



Merseyside Fire & Rescue Authority

Employee Survey Feedback & Planning

5th September 2014





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 4% after working with us, and their employees are 10% more likely to feel that something will happen as a result of the survey

Some of our clients include...



















































Agenda

- 1. Employee engagement
- 2. Survey methodology
- 3. Engagement scores
- 4. Top 10 and bottom 10 results
- 5. External benchmark comparison
- 6. Variations

- 7. Key driver analysis
- 8. Comments
- 9. Main action areas
- 10. Next steps
- 11. Your reflections





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 ⁷



50% Less Absence Days ⁴



12% Higher Customer Advocacy ⁷

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

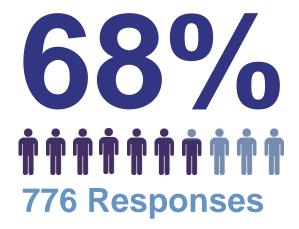




Methodology

- Survey carried out from June to July 2014
- Responses came directly to People Insight to ensure confidentiality
- Reporting includes:
 - Overall main report
 - Data cuts including by length of service, staff grouping (uniformed/non-uniformed/control), working pattern
 - Function-level and Equality reporting
 - Open text comments report
 - External benchmarking against all organisations
- Each question had five possible responses: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree.
- Results for each question are presented as a % combination of Strongly agree and Agree

SURVEY RESPONSE



- G Strength
- A Development area
- **R** Weakness





Response Rate Breakdown: Staff Grouping

Response Rate by Staff Grouping	MFRA (Full survey)	Uniformed Staff	Non Uniformed Staff	Control Staff
Respondents	776	565	189	22
Response Rate	68%	76%	59%	63%





Response Rate: Function

Response Rate by Function	Responses	%
Strategy & Performance	26	79
IT/Assets/Finance	24	38
Operational Response	460	65
Operational Preparedness	105	75
Human Resources* (63%)	19	46
Prevention & Protection	76	64
Legal Services	8	53
No Function declared	58	-
Total	776	

Findings

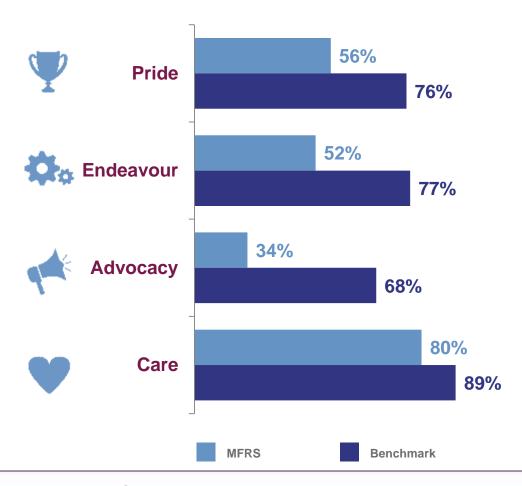




Your overall engagement score

55%

23% below external benchmark







Top 10 results – themes & items

Questions with the most positive responses

Learning & Development	I have the knowledge and skills I need to do my job	82%	12% <mark>6%</mark>
Overall	I care about the future of MFRA	80%	13% <mark>7%</mark>
Management Effectiveness	My manager treats people fairly and with respect	77%	14% 9%
Goal Clarity	I am clear about what I am expected to achieve in my job	76%	12% 13%
Recognition & Reward	I feel valued and recognised for the work that I do by other team members	75%	16% <mark>8%</mark>
Goal Clarity	I understand the priorities or Missions & Aims of MFRA	74%	14% 12%
Management Effectiveness	My manager communicates regularly about issues that affect my work	73%	17% 11%
Change Management	I understand the need for change at MFRA given the cuts faced by the Authority	71%	12% 17%
Learning & Development	I have good quality equipment to help me do my job	70%	18% 12%
Management Effectiveness	My manager makes time for me	69%	18% 13%





Bottom 10 results – themes & items

Questions with the most negative responses

Management Effectiveness	Fire Authority Council Members engage well with staff at MFRA	7% 20%		72 %	
Culture & Values	Merseyside Fire and Rescue Authority is a better place to work than it was 3 years ago	15% 1	9%	66%	
Management Effectiveness	I have confidence in the future of MFRA	19%	16%	65%	
Employee Involvement	People can communicate openly with each other here regardless of position or level	25%	12%	64%	
Change Management	I feel that MFRA consider the impact on me and other people when making decisions	22%	17%	61%	
Recognition & Reward	I feel valued and recognised for the work that I do by senior managers	24%	16%	60%	
Change Management	A lot is done to help staff prepare for and cope with change	22%	19%	60%	
Management Effectiveness	Employees at my level are able to communicate their concerns to higher management	28%	14%	58%	
Culture & Values	Merseyside Fire and Rescue Authority promotes a culture of openness and transparency	26%	17%	56%	
Teamwork	Morale in my immediate team/watch/section is generally high	32%	13%	56%	





