

Arawak Walton Employee Survey Results 2024



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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.

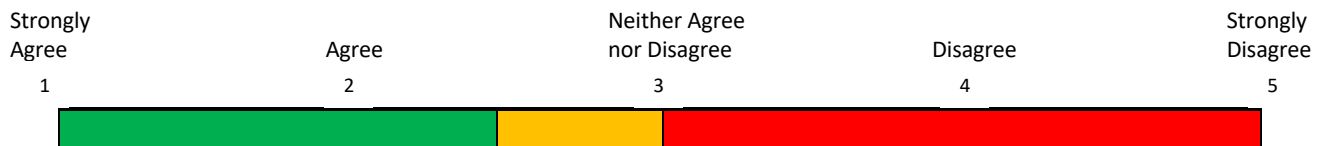
Throughout this report we use a traffic light system for clear interpretation:

-  Areas that need immediate attention
-  Areas with room for improvement
-  Areas that are currently working well

Questions 1 to 45 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.



+

Question 46 is on a 10 point scale, allowing for a calculation of Employee Net Promotor Score. This is explained in more detail later in the report.

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

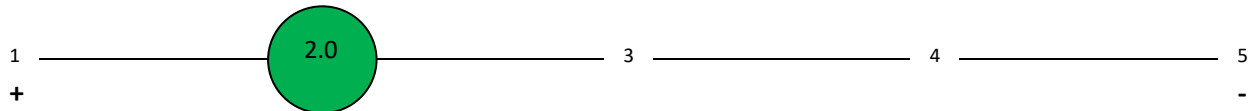
This Staff Survey was completed in September/October 2024 for Arawak Walton Housing Association. The response rate for the survey was **72%**. 32 employees were given the opportunity to complete the survey and 23 responses were received.

This is a reasonable response rate, giving credible results. Credible results allow for accurate analysis and conclusions. Future surveys should aim to improve on these results.

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 **2.0**. 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 2.2, so this shows an improvement in overall results.



Key Strengths

- Role Satisfaction
- Organisational Commitment
- Pay and Benefits
- Communication
- Working Environment
- Fair Treatment
- Training and Development
- Teamwork
- Line Management
- Decision Making
- Innovation
- Upper Management
- Recent or Upcoming Changes

Key Weaknesses

None

Areas for Improvement

Stress

5. Detailed Analysis

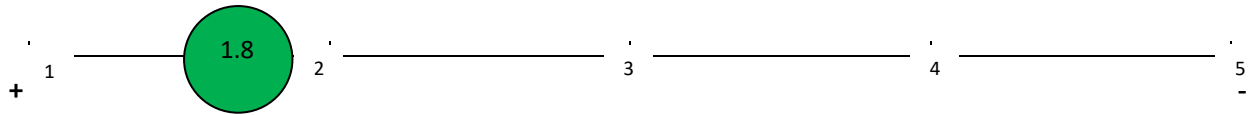
The survey questions are summarised into different areas. The overall mean for each area can be considered to allow us to analyse areas that are working well, those that require some improvement and those that require immediate attention. Each question will also be looked at individually within these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

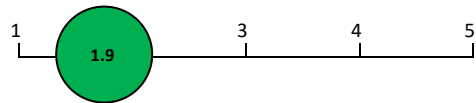
5.1 Role Satisfaction

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:

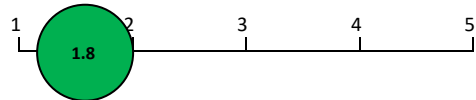


Individual Question Responses

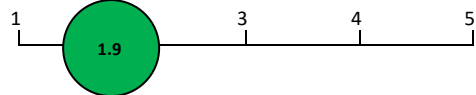
1. My work is rewarding.



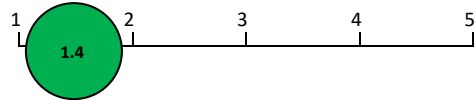
2. I have the opportunity to use my abilities, skills and qualifications in my everyday work.



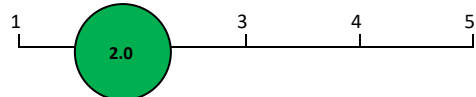
3. I have the right responsibility in my role.



5. My role is important at Arawak Walton.

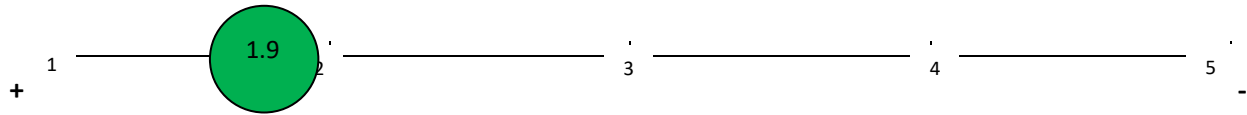


7. I know what is expected of me at work.

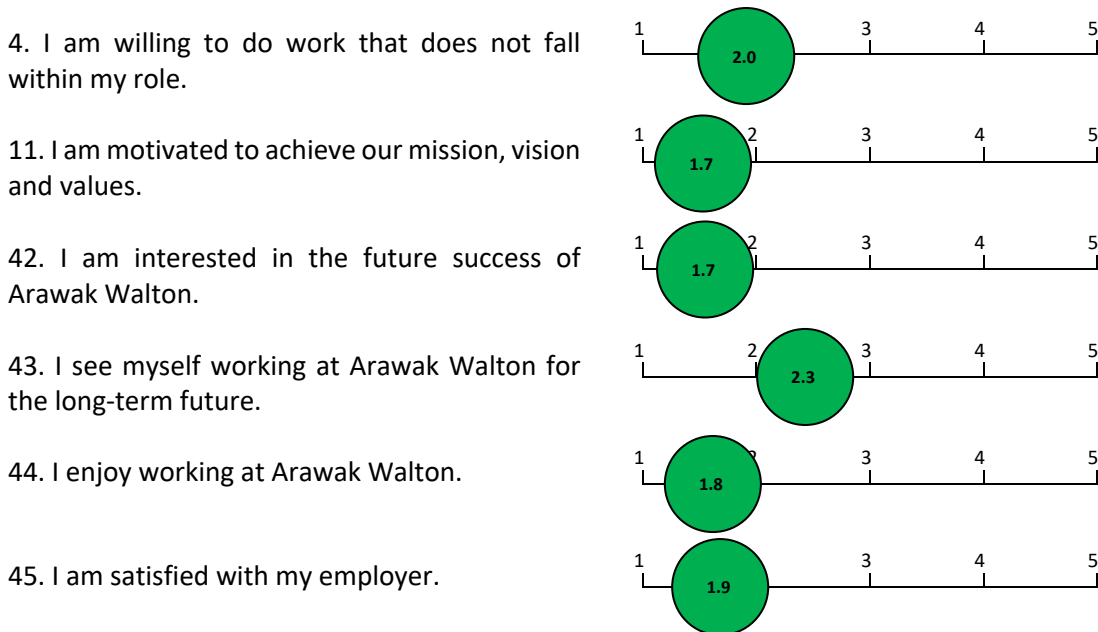


5.2 Organisational Commitment

This area outlines the extent to which employees are committed to the association. The mean response for this factor is **1.9** and can be seen on the scale below:



