



Merseyside Fire & Rescue

Employee Survey Feedback & Planning

16th August 2016





Who are People Insight?

- We are a specialist consultancy in organisational development & employee engagement
- We run engagement surveys, develop insights and lead clients through action to deliver organisation change
- Our approach works: our clients improve their engagement scores on average by 7% after working with us, and their employees are 20% more likely to feel that something will happen as a result of the survey

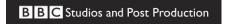
Some of our clients include...





















































Methodology

- Survey carried out in June 2016
- 518 online responses
- Responses came directly to People Insight to ensure confidentiality
- Reporting includes:
 - Overall main report
 - Data cuts including by Staff Grouping, Function, Length of Service, Working arrangements, Age Range.
 - Open text comments report
 - Historical comparisons
 - External benchmarking against Overall
 - Action plan

SURVEY RESPONSE

51% TTTTTTTT 518 Responses

- 17 point decrease vs. 2014
- G Strength
- A Development area
- R Weakness

Findings



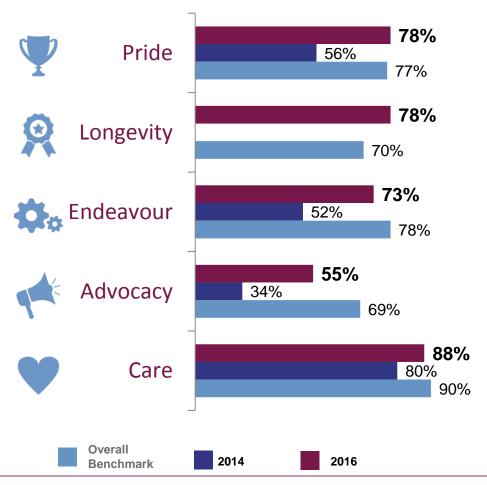


Your overall engagement score

74%

19 point increase vs. 2014

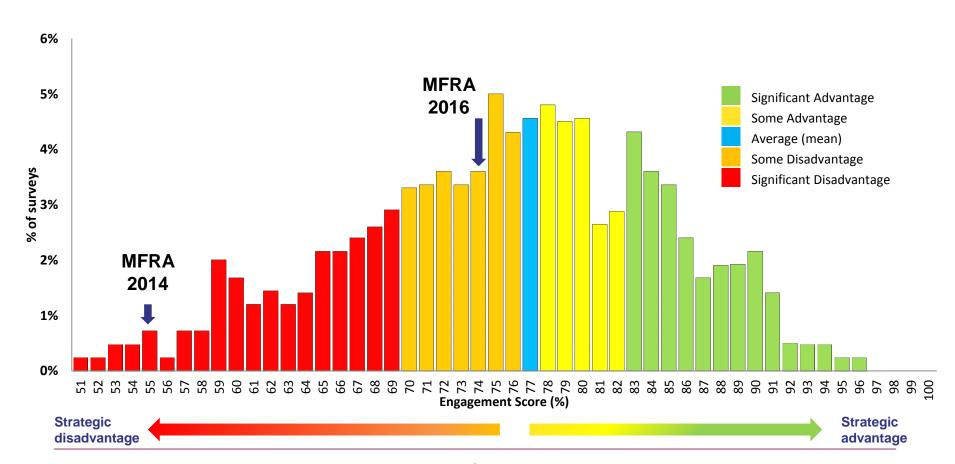
3 point below benchmark







Your engagement score compared to all other organisations surveyed by People Insight







Fire Service Comparisons

	Merseyside FRS (2016)	Fire Service A (2014)	Fire Service B (2014)	Fire Service C (2015)	Fire Service D (2015)	Fire Service E (2014)	Fire Service F (2015)	Fire Service G (2016)	Fire Service H (2016)	Fire Service I (2016)
Engagement Score	74%	55%	72%	85%	74%	65%	63%	76%	84%	81%
Response Rate	51%	68%	47%	58%	69%	48%	41%	41%	59%	34%