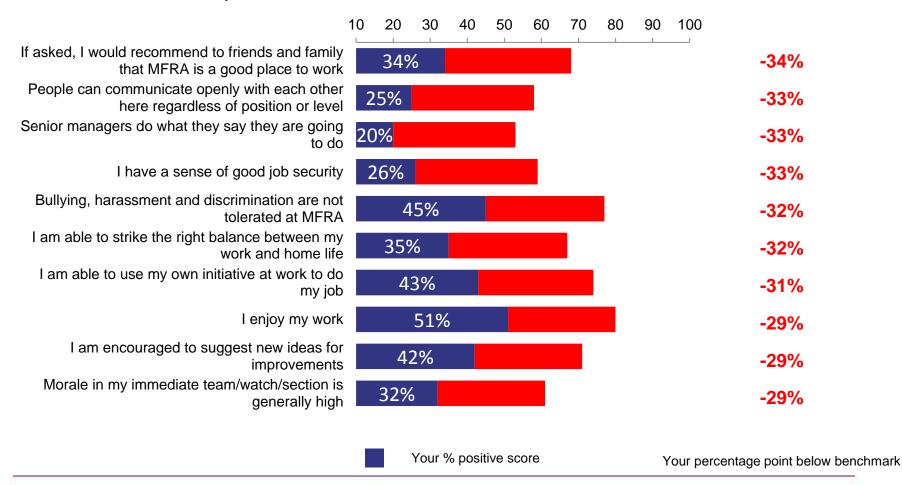
Benchmark overperformance







Benchmark underperformance







Staff Grouping variations

Arrows are used to indicate the relative performance in each Section against the average for MFRA

†1	at least 10%	better

- at least 5% and less than 10% better
- at least 3% and less than 5% better
- less than 3% better and less than 3% worse
- at least 3% and less than 5% worse
- at least 5% and less than 10% worse
- at least 10% worse

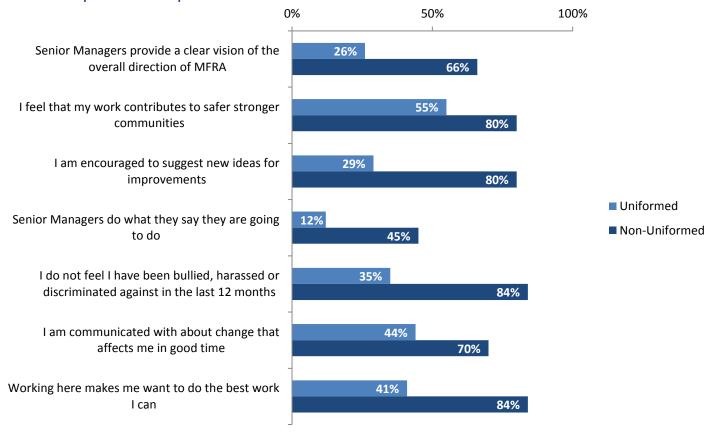
Summary results for Merseyside Fire and Rescue by Staff Grouping	MFRA (Full survey)		Uniformed Staff		Non Uniformed Staff		Control Staff
Respondents	776		565		189		22
Overall Engagement Score	55	$\downarrow_{\downarrow\downarrow}$	45	†††	84	1	58
	0		0		0		0
Goal Clarity	64	ţţ	56	† † †	87	††	73
My Job	48	$\downarrow_{\downarrow\downarrow}$	38	†††	77	†††	62
Employee Involvement	37	$\downarrow_{\downarrow\downarrow}$	25	† † †	74	†††	48
Teamwork	36	Ļţ	27	† † †	63	-	38
Learning & Development	58	Ļţ	53	†††	72	-	59
Recognition & Reward	48	ĻĻ	43	†††	64	Ţ	44
Management Effectiveness	44	ĻĻ	39	$\uparrow\uparrow\uparrow$	58	ĻĻ	39
Culture & Values	37	44	27	†††	67	Ţ	33
Change Management	40	ĻĻ	32	$\uparrow\uparrow\uparrow$	63	Ļ	33





