

**Survey:** Merseyside FRS Census 2024  
**Dashboard:** Merseyside FRS Dashboard 2024  
**Dashboard hierarchy type:** None  
**Hierarchy filter selection:** no selection made  
**Response count:** 422  
**Panel count:** 1030  
**Participation:** 41%  
**Partial results:** Excluded  
**Selected question:** All  
**Report produced:** 16/01/2025 13:55

**Redactions** **Redactions 717, 784, 826, 843, 846**

If within your power, what one thin	80% Pay and benefits
If within your power, what one thin	80% Pay and benefits
If within your power, what one thin	80% Pay and benefits
If within your power, what one thin	80% Career progression
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% New joiners onboarding and inducti
If within your power, what one thin	80% Autonomy and empowerment
If within your power, what one thin	80% Flexible and hybrid working
If within your power, what one thin	80% Performance management
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% Flexible and hybrid working
If within your power, what one thin	80% Line manager effectiveness
If within your power, what one thin	80% Pay and benefits
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% Flexible and hybrid working
If within your power, what one thin	80% Change management
If within your power, what one thin	80% Staffing and workload
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% Uncategorized
If within your power, what one thin	80% Line manager effectiveness
If within your power, what one thin	80% Line manager effectiveness
If within your power, what one thin	80% Pay and benefits
If within your power, what one thin	80% Cross function communication
If within your power, what one thin	80% Career progression

If within your power, what one thing

80% Career progression

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

80% New joiners onboarding and induction  
80% Line manager effectiveness  
80% Pay and benefits  
80% Performance management

If within your power, what one thing  
If within your power, what one thing

80% Equality diversity and inclusion EDI  
80% Systems and processes

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

80% Line manager effectiveness  
76% Flexible and hybrid working  
76% Staffing and workload  
76% Uncategorised  
76% Career progression  
76% Environmental social and governance  
76% Career progression  
76% Values and culture  
76% Pay and benefits  
76% Career progression

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

76% Career progression  
76% Uncategorised  
72% Values and culture

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

72% Learning and development  
72% Pay and benefits  
72% Leadership  
72% Pay and benefits

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

72% People and teamwork  
72% Recognition and praise  
72% Performance management  
72% Career progression  
72% Change management  
72% Line manager effectiveness  
72% Line manager effectiveness  
72% Leadership  
72% Leadership  
72% Autonomy and empowerment

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

72% Values and culture  
68% Values and culture  
68% Tools and equipment  
68% Staffing and workload  
68% Line manager effectiveness  
68% Recruitment  
68% Equality diversity and inclusion EDI  
68% Leadership  
68% People and teamwork  
68% Line manager effectiveness  
64% People and teamwork  
64% Values and culture  
64% Career progression  
60% Line manager effectiveness  
60% Flexible and hybrid working  
60% Career progression  
60% Systems and processes

If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing  
If within your power, what one thing

60% Employee voice  
60% Staffing and workload  
56% Career progression  
56% Customer service and quality  
56% Uncategorized  
52% Uncategorized  
52% Learning and development

If within your power, what one thing would you like to see improve?	52% Performance management
If within your power, what one thing would you like to see improve?	52% General communication
If within your power, what one thing would you like to see improve?	48% Values and culture
If within your power, what one thing would you like to see improve?	48% Leadership
If within your power, what one thing would you like to see improve?	44% People and teamwork
If within your power, what one thing would you like to see improve?	44% Equality diversity and inclusion EDI
If within your power, what one thing would you like to see improve?	32% Line manager effectiveness
If within your power, what one thing would you like to see improve?	20% Values and culture
Which part of the leadership message do you think is most important?	84% Uncategorized
Which part of the leadership message do you think is most important?	72% Recruitment
Which part of the leadership message do you think is most important?	64% Line manager effectiveness
Which part of the leadership message do you think is most important?	52% Leadership
Which part of the leadership message do you think is most important?	44% Leadership
Has there been an improvement in the way you work?	100% Meetings
Has there been an improvement in the way you work?	100% Don't know or unsure
Has there been an improvement in the way you work?	100% Nothing
Has there been an improvement in the way you work?	100% No comment
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% General communication
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% No comment
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% People and teamwork
Has there been an improvement in the way you work?	100% People and teamwork
Has there been an improvement in the way you work?	100% General communication
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% New joiners onboarding and induction
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Leadership
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Line manager effectiveness
Has there been an improvement in the way you work?	100% Health and safety
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% General communication
Has there been an improvement in the way you work?	100% Cross function communication
Has there been an improvement in the way you work?	100% General communication
Has there been an improvement in the way you work?	100% Line manager effectiveness
Has there been an improvement in the way you work?	100% Employee voice
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Uncategorized
Has there been an improvement in the way you work?	100% Vision and purpose
Has there been an improvement in the way you work?	100% Leadership
Has there been an improvement in the way you work?	100% General communication
Has there been an improvement in the way you work?	100% Uncategorized

Has there been an improvement in	100% General communication
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% General communication
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Vision and purpose
Has there been an improvement in	100% Line manager effectiveness
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Job security
Has there been an improvement in	100% Meetings
Has there been an improvement in	100% General communication
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% People and teamwork
Has there been an improvement in	100% Leadership
Has there been an improvement in	100% Line manager effectiveness
Has there been an improvement in	100% Wellbeing and balance
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% Uncategorized
Has there been an improvement in	100% General communication
Has there been an improvement in	100% General communication
Has there been an improvement in	100% Don't know or unsure
Has there been an improvement in	
Has there been an improvement in	
Has there been an improvement in	100% Leadership
Has there been an improvement in	100% Change management
Has there been an improvement in	100% Nothing
Has there been an improvement in	96% Wellbeing and balance
Has there been an improvement in	96% General communication
Has there been an improvement in	96% Leadership
Has there been an improvement in	96% General communication
Has there been an improvement in	96% Leadership
Has there been an improvement in	96% Uncategorized
Has there been an improvement in	96% Uncategorized
Has there been an improvement in	96% Uncategorized
Has there been an improvement in	96% Uncategorized
Has there been an improvement in	96% Agility and innovation
Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% General communication
Has there been an improvement in	92% Line manager effectiveness
Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% Meetings

Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% Line manager effectiveness
Has there been an improvement in	92% Vision and purpose
Has there been an improvement in	92% General communication
Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% Uncategorized
Has there been an improvement in	92% No comment
Has there been an improvement in	92% Change management
Has there been an improvement in	88% General communication
Has there been an improvement in	88% Uncategorized
Has there been an improvement in	88% Uncategorized
Has there been an improvement in	88% General communication
Has there been an improvement in	88% Uncategorized
Has there been an improvement in	88% Uncategorized
Has there been an improvement in	88% Line manager effectiveness
Has there been an improvement in	84% Uncategorized
Has there been an improvement in	84% Line manager effectiveness
Has there been an improvement in	84% Nothing
Has there been an improvement in	84% Nothing
Has there been an improvement in	84% Leadership
Has there been an improvement in	84% Environmental social and governance
Has there been an improvement in	84% Uncategorized
Has there been an improvement in	84% Line manager effectiveness
Has there been an improvement in	84% Leadership
Has there been an improvement in	84% Uncategorized
Has there been an improvement in	80% Change management
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Leadership
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% General communication
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Agility and innovation
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Physical environment
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Employee voice
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Line manager effectiveness
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Meetings

Has there been an improvement in	80% General communication
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Agility and innovation
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	80% Change management
Has there been an improvement in	80% New joiners onboarding and inducti
Has there been an improvement in	80% Don't know or unsure
Has there been an improvement in	80% Uncategorized
Has there been an improvement in	76% Don't know or unsure
Has there been an improvement in	76% General communication
Has there been an improvement in	
Has there been an improvement in	76% Agility and innovation
Has there been an improvement in	76% Uncategorized
Has there been an improvement in	76% Uncategorized
Has there been an improvement in	76% Uncategorized
Has there been an improvement in	72% Nothing
Has there been an improvement in	72% New joiners onboarding and inducti
Has there been an improvement in	72% General communication
Has there been an improvement in	72% General communication
Has there been an improvement in	72% Uncategorized
Has there been an improvement in	72% General communication
Has there been an improvement in	72% Uncategorized
Has there been an improvement in	72% No comment
Has there been an improvement in	72% Nothing
Has there been an improvement in	68% General communication
Has there been an improvement in	68% Leadership
Has there been an improvement in	68% Uncategorized
Has there been an improvement in	68% Uncategorized
Has there been an improvement in	64% People and teamwork
Has there been an improvement in	64% Uncategorized
Has there been an improvement in	64% General communication

Has there been an improvement in	60% Equality diversity and inclusion EDI
Has there been an improvement in	56% Uncategorized
Has there been an improvement in	56% General communication
Has there been an improvement in	52% Tools and equipment
Has there been an improvement in	52% Line manager effectiveness
Has there been an improvement in	52% Employee voice
Has there been an improvement in	44% Line manager effectiveness
Has there been an improvement in	20% Uncategorized
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% People and teamwork
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Autonomy and empowerment
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Pay and benefits
Do you have other comments about	100% Pay and benefits
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Recognition and praise



Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Pay and benefits
Do you have other comments about	100% Learning and development
Do you have other comments about	100% Recognition and praise
Do you have other comments about	100% Line manager effectiveness
Do you have other comments about	100% Uncategorized
Do you have other comments about	100% Uncategorized
Do you have other comments about	96% Recognition and praise
Do you have other comments about	96% Recognition and praise
Do you have other comments about	92% Pay and benefits
Do you have other comments about	92% Values and culture
Do you have other comments about	88% Uncategorized
Do you have other comments about	88% Recruitment
Do you have other comments about	88% Line manager effectiveness
Do you have other comments about	84% Values and culture
Do you have other comments about	84% Line manager effectiveness
Do you have other comments about	84% Line manager effectiveness
Do you have other comments about	84% Flexible and hybrid working
Do you have other comments about	84% Line manager effectiveness
Do you have other comments about	80% Uncategorized
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% Leadership
Do you have other comments about	80% Environmental social and governance
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% No comment
Do you have other comments about	80% Pay and benefits
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	
Do you have other comments about	80% Performance management
Do you have other comments about	80% Staffing and workload
Do you have other comments about	80% Recognition and praise
Do you have other comments about	80% Line manager effectiveness
Do you have other comments about	80% Uncategorized
Do you have other comments about	80% Recognition and praise
Do you have other comments about	76% Uncategorized
Do you have other comments about	76% Uncategorized
Do you have other comments about	
Do you have other comments about	76% Uncategorized
Do you have other comments about	76% Job security
Do you have other comments about	76% Customer service and quality

Do you have other comments about	72% Uncategorized
Do you have other comments about	72% Recognition and praise
Do you have other comments about	72% Line manager effectiveness
Do you have other comments about	72% Uncategorized
Do you have other comments about	72% Recognition and praise

Do you have other comments about	72% Line manager effectiveness
Do you have other comments about	72% Pay and benefits
Do you have other comments about	72% Recognition and praise
Do you have other comments about	72% Career progression
Do you have other comments about	68% People and teamwork
Do you have other comments about	68% Line manager effectiveness
Do you have other comments about	68% Line manager effectiveness
Do you have other comments about	68% Meetings
Do you have other comments about	68% Line manager effectiveness
Do you have other comments about	64% Leadership
Do you have other comments about	64% Staffing and workload

Do you have other comments about	60% Employee voice
Do you have other comments about	56% Leadership
Do you have other comments about	56% Staffing and workload
Do you have other comments about	52% Line manager effectiveness
Do you have other comments about	52% No comment

Do you have other comments about	52% Leadership
----------------------------------	----------------

Do you have other comments about...	44% Line manager effectiveness
Do you have other comments about...	32% Performance management
Do you have other comments about...	20% Line manager effectiveness
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Line manager effectiveness
What more could we do to further improve...	100% Systems and processes
What more could we do to further improve...	100% Uncategorized
What more could we do to further improve...	100% Performance management
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Career progression
What more could we do to further improve...	100% Nothing
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Uncategorized
What more could we do to further improve...	100% Agility and innovation
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Learning and development
What more could we do to further improve...	100% Leadership
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Environmental social and governance
What more could we do to further improve...	100% Agility and innovation
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Recognition and praise
What more could we do to further improve...	100% Equality diversity and inclusion EDI
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Performance management
What more could we do to further improve...	
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Learning and development
What more could we do to further improve...	100% Change management
What more could we do to further improve...	100% Learning and development
What more could we do to further improve...	
What more could we do to further improve...	100% Equality diversity and inclusion EDI
What more could we do to further improve...	100% Equality diversity and inclusion EDI
What more could we do to further improve...	100% Cross function communication
What more could we do to further improve...	100% Change management
What more could we do to further improve...	100% Employee voice
What more could we do to further improve...	100% People and teamwork
What more could we do to further improve...	100% Values and culture
What more could we do to further improve...	100% Uncategorized
What more could we do to further improve...	100% Uncategorized
What more could we do to further improve...	100% Career progression
What more could we do to further improve...	100% Uncategorized
What more could we do to further improve...	100% Recognition and praise
What more could we do to further improve...	100% General communication
What more could we do to further improve...	100% Meetings

What more could we do to further i	100% Cross function communication
What more could we do to further i	100% Equality diversity and inclusion EDI
What more could we do to further i	100% Equality diversity and inclusion EDI
What more could we do to further i	100% Meetings
What more could we do to further i	100% Values and culture
What more could we do to further i	100% Values and culture
What more could we do to further i	100% Line manager effectiveness
What more could we do to further i	100% Systems and processes
What more could we do to further i	100% Uncategorized
What more could we do to further i	100% Uncategorized
What more could we do to further i	100% Equality diversity and inclusion EDI
What more could we do to further i	100% Equality diversity and inclusion EDI
What more could we do to further i	100% Learning and development
What more could we do to further i	100% Employee voice
What more could we do to further i	100% Work satisfaction
What more could we do to further i	
What more could we do to further i	100% Values and culture
What more could we do to further i	100% Uncategorized
What more could we do to further i	100% Equality diversity and inclusion EDI
What more could we do to further i	100% Uncategorized
What more could we do to further i	100% Don't know or unsure
What more could we do to further i	100% Nothing
What more could we do to further i	100% Uncategorized
What more could we do to further i	96% Uncategorized
What more could we do to further i	96% Uncategorized
What more could we do to further i	96% Learning and development
What more could we do to further i	96% Uncategorized
What more could we do to further i	96% People and teamwork
What more could we do to further i	
What more could we do to further i	96% Equality diversity and inclusion EDI
What more could we do to further i	96% Equality diversity and inclusion EDI
What more could we do to further i	96% Career progression
What more could we do to further i	96% Equality diversity and inclusion EDI
What more could we do to further i	96% Equality diversity and inclusion EDI
What more could we do to further i	
What more could we do to further i	96% Pay and benefits
What more could we do to further i	96% Learning and development
What more could we do to further i	96% Employee voice
What more could we do to further i	92% Cross function communication
What more could we do to further i	92% Recruitment
What more could we do to further i	92% Agility and innovation
What more could we do to further i	92% Uncategorized
What more could we do to further i	92% Uncategorized

What more could we do to further i	92% Uncategorized
What more could we do to further i	92% Learning and development
What more could we do to further i	88% Learning and development
What more could we do to further i	88% Environmental social and governanc
What more could we do to further i	88% Line manager effectiveness
What more could we do to further i	88% Uncategorized
What more could we do to further i	88% Uncategorized
What more could we do to further i	88% Uncategorized
What more could we do to further i	88% Uncategorized

What more could we do to further i	88% Career progression
What more could we do to further i	88% Cross function communication
What more could we do to further i	84% Learning and development
What more could we do to further i	84% Performance management
What more could we do to further i	84% Autonomy and empowerment

What more could we do to further i	84% Line manager effectiveness
What more could we do to further i	84% Leadership
What more could we do to further i	84% Recognition and praise

What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i

84% Line manager effectiveness  
84% General communication  
84% Line manager effectiveness  
84% Leadership  
80% Uncategorized  
80% People and teamwork

What more could we do to further i  
What more could we do to further i  
What more could we do to further i

80% Values and culture  
80% Agility and innovation  
80% Employee voice

What more could we do to further i

80% Systems and processes

What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i

80% Values and culture  
80% Line manager effectiveness  
80% Equality diversity and inclusion EDI  
80% Values and culture  
80% Agility and innovation  
80% Values and culture

What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i

80% Employee voice  
80% Uncategorized  
80% Employee voice  
80% Pay and benefits

What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i  
What more could we do to further i

80% New joiners onboarding and inducti  
80% Uncategorized  
80% Equality diversity and inclusion EDI  
80% Equality diversity and inclusion EDI  
80% Equality diversity and inclusion EDI  
80% Recruitment

What more could we do to further i	80% Uncategorized
What more could we do to further i	80% Wellbeing and balance
What more could we do to further i	80% Values and culture
What more could we do to further i	80% Career progression
What more could we do to further i	80% Line manager effectiveness
What more could we do to further i	80% Equality diversity and inclusion EDI
What more could we do to further i	80% Don't know or unsure
What more could we do to further i	
What more could we do to further i	
What more could we do to further i	80% Equality diversity and inclusion EDI
What more could we do to further i	80% New joiners onboarding and inducti
What more could we do to further i	80% Don't know or unsure
What more could we do to further i	80% Uncategorized
What more could we do to further i	80% Line manager effectiveness
What more could we do to further i	80% General communication
What more could we do to further i	76% Employee voice
What more could we do to further i	76% Career progression
What more could we do to further i	76% Uncategorized
What more could we do to further i	76% People and teamwork
What more could we do to further i	76% Customer service and quality
What more could we do to further i	
What more could we do to further i	
What more could we do to further i	76% Autonomy and empowerment
What more could we do to further i	72% Values and culture





Recruitment		Neutral
Performance management	Values and culture	Neutral
		Neutral
		Neutral
Wellbeing and balance		Mixed
		Neutral
		Neutral
		Positive
		Positive
		Positive
		Positive
Line manager effectiveness		Neutral
Line manager effectiveness		Neutral
		Neutral
		Neutral
		Not Analysed
		Neutral
Learning and development		Neutral
		Neutral
		Negative
Line manager effectiveness		Negative
		Negative
		Negative
Recruitment		Negative

			Positive
			Positive
			Positive
			Neutral
			Not Analysed
			Neutral
			Neutral
			Neutral
			Neutral
			Neutral
Values and culture			Neutral
			Negative
			Not Analysed
			Neutral
			Neutral
			Neutral
			Neutral
			Neutral
			Neutral
			Neutral
Recognition and praise			Neutral
			Not Analysed
			Neutral
			Negative
			Positive
			Positive
			Neutral
Performance management	Recognition and praise		Mixed
			Neutral
			Negative
			Positive
			Neutral
			Positive
			Positive

