



Results of the Employee Engagement Survey for Merseyside Fire and Rescue, July 2014

Produced by People Insight in July 2014



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Introduction

About the survey

An external company, People Insight Ltd, was commissioned to undertake the survey. The questionnaire was designed to measure people's attitudes and beliefs concerning key employee engagement issues.

Each section of the survey contained a series of statements to which respondents were asked to indicate their level of agreement from a five point likert scale (strongly agree to strongly disagree).







Survey response rates

The survey was completed in July 2014 and achieved an overall response rate of 68%. 1147 staff were invited to take part in the survey and 776 responses were received.








This is an excellent response rate and gives a good degree of confidence in the results. The appendices show response rates broken down by selected groups of staff.

Symbols used in this report

A traffic light system is used to indicate:

-  areas of **strength**
-  areas for **development**
-  areas of **weakness**
-  indicates what percentage of the total answers for this question were **positive**
-  indicates what percentage of the total answers for this question were **negative**
-  Indicates where we are unable to comment due to lack of data or to maintain confidentiality of respondents

A series of arrows are used to indicate relative performance against the Benchmark:

-  indicates a performance at least 10% better than the Benchmark average
-  indicates a performance at least 5% and less than 10% better than the Benchmark average
-  indicates a performance at least 3% and less than 5% better than the Benchmark average
-  indicates a performance within 3% of the Benchmark average
-  indicates a performance at least 3% and less than 5% worse than the Benchmark average
-  indicates a performance at least 5% and less than 10% worse than the Benchmark average
-  indicates a performance at least 10% worse than the Benchmark average

A series of datatables accompany this report outlining the results by survey section broken down by variable. As can be seen, there are variations in results across the organisation which ought to be considered as part of the interpretation and action planning process.

Numbers:

Please note that all numbers in this report have been rounded to the closest whole number.

Your Engagement Score

Why measure engagement?


Employee engagement has been proven to positively impact on organisation results, across all sectors. In particular, a high level of employee engagement has been shown to lead to improved productivity, quality and customer satisfaction (and of course for commercial organisations increased profit), whilst reduced absence and lower staff turnover are amongst many of the other benefits.

Your survey has been designed to measure the extent to which your people are engaged and alongside this to measure the drivers of employee engagement (i.e. the things that when done well tend to engage employees). We have analysed these below and compared your results with other organisations in our benchmarking group.

Your benchmarked engagement score: 55%

Your benchmarked engagement score is the headline result for your survey and is presented as a single measure of employee engagement. For the purpose of calculating this score we only include questions where a sufficient number of comparable surveys have used the same question.





Your engagement score compared with our benchmark group is shown below:

Your Score	Variance Arrow	Variance Actual	Benchmark Score
55%		-23%	78%

This is a very weak result when compared with our benchmark group.



Engagement score key questions

The questions below are used to derive your engagement score. Benchmarking results for these are also shown.	Your Score	Variance Arrow	Variance Actual	Benchmark Score
I am proud to say I work for MFRA	56%		-20%	76%
Working here makes me want to do the best work I can	52%		-25%	77%
If asked, I would recommend to friends and family that MFRA is a good place to work	34%		-34%	68%
I care about the future of MFRA	80%		-9%	89%

Scores by engagement theme

Your overall engagement score is the result of a number of factors, many of which can be directly influenced or controlled by management. These are often called engagement drivers, and are the things that when done well tend to motivate, inspire and engage employees. Your survey measured a wide range of engagement drivers and these have been grouped into themes depending upon where they appeared in your survey. These themes are often useful as the focus for action planning.

Your benchmarking results for each theme are summarised below. These scores have been calculated as the average score for all engagement driver questions within each theme.

Please note that for benchmarking purposes we only include questions in this analysis where a sufficient number of comparable surveys have used the same question.

Engagement Theme	Your Score	Variance Arrow	Variance Actual	Benchmark Score
Goal Clarity	64%	↓↓↓	-13%	77%
My Job	49%	↓↓↓	-22%	71%
Employee Involvement	37%	↓↓↓	-27%	64%
Teamwork	36%	↓↓↓	-21%	57%
Learning & Development	58%	↓↓	-6%	64%
Recognition & Reward	39%	↓↓↓	-16%	55%
Management Effectiveness	56%	↓↓	-5%	61%
Culture & Values	47%	↓↓↓	-29%	76%
Change Management	33%	↓↓↓	-11%	44%
Overall	49%	↓↓↓	-25%	74%

Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 55%, which is below (-10% or more) our benchmarking norms. The questions to consider as part of action planning can include:

- Are we happy with this score? What would we like it to be in 12 months time?
- What do the driver scores tell us in terms of why our overall engagement score is 55%?
 - What are we doing particularly well?
 - What themes are showing up as weaknesses?
 - What would we like the scores to be for each theme in 12 months time?
 - What actions do we need to take to get there?

