

# TAMING TURNOVER

TOP TACTICS FOR  
MULTIFAMILY TALENT  
RETENTION



***Swift Bunny***



# Welcome!

# I'm so glad you're here.



**I'm Jen**

Jen Piccotti / Chief Learning Officer



[jen@swiftbunny.com](mailto:jen@swiftbunny.com)



***Swift Bunny***

# 2021 SWIFT BUNNY INDEX — ...

Disagree

My manager has worked hard to mentor me. She has continually pushed me to achieve more in the position I am in now. I want to advance so I am glad she is supportive.

Not  
Important

I wish there were more training opportunities available to us. I would love to participate in classes but due to scheduling and budget issues I am not able to take advantage of much which I feel isn't fair.

Strongly  
Disagree

In the short time I've been with the company, I feel they honestly value my input and are just as eager to learn from me as I am willing to learn from them. I sense a great partnership in the making.

Very  
Important

Agree

Small meaningful celebrations to show we are valued—as small as a personal phone call—go a long way. Management should do more of that. Buying us lunch is overrated.



# WHAT DO YOU THINK? —...

Which group of  
employees in your  
company do you think  
poses the highest risk of  
quitting their jobs?



Which group of employees in your company do you think poses the highest risk of quitting their jobs?  
—...

- A. Leasing / Sales
- B. Maintenance
- C. On-Site Manager
- D. Regional Manager
- E. Corporate Office Staff

# THE LATEST PEOPLE DATA

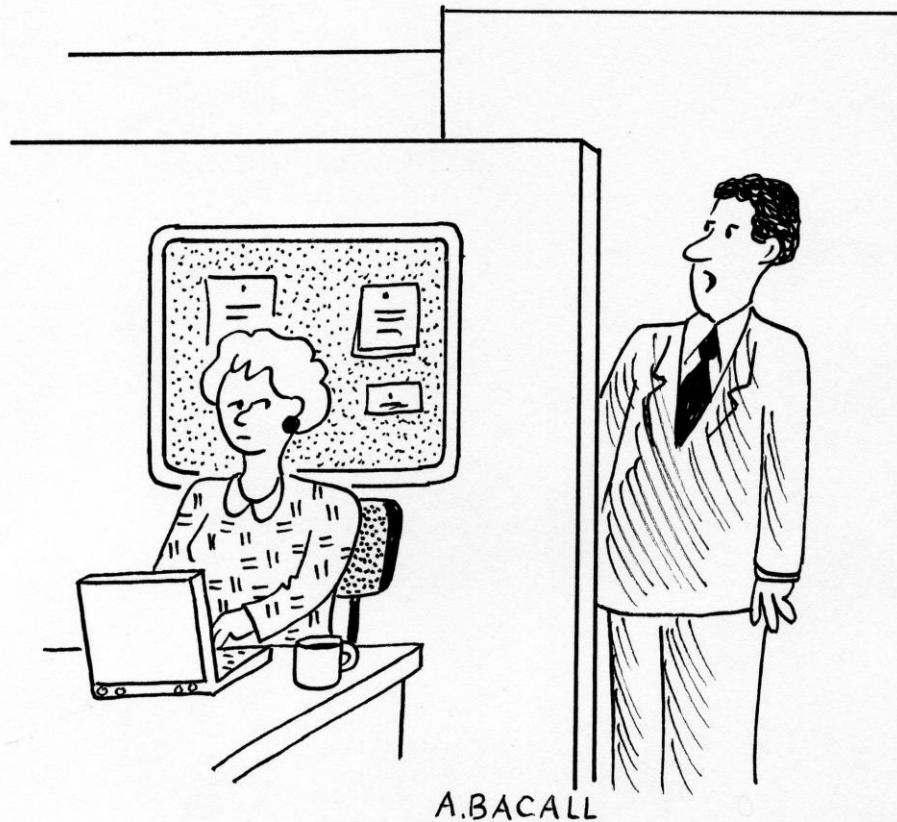
— ...



Employee turnover continues to climb in 2021.





