EMPLOYEE ENGAGEMENT SURVEY
Report for: In-Crowd

Report date: 21 November 2024

Introduction

This report contains results for the In-Crowd Employee Engagement Survey

The survey has been designed to:

- Measure how engaged people are with their jobs and with In-Crowd
- Capture their views about how well they are supported by their managers, and by internal systems and processes
- Identify the "hot" themes - those issues that have the greatest impact on people and the work they do
- Provide advice on where to start with improvement action planning

This report, the charts, tables and conclusions it sets out provide a rich picture of how people experience working for the organisation - and suggest an agenda for improvement which will make it a better place to work, more productive and more effective at meeting the needs of all its stakeholders.

Snap Surveys

Summary of results

100 respondents replied to the survey.

Respondents were asked to indicate how satisfied they are with their jobs and how inclined they are to speak highly of In-Crowd. 60% were "very" or "fairly" satisfied with their jobs and 57% would speak highly of the organisation.

The aspect of people's jobs that received the highest score was for: "The opportunity to learn and develop in my job" (50% satisfied), while the lowest was for: "The clarity of what I am asked to achieve" (18% satisfied).

22% of people replied that the organsiation is clear about what it is aiming to achieve and makes sure that they understand. In a range of other questions about the relationship with the organisation, the highest score was for: "There are sufficient opportunities for developing my job/career within the organisation" (49% agree), while the lowest was for: "My employment package is competitive" (24% agree).

The survey tested a number of facets of the relationship people enjoy with their managers and the highest scoring of these was: "Showing me fairness" (63% excellent/good) while the lowest was: "Giving me constructive feedback" (19% excellent/good).

People were also asked to choose from a variety of sentences which best described the working atmosphere in their area of the business. The highest percentage of responses was for: "Relationships are good and there is a focus on the job" (22%).

A variety of policies and processes were tested, including: learning and development, fairness and equalities, provision of tools and equipment, working practices, recognition, safety and wellbeing, care for the environment and continuous improvement. People were asked to rate these on a scale of "excellent" to "very poor".

The highest score was for: "The care taken to ensure I am safe at work" (52% excellent/good), while the lowest was for: "The fairness of policies on pay and benefits" (19% excellent/good).

Top-down and bottom-up communications and the communication of strategic and operational information was also tested and the results are set out in the main body of the report.

Finally people were asked to choose four from a list of 12 topics, which was the most important in terms of supporting them to do their work as well as they would like to. The four most frequently mentioned were: "The provision of the tools and equipment I need" (39%); "The care taken to ensure I am safe at work" (38%); "My manager giving me constructive feedback" (37%); and "The way the organisation looks after my wellbeing" (29%)

Overall, the three statements receiving the most positive scores throughout the survey were:

🔼 My manager showing me fairness (63% positive)

🔼 Communications that tell me how the organisation is doing (55% positive)

🔼 The care taken to ensure I am safe at work (52% positive)

Overall, the three statements receiving the least positive scores throughout the survey were:

🔽 The clarity of what I am asked to achieve (18% positive)

🔽 Communications that give me the day to day information I need to get the job done (19% positive)

🔽 My manager giving me constructive feedback (19% positive)

The main body of this report goes into more detail and analysis of the results, with charts and tables where appropriate.

Snap Surveys

Engagement Healthcheck

The first two questions in the survey measure employee engagement which is a psychological state involving positive feelings about the job itself and a positive feeling about the organisation.

Someone who is engaged with the job they do really "lives" the job: taking care to carry it out correctly and deriving great satisfaction from this. You could say that they identify so closely with their work that it becomes "who they are".

Now imagine that they work for an organisation that has inspirational leadership, where good performance is recognised, where clear but fair rules are in place, where people are given the support they need to do their work and their personal needs are recognised and met, where they are involved in setting policies and developing future plans. People in this organisation will tend to develop close bonds to it and feel they "owe" it loyalty. It becomes "theirs". They become strong advocates for it and throw themselves into activities which may be outside of their job description but which further the interests of the organisation.

When these two components - job and organisational engagement - are in place, the results are high levels of job satisfaction, organisational commitment and citizenship, and a desire to stay.

A range of benefits for the organisation and its stakeholders will result.

If one of the components is missing, engagement is only partial.

Job Satisfaction

In the survey, respondents were asked to rate how satisfied or dissatisfied they are with their job; 60% responded that they were "very" or "fairly" satisfied.

Later sections in this report look in more detail at different aspects of people's jobs and the support they enjoy from In-Crowd managers, systems and processes to provide insights into what drives the job satisfaction score.

Job satisfaction

36%	24%	26%	10%	3%

- ■ Very satisfied
- ■ Fairly satisfied
- ■ Neither satisfied nor dissatisfied
- ■ Fairly dissatisfied
- ■ Very dissatisfied

Base: All Respondents (100), excluding No opinion

Snap Surveys
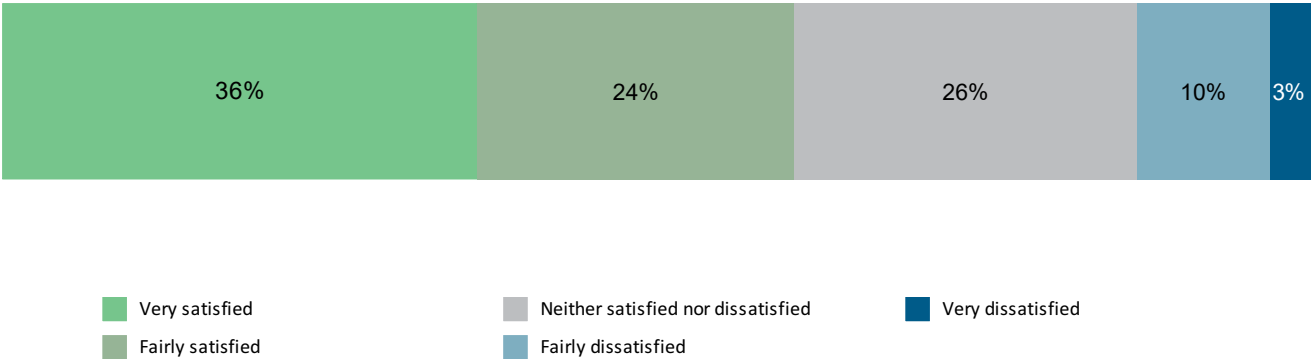
Feelings about your organisation

For the other measure of employee engagement, people were asked in the survey to indicate whether or not they would speak highly of In-Crowd and whether they would do this without being asked. 57% of respondents said that they would speak highly of In-Crowd and of that total, 38% would do this without being asked.