Top 10 results – themes & items

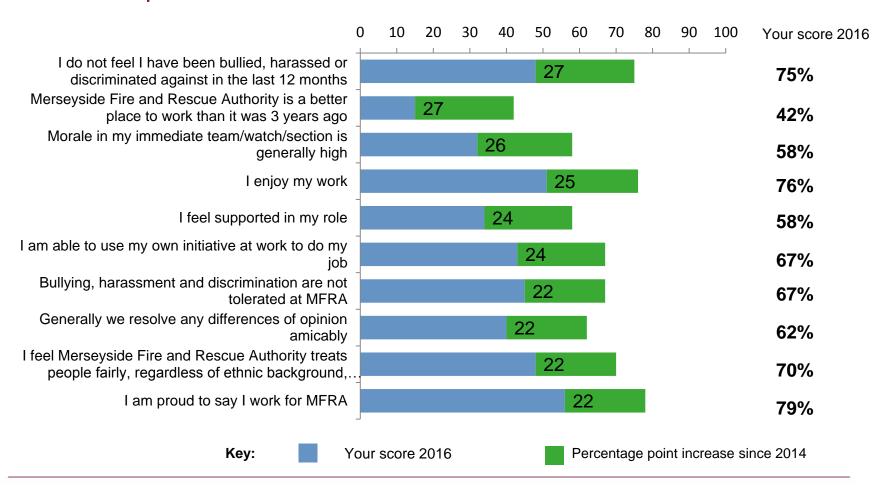
Questions with the most positive responses

Goal Clarity	I am clear about what I am expected to achieve in my job	88%	<mark>9% 3</mark> %
Overall	I care about the future of MFRA	88%	<mark>9% 3</mark> %
Change Management	I understand the need for change at MFRA given the cuts faced by the Authority	88%	<mark>9% 4</mark> %
Learning & Development	I have the knowledge and skills I need to do my job well	86%	<mark>10% 4</mark> %
Goal Clarity	I understand the priorities or Missions & Aims of MFRA	84%	12% <mark>4</mark> %
Goal Clarity	I understand how the work I do helps MFRA to achieve its Mission & Aims	84%	13% <mark>3</mark> %
Management Effectiveness	My manager treats people fairly and with respect	82%	13% <mark>5</mark> %
Recognition & Reward	I feel valued and recognised for the work that I do by other team members	79%	15% <mark>5%</mark>
Learning & Development	I have good quality equipment to help me do my job	78%	13% <mark>8%</mark>
Overall	I am proud to say I work for MFRA	78%	15% <mark>7%</mark>





Greatest improvements since 2014

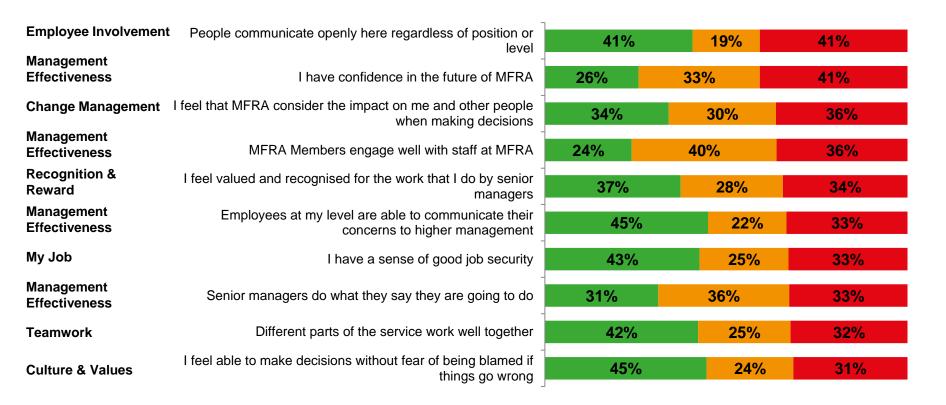






Bottom 10 results – themes & items

Questions with the most negative responses



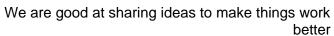


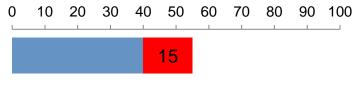


Greatest declines since 2014

Your score 2016

40%





Key:



Your score 2016



Percentage point decrease since 2014



Staff grouping variations

8				1			
Summary results for Merseyside Fire and Rescue by Staff grouping	MFRA	9.	Onlinormed	Now Hoffman		- Contraction	0
Respondents	518	33	35	16	52	2	1
Overall Engagement Score	74	11	68	$\uparrow \uparrow \uparrow$	87	†††	86
	0	()	()	()
Goal Clarity	77	11	72	†††	88	1	80
My Job	64	1	60	††	70	1	67
Employee Involvement	56	111	46	†††	76	††	65
Teamwork	47	11	40	†††	60	††	52
Learning & Development	67	1	64	††	73	†1	75
Recognition & Reward	59	1	56	††	66	-	57
Management Effectiveness	54	1	51	1	58	-	52
Culture & Values	58	11	51	$\uparrow\uparrow\uparrow$	70	††	64
Change Management	55	1	51	†††	65	444	37