Line manager effectiveness		Neutral
		Neutral
		Negative
		Negative
Job security		Neutral
		Neutral
		Not Analysed
		Mixed
Values and culture		Neutral
		Neutral
		Negative
		Negative
		Neutral
		Negative
		Not Analysed
		Negative
		Negative
		Positive
		Negative
		Positive
		Not Analysed
		Positive
		Positive
	General communication	Systems and processes
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Positive		
Line manager effectiveness		Neutral
		Neutral
		Neutral
		Neutral

Wellbeing and balance		Neutral
		Neutral
Line manager effectiveness		Neutral
		Positive
		Positive
		Neutral
		Mixed
		Neutral
		Mixed
		Neutral
		Neutral
		Not Analysed
		Neutral
		Neutral
		Mixed
		Neutral
		Neutral
		Neutral
		Neutral
		Not Analysed
		Neutral
		Neutral
		Not Analysed
People and teamwork	Tools and equipment	Neutral
		Neutral
		Not Analysed
		Positive
		Positive
		Positive
		Positive
		Neutral
		Positive
		Neutral
Vision and purpose		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
Tools and equipment	Values and culture	Neutral
		Not Analysed
		Negative
		Positive
		Not Analysed
		Positive
		Positive

Performance management	Systems and processes	Neutral
		Neutral
		Mixed
		Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Positive
		Positive
		Positive
		Neutral
		Neutral
		Neutral
		Positive
		Negative
		Negative
		Negative
Learning and development		Not Analysed
		Positive
		Neutral
		Not Analysed
		Neutral
		Positive
		Neutral
		Negative
		Not Analysed
		Positive
		Positive
		Positive
Meetings		Positive
		Positive
		Positive
		Positive
		Positive
		Neutral
		Neutral
		Negative
		Not Analysed
		Neutral
		Neutral
		Neutral

Leadership	Line manager effectiveness	Positive
		Neutral
		Neutral
		Neutral
		Neutral
		Mixed
		Neutral
		Neutral
		Neutral
		Positive
		Not Analysed
		Positive
Nothing Line manager effectiveness		Negative
		Positive
		Neutral
		Neutral
		Negative
		Negative
		Negative
		Neutral
		Neutral
		Neutral
Wellbeing and balance		Not Analysed
		Not Analysed
		Negative
		Positive
		Positive
		Neutral
		Positive
		Neutral
		Neutral

Topic	Subtopic	Feedback
General communication	Line manager effectiveness	Neutral
		Negative
Line manager effectiveness		Mixed
		Negative
General communication		Negative
		Neutral
New joiners onboarding and induction		Neutral
		Neutral
		Positive
		Negative
		Negative
		Negative
Recognition and praise		Positive
		Positive
		Positive
		Neutral
		Neutral
		Positive
		Neutral
		Neutral
Values and culture		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
Pay and benefits	Recognition and praise	Mixed
		Neutral
		Neutral

Recognition and praise		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Positive
		Negative
		Positive
		Negative
		Neutral
		Negative
		Negative
		Positive
		Negative
Learning and development		Negative
		Neutral
		Mixed
		Neutral
		Negative
Values and culture		Negative
		Negative
		Negative
		Negative
		Positive
Recognition and praise		Negative
		Neutral
		Neutral
		Neutral
		Neutral
Performance management		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Negative
		Neutral
Line manager effectiveness	Vision and purpose	Neutral
		Neutral
		Neutral
Systems and processes		



[illegible]

Staffing and workload			Negative
			Neutral
			Negative
			Negative
			Negative
			Negative
			Negative
			Negative
			Positive
			Negative
			Negative
			Negative
			Positive
			Positive
Vision and purpose			Positive
			Positive
			Not Analysed
People and teamwork			Positive
			Positive
Values and culture			Mixed
			Neutral
			Neutral
			Neutral
			Neutral
			Neutral
			Positive
			Neutral
Values and culture			Neutral
			Neutral
			Positive
			Mixed
			Neutral
Line manager effectiveness			Neutral
			Neutral
			Neutral
			Neutral
			Neutral
Environmental social and governance	Performance management		Neutral
			Neutral
			Neutral
			Mixed
			Neutral
Values and culture	Vision and purpose		Neutral
			Neutral
			Neutral
			Positive
			Neutral
			Neutral
			Neutral
			Neutral
Values and culture			Mixed
			Not Analysed
			Neutral

Employee voice	Values and culture	Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Neutral
		Not Analysed
		Neutral
		Neutral
		Neutral
		Neutral
Values and culture		Neutral
Values and culture		Neutral
		Neutral
		Mixed
		Neutral
Values and culture		Neutral
		Neutral
		Not Analysed
		Not Analysed
		Positive
		Negative
		Positive
Values and culture		Positive
		Positive
Tools and equipment		Neutral
People and teamwork		Neutral
		Neutral
		Neutral
General communication		Neutral
		Neutral
Recognition and praise	Values and culture	Neutral
		Not Analysed
		Neutral
Values and culture		Positive
		Neutral
Vision and purpose		Neutral
		Neutral
		Neutral

Neutral  
Neutral  
Positive  
Positive  
Neutral  
Neutral  
Neutral  
Neutral  
Neutral

Line manager effectiveness

Performance management

Mixed  
Neutral  
Negative  
Negative  
Positive

Values and culture  
Values and culture

Neutral  
Neutral  
Neutral

Values and culture

Mixed  
Neutral

Line manager effectiveness

Neutral  
Neutral  
Negative  
Negative

Negative  
Negative  
Positive

Values and culture

Positive

Mixed  
Positive  
Neutral  
Neutral  
Neutral  
Positive

Equality diversity and inclusion EDI Performance management

Mixed  
Neutral  
Neutral  
Neutral

Neutral  
Neutral  
Positive  
Neutral

Line manager effectiveness

Neutral  
Neutral

Values and culture	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Neutral
	Not Analysed
Performance management	Neutral
	Neutral
	Not Analysed
	Neutral
	Neutral
Equality diversity and inclusion EDI	Neutral
	Negative
	Positive
	Positive
	Neutral
Values and culture	Neutral
	Neutral
Values and culture	Neutral
	Negative

Improve recognition and reward.

Same working conditions within the same team

More reward for loyal hard working members of staff who are committed, do a good job and are the backbone

I would make the promotion process more open and transparent

Share the work load more effectively between all stations and take the pressure off day crewing and hybrid in

For new starters, I would suggest to work within different departments/locations of the service to gain a better opportunities for Control staff to move within the Service in roles that are not linked to Control

I see the benefits of hybrid working- but I don't recognise the benefits of regular home working. I see more pr

More focus on Operational Response in line with other teams

Improve Vision mobilising system

Improve National Resilience ESS.

That i was full-time

Th start and finish times of the shifts

Change the selection processe for managers.

To review the pay scales for the prevention team.

VISION AND ESS SYSTEM

RE-INTRODUCE THE 24 HOUR SHIFT PATTERN

I would reintroduce the 24 hour shift system.

Senior management. Too many lack people skills and most cannot see the issues. We are FAR from perfect, v staffing in certain departments needs increasing and incentivising to attract the right people.

The Rank structure for WM's A + B, if you have passed a B position, then it should not be removed on job char

Fire control to have more exposure to the roles of other departments.

Reduce the amount of senior managers.

Reduce bureacracy/scrutiny and afford authority to senior managers to make decisions based on evidence.

IF I COULD I WOULD REINTRODUCE BEING ABLE TO RETIRE AT 60 WITH A FULL PENSION.

opportunities should be readily available for everyone. It can feel that certain departments are not offered th

Change the high potential scheme. Have it open to all ranks.

Promotion, people are being promoted very quickly with limited experience which is reflecting in the attitudes and behaviours of staff and a decline in discipline. Introduce a minimum time of 3 years substantive which you have to service in each rank to be able to apply for promotion.

Internal interview / selection process for new roles or promotions.

An interview or professional discussion still hinges on one single interaction with an individual by the panel. Due to factors on the day, they may or may not be able to effectively convey their suitability for the role. Application statements, qualifications and experiences should be read, acknowledged and referred to when considering applicants prior to and during the process and alternative options made available to the individual to avoid the stressful and anxiety inducing interview.

There seems to be a problem if you are new. Certain people target you and this is becoming a pattern.

Also the grading system. People with no management role, skills or experience are graded the same as those who have to manage a team and oversee their work but when put through the system for grade review it stays the same. I believe this needs to be reviewed and updated as it seems to be historic

.... that senior managers have better training in people management. Most problems are caused by poor people

Pay, it is not reflective of modern living and job roles grow for no further pay

Smoke alarm targets are unrealistic and targets not flexible. Other services have different methods with less noise. Review existing procedures for investigations in relation to Professional standards.

There is no consistency. A lack of transparency and rationale with decision making.

There should be more accountability to highlight who is making decisions.

I think it should be equal for all staff regardless of your position.

I feel that the grade system that is used for non uniform does not recognize some sections of the service and

Greater levels of consistency in relation to senior management, in particular operational staff overseeing departments, to try and alleviate the uncertainty re change, particularly during promotion processes

Also the uniform - especially for females - it is uncomfortable and really really needs a proper review which gives the opportunity for everyone to be involved and is clearly communicated

Flexible working/reduced hours to be taken seriously

More staff to assist in the increased workload over the last 3 years

Proper funding from the government/local authorities.

