



Merseyside Fire & Rescue

Employee Survey Feedback & Planning

16th August 2016

www.peopleinsight.co.uk

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...

WEST MIDLANDS FIRE SERVICE



BBC Studios and Post Production



FARROW & BALL
CRAFTSMEN IN PAINT AND PAPER

Harveys UCAS
The Furniture Store



ENSERVE™

Derbyshire
Fire & Rescue Service
Making Derbyshire Safer



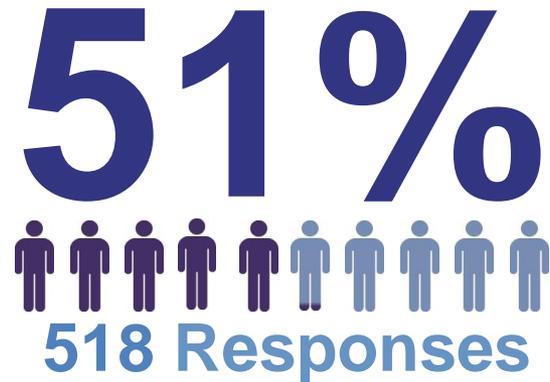
mbna



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



 17 point decrease vs. 2014

 **Strength**

 **Development area**

 **Weakness**

Findings

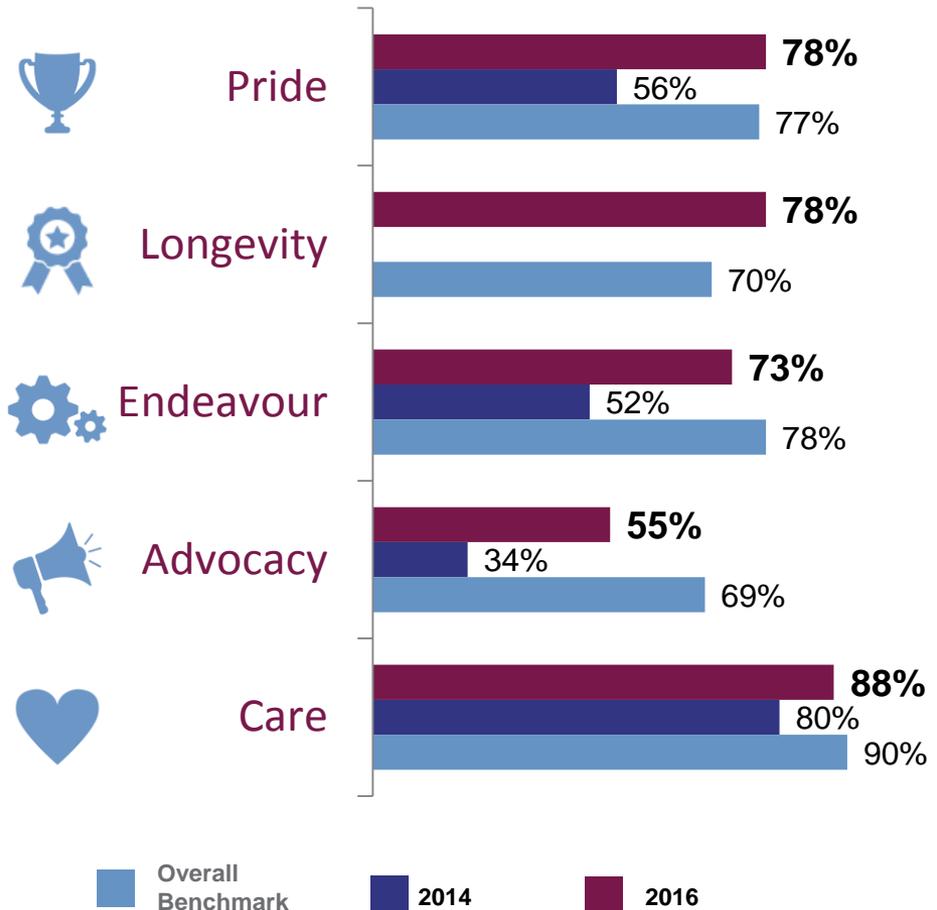


Your overall engagement score

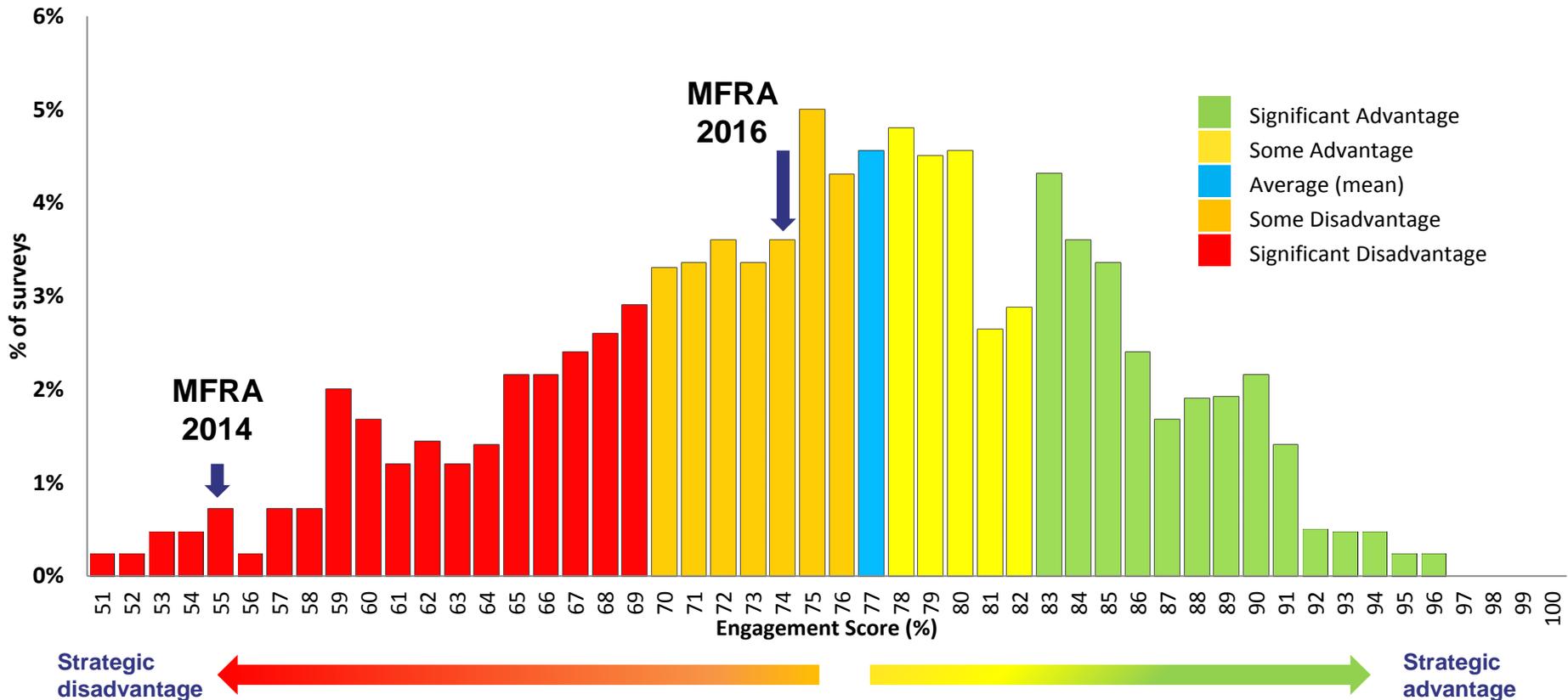
74%

 19 point increase vs. 2014

 3 point below benchmark



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