Uniformed vs Non-Uniformed

Questions with differences in positive responses

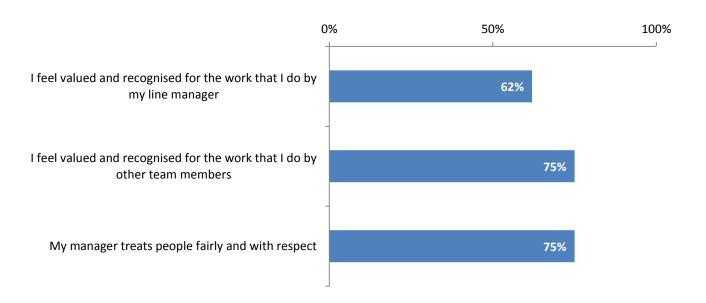






Uniformed Staff – Positive Responses

Selected questions with positive responses







Function variations

Summary results for Merseyside Fire and Rescue by Function/Dept	MFRA (Full survey)		Assets / ICT / Finance		Operational Preparedness		People and Organisational Development		Operational Response		Strategy & Performance		Prevention and Protection		Other (Function)
Respondents	776		24		105		19		460		26		76		58
Overall Engagement Score	55	† † †	86	† † †	67	†††	89	$\downarrow_{\downarrow\downarrow}$	43	† † †	93	†††	77	††	60
	0		0		0		0		0		0		0		0
Goal Clarity	64	†††	86	††	72	†††	87	$\downarrow_{\downarrow\downarrow}$	53	† † †	94	†††	84	††	71
My Job	48	†††	65	†††	63	$\uparrow\uparrow\uparrow$	73	444	35	†††	92	†††	79	-	50
Employee Involvement	37	†††	72	† † †	56	†††	72	$\downarrow_{\downarrow\downarrow}$	21	† † †	85	†††	64	††	43
Teamwork	36	† † †	62	† † †	49	†††	58	$\downarrow_{\downarrow\downarrow}$	25	† † †	77	†††	56	-	35
Learning & Development	58	†††	69	††	65	†††	82	ţţ	51	† † †	88	††	64	_	60
Recognition & Reward	48	↓ ↓	43	† † †	58	††	68	ĻĻ	41	† † †	88	$\uparrow\uparrow\uparrow$	61	ļ	45
Management Effectiveness	44	††	53	††	51	†††	55	ţţ	38	† † †	79	††	51	-	43
Culture & Values	37	† † †	67	† † †	49	†††	74	$\downarrow_{\downarrow\downarrow}$	24	† † †	77	†††	60	-	38
Change Management	40	†††	61	† †	48	†††	73	$\downarrow_{\downarrow\downarrow}$	30	† † †	74	†††	59	-	41





Length of Service variations

Summary results for Merseyside Fire and Rescue by Length of Service	MFRA (Full survey)		Less than 2 years		2 to less than 5 years		5 to less than 10 years		10 to less than 20 years		20 + years
Respondents	776		25		32		89		229		401
Overall Engagement Score	55	†††	88	†††	85	†††	70	-	53	ĮĮ.	49
	0		0		0		0		0		0
Goal Clarity	64	†††	83	†††	80	†††	77	Ţ	60	Ţ	60
My Job	48	†††	77	†††	63	†††	67	Ţ	45	ĻĻ	43
Employee Involvement	37	†††	73	†††	60	†††	59	ţţ	32	ĻĻ	32
Teamwork	36	†††	71	†††	57	†††	53	Ţ	33	ĻĻ	31
Learning & Development	58	†††	76	††	66	† [†]	69	-	57	Ţ	54
Recognition & Reward	48	†††	70	††	56	† [†]	61	_	46	Ţ	45
Management Effectiveness	44	†††	68	††	53	††	53	_	43	Ţ	40
Culture & Values	37	† † †	71	† † †	68	† † †	55	Ţ	33	ĻĻ	31
Change Management	40	†††	53	†††	62	† [†]	55	Ţ	36	Ţ	36