Promotion process for station manager and above!

Remove the divide between senior and junior ranks. Remove the incentive to leave the union to progress as a the promotion processes

Try and make standing up for what is right the normal thing to do. Try and remove the attitude of it wasn't aimed at me. Pay increases

The promotion/development/gateway system needs to be overhauled. A grey book officer working in POD to the development opportunities for advocates and the opportunity to gain skills for the role of DPM before the opportunity to apply for the post comes available.

Advocates have little idea of what the DPMs full role and responsibilities are, so they are not so confident in applying when a post comes available. Once in a post it's learn as you go.

Make National Resilience more 'standalone', rather than trying to make it just another MFRS department

Stop the culture of people racing through their roles to career progress

The way management works

- There is no communication from the top down about things that are happening, in other services station managers would tell you what is happening across the brigade, any new changes that might be happening, here it's very hush hush.

- It's hard to ask a question, due to them feeling you have an alternative motive other than to learn or progress

I would have a wage increase for the staff who seem to be taking on responsibilities that other staff do not but change toxic attitude of senior management

I know everyone will say this but the pay within our department is poor. This has a knock on effect with recruitment



To experience more times where I feel like I have contributed in a positive way to real team work my team being valued and recognised for the work they do.

Clear forward visibility of what projects are going to be given to you

The way that promotion of people in the gateway and high potential programmes is managed. We have great change management

Ensure those who are promoted to a management position, have had the relevant training/experience/capability

The way in which things are communicated from senior management

Give the strategic boards chair responsibilities to the relevant director (eg, Prevention, Protection and Ops Res)

Communication from SLT to staff at the 'bottom of the pyramid'

Away from the fire/incident ground hierarchical entitlement - seen to many times people pointing to their pip

Still an us and them culture between uniformed and support staff.

Stop the creation of new jobs for retired uniformed staff who return to the fire service. Its unfair and goes against our supposed values

Lazy culture from firefighters to senior management

The uniform!

Increase operational staff numbers for the safety of crews and the community it represents

Less grey book senior managers, more green book

I would move the recruitment and professional standards process to an external company to re enforce the faith

That non ops staff are not discriminated against and are equal

Make some senior leaders accountable for their actions and words - which they clearly aren't

I believe my team can be a toxic place to work at times. It is very archaic and if you are not of a certain level, a

End the cronyism at the top. Thuggish senior managers to stop looking after their mates and put the best people

Be an organisation that empowered its workforce and regarded operational employees with dignity and as valued

The culture.

I would look at the way promotion is dealt with and change the system. I feel promotion interviews should not

the divide between management and the firefighters and to make it known that firefighters are the ones that

Ability to work from home

more progression opportunities for green book staff

More overall money. Thus teams wouldn't be so stretched and could do their jobs more effectively.

If I had the power to change one thing about working for MFRS, it would be the culture around

communication, recognition, and support across all levels of the organisation. There needs to be a shift

toward genuinely listening to employees, valuing their contributions, and addressing concerns in a

meaningful way.

Currently, there's a sense that decisions are often made without proper consultation or consideration for the impact on staff, especially middle managers, who are left to bridge the gap between strategic goals and operational realities. Recognition feels inconsistent, with hardworking individuals sometimes overlooked, while others are given opportunities that haven't been earned.

If we could build a culture where every employee feels heard, respected, and supported—where efforts are acknowledged, and issues are addressed collaboratively—it would not only improve morale but also enhance the overall effectiveness of the organisation.

Creating a culture of trust, transparency, and fairness, where all employees feel valued for their

The workload and expectation that you will work extra hours unpaid, the temporary process of promotion and

promotion processes - still too much nepotism, they take too long and are one dimensional

Quality over quantity in all aspects of targets

That the Brigade were not so anti Union.

A more open and honest Senior management team who actually believe in and operate within the Services' own

Ensure that everyone is trained, experienced and competent to do their role At every level

Get rid of targets and obsession with HMI scores

Communication. Making Senior managers value and listen to their staff and not just pay lip service to concerns  
stop the bullying

new senior management brought in externally not promoted internally

It's focus; from doing the greatest number of HFScs throughout the country, to actually excelling at doing the j  
People where seen and promoted/rewarded for thier abilities and not what gender or colour of skin they have

Management

Realistic expectations and the end of a hyper-demanding, hypercritical culture. A full review of what this Servi

There are 7 headlining messages outlining Purpose, Ethics, Mission Statement etc. What happened to 'Safer St  
looking after support staff ie workshops and the ongoing issues around recruitment and retention

There is far too much information to get a clear understanding of what the actual message is

Meaningless tosh if our leaders don't demonstrate those values on a daily basis. Too mnay empty phrases

I dont know what the leadership message is

Emails are not always seen by all staff, particualrly those who dont get computer time and so information sho  
unsure

No change still good

No comment - I have not worked here long enough to notice

information gets passed to me through various means and i feel well informed.

Overall communication is very good from Senior Management, however I feel that our social media presence i

Can't say as i have only been here 3 years and i feel communication is good

Can't answer

The communication within MFRS has always been excellent

yes. Coroprate comms team are great and have good ideas

Excellent communication at all times

I feel the way information is communicated is more than suitable throughout the organisation.

its definitely getting better!

I think that information is communicated to staff much better than in previous years

Since I've joined I feel like this has improved

yes communication in my opinion has improved

Yes and dialogue with Rep Bodies is much better now too

yes- Hot news is great and portal is updated daily

Ive not been here long enough to comment on if theres been an improvement but I think the communication

Like the health promotion, new ways of catching peoples attention to information is always a positive, the dire

Yes would totally agree with this statement.

I have always thought the communication withn MFRS has been great.

I feel that information sharing and communication is generally very good, especially given that we work on a s

Yes, there has been a notable improvement in how information is communicated throughout the organisation

I feel that communication continues to be excellent.

Definitely. PO's briefing sessions are now genuinely a two way conversation; Station and group managers both  
the Service definately listens and cares

I believe this is an area we could improve on, the break down in communication from HQ to station is massive

I feel staff are kept in the know via the portal and emails.

Yes, better videos, info graphics and hot news articles

Have live feed of the operational side of the service visable to the non-operational staff so that they feel a gre

Yes, the Portal is far better for communicating information.

I've thought it has always been good

PO Talks are very effective. keep going.

I think that largely depends on which Directorate you work in. I have worked under a number of different Hea

I always feel we are regularly updated with information throughout the organisation.

yes, i have seen massive changes in the way we communicate over the years.

Yes. Information is readily available throughout the workplace. The Portal is useful and fairly easy to navigate, but further improvement is required.

Communication about the business is very regular and informative. This comes across from our own department. Always updated with new and updated information.

Communication is good but I don't think I have been here long enough to have noticed improvement. It's getting there.

Personally, I feel there has been a big improvement when it comes to communicating with Senior officers/Line Managers. I've only been working for MFRS for 1 year so can't comment on this.

Yes, communication is always hard. Period of stability in roles has helped.

Yes. I feel that all relevant information is fed to the workforce via email and meetings regularly.

Yes. Principal Officers provide regular communication and updates.

hugely.

Yes. Sometimes it needs extracting rather than voluntarily handed out.

yes receive communications.

good communication.

Frustration over the Sharepoint delay and development ideas are placed on hold.

Yes, there is more communication from senior management about the organisation.

Yes, we receive regular updates from the Chief, news information via Hot news and role specific information from the Chief.

Yes, regular emails, 'Hot News', the portal, social media and other outlets keep us informed.

im yet to see.

Overall yes, however, different departments can vary in the level and quality of communication.

Yes, definitely.

I've only been working here for 16 months, so I haven't noticed a significant difference between when I started and now.

Yes, although sometimes the amount of notifications can result in 'information overload', particularly if you are not used to it.

As I have been with MFRS for less than 12 months, I haven't personally noticed any changes in communication.

not sure.

The senior management directly above my role has always been informative where and when they are able to.

I found it has been harder to communicate with colleagues. The desk phones are not always correct and updated and those working from home are not always transferred. There is the option of a Teams call but not always effective for some of the colleagues I liaise with.

Somewhat, it depends on the topic. I feel like changes that are going to affect me at my station have not been communicated well.

Not really.

email info good, more face to face would help.

I think there has been an improvement in the way the organisation communicates information to its employees.

The SM we have had recently has been very good at communicating with us.

We communicate well.

Yes. Hot News is good and POs visits to stations.

Yes information is communicated regularly and timely.

Yes - Portal/Website/Social media makes me aware of information in the organisation.

Yes we regularly receive communication via email, posters and on the portal.

Yes, through a number of platforms.

Verbally yes. However, I don't believe we take advantage of new technology quick enough to improve our communication.

No change.

I feel we get communication overload, as I do not have enough time to ALWAYS TAKE note of the comms we receive.

Yes - the emails from the CFO are extremely helpful and well communicated.

Improved.

It has been good since the day I started and haven't noticed any real change.

I like PO briefings as it is a good platform for current affairs in the service to be discussed.

The portal has improved along with regular emails from The Chief, Principle Officers and Management. Two w  
I've not been here long enough to comment, but I would say everything is clear and transperent from what I've  
There are glimmers of progress. For example the Area Manager's recent planning workshop at the TDA was a  
It is constant and relevant

I think there is a lot of communication in this organisation

At times there is.