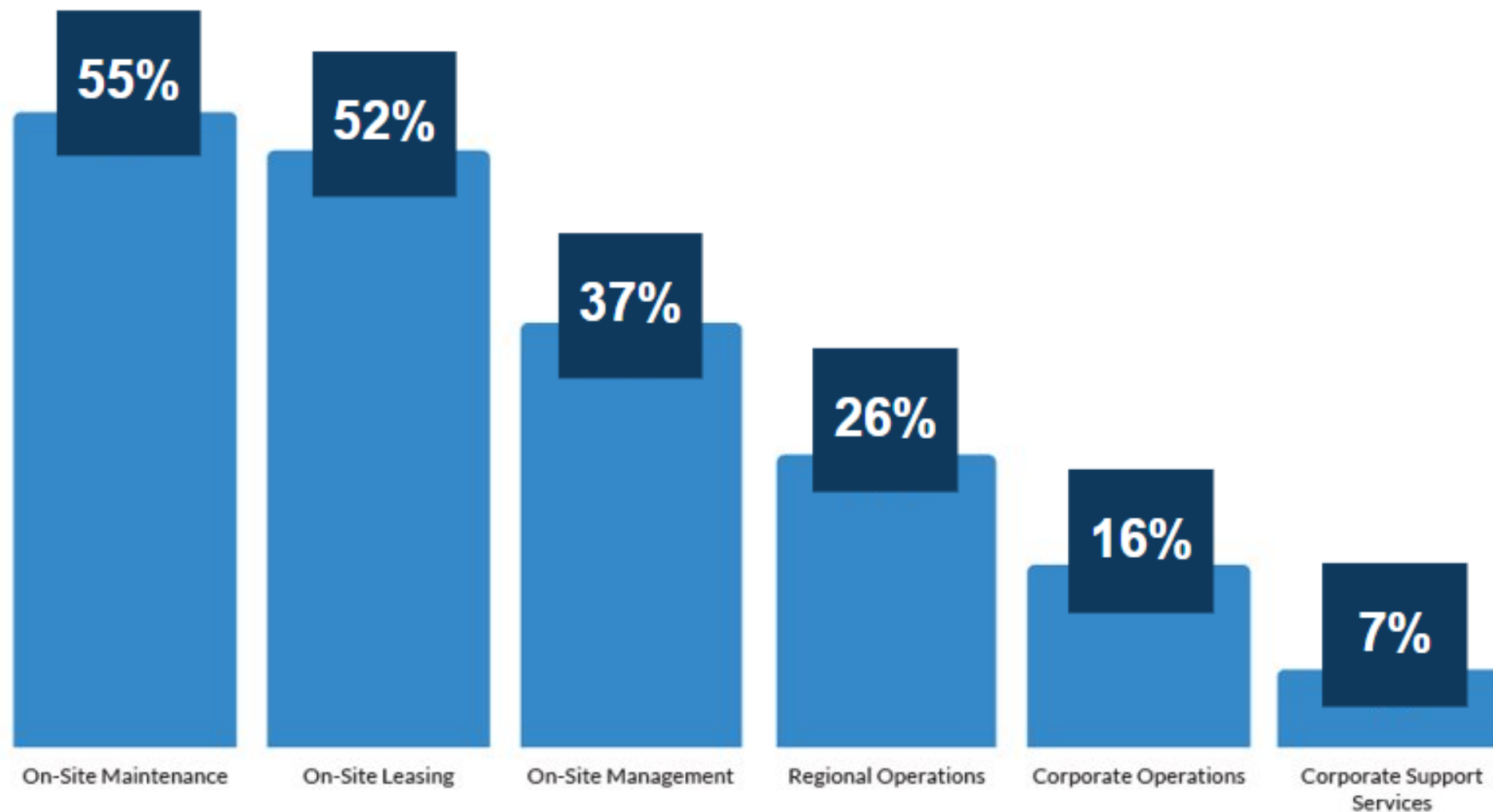


"I'm stepping out, for a few hours, to look for a better job.  
Can I bring anything back for you?"

CartoonStock.com

**What has your  
employee  
turnover been  
like so far in  
2021?**

## 2021 Multifamily Annualized Employee Turnover by Position



Source: 2021 Quarterly Turnover Report, Swift Bunny



# WHY IS IT SO HARD TO FIND AND KEEP PEOPLE?

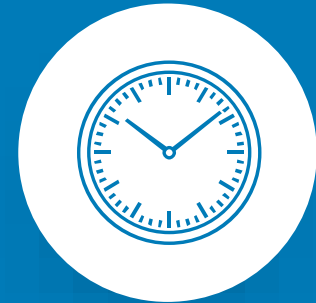
— . .



