

Arawak Walton Employee Survey Results 2023



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1. Introduction

Employee surveys are a useful measurement tool in understanding the current views of your employees. They provide grounds from which changes can be made to make the working environment in your organisation as effective and productive as possible, helping your organisation become somewhere people *want* to work rather than *have* to work.

However, employee surveys can also be a very demoralising experience for staff if nothing is done with the results. There is little point in running a survey unless meaningful changes will be made from the results.

It is important to take each result in the following report seriously. Celebrate those that have come out positively. Use these results to sell your organisation to both new employees and your customers. Recognise the achievements of those that have led to this positivity. Thank all your staff for making Arawak Walton a great place to work.

Just as importantly, look at where areas can be improved. All negative results need to be considered seriously. If nothing is done in these areas, the results will only get worse, and there will be a direct effect on productivity and performance. Don't feel defensive about negative results. Often, the same areas will show weakness in the surveys of many organisations due to the way employees think. However, to rise above these areas, you do need to address them. Try to understand the factors that may have led to such a result.

Work on an action plan to overcome these problems. Include staff in this. If they think there is a problem, ask them how they think it can be overcome. What would they do in your position? If changes can't be made, talk through why this is not feasible and ask for their feedback. You may find you get someone coming up with a great idea for how an area can be improved.

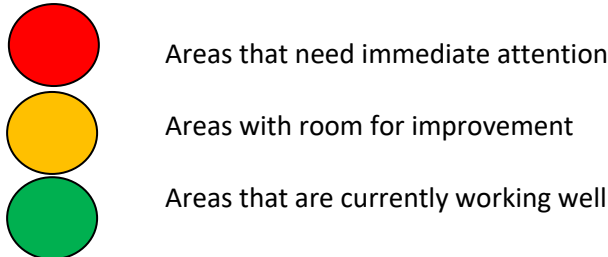
Your main objective should be year-on-year improvement. Each annual survey acts as a benchmark for the next year's survey. If your action plan has been successful, this benchmarking should show improvement.

The employee survey should be a positive experience. If you have any problems understanding the following results, please contact the Personnel Surveys team.

2. How This Report Works

This report gives a clear, visual presentation of your results to highlight both strengths and weaknesses within your organisation. Our action planning section then allows you to make sense of the results and how future actions should be prioritised. We summarise the full survey findings at the end of the report.

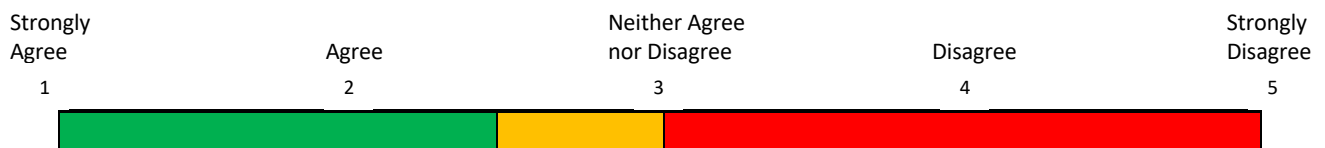
Throughout this report we use a traffic light system for clear interpretation:



Questions 1 to 43 are based on a five-point response scale, from strongly agree (1) through to strongly disagree (5). For each question strongly agree is at the positive end of the scale while strongly disagree indicates a negative response.

For each question or area we will look at the average response between 1 and 5. Average responses from 1 - 2.4 are  responses, 2.5 - 3.0 are  responses and 3.1 – 5  responses.

We will present this on a scale as below, identifying where in the traffic light system this response lays.



+ All responses, including percentages for each response to each question and their mean, can be found in the summary at the end of this report. -

You will find the responses to open text questions towards the end of this report.

There is also a comparison to previous surveys.

Equality, diversity and inclusion responses are also included at the end of the report.

3. Response Rate

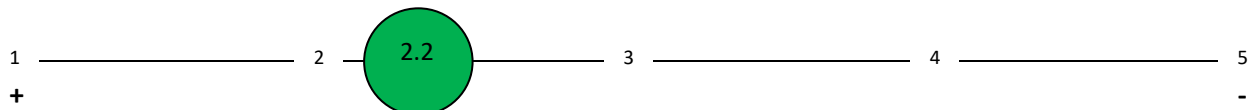
This Staff Survey was completed in September/October 2023 for Arawak Walton Housing Association. The response rate for the survey was **82%**. 34 employees were given the opportunity to complete the survey and 28 responses were received.

This is a good response rate, giving credible results. Credible results allow for accurate analysis and conclusions.

NOTE: The low number of employees at Arawak Walton will create somewhat skewed results. For example, 1 employee accounts for 4% and, as a result, a small number of individual responses can have a large effect on the overall results. This should be taken into account when considering the results.

4. Executive Summary

The overall mean response to the survey is **2.2**. On the scale, this is on the positive end of the scale. We would class this as green and a good result. Each annual survey should strive to improve on this overall mean with continual growth. The overall mean for last year's survey was 2.0, so this shows a slight decline in overall results.



Key Strengths

- Role Satisfaction
- Organisational Commitment
- Communication
- Working Environment
- Fair Treatment
- Training and Development
- Teamwork
- Line Management
- Innovation



Key Weaknesses

- Stress



Areas for Improvement

- Pay and Benefits
- Decision Making
- Upper Management
- Recent or Upcoming Changes

5. Detailed Analysis

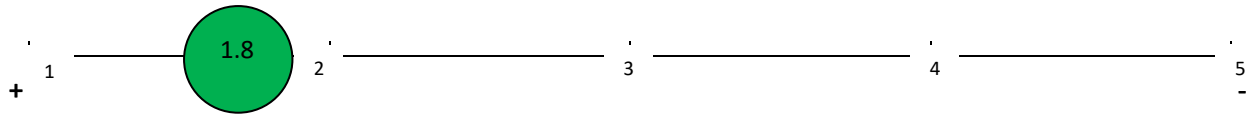
The survey questions are summarised into different areas. The overall mean for each area can be considered to allow us to analyse areas that are working well, those that require some improvement and those that require immediate attention. Each question will also be looked at individually within these areas. Some questions will naturally fall in to more than one area.

