5%	14%	21%	56%
Corporate Acquisitions/Development	2%	8%	8%	15%	67%
Corporate Operations	2%	5%	13%	20%	60%
Corporate Support Services	4%	4%	12%	22%	58%
Regional Operations	3%	3%	11%	20%	63%
On-Site Management	5%	4%	15%	20%	56%
On-Site Leasing	4%	7%	11%	22%	56%
On-Site Maintenance	5%	5%	14%	21%	55%
Supplier-Corporate Operations	2%	6%	17%	31%	44%
Supplier-Corporate Support Services	6%	6%	14%	22%	52%
Supplier-Regional Operations	0%	9%	9%	27%	55%
Supplier-Sales	5%	10%	12%	31%	42%
Supplier-Account Management/ Customer Service	5%	7%	17%	29%	42%

Topic

In the past year, how many days did you take off work due to not feeling emotionally well enough to perform your job?

Summary

The pandemic has been challenging, and employees have dealt with stress in a variety of ways. One is taking time off due to not feeling well enough to work, and another is needing time to care for a family member or friend who was not feeling emotionally well. Validating the challenges of the times, approximately 40% of employees had to take time off due to not feeling emotionally well enough to work. 27% took less than a week, while 13% took a minimum of one week off. These results demonstrate how critical a topic mental and emotional health are, and the need for companies to identify what changes in processes, policies, and staffing are required, as well as what resources and support must be made available for their team members.

Distribution by Position

	NO DAYS TAKEN OFF	LESS THAN A WEEK	1-2 WEEKS	2-3 WEEKS	3-4 WEEKS	A MONTH OR LONGER
Overall	60%	27%	10%	1%	1%	1%
Corporate Acquisitions/Development	76%	18%	4%	2%	0%	0%
Corporate Operations	61%	29%	8%	2%	0%	0%
Corporate Support Services	61%	31%	6%	0%	1%	1%
Regional Operations	64%	23%	8%	2%	2%	1%
On-Site Management	57%	28%	11%	1%	2%	1%
On-Site Leasing	54%	29%	12%	1%	2%	2%
On-Site Maintenance	67%	22%	9%	2%	0%	0%
Supplier-Corporate Operations	55%	30%	13%	0%	0%	2%
Supplier-Corporate Support Services	53%	28%	16%	0%	0%	3%
Supplier-Regional Operations	46%	36%	9%	0%	9%	0%
Supplier-Sales	50%	33%	14%	0%	3%	0%
Supplier-Account Management/ Customer Service	53%	31%	10%	1%	3%	2%

Topic

In the past year how many days did you take off work due to a family member or friend not feeling emotionally well?

Summary

In the past year, more than one-quarter of respondents took time off from work to aid a family member or friend who was struggling with their emotional wellbeing. Nearly 20% took less than a week off from work, while 7% took off one week or longer. Similar to taking time off due to their own mental or emotional wellbeing, results show the impact of family and friends' needs on employees, which impacts their ability to perform their job, and the need for companies to identify ways to enhance the support they provide.

Distribution by Position

	NO DAYS TAKEN OFF	LESS THAN A WEEK	1-2 WEEKS	2-3 WEEKS	3-4 WEEKS	A MONTH OR LONGER
Overall	73%	20%	6%	1%	0%	0%
Corporate Acquisitions/Development	81%	15%	4%	0%	0%	0%
Corporate Operations	75%	20%	3%	2%	0%	0%
Corporate Support Services	81%	14%	4%	1%	0%	0%
Regional Operations	73%	21%	5%	0%	0%	1%
On-Site Management	70%	20%	8%	1%	0%	1%
On-Site Leasing	73%	20%	6%	1%	0%	0%
On-Site Maintenance	73%	20%	6%	1%	0%	0%
Supplier-Corporate Operations	72%	17%	5%	2%	2%	2%
Supplier-Corporate Support Services	70%	19%	8%	3%	0%	0%
Supplier-Regional Operations	46%	45%	0%	0%	9%	0%
Supplier-Sales	71%	19%	10%	0%	0%	0%
Supplier-Account Management/ Customer Service	76%	19%	4%	0%	0%	1%

Topic

Changed Job in the Last Six Months

Summary

On average, 15% of respondents had changed employers within the last six months. Supplier Sales led the recent job changes at 32% with On-Site Leasing at 23%. Average employee turnover is at an all-time high, and turnover within the first 90 days of hire has increased dramatically as well. Providing focus on employee mental and emotional health is one step in creating an environment that fosters employee engagement and retention.

Have you changed employers in the last six months?

