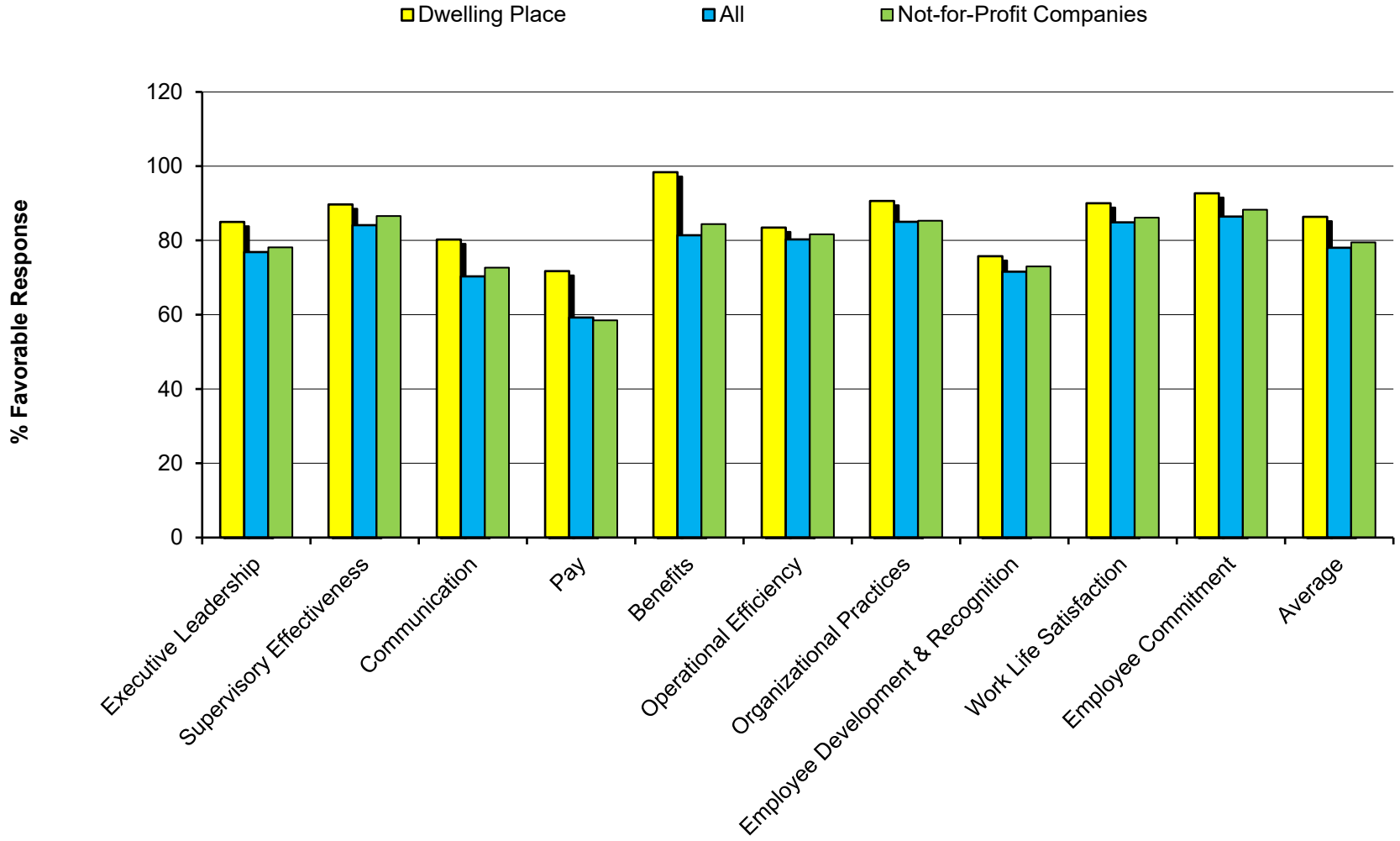




# DWELLING PLACE

## EMPLOYEE ENGAGEMENT SURVEY 2021

### Comparison with Survey Database



Components

Components	Dwelling Place		Comparative Norms	
	2021	2019	All Companies	Not-for-profit
Executive Leadership	85%	88%	77%	78%
Supervisory Effectiveness	90%	90%	84%	87%
Communication	80%	77%	70%	73%
Pay	72%	70%	59%	59%