The following areas will be considered:

1. Role Satisfaction
2. Organisational Commitment
3. Pay and Benefits
4. Communication
5. Working Environment
6. Fair Treatment
7. Training and Development
8. Stress
9. Teamwork
10. Line Management
11. Decision Making
12. Innovation
13. Upper Management
14. Recent and Upcoming Changes

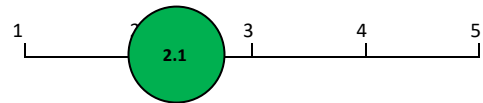
5.1 Role Satisfaction

This area outlines the extent to which employees are satisfied with their role. The mean response for this factor is **1.8** and can be seen on the scale below:

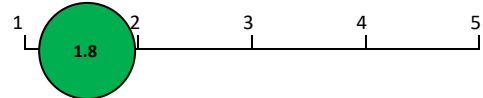


Individual Question Responses

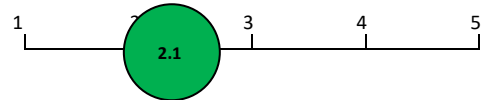
1. My work is rewarding.



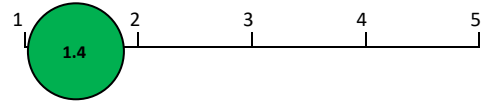
2. I have the opportunity to use my abilities, skills and qualifications in my everyday work.



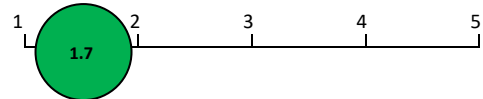
3. I have the right responsibility in my role.



5. My role is important at Arawak Walton.

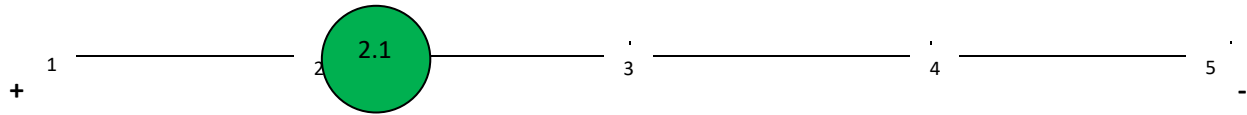


7. I know what is expected of me at work.



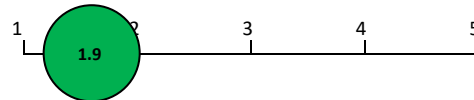
5.2 Organisational Commitment

This area outlines the extent to which employees are committed to the association. The mean response for this factor is **2.1** and can be seen on the scale below:

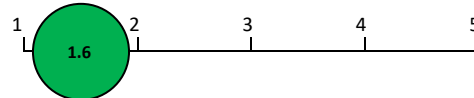


Individual Question Responses

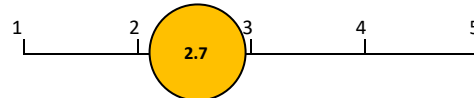
4. I am willing to do work that does not fall within my role.



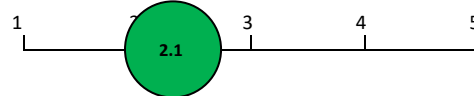
41. I am interested in the future success of Arawak Walton.



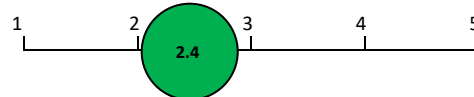
42. I see myself working at Arawak Walton for the long-term future.



43. I enjoy working at Arawak Walton.

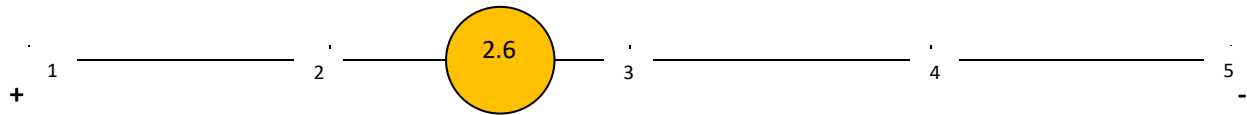


44. I am satisfied with my employer.



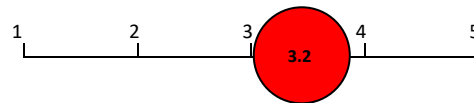
5.3 Pay and Benefits

This area outlines the extent to which employees are happy with the pay and benefits they receive. The mean response for this factor is **2.6** and can be seen on the scale below:

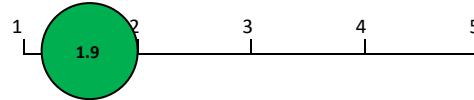


Individual Question Responses

8. The pay I receive is fair for the job I do.

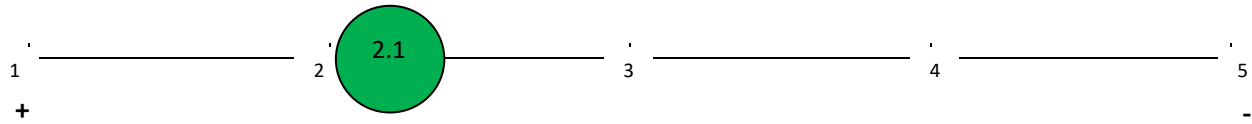


9. I am satisfied with the benefits available at Arawak Walton.



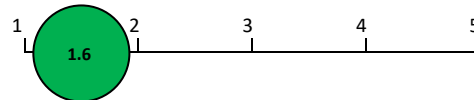
5.4 Communication

This area outlines how good employees think communication at Arawak Walton is. The mean response for this factor is **2.1** and can be seen on the scale below:

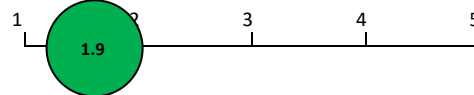


Individual Question Responses

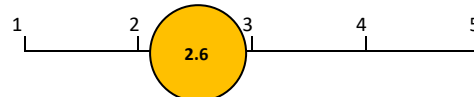
10. I understand Arawak Walton's strategic goals and how my work contributes towards these.



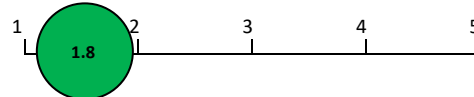
11. I could explain the association's strategy to a new employee.



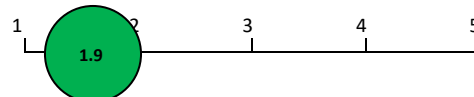
15. Important decisions within Arawak Walton are quickly communicated to all employees.



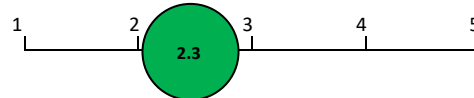
31. My line manager regularly communicates with me.



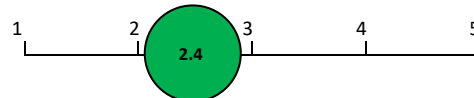
34. I am happy to raise issues with my line manager.



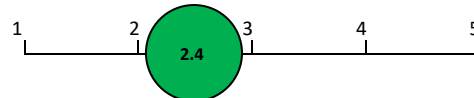
35. I would feel confident in raising an issue with another line manager.



