



*Company Logo*

Snap Surveys

# EMPLOYEE ENGAGEMENT SURVEY

Report for: In-Crowd

Report date: 09 February 2022

# 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.

## 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. 63% were “very” or “fairly” satisfied with their jobs and 53% would speak highly of the organisation.

The aspect of people’s jobs that received the highest score was for: “The variety of tasks I get to do” (64% satisfied), while the lowest was for: “The challenge of the work I do” (54% satisfied).

44% of people replied that the organisation 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: “I trust the senior managers in this organisation to take it forward successfully” (62% agree), while the lowest was for: “My employment package is competitive” (53% agree).

The survey tested a number of facets of the relationship people enjoy with their managers and the highest scoring of these was: “Setting me clear goals” (70% excellent/good) while the lowest was: “Giving me constructive feedback” (58% 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” (26%).

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” (73% excellent/good), while the lowest was for: “The way I am encouraged to achieve a good work/life balance” (49% 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” (31%)

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

- ↑ The care taken to ensure I am safe at work (73% positive)
- ↑ My manager setting me clear goals (70% positive)
- ↑ My manager listening to me (69% positive)

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

- ↓ The way I am encouraged to achieve a good work/life balance (49% positive)
- ↓ Communications that give me the day to day information I need to get the job done (49% positive)
- ↓ The way the organisation cares for the environment (50% positive)

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

## 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.

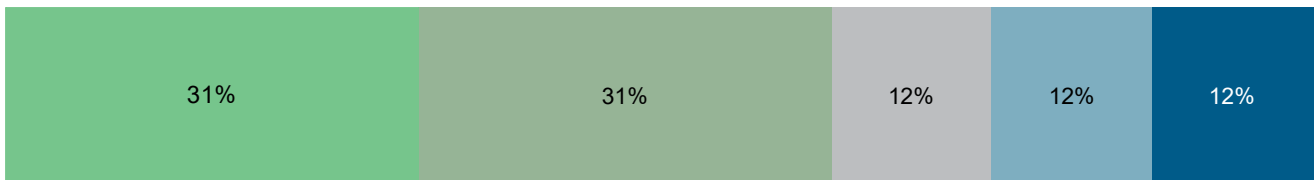


## Job Satisfaction

In the survey, respondents were asked to rate how satisfied or dissatisfied they are with their job; 63% 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



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

Base: All Respondents (100), excluding No opinion

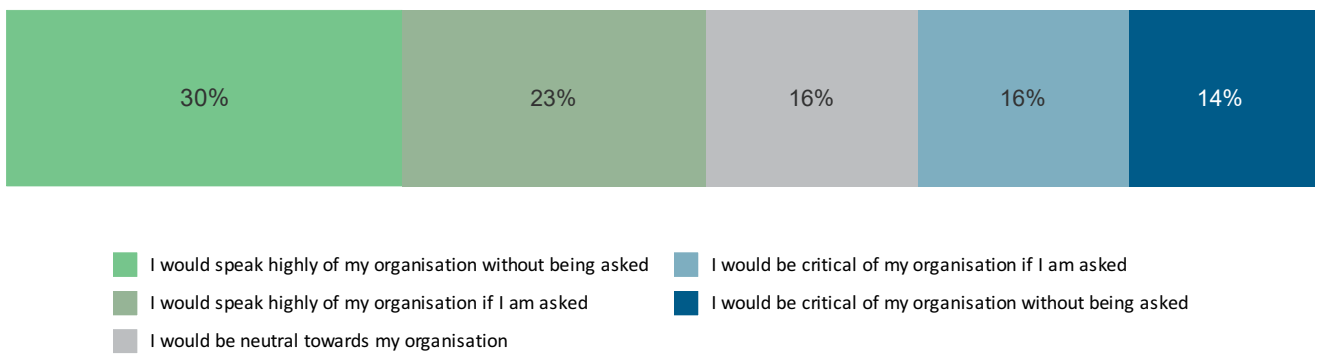
## Feelings about your organisation

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. 53% of respondents said that they would speak highly of In-Crowd and of that total, 30% would do this without being asked.

The overall proportion of respondents who said they they would speak highly of In-Crowd is (53%).

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.

