Results of the Employee Engagement Survey for Merseyside Fire and Rescue, July 2016

Produced by People Insight in July 2016

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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 2016 and achieved an overall response rate of 51%. 1014 staff were invited to take part in the survey and 518 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:

G   areas of strength

A   areas for development

R   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: 74%

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
74%	↓	-3%	77%

Measuring engagement with...
People Insight Employee Engagement Model ©

Engagement Drivers
- Goal clarity
- Task satisfaction
- Employee involvement
- Teamwork
- Learning & development
- Recognition & reward
- Leadership & management
- Resources & support

Engagement Outcomes
- 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

Results
- Better quality products and services
- Reduced wastage and costs
- Increased productivity per employee
- Increased profitability
- High levels of customer satisfaction
- Organisation strategies and plans delivered

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%	▬	1%	77%
Working here makes me want to do the best I can	73%	↓↓	-5%	78%
If asked, I would recommend to friends and family that MFRA is a good place to work	55%	↓↓↓	-14%	69%
I care about the future of MFRA	88%	▬	-2%	90%
I would still like to be working at MFRA in two years' time	78%	↑↑	8%	70%

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	77%	▬	-1%	78%
My Job	63%	↓↓	-5%	68%
Employee Involvement	56%	↓↓	-9%	65%
Teamwork	47%	↓↓↓	-11%	58%
Learning & Development	67%	▬	1%	66%
Recognition & Reward	53%	↓	-3%	56%
Management Effectiveness	60%	↓	-3%	63%
Culture & Values	63%	↓↓	-6%	69%
Change Management	49%	↑↑	7%	42%
Overall	74%	↓	-3%	77%

Considerations for action planning

Many clients use the overall engagement score as the starting point for action planning. Your score is currently 74%, which is below (-3% 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 74%?
    - 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	88%	3%
2.	I care about the future of MFRA	88%	3%
3.	I understand the need for change at MFRA given the cuts faced by the Authority	88%	4%
4.	I have the knowledge and skills I need to do my job well	86%	4%
5.	I understand how the work I do helps MFRA to achieve its Mission & Aims	84%	3%
6.	I understand the priorities or Missions & Aims of MFRA	84%	4%
7.	My manager treats people fairly and with respect	82%	5%
8.	I feel valued and recognised for the work that I do by other team members	79%	5%
9.	I have good quality equipment to help me do my job	78%	8%
10.	I am proud to say I work for MFRA	78%	7%

Bottom 10 results
Questions with the most negative responses

		➕	➖
1.	I have confidence in the future of MFRA	26%	41%
2.	People communicate openly here regardless of position or level	41%	41%
3.	I feel that MFRA consider the impact on me and other people when making decisions	34%	36%
4.	MFRA Members engage well with staff at MFRA	24%	36%
5.	I feel valued and recognised for the work that I do by senior managers	37%	34%
6.	Employees at my level are able to communicate their concerns to higher management	45%	33%
7.	I have a sense of good job security	43%	33%
8.	Senior managers do what they say they are going to do	31%	33%
9.	Different parts of the service work well together	42%	32%
10.	I feel able to make decisions without fear of being blamed if things go wrong	45%	31%

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

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I understand the priorities or Missions & Aims of MFRA	33%	51%	12%	3%	1%
518	I am clear about what I am expected to achieve in my job	35%	53%	9%	2%	1%
518	I understand how the work I do helps MFRA to achieve its Mission & Aims	32%	52%	13%	2%	1%

	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	Senior Managers provide a clear vision of the overall direction of MFRA	13%	40%	25%	16%	6%

	Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	(% based on all replies (2072) to all questions (4) in the Section)	28%	49%	15%	6%	2%

My Job

G Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I enjoy my work	28%	48%	14%	8%	2%
518	I get a sense of personal accomplishment from my work	28%	46%	16%	7%	3%
518	I feel that my work contributes to Safer Stronger Communities	26%	46%	22%	4%	1%

A Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	My job makes the best use of the skills and abilities that I have	18%	43%	18%	15%	6%
518	I feel supported in my role	18%	40%	19%	16%	6%

R Weaknesses

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I have a sense of good job security	11%	31%	25%	23%	10%

A Section Average

(% based on all replies (3108) to all questions (6) in the Section)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	22%	42%	19%	12%	5%

Employee Involvement

(A) Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I am able to use my own initiative at work to do my job	24%	43%	15%	14%	4%
518	I am encouraged to suggest new ideas for improvements	21%	38%	22%	14%	5%