37. The Senior Management Team listen to employees' concerns.

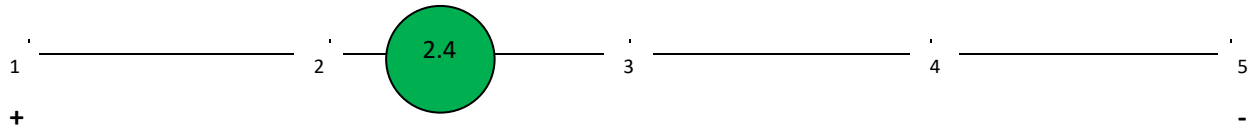


38. The Senior Management Team are open to all employees.



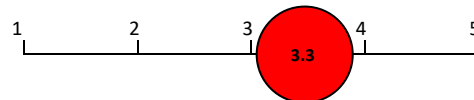
5.5 Working Environment

This area outlines opinions on the working environment and culture at Arawak Walton. The mean response for this factor is **2.4** and can be seen on the scale below:

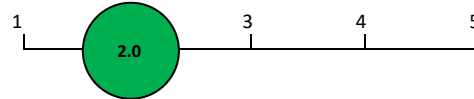


Individual Question Responses

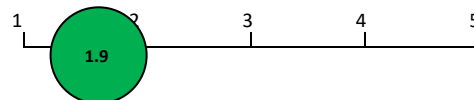
12. There is a positive feeling about the future at Arawak Walton.



13. I have the materials and equipment I need to do my work right.

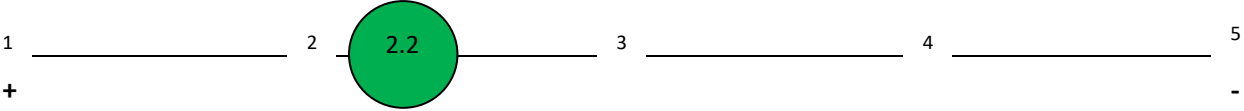


19. My working environment is secure and safe.

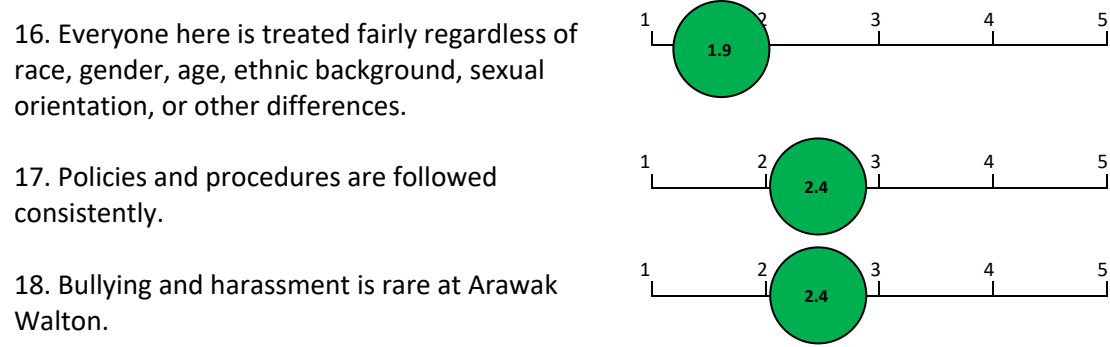


5.6 Fair Treatment

This area outlines opinions on equal opportunities, policies and procedures and bullying and harassment at Arawak Walton. The mean response for this factor is **2.2** and can be seen on the scale below:

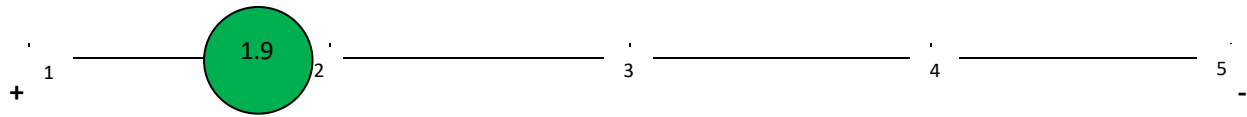


Individual Question Responses



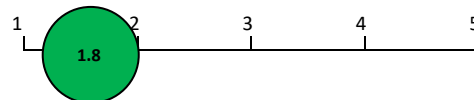
5.7 Training and Development

This area outlines how good training and development is at Arawak Walton. The mean response for this factor is **1.9 (1.85 before rounding up)** and can be seen on the scale below:

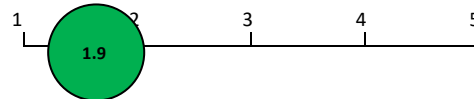


Individual Question Responses

20. I receive training and opportunities to enable me to learn and grow in my role.

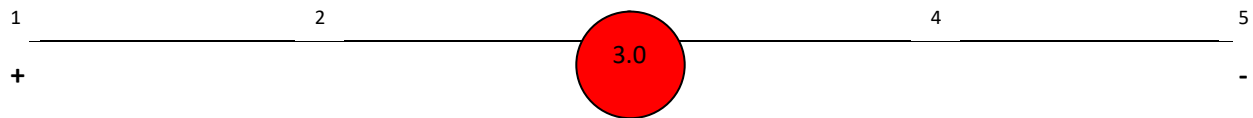


33. My line manager encourages my development.



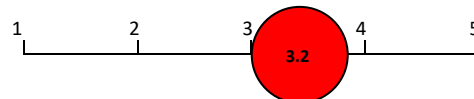
5.8 Stress

This area outlines whether employees at Arawak Walton are stressed or under pressure. The mean response for this factor is **3.0** and can be seen on the scale below:

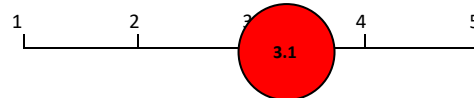


Individual Question Responses

22. I rarely feel under undue pressure at work.



23. I rarely suffer from work-related stress.

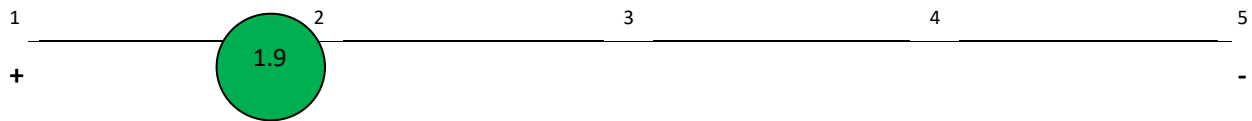


24. I am satisfied with the balance I have between work life and personal life.



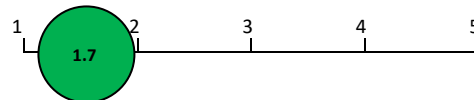
5.9 Teamwork

This area outlines how good teamwork within and between teams is. The mean response for this factor is **1.9** and can be seen on the scale below:

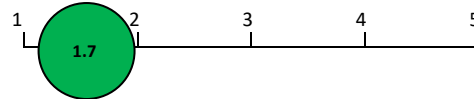


Individual Question Responses

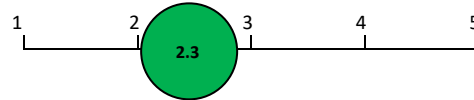
25. I know that other members of my team will help me if I need it.