Fire Service Comparisons

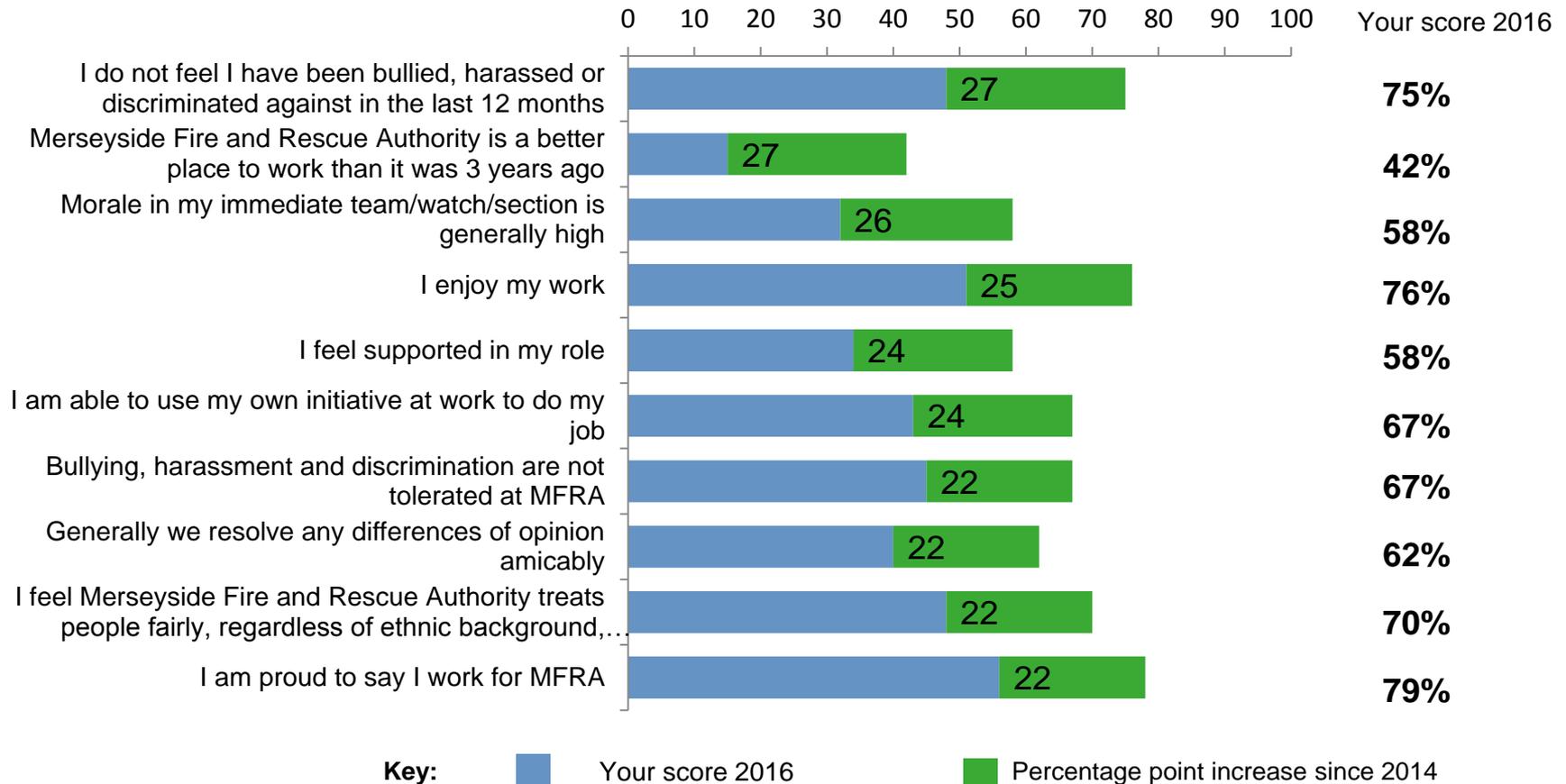
	Merseyside FRS (2016)	Fire Service A (2014)	Fire Service B (2014)	Fire Service C (2015)	Fire Service D (2015)	Fire Service E (2014)	Fire Service F (2015)	Fire Service G (2016)	Fire Service H (2016)	Fire Service I (2016)
Engagement Score	74%	55%	72%	85%	74%	65%	63%	76%	84%	81%
Response Rate	51%	68%	47%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