Function variations

Summary results for Merseyside Fire and Rescue by Function/Dept	MFRA	00000	Finance		Finance Legal Procurement and Democratic Services		Services Operational Preparedness		Operational Response (incl. op crew staff)		People and Organisational Development		Community Risk Management (incl.	Prevention & Protection staff)	Strategy &	Performance	Othor (Eusetion)	Other (runction)
Respondents	518	1	14		1	66		289		22		6	8	18		24		
Overall Engagement Score	74	††	79	11	67	†††	88	11	66	†††	85	111	88	†††	94	1	70	
	0	()	()	0		0		0		0		0		0		
Goal Clarity	77	††	82	1	80	†††	87	11	71	†††	89	†††	87	†††	94	11	72	
My Job	64	1	67	111	48	†††	75	11	58	1	67	†††	76	†††	79	11	55	
Employee Involvement	56	†††	82	†††	68	†††	75	44	43	†††	77	†††	71	†††	88	_	55	
Teamwork	47	†††	62	111	36	†††	64	444	37	†††	58	††	56	†††	69	††	56	
Learning & Development	67	††	73	1	64	††	75	1	63	†††	85	_	69	†††	87	111	56	
Recognition & Reward	59	_	59	411	45	1	63	ŢŢ	54	†††	71	††	68	†††	90	11	53	
Management Effectiveness	54	_	55	1	47	_	55	1	51	1	58	1	57	†††	80	11	49	
Culture & Values	58	111	71	_	56	†††	71	11	49	†††	78	††	66	†††	81	-	57	
Change Management	55	† † †	79	††	61	_	56	41	49	††	61	††	62	† † †	83	-	55	



Length of Service variations

Summary results for Merseyside Fire and Rescue by Length of service	MFRA	C and the	Less tildii 2 yedis	and the second second	z to less tilati 3 years	C to loce them 10 money	o to less triair to years	10 to less than 20	years		20+ years
Respondents	518	28		21		62		131		276	
Overall Engagement Score	74	† † †	94	$\uparrow\uparrow\uparrow$	84	11	81	1	80	11	67
	0	()	()	()	()	()
Goal Clarity	77	†††	89	1	80	††	85		77	1	74
My Job	64	1	68	1	61	1	67	††	69	1	60
Employee Involvement	56	†††	74	111	73	††	63	††	61	11	49
Teamwork	47	†††	71	-	48	†††	57	††	53	11	39
Learning & Development	67	1	71	1	71	1	71	1	70	1	64
Recognition & Reward	59	$\uparrow\uparrow\uparrow$	71		61	††	65	1	62	1	55
Management Effectiveness	54	†††	70	1	57	_	55	_	55	1	51
Culture & Values	58	111	69	††	66	††	66	1	62	11	52
Change Management	55	†††	68	††	61	1	58	1	58	11	50



Working arrangement variations

Summary results for Merseyside Fire and Rescue by Working arrangements	MFRA		Fixed Hours		Fixed Hours		Fixed Hours		Flexi-time		בפור ווווע	av.		WT (224 (12/12)		245		Prefer not to say (Working	
Respondents	518	8	89		146		11		17		88	60		50					
Overall Engagement Score	74	1	77	111	88	111	84	-	74	111	58	††	82	441	62				
	0	()	0		0		0		0		0		0					
Goal Clarity	77	_	76	†††	89	††	91	_	78	444	65	††	84	441	63				
My Job	64	††	70	††	73	-	62	11	58	444	48	†††	80	444	51				
Employee Involvement	56	††	62	†††	78	†††	73	111	40	444	33	†1	61	111	38				
Teamwork	47	_	46	††	61	†1	55	444	37	44	34	††	53	441	34				
Learning & Development	67	-	68	††	75	-	65	ŢŢ	61	444	57	†††	79	111	55				
Recognition & Reward	59	††	64	††	66	†††	69	111	31	11	50	††	66	4	52				
Management Effectiveness	54	1	57	††	60	1	51	_	54	4	46	††	60	441	41				
Culture & Values	58	_	60	††	71	†††	74	ŢŢ	49	444	42	††	72	441	41				
Change Management	55	1	51	†††	66	†††	73	††	61	441	41	†††	68	441	40				

Key Driver Analysis – Company Overall



Survey questions with the strongest impact on engagement







What is the best thing about working for MFRA?