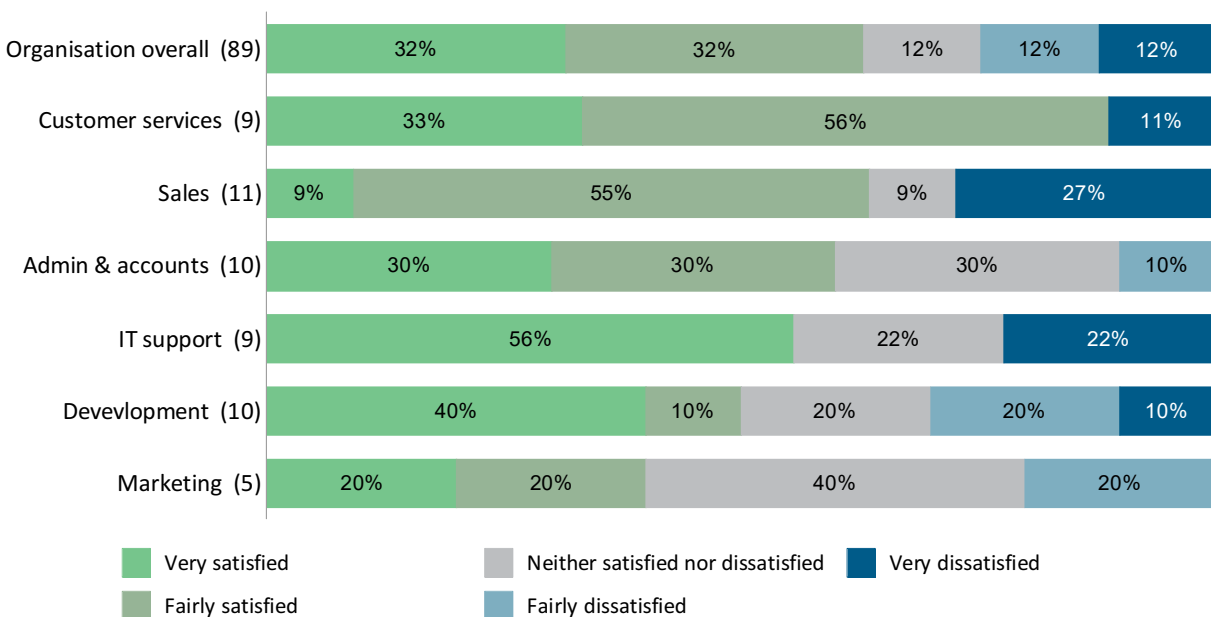
### Would speak highly of In-Crowd



Base: All Respondents (100), excluding No opinion

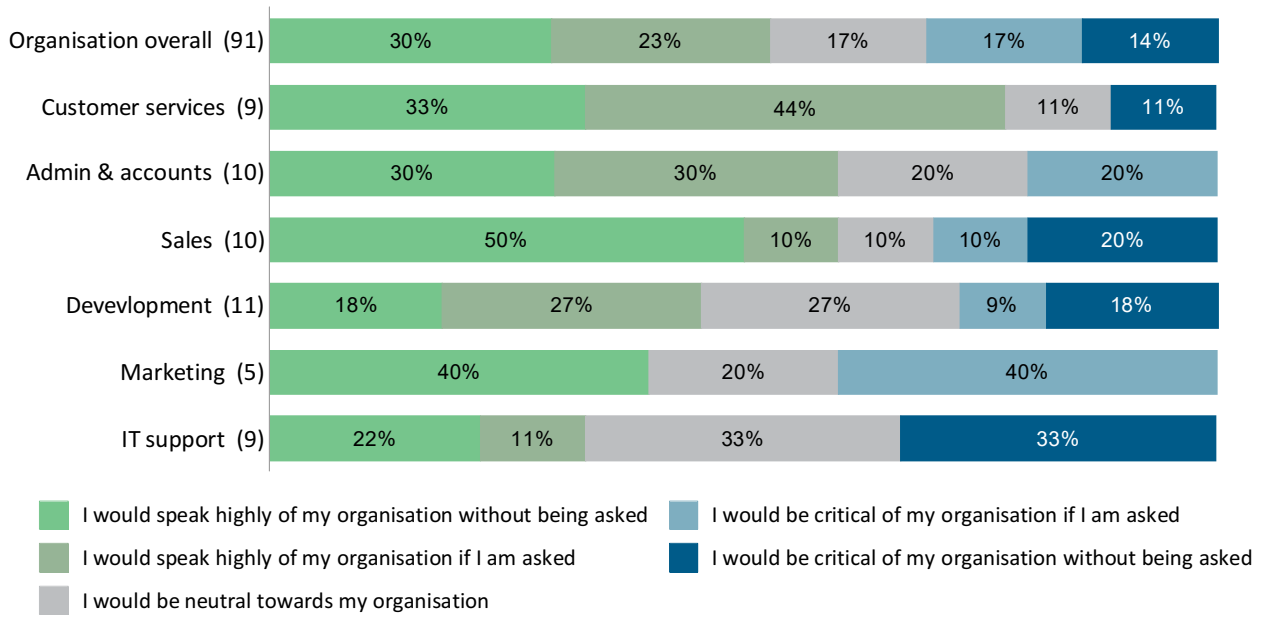
The results by for these engagement questions are shown below. Results for any groups made up of fewer than 10 respondents are not shown, so as not to compromise the confidentiality of people's responses.