26. All members of my team are committed to achieving our goals.

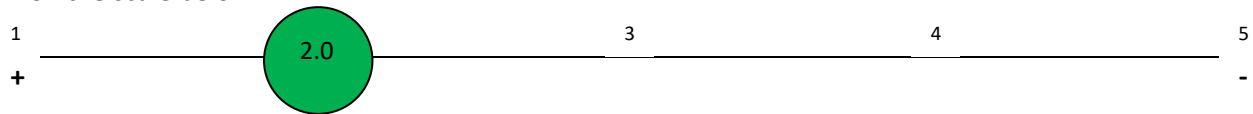


27. I feel supported by other teams within the association.



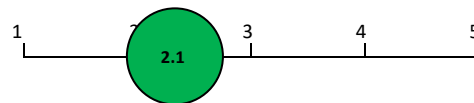
5.10 Line Management

This area outlines views on line managers. The mean response for this factor is **2.0** and can be seen on the scale below:

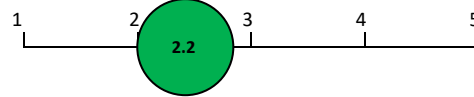


Individual Question Responses

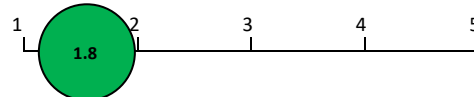
21. My line manager, or someone at work, cares about me as a person.



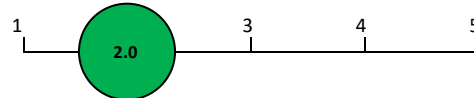
28. My line manager is fair to every member of the team.



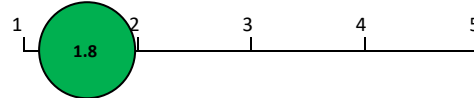
29. I receive feedback from my line manager about my performance and progress.



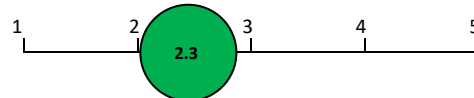
30. I receive recognition for work well done.



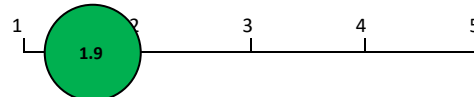
31. My line manager regularly communicates with me.



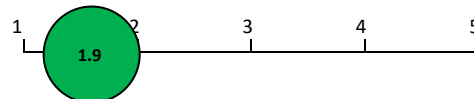
32. I think my line manager is an inspirational leader.



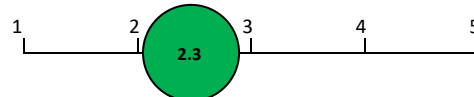
33. My line manager encourages my development.



34. I am happy to raise issues with my line manager.

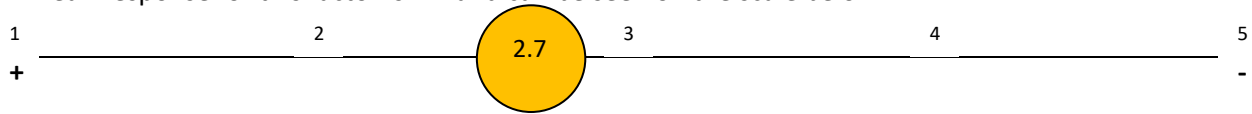


35. I would feel confident in raising an issue with another line manager.



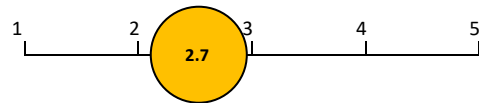
5.11 Decision Making

This area outlines how effective decision making is and to what extent innovation is encouraged. The mean response for this factor is **2.7** and can be seen on the scale below:

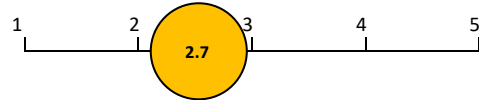


Individual Question Responses

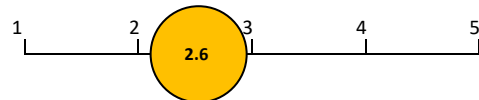
39. I agree with Senior Management Team decisions.



40. My opinion counts when important decisions are made.

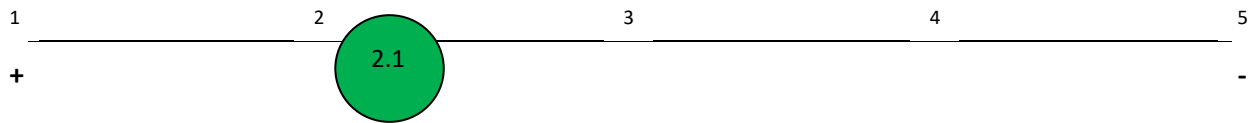


15. Important decisions within Arawak Walton are quickly communicated to all employees.



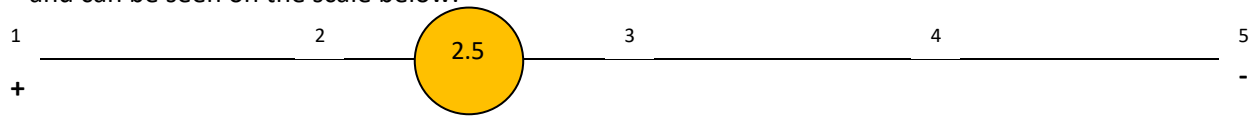
5.12 Innovation

Only one question was included in this area – “36. Arawak Walton encourage innovation and new ideas”. The response for this question can be seen on the scale below:



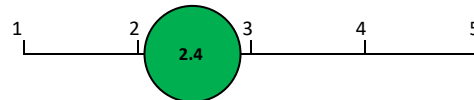
5.13 Upper Management

This area outlines how upper management are perceived. The mean response for this factor is **2.5** and can be seen on the scale below:

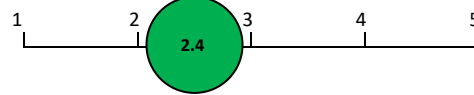


Individual Question Responses

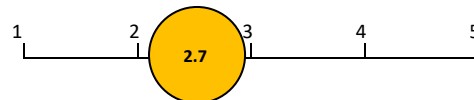
37. The Senior Management Team listen to employees' concerns.