Components	Dwelling Place		Comparative Norms	
	2021	2019	All Companies	Not-for-profit
Benefits	98%	98%	81%	84%
Operational Efficiency	83%	84%	80%	82%
Organizational Practices	91%	90%	85%	85%
Employee Development & Recognition	76%	78%	72%	73%



Components	Dwelling Place		Comparative Norms	
	2021	2019	All Companies	Not-for-profit
Work Life Satisfaction	90%	91%	85%	86%
Employee Commitment	93%	94%	86%	88%
Average of 10 Components	86%	87%	78%	79%



## Group Comparison

	Number in Group	Executive Leadership	Supervisory Effectiveness	Communication	Pay	Benefits	Operational Efficiency	Organizational Practices	Employee Development & Recognition	Work Life Satisfaction	Employee Commitment	Average
Community & Building Engagement	4	89	100	79	75	95	98	100	95	100	100	93
Finance	8	88	97	85	63	100	86	93	65	82	93	85
Housing & Community Development	5	91	98	97	80	100	93	100	100	94	97	95
Maintenance	10	70	67	73	50	100	74	91	48	87	86	75
Property Management	25	89	92	80	78	98	84	92	81	92	94	88
Services Support	7	76	95	74	82	100	77	71	71	94	88	83
Support Staff	4	96	86	83	79	90	80	95	95	76	100	88
<b>Total Company</b>	<b>63</b>	<b>85</b>	<b>90</b>	<b>80</b>	<b>72</b>	<b>98</b>	<b>83</b>	<b>91</b>	<b>76</b>	<b>90</b>	<b>93</b>	<b>86</b>
<b>Total Company 2020</b>	<b>52</b>	<b>88</b>	<b>90</b>	<b>77</b>	<b>70</b>	<b>98</b>	<b>84</b>	<b>90</b>	<b>78</b>	<b>91</b>	<b>94</b>	<b>87</b>
<b>All Companies</b>	<b>132620</b>	<b>77</b>	<b>84</b>	<b>70</b>	<b>59</b>	<b>81</b>	<b>80</b>	<b>85</b>	<b>72</b>	<b>85</b>	<b>86</b>	<b>78</b>
<b>Not-for-Profit</b>	<b>9936</b>	<b>78</b>	<b>87</b>	<b>73</b>	<b>59</b>	<b>84</b>	<b>82</b>	<b>85</b>	<b>73</b>	<b>86</b>	<b>88</b>	<b>79</b>

## Group Comparison - 2021

	Number in Group	Executive Leadership	Supervisory Effectiveness	Communication	Pay	Benefits	Operational Efficiency	Organizational Practices	Employee Development & Recognition	Work Life Satisfaction	Employee Commitment	Average
Less than 1 Year	18	94	87	85	76	96	80	98	80	92	95	88
1-5 Years	17	82	93	79	72	99	85	87	75	91	89	85
Over 5 Years	28	81	89	77	70	100	84	88	73	88	94	85
<b>Total Company</b>	<b>63</b>	<b>85</b>	<b>90</b>	<b>80</b>	<b>72</b>	<b>98</b>	<b>83</b>	<b>91</b>	<b>76</b>	<b>90</b>	<b>93</b>	<b>86</b>
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# Ranking of Questionnaire Items

## 10 Most Favorable

Question	% Favorable
27. Compared with other organizations, our overall benefits package is competitive..	100
28. Compared with other organizations, our health benefits are competitive.	100
30. Compared with other organizations, our retirement plan is competitive..	100
61. I work with people I like.	100
68. I understand how my job contributes to the success of this organization.	100
11. My supervisor gives me enough freedom to do my work.	98
37. I go beyond what is expected to help my coworkers/customers/organization.	98
55. My work schedule is satisfactory.	98
67. I am interested in the future of this organization..	98



# Ranking of Questionnaire Items

## 10 Least Favorable

Question	% Favorable
51. I have opportunities to learn and grow in my current position.	77
4. Upper Management is open to new ideas and ways of doing things.	75
57. Given my job, my work load is realistic.	74
3. Upper Management follows through with decisions.	73
53. This organization provides opportunities for career growth..	69
18. I am informed about changes in a timely manner.	68
33. This organization looks for ways to improve productivity.	67
34. This organization operates smoothly and efficiently.	65
54. This organization recognizes high performance.	64
26. In this organization, high performance is rewarded financially.	40