Individual Question Responses



46. On a scale of 1-10, how likely are you to recommend Arawak Walton as an employer to your family and friends?

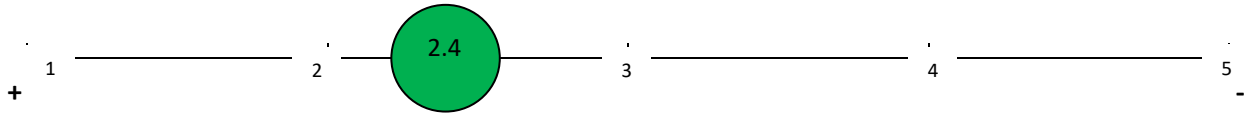
1 = would never recommend, 10 = would definitely recommend



See page 25 for more details on the resulting employee net promotor score calculated from this scale.

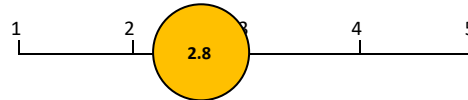
5.3 Pay and Benefits

This area outlines the extent to which employees are happy with the pay and benefits they receive. The mean response for this factor is **2.4** and can be seen on the scale below:

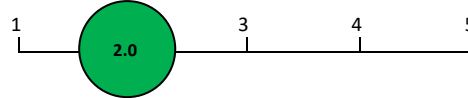


Individual Question Responses

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

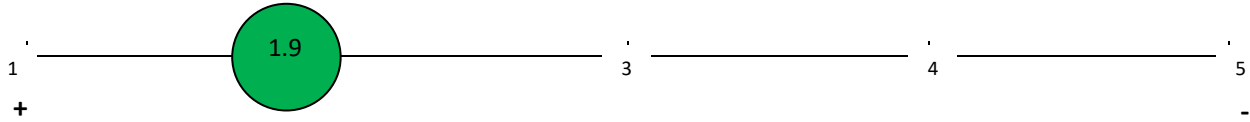


9. I am satisfied with the benefits available at Arawak Walton.



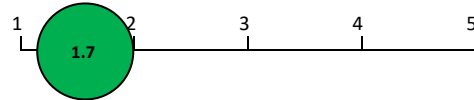
5.4 Communication

This area outlines how good employees think communication at Arawak Walton is. The mean response for this factor is **1.9** and can be seen on the scale below:

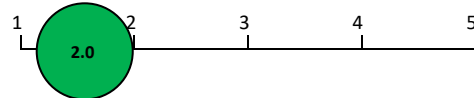


Individual Question Responses

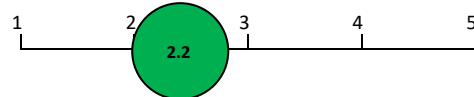
10. I know and understand what Arawak Walton's mission, vision and values are.



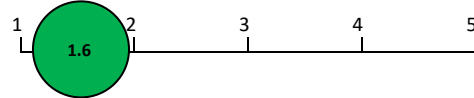
12. I could explain the mission, vision and values to a new employee.



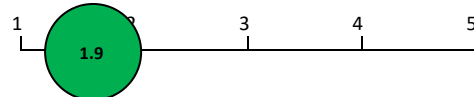
16. Important decisions within Arawak Walton are quickly communicated to all employees.



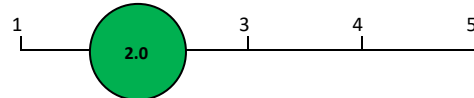
32. My line manager regularly communicates with me.



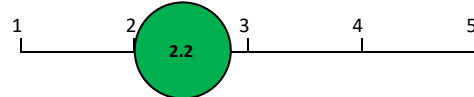
35. I am happy to raise issues with my line manager.



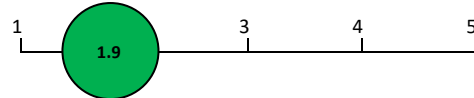
36. I would feel confident in raising an issue with another line manager.



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

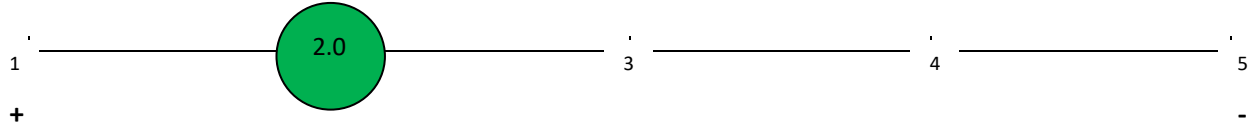


39. The Senior Management Team are open to all employees.



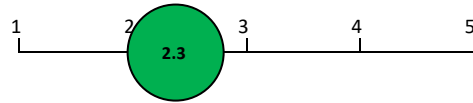
5.5 Working Environment

This area outlines opinions on the working environment and culture at Arawak Walton. The mean response for this factor is **2.0** and can be seen on the scale below:

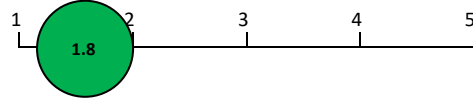


Individual Question Responses

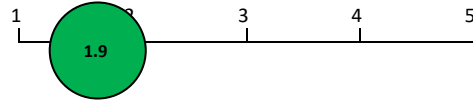
13. There is a positive feeling about the future at Arawak Walton.