	2022/YES
Overall	15.1%
Corporate Acquisitions/Development	17.5%
Corporate Operations	10.6%
Corporate Support Services	12.4%
Regional Operations	11.6%
On-Site Management	13.8%
On-Site Leasing	23.3%
On-Site Maintenance	16.1%
Supplier-Corporate Operations	14.8%
Supplier-Corporate Support Services	16.7%
Supplier-Regional Operations	18.2%
Supplier-Sales	31.7%
Supplier-Account Management/Customer Service	20.7%

Topic

Correlation with Likelihood to Remain

Summary

The correlations with likelihood to remain with the company for the next twelve months changed very little since the inaugural study. Correlations are reported as +1 to -1, and the relationship is defined by the distance from 0; moderate correlations begin at 3. The topics with the highest and strongest correlations with likelihood to remain continue to be related to the company priorities, its culture, and executive leadership. Conversely, topics focused on to stress related to work and overall workload, had the lowest correlations with the likelihood to remain. It appears employees do not assign any negativity or accountability from the current challenging times to how they feel about the company and its culture.

Correlation with Likelihood to Remain

	2021/2022
Employee well-being is a priority at my company	0.481/ 0.483
My company's culture encourages a reasonable balance between work and personal life	0.457/ 0.452
I rarely feel stressed about executive leadership	0.413/ 0.400
I feel emotionally well	0.347/ 0.386
My company offers resources to help support employee mental and emotional health	0.401/ 0.363
Overall, I feel less stressed than I did a year ago	0.302/ 0.326
I rarely feel stressed about my interactions with team members	0.270/ 0.316
In the last month, my mental and emotional health has not interfered with my productivity at work	0.297/ 0.300
I rarely feel stressed about my workload	0.289/ 0.292
In the last month, my mental and emotional health has not interfered with my personal life	0.237/ 0.283
The demands of my job rarely interfere with my personal life	0.312/ 0.251
I rarely have to work more than 40 hours a week	0.149/ 0.149

Conclusion

The impact of mental and emotional health on multifamily housing employees' overall wellbeing, while showing signs of improvement over fall 2021 findings, cannot be ignored. With nearly 40% of respondents expressing disagreement with the statement, "Overall, I feel less stressed than I did a year ago," action from industry leaders is needed. High employee turnover, staffing shortages, difficulties filling vacant positions, and increasing inflation have made a challenging time even more difficult, especially for On-Site Management and Regional Operations employees. The topics that rated below an A/I score of 70 relate to stress due to their workload, employees feeling more stressed than a year ago, their mental health, and the demands of work interfering with their personal life.

Company leaders should strategically address those challenges over which they have influence and increase the support they provide to reduce stress levels among their employees. Given the staffing challenges facing the industry, it is urgent for leaders to act swiftly and improve the realities of the workplace in order to improve employee perceptions of the company's focus on wellbeing.

A balanced approach of prioritizing staffing challenges and providing a safe, supportive environment for each team member's mental, emotional, and physical health can lead to a more healthy, engaged, and productive workforce.

The overall action planning objectives should include:

- Evaluate and update the resources the company currently has in place for mental and emotional health, as well as the actual usage or participation in the offerings
- Study the communication that surrounds the current relevant resources and make improvements where needed
- Ensure supervisors at all levels are familiar with and positively reinforce the use of such resources
- Share leadership's commitment to addressing the workplace challenges and providing wellbeing resources and support
- Review current processes, policies, and roles to identify opportunities to reduce stress and burnout
- Announce the specific steps the company is taking to address workloads, stress levels, and wellbeing
- Offer training and support so employees can be more adept and comfortable at recognizing and addressing stress and mental health challenges in themselves and others
- Demonstrate to employees, through both words and actions, that the company values them and cares about their wellbeing
- Follow up and follow through

Research and Report Design

The focus of this brief and anonymous survey was to ask for agreement with, and the importance of, twelve positive statements. Responses used a five-point rating scale, including 1 (“strongly disagree” and “totally unimportant”) up to a 5 (“strongly agree” and “totally important”). Swift Bunny utilizes this unique two-dimensional approach to aid in prioritizing opportunities to improve. Overall topic scores are calculated and reported using Swift Bunny’s proprietary Agreement/Importance (A/I) algorithm, which provides a score that is based upon the gap between the agreement and importance scores for a topic, the topic’s level of importance, and the topic’s correlation with the likelihood to remain with the company. The A/I Score is reported as a number between 1 and 100. The lower a topic’s A/I score, the greater the opportunity for improvement; these topics should be made action planning priorities.

In order to gain the greatest possible participation from frontline multifamily housing employees, a multi-faceted recruitment strategy was implemented. The recruitment program included NAA sending emails to primary contacts at all member companies and an aggressive social media campaign by NAA and Swift Bunny. Companies that voiced the desire to participate were provided with an email template to use to promote the survey to all employees. The participation recruitment program was highly successful, with 3,607 employees completing the survey, including strong participation from every position. Based on the number of employees in the multifamily industry and how many responded to the survey, results offer a high degree of statistical reliability, achieving a strong +/- 1.4% margin of error with 95% confidence; at 99% confidence, the margin of error remains extremely low at +/- 1.8%.