**Generous  
Unemployment  
Benefits Keep  
Some on Sidelines**



**Fear of  
Making a Job  
Change in  
Uncertain  
Times**



**Disengaged  
Employees  
Quietly Wait to  
Make a Move**

# TOP TURNOVER TAMERS

—...



Housing team members find a lot to love about their jobs. Here are some of the factors they report to be the most satisfying.

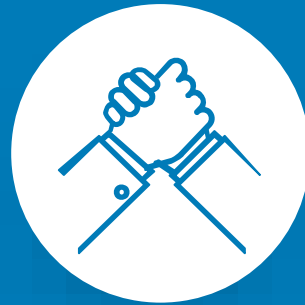


G O O D N E W S

# HERE'S WHAT TEAMS FIND SATISFYING



**Customer  
Satisfaction  
a Priority**



**Good  
Coworker  
Relationships**



**Respect of  
Executive  
Leadership**

# TOP TURNOVER THREATS

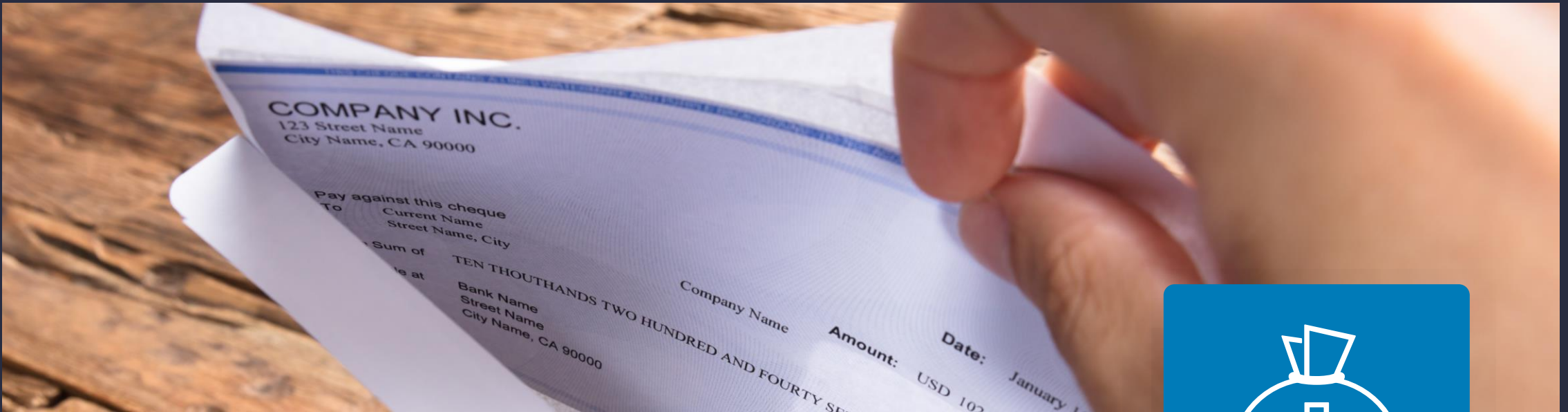
— ...



2021 continues to be a challenging year . Here are the factors that frustrated on-site teams the most.