I have not noticed a change since i joined (5 years ago)

i dont have an opinion

In some respects yes, but a lot of what we learn about changes has been through casual conversations. Some  
Communication has always been good since I have been part of MFRS  
over all yes communication has improved.

The PO briefings are helpful.

Yes, emails, portal information/updates etc and PO talks have all improved communication across the service.

Yes many strands available

Yes, more information is circulated via emails, the portal and newsletters.

N/A to me.

Information has always been well communicated throughtout the organisation and continues to be, there's no  
no change really

At a senior Management level yes, but at a lower level within departments or between teams, no, it has worse  
n/a, haven't worked here long enough to notice any improvement

not really

Yes. More technological which is good. Portal is used well and hot news is good to stay updated.

Yes decontamination. I have only been with the service for a short while but I am inpressed with the way we d  
Hot news.

In certain parts we have improved, however, there are times information is filtered through other means prior  
Its easier to access the leadership message, CRMP, people plan etc. Merseryfire learn has vastly improved with

Yes there has been

no disernable change seen

no change

Yes, communication is good from senior leaders downwards through management chain

I think the communication is quite good.

Over the years there has been a marked improvement in the way information is communicated, including breg

Yes, communication in all formats is improved.

Some improvement has been made but more could be done

Refereshing Portal links are helpful

More PO talks where the POs are honest with staff at the fire stations about the future, what is happening and

The Portal is awful and needs to be replaced. We were told this was happening last year, but it seems to be  
happening very very slowly.

A good functioning intranet would go a long way in communicating interally.

definitely

When planning for the Functional Plan next year, [redacted] organised a informal meeting where he gave the  
Slightly with more informative emails

Yes far greater levels of communication

YES I THINK SO

There has always been consistent commication within the organisation through staff surveys, meeting and thr  
Over the years, yes.

Slight inprovement

Yes- get regular information communicated with us

yes, we are always updated reguarly.

In the last 3 years, yes. My line manager holds weekly update meeting for the whole team.

Communication has generally improved over recent years.

to acetain extent yes

Yes I would say so through portal and emails

As far as I can see, it is much the same as five years ago.

Yes, and changes seem to come from input that we have especially with senior leaders and senior managers b

Basic comms is fine. But discretion is poor. The way messages are delivered can be hugely different depending

i don't think there has been any change.

not that i have noticed as not been here long

Not that I am aware of.

IN MY OPINION THE PO BRIEFINGS KEEP STAFF UPDATED ON THE CHALLENGES AND THE VISION OF HOW THE

Not Sure

i feel we have improved a lot over the years with communication

If the organisation is relying on the Portal and emails to communicate information then no. My experience is that many people do not read this information and it works better when discussed at a meeting (if they have them) giving them an opportunity to make comments.

Obviously, this is not practical to do all the time.

I feel more informed on things the service is doing over the last few years than I have done prior.

more informal forums to encourage commuicateion from all levels/areas

yea but sometimes its more of a lip service than actually a dialoge

I see no difference

not from the time i have been here

There are times when too much information is communicated resulting in important information being lost wi

we have more communication

In some respects yes but in others no

All staff emails and Hot News are main forms of mass communication to all employees.

Somewhat

No, see previous comment

Not really

At times the there is to much information. The breth of information given is to wide for firefighters so import

Hot News is brilliant

Communication is good.

Yes - but it is lip service. Evertime senior officers do their 'staff discussions' it is so ops heavy - that non ops sta

Communication through the service is generally good.

i would say no.

There are more emails now than before providing communication however it appears the same that when it c

While there have been efforts to improve communication across the organisation, the overall impact has been mixed. There are more formal channels and processes in place, but the substance and delivery often feel one-sided, with decisions communicated as final rather than involving genuine collaboration or dialogue.

One significant challenge affecting communication is the increasing number of layers in management and support staff roles. The creation of additional senior management or support staff levels has added complexity, as some individuals making decisions on processes and structures do not seem to fully understand the practicalities involved. This is further complicated by a frequent bypassing of the established chain of command, which shows little respect for the structures that have been carefully built to ensure clear and consistent communication.

Station Managers and Group Managers are often left to step in, providing guidance and bridging gaps where these additional managers lack the experience or understanding needed to make informed decisions. These managers, considered our equivalents, sometimes issue directives without consulting those with operational expertise or fully engaging with the context, leading to frustration and confusion.

To genuinely improve communication, the organisation needs to streamline management layers and ensure that decision-makers respect and work within the established chain of command. There should also be greater emphasis on equipping managers at all levels with the knowledge, confidence, and willingness to engage collaboratively with teams. Building stronger partnerships between management levels, respecting established structures, and fostering open and inclusive dialogue would create a more effective and harmonious working environment.

Not in my view.

lots of information shared. not always understood by those responsible with communicating it  
Generally good use of technology but too much 'management speak' which is generally meaningless duff.  
Absolutely not, despite concerns regularly being raised. Senior managers and other departments do not take communication seriously.  
Communicating yes. Listening no

OA briefings are good, but we could utilise Teams systems far more to work with one another to ensure learning and sharing.  
It's obvious from my answers who I am so I will just say we do our best in extremely difficult conditions. If we had more resources it would be easier.  
I feel the R&R package is excellent - and far outweighs my previous employers  
I have never received any positive comments from my line manager about my work.  
Hardly any recognition by managers.

I feel my work is valued and recognised but I don't feel all fully understand the role I do.  
My Senior Cook is supportive and makes me feel valued and comfortable. My Line manager supports me and is approachable.  
Sometimes it's just the thank you that makes all the difference

All staff thank you for your efforts following a specific task or incident.  
I feel that my opinions are valued and heard, with regular feedback from principal officers on my work and actions.  
Sometimes positive feedback would be appreciated from senior managers, not just any problems or issues that I face.  
I receive praise from my peers and line managers and feel valued and recognised for the work that I do.

Consider one day's extra leave allocation for good conduct and long service at 30 years+  
We need to do a lot more to actively celebrate and acknowledge people's successes either individually, in the team, or as a group.  
My line manager is great at recognising when the team have worked well and often goes out of her way to let them know.  
Bring back reward and recognition event  
Suggest that a reward and recognition scheme is introduced or improved staff incentives such as cycle to work.  
I feel being part of the HPP is recognition for my hard work.  
I feel that MFRS do recognise and reward staff where appropriate.

[redacted] was openly opposed to me joining the team. This has never been resolved and has impacted my day to day work.  
I fully understand that I am just a service number and not an individual  
Although I do feel recognised and rewarded for the work I do I'm not sure if they are fully aware of what my role entails.



Our work is continuously recognised through managers meeting, debriefs and awards ceremonies.  
Could maybe look at management providing yearly reward or recognition days to support with staff moral.  
I work in a team that is high performing. I feel that this is recognised to a certain extent by upper management  
Sometimes it is difficult to get simple recognition in the open arena. I don't look for ways to increase my profile  
Senior managers are happy to use and abuse you when you are needed to make their life easier. and once you  
Many unanswered questions or actions by senior management that have protracted for several months  
As a service from a management perspective we are great at putting people down for things that have done well  
I do not believe that there is enough done in this area to improve staff morale and recognition for work completed  
Staff do not seek reward for what they do however we do recognise achievement and this is well received by staff  
And yet, in spite of feeling recognised by individuals and managers I feel that the pay structure does not adequately  
I believe there is a strong culture of recognising people's efforts and performance and this is regularly communicated  
I don't receive any,  
External recruitment has not yielded the quality of applicant which evidences that the Service is possibly not a  
Open praises from strategic and senior managers  
I feel like there is more of a blame or pass the buck culture than recognition and reward  
there is no genuine recognition of the work I do or understanding of the pressures that are faced by me. Therefore  
Senior managers try to give honest feedback  
Instructors in the TDA work very hard to manage and deliver core training and recruit training. Often working long hours  
Some senior managers value the work completed. Others barely acknowledge crews.  
Excessive scrutiny and continuous adjustment of work products negatively affects the pride taken in any work  
I have experience of the work I have done for many years not being recognised and valued. This is as a result of  
I don't feel there is any reward or recognition for those who go the extra mile to help others unless you are an  
some senior leaders won't accept responsibility for failings and look to shift blame  
Green book should be considered for more recognition opportunities  
I do not think good service and hard work is recognised enough in MFRS when compared to other organisations  
The CFO often expresses his gratitude and makes people feel valued. Not many other senior officers do this  
I feel more could be done by the Service to create a culture of recognition to acknowledge and reward staff for  
In my current role I get a lot of recognition for my work.  
No other comments.  
I don't feel there is a need for recognition and reward beyond good working conditions and pay. However, the  
My department manager often doesn't recognise the efforts of the department though, senior managers will.  
Over recent months I haven't felt very valued, I put in long hours, do what I can to go the extra mile and  
ensure covers are met and work is completed.  
  
I don't think people understand what my function entails nor the amount of work my station entails with  
the associated additions.  
I feel that more work is required across the service to get to know what other departments do. It can feel that  
I feel Control are missed for recognition awards with difficult jobs that I know crews have received commendations  
My immediate Line Manager is a Station Manager. Their role is split between a Function and Station so don't feel  
Since the previous survey I have been managed at senior level by several different persons. Some have supported  
I don't expect or need any extra recognition or reward for doing my job.  
Harder for a firefighter to have an equal voice without being told to wind one's neck in sadly  
'senior officers' are only interested in anything which directly benefits them. I and my team know what's needed  
The [Redacted] have been recognised recently regarding OP incidents as for immediate feedback or  
mentoring/coaching chats with my line manager they are non-existent.  
  