Top 10 results – themes & items

Questions with the most positive responses

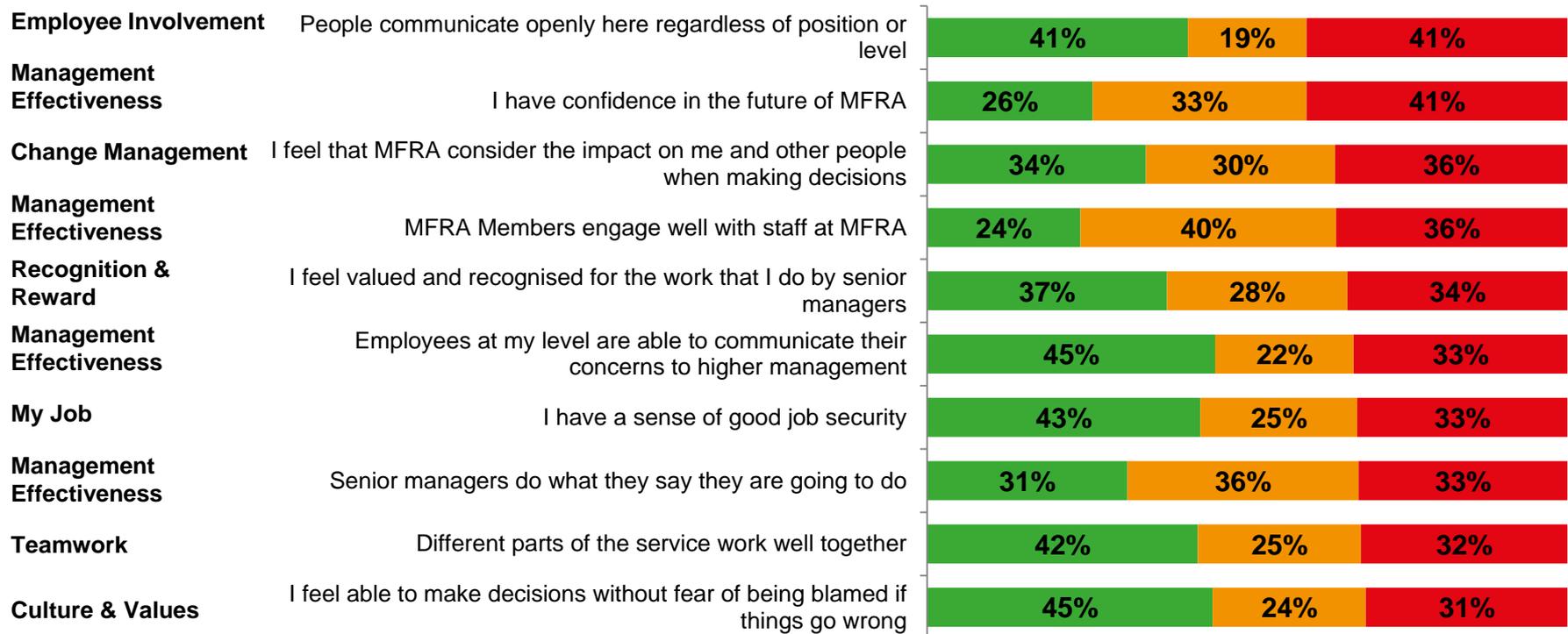


Greatest improvements since 2014



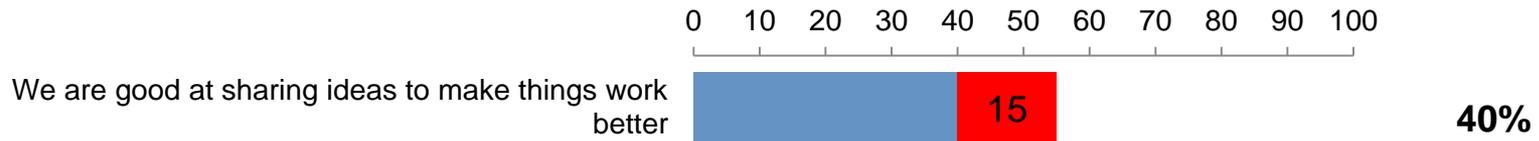
Bottom 10 results – themes & items

Questions with the most negative responses



Greatest declines since 2014

Your score 2016



Key:  Your score 2016

 Percentage point decrease since 2014

Staff grouping variations

Summary results for Merseyside Fire and Rescue by Staff grouping	MFRA	Uniformed		Non Uniformed		Control	
Respondents	518		335		162		21
Overall Engagement Score	74	↓↓	68	↑↑↑	87	↑↑↑	86
	+	+		+		+	
Goal Clarity	77	↓↓	72	↑↑↑	88	↑	80
My Job	64	↓	60	↑↑	70	↑	67
Employee Involvement	56	↓↓↓	46	↑↑↑	76	↑↑	65
Teamwork	47	↓↓	40	↑↑↑	60	↑↑	52
Learning & Development	67	↓	64	↑↑	73	↑↑	75
Recognition & Reward	59	↓	56	↑↑	66	—	57
Management Effectiveness	54	↓	51	↑	58	—	52
Culture & Values	58	↓↓	51	↑↑↑	70	↑↑	64
Change Management	55	↓	51	↑↑↑	65	↓↓↓	37