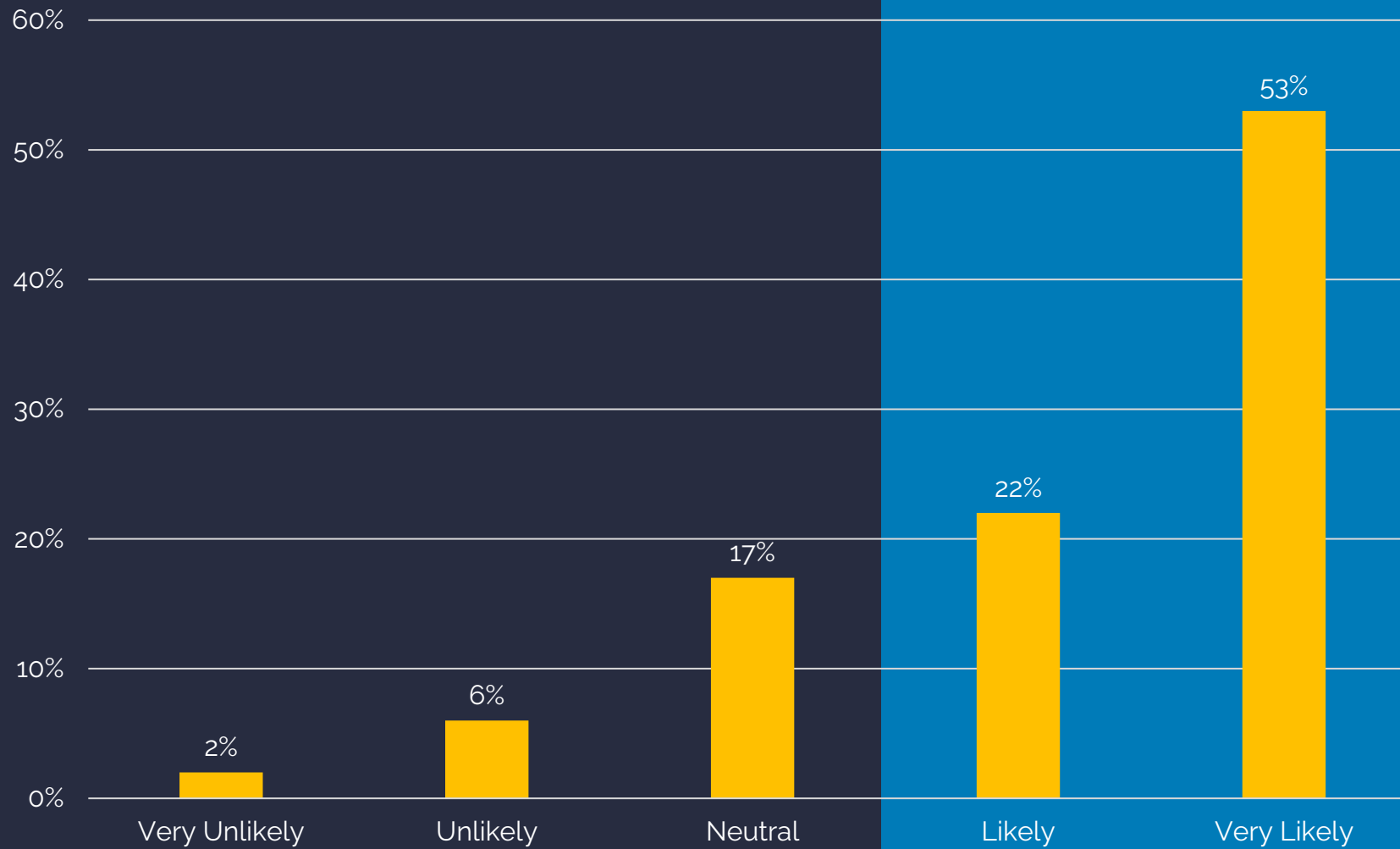
# A UNIVERSAL THREAT



Dissatisfaction with compensation and incentives



# Leasing – Likelihood to Remain



Average Tenure

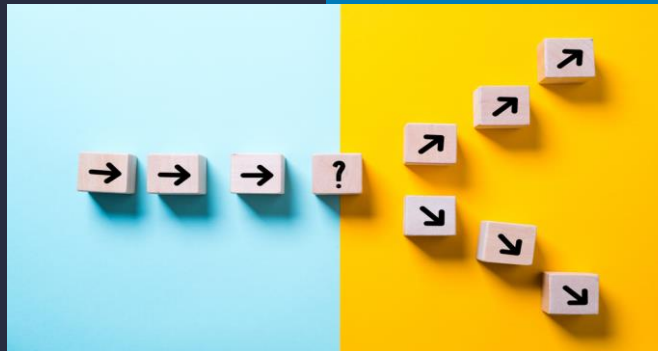
# LEASING / SALES TEAM



The leasing role is where most multifamily managers get their start. But many drop out before progressing. What drives them away?