The [Redacted] were omitted from the recent coronation medal distribution that they are entitled to, but  
work is in progress to rectify that.  
This is something that has taken time as initially when I joined my current role I felt I was under a lot of scrutiny  
The issue with MFRS I feel is that we are very number driven. Sometimes the work we do in the community needs

I feel valued in the sense of receiving positive feedback regularly, but feel very undervalued in terms of salary. I think workshops as a department is undervalued and considered 'there just workshops they will get on with'. Please see previous comments regarding the lack of management within the department...

At times work seems to disappear in a black hole, never to be seen again or acted on depending on the informant. Management tend to get all the recognition and reward.

I was given the King's Coronation medal by the manager saying, you have a medal over there on the table can you sign for it.

A more personal touch would have been nice  
shake of hands  
congratulations  
well done

but unfortunately this didn't happen

Reward and recognition needs to be looked at in more detail. How this is viewed and implemented needs to be

I am not sure if MFRS have a reward and recognition process and / or event, so my response may be invalid if the team is under appreciated for the work that they do. It feels that sometimes they are only considered if the

I feel my direct team work well together and we do support one another, it is the other asks from other departments. The team and Station Manager with some selected Group managers appreciate the work. Others do not.

I think senior managers should recognise hard work below accountant grade.

We should be holding weekly/birthday weekly/monthly 1:1 meetings with line managers to check in with employees. Immediate line manager is good. Senior management have no interaction with crews.

It took me a lot of emailing to get the service to acknowledge my many years of service and only recently, after the workload that is now expected isn't managed and is inefficient. A cross matrix of personnel and skills is required. It often feels like recognition and reward are completely overlooked once you reach middle management.

There seems to be more effort put into keeping the general workforce happy, possibly to look good for HMICFRS inspections, rather than acknowledging the challenges and contributions of middle managers. This leaves us feeling undervalued, despite the critical role we play in implementing strategies and keeping things running smoothly.

As middle managers, we're frequently told not to bring up problems, even when they're real and need addressing, because it seems like there's little interest in hearing about them. This is even more frustrating when solutions are blocked at higher levels. Whether it's Principal Officers avoiding the issues or directors not fully understanding the reality of what we face, it can feel like we're left to get on with things without proper support, and it all about a result without much substance. The PO's, ACO and above, in particular, seem disconnected from some of the challenges we're dealing with, which only adds to the frustration.

If the organisation is serious about improving, it needs to look at how middle managers are treated. We're not just here to pass messages up and down the chain; we're the ones trying to make things happen. A bit of genuine recognition for what we do—and practical support to address the issues we raise—would go a long way. It's not about big gestures; it's about listening, showing some understanding, and making us feel like lack of viable leadership from the [Redacted], many people on station don't know who he is considering he is the. Workloads for non operational tasks are target driven therefore high quantity and low quality. Little recognition from senior managers and limited career progression.

Ideas and opinions are not valued or wanted within the Service.

Lack of leadership from senior managers. We sometimes highlight good learning regarding failings in the service. This is suppressed as we do not want to upset the SLT who constantly trot out the line of we are the best service in the country whilst our feedback suggests we struggle to put up ladders safely and tie basic knots effectively, let alone anything more advanced.

I fear only a very serious injury or, God forbid, a fatality to a FF will shake things up.



The reason behind disagreeing with recognition from senior managers is that I still feel that there is a discord between recognition and reality.

Recognition in MFRS is used as a political tool

I at times feel I am valued by my manager at others I feel there is not a full understanding of the daily pressures of firefighting and adopting a no blame culture

Middle managers need to be more approachable and listen to our concerns

I still think more could be done on promoting the dedicated confidential telephone service 'Safe Call' for staff to report concerns. No improvement needed.

I cannot identify any further improvement.

I think that there is a great culture here, very positive

Promotion process needs improvement as there's a lack of support for persons taking a TCA

No improvement needed

Stop implying that our culture is bad or that it all needs to change

Could do with more snappy EDI messages on the portal page for eg explain religion - different beliefs/ customs

I feel culture is good within MFRS and we should focus on the outstanding work that we deliver daily

I feel that it is at a good level at the moment in time.

We are already continuously improving and responding to new challenges

I feel we have a good culture

More coaching

Maintain a strong presence at all levels. Visibility with the crews, and reinforcing a unified approach to working

Engage staff in values lessons

We are making great inroads with culture, we just need to breakdown the grey/green divide. As greenbook is the future

At this point in time, I believe we are doing our best, though there are still some undesirable elements within the culture

I believe the culture is currently good and continually improving.

Just keep the positive approach to improvement

Embrace and recognise all staff for their contribution.

Be open and treat everyone equal

Help all staff to have the courage to challenge poor behaviour

The responses for this survey will assist as it would possibly include an accumulation of all.

Bring people from different depts/roles/teams together more to talk about what makes a positive culture for them.

Bring more people from outside to talk with us about their cultural experiences.

I believe the culture is professional, open and one which enables continual improvement. To improve, perhaps more coaching and mentoring

I think the coaching and mentoring is a good way of improving MFRS's culture and to invest in this a lot more.

Culture is hard to change, the new generation of firefighters I feel are dragged down by the older generation of firefighters

Regular training for Managers (non operational/non uniformed) so that they have chances to learn new ways of working

Treat everyone the same

Equal means equal

Promoting our values and increasing integration with minority communities.

More interaction between green and grey book. This will break down barriers towards the one team goal. I also think we are already making positive steps and this is reflected by our diverse workforce.

Our culture is good. Accepting this and making subtle changes is the way forward. Pushing for big changes too soon could be detrimental

Culture is the bedrock of the organisation. It underpins all that we do. We can still improve just by listening to our staff

I think we are already making positive steps and this is reflected by our diverse workforce.

Take more ideas on board and actually act on advice to improve culture. Stand up and address the issues we are facing

Continued efforts to create a more diverse workforce

Give opportunities for firefighters to learn a second language.

Expand professional development opportunities for seconded officers by offering a broader range of training opportunities

Incorporate further knowledge regarding homelessness and potentially further campaigns to raise awareness of homelessness

Empower people more to challenge unacceptable behaviour or attitudes. The tone of voice or body language

Communication

To further improve our culture, we could promote regular team check-in meetings to enhance communication

To further improve our culture, we could focus on increasing flexibility and promoting a better work-life balance. More diverse workforce especially in Senior Manager roles.

Promote more females to Senior Office positions - there are currently too few

Ensure periodic (monthly/bi monthly) team meetings are planned, held and minutes circulated. This would allow us to run cultural awareness sessions from the start when staff join the service. also run sessions for other staff as well. I believe we are doing the best we can within our capacity. I do not witness negative culture behaviours personally. Management courses.

This organisation has become a tick box user. There needs to be substance behind everything we do.

I think we already do a lot, I can't think of anything else

I think we should have 'meet the team' days. As it would be nice to put faces to names as you do not always get to know people. Diversity in the workforce will have a natural effect on culture, as does exposure to various departments as they rotate. Continue to ensure that the message is clear on zero tolerance of indirect and direct harassment. Continue to challenge negative behaviour and attitudes and further develop that across the service. We could continue to listen and act on concerns. Be aware of any incidents that occur and act swiftly.

I feel that people are still concerned to challenge due to the potential of being ostracised. There are also still concerns about the future. I think the only thing that needs working on is bringing people along with you on the journey as some people are going to feel left behind if they don't fit into the characteristics that are being focused on. I don't know how you address that (or how valid those feelings are) but it runs the risk of souring all of the good work that is being done.

I've found the culture to be very respectful and kind and whenever there has been an issue I've seen it dealt with. Work to weaken the influence of the FBU on the workforce.

Stop re-engaging white male retirees who want to protect their pension by working part time and who take potshots at the service. Don't be complacent - look beyond dashboards and simple metrics.

Unsure

Nothing

The openness and positivity of MFRS is something to be proud of and so I don't think there is anything we need to change. Address the fact that gossiping and assumptions made without evidence about personnel's private lives can be harmful. so far, so good

Keep promoting and celebrating occasions from all cultures and backgrounds. Helps us to gain information and understanding. Continue on the path we are on, and ensure everyone commits to the values that have made us the best in the world. I'm a big believer in the One Team ethos. To improve how people feel or believe that they belong to 'one team'.

More women/ people of colour in senior roles.

More diverse workforce in control

Have a more diverse workforce throughout all ranks/departments/positions

Promote people who deserve the job and just don't tick a box

More transparency around promotion. Blind application forms (no names, no EDI info), just simply select the best person. Regular Training to consolidate inclusivity.

More workshops which include all staff involvement.

More chances for staff to feedback what they believe the culture should look like so that we have a varied opinion.

Less autocratic when staff are dealing with senior members of management to assist with the openness and transparency we are trying to achieve.

Education sessions.

Listen to staff from all backgrounds. Accept that some staff have different experience of life and that the way they think is different. We are still aware of a 'them and us' culture with gray and green book staff sometimes at odds with each other.

More transparency with regards to recruitment

Organisational self awareness as to where we are, and how we do stuff needs to be the start. Flowing from that, we can then start to reward people with opportunities that deserve it and are worthy of that position instead of tick boxing. Celebrate existing talent, make every effort to retain them.