## Three Levels of Engagement

**Levels of employee “Engagement” are determined by responses to 6 questions imbedded in the survey that reflect advocacy, discretionary effort, and intent to stay.**

1. “I go beyond what is expected to help my coworkers, customers, and organization.”
2. “I am proud of this organization’s products and/or services.”
3. “I would recommend this organization to my friends as a good place to work.”
4. “It would take a lot to get me to leave this organization.”
5. “Each day, I do more than what is expected of me.”
6. “Taking everything into consideration, this is a good place to work.”

- **Engaged** – are committed to the success of their organization and bring their discretionary energy and passion to their work; go above and beyond what is expected, drive innovation and move the organization forward.
- **Partially Engaged** – do their job, but don’t necessarily go above and beyond what is expected of them – or do so on an inconsistent basis.
- **Disengaged** – include both passively disengaged, who show up but do only the bare minimum to keep their jobs (effectively retired on the job) and the actively disengaged, who sow seeds of discontent, thereby undermining their peers, supervisors and the organization.

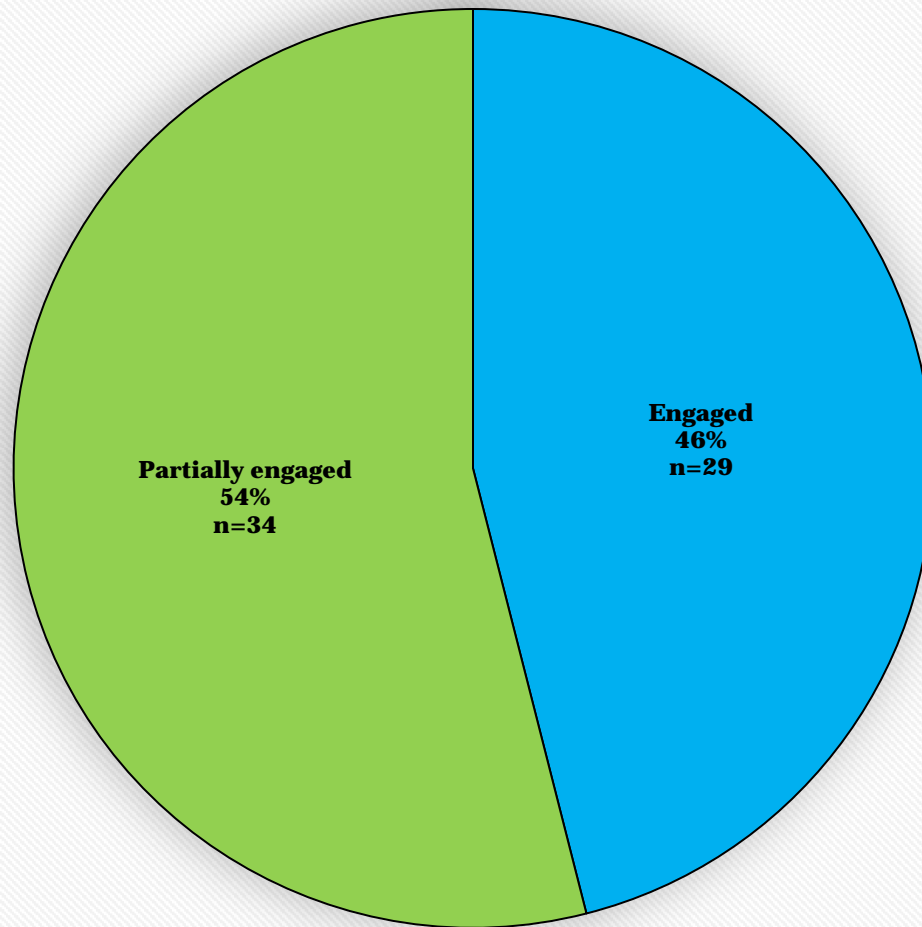
### **U.S. Averages for Employee Engagement:**

