National Apartment Association

# Mental and Emotional Health Survey

RESULTS AND SUMMARY
2021

**Survey Partner and Report Author: Swift Bunny**

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# About this Study

Mental and emotional health have always been important topics. They have become even more so due to the pandemic and the resulting staffing challenges elevating pressures on multifamily team members. The National Apartment Association (NAA) and its Mental Health subcommittee partnered with Swift Bunny to evaluate employee wellbeing via a national survey. The goal of the study was 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.

Despite this anonymous survey dealing with a very personal and sensitive topic, the reaction from the industry was significant, with 2,332 employees responding. Respondents included corporate office personnel, regional operations team members, and on-site employees, with 73.5% representing on-site employees. 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

- The lowest scoring topics were related to stress and workload impacting respondents' mental health, productivity at work, and their personal lives

- In the last year, 40% of respondents took time off due to not feeling emotionally well enough to perform their jobs. 12% took one week or longer

- In the last month, mental and emotional health has interfered with the personal lives of 42% of respondents

- 23% of respondents are unsure if employee well-being is a priority at their company

- 1 in 4 respondents is unsure if their company offers resources to help support employee mental and emotional health

- With 27% 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

- Topics with the highest correlation with the likelihood to remain at the company included: employee wellbeing is a priority at the company; company's culture encourages balance between work and personal life; executive leadership; and company offers resources to help support mental health

# 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.

# 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 |

# Overview

| TOPIC | A/I SCORE 1-100 | AGREEMENT 5-Point Scale | IMPORTANCE 5-Point Scale |
|---|---|---|---|
| Overall, I feel less stressed than I did a year ago | 56 | 2.87 | 4.46 |
| In the last month, my mental and emotional health has not interfered with my personal life | 58 | 2.96 | 4.60 |
| I rarely feel stressed about my workload | 61 | 2.94 | 4.29 |
| The demands of my job rarely interfere with my personal life | 62 | 3.14 | 4.40 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 66 | 3.38 | 4.60 |
| I feel emotionally well | 66 | 3.50 | 4.67 |
| My company's culture encourages a reasonable balance between work and personal life | 69 | 3.67 | 4.57 |
| I rarely feel stressed about executive leadership | 70 | 3.61 | 4.39 |
| I rarely have to work more than 40 hours a week | 70 | 3.14 | 4.10 |
| Employee well-being is a priority at my company | 71 | 3.80 | 4.60 |
| My company offers resources to help support employee mental and emotional health | 74 | 3.75 | 4.43 |
| I rarely feel stressed about my interactions with team members | 75 | 3.74 | 4.49 |

The goals of the study were 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. Although no topics exceeded a score of 75, the topics receiving the highest scores related to the company, leadership, and the people. The lower-rated topics relate to stress, and how stress and workload have impacted both mental health and employees' personal lives.
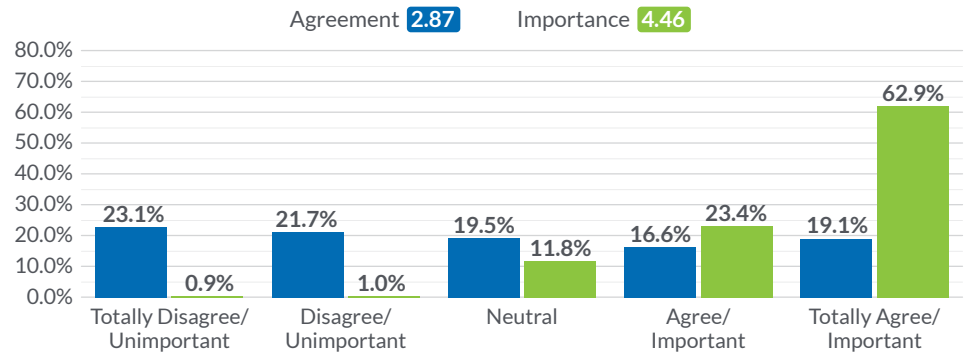
## Topic

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

## A/I Score

**56** / 100

## Distribution

Agreement **2.87**   Importance **4.46**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 23.1% | 21.7% | 19.5% | 16.6% | 19.1% |
| Importance | 0.9% | 1.0% | 11.8% | 23.4% | 62.9% |

## Summary

With less than 36% of respondents agreeing, this topic ranked lowest in Agreement with a moderate correlation to an employee's likelihood to remain with the company for the next 12 months. Many employees expressed frustration with staffing shortages, non-competitive wages, and unrealistic deadlines. Others expressed appreciation for the encouragement they received to take paid time off (PTO), whether for mental health reasons or otherwise. On-Site Managers expressed the highest level of disagreement, with 50% disagreeing or totally disagreeing with the statement of feeling less stressed than one year ago. Similarly, 45% of those identifying as Regional Operations disagreed. Address the feelings of stress by evaluating current staffing levels and operational expectations and removing or delaying projects or processes until staffing levels can be restored. Leaders can 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, create the opportunity for team members to use their PTO by having coverage plans in place so the person taking time off can truly detach from work responsibilities.

## Employee concerns and suggestions

"We've all worked very hard to find ways to create better balance but the labor shortage has EVERYONE stretched so thin. Executive leadership should aid in communicating with clients that sometimes coverage just isn't available and creative office hours may help."

"Provide the staffing to do the job requested in the time frame given."

"We have been understaffed since August and my manager is brand new, too. I am carrying a workload out of my job title with no extra pay, I often use my lunch break if I have time for one to cry in my car from stress."

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

## Position Breakdown
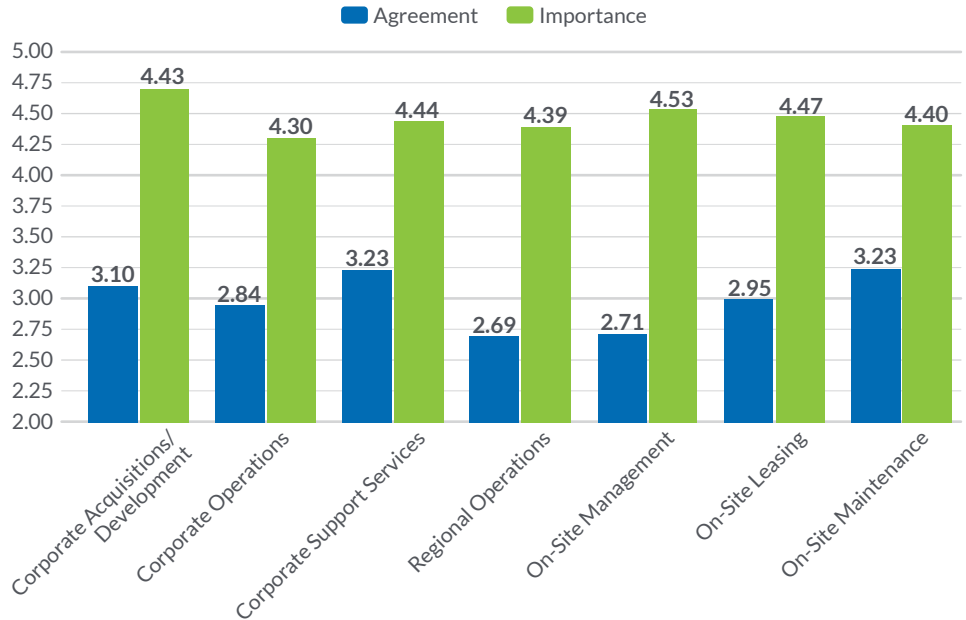
Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.10 | 4.43 |
| Corporate Operations | 2.84 | 4.30 |
| Corporate Support Services | 3.23 | 4.44 |
| Regional Operations | 2.69 | 4.39 |
| On-Site Management | 2.71 | 4.53 |
| On-Site Leasing | 2.95 | 4.47 |
| On-Site Maintenance | 3.23 | 4.40 |

## Distribution by Position

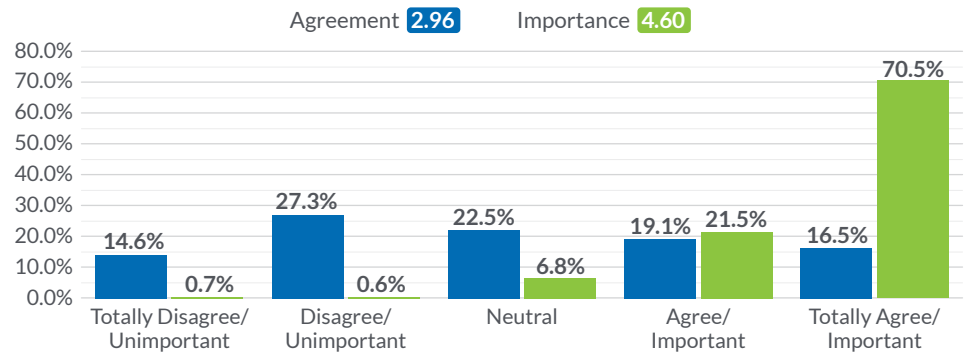| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 15% | 22% | 20% | 23% | 20% |
| Corporate Operations | 22% | 21% | 25% | 16% | 16% |
| Corporate Support | 14% | 25% | 11% | 24% | 26% |
| Regional Operations | 16% | 29% | 35% | 15% | 5% |
| On-Site Management | 26% | 23% | 19% | 16% | 16% |
| On-Site Leasing | 22% | 20% | 22% | 14% | 22% |
| On-Site Maintenance | 17% | 18% | 18% | 18% | 29% |

## Topic

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

## A/I Score

**58** / 100

## Distribution

Agreement **2.96**     Importance **4.60**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 14.6% | 27.3% | 22.5% | 19.1% | 16.5% |
| Importance | 0.7% | 0.6% | 6.8% | 21.5% | 70.5% |

## Summary

Only 1 in 3 respondents agree or totally agree with this topic, while it ranked second highest in Importance and demonstrated the largest disparity between Agreement and Importance. On-Site Managers are particularly vulnerable, with one-third 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 cover counseling services. Leaders should consider reviewing their current benefit offerings to ensure coverage for mental and emotional health care.

## Employee concerns and suggestions

"I feel like only being given the weekend is not enough time to destress from all that properties handle. Even having the weekend off, people are catching up on getting things done for their own lives/families. It doesn't feel like you truly get time to destress."

"Allow us to call out the morning of if we wake up feeling emotionally/mentally unwell without guilt."

"Therapy is expensive, and sorry, but a hotline is triage only and doesn't help to support ongoing mental health struggles. We NEED to have mental health services included in (or as an option to include in) our benefits package."

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

## Position Breakdown

Legend: ■ Agreement  ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.38 | 4.72 |
| Corporate Operations | 3.15 | 4.48 |
| Corporate Support Services | 3.20 | 4.73 |
| Regional Operations | 3.07 | 4.62 |
| On-Site Management | 2.81 | 4.64 |
| On-Site Leasing | 2.79 | 4.56 |
| On-Site Maintenance | 3.51 | 4.52 |
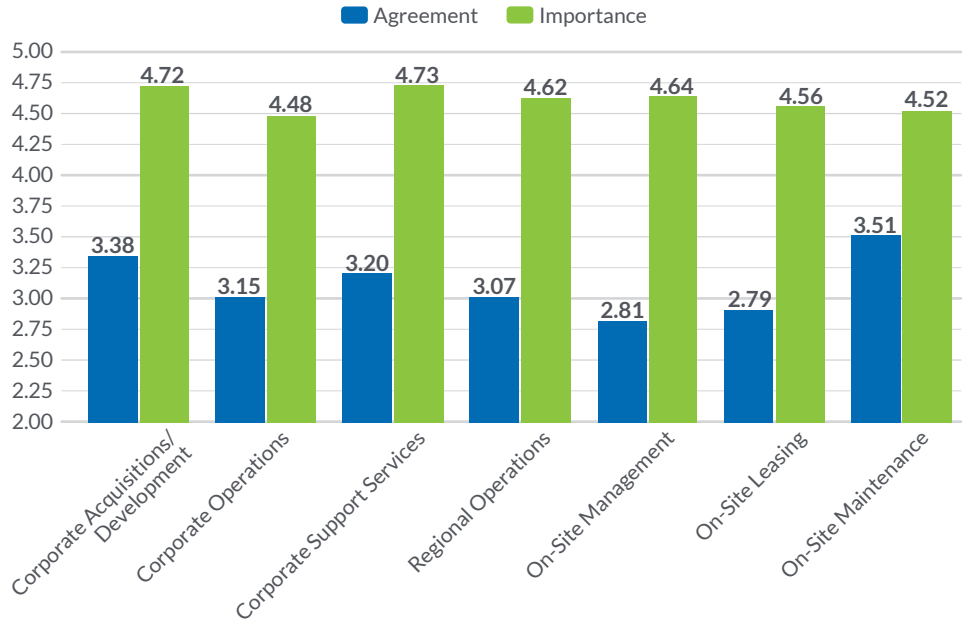
## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 8% | 20% | 25% | 23% | 25% |
| Corporate Operations | 7% | 29% | 24% | 23% | 18% |
| Corporate Support | 7% | 25% | 23% | 28% | 16% |
| Regional Operations | 10% | 28% | 23% | 23% | 16% |
| On-Site Management | 18% | 28% | 24% | 17% | 14% |
| On-Site Leasing | 18% | 30% | 22% | 16% | 14% |
| On-Site Maintenance | 8% | 20% | 18% | 21% | 33% |

## Topic

**I rarely feel stressed about my workload**

## A/I Score

**61** / 100

## Distribution

Agreement **2.94**     Importance **4.29**

| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 14.7% | 23.7% | 27.1% | 22.0% | 12.6% |
| Importance | 1.1% | 1.0% | 15.8% | 32.4% | 49.7% |
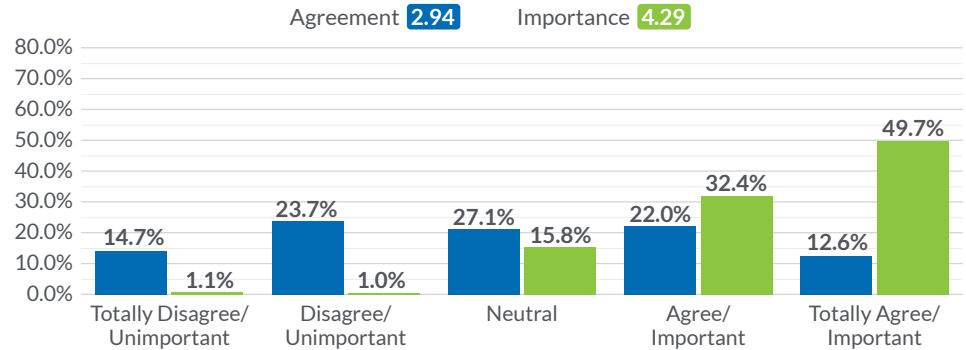
## Summary

Only 34% of respondents agree or totally agree that they rarely feel stressed about their workload. Not only did this topic rank as the third lowest Agreement score, but it also earned the third largest disparity between Agreement and Importance. Despite these warning signs, the correlation with an employee's likelihood to remain with the company in the next 12 months ranked among the lowest. This indicates that negative attitudes about work-related stress are expected or accepted to an extent. While feelings of stress may not be the primary driver to cause an employee to leave a company, they are a contributing factor that can be addressed. Evaluate the requirements of each role within the company to determine what is necessary and what is possible. Ask for specific feedback from team members regarding their greatest obstacles to getting work done, as well as processes or technologies that cause the most frustrations.