### Job satisfaction, by department



Base: All Respondents (100), excluding No opinion

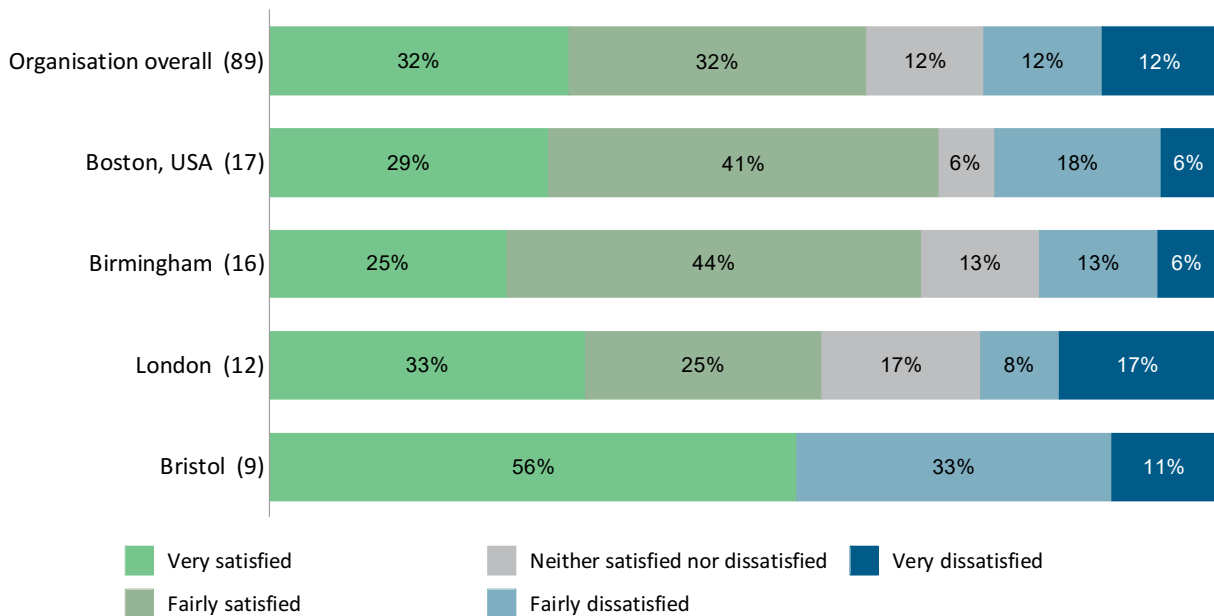
Would speak highly of In-Crowd by department