- Providing a public service, helping the public and communities, making a difference.
- The people, my team, the team spirit
- Job variety
- Job satisfaction, sense of achievement, sense of value from the public
- · Pride in job
- Flexibility in working patterns
- · Pay and benefits
- Job security







What is the best thing about working for Merseyside FRA?

"Job satisfaction. Every day is
different and it keeps me fully
engaged. I feel proud to tell people
that I work for MFRS and it is
something which almost always meets
a positive response."

"Flexibility in working patterns and being able to work overtime on a regular basis."





If within your power, what one thing would you change about working for MFRA?

- Fairness and equality throughout
- Breakdown the culture of uniformed vs non-uniformed personnel
- The 12 hr shifts
- Promotion process to be reviewed/ Career progression
- Transparency openness and honesty
- Remove uncertainty of future
- Blue light co-operation
- Take away bureaucracy More visibility of senior managers less them and us culture with senior managers – better communication with senior management
- Improve management
- Improve communications (particularly regarding job security)
- Improve recognition
- More budget







If you could change one thing about MFRA, what would that be?

"Pass on ANY information sooner, so people don't feel insecure about their jobs. Most people don't know what's next."

"..while partnership work is inevitable and beneficial that MFRA will not lose its identity as an organisation and the values it portrays to both the community and staff"





Has there been an improvement in the way in which we are communicating information throughout the organisation?

- 72 respondents say not
- 185 say yes

But with some caveats

- Need to consider audience
- Demonstrate listening
- Be consistent







Has there been an improvement in the way in which we are communicating information throughout the organisation?

"Briefings from DCFO are very informative. There is a lack of communication down the chain from and line managers to employees...."

"Station managers are more open and tell us things"

'..One meeting says one thing and the next another'





Name one thing which you feel has changed within the MFRA since the last survey in 2014 which has had a positive impact on you.

210 positive comments

- Less micro management
- Watch managers empowered
- More trust
- Station Managers more approachable
- More support from senior managers
- 24 hours shifts
- Improving communication
- Fire Authority involvement







Name one thing which you feel has changed within the MFRA since the last survey in 2014 which has had a positive impact on you.

"WMs have been given back ownership of Tasks and teams. This has improved Morale substantially. There isn't a panic when SM's visit station and WM's are trusted to be doing their job correctly....?" "The Authority have made great improvements in the way in which they engage with staff.....have made a conscious effort to engage with staff more widely...vastly improved their understanding of non-operational roles and how they contribute, which can only be positive for all support staff"