## Employee concerns and suggestions

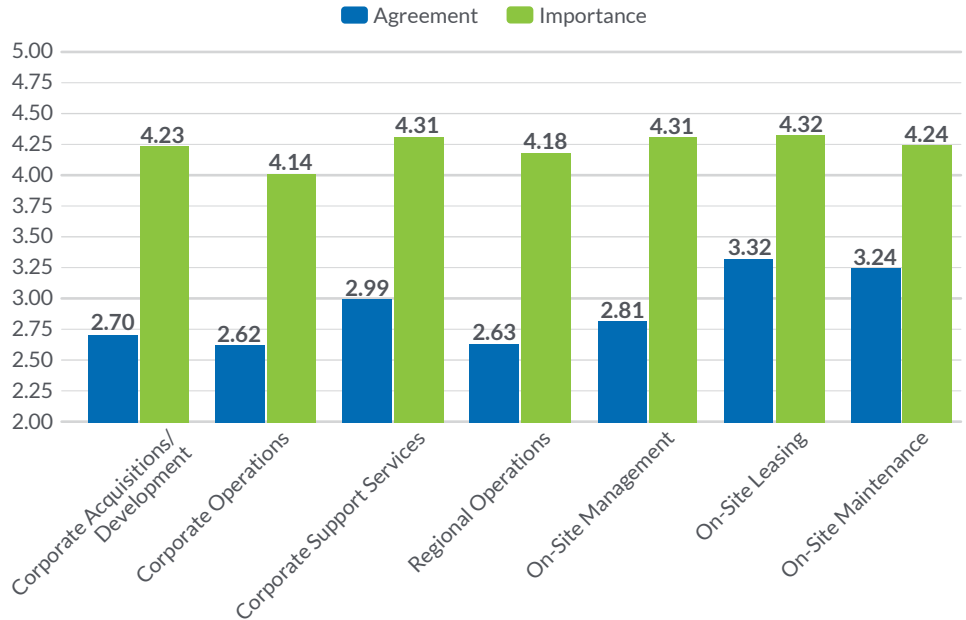"Stop introducing something new every month. We need a minute to breathe."

"As a property manager of a smaller site, with no additional admin staff, there are a lot of reports, deadlines, tasks, and hats to juggle."

"More support is needed with the actual workload since we are short staffed."

"Urgency for reporting or completing projects adds stress to onsite staff and takes away from daily operations."

**Topic: I rarely feel stressed about my workload**

## Position Breakdown



Legend: ■ Agreement  ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 2.70 | 4.23 |
| Corporate Operations | 2.62 | 4.14 |
| Corporate Support Services | 2.99 | 4.31 |
| Regional Operations | 2.63 | 4.18 |
| On-Site Management | 2.81 | 4.31 |
| On-Site Leasing | 3.32 | 4.32 |
| On-Site Maintenance | 3.24 | 4.24 |

## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 17% | 25% | 33% | 20% | 5% |
| Corporate Operations | 19% | 33% | 22% | 20% | 6% |
| Corporate Support | 13% | 23% | 29% | 23% | 12% |
| Regional Operations | 16% | 29% | 35% | 15% | 5% |
| On-Site Management | 18% | 25% | 26% | 20% | 11% |
| On-Site Leasing | 9% | 16% | 27% | 29% | 19% |
| On-Site Maintenance | 12% | 17% | 26% | 24% | 21% |

## Topic

**The demands of my job rarely interfere with my personal life**

## A/I Score

**62** / 100

## Distribution

Agreement **3.14**     Importance **4.40**

| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 12.8% | 21.5% | 23.3% | 24.2% | 18.3% |
| Importance | 0.7% | 1.0% | 12.8% | 28.5% | 56.9% |
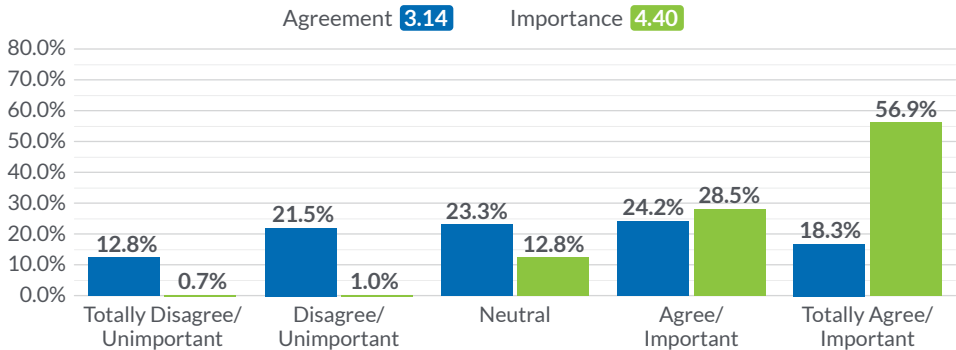
## Summary

Nearly 43% of respondents agree or totally agree with this statement. However, Corporate and Regional Operations employees expressed a significant level of disagreement with 50% and 45%, respectively. Though the correlation of this topic with an employee's likelihood to remain with the company was moderate, many employees expressed the ongoing challenge of separating work life from personal life. Employees need time to decompress and have unconstrained personal time. Limiting after hours calls, email, and texts will positively impact their ability to balance work demands and personal lives. Consider implementing more flexible work options that appeal to a greater variety of available employees. Flexible schedules, part-time options, and hybrid remote/in-person days not only allow employees to meet their own scheduling needs but attract a greater volume of prospective employees.

## Employee concerns and suggestions

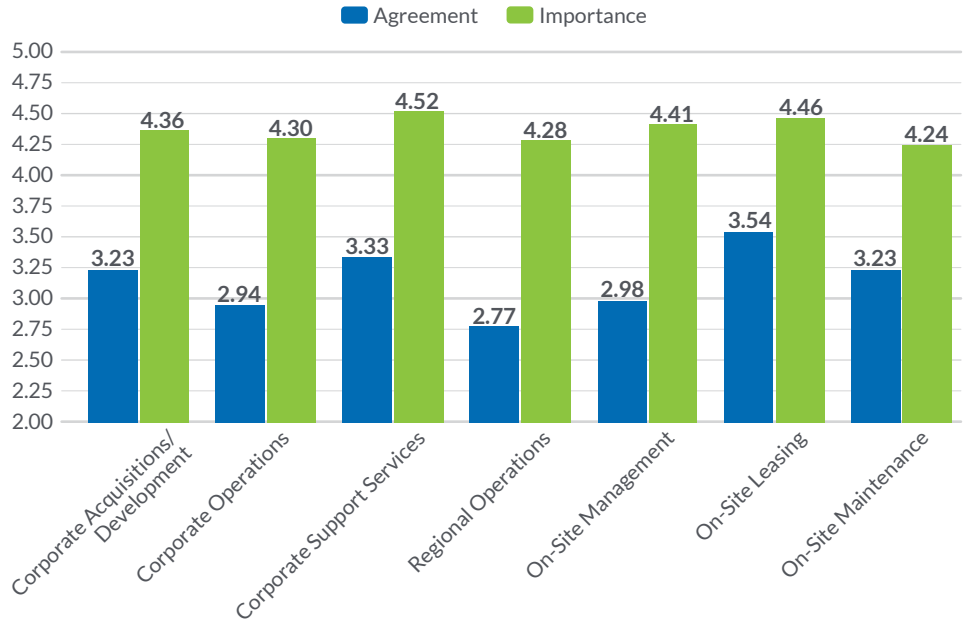"Property Managers worked more than anybody during the pandemic and got nothing from it besides stress, burn out, and anxiety. We got no extra time off, no time to be with family and care for them. We were expected to put them aside and carry all the burden."

"We are all exhausted."

"(Need) ability to tell supervisor I need a mental health day as a day off without getting in trouble."

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

## Position Breakdown



Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.23 | 4.36 |
| Corporate Operations | 2.94 | 4.30 |
| Corporate Support Services | 3.33 | 4.52 |
| Regional Operations | 2.77 | 4.28 |
| On-Site Management | 2.98 | 4.41 |
| On-Site Leasing | 3.54 | 4.46 |
| On-Site Maintenance | 3.23 | 4.24 |

## Distribution by Position

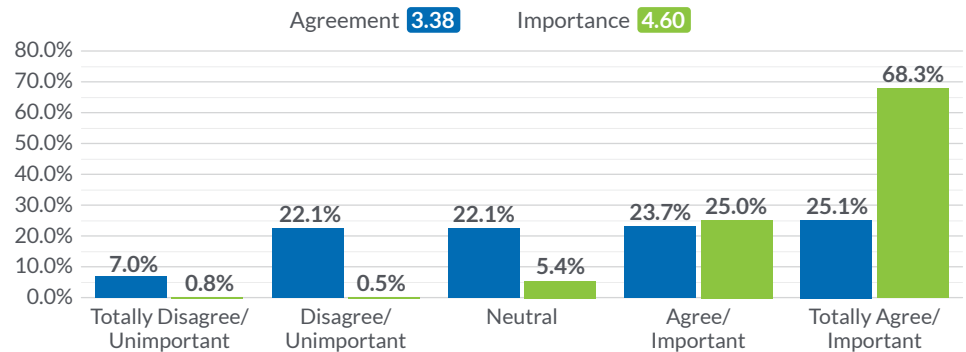| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 7% | 27% | 18% | 30% | 18% |
| Corporate Operations | 15% | 25% | 26% | 21% | 13% |
| Corporate Support | 10% | 20% | 21% | 26% | 23% |
| Regional Operations | 14% | 30% | 28% | 20% | 8% |
| On-Site Management | 16% | 23% | 24% | 23% | 14% |
| On-Site Leasing | 8% | 15% | 21% | 27% | 29% |
| On-Site Maintenance | 10% | 23% | 19% | 28% | 20% |

## Topic

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

## A/I Score

**66** / 100

## Distribution

Agreement **3.38**   Importance **4.60**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 7.0% | 22.1% | 22.1% | 23.7% | 25.1% |
| Importance | 0.8% | 0.5% | 5.4% | 25.0% | 68.3% |

## Summary

Though 49% of respondents agree or totally agree that in the last month their mental and emotional health has not interfered with their productivity at work, 29% express disagreement. Employees cited a variety of factors that contributed 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 29% 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 provide internal awareness, training, and support to encourage healthy, open conversations about mental and emotional health and to offer tools around stress, grief, trauma, and finding a healthy work-personal life balance.
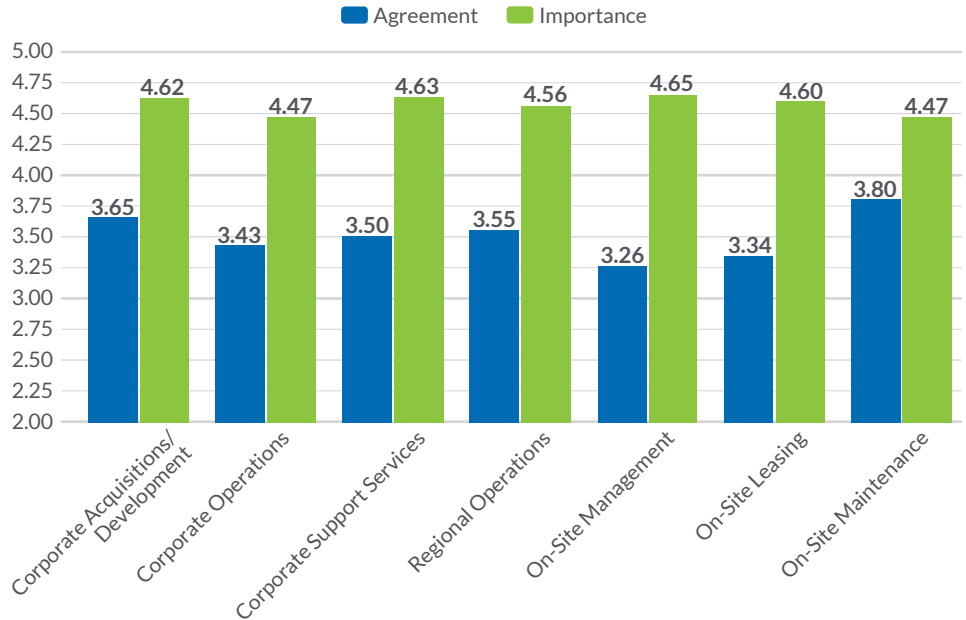
## Employee concerns and suggestions

"Some of us are grieving a teammate's loss, and it's difficult to manage at times."