Function variations

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

Length of Service variations

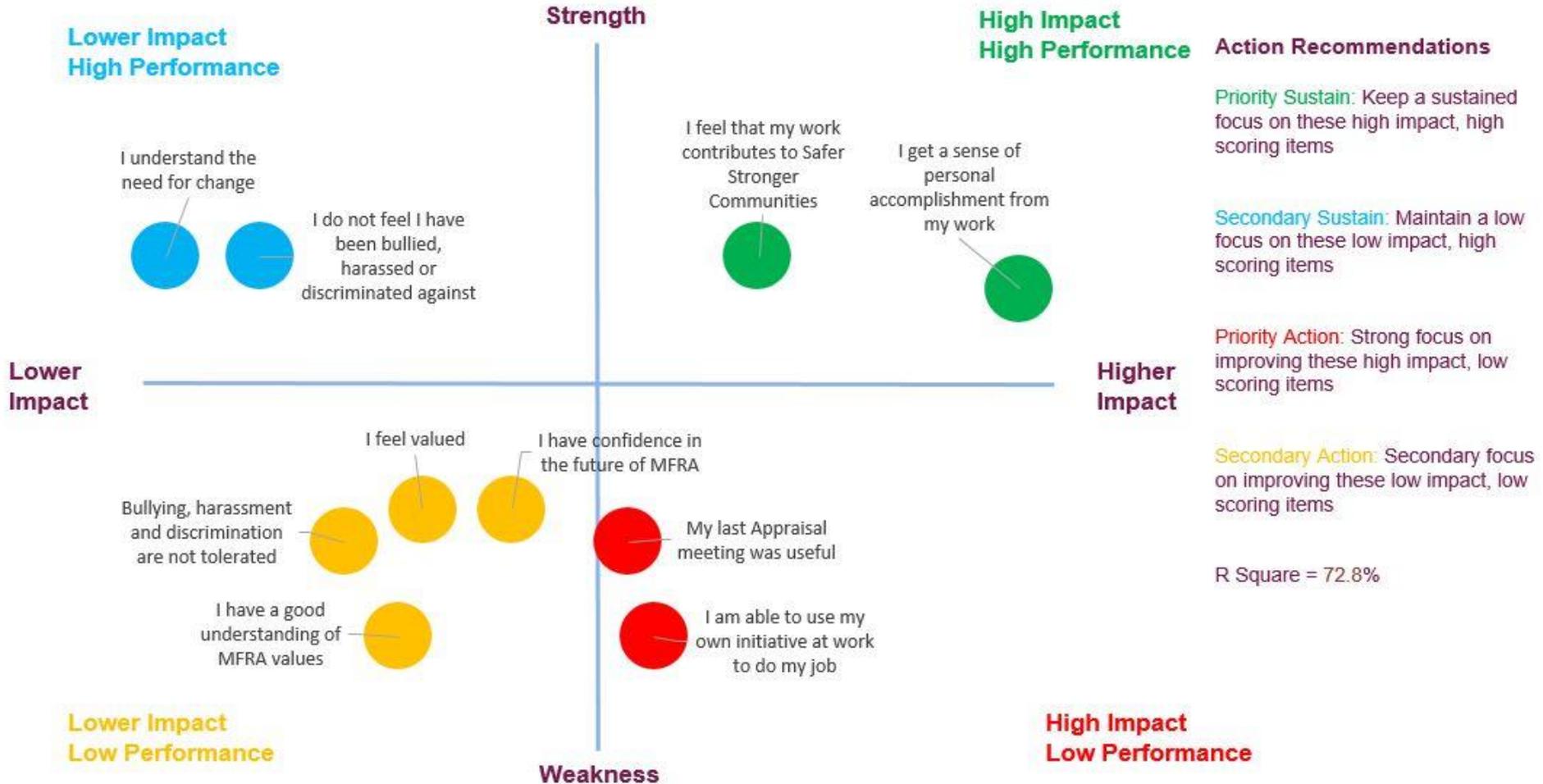
Summary results for Merseyside Fire and Rescue by Length of service	MFRA	Less than 2 years		2 to less than 5 years		5 to less than 10 years		10 to less than 20 years		20+ years	
Respondents	518	28	21	62	131	276					
Overall Engagement Score	74	↑↑↑ 94	↑↑↑ 84	↑↑ 81	↑↑ 80	↓↓ 67					
	+	+	+	+	+	+					
Goal Clarity	77	↑↑↑ 89	↑ 80	↑↑ 85	- 77	↓ 74					
My Job	64	↑ 68	↓ 61	↑ 67	↑↑ 69	↓ 60					
Employee Involvement	56	↑↑↑ 74	↑↑↑ 73	↑↑ 63	↑↑ 61	↓↓ 49					
Teamwork	47	↑↑↑ 71	- 48	↑↑↑ 57	↑↑ 53	↓↓ 39					
Learning & Development	67	↑ 71	↑ 71	↑ 71	↑ 70	↓ 64					
Recognition & Reward	59	↑↑↑ 71	- 61	↑↑ 65	↑ 62	↓ 55					
Management Effectiveness	54	↑↑↑ 70	↑ 57	- 55	- 55	↓ 51					
Culture & Values	58	↑↑↑ 69	↑↑ 66	↑↑ 66	↑ 62	↓↓ 52					
Change Management	55	↑↑↑ 68	↑↑ 61	↑ 58	↑ 58	↓↓ 50					