Base: All Respondents (100), excluding No opinion

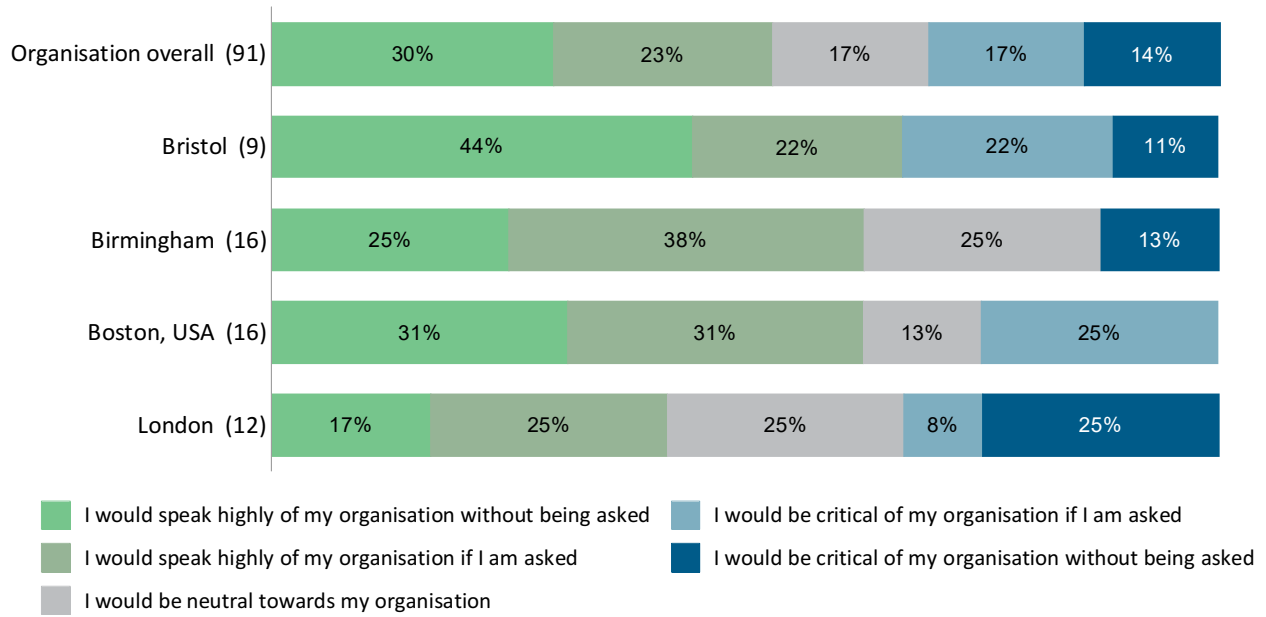
The results by location for these engagement questions are shown below. Results for any locations made up of fewer than 10 respondents are not shown, so as not to compromise the confidentiality of people's responses.

Job satisfaction by location



Base: All Respondents (100), excluding No opinion

Would speak highly of In-Crowd by location



Base: All Respondents (100), excluding No opinion

## 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 variety of tasks I get to do", with 64% answering that they were "very" or "fairly" satisfied and "The clarity of what I am asked to achieve", with 59% answering that they were "very" or "fairly" satisfied.

The job aspects that attracted the lowest scores were "The challenge of the work I do", with 54% answering that they were "very" or "fairly" satisfied and "The support I get from others to do my job", with 55% answering that they were "very" or "fairly" satisfied.

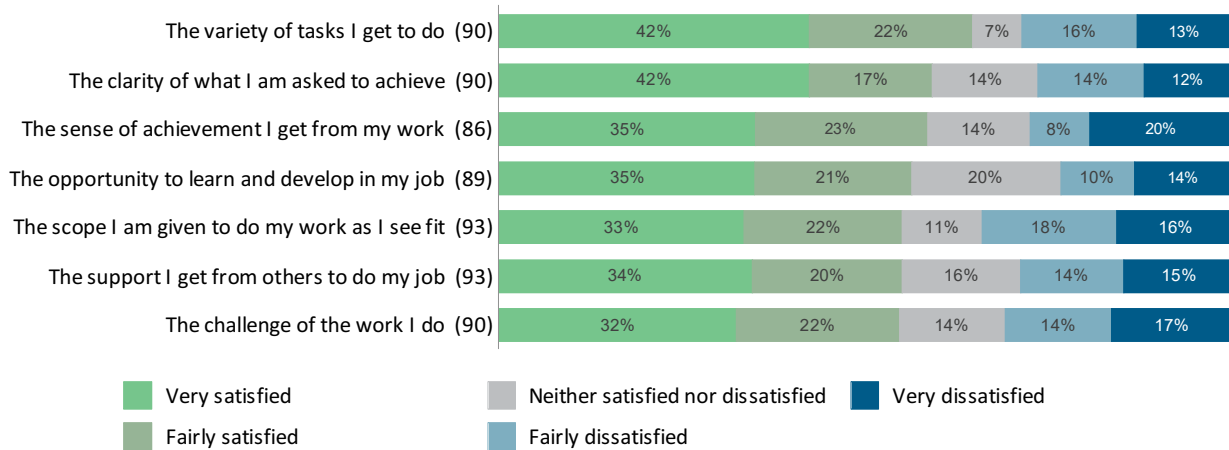
If the scores in this part of the survey are high, then people will be getting a lot out of their jobs and are very likely to be putting in extra effort and commitment in return. A large proportion of the workforce is likely to be self-motivated and to be positively stimulated by the work they do and 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.