"Coming back from maternity leave with ZERO PTO is really terrible. Emotions are high, you're back to work, and the feeling that you cannot take any time off is just awful."

"Allow a week to submit PTO instead of 30 days as a policy."

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

## Position Breakdown

Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.65 | 4.62 |
| Corporate Operations | 3.43 | 4.47 |
| Corporate Support Services | 3.50 | 4.63 |
| Regional Operations | 3.55 | 4.56 |
| On-Site Management | 3.26 | 4.65 |
| On-Site Leasing | 3.34 | 4.60 |
| On-Site Maintenance | 3.80 | 4.47 |

## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 7% | 7% | 33% | 18% | 35% |
| Corporate Operations | 7% | 20% | 22% | 24% | 27% |
| Corporate Support | 4% | 21% | 22% | 28% | 25% |
| Regional Operations | 2% | 22% | 24% | 25% | 27% |
| On-Site Management | 8% | 25% | 22% | 24% | 21% |
| On-Site Leasing | 7% | 21% | 25% | 22% | 25% |
| On-Site Maintenance | 6% | 15% | 13% | 23% | 43% |

## Topic

**I feel emotionally well**

## A/I Score

**66** / 100

## Distribution

Agreement **3.50**  Importance **4.67**

| | Totally Disagree/Unimportant | Disagree/Unimportant | Neutral | Agree/Important | Totally Agree/Important |
|---|---|---|---|---|---|
| Agreement | 3.8% | 14.0% | 31.7% | 29.6% | 20.8% |
| Importance | 0.8% | 0.4% | 4.7% | 20.0% | 74.3% |
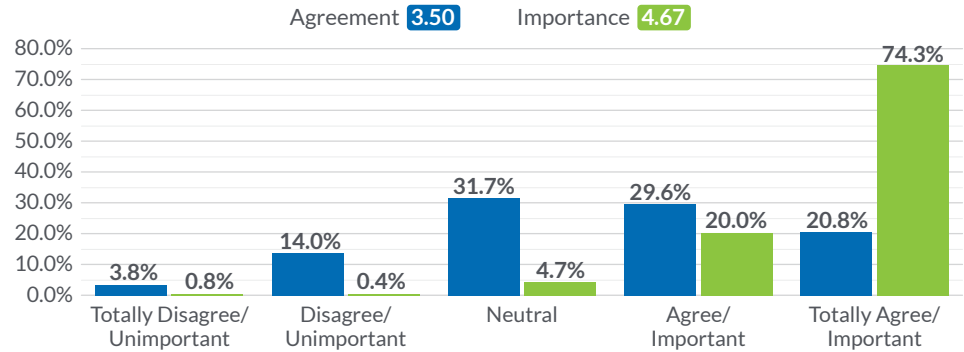
## Summary

While 50% of respondents agree they feel emotionally well, nearly 32% are unsure or unwilling to say whether they agree or disagree. More concerning are the 22% of On-Site Leasing employees and 20% of On-Site Managers who disagree or totally disagree that they feel emotionally well. This topic has a moderate correlation with an employee's likelihood to remain with the company and has over a 1-point disparity between overall Agreement and Importance. Several respondents commented on the stigma attached to mental and emotional health. This is an opportunity for leaders to regularly have open conversations on the topic, making it a more comfortable 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. Reducing stress directly related to work can positively impact employee wellbeing. This could include addressing consistent operational roadblocks, streamlining work, offering hybrid work-from-home or flexible work scheduling, cross-training, and improving mental and emotional wellness benefits. Leaders can also complement efforts regarding staffing and operations by offering internal supports, like stress reduction training and peer support.
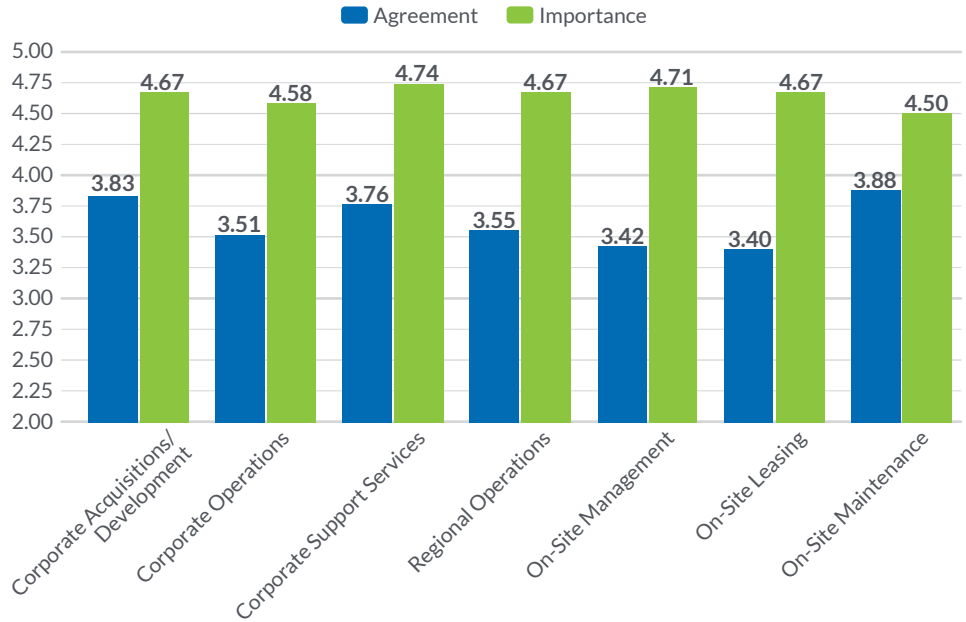
## Employee concerns and suggestions

"As far as people dealing with losses in their life, there should be something better in place whether it's more grievance time off or just someone they can talk to."

"As someone who has been diagnosed with a mental health condition, I do not feel that it would be accepted if I were to need a day off due to my mental health. When I have needed a day off for this, I have usually had to come up with another excuse that would be more accepted. I don't think I would be told no if I were to tell the truth, but stigma surrounds it."

"Check on your employees. A lot of us are struggling, and we come to work every day and try to mask over what's happening."

**Topic: I feel emotionally well**

## Position Breakdown



Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.83 | 4.67 |
| Corporate Operations | 3.51 | 4.58 |
| Corporate Support Services | 3.76 | 4.74 |
| Regional Operations | 3.55 | 4.67 |
| On-Site Management | 3.42 | 4.71 |
| On-Site Leasing | 3.40 | 4.67 |
| On-Site Maintenance | 3.88 | 4.50 |

## Distribution by Position

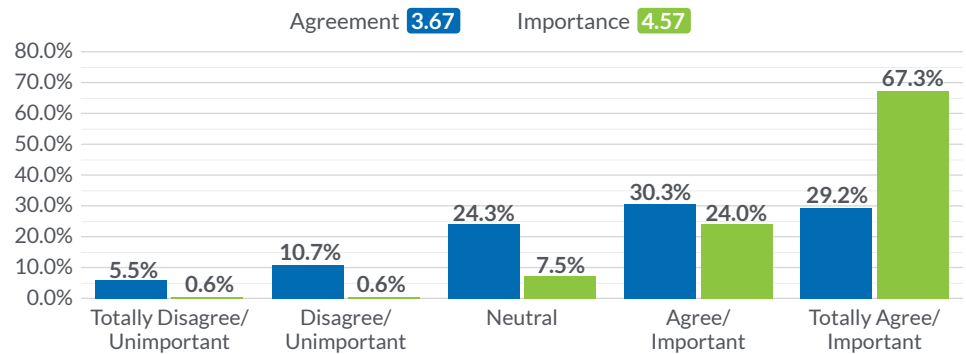| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 0% | 10% | 25% | 37% | 28% |
| Corporate Operations | 4% | 11% | 33% | 34% | 18% |
| Corporate Support | 2% | 11% | 22% | 41% | 24% |
| Regional Operations | 1% | 11% | 37% | 35% | 16% |
| On-Site Management | 4% | 16% | 34% | 27% | 19% |
| On-Site Leasing | 5% | 17% | 31% | 28% | 19% |
| On-Site Maintenance | 1% | 9% | 27% | 26% | 37% |

## Topic

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

## A/I Score

**69** / 100

## Distribution

Agreement **3.67**    Importance **4.57**

| Category | Agreement | Importance |
|---|---|---|
| Totally Disagree/Unimportant | 5.5% | 0.6% |
| Disagree/Unimportant | 10.7% | 0.6% |
| Neutral | 24.3% | 7.5% |
| Agree/Important | 30.3% | 24.0% |
| Totally Agree/Important | 29.2% | 67.3% |

## Summary

Although nearly 60% of respondents agree or totally agree their company encourages a reasonable balance between work and personal life, 1 in 4 is unsure or unwilling to state their opinion. Additionally, 18% of On-Site Management and On-Site Leasing express some level of disagreement. With this topic having the second highest level of correlation to an employee's likelihood to remain, leaders can't afford to continue the status quo. Change is required in order to sustain the current and future workforce. Many employees commented on 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 work 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.

## Employee concerns and suggestions

"It's really hard to take time off or to disconnect from work. If you take time off work piles up and there is no one else that can do the job or help, and when you go back there is so much to do."

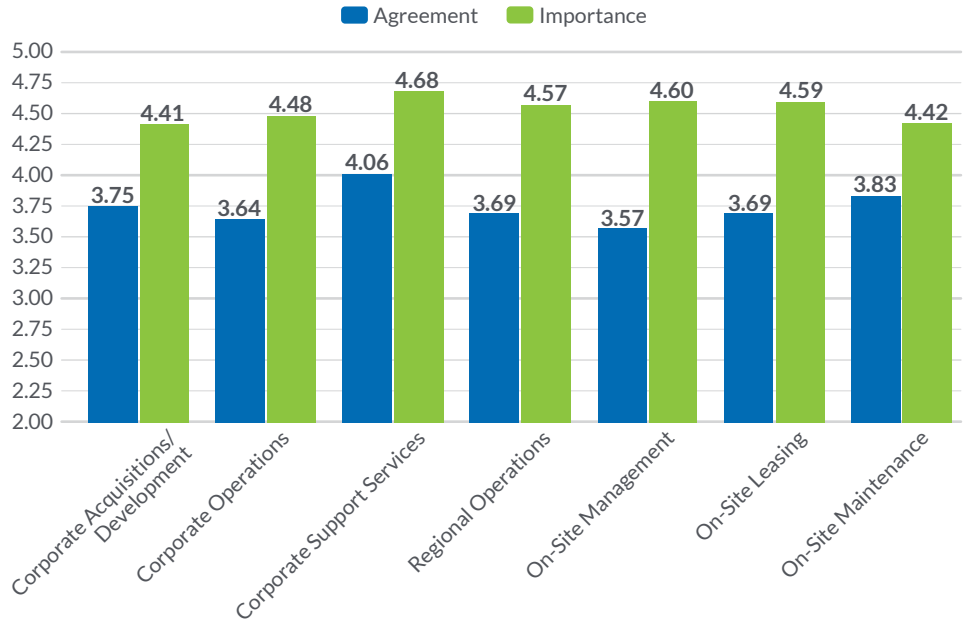"The added stress during certain times of the year - budgeting, short staffed, transition, etc. often hits the on-site teams hard as workloads become double or even tripled without a whole lot of support due to the necessary deadlines."

"When taking over a new property, don't wipe out accrued leave time."

"When we are on PTO, please do not ask for reports/tasks to be completed. Allow us to decompress while on PTO."