**Uninformed of advancement opportunities**



**Lack a clear career and/or promotion path**



**Don't have resources, tools, technology, or support they need to do job well**



# ... NEXT STEPS



Uninformed of advancement opportunities

**Post every job opening and call attention to them regularly**

01

Lack of clear career and/or promotion path

02

**Discover and nurture employees' specific interests**

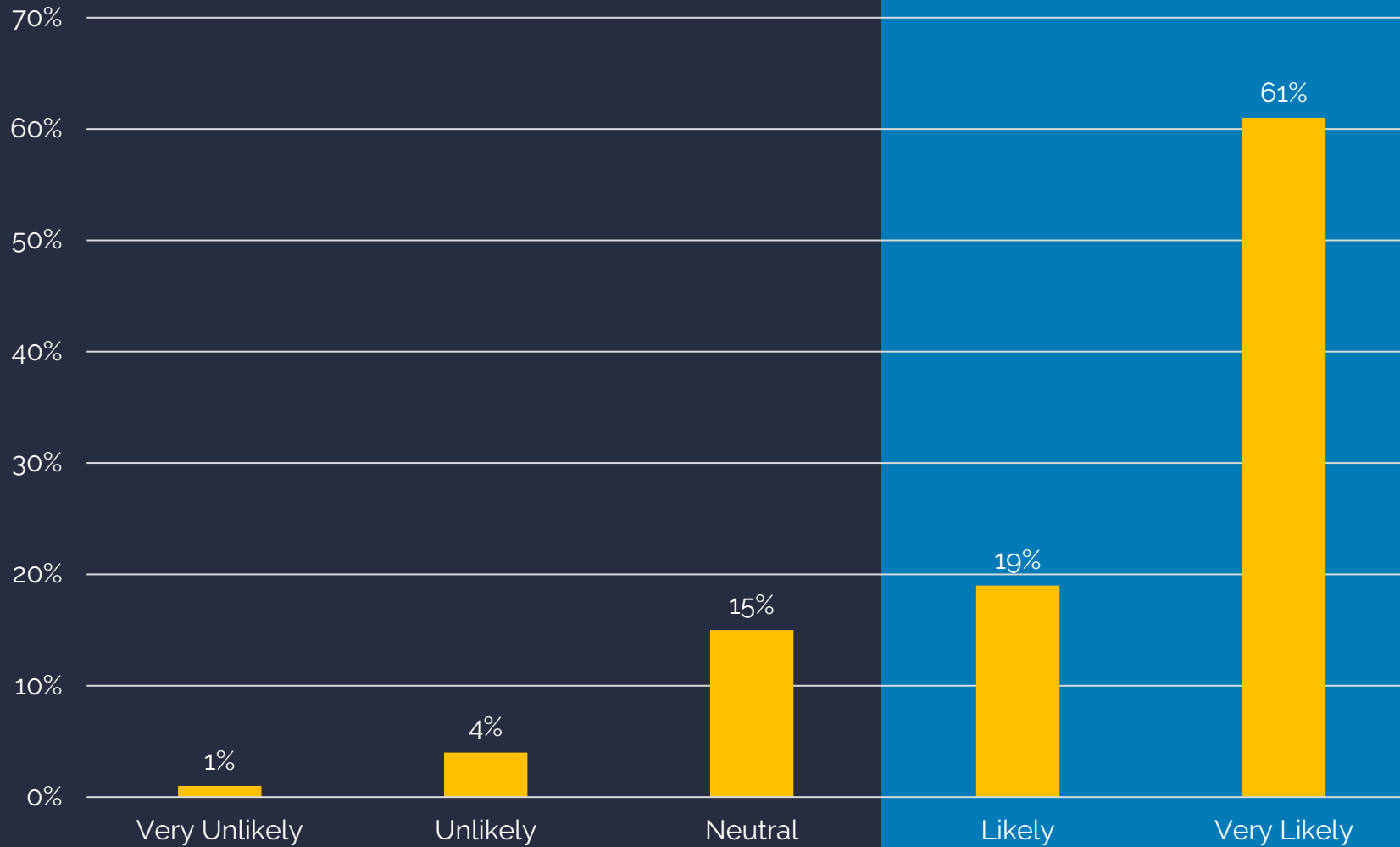


Don't have resources, support needed

**Ask about their biggest obstacles to getting work done**

03

# Maintenance – Likelihood to Remain



Average Tenure

# SERVICE TEAM

— . .