(R) Weaknesses

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I am comfortable to speak up and constructively challenge how things are done	20%	37%	15%	19%	9%
518	People communicate openly here regardless of position or level	13%	28%	19%	24%	16%

(R) Section Average

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (2072) to all questions (4) in the Section)	20%	36%	18%	18%	9%

Teamwork

(A) Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	Morale in my immediate team/watch/section is generally high	17%	41%	21%	14%	7%

(R) Weaknesses

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	We are good at sharing ideas to make things work better	7%	34%	32%	22%	6%
518	Different parts of the service work well together	4%	38%	25%	23%	9%

(R) Section Average

(% based on all replies (1554) to all questions (3) in the Section)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
9%	38%	26%	19%	7%

Learning & Development

(G) Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I have received the training and development I need to do my job well and safely	20%	53%	16%	9%	3%
518	I have the knowledge and skills I need to do my job well	28%	58%	10%	4%	1%
518	I have good quality equipment to help me do my job	23%	55%	13%	7%	1%

(R) Weaknesses

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I have the right opportunities to learn and grow at work	14%	37%	26%	15%	8%
518	My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well	14%	34%	27%	12%	12%

(A) Section Average

(% based on all replies (2590) to all questions (5) in the Section)

Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
20%	47%	18%	9%	5%

Recognition & Reward

G Strengths		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I feel valued and recognised for the work that I do by my line manager	24%	50%	15%	6%	4%
518	I feel valued and recognised for the work that I do by other team members	21%	58%	15%	4%	2%

R Weaknesses		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	In the last week, I have received thanks or praise for doing good work	15%	38%	19%	17%	10%
518	I feel valued and recognised for the work that I do by senior managers	10%	28%	28%	19%	16%
518	I receive feedback on my work	9%	43%	27%	15%	6%

A Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (2590) to all questions (5) in the Section)	16%	44%	21%	12%	8%

Management Effectiveness

G **Strengths**	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518 My manager communicates regularly about issues that affect my work	25%	53%	15%	6%	2%
518 My manager makes time for me	28%	49%	16%	4%	2%
518 My manager treats people fairly and with respect	33%	49%	13%	3%	1%

A **Areas for development**	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518 My manager gives me regular feedback on how I am doing	23%	43%	23%	8%	2%

R **Weaknesses**	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518 Senior managers do what they say they are going to do	7%	24%	36%	22%	11%
518 Employees at my level are able to communicate their concerns to higher management	11%	34%	22%	20%	13%
518 MFRA Members engage well with staff at MFRA	4%	20%	40%	22%	14%
518 I have confidence in the future of MFRA	4%	22%	33%	24%	17%

R **Section Average** (% based on all replies (4144) to all questions (8) in the Section)	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	17%	37%	25%	14%	8%

Culture & Values

G Strengths

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I do not feel I have been bullied, harassed or discriminated against in the last 12 months	33%	41%	10%	9%	6%
518	I have a good understanding of Merseyside Fire and Rescue Authority values	25%	53%	17%	4%	2%

A Areas for development

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	Bullying, harassment and discrimination are not tolerated at MFRA	28%	39%	13%	15%	5%
518	Generally we resolve any differences of opinion amicably	13%	49%	26%	8%	4%
518	I feel Merseyside Fire and Rescue Authority treats people fairly, regardless of ethnic background, gender (including transgender), religion, sexual orientation, disability, pregnancy or age	26%	44%	14%	9%	7%

R Weaknesses

		Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I feel able to make decisions without fear of being blamed if things go wrong	12%	33%	24%	22%	10%
518	Merseyside Fire and Rescue Authority promotes a culture of openness and transparency	11%	31%	27%	20%	11%
518	Merseyside Fire and Rescue Authority is a better place to work than it was 3 years ago	13%	29%	35%	13%	10%
518	I feel valued	12%	31%	30%	18%	9%
518	I am able to strike the right balance between my work and home life	15%	41%	17%	17%	10%

A Section Average

(% based on all replies (5180) to all questions (10) in the Section)

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
	19%	39%	21%	13%	7%

Change Management

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(G) Strengths					
518 I understand the need for change at MFRA given the cuts faced by the Authority	27%	60%	9%	3%	1%

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(A) Areas for development					
518 I am communicated with about change that affects me in good time	18%	49%	19%	11%	4%
518 Change within my team is well managed	14%	46%	25%	12%	4%