The overall proportion of respondents who said thay they would speak highly of In-Crowd is (57%).

Later sections in this report look in more detail at different aspects of people's engagement with In-Crowd to provide insights into what drives or hinders it.

Would speak highly of In-Crowd

38%	18%	16%	13%	14%

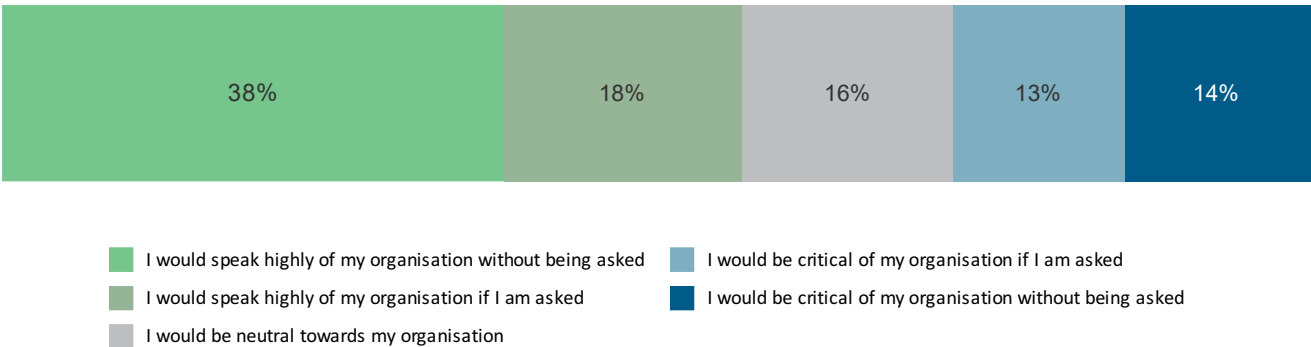- I would speak highly of my organisation without being asked
- I would speak highly of my organisation if I am asked
- I would be neutral towards my organisation
- I would be critical of my organisation if I am asked
- I would be critical of my organisation without being asked

Base: All Respondents (100), excluding No opinion

The results by for these engagement questions are shown below. Results for any groups made up of fewer than 10 respondents are not shown, so as not to compromise the confidentiality of people's responses.

Job satisfaction, by department

Department	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
Organisation overall (91)	36%	24%	26%	10%	3%
Admin & accounts (18)	44%	33%	6%	17%	
Sales (15)	27%	40%	20%	7%	7%
IT support (19)	42%	21%	37%		
Development (13)	46%	15%	23%	8%	8%
Customer services (12)	42%	8%	33%	17%	
Marketing (14)	14%	21%	43%	14%	7%

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Base: All Respondents (100), excluding No opinion

Snap Surveys

Would speak highly of In-Crowd by department

Department	I would speak highly (without being asked)	I would speak highly (if asked)	I would be neutral	I would be critical (if asked)	I would be critical (without being asked)
Organisation overall (92)	38%	19%	16%	13%	14%
IT support (20)	45%	25%	10%	5%	15%
Admin & accounts (16)	50%	13%	13%	6%	19%
Sales (16)	31%	25%	13%	19%	13%
Development (13)	46%	8%	8%	31%	8%
Marketing (15)	27%	27%	27%	7%	13%
Customer services (12)	25%	8%	33%	17%	17%

- I would speak highly of my organisation without being asked
- I would speak highly of my organisation if I am asked
- I would be neutral towards my organisation
- I would be critical of my organisation if I am asked
- I would be critical of my organisation without being asked
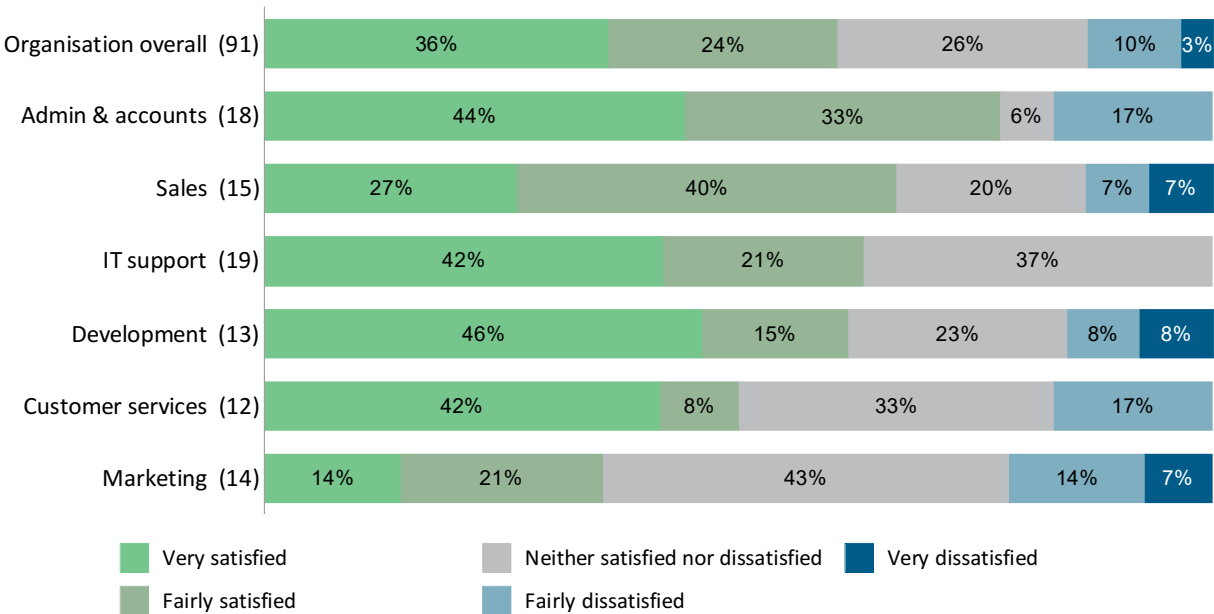
Base: All Respondents (100), excluding No opinion