Maintenance roles are among the most difficult to recruit and hire. In many organizations, they experience the highest employee turnover rates.



**Benefits don't adequately meet their needs**



**Issues not responded to within 24 hours**



**Don't have resources, tools, technology, or support they need to do job well**

# NEXT STEPS —::



Benefits don't adequately meet needs

**This requires scrutiny to ensure participation is not out of reach**

02

Issues not responded to within 24-  
hours  
**Delays can impact service  
delivery and frustrate everyone**

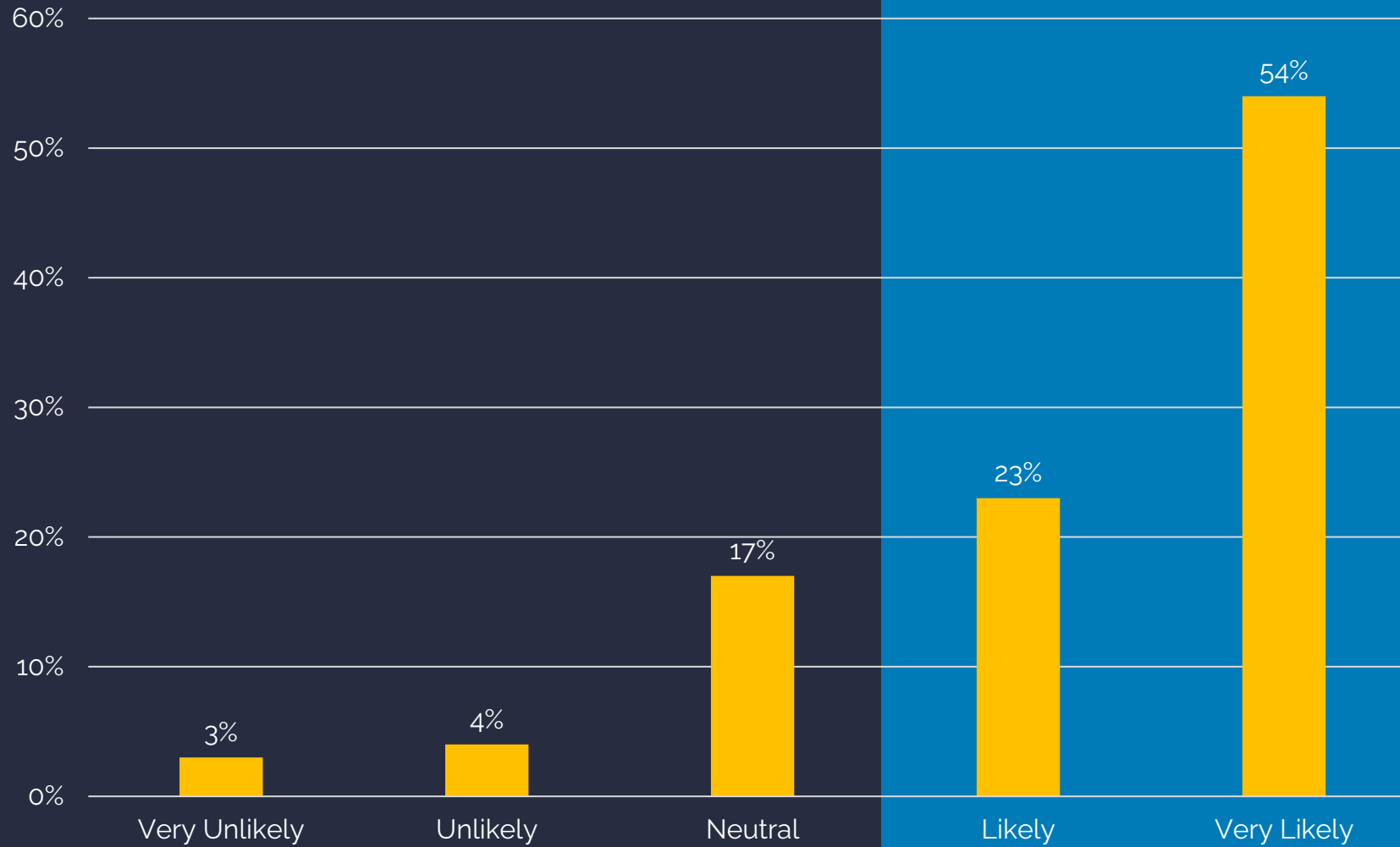


Don't have resources, support needed

**Ask about their biggest  
obstacles to getting work  
done**

03

# Management – Likelihood to Remain



Average Tenure

# COMMUNITY MANAGERS



Community managers play critically important roles. As the work team leader, they set the tone. Our surveys show managers are increasingly dissatisfied.