Engaged – 30%

Partially Engaged – 52%

Disengaged – 18%

## DWELLING PLACE - 2021



<b>Engagement</b>	<b>Dwelling 2021</b>	<b>Dwelling 2019</b>	<b>National</b>
Engaged	46%	44%	30%
Partially Engaged	54%	52%	52%
Disengaged	0%	4%	18%



# The Dwelling Place

## Open Ended Comments

### All Employees 2021

**1). Please tell us what improvements you would recommend to help make The Dwelling Place a better place to work (i.e., pay, benefits, supervision, working conditions, leadership, communications, etc.) Please be specific**

- Training - 12
- Communication - 8
- Pay - 6

**2.) Please tell us what you like most about your employment at The Dwelling Place.**

- Dwelling Place (DP) Mission – Job - 29
- People – Teams – Residents – 20
- Freedom/Independence - 12

**3.) Please tell us what you dislike most about your employment at The Dwelling Place.**

- Work load – Work Life Balance - 11
- Management Timely Follow Through - 8
- Communication - 5

**4.) Please give us your recommendations for improving operations (i.e., materials, equipment, work procedures, waste reduction, productivity, quality, service, etc.). Please be specific.**

- More Digital Technology (e.g. – Yardi) - 14
- More People (Expanding too fast) – 8

**Open Ended Comments Combined – Questions 1, 3, and 4**

- Work Load - More People – Work Life balance – 24
- Communication – 15
- More digital Technology (e.g. – Yardi) – 14
- Pay – 6

# Recommendations

**What do you like most about your employment at  
The Dwelling Place**

- **Dwelling Place (DP) Mission – Job**
- **People – Teams – Residents**
- **Freedom/Independence**



# Recommendations

**1 – Continue to provide a work environment that leads to high levels of employee satisfaction**

## **Leadership Recognition For:**

- **Obtaining an overall favorable response percentage of 86% to the survey questionnaire**
- **Maintaining a high level of acceptability while at the same time reducing the overall number of employee issues**
- **Outperforming the National and Not-for-Profit norms**
- **Reducing the Disengaged Employee percentage to 0%**

## **Continue Leadership Practices That:**

- **Recognize employees for their efforts**
- **Listen to employees and their concerns**
- **Provide a needed and valuable service to the community**

# Recommendations

## 2 – Explore the need for more resources to match current needs along with future growth and expansion

- Conduct a department by department assessment of current and future staffing needs
- Identify actual staffing need
- Determine what staff is actually needed and what is fiscally possible
- Report to employees the findings, planned implementation and the rationale behind the decisions, positive or negative for them.





# Recommendations

## 3 – Continue to improve Communication

- **Communication as a whole has improved**
- **Improve the speed of Communication**
- **Timelier passing of information would improve efficiencies.**
- **Allow employees time to adjust to changes before implementation**



# Recommendations

## 4 – Pay for Performance

- **Employees – “High performance is not rewarded financially”**
- **Communicate to all employees the organization’s Performance Management and pay practices**
- **Evaluate if and how high performance can be objectively evaluated in each position without causing other morale problems**



# Recommendations

## 5 – Enter the Digital (Technology) Age

- **Assess all current technology for functionality and usability**
- **Conduct a survey within The Dwelling Place for Technology recommendations**
- **Determine what additional technology could be implemented**
- **Perform a cost/benefit analysis from an employee performance and a dollar cost perspective**
- **Implement appropriate technology changes.**



# Implementation

In order to achieve the best results from the Employee Engagement Survey, the following are recommended:

1. Notify employees that the Survey is complete and when they can expect to see the results
2. Review all of the open ended comments.
3. Review the specific issues and recommendations
4. Determine which issues can/will be addressed.
5. Determine how they will be addressed.
  - a. Management directive.
  - b. Employee teams to define implementation.
  - c. Outside assistance.

# Implementation

In order to achieve the best results from the Employee Engagement Survey, the following are recommended:

1. Present results and direction to the employee with which recommendation's will be addressed and why these.
  - a. Include changes made from the 2019 Survey and the positive impact made by those changes.
2. Provide a time table of how and when changes will be accomplished.
3. Implement Improvements
4. Report back to Employees when changes have been implemented.
5. Conduct another Employee Engagement Survey in a year to be able to show employees the successes.