



# Results of the Employee Engagement Survey for Merseyside Fire and Rescue, July 2018

Produced by People Insight in July 2018

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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 2018 and achieved an overall response rate of 56%. 978 staff were invited to take part in the survey and 548 responses were received.

This is a good response rate giving confidence in the survey 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: 75%

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
75%	-	-2%	77%

This is broadly in line 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	78%	-	0%	78%
Working here makes me want to do the best I can	74%	↓	-4%	78%
If asked, I would recommend to friends and family that MFRA is a good place to work	60%	↓↓	-9%	69%
I care about the future of MFRA	89%	-	-1%	90%
I would still like to be working at MFRA in two years' time	74%	↑	4%	70%

### PEARL™ Model of Engagement®

#### 5 Global Factors

- ▶ Purpose
- ▶ Enablement
- ▶ Autonomy
- ▶ Reward
- ▶ Leadership

#### 5 Engagement Indicators

- ▶ Pride in the organisation
- ▶ Commitment to long term career
- ▶ High levels of discretionary effort
- ▶ Willingness to recommend and advocate the organisation
- ▶ Care about the future of the organisation

#### Business Outcomes

- ▶ Better quality products and services
- ▶ Reduced waste and cost
- ▶ Increased productivity per employee
- ▶ Increased profitability
- ▶ High levels of customer satisfaction
- ▶ Organisation strategies and plans delivered

## 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	80%	-	1%	79%
My Job	67%	-	-2%	69%
Employee Involvement	59%	↓↓	-8%	67%
Teamwork	42%	↓↓↓	-16%	58%
Learning & Development	67%	-	1%	66%
Recognition & Reward	57%	-	0%	57%
Management Effectiveness	59%	↓	-4%	63%
Culture & Values	64%	↓↓	-6%	70%
Change Management	44%	↓	-4%	48%
Health and Wellbeing	89%	↑↑	5%	84%
Overall	75%	-	-2%	77%

## Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 75%, which is broadly in line with (+ 3% to - 3%) 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 75%?
  - 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 am clear about what I am expected to achieve in my job	90%	4%
2.	I care about the future of MFRA	89%	3%
3.	I understand how the work I do helps MFRA to achieve its Mission & Aims	87%	5%
4.	I understand the priorities or Missions & Aims of MFRA	86%	5%
5.	I have the knowledge and skills I need to do my job well	85%	3%
6.	I consider that I benefited from the support I received through the Occupational Health Team	84%	4%
7.	My manager treats me fairly and with respect	84%	5%
8.	I have a good understanding of MFRA values	80%	7%
9.	My manager communicates regularly about issues that affect my work	79%	7%
10.	I feel that my work contributes to Safer Stronger Communities	79%	8%

### Bottom 10 results

Questions with the most negative responses



1.	I feel that MFRA consider the impact on me and other people when making decisions	28%	42%
2.	A lot is done to help staff prepare for and cope with change	26%	41%
3.	I feel valued and recognised for the work that I do by senior managers	36%	38%
4.	People can communicate openly with each other here regardless of position or level	41%	38%
5.	Different parts of the service work well together	35%	36%
6.	Senior managers do what they say they are going to do	31%	36%
7.	Employees at my level are able to communicate their concerns to higher management	44%	35%
8.	I have confidence in the future of MFRA	36%	34%
9.	MFRA Members engage well with staff at MFRA	26%	34%
10.	Change here is well managed overall	37%	34%

## 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
<b>G</b>	<b>Strengths</b>					
548	I understand the priorities or Missions & Aims of MFRA	39%	48%	9%	4%	1%
548	I am clear about what I am expected to achieve in my job	43%	47%	6%	3%	1%
548	I understand how the work I do helps MFRA to achieve its Mission & Aims	42%	45%	8%	3%	1%
<b>R</b>	<b>Weaknesses</b>					
548	Senior Managers provide a clear vision of the overall direction of MFRA	17%	38%	25%	13%	7%
<b>G</b>	<b>Section Average</b>					
	(% based on all replies (2192) to all questions (4) in the Section)	35%	44%	12%	6%	2%