38. The Senior Management Team are open to all employees.

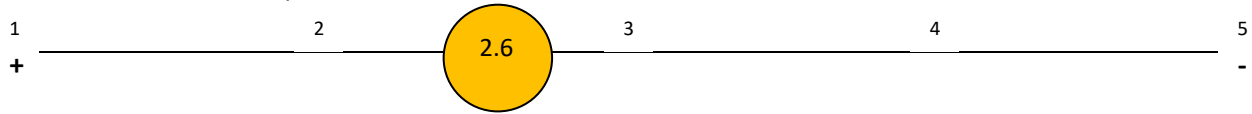


39. I agree with Senior Management Team decisions.



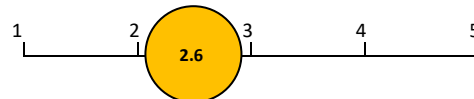
5.14 Recent or upcoming changes

This area outlines how employees feel about recent changes or those that will be taking place in the future. The mean response for this factor is **2.6** and can be seen on the scale below:

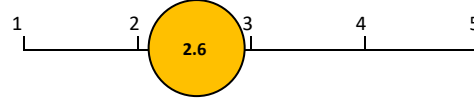


Individual Question Responses

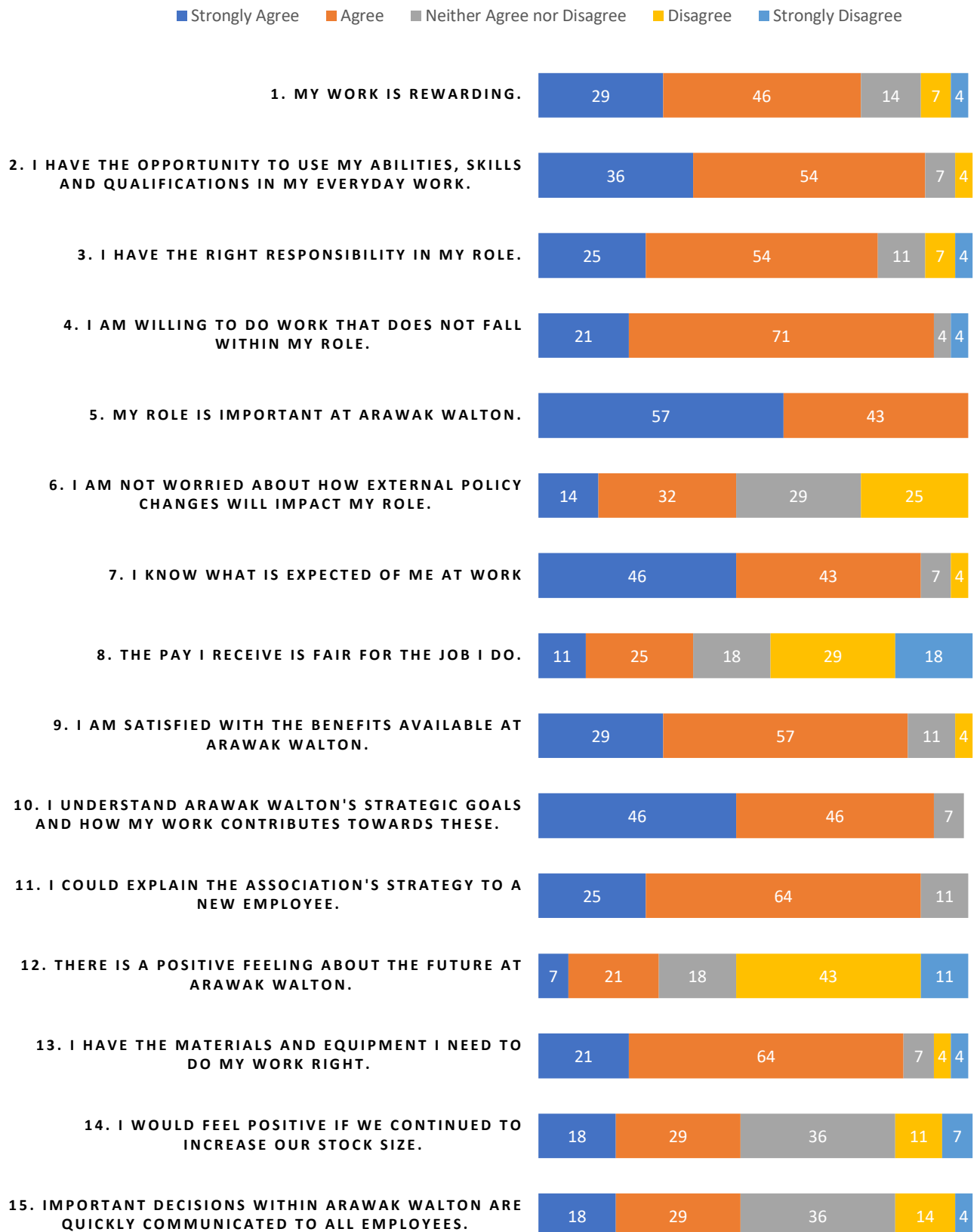
6. I am not worried how external policy changes will impact my role.