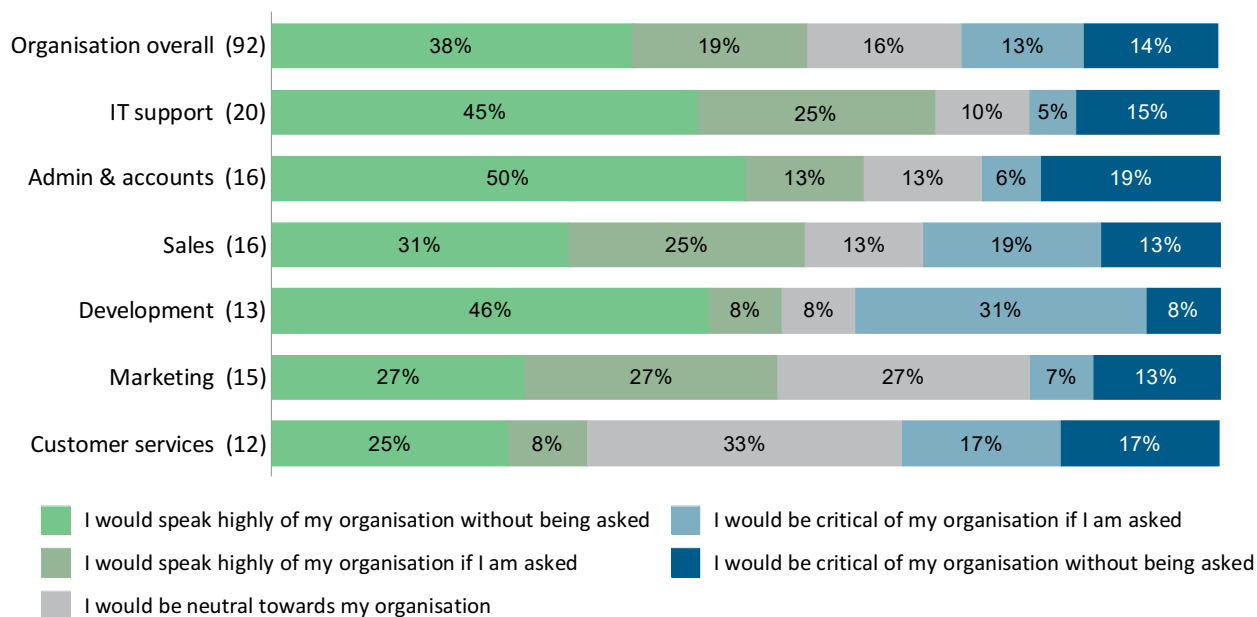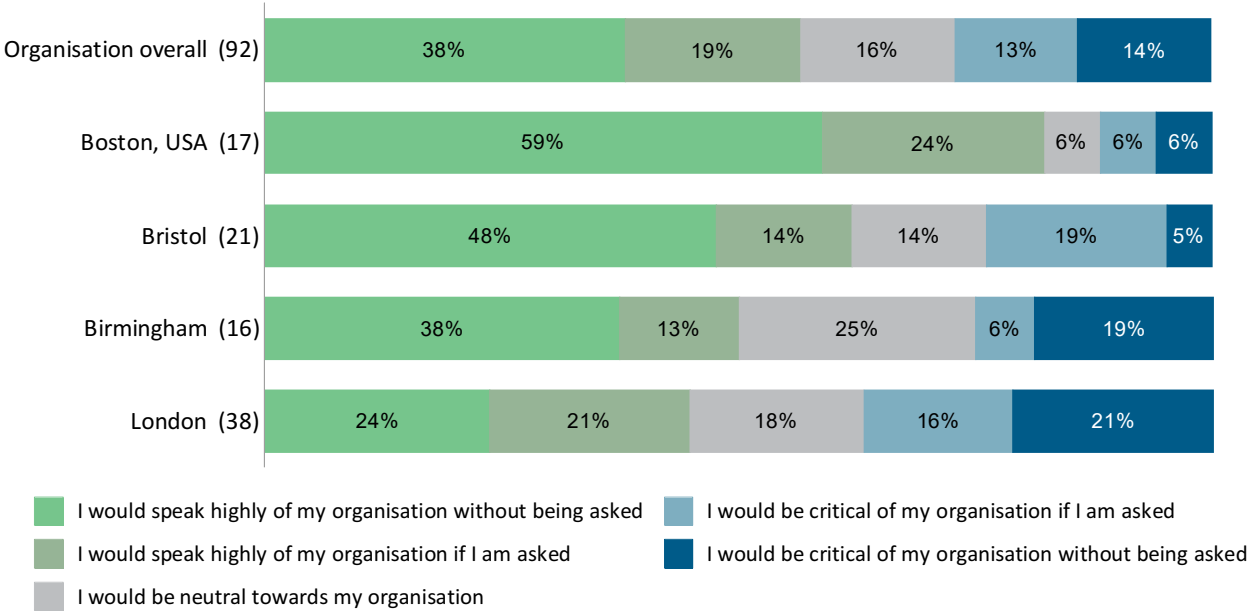The results by location for these engagement questions are shown below. Results for any locations made up of fewer than 10 respondents are not shown, so as not to compromise the confidentiality of people's responses.

Job satisfaction by location

Location	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
Organisation overall (91)	36%	24%	26%	10%	3%
London (35)	40%	29%	26%	6%	
Bristol (21)	52%	14%	24%	5%	5%
Boston, USA (18)	28%	28%	22%	17%	6%
Birmingham (17)	18%	24%	35%	18%	6%

- Very satisfied
- Fairly satisfied
- Neither satisfied nor dissatisfied
- Fairly dissatisfied
- Very dissatisfied