Create a staff engagement forum to run for 12 month periods.

Looking at cross department representation and direct access to principle officers it would allow for ground truth, better change management and ideas for future changes within the service.

Build in more training days to release people to attend more courses around culture.

Expectation and development

be more reflective of the community we serve

senior management listening to concerns over better equipment, for all departments not just some departments

Truly embrace individuals, visit departments / stations and engage with every employee.

Introduce departmental open days for colleagues from other departments to attend and get an insight into what NR to be externally audited in line with other organisations.

Less focus on rank and more focus on role, i.e all operational personnel wearing the same uniform to create a sense of equality. Its all about personal responsibility.

There needs to be an acceptance from staff that unprofessional behaviour is just that. Its not messing around or having a laugh. When in work you should be professional. If you are not this needs to be dealt with by managers. Informally first but if this does not result in a change of behaviour then formally.

We are also increasingly treating employees (predominantly grey book) less and less like grown adults and inadvertently reinforcing the victim-like culture that the FBU actively engenders. By doing this we discourage personal responsibility.

This crosses a variety of areas.

Employees and line managers can and should be expected to know our expectations around workplace culture themselves. They are available to all if for some inexplicable reason individuals genuinely don't know. I don't accept that staff not acting in accordance with our expectations of behaviour is a service failure in relation to communication. The issue is with the individual and their manager who doesn't address these when displayed.

Employees who are for example unsuccessful in appointment/promotion process are too often indulged with various complaints about process rather than being encouraged to perhaps look at themselves and their own individual performance in comparison with their peers. By not doing this we reinforce the incorrect perception that processes outcomes are not based on performance.

I believe a positive culture is generated by all staff taking primary ownership for their own behaviour, be as one entity rather than different sections that occasionally work together. avoid flippant remarks such as Educating staff more I feel that some people are still far too ignorant to opening up to others cultures and views. Stop pursuing ED&I objectives.

promote people solely on their capabilities, experience and the best person for the job

I would have a culture of consistency within teams, as teams have different standards, talking, mobile phone usage, dress code, time keeping, expectations. A standard within MFRS rather than team or department.

More agreement within senior management to the expectations of their employees to a consistent level so everyone feels fair and equal

Heads of departments to talk with all the department members rather than just the team managers and asking them to cascade this to their team. So all department members can discuss their point of view with MFRS's culture has changed and for the better. Regular communication from Senior/principle officers about work and recognition for hard work done by people who do not shout about it.

Allow for change/ideas to happen without individuals being offended or people being scared to change it. People are scared to say things don't work because it will be against a senior managers initial idea and be 'sticking their head above the parapet', so processes remain in place despite not being effective or working. Culture changes from above, I think the general on station culture has improved. However I think the lack of change from senior managers (above station managers) suggests the service itself is still stuck in the old ways and aren't up to date with issues at station level.

Continue to be transparent.

Senior managers could be more open to listening to firefighters during PO briefs

To promote better suited people to senior management roles. It looks like MFRS are focused on how candidates ensure people who breach or come close to poor behaviour/standards are all treated consistently and without bias. Spend more time investing, recognising and focusing on those staff who are committed and work hard, as opposed to a realisation that conflict isn't always a negative thing. Conflict of interest conflict of beliefs when approached in a respectful way.

being more curious than judgemental - asking the questions without fear of offending or being offended when questioned or disagreeing

To encourage difficult conversations without penalty, to clear the air sometimes. Problems seem to fester rather than listen to firefighters genuine concerns and issues and address them openly through the correct channels work

ACCOUNTABILITY AND TRANSPARENCY-IMPLEMENT A SYSTEM THAT HOLDS EVERYONE ACCOUNTABLE WHILE ENSURING FAIR AND TRANSPARENT PROCESSES.

ADDRESS IMPLICIT BIAS-IMPLEMENT POLICIES AND EDUCATION THAT ADDRESS UNCONSCIOUS BIASES AND FOSTER A CULTURE OF INCLUSION.

Maybe more training from personnel who have experienced bullying, harassment, intimidation etc. giving their side of the story in order for it to hit home and show how it has affected colleagues.

Ensure the people who are behaving in this manner are dealt with accordingly. A more disciplined approach and appropriately trained Professional Standards staff.

Provide more support to those who feel they have to report this type of behaviour and don't leave them feeling that they are the perpetrator or all alone.

Senior managers engage better with front line crews

More female representation at all levels

have more days surrounding particular celebrations in the office. decorations, food etc

Less rank hierarchy enforcement

Through cross referencing other F.S. culture throughout the UK and make improvements as necessary.

Go and take a look how others are doing it. Not just other FRS's. Private sectors, Forces, large organisations.

Bring new blood in with new ideas and a new outlook.

Really listen to what people say and don't just tell them they are wrong, because perception is equally important.

Stop insulting those who choose to be in a union, our opinion is equally as valid and no one should feel pressured to give up their membership in order to progress. Most other FRS's have a healthy balance of union and non union. Yearly station team building days at the TDA, doing brathay style tasks

listen when people have something to say

Look at ways of retaining staff and improving conditions of pay and holidays to encourage people to stay.

Improve onboarding

Regular training for ALL staff

Recognition of staff

Apply Positive Action to non operational roles open

Consider the integration of green book/support staff into more senior roles to provide different perspectives and

Further drives to improve diversity within senior positions, with education FRS wide of the benefits of diversity

More women in higher roles. Majority of ranks above WM are white males

Make the SLT and senior managers more diverse in gender and race.

Change the selection process for middle managers.

It will only change when younger generations come through management  
Make sure employees are happy and don't feel alone or unable to speak up.  
Have an external cultural review carried out  
Self policing at all levels to remove any impact or influence of personal opinion about other staff that may affect  
Acceptance of Union Membership of senior managers  
Give more training/raise more awareness about working with vulnerable individuals. I feel that this is a big part  
Not sure  
There is a lot of normalised behaviour (including the way we speak) that is not inclusive.  
Two examples: I've heard 'they should just go back to where they came from' from one staff member, and  
also making fun of someone using pronouns from another staff member.  
People not understanding the difference between equality and equity.  
Some ED&I projects that have been recently introduced seem tokenistic, which takes away from the  
authenticity of wanting to be an inclusive workplace.  
Understanding how staff's lived experiences (eg after the Southport incident) can affect their ability to do  
their work and ability to feel safe at work, in their communities.  
There has been a pattern in certain areas where people are targeted for no apparent reason. People who have  
not sure  
**DONT STOP TRYING TO IMPROVE**  
I think it would be good for Senior Management to speak to staff away from their line managers to be able to  
Train people more on the dangers of social media.  
People who come forward should be looked after/ They shouldn't be made to feel like the problem for actions  
have a fair and OPEN promotion process at every step of the process.  
as previously stated  
Keep talking about it. Sharing information  
More service less corporate business feel. More humility less shouting about what we do  
Involve people in the decision making process and be transparent with why decisions are being made - if this  
means making a CRMP years in advance to allow for the consultations to happen, then why not? It feels like  
consultation, specifically with the FBU, is a game on both sides - putting things in that were never wanted for  
them to be a sacrificial lamb when negotiating. There needs to be a lot of work on the relationship between  
the FBU and MFRS.  
change the toxic culture of management and the two tier promotion/discipline system where non union mem

e of the business.

order to maximise morale and output for the station.  
er understanding of the service and build good working relationships throughout teams.

oductivity by staff when they are working in the office- those who work in the office full time often end up pic

ve have some excellent people who are overlooked and ignored. But we have lots of people just like those alr  
nge, it doesn't happen with any other rank in MFRS.

e same opportunities as a whole.

umbers and more emphasis on reaching people who need them. The one thing I haven't enjoyed in my career

does not value certain roles. So I would if I could change the gauge system that is used to grade job roles.

deal with development plans for future talent (grey book) would enable a more structured development path

people, however, we still look to outside candidates and overlook those who have previously exceeded the re

ge or have worked there for a long period of time there is very minimal respect. If it was within my power I wo

t be about 'point scoring' but more about judgement and experience of senior management on who is deservi  
are the most important in the service, not senior managers, if senior managers wasnt here we would still resp



s and opinions and departments working together rather than just what is in their interests alone.

e. They should have a fixed rule based system for promotion and if you pass, you pass, not a system you can a

is not dynamic and certain events may not be supported or receive the awareness that our communities may b

. The adoption of improved digital tools and platforms has streamlined information flow, ensuring timely and

n talk about the future and appear well informed about the CRMP and are able to explain changes and the reas

. I would like it to be more visible to the operational crews how and why we use the data that we collect throu

ds of Service and Directors whose approach has varied significantly. My current Director and Head of service ke

ent and Area Manager, right up to the CFO. I personally feel that improvements don't need to be made.

managers. However i feel like there is a lack of good communication between (HR and Green book staff) (HR &

within this period. However, I have observed that the standard of information sharing across MFRS is consist

clearly communicated until recently. This has left me for months dwelling on the possibility when in fact, this

positive and engaging - it was good to see the personable side in action. That said, on a day to day basis little h

changes within the department have led to us being the 'last to know'. Especially frustrating when senior staf

chance to speak up and offer opinions on changes that could be made. It made everyone feel listened to and t

elow. In my role, I feel a good effort has been made from the top and there is focus and drive on this, but nee

thin the overall noise. Communication is good but communicating everything does not increase the benefits a

ant information is sometimes lost in the flood of irrelevant emails dished out on a daily basis. After 4 days off i

omes to issues facing station moves or changes it is very last minute and often the people effected are the las

on board concerns and better working practices. Last minute information is of no benefit to anyone.

