

Peopleinsight

Employee Survey Feedback & Interpretation

September 2018





Employee Survey Feedback and Interpretation

- Who are People Insight
- Key numbers
- Findings
- Recommended actions
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Who are People Insight



Who are People Insight?

- Specialist consultancy in organisation development & employee engagement
- Improve client engagement scores on average by 7%
- Employees 20% more likely to see action happening
- We make the essential link between people practices and key business outcomes





Who are People Insight?

Clients

WEST MIDLANDS FIRE SERVICE



Shropshire
Fire and Rescue Service



Derbyshire
Fire & Rescue Service
Making Derbyshire Safer



Essex County
Fire & Rescue Service



Northern Ireland
Fire & Rescue Service



HUMBERSIDE
Fire & Rescue Service





Employee engagement – some evidence

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

2.5x

Greater revenue growth¹

2x

Annual net income²

62%

Less accidents³

50%

Less absence days⁴



40%

Lower employee turnover⁵

24%

Higher net promoter score⁶

18%

Higher productivity⁷

12%

Higher customer advocacy⁸

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Findings





Name one thing which has changed since the last survey in 2016 which has had a positive impact on you?

"The way watch managers are allowed to manage and not be micromanaged throughout working day unlike a few years ago. This change in management style has allowed me now to pursue my interest in being a watch manager."

"Managers are more visible, are interested in engagement with their staff and are taking this forward in their own ways to suit their own styles and staff. Support staff have a higher presence in decisions that are being made, I feel their value and worth is acknowledged much more since the surveys took place"



Key numbers

The survey was carried out in July 2018, with responses coming directly to People Insight to ensure confidentiality

Survey response rate

56%



548 Online responses

↓ 24 Points below average

↑ 5 Points above previous



Your overall engagement score

75%

↓ 2 Points below average

↑ 1 Points above previous

- Current
- Benchmark
- Previous



Pride



Longevity



Endeavour



Advocacy



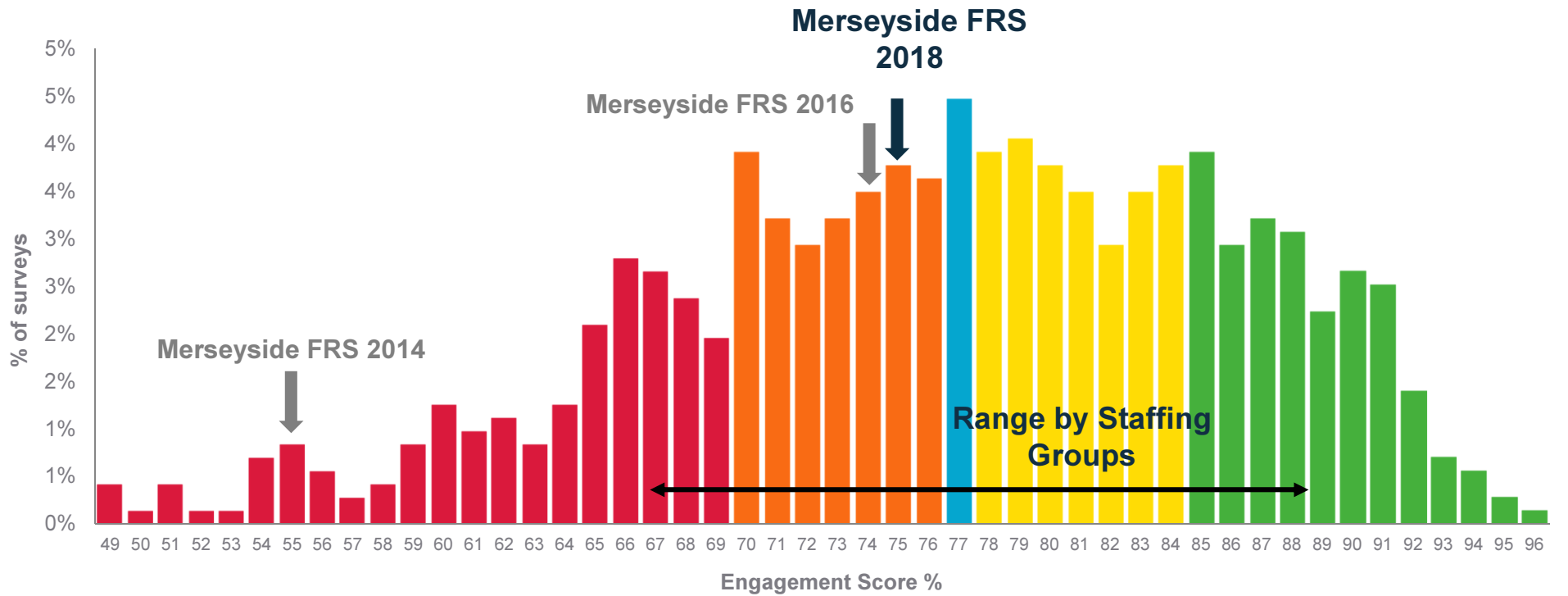
Care





Your engagement score

Compared to all organisations surveyed by People Insight



- Significant disadvantage
- Some disadvantage
- Average (mean)
- Some advantage
- Significant advantage