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

## Position Breakdown



Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.75 | 4.41 |
| Corporate Operations | 3.64 | 4.48 |
| Corporate Support Services | 4.06 | 4.68 |
| Regional Operations | 3.69 | 4.57 |
| On-Site Management | 3.57 | 4.60 |
| On-Site Leasing | 3.69 | 4.59 |
| On-Site Maintenance | 3.83 | 4.42 |

## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 2% | 15% | 23% | 25% | 35% |
| Corporate Operations | 4% | 10% | 24% | 42% | 20% |
| Corporate Support | 3% | 6% | 18% | 31% | 42% |
| Regional Operations | 5% | 10% | 21% | 37% | 26% |
| On-Site Management | 6% | 12% | 28% | 38% | 26% |
| On-Site Leasing | 7% | 11% | 21% | 28% | 34% |
| On-Site Maintenance | 5% | 8% | 20% | 33% | 34% |

## Topic

**I rarely feel stressed about executive leadership**

## A/I Score

**70** / 100

## Distribution

Agreement **3.61**   Importance **4.39**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 6.9% | 12.6% | 22.1% | 29.3% | 29.0% |
| Importance | 0.9% | 1.2% | 12.7% | 28.8% | 56.5% |
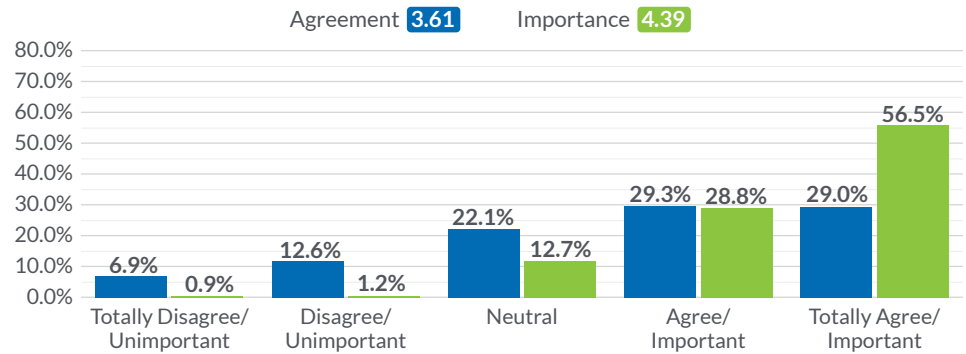
## Summary

With nearly 60% of respondents expressing some level of Agreement with this topic and a strong correlation with an employee's likelihood to remain with the company in the next 12 months, this is an area that leaders can continue to leverage in a positive way. Although several comments expressed frustration with leadership, others expressed appreciation for the visibility, communication, and support from their company leaders. Consider weekly or monthly calls or video conferences open to all company employees to provide a consistent opportunity for executive leadership to share company news, policy or process updates, announcements, and recognition.
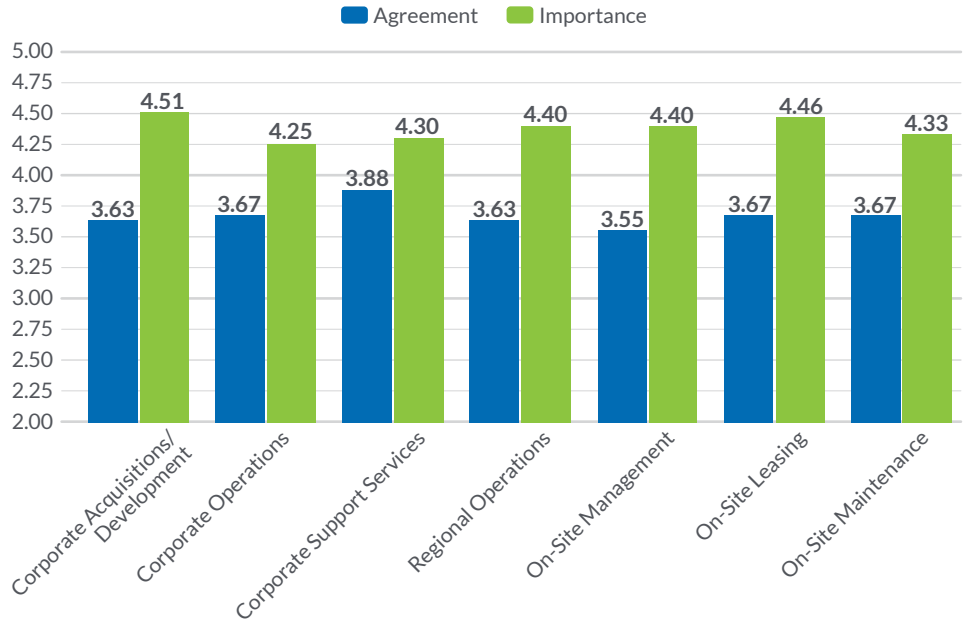
## Employee concerns and suggestions

"There is a lot of pressure, both from executive staff, as well as self-imposed pressure to get everything done, while executive staff constantly remind people to take time off and preserve the work-life balance."

"Make mental health training mandatory for your company's leaders to help them be more aware of and invested in this aspect of their employees' well-being."

"We've all worked very hard to find ways to create better balance, but the labor shortage has EVERYONE stretched so thin. Executive leadership should aid in communicating with clients that sometimes coverage just isn't available and creative office hours may help."

**Topic: I rarely feel stressed about executive leadership**

## Position Breakdown

Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.63 | 4.51 |
| Corporate Operations | 3.67 | 4.25 |
| Corporate Support Services | 3.88 | 4.30 |
| Regional Operations | 3.63 | 4.40 |
| On-Site Management | 3.55 | 4.40 |
| On-Site Leasing | 3.67 | 4.46 |
| On-Site Maintenance | 3.67 | 4.33 |

## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 5% | 17% | 20% | 25% | 33% |
| Corporate Operations | 4% | 17% | 16% | 34% | 29% |
| Corporate Support | 2% | 11% | 20% | 32% | 35% |
| Regional Operations | 5% | 15% | 21% | 32% | 27% |
| On-Site Management | 7% | 13% | 25% | 29% | 26% |
| On-Site Leasing | 8% | 10% | 21% | 29% | 32% |
| On-Site Maintenance | 9% | 10% | 19% | 28% | 34% |

## Topic

**I rarely have to work more than 40 hours a week**

## A/I Score

**70** / 100

## Distribution

Agreement **3.14**   Importance **4.10**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 20.5% | 15.9% | 18.8% | 19.0% | 25.9% |
| Importance | 1.9% | 3.4% | 24.0% | 24.3% | 46.5% |
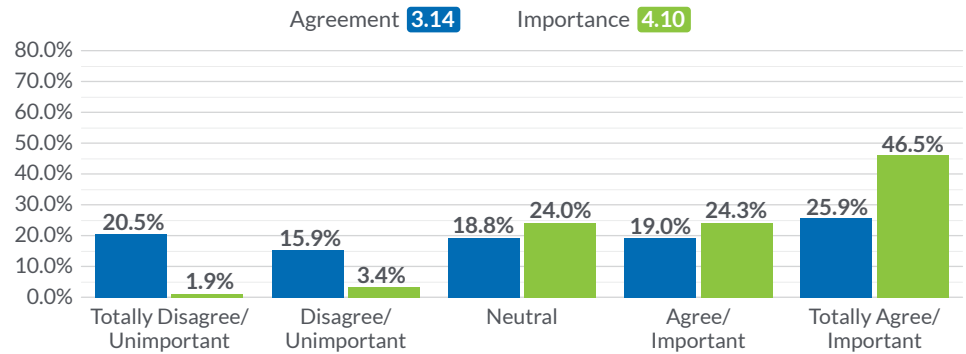
## Summary

This topic exposed the distinctly different work experiences among each position group. While 71% of On-Site Leasing employees agreed or totally agreed they rarely work more than 40 hours per week, 63% of Regional Operations employees disagreed or totally disagreed. Although the topic ranks lowest in overall Importance and lowest in correlation to likelihood to remain with the company in the next 12 months, an average of 36% of all respondents expressed some level of disagreement. Many employees expressed frustrations of not being able to complete the required work within a standard work week and feeling an expectation of coming in early and staying late. Leaders must look at how work hours are communicated and evaluate what are reasonable expectations for each role. Identify roadblocks to completing work requirements and evaluate revisions to policies and processes. Offer job sharing and cross-training programs to reduce burdens staff feel due to staffing shortages.

## Employee concerns and suggestions

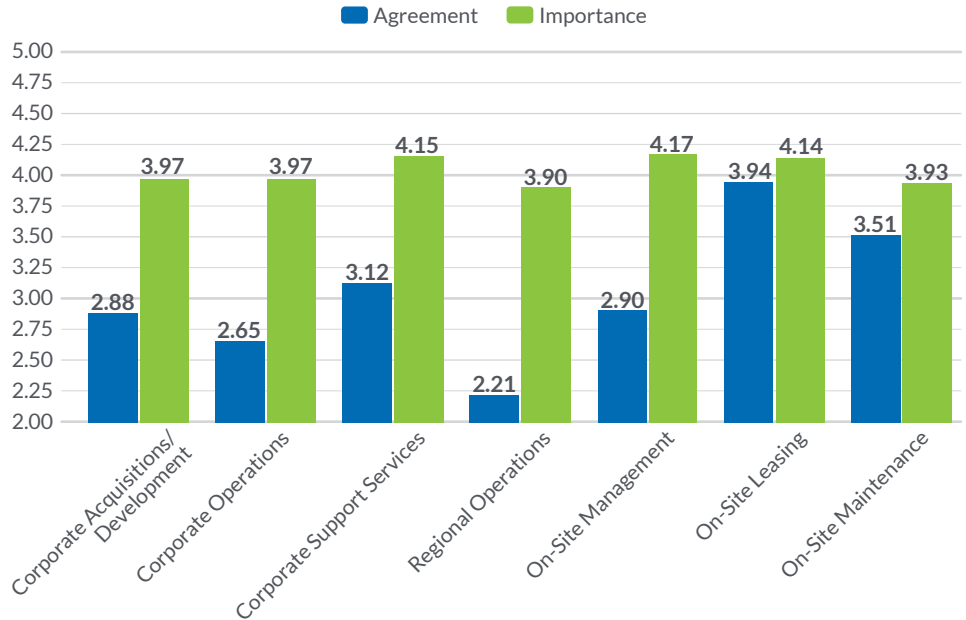"The workload is insane right now. Nobody on my team can get their work done in a normal 40-hour work week."

"Stop expecting us to show up early if we don't get overtime and we are stuck here for 9 hours a day anyways."

"My team works 70-80 hour weeks, and that is standard, which is unhealthy."

"I have to work more than 40 hours always. (Company) says they believe in balance but there is so much admin work and extra unnecessary documentation."

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

## Position Breakdown

Legend: ■ Agreement ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 2.88 | 3.97 |
| Corporate Operations | 2.65 | 3.97 |
| Corporate Support Services | 3.12 | 4.15 |
| Regional Operations | 2.21 | 3.90 |
| On-Site Management | 2.90 | 4.17 |
| On-Site Leasing | 3.94 | 4.14 |
| On-Site Maintenance | 3.51 | 3.93 |

## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 25% | 17% | 20% | 20% | 18% |
| Corporate Operations | 26% | 24% | 21% | 16% | 13% |
| Corporate Support | 20% | 17% | 20% | 17% | 26% |
| Regional Operations | 38% | 25% | 19% | 12% | 6% |
| On-Site Management | 25% | 18% | 19% | 18% | 20% |
| On-Site Leasing | 9% | 7% | 13% | 23% | 48% |
| On-Site Maintenance | 11% | 12% | 22% | 24% | 32% |

## Topic

**Employee well-being is a priority at my company**

## A/I Score

**71** / 100

## Distribution

Agreement **3.80**    Importance **4.60**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 4.6% | 9.1% | 22.5% | 29.4% | 34.4% |
| Importance | 0.7% | 0.5% | 7.0% | 21.4% | 70.4% |
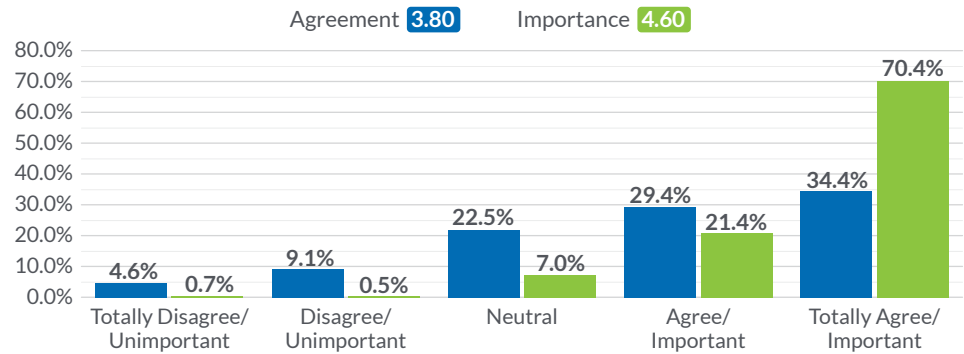
## Summary

Nearly 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 well-being, 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 it is being communicated, and the actual usage or participation in the 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, and leaders can form more direct referral relationships with external mental health providers.

## Employee concerns and suggestions

"They throw pizza parties to tell us were appreciated which does nothing for mental health. Pizza parties were what we got for our birthdays as kids."
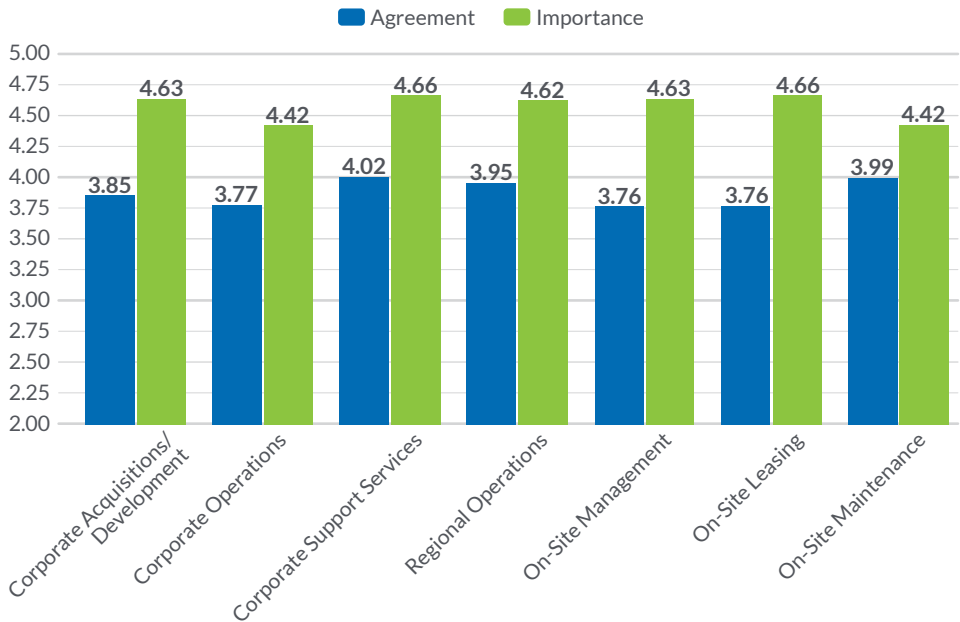
"Due to weekly calls and reporting schedules it makes it difficult for higher management roles to take days off due to deadlines; there is basically one week a month where managers can take PTO."