ng has taken place. Before a BA team enters a risk area, we always have to ensure that they understand their

it have been identified. This to be fair can depend on the manager. Also, to make sure that all the information

r team, within each department or as a service. This would strongly help increase morale and sense of achievement. I know I have done a good job. I haven't really experienced that outside of my direct manager but I also do

ily experience in the team. I think I receive recognition and reward in the team very rarely. Recognition has be

it. However our targets are too high to achieve a training level that the team would like to achieve. We could

adequately recognise my knowledge, skills, expertise, experience, commitment and loyalty to the organisation.

long hours to deliver a first class standard. I personally don't feel the workload and quality of the training is re

of policies which i found to be too generic and not down to personal circumstances which has made me feel qu

ns. I think there should be more recognition and incentives for staff. I have noticed staff moral is not as good si

current commendation system seems random at times, it is not clear to me what incidents/actions deserve c

have the time to get an understanding of non uniformed roles within the Team. This also means a new Line Ma  
ted and acknowledged my work and some have not. Sadly I suspect individual opinion blurs professionalism a

ty - tying into a previous answer leading to some anxieties around job security. I do feel that I am now in a posi  
eds to be more about outcome. Quality over quantity is sometimes overlooked when it shouldnt be.

things have gone wrong and not recognised for the work they do day to day. It is a difficult job and if things don't go well, it can be frustrating for the employees. Look at their performance, attendance, work, apprenticeship, development etc. I've not had one in 3 years. After reminding the service again, that I received my [redacted]. Although this may sound petty, after so many years

the head of [Redacted]. [This comment has been redacted for publication, but the person concerned has been

between senior managers and crews. In the previous three years I have only had one PO briefing that was not as I experience. I feel that I am unfairly characterised as disorganised but I would argue that this is a result of a lack of communication and support. I feel that I am unfairly characterised as disorganised but I would argue that this is a result of a lack of communication and support. I feel that I am unfairly characterised as disorganised but I would argue that this is a result of a lack of communication and support.

to report bullying / harrassment etc - as I know many of my colleagues are not aware of the service and I feel that I am unfairly characterised as disorganised but I would argue that this is a result of a lack of communication and support.

ns - Like the '10 facts' sheet in the EDI library but this needs to be more publicised. Or Key Political correct sayings - Like the '10 facts' sheet in the EDI library but this needs to be more publicised. Or Key Political correct sayings - Like the '10 facts' sheet in the EDI library but this needs to be more publicised.

the organisation. With this in mind, I feel positive for the future of MFRS and feel we are finally heading in the right direction. With this in mind, I feel positive for the future of MFRS and feel we are finally heading in the right direction.

is keep the message at the forefront of everyone's mind, and maybe look for other operational cultures (both within and outside of the service) to learn from. Change is the best strategy for the service, the country is moving forward and we need to keep the message at the forefront of everyone's mind, and maybe look for other operational cultures (both within and outside of the service) to learn from.

of firefighters who don't like change. Change is the best strategy for the service, the country is moving forward and we need to keep the message at the forefront of everyone's mind, and maybe look for other operational cultures (both within and outside of the service) to learn from.

programs, mentorship, and career progression pathways to boost engagement, satisfaction, and the appeal of the service. Change is the best strategy for the service, the country is moving forward and we need to keep the message at the forefront of everyone's mind, and maybe look for other operational cultures (both within and outside of the service) to learn from.

e displayed, (even slightly) can go a long way towards making people feel uncomfortable in the work place. But change is the best strategy for the service, the country is moving forward and we need to keep the message at the forefront of everyone's mind, and maybe look for other operational cultures (both within and outside of the service) to learn from.



ce, such as by offering more remote work opportunities where possible. Additionally, creating more opportu-

ow for important notices released in last month to be communicated to teams and salient points emphasised

also offer more learning opportunities for staff to engage with other departments and to promote positive att

Operational Crews that do not speak to certain appliances at incidents due to the people working there or the

osts that other people without a pension should be given the opportunity to do. They bring the 'old culture' ba

n', we should reconsider our uniform and fire/rescue kit, and look to standardise how we look. I would like to

right candidate for the job. External assessment for fairness (the interviewer or command assessor doesn't kn

we have always done things might not work for everyone and might not be what we should continue to do.  
er. It would help if gray and green book could meet in the middle once in a while and learn more about what re

at has to be an honest appreciation of the gap between where we are and where we want to be. Only then can

that expected is the key. More guidance and procedures/protocols on Social media would be of benefit. Also a

es perform against targets but not really how they fit or how are they are thought of by the people that candid  
osed to the time spent having to deal with those staff who are not willing to work or are being purposely diffic

ect individuals in their roles, teams or departmentes. It is also a perception that some opinions may anecdotally

e worked for the service for many years have grouped together and targeted new staff no matter what level th

understand how we are feeling. Sometimes we may not want to discuss certain things we are unhappy with in

and comments that are wildly innapropriate for the workplace and modern day society. The phrase 'well it is t

ready in senior management who are fast tracked. We need diversity, not just in culture and gender and race b

is having to reach over the top targets fitting smoke alarms it has been paramount to be reached superseding

required standards in promotion processes. Internal candidates have an invested interest in MFRS and have con

ng and capable of carrying out roles. Time and time again I see people being promoted into positions they are  
ond and resolve incidents, you cant do that without firefighters, it feels like we are an inconvenience and that

lter to suit. Lastly permanent positions should be given when available, not left temporary for years and if yo

efficient dissemination to all team members. This enhancement has fostered better collaboration and alignme

eps staff fully updated and informed which is most welcome and makes for a much more pleasant working en



topic has been clearly set as an objective for a long period of time. Only now am I able to fully understand the

as changed in relation to the ability to positively influence certain flawed systems and processes within which

if make changes to our jobs when they have little or no understanding of what is involved in the job.

their opinion matters. I felt this was a really good way off communicating with everyone within the departmen

ds to achieve a more consistent and better approach as it moves down through middle management. I do fee

brief. This is something that is drilled in to us from day 1....so why is this principle not applied elsewhere?!

n has been read through before any negative comments or issues identified are given to the individual as this c

ement in your role, or personally. There's also a lot of work that people enjoy to do over and above their job r

een received from Senior Managers ie not my line manager. I am grateful for this recognition as it is lacking fro

anager approx every year, so my appraisal is carried out by a different person from one year to the next.

ition where my line manager and other senior managers in the function recognise the work I do/have done. I s

Don't soon change I feel that there will be members in the team who look for job opportunities elsewhere.

n impossible and overwhelming workload which I go above and beyond at personal cost to achieve but then fa

across other FRA's and other industries) to assess if lessons and improvements could be incorporated at MFRS

ut saying that also encourage more people to say thank you and acknowledge the help or advice someone ma

ities for cross-department collaboration could strengthen relationships and enhance our sense of unity. Regular

nature of their duties..... difficult to observe, however we need to keep constantly challenging and dealing with

see senior officers return to wearing navy blue. I would also like to see the Search and Rescue Team and other



although we have networks they are not utilised by people in the service because it is not known what they do

ates work with. It feels that there have been promotions for Senior management roles were the individual look

the fire service' for actions like sexism etc needs to be looked at cause its used too frequently to excuse behav



out in thinking. We need new thoughts and ideas and we need those people to be heard. They need to be in p

training and not taking into consideration firecalls. If the targets were lowered you would get better quality vi

not ready for, merely because they interview well and know what the current buzz words are, whereas the m









I think this needs to continue and have a greater level of consistency from the top downwards on an ongoing basis

ole (e.g. charity work, staff networks, culture activities, events, promoting the service) that should be recognis





face criticism. My own team now undermine and criticise me openly and this is something I have never experie

y have given them. It doesn't take a lot to let someone know that what they have done has been appreciated.

ar feedback sessions or “listening forums” would also allow employees to share their thoughts and ideas open

er crews in the same kit when attending incidents involving rescues (not USAR), such as RTC's. This change wo





clearly out of their depth in the roles in a operational sense. This does not instil confidence on the staff to ha







ore deserving and capable people are passed over. This is not my own personal experience as I reached the le











ed properly, and more than just an article in Hot News - which is good, but more should be done to celebrate





enced before and is very difficult to deal with and will require a complete shift in my easy going management st















vel I wanted to achieve some time ago and have not sought promotion over the last few years, but to see som

































the very good people pushed to the side in favour of those who 'know what to say' in an interview, is dishearten























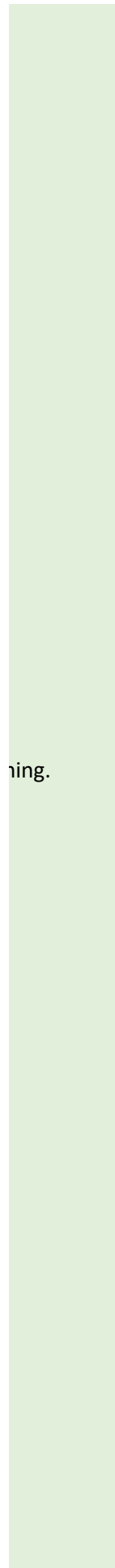












ing.