The variety of tasks, the challenge of work, the sense of achievement, or opportunities to learn and develop appearing among the lowest rated factors in this section suggests that employees may not be able to express themselves adequately in their work.

### Satisfaction with different aspects of the job



Base: All Respondents (100), excluding No opinion

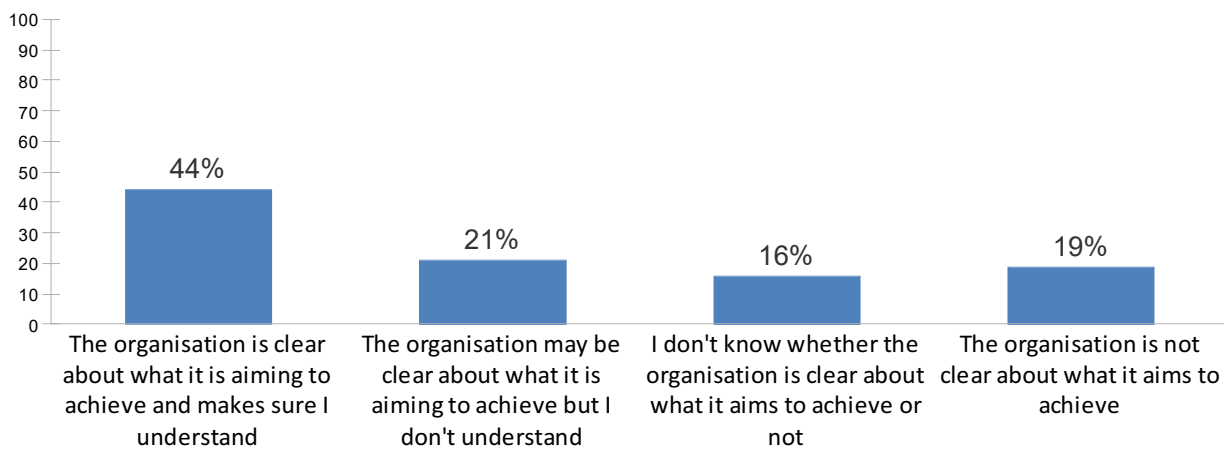


## Bonds to the organisation

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



Base: All Respondents (100), excluding No opinion

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.

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 "I trust the senior managers in this organisation to take it forward successfully" with 62% answering that they "strongly agree" or "tend to agree" and "I see my future with the organisation" with 58% answering that they "strongly agree" or "tend to agree".

The aspects that attracted the lowest scores were "My employment package is competitive" with 53% answering that they were "strongly agree" or "tend to agree" and "There are sufficient opportunities for developing my job/career within the organisation" with 54% answering that they "strongly agree" or "tend to agree".

The high scores achieved by In-Crowd for either; trust in managers, people identifying with what the organisation is trying to achieve and pride in what it achieves for customers, mean that people's objectives are well aligned with those of the organisation.

### Bonds to the organisation



Base: All Respondents (100), excluding No opinion

## Management capability

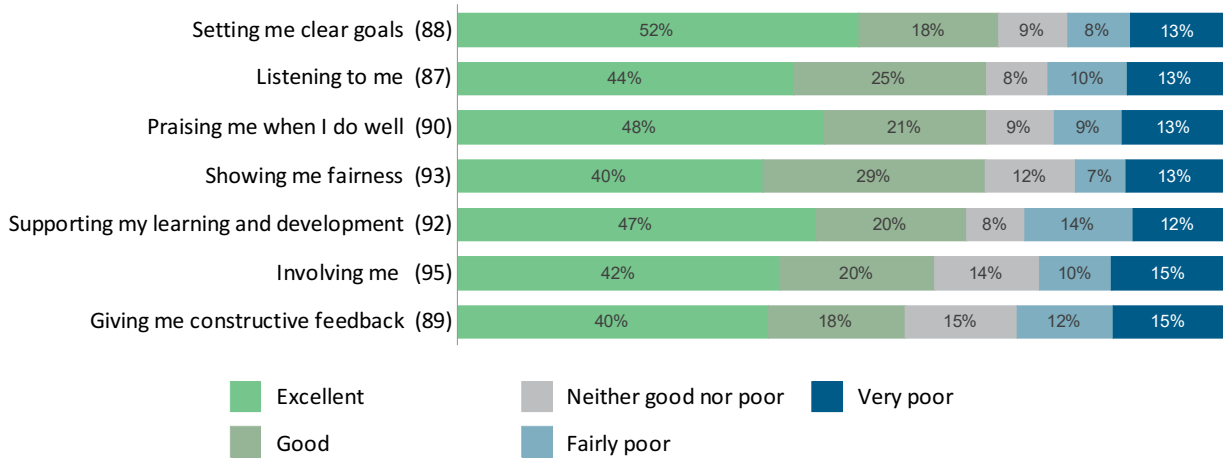
The capability shown by managers and supervisors is the single most important driver of employee engagement and so high scores for this section are likely to be linked to high scores throughout the survey. Of course the management population will not possess uniform levels of people management skills 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 "Setting me clear goals" with 70% describing it as "excellent" or "good" and "Listening to me" with 69% describing it as "excellent" or "good".