Base: All Respondents (100), excluding No opinion

Snap Surveys
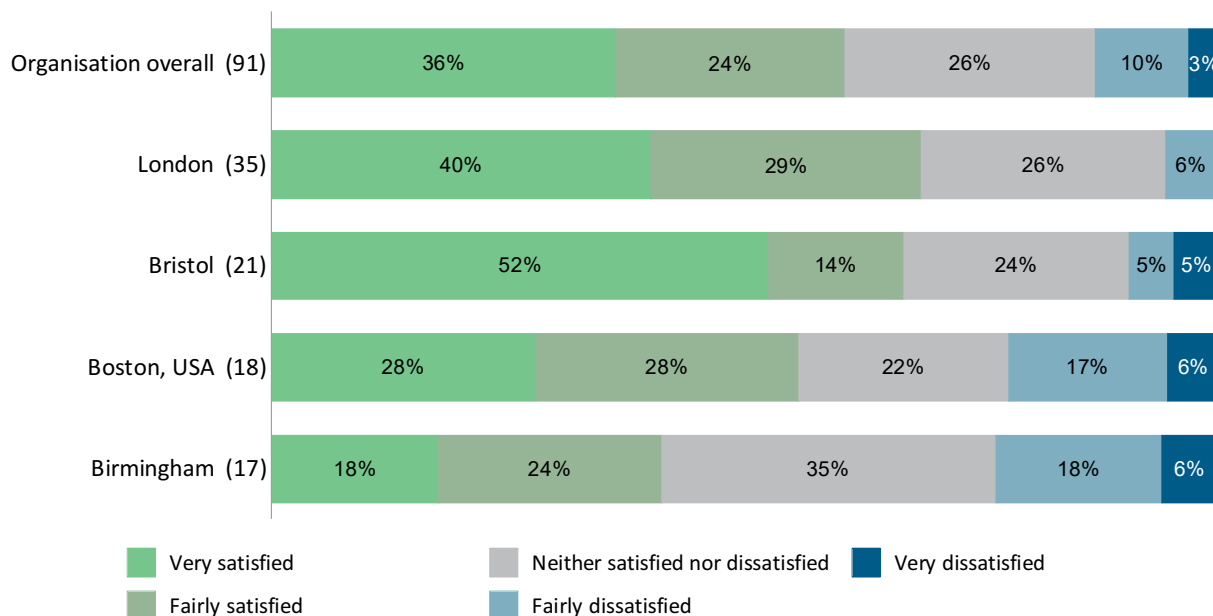
Would speak highly of In-Crowd by location

Location	I would speak highly of my organisation without being asked	I would speak highly of my organisation if I am asked	I would be neutral towards my organisation	I would be critical of my organisation if I am asked	I would be critical of my organisation without being asked
Organisation overall (92)	38%	19%	16%	13%	14%
Boston, USA (17)	59%	24%	6%	6%	6%
Bristol (21)	48%	14%	14%	19%	5%
Birmingham (16)	38%	13%	25%	6%	19%
London (38)	24%	21%	18%	16%	21%

- I would speak highly of my organisation without being asked
- I would speak highly of my organisation if I am asked
- I would be neutral towards my organisation
- I would be critical of my organisation if I am asked
- I would be critical of my organisation without being asked

Base: All Respondents (100), excluding No opinion

Snap Surveys

Satisfaction with different aspects of the job

People were asked to indicate how satisfied they are with seven different aspects of their job, ranging from the challenge of the work they do to the support they get from others. This series of questions probes deeper to identify what contributes to job satisfaction and what blocks it.

The job aspects that attracted the highest scores were "The opportunity to learn and develop in my job", with 50% answering that they were "very" or "fairly" satisfied and "The support I get from others to do my job", with 36% answering that they were "very" or "fairly" satisfied.

The job aspects that attracted the lowest scores were "The clarity of what I am asked to achieve", with 18% answering that they were "very" or "fairly" satisfied and "The scope I am given to do my work as I see fit", with 20% answering that they were "very" or "fairly" satisfied.
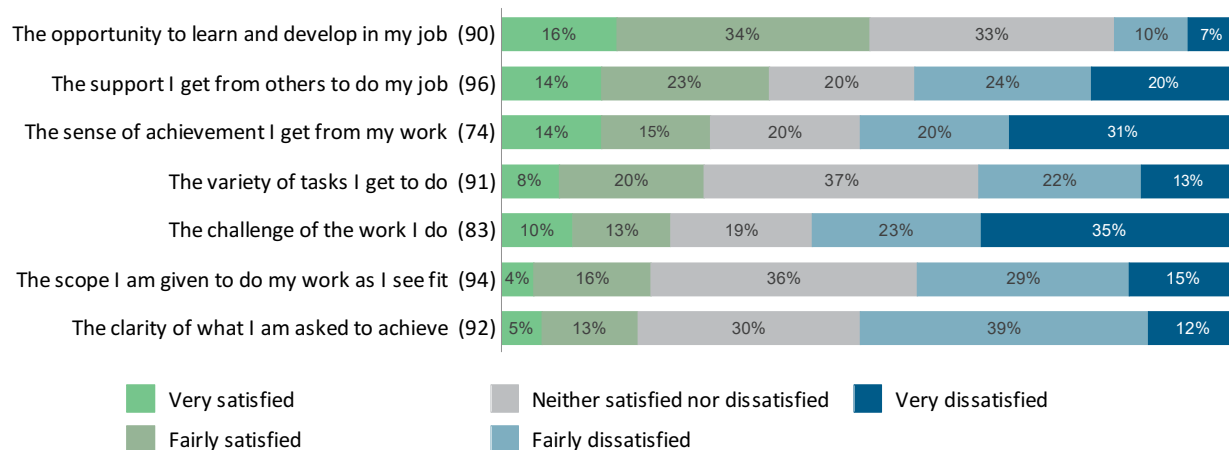
If the scores in this part of the survey are high, then people will be getting a lot out of their jobs and are very likely to be putting in extra effort and commitment in return. A large proportion of the workforce is likely to be self-motivated and to be positively stimulated by the work they do and the autonomy they enjoy.

In these circumstances, it is appropriate for managers to adopt a relatively "hands-off" approach - setting people clear targets and standards and then letting them get on with the job. A possible danger of this is that managers can then miss weak signals that some people need more support or that some people have started to develop their own agendas which diverge from what the organisation is trying to achieve overall.

Even if In-Crowd has high scores here, there may be room for improvement in the way people's jobs are set up.