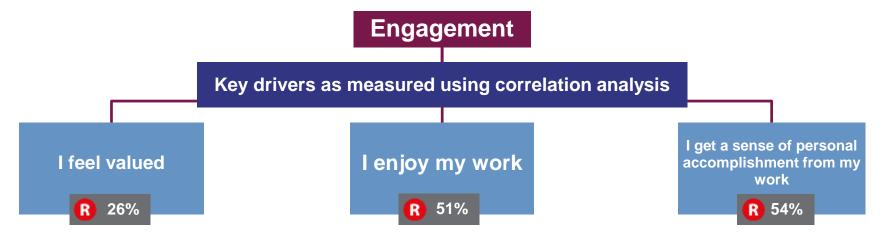
Working Pattern variations

Summary results for Merseyside Fire and Rescue by Working Pattern	MFRA (Full survey)		Flexible Duty System		Flexi Time		Self Rostering		LLAR		Wholetime (12/12)		Not Applicable (Working Pattern)
Respondents	776		41		165		23		30		443		44
Overall Engagement Score	55	† † †	86	† † †	83	† † †	92	Ţ	51	$\downarrow_{\downarrow\downarrow}$	38	†††	74
	0		0		0		0		0		0		0
Goal Clarity	64	†††	90	† † †	86	†††	90	ĻĻ	58	44	50	†††	76
My Job	48	†††	83	† † †	78	†††	82	44	37	44	30	†††	71
Employee Involvement	37	†††	80	† † †	73	†††	73	ĻĻ	29	44	15	†††	63
Teamwork	36	† † †	69	$\uparrow\uparrow\uparrow$	62	† † †	71	ţţ	27	$\downarrow_{\downarrow\downarrow}$	20	†††	51
Learning & Development	58	$\uparrow\uparrow\uparrow$	82	$\uparrow\uparrow\uparrow$	72	$\uparrow\uparrow\uparrow$	84	-	60	$\downarrow_{\downarrow\downarrow}$	48	††	63
Recognition & Reward	48	†††	82	† † †	64	††	57	$\downarrow_{\downarrow\downarrow}$	35	44	38	†††	58
Management Effectiveness	44	† † †	70	† [†]	58	† † †	55	$\downarrow_{\downarrow\downarrow}$	32	ĻĻ	35	† †	49
Culture & Values	37	† † †	73	† † †	66	† † †	68	_	37	44	19	†††	55
Change Management	40	†††	79	† [†]	62	†††	74	_	38	$\downarrow_{\downarrow\downarrow}$	24	†††	54





Focusing improvement on your key drivers of engagement will improve your overall score



Each of these drivers are most affected by:

- I feel valued and recognised by senior managers
- I feel supported in my role
- I have confidence in the future of MFRA

- I am able to use my own initiative at work to do my job
- My job makes the best use of the skills and abilities that I have
- I feel that my work contributes to Safer Stronger Communities

- I am encouraged to suggest new ideas for improvements
- I have the right opportunities to learn and grow at work
- I understand how the work I do helps MFRA to achieve its missions & aims





What is the best thing about working for MFRA?

- · Being able to help people and make a difference in the community
- Pride in the badge & mission
- The variety of operational work gives good job satisfaction
- Nothing/Negative
- The flexibility and work/life balance available through shift work
- Teams, watches & colleagues great and supportive people to work with
- Good provision of equipment & facilities, e.g. gym
- · The range of benefits provided
- Learning & Development opportunities







What is the best thing about working for MFRA?

"The knowledge that the work we do has an impact on the community even though this is behind the scenes. We can make a real difference to people's lives, safety, health & well being & I am proud that I can contribute to this even in a small way."

"Most of the personnel who work for MFRA are hard working, honest and reliable people who I thoroughly enjoy working with. I also enjoy my job as it's so varied with many different references within my department."





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

- Improve the relationship between different parts of the service, particularly between senior management and operational staff, and between senior management and the FBU
- Fairer and more transparent progression opportunities a perception that FBU members are kept closed off from promotion
- Fairer treatment of all staff by management staff feel overscrutinised, micro-managed and in some cases bullied
- New shift patterns not as family friendly as they could be –
 improved options for shift work would be appreciated
- Improve management training, to help improve current processes and also to support new managers
- Better change processes that are as consultative as possible







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

"Embrace the workforce, listen and communicate better, work with Unions more.

Despite changes within the Service at the top nothing has changed for the workforce, a chance to improve industrial relations has been sadly lost."

"There is a distinct lack of trust from the Senior management down which is evident in the new work routines. A new level of micro management has been introduced which has only lead to a feeling of animosity amongst the work force. I would remove this."