Working arrangement variations

Summary results for Merseyside Fire and Rescue by Working arrangements	MFRA	Fixed Hours		Flexi-time		Part time		LLAR		WT (224 (12/12)		24s		Prefer not to say (Working arrangements)	
Respondents	518	89	146	11	17	138	60	50							
Overall Engagement Score	74	↑	77	↑↑↑	88	↑↑↑	84	↓	74	↓↓↓	58	↑↑	82	↓↓↓	62
	+	+	+	+	+	+	+	+	+	+	+	+	+	+	+
Goal Clarity	77	↓	76	↑↑↑	89	↑↑↑	91	↓	78	↓↓↓	65	↑↑	84	↓↓↓	63
My Job	64	↑↑	70	↑↑	73	↓	62	↓↓	58	↓↓↓	48	↑↑↑	80	↓↓↓	51
Employee Involvement	56	↑↑	62	↑↑↑	78	↑↑↑	73	↓↓↓	40	↓↓↓	33	↑↑	61	↓↓↓	38
Teamwork	47	↓	46	↑↑↑	61	↑↑	55	↓↓↓	37	↓↓↓	34	↑↑	53	↓↓↓	34
Learning & Development	67	↓	68	↑↑	75	↓	65	↓↓	61	↓↓↓	57	↑↑↑	79	↓↓↓	55
Recognition & Reward	59	↑↑	64	↑↑	66	↑↑↑	69	↓↓↓	31	↓↓	50	↑↑	66	↓↓	52
Management Effectiveness	54	↑	57	↑↑	60	↓	51	↓	54	↓↓	46	↑↑	60	↓↓↓	41
Culture & Values	58	↓	60	↑↑↑	71	↑↑↑	74	↓↓	49	↓↓↓	42	↑↑↑	72	↓↓↓	41
Change Management	55	↓	51	↑↑↑	66	↑↑↑	73	↑↑	61	↓↓↓	41	↑↑↑	68	↓↓↓	40

Key Driver Analysis – Company Overall

Survey questions with the strongest impact on engagement



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 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?

“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.

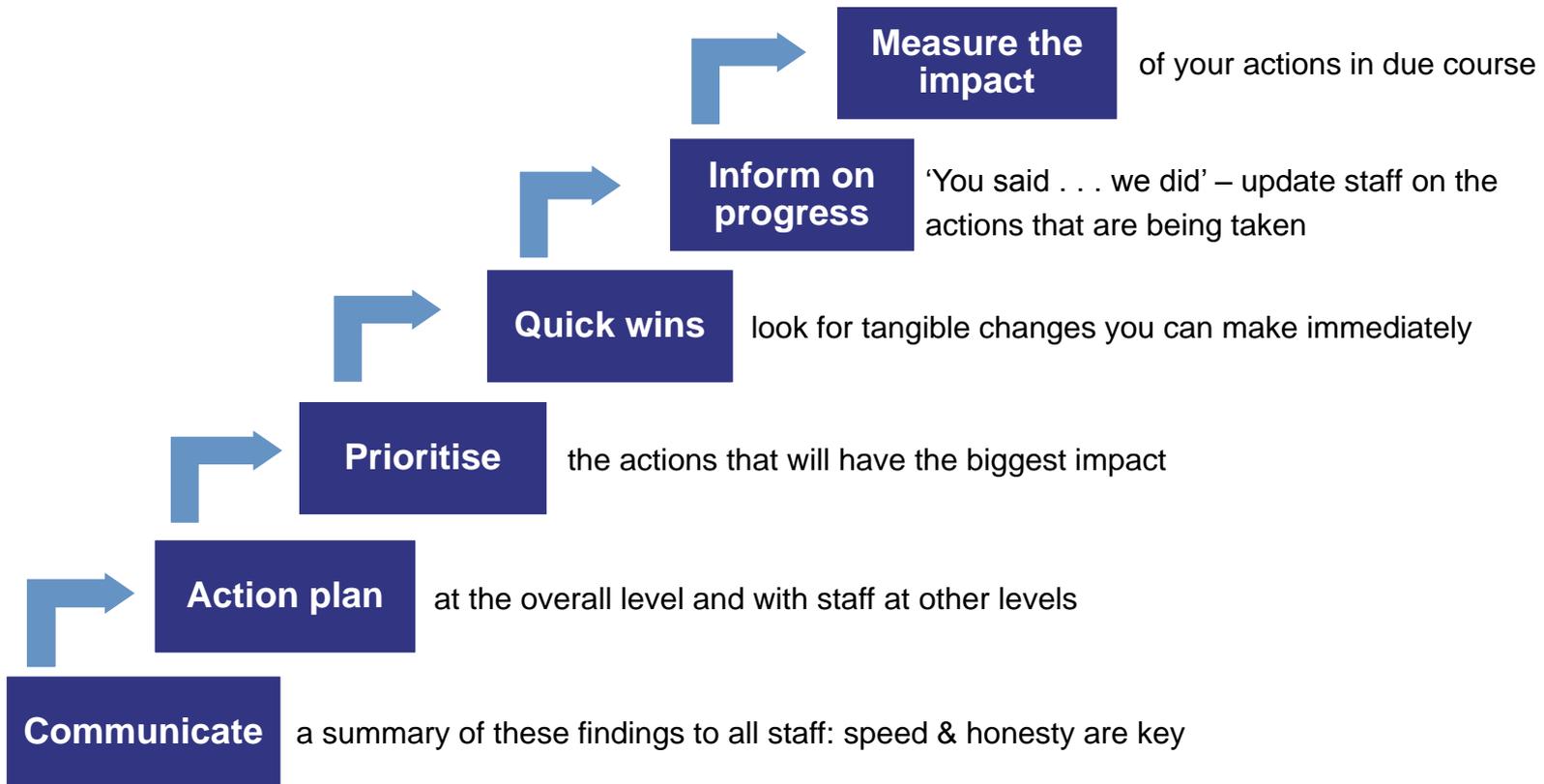
“WMs have been given back ownership of Tasks and teams. This has improved Morale substantially. There isn't a panic when SM's visit station and WM's are trusted to be doing their job correctly.... ?”