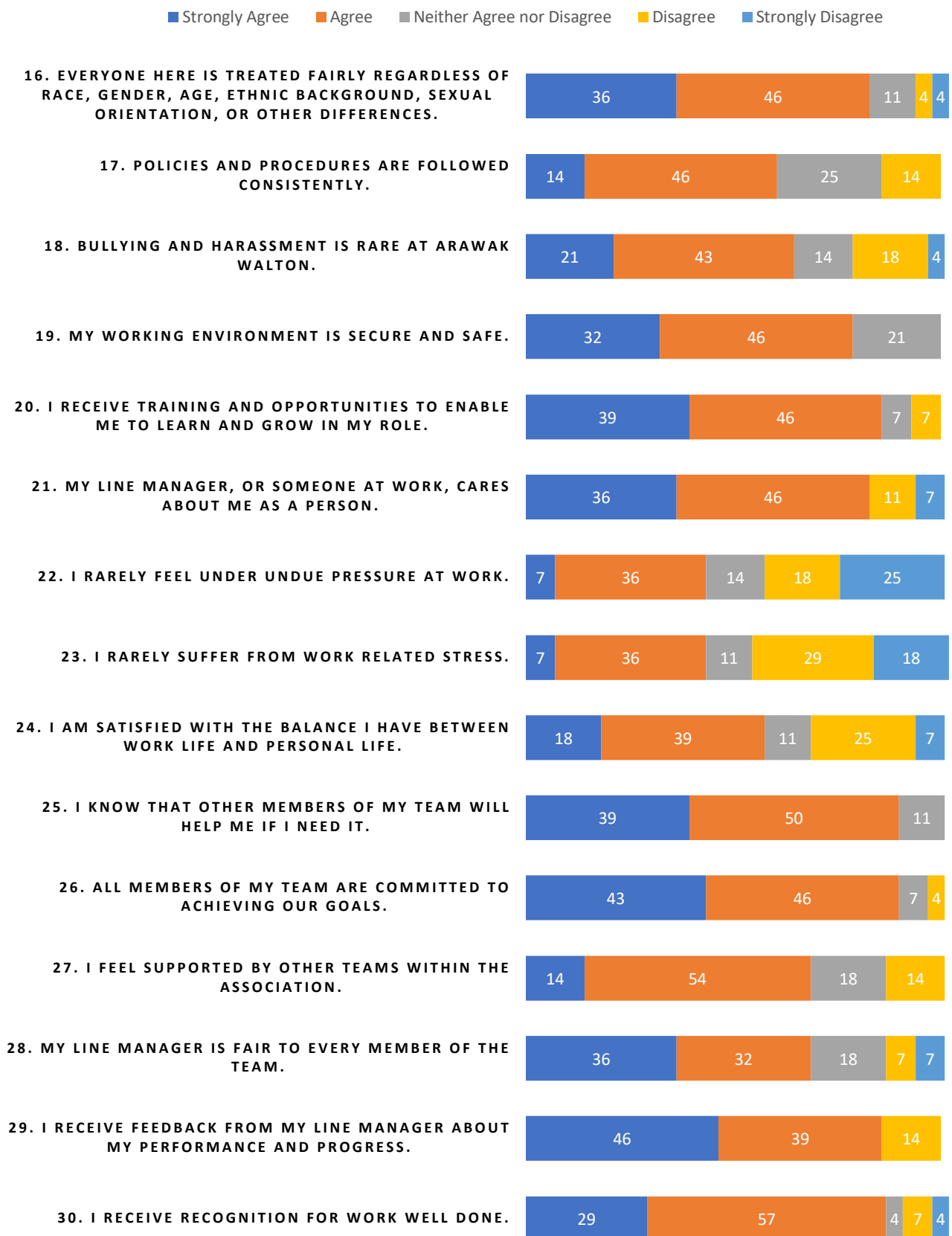
14. I would feel positive if we continued to increase our stock size.



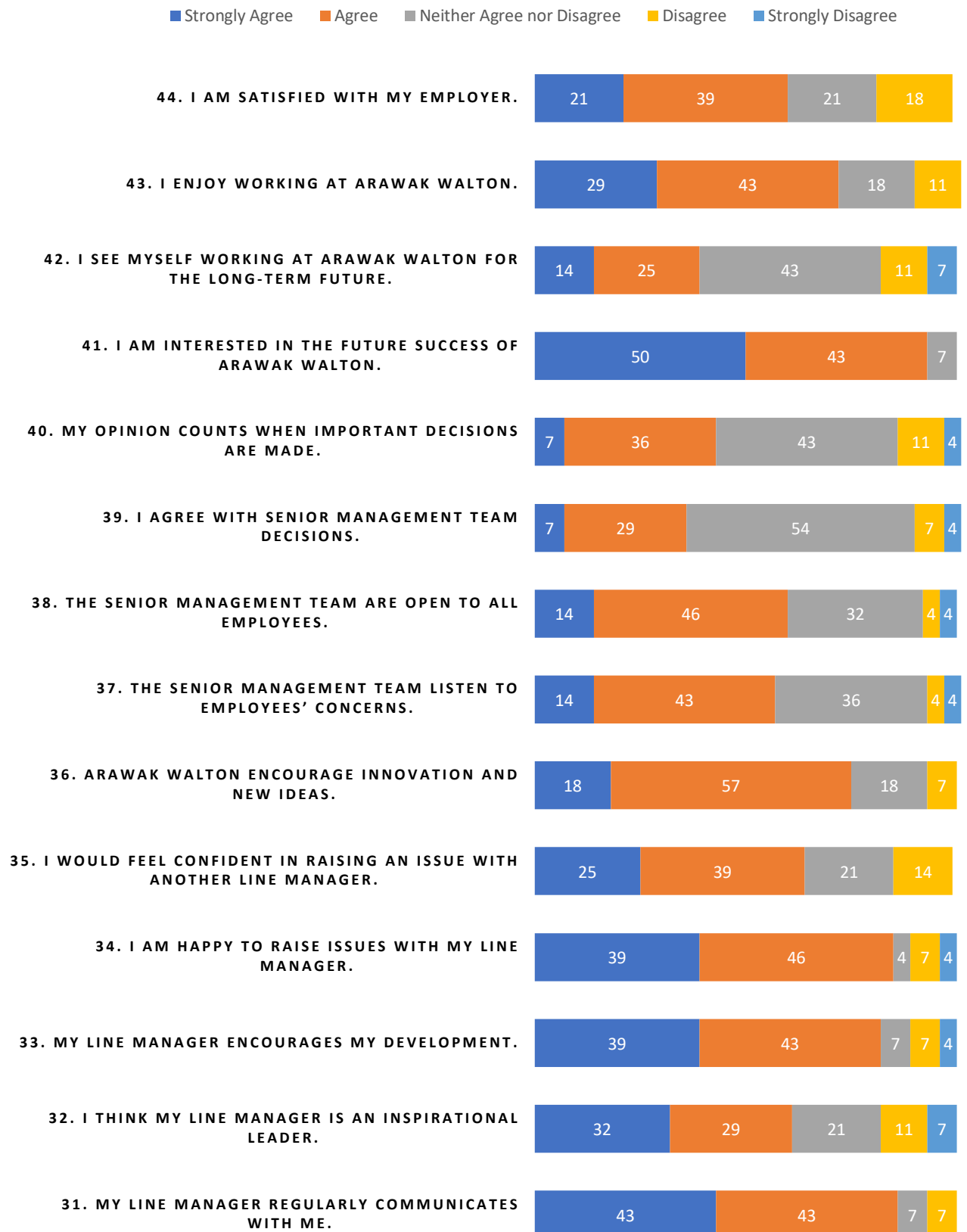
6. Percentage Results



6. Percentage Results (cont)



6. Percentage Results (cont)



7. Previous Survey Comparison – General Areas

The following shows the difference in average results between the 2022 and 2023 Arawak Walton Employee Surveys. The results are also displayed for surveys from 2010 onwards. Each year the survey should see improved results as changes are made. Negative differences imply an improvement on the results of the previous year.