As you will see from the more detailed datatable analyses, results may vary quite considerably from one employee group to another, and so these questions often need to be discussed at both the overall organisation level and also further down, within individual teams and departments.

It is often useful to generate action plans at each of these levels to reflect the different priorities and needs that exist. Involving a range of staff in the action planning process often helps in ensuring not only that the right actions are taken, but also that people understand why they are being taken and are inclined to support them.

Highs and Lows

This section highlights the ten questions that received the most positive responses from respondents, and the ten questions that received the most negative responses. This may help you to identify the things that you are doing well, and should celebrate, and the things that, when compared to your other results, may need attention.

Top 10 results

Questions with the most positive responses



1.	I have the knowledge and skills I need to do my job	82%	6%
2.	I care about the future of MFRA	80%	7%
3.	My manager treats people fairly and with respect	77%	9%
4.	I am clear about what I am expected to achieve in my job	76%	13%
5.	I feel valued and recognised for the work that I do by other team members	75%	8%
6.	I understand the priorities or Missions & Aims of MFRA	74%	12%
7.	My manager communicates regularly about issues that affect my work	73%	11%
8.	I understand the need for change at MFRA given the cuts faced by the Authority	71%	17%
9.	I have good quality equipment to help me do my job	70%	12%
10.	My manager makes time for me	69%	13%

Bottom 10 results

Questions with the most negative responses



1.	Fire Authority Council Members engage well with staff at MFRA	7%	72%
2.	Merseyside Fire and Rescue Authority is a better place to work than it was 3 years ago	15%	66%
3.	I have confidence in the future of MFRA	19%	65%
4.	People can communicate openly with each other here regardless of position or level	25%	64%
5.	I feel that MFRA consider the impact on me and other people when making decisions	22%	61%
6.	I feel valued and recognised for the work that I do by senior managers	24%	60%
7.	A lot is done to help staff prepare for and cope with change	22%	60%
8.	Employees at my level are able to communicate their concerns to higher management	28%	58%
9.	Merseyside Fire and Rescue Authority promotes a culture of openness and transparency	26%	56%
10.	Morale in my immediate team/watch/section is generally high	32%	56%

Results by survey section

This section of the report shows you the percentage responses to each of the survey questions, by survey section. An algorithm is used to identify strengths, areas for development, and weaknesses. This takes into account all responses to each question, whether positive, negative, or neutral. The number to the left of each question represents the number of respondents answering that question.

Goal Clarity

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
776	I understand the priorities or Missions & Aims of MFRA	24%	50%	14%	8%	4%
776	I am clear about what I am expected to achieve in my job	28%	48%	12%	10%	3%
A	Areas for development					
776	I understand how the work I do helps MFRA to achieve its missions & aims	27%	41%	18%	11%	3%
R	Weaknesses					
776	Senior managers provide a clear vision of the overall direction of MFRA	12%	25%	22%	25%	17%
A	Section Average					
	(% based on all replies (3104) to all questions (4) in the Section)	23%	41%	16%	13%	7%

My Job

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	Areas for development					
776	I feel that my work contributes to Safer Stronger Communities	22%	39%	22%	11%	5%
R	Weaknesses					
776	I enjoy my work	22%	30%	15%	18%	15%
776	My job makes the best use of the skills and abilities that I have	14%	27%	18%	24%	17%
776	I get a sense of personal accomplishment from my work	21%	33%	14%	17%	14%
776	I feel supported in my role	11%	23%	20%	20%	26%
R	Section Average					
	(% based on all replies (3880) to all questions (5) in the Section)	18%	30%	18%	18%	16%

Employee Involvement

R	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
776	I am able to use my own initiative at work to do my job	19%	24%	13%	23%	21%
776	I am encouraged to suggest new ideas for improvements	17%	25%	19%	22%	16%
776	I am comfortable to speak up and constructively challenge how things are done	16%	23%	11%	21%	29%
776	People can communicate openly with each other here regardless of position or level	8%	16%	12%	22%	42%

R	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (3104) to all questions (4) in the Section)	15%	22%	14%	22%	27%