About the National Apartment Association

The National Apartment Association (NAA) serves as the leading voice and preeminent resource through advocacy, education, and collaboration on behalf of the rental housing industry. As a federation of 151 affiliates, NAA encompasses over 93,000 members representing more than 10 million apartment homes globally. NAA believes that rental housing is a valuable partner in every community that emphasizes integrity, accountability, collaboration, community responsibility, inclusivity, and innovation. To learn more, visit www.naahq.org.

About Swift Bunny

Attracting and retaining high performing team members is one of the greatest challenges multifamily leaders face. Focusing on the issues that matter most to team members improves employee engagement and retention, impacts service delivery, reduces resident turnover, and improves reputation, all of which drives a superior bottom line. Swift Bunny offers a suite of multifamily-specific employee engagement solutions. Ingage by Swift Bunny™ is the apartment industry’s first employee lifecycle feedback system. The solution pairs meaningful data with personalized insights and planning, empowering multifamily leaders to take specific action to solve their greatest workplace challenges. Inquire by Swift Bunny™ is a flexible and user-friendly custom survey solution for collecting opinions and feedback from both employees and residents. Focusing on the issues that matter most to team members can improve satisfaction, retention, and performance across an entire multifamily portfolio. Learn more at swiftbunny.com, contact@swiftbunny.com, or 888.896.2933.

About the Authors

Doug Miller, Partner and Chief Research Officer with Swift Bunny, oversees research functions and product planning. Prior to this, Doug was Founder and CEO of ManagInc; its employee, resident, and service provider feedback system helped clients enhance their focus on stakeholders to improve employee retention, resident retention, and reputation. Before ManagInc, Doug was Founder and President of SatisFacts Research, the multifamily industry's leading resident feedback program provider. Doug started his career in property management in the 1990s, including as Director of Marketing for two NMHC Top 50 firms. Doug earned his BSBA from Washington University/St. Louis and MBA/Marketing from The American University. Doug can be reached at doug@swiftbunny.com.

Jen Piccotti, Chief Learning Officer with Swift Bunny, got her start in property management in 2000 and has spent the last two decades listening to, learning from, and finding solutions for multifamily residents, employees, and executives. In her current role she has the opportunity to connect the dots between data, performance, and progress. She consistently provides unique and actionable insights on the latest trends in employee engagement, customer satisfaction, organizational communication, process improvement, and reputation management. Jen is a frequent presenter at industry events, such as NAA Apartmentalize, NMHC OPTECH, AIM, Multifamily Social Media Summit, and Canada's Landlord WebCon. Prior to joining Swift Bunny, Jen was Chief Operating Officer for ManagInc, and previously was SVP of Education and Marketing for SatisFacts Research. She holds a Master of Science in Quality Assurance from California State University, Dominguez Hills. Jen can be reached at jen@swiftbunny.com.

About the Contributor

Jeanne Supin, MA, provides best-in-class consulting, training, and coaching to help courageous behavioral health organizations achieve leadership, management and workforce excellence and prepare for big transformations. As Founder and CEO of Watauga Consulting and Senior Consultant with the National Council for Mental Wellbeing, Jeanne has guided thousands of leaders through successful change and leadership/management inspiration. She earned her bachelor's and master's degrees from the University of California Santa Barbara. Jeanne is also a licensed Realtor™. She can be reached at jeanne@supin.com.

Appendix

What describes your current position?	2022	2021
Overall	100.0%	100.0%
Corporate Acquisitions/Development	3.7%	1.9%
Corporate Operations	9.6%	9.9%
Corporate Support Services	8.7%	8.5%
Regional Operations	6.8%	6.2%
On-Site Management	36.4%	41.2%
On-Site Leasing	11.6%	22.5%
On-Site Maintenance	15.0%	9.8%
Supplier – Corporate Operations	1.9%	N/A
Supplier – Corporate Support Services	1.3%	N/A
Supplier – Regional Operations	0.4%	N/A
Supplier – Sales	1.6%	N/A
Supplier – Account Management / Customer Service	3.0%	N/A

Which region do you currently live in? (NAA regions)	2022	2021
Total	100.0%	100.0%
Central (Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin)	8.7%	7.6%
Far West (California, Hawaii)	5.3%	2.8%
Mid-Atlantic (DC, Delaware, Maryland, Pennsylvania, Virginia, West Virginia)	17.8%	11.5%
Midwest (Arkansas, Iowa, Kansas, Missouri, Nebraska, Oklahoma)	1.0%	8.7%
North Central (Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming)	1.4%	2.8%
Northeast (Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont)	13.1%	3.9%
South Central (New Mexico, Texas)	10.6%	18.0%
Southeast (Alabama, Florida, Louisiana, Mississippi)	12.2%	12.8%
Southern East Coast (Georgia, Kentucky, North Carolina, South Carolina, Tennessee)	17.0%	22.1%
West (Alaska, Arizona, Idaho, Nevada, Oregon, Washington)	12.9%	9.8%