“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

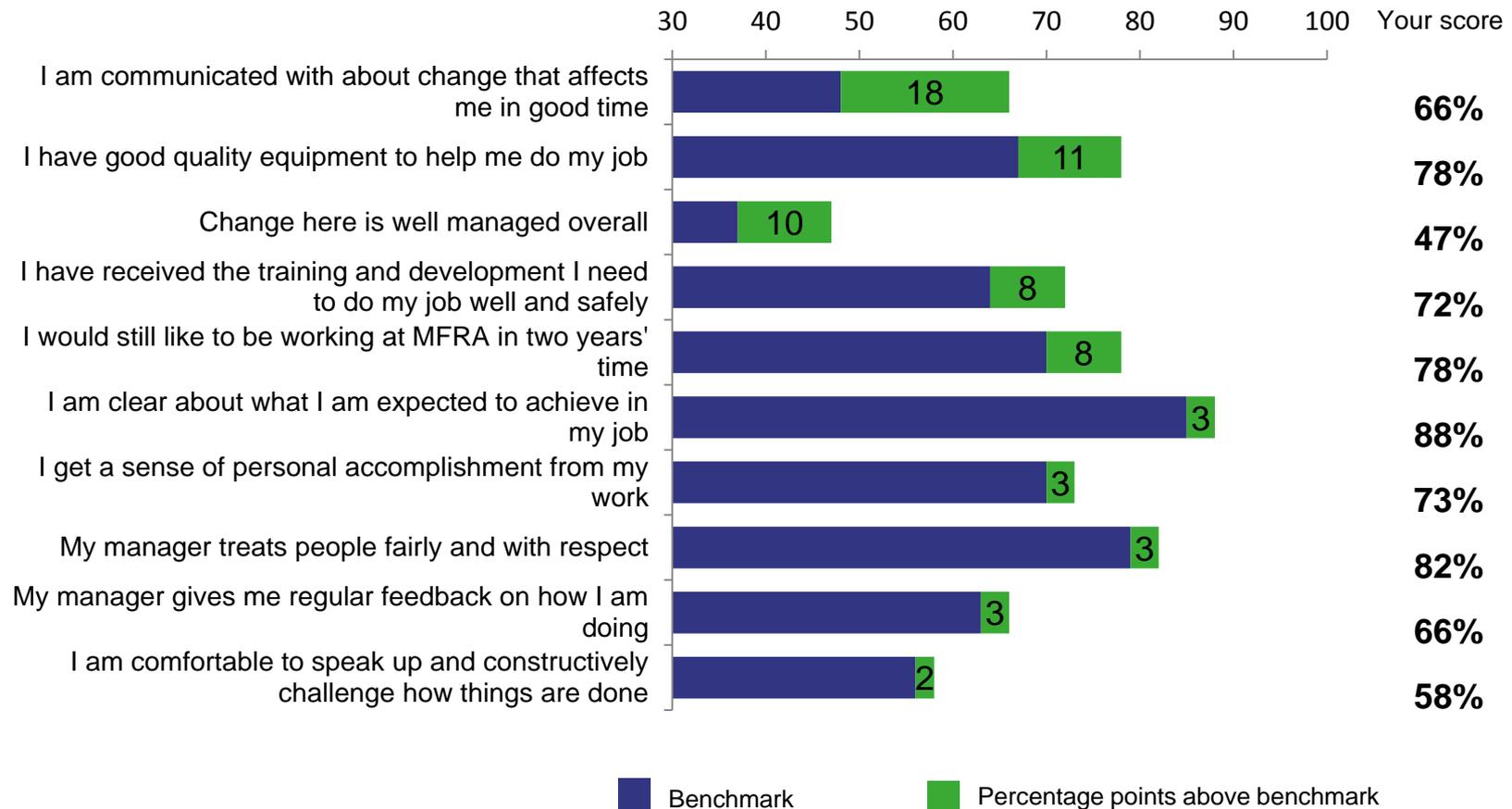


Reflections on what you have heard today

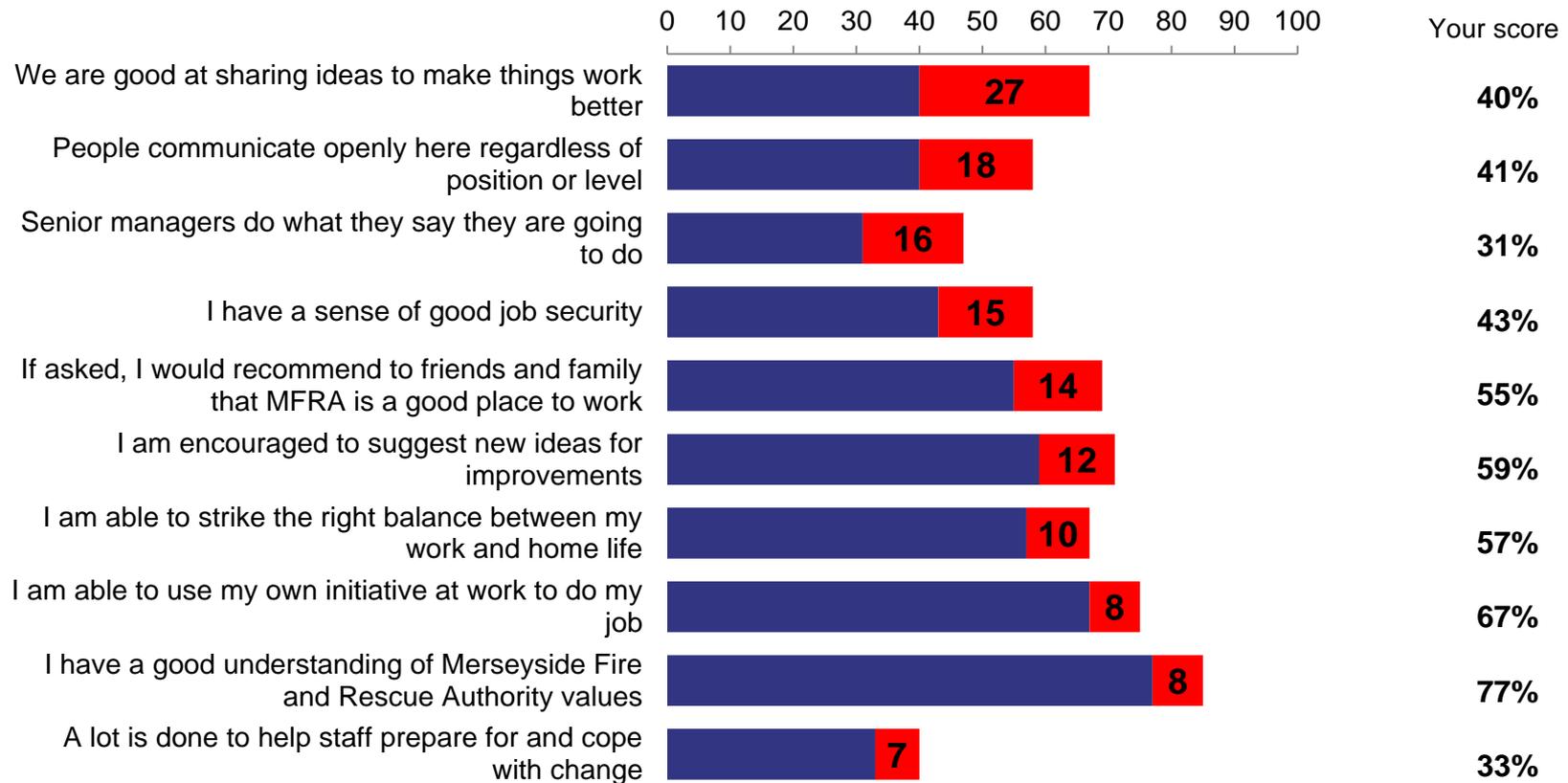
1. What are we most pleased about?
2. What are we most concerned about?
3. What do we care about focusing on in 2016/17?

Appendix

Benchmark overperformance



Benchmark underperformance



Key: Your score Percentage points below benchmark

Employee Engagement – some evidence

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



2.5x

Greater Revenue
Growth ¹



2x

Annual Net
Income ²



62%

Less
Accidents ³



50%

Less Absence
Days ⁴



40%

Lower Employee
Turnover ⁵



24%

Higher Net
Promoter Score ⁶



18%

Higher
Productivity ³



12%

Higher Customer
Advocacy ³

*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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