The aspects of management capability that attracted the lowest scores were "Giving me constructive feedback" with 58% describing it as "excellent" or "good" and "Involving me" with 62% 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



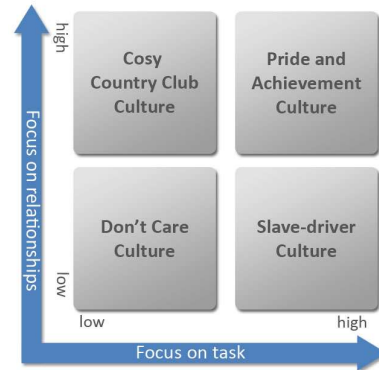
Base: All Respondents (100), excluding No opinion/NA

## 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.



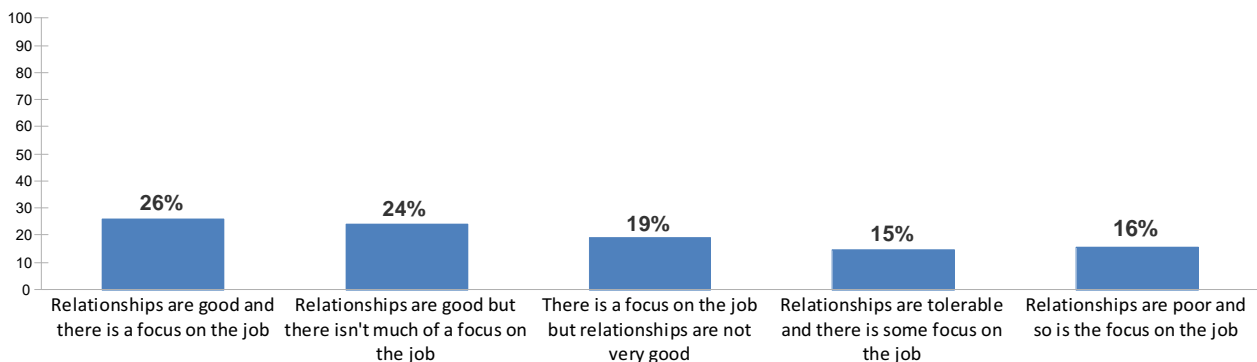
If the balance is tipped too much towards a concern for getting the job done, the result may be a “taskmaster” organisation where people are driven too hard. This can lead to cases of burn-out (and perhaps stress-related illness and absence) and a simmering sense of unfairness or even fear. The results 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)