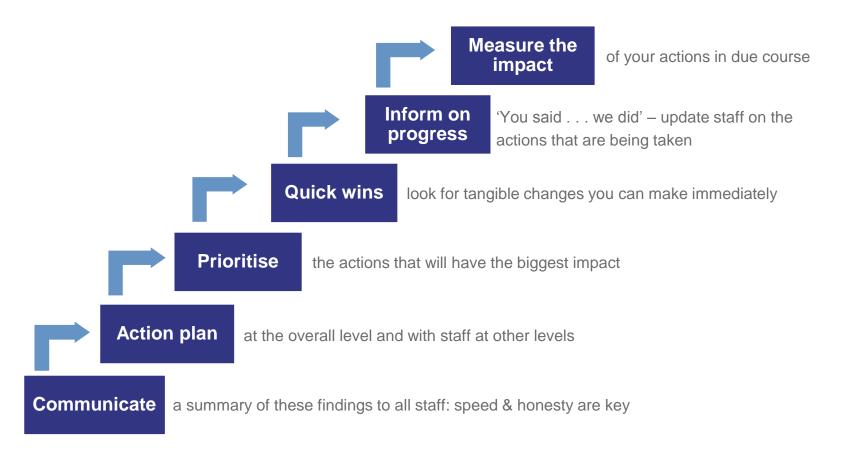


Celebrate & Maintain	Learning & Development	Staff feel training and development equips them to do the job
Celebrate & Maintain & Investigate	Public Service ethos	Staff in many areas of the service are motivated by feeling they make a contribution to the safety of the community of Merseyside but investigate some of the uniformed responses
Celebrate & Maintain	Team Working	Staff value camaraderie within their teams and watches. Needs to be extended across teams, departments and grades
Prioritise	Valuing people	Feeling valued is a key driver of Engagement for MF&RS. Need to bridge the apparent gap between senior management and operational staff.
Prioritise	Management Culture	Is there a clear understanding of how MF&RS wishes its managers to operate and clear delegation paths at the various levels of management. Clarity is needed to avoid blame culture/micro managing observations . Very different perceptions between Uniformed and Non Uniformed around bullying and harassment
Prioritise	Relationship with FBU	There needs to be an examination of the perception amongst uniformed operational staff that membership is a bar to progression within the service
Investigate	Shift Patterns	There seem to be polarized views on the shift patterns ranging from loathing to loving. Why is it they work for some and not others? Are there any detrimental impacts on performance? Are start and finish times optimized?





Next steps: maintain the engagement momentum







Reflections on what you have heard today

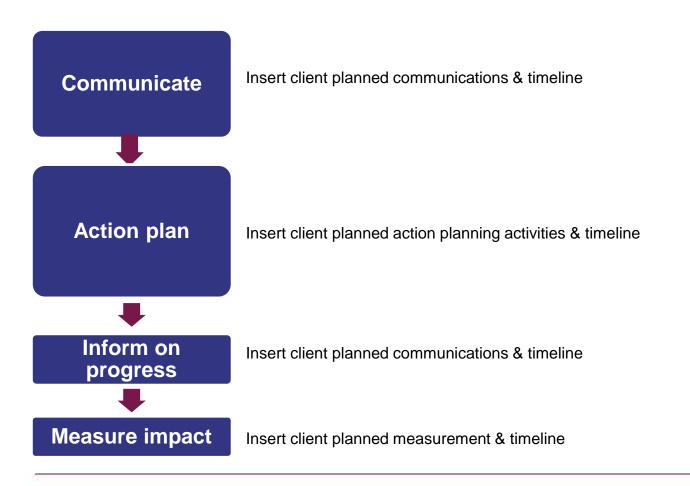
- 1. What are we most pleased about?
- 2. What are we most concerned about?
- **3.** What do we care about focusing on in 2014/15?

Appendix





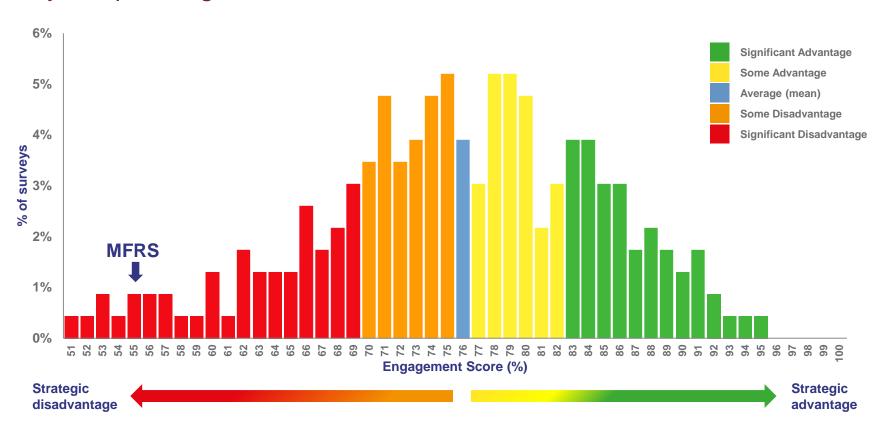
Next steps: maintain the engagement momentum







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





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



Tel: +44 (0)203 142 6511

Email: enquiry@peopleInsight.co.uk

Barley Mow Business Centre, Barley Mow Passage, London, W4 4PH. United Kingdom.

- Join our People Insight Network
- Like us People Insight Ltd
- Follow us @PeopleInsightUK

www.peopleinsight.co.uk