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

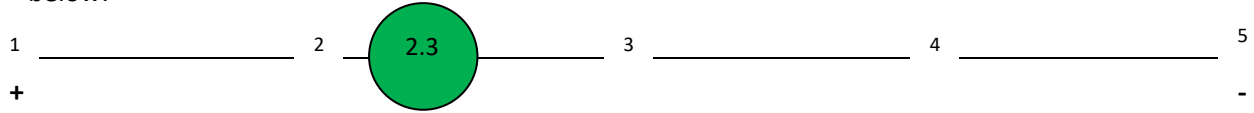


20. My working environment is secure and safe.



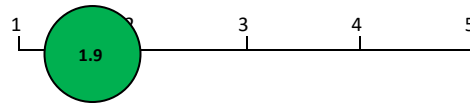
5.6 Fair Treatment

This area outlines opinions on equal opportunities, policies and procedures and bullying and harassment at Arawak Walton. The mean response for this factor is **2.3** and can be seen on the scale below:

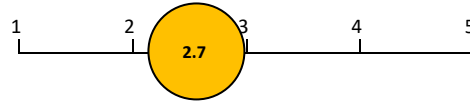


Individual Question Responses

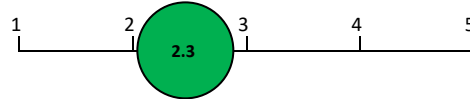
17. Everyone here is treated fairly regardless of race, gender, age, ethnic background, sexual orientation, or other differences.



18. Policies and procedures are followed consistently.

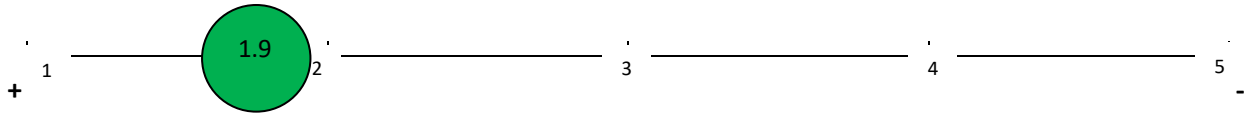


19. Bullying and harassment is rare at Arawak Walton.



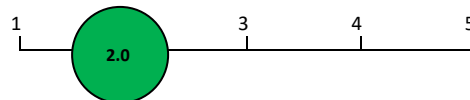
5.7 Training and Development

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

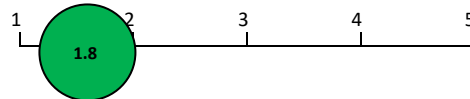


Individual Question Responses

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

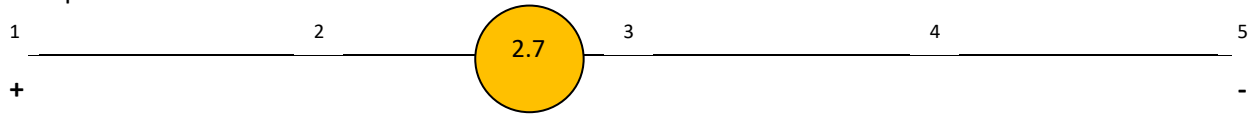


34. My line manager encourages my development.



5.8 Stress

This area outlines whether employees at Arawak Walton are stressed or under pressure. The mean response for this factor is **2.7** and can be seen on the scale below:

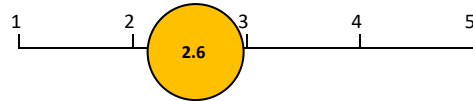


Individual Question Responses

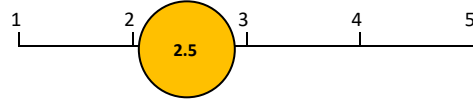
23. I rarely feel under undue pressure at work.



24. I rarely suffer from work-related stress.

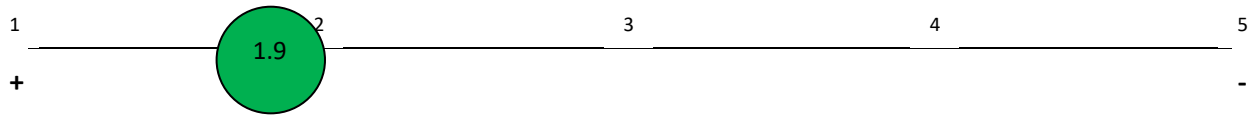


25. I am satisfied with the balance I have between work life and personal life.



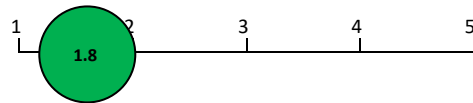
5.9 Teamwork

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:

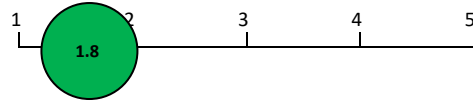


Individual Question Responses

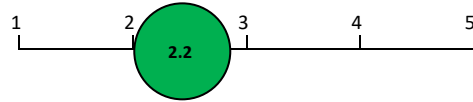
26. I know that other members of my team will help me if I need it.