"I feel like the executives have no idea what it's like to be working on-site during a pandemic in the office. It's taken a huge toll on my mental health and happiness. The residents are meaner, workload feels heavier, and overall life feels more stressful."

"They are great about saying emotional well-being is important to them but when it comes down to it, it doesn't seem to matter to them. Seems like all they care about is money."

**Topic: Employee well-being is a priority at my company**

## Position Breakdown



Legend: ■ Agreement  ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.85 | 4.63 |
| Corporate Operations | 3.77 | 4.42 |
| Corporate Support Services | 4.02 | 4.66 |
| Regional Operations | 3.95 | 4.62 |
| On-Site Management | 3.76 | 4.63 |
| On-Site Leasing | 3.76 | 4.66 |
| On-Site Maintenance | 3.99 | 4.42 |

## Distribution by Position

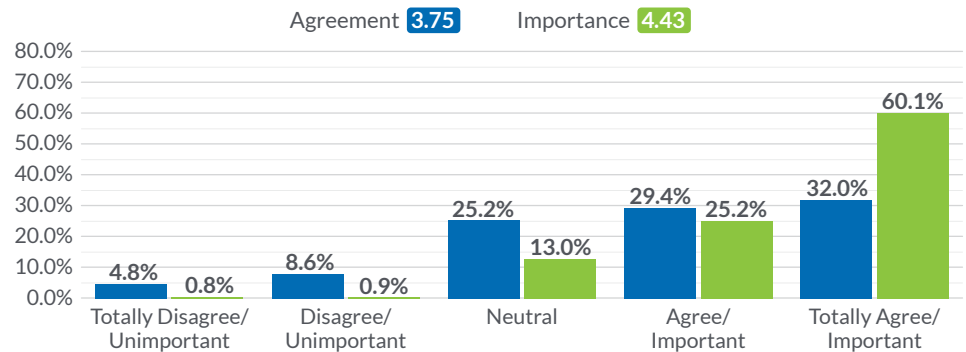| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 8% | 13% | 10% | 25% | 44% |
| Corporate Operations | 2% | 9% | 26% | 35% | 28% |
| Corporate Support | 2% | 8% | 15% | 37% | 38% |
| Regional Operations | 2% | 8% | 18% | 38% | 34% |
| On-Site Management | 4% | 9% | 26% | 29% | 32% |
| On-Site Leasing | 7% | 10% | 21% | 25% | 37% |
| On-Site Maintenance | 5% | 4% | 20% | 28% | 43% |

## Topic

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

## A/I Score

**74** / 100

## Distribution

Agreement **3.75**    Importance **4.43**



| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 4.8% | 8.6% | 25.2% | 29.4% | 32.0% |
| Importance | 0.8% | 0.9% | 13.0% | 25.2% | 60.1% |

## Summary

61% of respondents agree or strongly agree that their company offers resources to help support employee mental and emotional health. Not only did this topic rank second highest in overall Agreement, but it also achieved the lowest disparity between Agreement and Importance, resulting in the second highest A/I score. While a majority agreed, be mindful of the 1 in 4 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 many others shared their disappointment or frustration in the lack of resources or the perception that there were barriers or negative attitudes toward employees who were in need of utilizing those resources. Leaders can increase their own awareness, skill and comfort around mental health so they know how best to support staff. In addition to putting resources in place to support mental and emotional health, ensure that clear communication and positive reinforcement surrounds the use of these resources.

## Employee concerns and suggestions

"We need a better training program for employees on how to deal with peers who may have mental health (issues). We use each other as a resource OFTEN, and we should never be made to feel small."
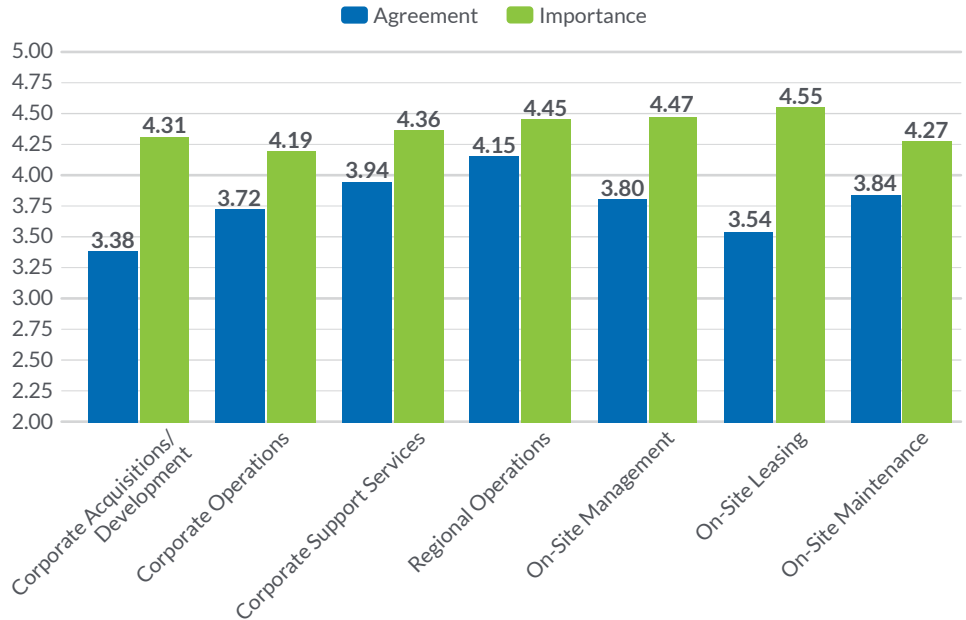
"Mental and emotional health isn't something that the company discusses with the employees and there is nothing in the employee handbook about it. The environment the leadership staff fosters is one where working 24/7 is encouraged and any time off is questioned."

"Provide more comprehensive mental health wellness as part of health plan for employees and family members (virtual counseling, lower copay, etc.)"

"There is talk but no action.  You can talk about EAP programs, taking time off, etc., but it means nothing when workload is still high."

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

## Position Breakdown

Legend: ■ Agreement  ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.38 | 4.31 |
| Corporate Operations | 3.72 | 4.19 |
| Corporate Support Services | 3.94 | 4.36 |
| Regional Operations | 4.15 | 4.45 |
| On-Site Management | 3.80 | 4.47 |
| On-Site Leasing | 3.54 | 4.55 |
| On-Site Maintenance | 3.84 | 4.27 |

## Distribution by Position

| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 10% | 12% | 30% | 25% | 23% |
| Corporate Operations | 4% | 8% | 27% | 34% | 27% |
| Corporate Support | 3% | 8% | 21% | 30% | 38% |
| Regional Operations | 0% | 5% | 15% | 39% | 41% |
| On-Site Management | 4% | 8% | 26% | 30% | 32% |
| On-Site Leasing | 9% | 11% | 25% | 25% | 30% |
| On-Site Maintenance | 5% | 5% | 25% | 31% | 34% |

## Topic

**I rarely feel stressed about my interactions with team members**

## A/I Score

**75** / 100

## Distribution

Agreement **3.74**    Importance **4.49**

| | Totally Disagree/ Unimportant | Disagree/ Unimportant | Neutral | Agree/ Important | Totally Agree/ Important |
|---|---|---|---|---|---|
| Agreement | 5.5% | 11.9% | 18.4% | 31.6% | 32.5% |
| Importance | 0.7% | 0.5% | 9.2% | 28.1% | 61.5% |
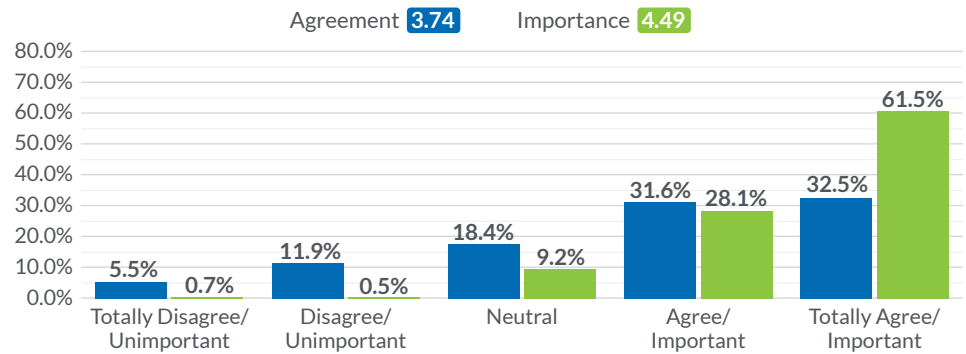
## Summary

Achieving the highest A/I score, 64% of respondents agree or strongly agree they rarely feel stressed about interactions with team members. This topic also presented the second lowest disparity between Agreement and Importance. In the context of this study, this may seem like a bright spot. However, the counter view of this topic is that 17% of respondents disagree or totally disagree. Despite its low correlation to an employee's likelihood to remain with the company for the next 12 months, it's a topic that many employees commented on in the survey. Leaders can set the expectation of conduct among team members so that clarity exists on what is acceptable and unacceptable, and also create accountability within teams. Leaders can also provide training to support 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 tell my supervisor I don't feel well, he proceeds to tell me that he doesn't either, and neither does the other coworker. Well, I'm not him or you, so how is that relevant to how I'm feeling?"
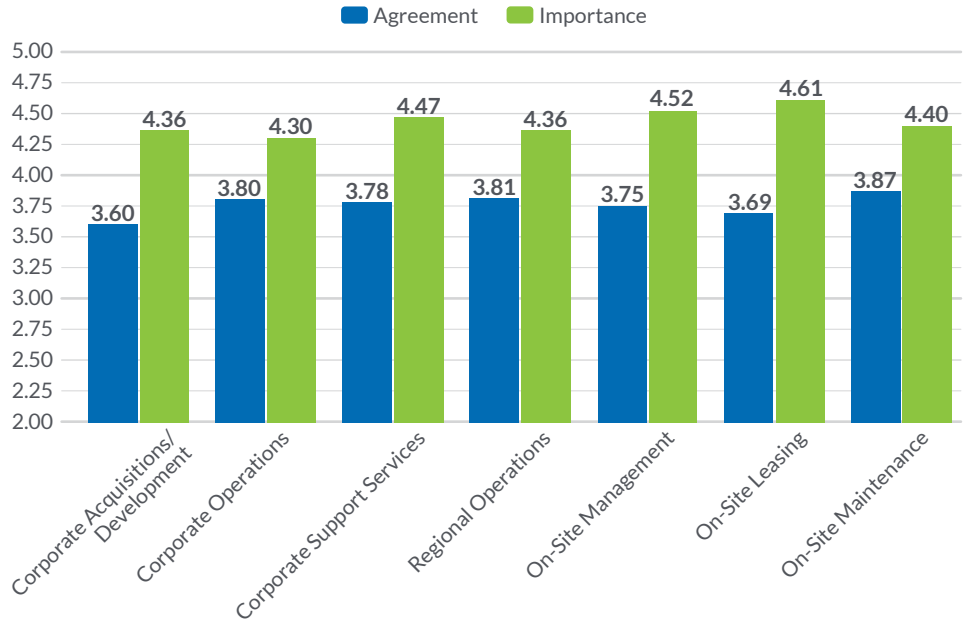
"There's nothing that can be done if two coworkers clash. You just remain professional and count down the days until they leave."

"Things can be toxic with people gossiping about other coworkers."

"We need support from higher ups. I am not allowed to email them, and I have so many questions."