Satisfaction with the scope employees are given to do their work as they see fit was among the lowest scores in this section. This could lead to a culture which values close supervision rather than encouraging people to take responsibility. If this is the case, managers would benefit from understanding and using the principles of Situational Leadership*.
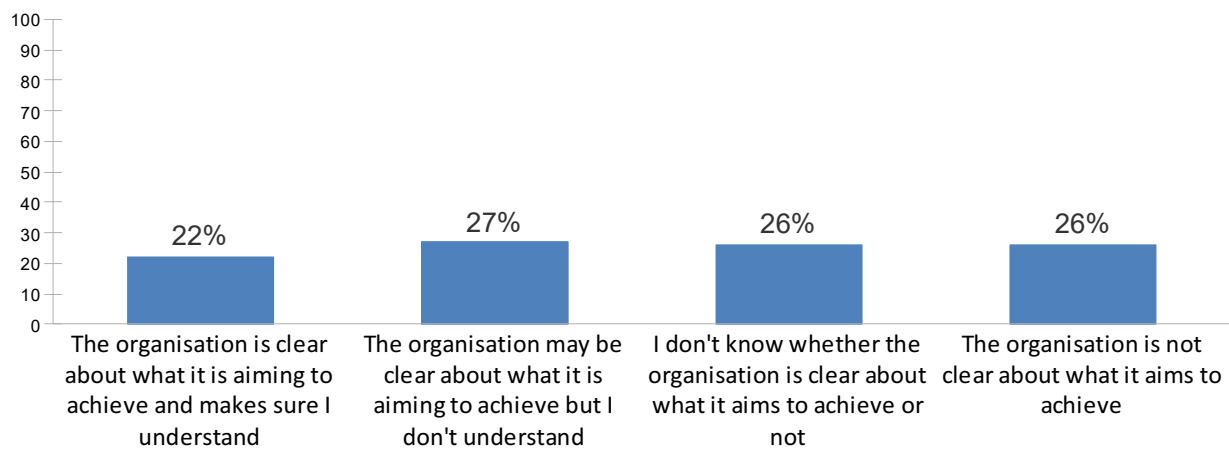
Satisfaction with different aspects of the job

Aspect	Very satisfied	Fairly satisfied	Neither satisfied nor dissatisfied	Fairly dissatisfied	Very dissatisfied
The opportunity to learn and develop in my job (90)	16%	34%	33%	10%	7%
The support I get from others to do my job (96)	14%	23%	20%	24%	20%
The sense of achievement I get from my work (74)	14%	15%	20%	20%	31%
The variety of tasks I get to do (91)	8%	20%	37%	22%	13%
The challenge of the work I do (83)	10%	13%	19%	23%	35%
The scope I am given to do my work as I see fit (94)	4%	16%	36%	29%	15%
The clarity of what I am asked to achieve (92)	5%	13%	30%	39%	12%

Legend:
- ■ Very satisfied
- ■ Fairly satisfied
- ■ Neither satisfied nor dissatisfied
- ■ Fairly dissatisfied
- ■ Very dissatisfied

Base: All Respondents (100), excluding No opinion

Snap Surveys

Bonds to the organisation

The second component of engagement - with the organisation itself - supports the desire employees have to take part in and contribute to organisational life. It is created by making employees feel that the organisation is "theirs".

To reach a high level of engagement, people need to understand what it is that their organisation is trying to achieve and feel they can support it. They should feel well led and proud of what is achieved. They need to feel that they get a good deal - a competitive employment package and the opportunity to develop. In exchange they will become good "corporate citizens", taking care of In-Crowd's assets and reputation and exhibiting a desire to stay.

Understanding of organisation aims

The organisation is clear about what it is aiming to achieve and makes sure I understand	The organisation may be clear about what it is aiming to achieve but I don't understand	I don't know whether the organisation is clear about what it aims to achieve or not	The organisation is not clear about what it aims to achieve
22%	27%	26%	26%

Base: All Respondents (100), excluding No opinion (82)

The clearer people are about what In-Crowd is trying to achieve, the more easily they can align what they do to help the overall effort. Understanding In-Crowd's aims also helps people to identify with them and derive pride from being involved in the joint effort. If a high percentage of people reply that "The organisation is clear about what it is aiming to achieve and makes sure I understand" the foundations are well in place for building strong bonds between employees and In-Crowd.

If people are unclear about what In-Crowd is aiming to achieve or believe that there is confusion about what it aims to achieve they will find it difficult to see where what they do fits in to the overall effort. If a large proportion of people believe that In-Crowd is not clear about what it aims to achieve or don't know whether it is clear about what it aims to achieve there is little chance of everyone "rowing together".

If people don't understand what In-Crowd is aiming to achieve, then consideration should be given to redoubling the effort to define the strategy. It may be necessary to review how you communicate about strategy - simplifying the message, using a wide variety of channels to communicate frequently and looking for ways to encourage people to build their understanding of how what they do contributes to the overall effort.

Snap Surveys

The survey also examines a number of other aspects which support or hinder the building of strong bonds between In-Crowd and its people.
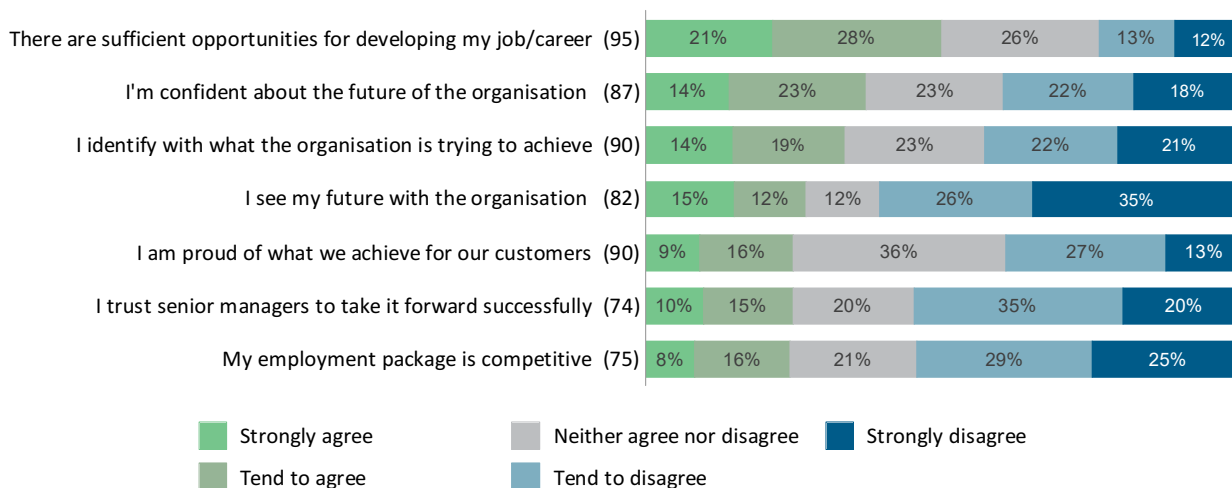
The aspects that attracted the highest scores were "There are sufficient opportunities for developing my job/career within the organisation" with 49% answering that they "strongly agree" or "tend to agree" and "I'm confident about the future of the organisation" with 37% answering that they "strongly agree" or "tend to agree".