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

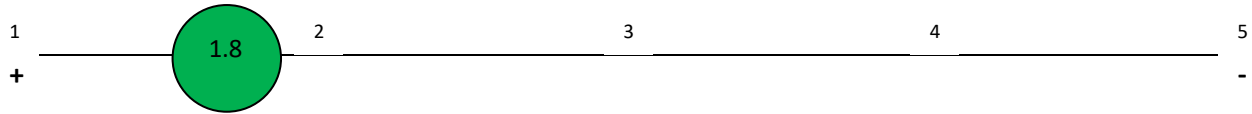


28. I feel supported by other teams within the association.

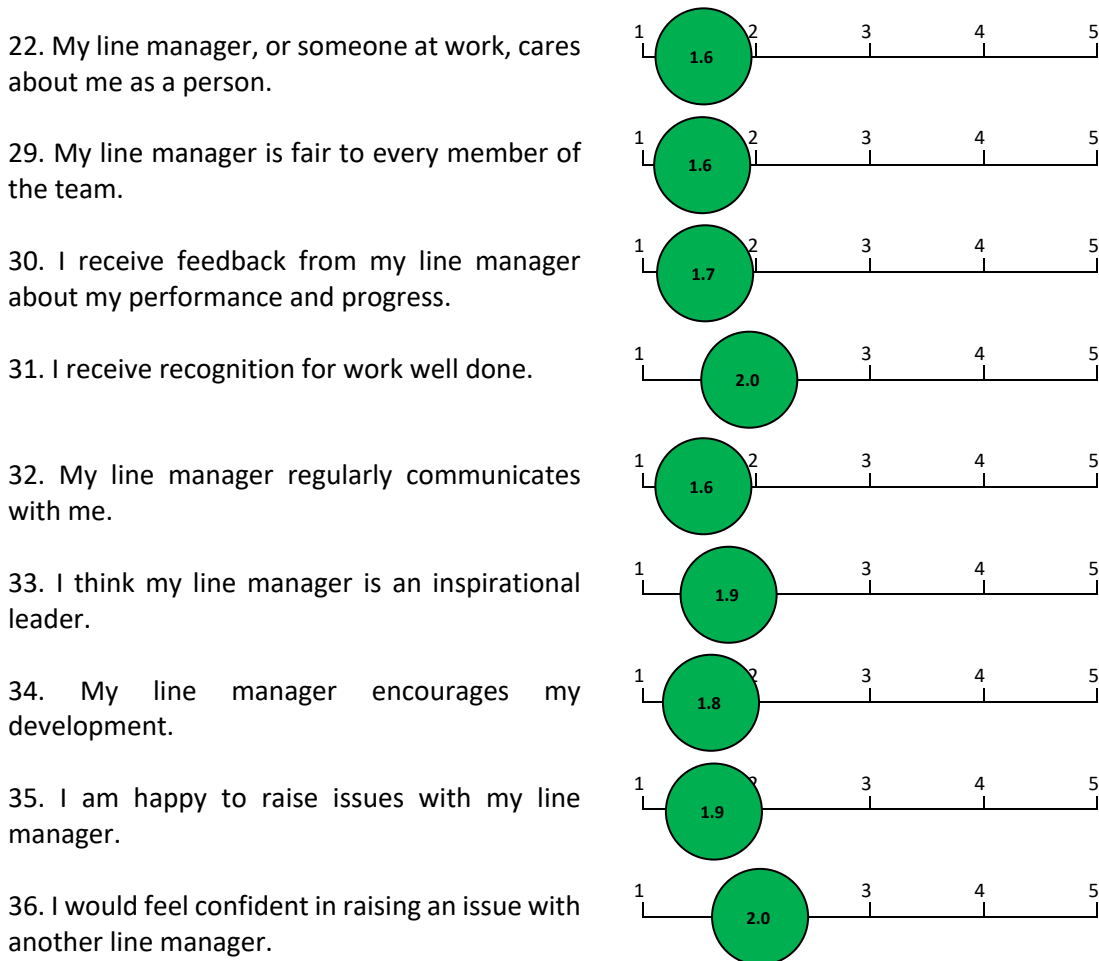


5.10 Line Management

This area outlines views on line managers. The mean response for this factor is **1.8** and can be seen on the scale below:

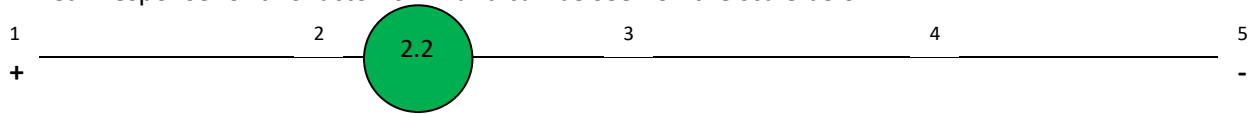


Individual Question Responses



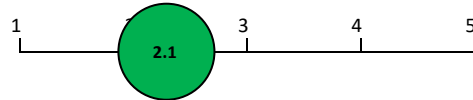
5.11 Decision Making

This area outlines how effective decision making is and to what extent innovation is encouraged. The mean response for this factor is **2.2** and can be seen on the scale below:

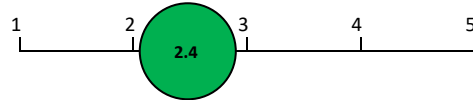


Individual Question Responses

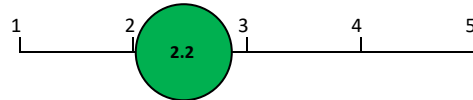
40. I agree with Senior Management Team decisions.



41. My opinion counts when important decisions are made.

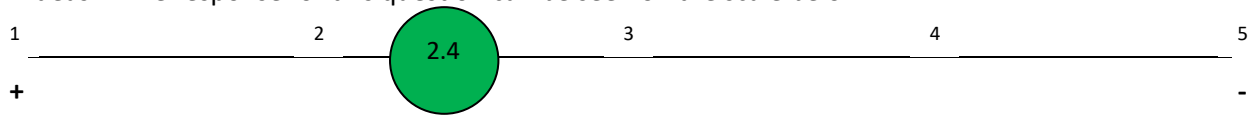


16. Important decisions within Arawak Walton are quickly communicated to all employees.



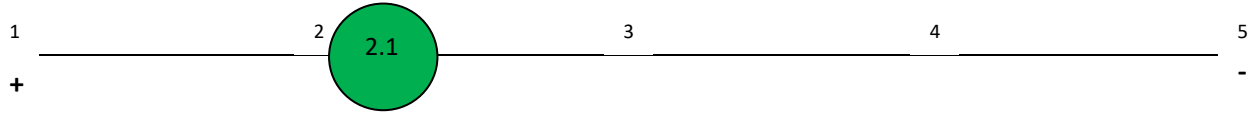
5.12 Innovation

Only one question was included in this area – “37. Arawak Walton encourage innovation and new ideas”. The response for this question can be seen on the scale below:



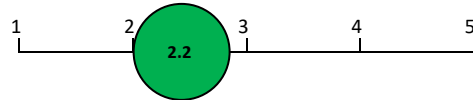
5.13 Upper Management

This area outlines how upper management are perceived. The mean response for this factor is **2.1** and can be seen on the scale below:

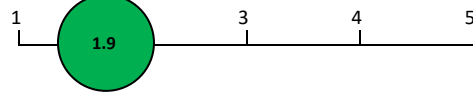


Individual Question Responses

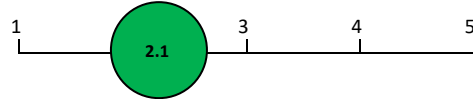
38. The Senior Management Team listen to employees' concerns.