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(R) Weaknesses					
518 Change here is well managed overall	9%	38%	28%	18%	7%
518 I feel that MFRA consider the impact on me and other people when making decisions	8%	26%	30%	21%	16%
518 A lot is done to help staff prepare for and cope with change	8%	25%	36%	20%	12%

	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(R) Section Average (% based on all replies (3108) to all questions (6) in the Section)	14%	41%	24%	14%	7%

Overall

	Strengths	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	I am proud to say I work for MFRA	37%	41%	15%	5%	3%
518	Working here makes me want to do the best I can	32%	42%	19%	5%	3%
518	I care about the future of MFRA	48%	40%	9%	1%	2%
518	I would still like to be working at MFRA in two years' time	49%	29%	12%	5%	6%

	Weaknesses	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
518	If asked, I would recommend to friends and family that MFRA is a good place to work	21%	35%	20%	15%	9%

Section Average	Strongly agree	Agree	Neither agree nor disagree	Disagree	Strongly disagree
(% based on all replies (2590) to all questions (5) in the Section)	37%	37%	15%	6%	4%

Breakdown of survey respondents

Uniformed	Total
Firefighter	204
Crew Manager	7
Watch Manager	91
Station Manager	18
Group Manager	10
Area Manager	2
Principal Officer	3
No Uniformed stated	183
Total	**518**

Non Uniformed	Total
Head of Function/Director	10
Managers	34
Support Staff	118
No Non Uniformed stated	356
Total	**518**

Control	Total
Firefighter (Control)	12
Watch Manager/Crew Managers (Control)	9
No Control stated	497
Total	**518**

Function/Department	Total
Finance	14
Legal Procurement and Democratic Services	11
Operational Preparedness	66
Operational Response (incl. all Operational Crew staff)	289
People and Organisational Development	22
Community Risk Management (incl. Prevention & Protection staff)	68
Strategy & Performance	18
Strategic Change & Resources	6
Other (Function)	24
Total	**518**

Length of service	Total
Less than 2 years	28
2 to less than 5 years	21
5 to less than 10 years	62
10 to less than 20 years	131
20+ years	276
Total	**518**

Working arrangements	Total
Fixed Hours	89
Flexi-time	146
Part time	11
Job Share	1
Alternative Shift Pattern	5
Compressed Hours	1
LLAR	17
WT (224 (12/12)	138
24s	60
Prefer not to say (Working arrangements)	50
Total	**518**

Staff grouping	Total
Uniformed	335
Non Uniformed	162
Control	21
Total	**518**

Gender	Total
Male	347
Female	111
Prefer not to say (Gender)	60
Total	**518**

Sexual Orientation	Total
Bisexual	2
Gay Man	1
Gay Woman/Lesbian	3

Heterosexual/Straight	421
Other (Sexuality)	6
Prefer not to say (Sexuality)	85
Total	**518**

Age range	Total
16	0
17-24	12
25-35	46
36-45	126
46-55	248
56-65	28
66+	2
Prefer not to say (Age)	56
Total	**518**

Ethnic Origin	Total
White - English	397
White - Welsh	2
White - Scottish	2
White - Northern Irish	0
White - British	37
White - Irish	5
White - Gypsy / Traveller	1
White - Any Other	6
Asian / Asian British - Bangladeshi	0
Asian / Asian British - Indian	1
Asian / Asian British - Pakistani	0
Asian / Asian British - Any Other	0
Black or Black British - African	1
Black or Black British - Caribbean	1
Black or Black British - Any Other	0
Mixed - White & Asian	2
Mixed - White & Black Caribbean	0
Mixed - White & Black African	0
Mixed - Any Other	2
Other Ethnic Group - Arab	0
Other Ethnic Group - Chinese	0
Other Ethnic Group - Any Other	0

Prefer not to say (Ethnicity)	61
Total	**518**

Disability	Total
Yes	26
No	439
Prefer not to say (disability)	53
Total	**518**

Religion	Total
Agnostic	27
Atheist	43
Baha'i Faith	0
Buddhist	3
Christian	260
Hindu	0
Jain	0
Jewish	0
Muslim	1
Sikh	0
Zoroastrianism	1
Humanist	2
Pagan	1
No Religion	81
Prefer not to say (Religion)	90
Other (Religion)	9
Total	**518**

Did you take part in the 2014 survey?	Total
Yes	441
No	77
Total	**518**

Staff grouping	Total
Non Uniformed (incl. control)	183
Uniformed	335
Total	**518**

Traffic light system - explanation

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

G areas of strength

A areas for development

R 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.