The aspects that attracted the lowest scores were "My employment package is competitive" with 24% answering that they were "strongly agree" or "tend to agree" and "I trust the senior managers in this organisation to take it forward successfully" with 24% answering that they "strongly agree" or "tend to agree".

The fact that employees feel they have sufficient opportunities for developing their career or see their future with In-Crowd should correlate with low staff turnover.

The chart below shows that trust in senior managers, and/or people's ability to identify with what In-Crowd is trying to achieve were among the lowest scoring aspects in this section. This may indicate that either there is some confusion over the organisation's strategic aims or a lack of confidence in the strategy. If scores here and for the previous question about how well people understand what the organisation is trying to achieve are low, consideration should be given to clarifying strategy to people. A recent major change at In-Crowd could also explain low scores here.

Bonds to the organisation

Statement	Strongly agree	Tend to agree	Neither agree nor disagree	Tend to disagree	Strongly disagree
There are sufficient opportunities for developing my job/career (95)	21%	28%	26%	13%	12%
I'm confident about the future of the organisation (87)	14%	23%	23%	22%	18%
I identify with what the organisation is trying to achieve (90)	14%	19%	23%	22%	21%
I see my future with the organisation (82)	15%	12%	12%	26%	35%
I am proud of what we achieve for our customers (90)	9%	16%	36%	27%	13%
I trust senior managers to take it forward successfully (74)	10%	15%	20%	35%	20%
My employment package is competitive (75)	8%	16%	21%	29%	25%

Legend:
- Strongly agree
- Tend to agree
- Neither agree nor disagree
- Tend to disagree
- Strongly disagree

Base: All Respondents (100), excluding No opinion
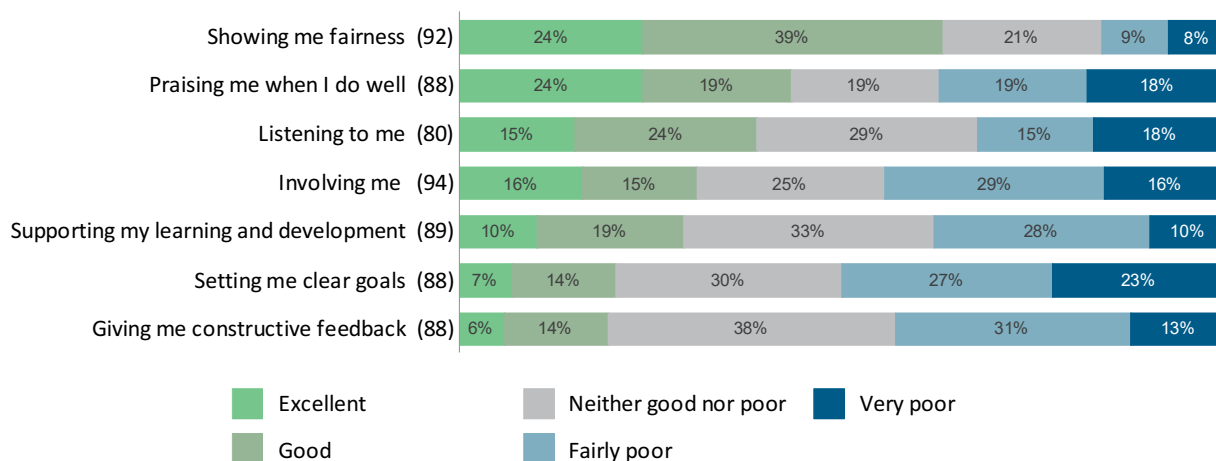
Snap Surveys

Management capability

The capability shown by managers and supervisors is the single most important driver of employee engagement and so high scores for this section are likely to be linked to high scores throughout the survey. Of course the management population will not possess uniform levels of people management skills and where scores are lower, developmental support should be provided to managers. This might include coaching from a more experienced and successful colleague or outsider.

The aspects of management capability that attracted the highest scores were "Showing me fairness" with 63% describing it as "excellent" or "good" and "Praising me when I do well" with 43% describing it as "excellent" or "good".

The aspects of management capability that attracted the lowest scores were "Giving me constructive feedback" with 19% describing it as "excellent" or "good" and "Setting me clear goals" with 20% describing it as "excellent" or "good".

Low scores for any of the questions in this section should be regarded as important opportunities for improvement action.

Management support and capability

Question	Excellent	Good	Neither good nor poor	Fairly poor	Very poor
Showing me fairness (92)	24%	39%	21%	9%	8%
Praising me when I do well (88)	24%	19%	19%	19%	18%
Listening to me (80)	15%	24%	29%	15%	18%
Involving me (94)	16%	15%	25%	29%	16%
Supporting my learning and development (89)	10%	19%	33%	28%	10%
Setting me clear goals (88)	7%	14%	30%	27%	23%
Giving me constructive feedback (88)	6%	14%	38%	31%	13%

Legend:
- Excellent
- Good
- Neither good nor poor
- Fairly poor
- Very poor

Base: All Respondents (100), excluding No opinion/NA

Snap Surveys

Working climate

In any organisation there is a balance to be achieved between a concern for people and their relationships and a concern for getting the job done.

If the balance is tipped too much towards a concern for relationships, the working climate may be too "cosy". If the emphasis in this direction becomes too marked, people may be discouraged from voicing opinions that challenge accepted views and managers may not be inclined to set stretching targets and objectives for people.

As a result, the organisation may be less effective than it should and people may lack the sense of personal pride that comes from being part of a high performing team.
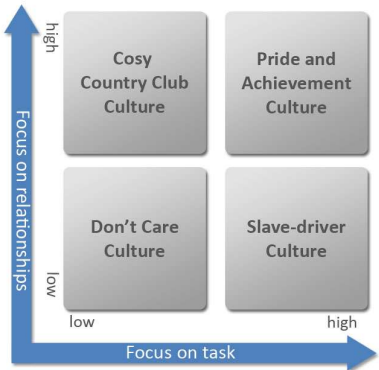

If the balance is tipped too much towards a concern for getting the job done, the result may be a "taskmaster" organisation where people are driven too hard. This can lead to cases of burn-out (and perhaps stress-related illness and absence) and a simmering sense of unfairness or even fear. The results may include shoddy work - getting it done at all costs - and a high turnover of talented people.