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

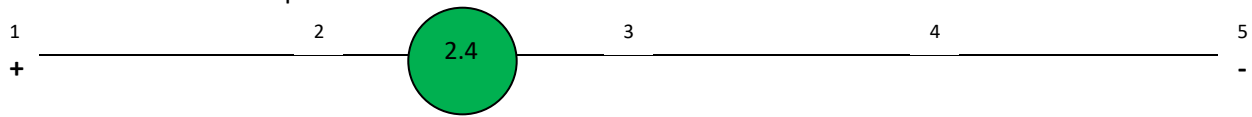


40. I agree with Senior Management Team decisions.



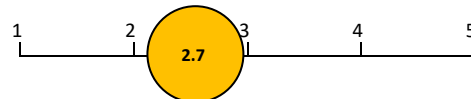
5.14 Recent or upcoming changes

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 **2.4** and can be seen on the scale below:

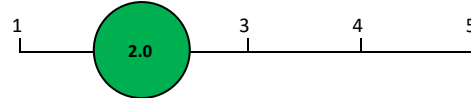


Individual Question Responses

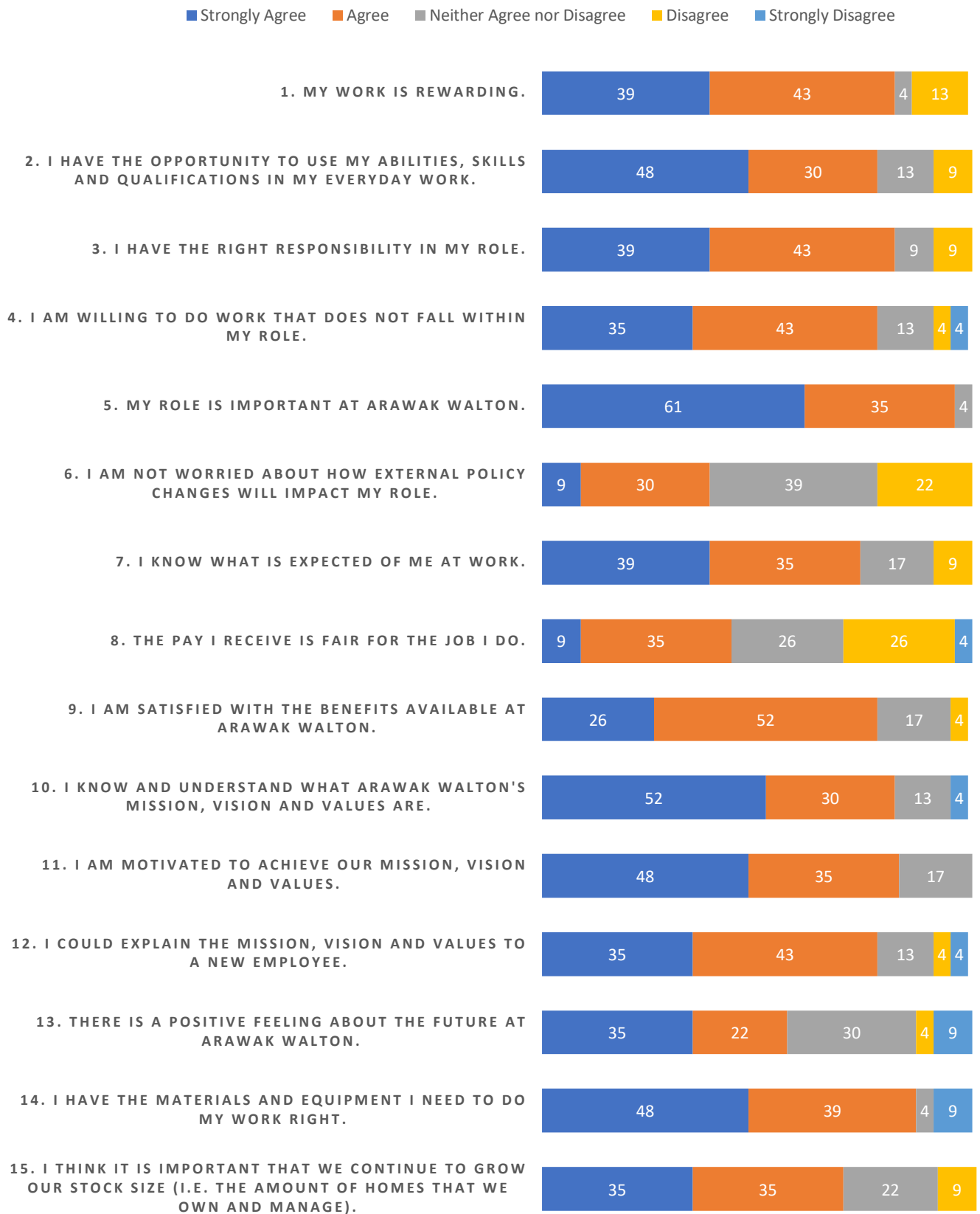
6. I am not worried about how external policy changes will impact my role.



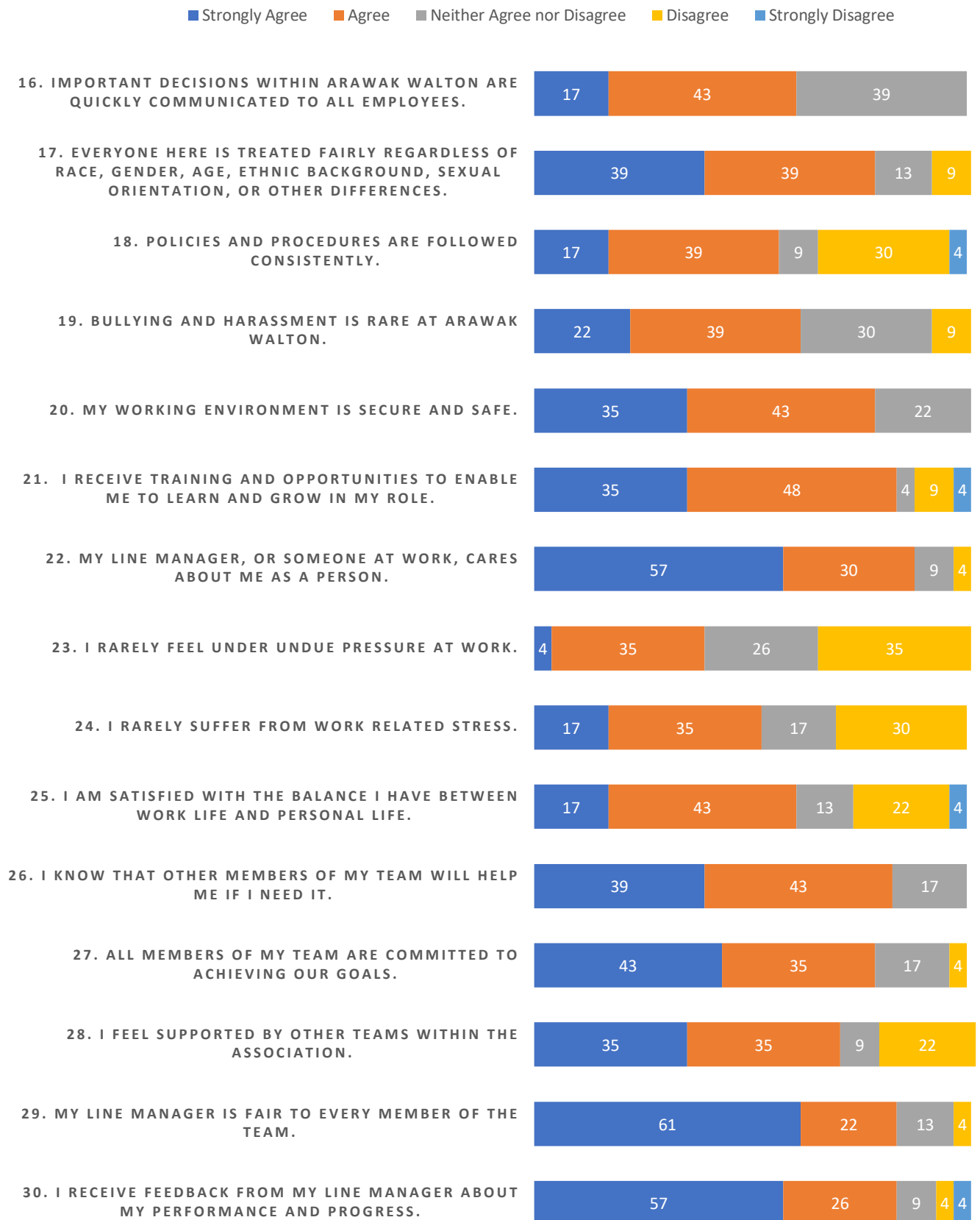
15. I think it is important that we continue to grow our stock size.