## My Job

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I enjoy my work	33%	45%	14%	5%	3%
548	I get a sense of personal accomplishment from my work	30%	45%	14%	8%	3%
548	I feel that my work contributes to Safer Stronger Communities	31%	47%	14%	5%	3%
<b>A</b>	<b>Areas for development</b>					
548	My job makes the best use of the skills and abilities that I have	19%	41%	18%	17%	5%
548	I feel supported in my role	20%	38%	20%	14%	8%
<b>R</b>	<b>Weaknesses</b>					
548	I have a sense of good job security	18%	36%	24%	14%	8%
<b>A</b>	<b>Section Average</b>					
	(% based on all replies (3288) to all questions (6) in the Section)	25%	42%	17%	10%	5%

## Employee Involvement

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I am able to use my own initiative at work to do my job	25%	47%	14%	10%	4%
<b>A</b>	<b>Areas for development</b>					
548	I am satisfied with my physical working conditions (i.e. working environment, space, equipment etc.)	24%	41%	15%	16%	4%
548	I am encouraged to suggest new ideas for improvements	24%	34%	23%	14%	5%
<b>R</b>	<b>Weaknesses</b>					
548	I am comfortable to speak up and constructively challenge how things are done	21%	37%	15%	16%	11%
548	People can communicate openly with each other here regardless of position or level	14%	28%	20%	23%	15%
<b>A</b>	<b>Section Average</b>					
	(% based on all replies (2740) to all questions (5) in the Section)	21%	37%	18%	16%	8%

## Teamwork

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>R</b>	<b>Weaknesses</b>					
548	Morale in my immediate team/watch/section is generally high	18%	35%	17%	20%	10%
548	Different parts of the service work well together	5%	30%	29%	25%	11%
548	We are good at sharing ideas to make things work better	6%	32%	31%	21%	9%

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>R</b>	<b>Section Average</b>					
	(% based on all replies (1644) to all questions (3) in the Section)	10%	32%	26%	22%	10%

## Learning & Development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I have received the training and development I need to do my job well and safely	21%	56%	12%	9%	2%
548	I have the knowledge and skills I need to do my job well	28%	57%	12%	2%	1%
<b>A</b>	<b>Areas for development</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
548	I have good quality equipment to help me do my job	17%	53%	18%	9%	3%
<b>R</b>	<b>Weaknesses</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
548	I have the right opportunities to learn and grow at work	14%	40%	22%	17%	7%
548	My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well	16%	35%	28%	13%	9%
<b>A</b>	<b>Section Average</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (2740) to all questions (5) in the Section)	19%	48%	18%	10%	4%

## Recognition & Reward

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I feel valued and recognised for the work that I do by my line manager	25%	48%	15%	7%	5%
548	I feel valued and recognised for the work that I do by other team members	23%	54%	18%	3%	2%
<b>R</b>	<b>Weaknesses</b>					
548	In the last week, I have received thanks or praise for doing good work	17%	40%	17%	16%	10%
548	I feel valued and recognised for the work that I do by senior managers	13%	23%	26%	21%	17%
548	I receive feedback on my work	13%	35%	29%	15%	7%
<b>A</b>	<b>Section Average</b>					
(% based on all replies (2740) to all questions (5) in the Section)		18%	40%	21%	12%	9%

## Management Effectiveness

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	My manager communicates regularly about issues that affect my work	26%	53%	14%	5%	2%
548	My manager makes time for me	32%	46%	16%	3%	2%
548	My manager treats me fairly and with respect	34%	51%	11%	3%	2%
<b>A</b>	<b>Areas for development</b>					
548	My manager gives me regular feedback on how I am doing	22%	41%	27%	7%	3%
<b>R</b>	<b>Weaknesses</b>					
548	Senior managers do what they say they are going to do	7%	24%	33%	21%	15%
548	Employees at my level are able to communicate their concerns to higher management	13%	31%	21%	21%	15%
548	MFRA Members engage well with staff at MFRA	7%	19%	40%	20%	14%
548	I have confidence in the future of MFRA	9%	26%	31%	19%	15%
<b>R</b>	<b>Section Average</b>					
	(% based on all replies (4384) to all questions (8) in the Section)	19%	36%	24%	12%	8%