Teamwork

R	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
776	Morale in my immediate team/watch/section is generally high	9%	22%	13%	20%	36%
776	We are good at sharing ideas to make things work better	16%	39%	20%	12%	14%
776	Different parts of the service work well together	3%	19%	24%	24%	29%

R	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (2328) to all questions (3) in the Section)	9%	27%	19%	19%	26%

Learning & Development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
776	I have the knowledge and skills I need to do my job	24%	58%	12%	5%	1%
A	Areas for development					
776	I have received the training and development I need to do my job well and safely	16%	49%	19%	12%	4%
776	I have good quality equipment to help me do my job	18%	52%	18%	9%	3%
R	Weaknesses					
776	I have the right opportunities to learn and grow at work	9%	25%	25%	24%	17%
776	My last appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well	11%	28%	25%	18%	18%
A	Section Average					
	(% based on all replies (3880) to all questions (5) in the Section)	16%	42%	20%	13%	9%

Recognition & Reward

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
776	I feel valued and recognised for the work that I do by other team members	22%	53%	16%	5%	3%
A	Areas for development					
776	I feel valued and recognised for the work that I do by my line manager	23%	42%	16%	8%	11%
R	Weaknesses					
776	In the last week, I have received thanks or praise for doing good work	11%	28%	16%	23%	22%
776	I feel valued and recognised for the work that I do by senior managers	8%	16%	16%	21%	39%
776	I receive feedback on my work	9%	29%	29%	19%	15%
R	Section Average					
	(% based on all replies (3880) to all questions (5) in the Section)	15%	34%	19%	15%	18%

Management Effectiveness

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
G	Strengths					
776	My manager communicates regularly about issues that affect my work	20%	52%	17%	7%	3%
776	My manager treats people fairly and with respect	27%	50%	14%	5%	5%
A	Areas for development					
776	My manager makes time for me	23%	47%	18%	8%	5%
R	Weaknesses					
776	My manager gives me regular feedback on how I am doing	18%	37%	27%	13%	5%
776	Senior managers do what they say they are going to do	6%	15%	26%	23%	31%
776	Employees at my level are able to communicate their concerns to higher management	6%	22%	14%	23%	35%
776	Fire Authority Council Members engage well with staff at MFRA	1%	6%	20%	20%	52%
776	I have confidence in the future of MFRA	5%	14%	16%	19%	46%
R	Section Average					
	(% based on all replies (6208) to all questions (8) in the Section)	13%	30%	19%	15%	23%

Culture & Values

A Areas for development		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
776	I have a good understanding of Merseyside Fire and Rescue Authority values	17%	41%	22%	9%	11%

R Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
776	Bullying, harassment and discrimination are not tolerated at MFRA	19%	27%	13%	19%	23%
776	I do not feel I have been bullied, harassed or discriminated against in the last 12 months	21%	26%	16%	17%	19%
776	I feel able to make decisions without fear of being blamed if things go wrong	8%	20%	17%	28%	27%
776	Generally we resolve any differences of opinion amicably	9%	31%	27%	17%	16%
776	Merseyside Fire and Rescue Authority promotes a culture of openness and transparency	8%	19%	17%	24%	32%
776	Merseyside Fire and Rescue Authority is a better place to work than it was 3 years ago	6%	9%	19%	18%	49%
776	I feel Merseyside Fire and Rescue Authority treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age	18%	30%	22%	10%	20%
776	I feel valued	7%	19%	18%	20%	36%
776	I am able to strike the right balance between my work and home life	9%	26%	15%	19%	32%

R Section Average		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (7760) to all questions (10) in the Section)		12%	25%	19%	18%	26%

Change Management

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
A	Areas for development					
776	I understand the need for change at MFRA given the cuts faced by the Authority	22%	48%	12%	12%	5%
R	Weaknesses					
776	I am communicated with about change that affects me in good time	13%	37%	23%	17%	9%
776	Change here is well managed overall	7%	19%	21%	26%	27%
776	Change within my team is well managed	11%	37%	28%	13%	10%
776	I feel that MFRA consider the impact on me and other people when making decisions	6%	15%	17%	21%	41%
776	A lot is done to help staff prepare for and cope with change	6%	15%	19%	23%	37%
R	Section Average					
	(% based on all replies (4656) to all questions (6) in the Section)	11%	29%	20%	19%	21%

Overall

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
776	I care about the future of MFRA	45%	35%	13%	3%	4%

R Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
776	I am proud to say I work for MFRA	25%	30%	19%	12%	13%
776	Working here makes me want to do the best work I can	22%	30%	19%	16%	13%
776	If asked, I would recommend to friends and family that MFRA is a good place to work	14%	20%	13%	22%	32%
776	I have a sense of good job security	8%	18%	24%	28%	22%

R Section Average		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (3880) to all questions (5) in the Section)		23%	27%	18%	16%	17%

Breakdown of survey respondents

Uniformed	Total
Firefighter	402
Crew Manager	20
Watch Manager	113
Station Manager	17
Group Manager	8
Area Manager	3
Principal Officer	2
Non Uniformed	Total
Support Staff	145
Managers	38
Head of Function / Director	6
Control	Total
Firefighter (Control)	14
Group Manager (Control)	2
Watch Manager / Crew Manager (Control)	6
Total	776
Location	Total
Other (Location)	22
Knowsley District	71
Liverpool District	224
Sefton District	97
St Helens District	50
Wirral District	111
SHQ	165
TDA	16
Derby Road	20
Total	776
Function/Dept	Total
Assets / ICT / Finance	24
Operational Preparedness	105
Legal Procurement and Democratic Services	8
People and Organisational Development	19




Operational Response	460
Strategy & Performance	26
Prevention and Protection	76
Other (Function)	58
Total	776
Length of Service	Total
Less than 2 years	25
2 to less than 5 years	32
5 to less than 10 years	89
10 to less than 20 years	229
20 + years	401
Total	776
Working Hours	Total
Full Time	751
Part Time	22
Job Share	3
Total	776
Working Pattern	Total
Family Friendly	6
Flexible Duty System	41
Flexi Time	165
Self Rostering	23
Alternative Shift Pattern	7
Compressed Hours	2
LLAR	30
Wholtime (12/12)	443
Wholtime (24Hrs)	8
Part Time / Flexible Workers (Greybook)	7
Not Applicable (Working Pattern)	44
Total	776

Age Range	Total
Age 16	0
17-24	5
25-35	92
36-45	199
45-55	392
56-65	32
66+	0
Prefer not to say (Age)	56
Total	776
Gender	Total
Male	631
Female	145
Total	776
Sexual Orientation	Total
Bisexual	4
Gay Man	6
Gay Woman / Lesbian	0
Heterosexual / Straight	622
Other (Sexuality)	9
Prefer not to say (Sexuality)	135
Total	776
Ethnic Group	Total
White - British	647
White - Irish	4
White - Gypsy / Traveller	1
White - Any Other	14
Asian / Asian British - Bangladeshi	1
Asian / Asian British - Indian	0
Asian / Asian British - Pakistani	0
Asian / Asian British - Any Other	0
Black or Black British - African	2
Black or Black British - Caribbean	0
Black or Black British - Any Other	0
Mixed - White & Asian	1
Mixed - White & Black Caribbean	0

Mixed - White & Black African	0
Mixed - Any Other	1
Other Ethnic Group - Chinese	0
Other Ethnic Group - Arab	0
Other Ethnic Group - Any Other	0
Prefer not to say (Ethnicity)	105
Total	776
Disability Status	Total
Has disability	25
Does not have disability	661
Prefer not to say (Disability)	90
Total	776
Religion / Belief	Total
Agnostic	35
Atheist	51
Baha'i Faith	0
Buddhist	4
Christian	378
Hindu	0
Jain	0
Jewish	1
Muslim	2
Sikh	0
Zoroastrianism	1
Humanist	2
Pagan	2
No Religion	118
Prefer not to say (Religion)	157
Other (Religion)	25
Total	776

Traffic light system - explanation

Throughout our reports, a traffic light system is used to indicate:

-  areas of **strength**
-  areas for **development**
-  areas of **weakness**

The traffic lights are calculated by an algorithm that takes into account all responses to each question, and performs the following functions:

- Reviews the percentage of respondents that 'neither agree nor disagree' with a given question (where this option exists)
- Then reviews the ratio of respondents that agree/disagree with the question
- Then applies a traffic light based on a stepped scale. Within this scale, the higher the percentage of respondents that 'neither agree nor disagree' with a question the higher the ratio of respondents agreeing/disagreeing needs to be to move the result from a red, to an amber, to a green.
- Where the option 'neither agree nor disagree' is not present, the algorithm reviews the ratio of agree/disagree responses, and again uses a stepped scale to determine whether to apply a red, amber or green traffic light.