**Work cannot typically be completed on time**



**Issues not responded to within 24 hours**



**Not encouraged to make suggestions**



# NEXT STEPS ...



Work cannot typically be completed on time

**Remove non-critical tasks from their plate**

02

Issues not responded to in 24-hours  
**Delays can impact service delivery and frustrate everyone**



Not encouraged to make suggestions

**They are closest to the customer; their input matters**

03



# FIND NEW TALĚNT

- Residents in your community
- Veterans
- Sports venues
- Railroad
- Care centers
- Amusement parks
- Hardware stores
- Trucking
- Universities
- Event workers
- Movers
- Nurseries
- Equipment rental facilities
- Major stores – especially those going out of business

- *Mark Cukro, Service Team Training*

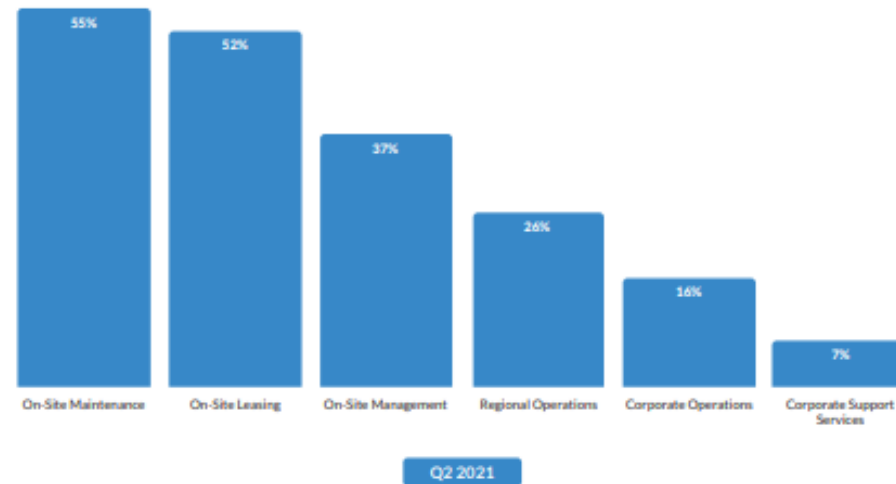
# BONUS RESOURCE

## 2021 Q2 Quarterly Turnover Report



Because Swift Bunny is committed to being the go-to source for employee engagement data and benchmarking, we publish quarterly employee turnover trends. This report is based on a sample size of nearly 200,000 apartment units as reported by clients utilizing the Ingage by Swift Bunny™ employee lifecycle feedback system. The graph shows turnover by position as reported by clients.

### 2021 Multifamily Annualized Employee Turnover by Position



### ABOUT SWIFT BUNNY

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. An event-triggered, ongoing feedback system that is more than a survey tool, Ingage by Swift Bunny™ pairs meaningful data with personalized insights and planning, empowering multifamily leaders to take specific action to solve their greatest workplace challenges. Ingage by Swift Bunny™ is a flexible and user-friendly custom survey solution for collecting employees' opinions and feedback. Focusing on the issues that matter most to team members can improve satisfaction, retention, and performance across an entire multifamily portfolio.

Reach us at [contact@swiftbunny.com](mailto:contact@swiftbunny.com) or 888.896.2933 or visit [www.swiftbunny.com](http://www.swiftbunny.com) to learn more.

Copyright © 2021 Swift Bunny LLC. All rights reserved. MKC/RHEL/GK1721

**Text  
“TURNOVER” to  
1-833-254-5735**





**THANKS FOR  
JOINING ME!**  
— ..

[jen@swiftbunny.com](mailto:jen@swiftbunny.com)