## 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.

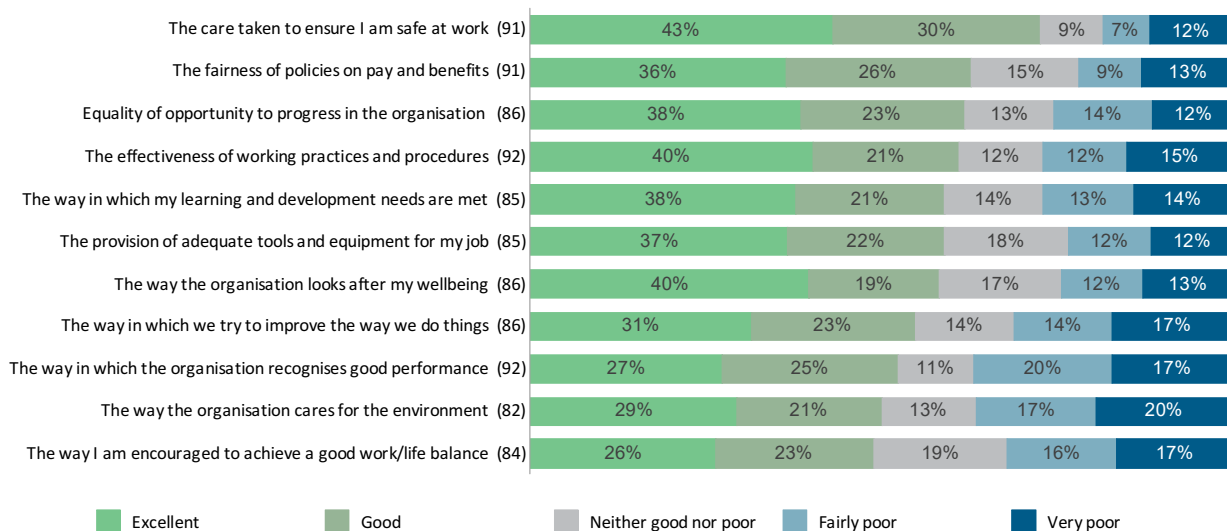
The factors that attracted the highest scores were "The care taken to ensure I am safe at work" with 73% describing it as "excellent" or "good" and "The fairness of policies on pay and benefits" with 63% describing it as "excellent" or "good".

The factors that attracted the lowest scores were "The way I am encouraged to achieve a good work/life balance" with 49% describing it as "excellent" or "good" and "The way the organisation cares for the environment" with 50% describing it as "excellent" or "good".

The relatively low scores shown in the chart below for the way the organisation looks after people's wellbeing or whether it encourages the achievement of a good work/life balance could indicate that people believe that organisational culture needs to develop in ways that show more care for the individual. Initiatives to identify people under stress and provide them with support or to encourage healthy lifestyle choices may be appropriate. Managers should also be encouraged to take into account people's wellbeing and individual circumstances when planning work schedules.

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



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

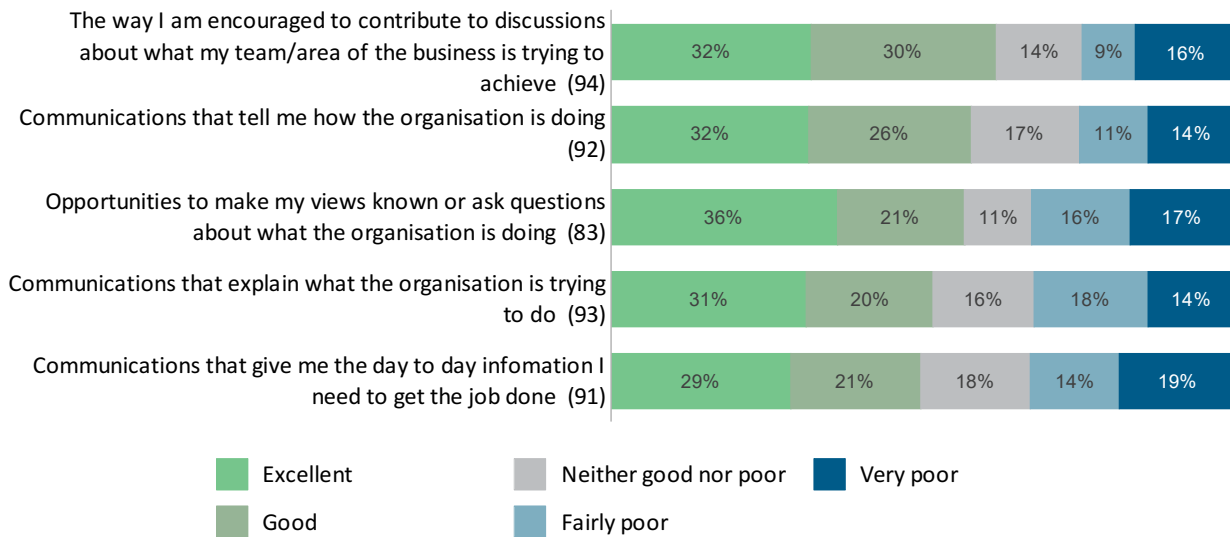
## Communications

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 "The way I am encouraged to contribute to discussions about what my team/area of the business is trying to achieve" with 62% describing it as "excellent" or "good" and "Communications that tell me how the organisation is doing" with 58% 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 49% describing it as "excellent" or "good" and "Communications that explain what the organisation is trying to do" with 52% describing it as "excellent" or "good".