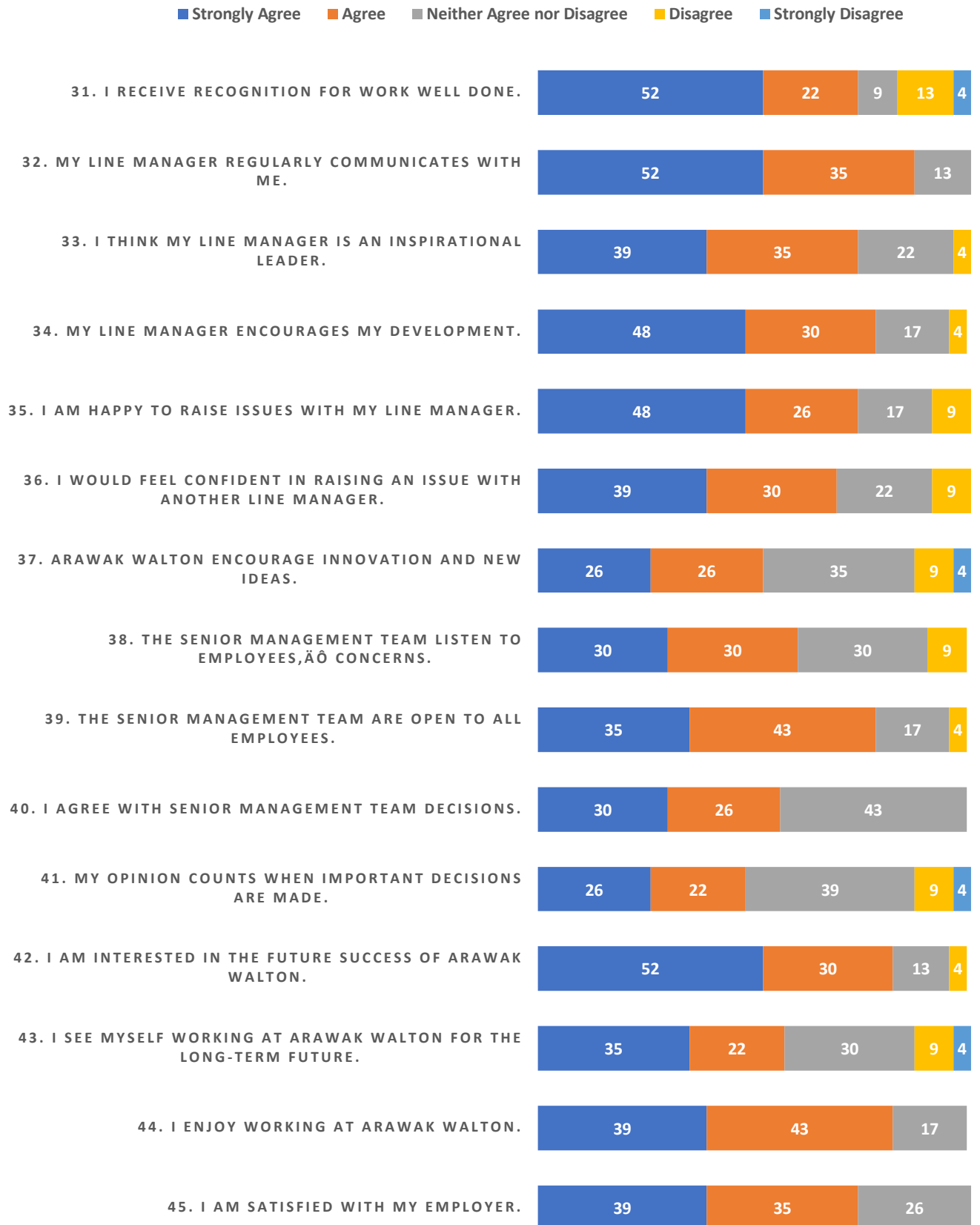
6. Percentage Results



6. Percentage Results (cont)



6. Percentage Results (cont)



7. Employee Net Promotor Score (eNPS)

Question 46, "on a scale of 1-10, how likely are you to recommend Arawak Walton as an employer to your family and friends?", allows us to calculate an employee net promotor score.

This measures the likelihood of an employee recommending their workplace as an employer to their friends and family and gives an indication of employee engagement, satisfaction and commitment.

Responses on the scale can be divided into three categories:

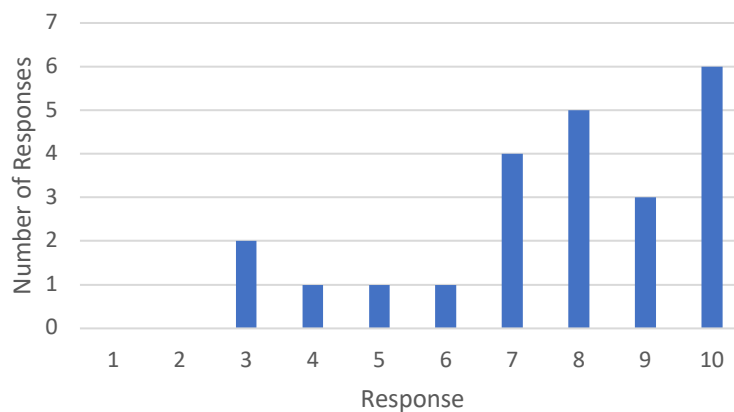
Promoter – responses 9 and 10

Passive/neutral – responses 7 and 8

Detractor – responses 6 and below

The following chart shows the number of responses for each point of the scale for this question.