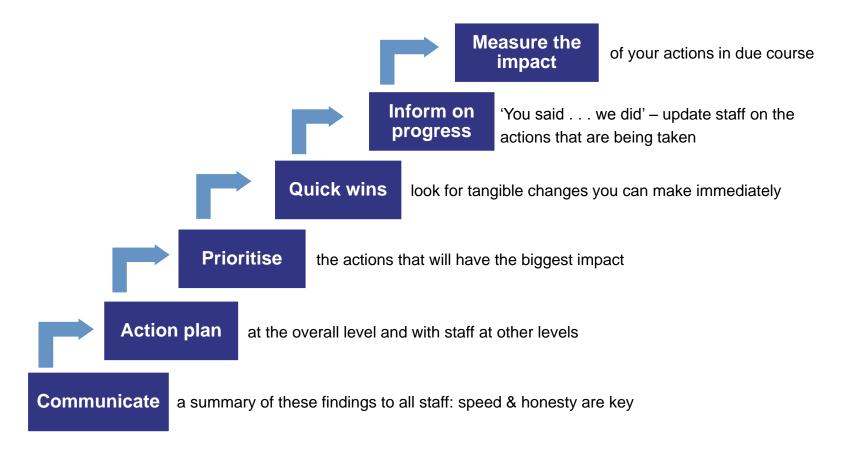
Main action areas

Celebrate & Maintain	Engagement Levels	19% point increase in Engagement Index in two years. Great rises from 27% to 22% points in top 10.improved statements. Only one area of decline this year.
Celebrate & Maintain	Safer Stronger Communities	Staff still enjoy the service to the public part of the role. Ensure positive stories are shared and make sure role of all staff in delivering service is understood by all.
Prioritise	Response rate	Why has it dropped by 17% points? In a survey showing excellent progress this is an anomaly that needs to be acknowledged.
Prioritise	Appraisals	Appraisal are a priority area for improvement. Will allow secondary improvement areas to be addressed: feeling valued, confidence in future, not tolerating bullying or discrimination. Is appraisal training worthy of a refresh?
Prioritise	Career Paths/ Initiative	Ability to use initiative is a key driver. Only decline question was around sharing ideas (down 15% points) How can staff be set free to use initiative? Is initiative something that is identified when selecting staff for promotion?
Investigate	Shift Patterns	The survey records dis-satisfaction with the 12/12 shift pattern from some staff but enthusiasm for new 24 hours shifts. How are shift patterns being evaluated?





Next steps: maintain the engagement momentum







Reflections on what you have heard today

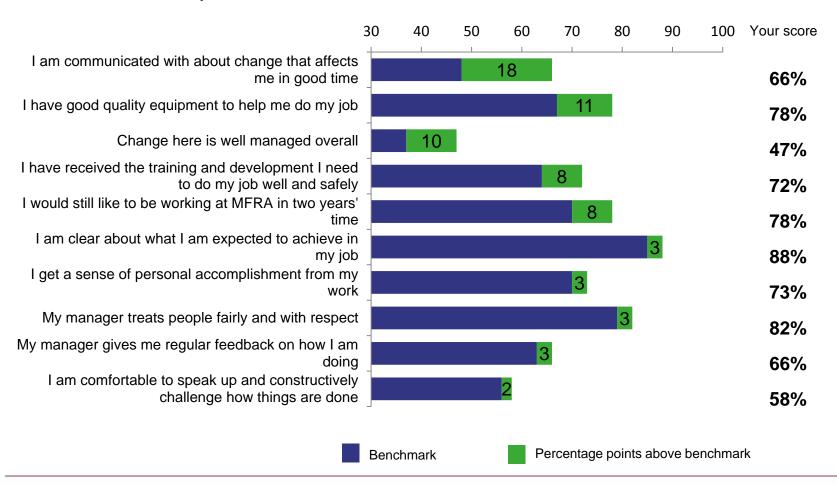
- 1. What are we most pleased about?
- 2. What are we most concerned about?
- 3. What do we care about focusing on in 2016/17?

Appendix





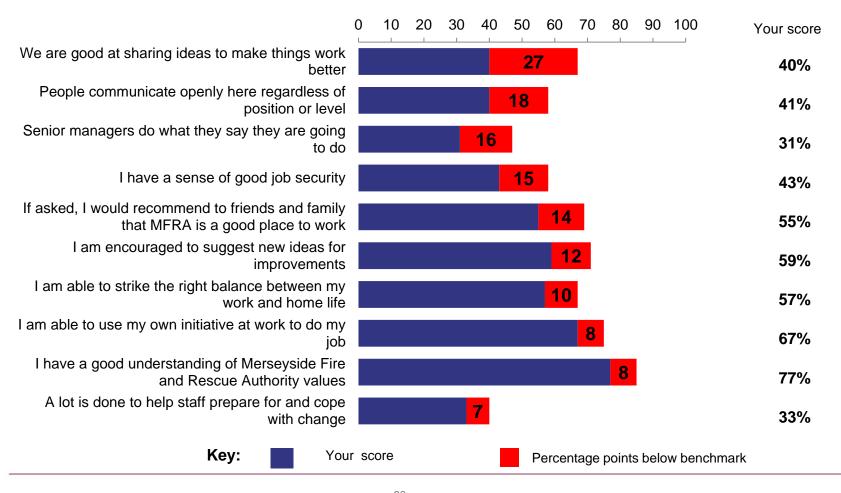
Benchmark overperformance







Benchmark underperformance







Employee Engagement – some evidence

Organisations with high level engagement compared to those with low level engagement:



2.5x
Greater Revenue



Growth 1

40%Lower Employee
Turnover ⁵



2x
Annual Net Income 2



24% Higher Net Promoter Score 6



62%
Less
Accidents 3



18%
Higher
Productivity 3



50% Less Absence Days 4



12% Higher Customer Advocacy³

*For more data & other resources please visit www.engageforsuccess.org



Get in touch to discuss:

- Planning and running an impeccable survey
- Achieving the highest response rate
- Identifying the key issues
- Communicating the findings quickly
- Agreeing what to do as a result
- Providing your managers with the knowledge and tools to drive engagement



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