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

## Position Breakdown



Legend: ■ Agreement  ■ Importance

| Position | Agreement | Importance |
|---|---|---|
| Corporate Acquisitions/Development | 3.60 | 4.36 |
| Corporate Operations | 3.80 | 4.30 |
| Corporate Support Services | 3.78 | 4.47 |
| Regional Operations | 3.81 | 4.36 |
| On-Site Management | 3.75 | 4.52 |
| On-Site Leasing | 3.69 | 4.61 |
| On-Site Maintenance | 3.87 | 4.40 |

## Distribution by Position

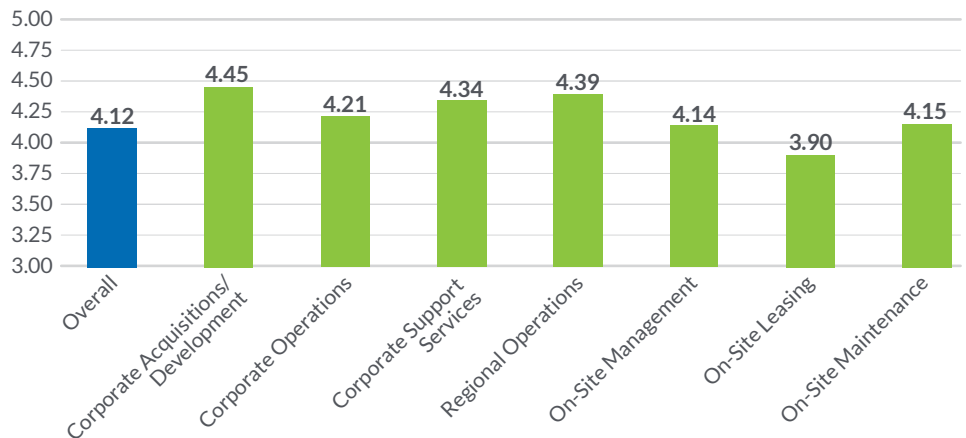| | TOTALLY DISAGREE | DISAGREE | NEUTRAL | AGREE | TOTALLY AGREE |
|---|---|---|---|---|---|
| Corporate Acquisitions | 2% | 15% | 30% | 25% | 28% |
| Corporate Operations | 2% | 10% | 20% | 40% | 28% |
| Corporate Support | 4% | 13% | 18% | 32% | 33% |
| Regional Operations | 2% | 10% | 21% | 39% | 28% |
| On-Site Management | 6% | 11% | 17% | 34% | 32% |
| On-Site Leasing | 8% | 12% | 18% | 26% | 36% |
| On-Site Maintenance | 5% | 11% | 17% | 27% | 40% |

## Topic

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

## Summary

The overall average Likelihood to Remain is a moderate 4.12 score on a five-point scale. All positions rated their likelihood above 4.00, with the exception of On-Site Leasing, who rated their likelihood as 3.90. On-site positions rated their likelihood noticeably lower than corporate and regional employees. Despite a variety of challenges faced by all employees, 73% of respondents indicate they are likely or very likely to remain with the company for the next 12 months. However, with 19% unsure or unwilling to convey their likelihood to remain, and an additional 8% unlikely or very unlikely, attention is warranted on the issues identified in this study. Given the immense staffing challenges faced by communities, companies should address the current workload and improve recognition and resources to address mental and emotional health of employees to positively impact engagement and retention.

● 1-Very Unlikely　● 2-Unlikely　● 3-Neutral　● 4-Likely　● 5-Very Likely

## Position Breakdown



Overall 4.12 | Corporate Acquisitions/Development 4.45 | Corporate Operations 4.21 | Corporate Support Services 4.34 | Regional Operations 4.39 | On-Site Management 4.14 | On-Site Leasing 3.90 | On-Site Maintenance 4.15

## Distribution by Position

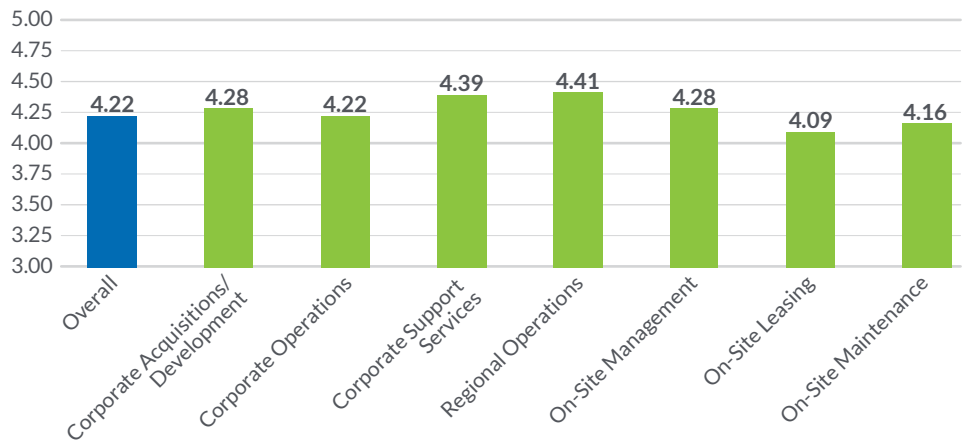| | VERY UNLIKELY | UNLIKELY | NEUTRAL | LIKELY | VERY LIKELY |
|---|---|---|---|---|---|
| Overall | 4% | 4% | 19% | 21% | 52% |
| Corporate Acquisitions | 2% | 0% | 15% | 15% | 68% |
| Corporate Operations | 3% | 5% | 13% | 24% | 55% |
| Corporate Support | 2% | 4% | 14% | 19% | 61% |
| Regional Operations | 2% | 2% | 14% | 19% | 63% |
| On-Site Management | 3% | 4% | 20% | 21% | 52% |
| On-Site Leasing | 8% | 5% | 21% | 22% | 44% |
| On-Site Maintenance | 3% | 6% | 16% | 22% | 53% |

## Topic

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

## Summary

The overall score of 4.22 is greater than the likelihood to remain with the company, although the overall distribution by position is the same. On-Site Leasing gave the lowest score, and scores for corporate office and regional employees were higher than for on-site employees. Leaders should focus on improving support for on-site staff members, identifying changes in process 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 to be more successful in its efforts to recruit new staff members.
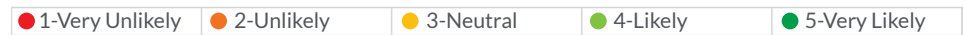
| ●1-Very Unlikely | ●2-Unlikely | ●3-Neutral | ●4-Likely | ●5-Very Likely |

## Position Breakdown



Bar chart values:
- Overall: 4.22
- Corporate Acquisitions/Development: 4.28
- Corporate Operations: 4.22
- Corporate Support Services: 4.39
- Regional Operations: 4.41
- On-Site Management: 4.28
- On-Site Leasing: 4.09
- On-Site Maintenance: 4.16

## Distribution by Position

| | VERY UNLIKELY | UNLIKELY | NEUTRAL | LIKELY | VERY LIKELY |
|---|---|---|---|---|---|
| Overall | 3% | 3% | 15% | 26% | 53% |
| Corporate Acquisitions | 5% | 0% | 15% | 22% | 58% |
| Corporate Operations | 2% | 4% | 16% | 27% | 51% |
| Corporate Support | 2% | 0% | 13% | 27% | 58% |
| Regional Operations | 2% | 1% | 8% | 30% | 59% |
| On-Site Management | 2% | 3% | 15% | 26% | 54% |
| On-Site Leasing | 5% | 4% | 17% | 25% | 49% |
| On-Site Maintenance | 7% | 3% | 12% | 24% | 54% |

## 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 past two years have been challenging, and employees have dealt with stress in different ways. One is having to take 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. Nearly 30% took less than a week, almost 10% had to take off one to two weeks, and some had to take even more time off. These results demonstrate how critical a topic mental and emotional health are, and the need for companies to determine changes in process, policies, and staffing that 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 | 61% | 27% | 9% | 1% | 1% | 1% |
| Corporate Acquisitions | 72% | 17% | 8% | 3% | 0% | 0% |
| Corporate Operations | 63% | 31% | 6% | 0% | 0% | 0% |
| Corporate Support | 65% | 26% | 7% | 1% | 0% | 1% |
| Regional Operations | 72% | 17% | 8% | 1% | 0% | 2% |
| On-Site Management | 59% | 28% | 11% | 1% | 0% | 1% |
| On-Site Leasing | 56% | 30% | 11% | 2% | 0% | 1% |
| On-Site Maintenance | 69% | 23% | 7% | 0% | 0% | 1% |

## 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

A significant percent of employees had to take time off from work to aid a family member or friend who was dealing with their emotional well-being, with almost 30% of employees reporting the need.  Nearly 20% took less than a week off from work, and less than 8% took off one week or longer.  Similar to taking time off due to their own mental or emotional well-being, results show the impact of family and friends' needs on employees, their ability to perform their job, and the need for companies to identify ways to provide support.

## 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 | 74% | 18% | 6% | 1% | 0% | 0% |
| Corporate Acquisitions | 75% | 20% | 5% | 0% | 0% | 0% |
| Corporate Operations | 74% | 20% | 6% | 0% | 0% | 0% |
| Corporate Support | 85% | 13% | 1% | 1% | 0% | 0% |
| Regional Operations | 78% | 12% | 8% | 1% | 0% | 1% |
| On-Site Management | 72% | 19% | 7% | 1% | 1% | 0% |
| On-Site Leasing | 74% | 18% | 7% | 1% | 0% | 0% |
| On-Site Maintenance | 74% | 20% | 4% | 1% | 0% | 1% |

## Topic

**Correlation with Likelihood to Remain**

## Summary

The topics with the highest and strongest correlations with likelihood to remain had seemingly little to do with the challenges that have been experienced for the past two years. The strongest correlations were all related to the company, its culture, and executive leadership. Conversely, topics related to stress, workload, and personal interactions 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

| | CORRELATION WITH LIKELIHOOD TO REMAIN |
|---|---|
| **STRONG CORRELATION** | |
| Employee well-being is a priority at my company | **0.481** |
| My company's culture encourages a reasonable balance between work and personal life | **0.457** |
| I rarely feel stressed about executive leadership | **0.413** |
| My company offers resources to help support employee mental and emotional health | **0.401** |
| **MODERATE CORRELATION** | |
| I feel emotionally well | **0.347** |
| The demands of my job rarely interfere with my personal life | **0.312** |
| Overall, I feel less stressed than I did a year ago | **0.302** |
| In the last month, my mental and emotional health has not interfered with my productivity at work | **0.297** |
| I rarely feel stressed about my workload | **0.289** |
| I rarely feel stressed about my interactions with team members | **0.270** |
| In the last month, my mental and emotional health has not interfered with my personal life | **0.237** |
| **LOW CORRELATION** | |
| I rarely have to work more than 40 hours a week | **0.149** |

# Conclusion

The impact of mental and emotional health on multifamily housing employees' overall well-being can no longer be ignored. With nearly 45% of respondents expressing disagreement with the statement, "Overall, I feel less stressed than I did a year ago," the time for action has arrived. High employee turnover, staffing shortages, and challenges filling vacant positions have made a challenging time even worse, especially for on-site employees. The topics that rated below an A/I score of 65 relate to employees feeling more stressed than a year ago, stress due to their workload, and their mental health and the demands of work interfering with their personal life.

Company leaders should promptly address those challenges over which they have influence and increase the support they provide in order to reduce stress levels among their employees. Given the staffing challenges facing the industry, it is urgent for leaders to act swiftly and improve employee perceptions and realities of the workplace. Employee engagement and retention have never been more critical due to the industry-wide issue of high turnover combined with the difficulty in recruiting new employees to fill open positions.

While acting on the most significant issues uncovered in this study should lead to higher scores across the board, the most important benefit is a positive impact on employee wellness. Improved employee wellness will enhance employee engagement, productivity, and retention.

The overall action planning objectives should include:

- Evaluate the relevant resources the company currently has in place and the actual usage or participation in the offerings. Consider adding resources and support

- Study the communication that surrounds the relevant resources and make improvements where needed

- Ensure supervisors at all levels 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

- Offer training and support so they can be more adept and comfortable at recognizing and addressing stress and mental health challenges

- Announce the specific steps the company is taking to address workloads, stress levels, and well-being

- Demonstrate to employees, through both words and actions, that the company values them and cares about their well-being

- 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 "very unimportant") up to a 5 ("strongly agree" and "very important"). Swift Bunny utilizes this 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 front line 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 promote the survey to all employees. The participation recruitment program was highly successful, with 2,332 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 +/- 1.8% margin of error with 95% confidence; at 99% confidence, the margin of error remains extremely low at +/- 2.4%.

# 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 145 state, local and global affiliates, NAA encompasses over 91,000 members representing more than 11 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 talent management 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

**Agreement and Importance – Combined**

| Topic | Agreement and Importance | | | | |
|---|---|---|---|---|---|
| | Agreement (5-Point Scale) | Importance (5-Point Scale) | Gap (Agreement Minus Importance) | A/I Score (1 - 100) | Correlation with Likelihood to Remain |
| I rarely feel stressed about my interactions with team members | 3.74 | 4.49 | -0.76 | 75 | 0.270 |
| My company offers resources to help support employee mental and emotional health | 3.75 | 4.43 | -0.68 | 74 | 0.401 |
| Employee well-being is a priority at my company | 3.80 | 4.60 | -0.80 | 71 | 0.481 |
| I rarely have to work more than 40 hours a week | 3.14 | 4.10 | -0.96 | 70 | 0.149 |
| I rarely feel stressed about executive leadership | 3.61 | 4.39 | -0.78 | 70 | 0.413 |
| My company's culture encourages a reasonable balance between work and personal life | 3.67 | 4.57 | -0.90 | 69 | 0.457 |
| I feel emotionally well | 3.50 | 4.67 | -1.17 | 66 | 0.347 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.38 | 4.60 | -1.22 | 66 | 0.297 |
| The demands of my job rarely interfere with my personal life | 3.14 | 4.40 | -1.26 | 62 | 0.312 |
| I rarely feel stressed about my workload | 2.94 | 4.29 | -1.34 | 61 | 0.289 |
| In the last month, my mental and emotional health has not interfered with my personal life | 2.96 | 4.60 | -1.65 | 58 | 0.237 |
| Overall, I feel less stressed than I did a year ago | 2.87 | 4.46 | -1.59 | 56 | 0.302 |

**A/I Score: Results by Position**

| Position | A/I Score (1 - 100) |
|---|---|
| Overall Score | 68 |
| On-Site Maintenance | 73 |
| Corporate Support Services | 70 |
| Corporate Acquisitions/Development | 68 |
| On-Site Leasing | 68 |
| Regional Operations | 66 |
| Corporate Operations | 66 |
| On-Site Management | 64 |