Organisations which display neither a concern for relationships nor a concern for getting the job done are unlikely to be performing to the minimum requirements of their stakeholders and should be regarded as being at risk.

The aim, of course, is to develop a culture that balances both aspects; where people can take and receive challenge and are willing to be stretched because they experience great support from their colleagues, managers and the organisation.

The results of this question for In-Crowd are:

The working atmosphere within your area of the business or team

Base: All Respondents (100)

Snap Surveys
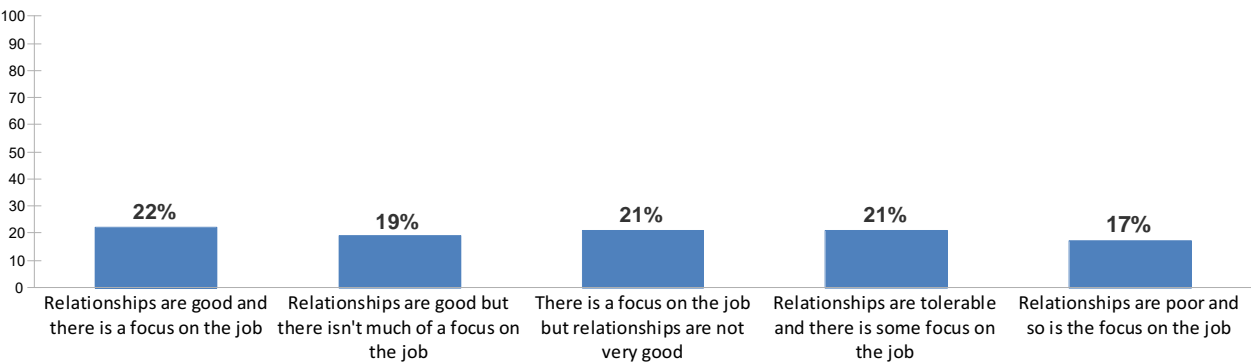
Policies and processes

A range of "hygiene factors" help underpin engagement. These can include the way policies and processes work to support people at work as well as more obvious things like a competitive pay and benefits package.

If most of the scores in this section are high, people are likely to be engaged and will respond by contributing willingly to making the organisation a success. This behaviour goes beyond doing their job and can be described as good "corporate citizenship" - contributing to the general wellbeing of the organisation looking after organisation resources and so on. People who score these questions highly are also likely to experience pride in working for the organisation and become advocates for it.
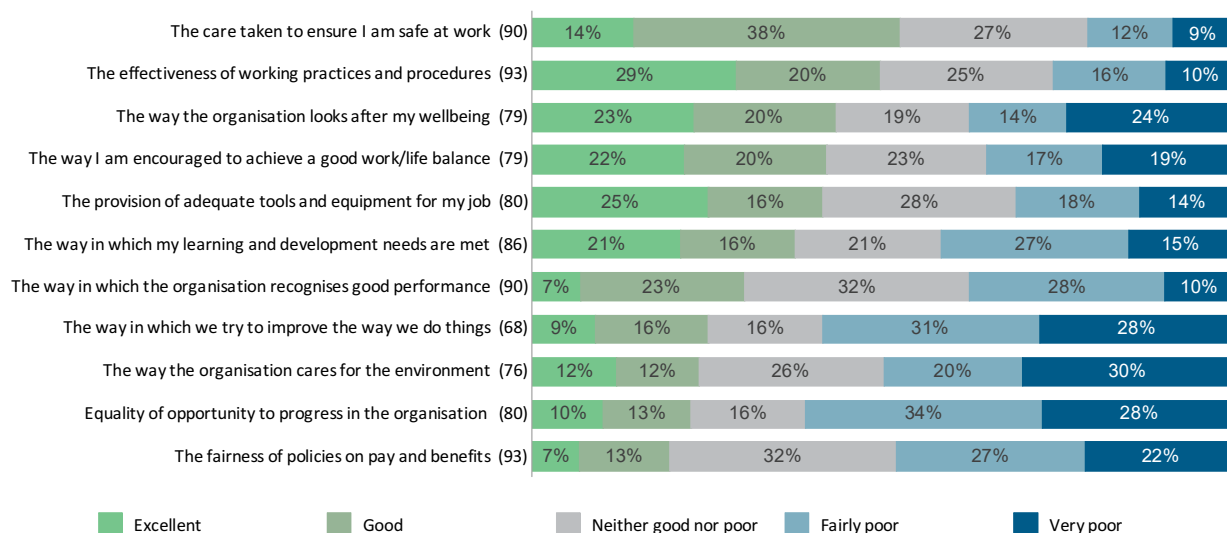
The factors that attracted the highest scores were "The care taken to ensure I am safe at work" with 52% describing it as "excellent" or "good" and "The effectiveness of working practices and procedures" with 49% describing it as "excellent" or "good".

The factors that attracted the lowest scores were "The fairness of policies on pay and benefits" with 19% describing it as "excellent" or "good" and "Equality of opportunity to progress in the organisation" with 23% describing it as "excellent" or "good".

Perceptions that learning and development needs are not met or that there is not an equal opportunity to progress within In-Crowd will prove a barrier to engagement for people who are keen to improve skills and develop their careers. If these perceptions are widespread, a review of how learning and development policy is put into practice may be required. There may also be links to how well managers support people's learning and development.

Another of the lowest scoring aspects in this section was the way the organisation cares for the environment. People are increasingly concerned with environmental issues and the low score for this question indicates that there may be opportunities to respond to these concerns in ways which strengthen people's bonds with the organisation - and provide opportunities to show the wider community that In-Crowd is willing to take some responsibility for this issue.