## Culture & Values

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I do not feel I have been bullied, harassed or discriminated against in the last 12 months	39%	33%	14%	10%	5%
548	I have a good understanding of MFRA values	28%	52%	13%	4%	3%
<b>A</b>	<b>Areas for development</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
548	Bullying, harassment and discrimination are not tolerated at MFRA	31%	35%	16%	11%	6%
548	Generally we resolve any differences of opinion amicably	15%	50%	21%	9%	5%
548	I feel MFRA treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age	27%	41%	17%	8%	7%
<b>R</b>	<b>Weaknesses</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
548	I feel able to make decisions without fear of being blamed if things go wrong	14%	30%	25%	22%	9%
548	MFRA promotes a culture of openness and transparency	13%	34%	26%	16%	11%
548	MFRA is a better place to work than it was 3 years ago	9%	16%	45%	17%	14%
548	I feel valued	14%	32%	24%	17%	13%
548	I am able to strike the right balance between my work and home life	15%	42%	18%	11%	15%
<b>R</b>	<b>Section Average</b>	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (5480) to all questions (10) in the Section)	20%	36%	22%	12%	9%

## Change Management

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I understand the need for change at MFRA given the cuts faced by the Authority	25%	48%	14%	8%	5%
<b>R</b>	<b>Weaknesses</b>					
548	I am communicated with about change that affects me in good time	16%	37%	26%	16%	6%
548	Change here is well managed overall	10%	27%	29%	22%	11%
548	Change within my team is well managed	15%	40%	28%	12%	5%
548	I feel that MFRA consider the impact on me and other people when making decisions	7%	21%	30%	22%	20%
548	A lot is done to help staff prepare for and cope with change	8%	18%	33%	24%	17%
<b>R</b>	<b>Section Average</b>					
	(% based on all replies (3288) to all questions (6) in the Section)	14%	32%	27%	17%	11%

## Health and Wellbeing

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
548	In general I would say my health is good	32%	57%	7%	3%	1%
316	I consider that I benefited from the support I received through the Occupational Health Team	38%	46%	12%	3%	0%

G Section Average		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (864) to all questions (2) in the Section)		34%	53%	9%	3%	1%

## Overall

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
<b>G</b>	<b>Strengths</b>					
548	I am proud to say I work for MFRA	40%	39%	13%	6%	3%
548	Working here makes me want to do the best I can	34%	40%	16%	6%	4%
548	I care about the future of MFRA	52%	37%	7%	1%	2%
548	I would still like to be working at MFRA in two years' time	47%	28%	15%	5%	6%
<b>A</b>	<b>Areas for development</b>					
548	If asked, I would recommend to friends and family that MFRA is a good place to work	28%	32%	18%	11%	11%
<b>G</b>	<b>Section Average</b>					
	(% based on all replies (2740) to all questions (5) in the Section)	40%	35%	14%	6%	5%

## Breakdown of survey respondents

Staff groupings	Total
Uniformed	328
Non Uniformed	199
Control	21
<b>Total</b>	<b>548</b>
Staff groupings 1	Total
Uniformed	328
Non Uniformed (incl. control)	220
<b>Total</b>	<b>548</b>
Uniformed roles	Total
Area Manager	5
Crew Manager	5
Firefighter	212
Group Manager	6
Principal Officer	2
Station Manager	18
Watch Manager	80
No Uniformed roles stated	220
<b>Total</b>	<b>548</b>
Non-uniformed roles	Total
Head of Function/Director	6
Manager	37
Support Staff	156
No Non-uniformed roles stated	349
<b>Total</b>	<b>548</b>
Control roles	Total
Firefighter (Control)	15
Watch Manager/Crew Managers (Control)	6
No Control roles stated	527
<b>Total</b>	<b>548</b>