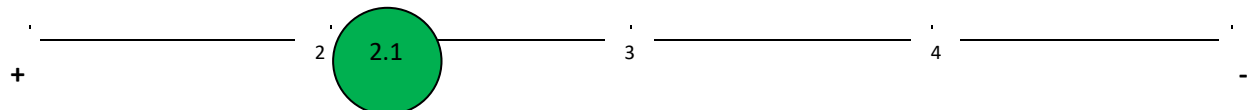
Area	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	Difference (2022-2023)
Role Satisfaction	1.8	1.7	1.7	1.7	1.6	1.7	1.7	1.8	1.7	1.5	1.8	1.6	1.7	1.8	+0.1
Organisational Commitment	1.8	1.8	1.5	1.6	1.6	1.7	1.8	1.9	1.7	1.6	1.8	1.6	1.9	2.1	+0.2
Pay and Benefits	2.1	2.2	2.1	2.0	2.2	2.2	2.3	2.4	2.2	2.1	2.2	1.9	2.5	2.6	+0.1
Communication	2.2	2.3	2.2	2.2	1.9	2.0	2.1	2.3	2.1	1.9	2.0	1.8	2.0	2.1	+0.1
Working Environment	2.3	2.1	1.9	2.0	1.7	2.2	2.2	2.2	1.8	1.7	2.0	1.7	1.9	2.4	+0.5
Fair Treatment	2.5	2.5	2.1	2.0	1.8	1.9	2.1	2.3	2.1	1.9	2.0	1.8	1.9	2.2	+0.3
Training and Development	2.3	2.1	2.0	1.9	1.6	1.8	1.8	2.0	1.6	1.6	1.6	1.5	1.7	1.9	+0.2
Stress	3.1	2.8	2.7	2.7	2.5	2.4	2.4	2.6	2.2	2.3	2.5	2.5	2.7	3.0	+0.3
Teamwork	2.4	2.3	2.2	1.9	1.7	1.8	1.9	2.1	1.8	1.7	1.8	1.6	1.7	1.9	+0.2
Line Management	2.2	2.2	2.0	2.0	1.7	1.9	2.0	2.3	1.7	1.8	1.8	1.6	1.7	2.0	+0.3
Decision Making	2.5	2.7	2.2	2.2	2.1	2.2	2.3	2.5	2.3	2.1	2.5	2.2	2.4	2.7	+0.3
Innovation	2.0	2.4	2.0	2.1	1.8	1.8	2.0	2.3	2.2	1.9	2.2	1.9	2.0	2.1	+0.1
Upper Management	2.6	2.5	2.2	2.2	1.9	2.1	2.2	2.5	2.1	2.0	2.3	1.9	2.4	2.5	+0.1
Recent or Upcoming Changes	n/a	n/a	2.3	2	2.1	2.4	2.8	2.5	2.3	2.4	2.4	2.3	2.4	2.6	+0.2
Overall	2.2	2.2	2.0	2.0	1.8	2.0	2.1	2.2	1.9	1.8	2.0	1.8	2.0	2.2	+0.2

8. Previous Survey Comparison – Individual Questions

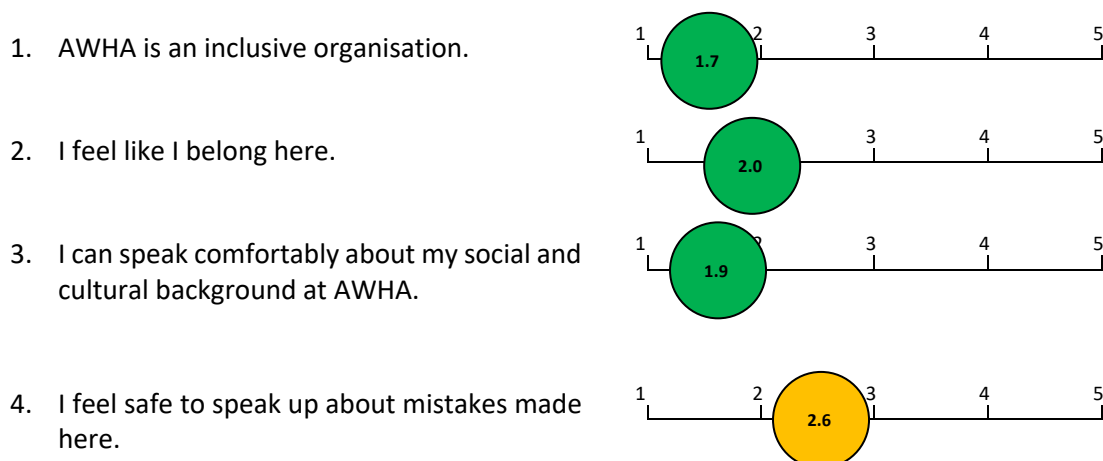
Questions	2020	2021	2022	2023	Difference 2022-2023
1. My work is rewarding.	1.8	1.7	1.7	2.1	+0.4
2. I have the opportunity to use my abilities, skills and qualifications in my everyday work.	1.8	1.7	1.7	1.8	+0.1
3. I have the right responsibility in my role.	2.0	1.7	1.9	2.1	+0.2
4. I am willing to do work that does not fall within my role.	1.9	1.6	1.8	1.9	+0.1
5. My role is important at Arawak Walton.	1.6	1.5	1.4	1.4	0
6. I am not worried how external policy changes will impact my role.	3.0	2.7	2.8	2.6	-0.2
7. I know what is expected of me at work.	1.8	1.5	1.7	1.7	0
8. The pay I receive is fair for the job I do.	2.3	2.1	2.7	3.2	+0.5
9. I am satisfied with the benefits available at Arawak Walton.	2.1	1.7	2.2	1.9	-0.3
10. I understand Arawak Walton's strategic goals and how my work contributes towards these.	1.7	1.5	1.8	1.6	-0.2
11. I could explain the association's strategy to a new employee.	2.1	1.8	1.9	1.9	0
12. There is a positive feeling about the future at Arawak Walton.	2.2	1.8	2.3	3.3	+1.0
13. I have the materials and equipment I need to do my work right.	1.7	1.7	1.8	2.0	+0.2
14. I would feel positive if we continued to increase our stock size.	1.8	1.9	2.0	2.6	+0.6
15. Important decisions within Arawak Walton are quickly communicated to all employees.	2.4	2.2	2.2	2.6	+0.4
16. Everyone here is treated fairly regardless of race, gender, age, ethnic background, sexual orientation, or other differences.	2.0	1.7	1.7	1.9	+0.2
17. Policies and procedures are followed consistently.	2.0	1.9	2.0	2.4	+0.4
18. Bullying and harassment is rare at Arawak Walton.	1.9	1.7	1.9	2.4	+0.5
19. My working environment is secure and safe.	2.2	1.6	1.7	1.9	+0.2
20. I receive training and opportunities to enable me to learn and grow in my role.	1.6	1.6	1.6	1.8	+0.2
21. My line manager, or someone at work, cares about me as a person.	1.6	1.4	1.5	2.1	+0.6
22. I rarely feel under pressure at work.	2.7	2.7	3.0	3.2	+0.2
23. I rarely suffer from work-related stress.	2.6	2.6	2.8	3.1	+0.3
24. I am satisfied with the balance I have between work life and personal life.	2.3	2.2	2.4	2.6	+0.2
25. I know that other members of my team will help me if I need it.	1.6	1.5	1.6	1.7	+0.1
26. All members of my team are committed to achieving our goals.	1.7	1.5	1.6	1.7	+0.1
27. I feel supported by other teams within the association.	2.1	1.9	1.9	2.3	+0.4
28. My line manager is fair to every member of the team.	1.9	1.7	1.7	2.2	+0.5
29. I receive feedback from my line manager about my performance and progress.	1.9	1.5	1.6	1.8	+0.2
30. I receive recognition for work well done.	2.1	1.9	1.8	2.0	+0.2
31. My line manager regularly communicates with me.	1.7	1.5	1.4	1.8	+0.4
32. I think my line manager is an inspirational leader.	1.9	1.6	1.9	2.3	+0.4
33. My line manager encourages my development.	1.6	1.4	1.7	1.9	+0.2
34. I am happy to raise issues with my line manager.	1.7	1.5	1.6	1.9	+0.3
35. I would feel confident in raising an issue with another line manager.	2.2	1.8	2.2	2.3	+0.1
36. Arawak Walton encourages innovation and new ideas.	2.2	1.9	2.0	2.1	+0.1
37. The Senior Management Team listen to employees' concerns.	2.3	2.0	2.3	2.4	+0.1
38. The Senior Management Team are open to all employees.	2.1	1.8	2.3	2.4	+0.1
39. I agree with Senior Management Team decisions.	2.5	2.0	2.5	2.7	+0.2
40. My opinion counts when important decisions are made.	2.7	2.3	2.5	2.7	+0.2
41. I am interested in the future success of Arawak Walton.	1.4	1.4	1.6	1.6	0
42. I see myself working at Arawak Walton for the long-term future.	2.1	2.0	2.3	2.7	+0.4
43. I enjoy working at Arawak Walton.	1.7	1.6	1.9	2.1	+0.2
44. I am satisfied with my employer.	1.8	1.5	1.9	2.4	+0.5