### Communications within the organisation

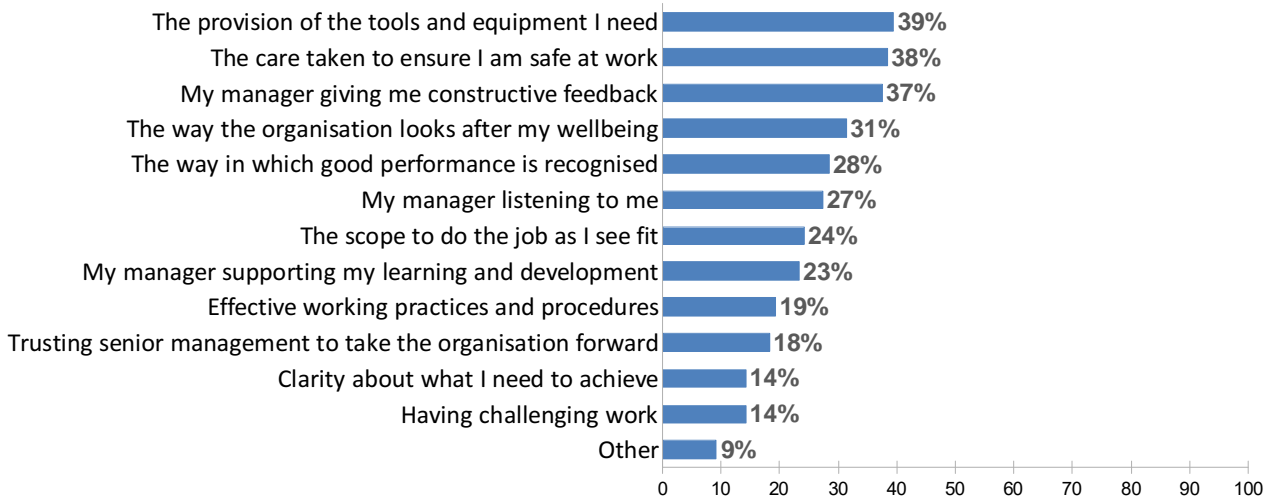


Base: All Respondents excluding No opinion/NA

## Topics that are most important to people

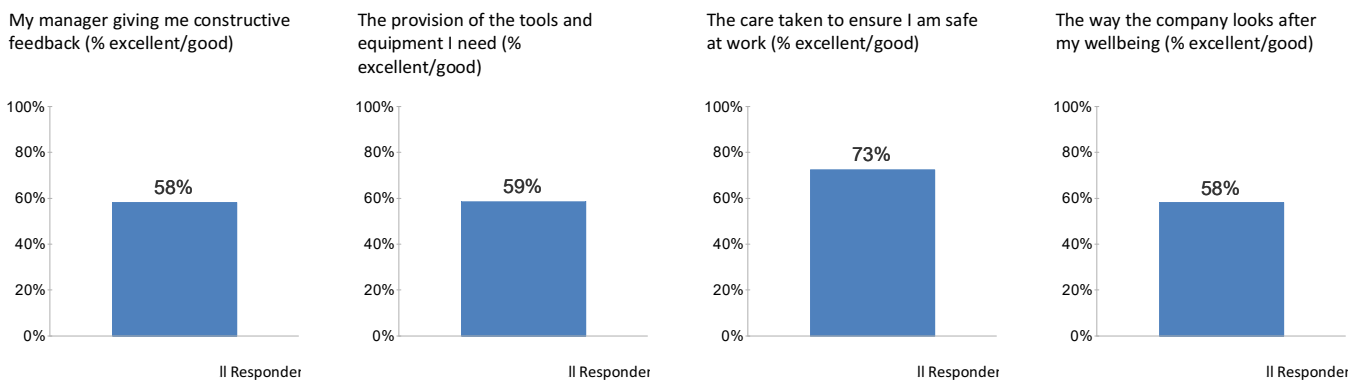
Respondents identified "The provision of the tools and equipment I need" (39%), "The care taken to ensure I am safe at work" (38%), "My manager giving me constructive feedback" (37%), and "The way the organisation looks after my wellbeing" (31%) as the most important things to get right to help them 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.