## Agreement and Importance – Combined

| Topic | Frequency Distribution | | | | | |
|---|---|---|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 | Total |
| Employee well-being is a priority at my company | | | | | | |
|     Agreement | 104 | 207 | 512 | 668 | 783 | 2274 |
| | 4.6% | 9.1% | 22.5% | 29.4% | 34.4% | |
|     Importance | 16 | 12 | 155 | 473 | 1559 | 2215 |
| | 0.7% | 0.5% | 7.0% | 21.4% | 70.4% | |
| I feel emotionally well | | | | | | |
|     Agreement | 88 | 324 | 732 | 684 | 479 | 2307 |
| | 3.8% | 14.0% | 31.7% | 29.6% | 20.8% | |
|     Importance | 17 | 8 | 105 | 448 | 1667 | 2245 |
| | 0.8% | 0.4% | 4.7% | 20.0% | 74.3% | |
| I rarely feel stressed about executive leadership | | | | | | |
|     Agreement | 157 | 288 | 505 | 669 | 662 | 2281 |
| | 6.9% | 12.6% | 22.1% | 29.3% | 29.0% | |
|     Importance | 19 | 26 | 282 | 641 | 1255 | 2223 |
| | 0.9% | 1.2% | 12.7% | 28.8% | 56.5% | |
| I rarely feel stressed about my interactions with team members | | | | | | |
|     Agreement | 127 | 273 | 422 | 723 | 744 | 2289 |
| | 5.5% | 11.9% | 18.4% | 31.6% | 32.5% | |
|     Importance | 15 | 11 | 206 | 627 | 1370 | 2229 |
| | 0.7% | 0.5% | 9.2% | 28.1% | 61.5% | |
| I rarely feel stressed about my workload | | | | | | |
|     Agreement | 338 | 545 | 623 | 506 | 291 | 2303 |
| | 14.7% | 23.7% | 27.1% | 22.0% | 12.6% | |
|     Importance | 24 | 22 | 354 | 726 | 1112 | 2238 |
| | 1.1% | 1.0% | 15.8% | 32.4% | 49.7% | |
| I rarely have to work more than 40 hours a week | | | | | | |
|     Agreement | 474 | 367 | 435 | 439 | 600 | 2315 |
| | 20.5% | 15.9% | 18.8% | 19.0% | 25.9% | |
|     Importance | 42 | 77 | 540 | 548 | 1047 | 2254 |
| | 1.9% | 3.4% | 24.0% | 24.3% | 46.5% | |
| In the last month, my mental and emotional health has not interfered with my personal life | | | | | | |
|     Agreement | 339 | 635 | 525 | 445 | 385 | 2329 |
| | 14.6% | 27.3% | 22.5% | 19.1% | 16.5% | |
|     Importance | 16 | 13 | 154 | 486 | 1596 | 2265 |
| | 0.7% | 0.6% | 6.8% | 21.5% | 70.5% | |
| In the last month, my mental and emotional health has not interfered with my productivity at work | | | | | | |
|     Agreement | 165 | 520 | 520 | 559 | 591 | 2355 |
| | 7.0% | 22.1% | 22.1% | 23.7% | 25.1% | |
|     Importance | 18 | 11 | 123 | 572 | 1563 | 2287 |
| | 0.8% | 0.5% | 5.4% | 25.0% | 68.3% | |

**Agreement and Importance – Combined**

| My company offers resources to help support employee mental and emotional health | | | | | | 40 |
|---|---|---|---|---|---|---|
| Agreement | 109 | 194 | 571 | 666 | 725 | 2265 |
| | 4.8% | 8.6% | 25.2% | 29.4% | 32.0% | |
| Importance | 18 | 20 | 287 | 557 | 1326 | 2208 |
| | 0.8% | 0.9% | 13.0% | 25.2% | 60.1% | |
| My company's culture encourages a reasonable balance between work and personal life | | | | | | |
| Agreement | 125 | 243 | 550 | 688 | 661 | 2267 |
| | 5.5% | 10.7% | 24.3% | 30.3% | 29.2% | |
| Importance | 13 | 13 | 166 | 530 | 1488 | 2210 |
| | 0.6% | 0.6% | 7.5% | 24.0% | 67.3% | |
| Overall, I feel less stressed than I did a year ago | | | | | | |
| Agreement | 535 | 503 | 453 | 386 | 444 | 2321 |
| | 23.1% | 21.7% | 19.5% | 16.6% | 19.1% | |
| Importance | 20 | 23 | 266 | 529 | 1421 | 2259 |
| | 0.9% | 1.0% | 11.8% | 23.4% | 62.9% | |
| The demands of my job rarely interfere with my personal life | | | | | | |
| Agreement | 296 | 496 | 538 | 559 | 423 | 2312 |
| | 12.8% | 21.5% | 23.3% | 24.2% | 18.3% | |
| Importance | 16 | 23 | 288 | 640 | 1279 | 2246 |
| | 0.7% | 1.0% | 12.8% | 28.5% | 56.9% | |

## Agreement and Importance: Results by Position

| Topic | Agreement and Importance | | | | |
|---|---|---|---|---|---|
| | Agreement (5-Point Scale) | Importance (5-Point Scale) | Gap (Agreement Minus Importance) | A/I Score (1 - 100) | Correlation with Likelihood to Remain |
| My company offers resources to help support employee mental and emotional health | 3.75 | 4.43 | -0.68 | 74 | 0.401 |
| Corporate Acquisitions/Development | 3.38 | 4.31 | -0.93 | 68 | |
| Corporate Operations | 3.72 | 4.19 | -0.47 | 74 | |
| Corporate Support Services | 3.94 | 4.36 | -0.42 | 79 | |
| Regional Operations | 4.15 | 4.45 | -0.30 | 81 | |
| On-Site Management | 3.80 | 4.47 | -0.67 | 74 | |
| On-Site Leasing | 3.54 | 4.55 | -1.01 | 69 | |
| On-Site Maintenance | 3.84 | 4.27 | -0.43 | 78 | |
| | | | | | |
| Employee well-being is a priority at my company | 3.80 | 4.60 | -0.80 | 71 | 0.481 |
| Corporate Acquisitions/Development | 3.85 | 4.63 | -0.78 | 71 | |
| Corporate Operations | 3.77 | 4.42 | -0.65 | 71 | |
| Corporate Support Services | 4.02 | 4.66 | -0.64 | 75 | |
| Regional Operations | 3.95 | 4.62 | -0.67 | 74 | |
| On-Site Management | 3.76 | 4.63 | -0.87 | 70 | |
| On-Site Leasing | 3.76 | 4.66 | -0.90 | 70 | |
| On-Site Maintenance | 3.99 | 4.42 | -0.43 | 77 | |
| | | | | | |
| I rarely feel stressed about my interactions with team members | 3.74 | 4.49 | -0.76 | 75 | 0.270 |
| Corporate Acquisitions/Development | 3.60 | 4.36 | -0.76 | 77 | |
| Corporate Operations | 3.80 | 4.30 | -0.50 | 77 | |
| Corporate Support Services | 3.78 | 4.47 | -0.69 | 76 | |
| Regional Operations | 3.81 | 4.36 | -0.55 | 79 | |
| On-Site Management | 3.75 | 4.52 | -0.77 | 76 | |
| On-Site Leasing | 3.69 | 4.61 | -0.92 | 73 | |
| On-Site Maintenance | 3.87 | 4.40 | -0.53 | 79 | |
| | | | | | |
| My company's culture encourages a reasonable balance between work and personal life | 3.67 | 4.57 | -0.90 | 69 | 0.457 |
| Corporate Acquisitions/Development | 3.75 | 4.41 | -0.66 | 71 | |
| Corporate Operations | 3.64 | 4.48 | -0.84 | 69 | |
| Corporate Support Services | 4.06 | 4.68 | -0.62 | 77 | |
| Regional Operations | 3.69 | 4.57 | -0.88 | 69 | |
| On-Site Management | 3.57 | 4.60 | -1.03 | 67 | |
| On-Site Leasing | 3.69 | 4.59 | -0.90 | 70 | |
| On-Site Maintenance | 3.83 | 4.42 | -0.59 | 75 | |

**Agreement and Importance: Results by Position**

| | | | | | |
|---|---|---|---|---|---|
| I rarely feel stressed about executive leadership | 3.61 | 4.39 | -0.78 | 70 | 0.413 |
| Corporate Acquisitions/Development | 3.63 | 4.51 | -0.88 | 70 | |
| Corporate Operations | 3.67 | 4.25 | -0.58 | 70 | |
| Corporate Support Services | 3.88 | 4.30 | -0.42 | 75 | |
| Regional Operations | 3.63 | 4.40 | -0.77 | 70 | |
| On-Site Management | 3.55 | 4.40 | -0.85 | 68 | |
| On-Site Leasing | 3.67 | 4.46 | -0.79 | 70 | |
| On-Site Maintenance | 3.67 | 4.33 | -0.66 | 72 | |
| | | | | | |
| I rarely have to work more than 40 hours a week | 3.14 | 4.10 | -0.96 | 70 | 0.149 |
| Corporate Acquisitions/Development | 2.88 | 3.97 | -1.09 | 72 | |
| Corporate Operations | 2.65 | 3.97 | -1.32 | 64 | |
| Corporate Support Services | 3.12 | 4.15 | -1.03 | 70 | |
| Regional Operations | 2.21 | 3.90 | -1.69 | 59 | |
| On-Site Management | 2.90 | 4.17 | -1.27 | 64 | |
| On-Site Leasing | 3.94 | 4.14 | -0.20 | 84 | |
| On-Site Maintenance | 3.51 | 3.93 | -0.42 | 79 | |
| | | | | | |
| I feel emotionally well | 3.50 | 4.67 | -1.17 | 66 | 0.347 |
| Corporate Acquisitions/Development | 3.83 | 4.67 | -0.84 | 72 | |
| Corporate Operations | 3.51 | 4.58 | -1.07 | 67 | |
| Corporate Support Services | 3.76 | 4.74 | -0.98 | 70 | |
| Regional Operations | 3.55 | 4.67 | -1.12 | 67 | |
| On-Site Management | 3.42 | 4.71 | -1.29 | 64 | |
| On-Site Leasing | 3.40 | 4.67 | -1.27 | 64 | |
| On-Site Maintenance | 3.88 | 4.50 | -0.62 | 76 | |
| | | | | | |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.38 | 4.60 | -1.22 | 66 | 0.297 |
| Corporate Acquisitions/Development | 3.65 | 4.62 | -0.97 | 72 | |
| Corporate Operations | 3.43 | 4.47 | -1.04 | 68 | |
| Corporate Support Services | 3.50 | 4.63 | -1.13 | 67 | |
| Regional Operations | 3.55 | 4.56 | -1.01 | 71 | |
| On-Site Management | 3.26 | 4.65 | -1.39 | 63 | |
| On-Site Leasing | 3.34 | 4.60 | -1.26 | 66 | |
| On-Site Maintenance | 3.80 | 4.47 | -0.67 | 77 | |
| | | | | | |
| The demands of my job rarely interfere with my personal life | 3.14 | 4.40 | -1.26 | 62 | 0.312 |
| Corporate Acquisitions/Development | 3.23 | 4.36 | -1.13 | 63 | |
| Corporate Operations | 2.94 | 4.30 | -1.36 | 60 | |
| Corporate Support Services | 3.33 | 4.52 | -1.19 | 65 | |
| Regional Operations | 2.77 | 4.28 | -1.51 | 57 | |
| On-Site Management | 2.98 | 4.41 | -1.43 | 59 | |
| On-Site Leasing | 3.54 | 4.46 | -0.92 | 70 | |
| On-Site Maintenance | 3.23 | 4.24 | -1.01 | 66 | |

## Agreement and Importance: Results by Position

| | | | | | |
|---|---|---|---|---|---|
| I rarely feel stressed about my workload | 2.94 | 4.29 | -1.34 | 61 | 0.289 |
| Corporate Acquisitions/Development | 2.70 | 4.23 | -1.53 | 57 | |
| Corporate Operations | 2.62 | 4.14 | -1.52 | 56 | |
| Corporate Support Services | 2.99 | 4.31 | -1.32 | 62 | |
| Regional Operations | 2.63 | 4.18 | -1.55 | 57 | |
| On-Site Management | 2.81 | 4.31 | -1.50 | 58 | |
| On-Site Leasing | 3.32 | 4.32 | -1.00 | 67 | |
| On-Site Maintenance | 3.24 | 4.24 | -1.00 | 67 | |

| | | | | | |
|---|---|---|---|---|---|
| Overall, I feel less stressed than I did a year ago | 2.87 | 4.46 | -1.59 | 56 | 0.302 |
| Corporate Acquisitions/Development | 3.10 | 4.43 | -1.33 | 60 | |
| Corporate Operations | 2.84 | 4.30 | -1.46 | 57 | |
| Corporate Support Services | 3.23 | 4.44 | -1.21 | 62 | |
| Regional Operations | 2.69 | 4.39 | -1.70 | 53 | |
| On-Site Management | 2.71 | 4.53 | -1.82 | 52 | |
| On-Site Leasing | 2.95 | 4.47 | -1.52 | 58 | |
| On-Site Maintenance | 3.23 | 4.40 | -1.17 | 64 | |

| | | | | | |
|---|---|---|---|---|---|
| In the last month, my mental and emotional health has not interfered with my personal life | 2.96 | 4.60 | -1.65 | 58 | 0.237 |
| Corporate Acquisitions/Development | 3.38 | 4.72 | -1.34 | 65 | |
| Corporate Operations | 3.15 | 4.48 | -1.33 | 63 | |
| Corporate Support Services | 3.20 | 4.73 | -1.53 | 61 | |
| Regional Operations | 3.07 | 4.62 | -1.55 | 60 | |
| On-Site Management | 2.81 | 4.64 | -1.83 | 54 | |
| On-Site Leasing | 2.79 | 4.56 | -1.77 | 55 | |
| On-Site Maintenance | 3.51 | 4.52 | -1.01 | 71 | |