9. Equality, Diversity and Inclusion (additional survey questions)

This section asks questions around equality, diversity and inclusion in the workplace. The mean response for relevant questions for this factor is **2.1** and can be seen on the scale below:



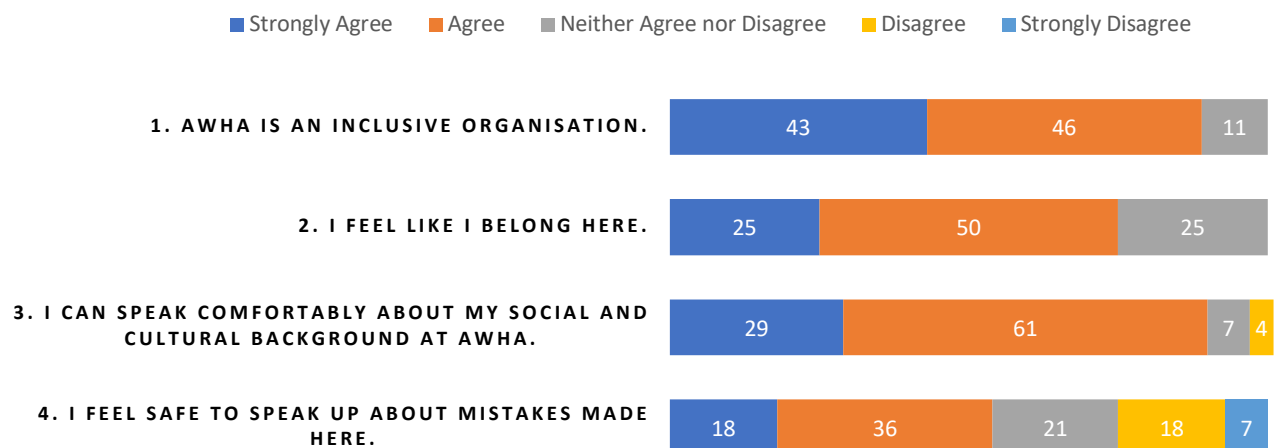
Individual Question Responses



COMPARISON TO PREVIOUS SURVEY

Questions	2021	2022	2023	Difference 2021-2022
1. AWAH is an inclusive organisation.	1.5	1.6	1.7	+0.1
2. I feel like I belong here.	1.5	1.6	2.0	+0.4
3. I can speak comfortably about my social and cultural background at AWAH.	1.6	1.6	1.9	+0.3
4. I feel safe to speak up about mistakes made here.	n/a	2.3	2.6	+0.3

PERCENTAGE RESPONSES



10. Summary

- ✓ The survey results are at the positive end of the scale.
- ✓ The results overall have shown some decline from the previous survey.
- ✓ Of the main areas, all areas showed a decline from the previous survey.
- ✓ Pay and Benefits , Decision Making, Upper Manager and Recent and Upcoming Changes showed an amber result overall.
- ✓ The area of Stress was found to be 'red' overall or needing immediate attention.
- ✓ The overall survey mean declined from 2.0 to 2.2 from last year's survey.
- ✓ In comparison to last year's survey, 3 questions showed improvement and 4 questions gave the same score.
- ✓ The remaining 37 questions showed a decline in result.
- ✓ The majority of the questions had positive results at the green end of the scale, with 7 showing amber and 4 red.
- ✓ The questions showing improvement in result are:
 - I am not worried how external policy changes will impact my role
 - I am satisfied with the benefits available at Arawak Walton
 - I understand Arawak Walton's strategic goals and how my work contributes towards these
- ✓ The questions showing the biggest decline in result (+0.5 or more) are:
 - There is a positive feeling about the future at Arawak Walton
 - The pay I receive is fair for the job I do
 - I would feel positive if we continued to increase our stock size
 - Bullying and harassment is rare at Arawak Walton
 - My line manager, or someone at work, cares about me as a person
 - My line manager is fair to every member of the team
 - I am satisfied with my employer
- ✓ The results of the additional questions relating to equality, diversity and inclusion show that three of the four questions show a decline from last year. One question gave an amber result:
 - I feel safe to speak up about mistakes made here
- ✓ Overall, the majority of the results are showing decline in those of the previous year's survey. This is something that can be improved upon. However, the results are still mostly at the positive end of the scale, and it is important to remember this.