1 = would never recommend, 10 = would definitely recommend



This shows that the number of responses in each category are as follows:

Promoter – 9

Passive/neutral – 9

Detractor - 5

The eNPS score is calculated using the following equation, giving a score between -100 and 100:

$$\text{eNPS} = (\text{no. of promoters} - \text{no. of detractors}) / \text{total no. of responses} \times 100$$

As such the eNPS score for Arawak Walton is **17**:

$$(9 - 5) / 23 \times 100 = 17$$

A score between 10 and 30 is considered good, implying that Arawak Walton has a good eNPS. To improve further, a score of between 50 and 70 would be considered excellent.

The average eNPS is reported to be 12 – 14, therefore this score is considered above average.

8. Previous Survey Comparison – General Areas

The following shows the difference in average results between the 2023 and 2024 Arawak Walton Employee Surveys. The results are also displayed for surveys from 2012 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.

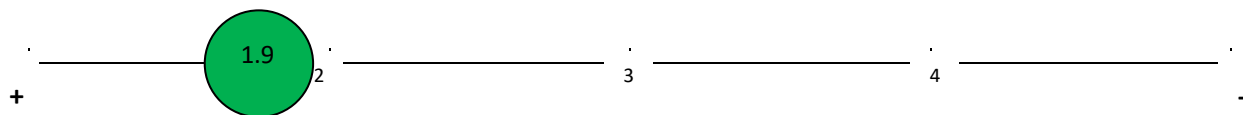
Area	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	Difference (2023-2024)
Role Satisfaction	1.7	1.7	1.6	1.7	1.7	1.8	1.7	1.5	1.8	1.6	1.7	1.8	1.8	0
Organisational Commitment	1.5	1.6	1.6	1.7	1.8	1.9	1.7	1.6	1.8	1.6	1.9	2.1	1.9	-0.2
Pay and Benefits	2.1	2.0	2.2	2.2	2.3	2.4	2.2	2.1	2.2	1.9	2.5	2.6	2.4	-0.2
Communication	2.2	2.2	1.9	2.0	2.1	2.3	2.1	1.9	2.0	1.8	2.0	2.1	1.9	-0.2
Working Environment	1.9	2.0	1.7	2.2	2.2	2.2	1.8	1.7	2.0	1.7	1.9	2.4	2.0	-0.4
Fair Treatment	2.1	2.0	1.8	1.9	2.1	2.3	2.1	1.9	2.0	1.8	1.9	2.2	2.3	+0.1
Training and Development	2.0	1.9	1.6	1.8	1.8	2.0	1.6	1.6	1.6	1.5	1.7	1.9	1.9	0
Stress	2.7	2.7	2.5	2.4	2.4	2.6	2.2	2.3	2.5	2.5	2.7	3.0	2.7	-0.3
Teamwork	2.2	1.9	1.7	1.8	1.9	2.1	1.8	1.7	1.8	1.6	1.7	1.9	1.9	0
Line Management	2.0	2.0	1.7	1.9	2.0	2.3	1.7	1.8	1.8	1.6	1.7	2.0	1.8	-0.2
Decision Making	2.2	2.2	2.1	2.2	2.3	2.5	2.3	2.1	2.5	2.2	2.4	2.7	2.2	-0.5
Innovation	2.0	2.1	1.8	1.8	2.0	2.3	2.2	1.9	2.2	1.9	2.0	2.1	2.4	+0.3
Upper Management	2.2	2.2	1.9	2.1	2.2	2.5	2.1	2.0	2.3	1.9	2.4	2.5	2.1	-0.4
Recent or Upcoming Changes	2.3	2	2.1	2.4	2.8	2.5	2.3	2.4	2.4	2.3	2.4	2.6	2.4	-0.2
Overall	2.0	2.0	1.8	2.0	2.1	2.2	1.9	1.8	2.0	1.8	2.0	2.2	2.0	-0.2