## Agreement and Importance: Analysis by Position

| Topic | Agreement and Importance | | | | |
|---|---|---|---|---|---|
| | Agreement (5-Point Scale) | Importance (5-Point Scale) | Gap (Agreement Minus Importance) | A/I Score (1 - 100) | Correlation with Likelihood to Remain |
| Corporate Acquisitions/Development | | | | | |
| I rarely feel stressed about my workload | 2.70 | 4.23 | -1.53 | 57 | 0.289 |
| Overall, I feel less stressed than I did a year ago | 3.10 | 4.43 | -1.33 | 60 | 0.302 |
| The demands of my job rarely interfere with my personal life | 3.23 | 4.36 | -1.13 | 63 | 0.312 |
| In the last month, my mental and emotional health has not interfered with my personal life | 3.38 | 4.72 | -1.34 | 65 | 0.237 |
| My company offers resources to help support employee mental and emotional health | 3.38 | 4.31 | -0.93 | 68 | 0.401 |
| I rarely feel stressed about executive leadership | 3.63 | 4.51 | -0.88 | 70 | 0.413 |
| My company's culture encourages a reasonable balance between work and personal life | 3.75 | 4.41 | -0.66 | 71 | 0.457 |
| Employee well-being is a priority at my company | 3.85 | 4.63 | -0.78 | 71 | 0.481 |

## Agreement and Importance: Analysis by Position

| | | | | | |
|---|---|---|---|---|---|
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.65 | 4.62 | -0.97 | 72 | 0.297 |
| I rarely have to work more than 40 hours a week | 2.88 | 3.97 | -1.09 | 72 | 0.149 |
| I feel emotionally well | 3.83 | 4.67 | -0.84 | 72 | 0.347 |
| I rarely feel stressed about my interactions with team members | 3.60 | 4.36 | -0.76 | 77 | 0.270 |

| Corporate Operations | | | | | |
|---|---|---|---|---|---|
| I rarely feel stressed about my workload | 2.62 | 4.14 | -1.52 | 56 | 0.289 |
| Overall, I feel less stressed than I did a year ago | 2.84 | 4.30 | -1.46 | 57 | 0.302 |
| The demands of my job rarely interfere with my personal life | 2.94 | 4.30 | -1.36 | 60 | 0.312 |
| In the last month, my mental and emotional health has not interfered with my personal life | 3.15 | 4.48 | -1.33 | 63 | 0.237 |
| I rarely have to work more than 40 hours a week | 2.65 | 3.97 | -1.32 | 64 | 0.149 |
| I feel emotionally well | 3.51 | 4.58 | -1.07 | 67 | 0.347 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.43 | 4.47 | -1.04 | 68 | 0.297 |
| My company's culture encourages a reasonable balance between work and personal life | 3.64 | 4.48 | -0.84 | 69 | 0.457 |
| I rarely feel stressed about executive leadership | 3.67 | 4.25 | -0.58 | 70 | 0.413 |
| Employee well-being is a priority at my company | 3.77 | 4.42 | -0.65 | 71 | 0.481 |
| My company offers resources to help support employee mental and emotional health | 3.72 | 4.19 | -0.47 | 74 | 0.401 |
| I rarely feel stressed about my interactions with team members | 3.80 | 4.30 | -0.50 | 77 | 0.270 |

| Corporate Support Services | | | | | |
|---|---|---|---|---|---|
| In the last month, my mental and emotional health has not interfered with my personal life | 3.20 | 4.73 | -1.53 | 61 | 0.237 |
| Overall, I feel less stressed than I did a year ago | 3.23 | 4.44 | -1.21 | 62 | 0.302 |
| I rarely feel stressed about my workload | 2.99 | 4.31 | -1.32 | 62 | 0.289 |
| The demands of my job rarely interfere with my personal life | 3.33 | 4.52 | -1.19 | 65 | 0.312 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.50 | 4.63 | -1.13 | 67 | 0.297 |
| I rarely have to work more than 40 hours a week | 3.12 | 4.15 | -1.03 | 70 | 0.149 |
| I feel emotionally well | 3.76 | 4.74 | -0.98 | 70 | 0.347 |
| Employee well-being is a priority at my company | 4.02 | 4.66 | -0.64 | 75 | 0.481 |
| I rarely feel stressed about executive leadership | 3.88 | 4.30 | -0.42 | 75 | 0.413 |
| I rarely feel stressed about my interactions with team members | 3.78 | 4.47 | -0.69 | 76 | 0.270 |
| My company's culture encourages a reasonable balance between work and personal life | 4.06 | 4.68 | -0.62 | 77 | 0.457 |
| My company offers resources to help support employee mental and emotional health | 3.94 | 4.36 | -0.42 | 79 | 0.401 |

## Agreement and Importance: Analysis by Position

| On-Site Leasing | | | | | |
|---|---|---|---|---|---|
| In the last month, my mental and emotional health has not interfered with my personal life | 2.79 | 4.56 | -1.77 | 55 | 0.237 |
| Overall, I feel less stressed than I did a year ago | 2.95 | 4.47 | -1.52 | 58 | 0.302 |
| I feel emotionally well | 3.40 | 4.67 | -1.27 | 64 | 0.347 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.34 | 4.60 | -1.26 | 66 | 0.297 |
| I rarely feel stressed about my workload | 3.32 | 4.32 | -1.00 | 67 | 0.289 |
| My company offers resources to help support employee mental and emotional health | 3.54 | 4.55 | -1.01 | 69 | 0.401 |
| My company's culture encourages a reasonable balance between work and personal life | 3.69 | 4.59 | -0.90 | 70 | 0.457 |
| The demands of my job rarely interfere with my personal life | 3.54 | 4.46 | -0.92 | 70 | 0.312 |
| Employee well-being is a priority at my company | 3.76 | 4.66 | -0.90 | 70 | 0.481 |
| I rarely feel stressed about executive leadership | 3.67 | 4.46 | -0.79 | 70 | 0.413 |
| I rarely feel stressed about my interactions with team members | 3.69 | 4.61 | -0.92 | 73 | 0.270 |
| I rarely have to work more than 40 hours a week | 3.94 | 4.14 | -0.20 | 84 | 0.149 |

| On-Site Maintenance | | | | | |
|---|---|---|---|---|---|
| Overall, I feel less stressed than I did a year ago | 3.23 | 4.40 | -1.17 | 64 | 0.302 |
| The demands of my job rarely interfere with my personal life | 3.23 | 4.24 | -1.01 | 66 | 0.312 |
| I rarely feel stressed about my workload | 3.24 | 4.24 | -1.00 | 67 | 0.289 |
| In the last month, my mental and emotional health has not interfered with my personal life | 3.51 | 4.52 | -1.01 | 71 | 0.237 |
| I rarely feel stressed about executive leadership | 3.67 | 4.33 | -0.66 | 72 | 0.413 |
| My company's culture encourages a reasonable balance between work and personal life | 3.83 | 4.42 | -0.59 | 75 | 0.457 |
| I feel emotionally well | 3.88 | 4.50 | -0.62 | 76 | 0.347 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.80 | 4.47 | -0.67 | 77 | 0.297 |
| Employee well-being is a priority at my company | 3.99 | 4.42 | -0.43 | 77 | 0.481 |
| My company offers resources to help support employee mental and emotional health | 3.84 | 4.27 | -0.43 | 78 | 0.401 |
| I rarely feel stressed about my interactions with team members | 3.87 | 4.40 | -0.53 | 79 | 0.270 |
| I rarely have to work more than 40 hours a week | 3.51 | 3.93 | -0.42 | 79 | 0.149 |

| On-Site Management | | | | | |
|---|---|---|---|---|---|
| Overall, I feel less stressed than I did a year ago | 2.71 | 4.53 | -1.82 | 52 | 0.302 |
| In the last month, my mental and emotional health has not interfered with my personal life | 2.81 | 4.64 | -1.83 | 54 | 0.237 |
| I rarely feel stressed about my workload | 2.81 | 4.31 | -1.50 | 58 | 0.289 |
| The demands of my job rarely interfere with my personal life | 2.98 | 4.41 | -1.43 | 59 | 0.312 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.26 | 4.65 | -1.39 | 62 | 0.297 |
| I rarely have to work more than 40 hours a week | 2.90 | 4.17 | -1.27 | 64 | 0.149 |
| I feel emotionally well | 3.42 | 4.71 | -1.29 | 64 | 0.347 |

**Agreement and Importance: Analysis by Position**

| | | | | | |
|---|---|---|---|---|---|
| My company's culture encourages a reasonable balance between work and personal life | 3.57 | 4.60 | -1.03 | 67 | 0.457 |
| I rarely feel stressed about executive leadership | 3.55 | 4.40 | -0.85 | 68 | 0.413 |
| Employee well-being is a priority at my company | 3.76 | 4.63 | -0.87 | 70 | 0.481 |
| My company offers resources to help support employee mental and emotional health | 3.80 | 4.47 | -0.67 | 74 | 0.401 |
| I rarely feel stressed about my interactions with team members | 3.75 | 4.52 | -0.77 | 76 | 0.270 |

| Regional Operations | | | | | |
|---|---|---|---|---|---|
| Overall, I feel less stressed than I did a year ago | 2.69 | 4.39 | -1.70 | 53 | 0.302 |
| The demands of my job rarely interfere with my personal life | 2.77 | 4.28 | -1.51 | 57 | 0.312 |
| I rarely feel stressed about my workload | 2.63 | 4.18 | -1.55 | 57 | 0.289 |
| I rarely have to work more than 40 hours a week | 2.21 | 3.90 | -1.69 | 59 | 0.149 |
| In the last month, my mental and emotional health has not interfered with my personal life | 3.07 | 4.62 | -1.55 | 60 | 0.237 |
| I feel emotionally well | 3.55 | 4.67 | -1.12 | 67 | 0.347 |
| My company's culture encourages a reasonable balance between work and personal life | 3.69 | 4.57 | -0.88 | 69 | 0.457 |
| I rarely feel stressed about executive leadership | 3.63 | 4.40 | -0.77 | 70 | 0.413 |
| In the last month, my mental and emotional health has not interfered with my productivity at work | 3.55 | 4.56 | -1.01 | 71 | 0.297 |
| Employee well-being is a priority at my company | 3.95 | 4.62 | -0.67 | 74 | 0.481 |
| I rarely feel stressed about my interactions with team members | 3.81 | 4.36 | -0.55 | 79 | 0.270 |
| My company offers resources to help support employee mental and emotional health | 4.15 | 4.45 | -0.30 | 81 | 0.401 |

**Position**

**What describes your current position?**

| | |
|---|---|
| Corporate Acquisitions/Development | 1.9% |
| Corporate Operations | 9.9% |
| Corporate Support Services | 8.5% |
| Regional Operations | 6.2% |
| On-Site Management | 41.2% |
| On-Site Leasing | 22.5% |
| On-Site Maintenance | 9.8% |
| Total | 100.0% |

**Position**

**Which region do you currently live in?**

| | |
|---|---|
| Central (Illinois, Indiana, Michigan, Minnesota, Ohio, Wisconsin) | 7.6% |
| Far West (California, Hawaii) | 2.8% |
| Mid-Atlantic (DC, Delaware, Maryland, Pennsylvania, Virginia, West Virginia) | 11.5% |
| Midwest (Arkansas, Iowa, Kansas, Missouri, Nebraska, Oklahoma) | 8.7% |
| North Central (Colorado, Montana, North Dakota, South Dakota, Utah, Wyoming) | 2.8% |
| Northeast (Connecticut, Maine, Massachusetts, New Hampshire, New Jersey, New York, Rhode Island, Vermont) | 3.9% |
| South Central (New Mexico, Texas) | 18.0% |
| Southeast (Alabama, Florida, Louisiana, Mississippi) | 12.8% |
| Southern East Coast (Georgia, Kentucky, North Carolina, South Carolina, Tennessee) | 22.1% |
| West (Alaska, Arizona, Idaho, Nevada, Oregon, Washington) | 9.8% |
| Total | 100.0% |

## Word Clouds

What are the top three things your company or property has done to address and support employee mental and emotional health?

## Word Clouds

What are the top three suggestions or concerns you have regarding the work environment and your company's or property's efforts to support employee mental and emotional health?

## Survey

- Please rate how much you agree with each of the following overall statements regarding you and your well-being, and how important each topic is to you. [5-point Agreement and Importance Rating Scale]

    o  I feel emotionally well

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

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

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

    o  I rarely have to work more than 40 hours a week

    o  The demands of my job rarely interfere with my personal life

    o  I rarely feel stressed about my workload

    o  I rarely feel stressed about my interactions with team members

    o  I rarely feel stressed about executive leadership

    o  Employee well-being is a priority at my company

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

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

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

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

- What are the top three things your company or property has done to address and support employee mental and emotional health?

- What are the top three suggestions or concerns you have regarding the work environment and your company's or property's efforts to support employee mental and emotional health?

- How likely are you to still be with the company a year from now? [Five-Point Likelihood Rating Scale]

- How likely will you be to recommend the company as a place to work? [Five-Point Likelihood Rating Scale]

- What describes your current position?

- Which region do you currently live in?