Policies and processes

Question	Excellent	Good	Neither good nor poor	Fairly poor	Very poor
The care taken to ensure I am safe at work (90)	14%	38%	27%	12%	9%
The effectiveness of working practices and procedures (93)	29%	20%	25%	16%	10%
The way the organisation looks after my wellbeing (79)	23%	20%	19%	14%	24%
The way I am encouraged to achieve a good work/life balance (79)	22%	20%	23%	17%	19%
The provision of adequate tools and equipment for my job (80)	25%	16%	28%	18%	14%
The way in which my learning and development needs are met (86)	21%	16%	21%	27%	15%
The way in which the organisation recognises good performance (90)	7%	23%	32%	28%	10%
The way in which we try to improve the way we do things (68)	9%	16%	16%	31%	28%
The way the organisation cares for the environment (76)	12%	12%	26%	20%	30%
Equality of opportunity to progress in the organisation (80)	10%	13%	16%	34%	28%
The fairness of policies on pay and benefits (93)	7%	13%	32%	27%	22%

Base: All Respondents (100), excluding No opinion/NA
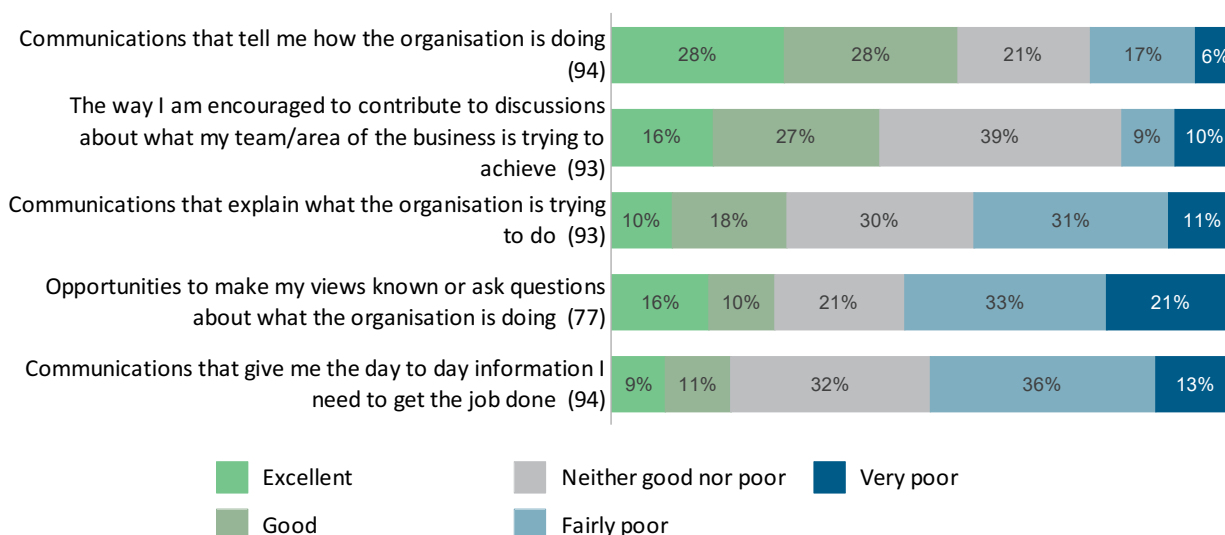
Snap Surveys

Communications

Good scores for this section indicate that In-Crowd is achieving a good balance between top-down and bottom-up communications and ensuring that people are receiving sufficient detail about organisation strategy as well as the day to day information they need to do their jobs.

The aspects of communication that attracted the highest scores were "Communications that tell me how the organisation is doing" with 55% describing it as "excellent" or "good" and "The way I am encouraged to contribute to discussions about what my team/area of the business is trying to achieve" with 43% describing it as "excellent" or "good".

Communication questions that attracted the lowest scores were "Communications that give me the day to day information I need to get the job done" with 19% describing it as "excellent" or "good" and "Opportunities to make my views known or ask questions about what the organisation is doing" with 26% describing it as "excellent" or "good".

Communications within the organisation

	Excellent	Good	Neither good nor poor	Fairly poor	Very poor
Communications that tell me how the organisation is doing (94)	28%	28%	21%	17%	6%
The way I am encouraged to contribute to discussions about what my team/area of the business is trying to achieve (93)	16%	27%	39%	9%	10%
Communications that explain what the organisation is trying to do (93)	10%	18%	30%	31%	11%
Opportunities to make my views known or ask questions about what the organisation is doing (77)	16%	10%	21%	33%	21%
Communications that give me the day to day information I need to get the job done (94)	9%	11%	32%	36%	13%

Legend:
- Excellent
- Good
- Neither good nor poor
- Fairly poor
- Very poor

Base: All Respondents excluding No opinion/NA

Snap Surveys

## Topics that are most important to people

Respondents identified "The provision of the tools and equipment I need" (39%), "The care taken to ensure I am safe at work" (38%), "My manager giving me constructive feedback" (37%), and "The way the organisation looks after my wellbeing" (29%) as the most important things to get right to help them do their work as well as they would like to. As such, these priorities should be borne in mind when planning improvements.

The most important things to help you to do your work as well as you would like to.

Base: All Respondents (99)

The following charts show the level of satisfaction, agreement or positive rating achieved by In-Crowd for the four factors deemed most important by employees.
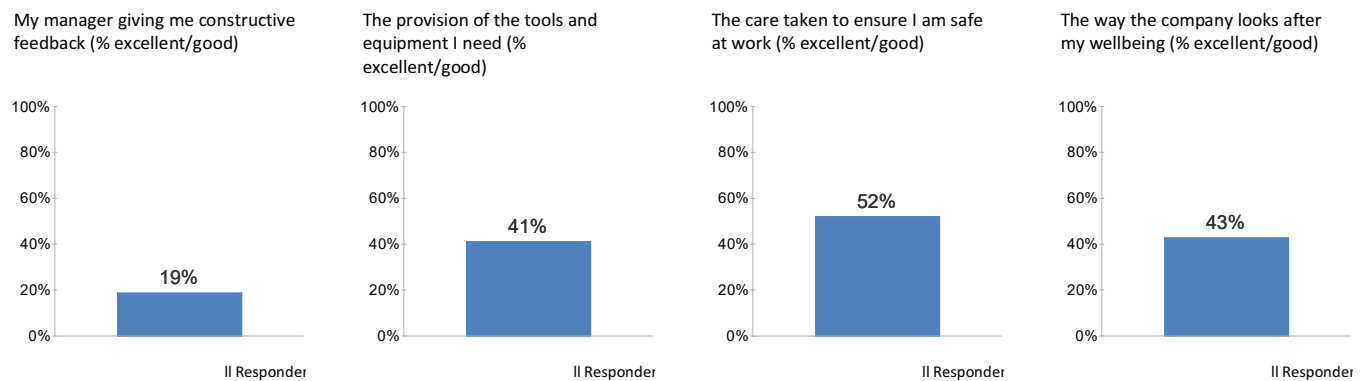
Where levels of satisfaction are low for these important factors, consideration should be given to implementing improvements to address this.

Snap Surveys