



Issues Impacting On-Site Team Engagement

2020 Swift Bunny Index Analysis

The Swift Bunny Index analyzes confidential employee engagement surveys completed each year using our Ingage by Swift Bunny™ employee lifecycle feedback program. The 2020 Swift Bunny Index, a benchmark that multifamily employers can use to gauge sentiment among industry employees, identifies factors that impact employee retention. Swift Bunny clients can use the Index to compare industry engagement levels against those of their own team members.

The apartment industry experiences an annual employee turnover rate of 32.7% according to data from CEL & Associates, Inc. as reported by the National Apartment Association. This figure is almost double the average for all U.S. industries according to the Society for Human Resource Management's Customized Human Capital Benchmarking Report. According to the Work Institute, each employee departure costs about one-third of that worker's

annual earnings, including expenses such as recruitment and replacement costs, temporary workers, and lost productivity. Reducing employee turnover can have a major impact on multifamily employers' bottom line.

This analysis delves into the findings regarding the positions which historically have the highest annual turnover: on-site community staff, specifically:

- Leasing professionals
- Maintenance professionals
- Management personnel

Read on to learn the factors that are the most highly rated and those that represent the greatest threats to engagement and retention among these three groups.

All On-Site Team Members

Overall findings from the 2020 Swift Bunny Index include the following:

- Among all position categories, leasing professionals had the lowest engagement scores, followed by community managers.
- The lowest rated categories for all positions related to compensation, advancement opportunities, understanding career paths, workload, communication, and benefits.

Leasing Professionals

Top Strengths

The following topics earned the highest scores:

1. Customer satisfaction is a priority to me.
2. I know what I need to do to be successful in my role.
3. I have a good working relationship with my peers and co-workers.
4. I respect executive leadership.
5. Company practices are environmentally-friendly.

Top Threats to Engagement

The following topics earned the lowest scores:

1. Compensation for my job is fair.
2. Current performance incentives motivate me.
3. I am notified of advancement opportunities.
4. I have a clear understanding of the career and/or promotion path.
5. I have the resources, tools, technology, or support to do my job well.

Maintenance Professionals

Top Strengths

The following topics earned the highest scores:

1. A positive customer experience is a priority to me.
2. I know how to be successful in my role.
3. I have a good working relationship with my peers and co-workers.
4. I respect executive leadership.
5. I am motivated to do my best work every day.

Top Threats to Engagement

The following topics earned the lowest scores:

1. Compensation for my job is fair.
2. The benefits package matches my needs.
3. Current performance incentives motivate me.
4. Issues I raise are responded to within 24 hours by my supervisor, peers, or other departments.
5. I have the necessary resources, tools, technology, or support to do my job well.

On-Site Management

Top Strengths

The following topics earned the highest scores:

1. A positive customer experience is a priority to me.
2. My supervisor shows faith in my judgement.
3. I respect executive leadership.
4. I have a good working relationship with my peers and co-workers.
5. I have a direct impact on the company's ability to achieve its goals.

Top Threats to Engagement

The following topics earned the lowest scores:

1. My work can typically be completed in the time allowed.
2. Compensation for my job is fair.
3. Issues I raise are responded to within 24 hours by my supervisor, peers, or other departments.
4. I am encouraged to suggest new and better ways of doing things.
5. Current performance incentives motivate me.

Conclusion

Retaining talent in the multifamily industry is exceptionally challenging. The 2020 Swift Bunny Index identifies the factors that are the most highly rated and those that represent the greatest threats to engagement and retention among multifamily employees. Multifamily leaders can use our findings to refine the resources and support they provide their team members to enhance engagement and retention.

Research and Report Design

Scoring is based on Swift Bunny's proprietary algorithm that factors in findings from our unique, two-dimensional survey approach and each topic's correlation with the likelihood an employee expects to still be with the company in a year. This scoring reveals drivers of engagement and disengagement and can help identify specific factors that interfere with employee retention. These findings may be shared, with the requirement that all content is sourced as follows: 2020 Swift Bunny Index (swiftbunny.com)

Additional Sources

[“Multifamily Employee Turnover Rates: 2010-2019,”](#) National Apartment Association. July 2019.

[“SHRM Customized Human Capital Benchmarking Report,”](#) Society of Human Resource Management. 2017.

[“Work Institute’s 2020 Retention Report,”](#) Work Institute. 2020.

How We Can Help

Swift Bunny offers Ingage by Swift Bunny™, the apartment industry's first employee lifecycle feedback system. Ingage by Swift Bunny™ is an event-triggered, year-round feedback system that is more than a survey tool. The solution pairs meaningful data with personalized insights and planning, empowering multifamily leaders to take specific action to solve their greatest workplace challenges. Focusing on the issues that matter most to team members can improve employee satisfaction, increase resident satisfaction and retention, enhance brand reputation, and boost the bottom line. Learn more at swiftbunny.com or call **888.896.2933**.