9. Previous Survey Comparison – Individual Questions

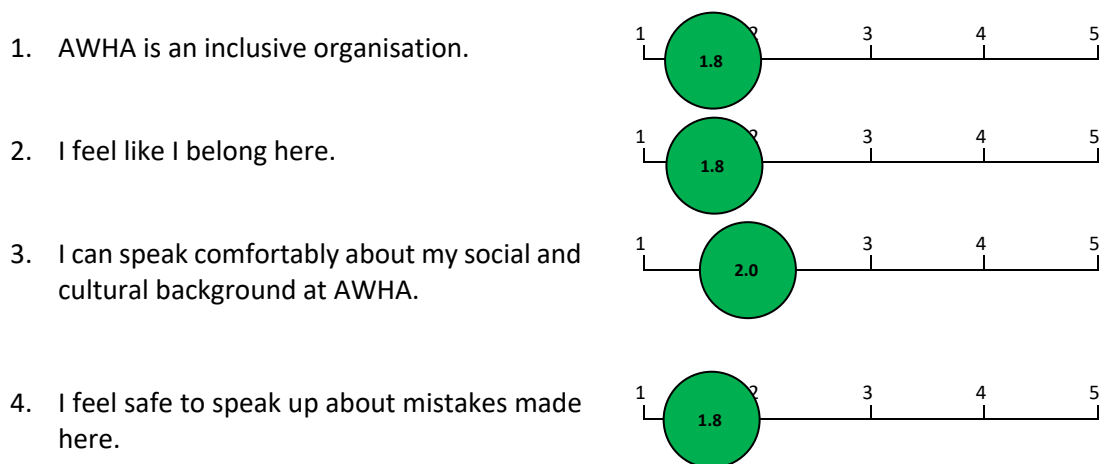
Questions	2021	2022	2023	2024	Difference 2023-2024
1. My work is rewarding.	1.7	1.7	2.1	1.9	-0.2
2. I have the opportunity to use my abilities, skills and qualifications in my everyday work.	1.7	1.7	1.8	1.8	0
3. I have the right responsibility in my role.	1.7	1.9	2.1	1.9	-0.2
4. I am willing to do work that does not fall within my role.	1.6	1.8	1.9	2.0	+0.1
5. My role is important at Arawak Walton.	1.5	1.4	1.4	1.4	0
6. I am not worried how external policy changes will impact my role.	2.7	2.8	2.6	2.7	+0.1
7. I know what is expected of me at work.	1.5	1.7	1.7	2.0	+0.3
8. The pay I receive is fair for the job I do.	2.1	2.7	3.2	2.8	-0.4
9. I am satisfied with the benefits available at Arawak Walton.	1.7	2.2	1.9	2.0	+0.1
10. I know and understand what Arawak Walton's mission, vision and values are.	-	-	-	1.7	n/a
11. I am motivated to achieve our mission, vision and values.	-	-	-	1.7	n/a
12. I could explain the mission, vision and values to a new employee.	-	-	-	2.0	n/a
13. There is a positive feeling about the future at Arawak Walton.	1.8	2.3	3.3	2.3	-1.0
14. I have the materials and equipment I need to do my work right.	1.7	1.8	2.0	1.8	-0.2
15. I think it is important that we continue to increase our stock size.	1.9	2.0	2.6	2.0	-0.6
16. Important decisions within Arawak Walton are quickly communicated to all employees.	2.2	2.2	2.6	2.2	-0.4
17. Everyone here is treated fairly regardless of race, gender, age, ethnic background, sexual orientation, or other differences.	1.7	1.7	1.9	1.9	0
18. Policies and procedures are followed consistently.	1.9	2.0	2.4	2.7	+0.3
19. Bullying and harassment is rare at Arawak Walton.	1.7	1.9	2.4	2.3	-0.1
20. My working environment is secure and safe.	1.6	1.7	1.9	1.9	0
21. I receive training and opportunities to enable me to learn and grow in my role.	1.6	1.6	1.8	2.0	+0.2
22. My line manager, or someone at work, cares about me as a person.	1.4	1.5	2.1	1.6	-0.5
23. I rarely feel under undue pressure at work.	2.7	3.0	3.2	2.9	-0.3
24. I rarely suffer from work-related stress.	2.6	2.8	3.1	2.6	-0.5
25. I am satisfied with the balance I have between work life and personal life.	2.2	2.4	2.6	2.5	-0.1
26. I know that other members of my team will help me if I need it.	1.5	1.6	1.7	1.8	+0.1
27. All members of my team are committed to achieving our goals.	1.5	1.6	1.7	1.8	+0.1
28. I feel supported by other teams within the association.	1.9	1.9	2.3	2.2	-0.1
29. My line manager is fair to every member of the team.	1.7	1.7	2.2	1.6	-0.6
30. I receive feedback from my line manager about my performance and progress.	1.5	1.6	1.8	1.7	-0.1
31. I receive recognition for work well done.	1.9	1.8	2.0	2.0	0
32. My line manager regularly communicates with me.	1.5	1.4	1.8	1.6	-0.2
33. I think my line manager is an inspirational leader.	1.6	1.9	2.3	1.9	-0.4
34. My line manager encourages my development.	1.4	1.7	1.9	1.8	-0.1
35. I am happy to raise issues with my line manager.	1.5	1.6	1.9	1.9	0
36. I would feel confident in raising an issue with another line manager.	1.8	2.2	2.3	2.0	-0.3
37. Arawak Walton encourages innovation and new ideas.	1.9	2.0	2.1	2.4	+0.3
38. The Senior Management Team listen to employees' concerns.	2.0	2.3	2.4	2.2	-0.2
39. The Senior Management Team are open to all employees.	1.8	2.3	2.4	1.9	-0.5
40. I agree with Senior Management Team decisions.	2.0	2.5	2.7	2.1	-0.6
41. My opinion counts when important decisions are made.	2.3	2.5	2.7	2.4	-0.3
42. I am interested in the future success of Arawak Walton.	1.4	1.6	1.6	1.7	+0.1
43. I see myself working at Arawak Walton for the long-term future.	2.0	2.3	2.7	2.3	-0.4
44. I enjoy working at Arawak Walton.	1.6	1.9	2.1	1.8	-0.3
45. I am satisfied with my employer.	1.5	1.9	2.4	1.9	-0.5
46. On a scale of 1-10, how likely are you to recommend Arawak Walton as an employer to your family and friends? (eNPS score, see page 25)				17	n/a

10 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 **1.9 (1.85 to two decimal points)** and can be seen on the scale below:



Individual Question Responses



COMPARISON TO PREVIOUS SURVEY

Questions	2021	2022	2023	2024	Difference 2023-2024
1. AWA is an inclusive organisation.	1.5	1.6	1.7	1.8	+0.1
2. I feel like I belong here.	1.5	1.6	2.0	1.8	-0.2
3. I can speak comfortably about my social and cultural background at AWA.	1.6	1.6	1.9	2.0	+0.1
4. I feel safe to speak up about mistakes made here.	n/a	2.3	2.6	1.8	-0.8

11. Summary

- ✓ The survey results are at the positive end of the scale.
- ✓ The results overall have shown improvement since the previous survey.
- ✓ Of the main areas, 9 showed an improvement from the previous survey. These are Organisational Commitment, Pay and Benefits, Communication, Working Environment, Stress, Line Management, Decision Making, Upper Management and Recent or Upcoming Changes.
- ✓ 3 of the main areas showed the same overall mean result as the previous survey. These are Role Satisfaction, Training and Development and Teamwork.
- ✓ Of the main areas, 2 showed a decline in overall mean response. From the previous survey. These are Fair Treatment and Innovation.
- ✓ All the main areas showed a green positive mean result except Stress, which showed an amber mean result, meaning there is room for improvement with this factor.
- ✓ The overall survey mean improved from 2.2 to 2.0 from last year's survey.
- ✓ In comparison to last year's survey, 26 questions showed improvement, and 6 questions gave the same score.
- ✓ The remaining 10 questions showed a decline in result.
- ✓ Most of the questions had positive results at the green end of the scale, with 6 showing amber.
- ✓ There were no red mean responses in this year's survey.
- ✓ The questions showing the biggest decline in result (+0.3) are:
 - I know what is expected of me at work
 - Policies and procedures are followed consistently
 - Arawak Walton encourages innovation and new ideas
- ✓ The 10-point scale of whether employees would recommend Arawak Walton as an employer to their friends and family showed a mean response of 7.7.
- ✓ This allowed a calculation of the employee net promotor score (eNPS) for Arawak Walton of 17, which is considered a 'good' result.
- ✓ The results of the additional questions relating to equality, diversity and inclusion show that 2 of the 4 questions show a decline from last year. However, all 4 of these questions showed a mean green response.
- ✓ Overall, most of the results are showing improvement in those of the previous year's survey and the majority of the responses are at the positive end of the scale.