Role/Grade	Total
Area Manager	5
Crew Manager	5
Firefighter	212
Firefighter (Control)	15
Group Manager	6
Head of Function/Director	6
Manager	37
Principal Officer	2
Station Manager	18
Support Staff	156
Watch Manager	80
Watch Manager/Crew Managers (Control)	6
<b>Total</b>	<b>548</b>
Function/place	Total
Community Risk Management (Prev & Protect staff)	77
Finance	15
Legal Procurement and Democratic Services	10
Operational Preparedness	78
Operational Response (incl. op crew staff)	286
Other (Function)	21
People and Organisational Development	26
Strategic Change & Resources	10
Strategy & Performance	25
<b>Total</b>	<b>548</b>
Length of service	Total
Less than 2 years	55
2 to less than 5 years	50
5 to less than 10 years	44
10 to less than 20 years	144
20+ years	255
<b>Total</b>	<b>548</b>

<b>Working arrangements</b>	<b>Total</b>
Full time fixed Working Hours	97
Full time flexi-time system	164
Full time flexible working and/or compressed Hours	5
Reduced hours / Part time	22
Marine Rescue Unit	5
Day related flexi time system	3
LLAR	12
Day Crewing WTR	29
WT (224 (12/12)	118
24 Hours WTR	7
Senior Officer (FDS/Continuous Cover)	28
Prefer not to say (Working arrangements)	58
<b>Total</b>	<b>548</b>
<b>Age range</b>	<b>Total</b>
16	0
17-24	20
25-35	84
36-45	113
46-55	222
56-65	47
66+	2
Prefer not to say (age)	60
<b>Total</b>	<b>548</b>
<b>Gender</b>	<b>Total</b>
Male	322
Female	130
Prefer not to say (gender)	96
<b>Total</b>	<b>548</b>
<b>Sexual Orientation</b>	<b>Total</b>
Bisexual	4
Gay Man	1
Gay Woman/Lesbian	1

Heterosexual/Straight	420
Other (Sexuality)	2
Prefer not to say (Sexuality)	120
<b>Total</b>	<b>548</b>
<b>Ethnic origin</b>	<b>Total</b>
White - English	382
White - Welsh	0
White - Scottish	3
White - Northern Irish	0
White - British	59
White - Irish	6
White - Gypsy / Traveller	0
White - Any Other background	4
Asian / Asian British - Bangladeshi	0
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	2
Black or Black British - Any Other	0
Mixed - White & Asian	1
Mixed - White & Black African	1
Mixed - White & Black Caribbean	1
Mixed - Any other background	4
Other Ethnic Group - Arab	1
Other Ethnic Group - Chinese	0
Other Ethnic Group - Any Other	0
Prefer not to say (Ethnicity)	82
<b>Total</b>	<b>548</b>
<b>Disability</b>	<b>Total</b>
Yes1	23
No1	448
Prefer not to say (disability)	77
<b>Total</b>	<b>548</b>

<b>Religion</b>	<b>Total</b>
Agnostic	21
Atheist	53
Baha'i Faith	0
Buddhist	3
Christian	265
Hindu	0
Jain	0
Jewish	0
Muslim	1
Sikh	0
Zoroastrianism	0
Humanist	3
Pagan	1
No Religion	78
Prefer not to say (Religion)	113
Other (Religion)	10
<b>Total</b>	<b>548</b>
<b>2016 Survey</b>	<b>Total</b>
Yes	420
No	128
<b>Total</b>	<b>548</b>
<b>Aware of H&amp;W Support</b>	<b>Total</b>
Yes	511
No	37
<b>Total</b>	<b>548</b>
<b>Used service Occ Health</b>	<b>Total</b>
Yes	316
No	232
<b>Total</b>	<b>548</b>

## 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.