Fire Service Comparisons

	FRS BM	MFRS	MFRS (2016)	FRS – C (2014)	FRS – B (2015)	FRS – D (2015)	FRS – E (2016)	FRS – F (2016)	FRS – G (2016)	FRS – H (2016)	FRS – I (2017)	FRS – K (2017)	FRS – L (2017)	FRS – M (2018)
Engagement Score	77%	75%	74%	65%	74%	63%	76%	84%	81%	74%	80%	75%	87%	85%
Response Rate	52%	56%	51%	48%	69%	41%	41%	59%	34%	51%	43%	66%	46%	61%



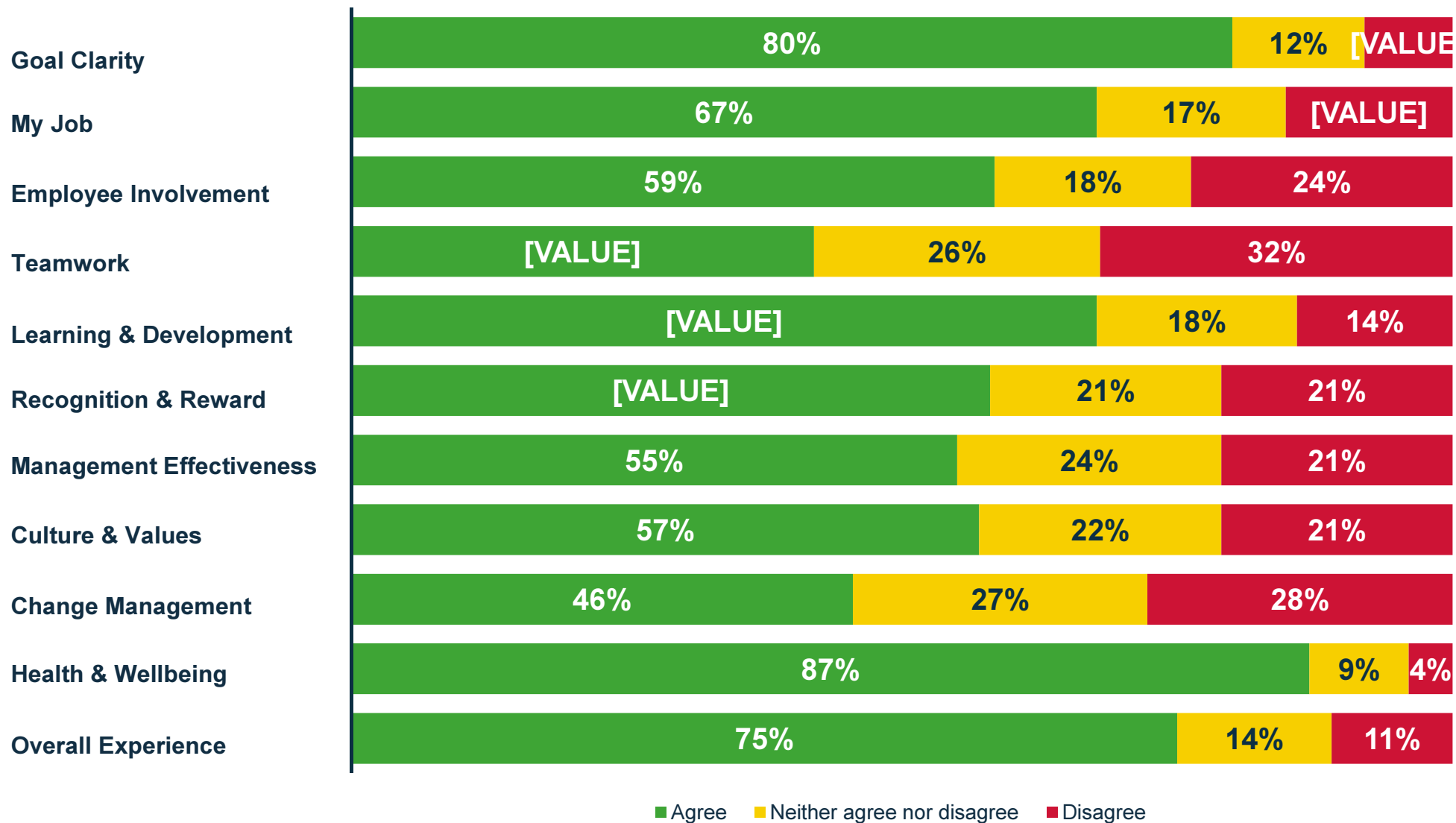
Key drivers of engagement

KEY DRIVER RANKING	THEME	QUESTION	% AGREE SCORE	% CHANGE SINCE 2016	VS BENCHMARK
1	My Job	I feel that my work contributes to Safer Stronger Communities	79%	+7	n/a
2	Management Effectiveness	I have confidence in the future of MFRA	36%	+10	n/a
3	Goal Clarity	I understand the priorities or Missions & Aims of MFRA	86%	+2	+2
4	Culture & Values	I feel valued	46%	+3	n/a
5	Culture & Values	Bullying, harassment and discrimination are not tolerated at MFRA	66%	-1	-6
6	Culture & Values	I am able to strike the right balance between my work and home life	57%	0	-10
7	My Job	I feel supported in my role	58%	0	n/a
8	Learning & Development	I have the knowledge and skills I need to do my job well	85%	-1	-3
9	Health & Wellbeing	In general I would say my health is good	89%	n/a	+5



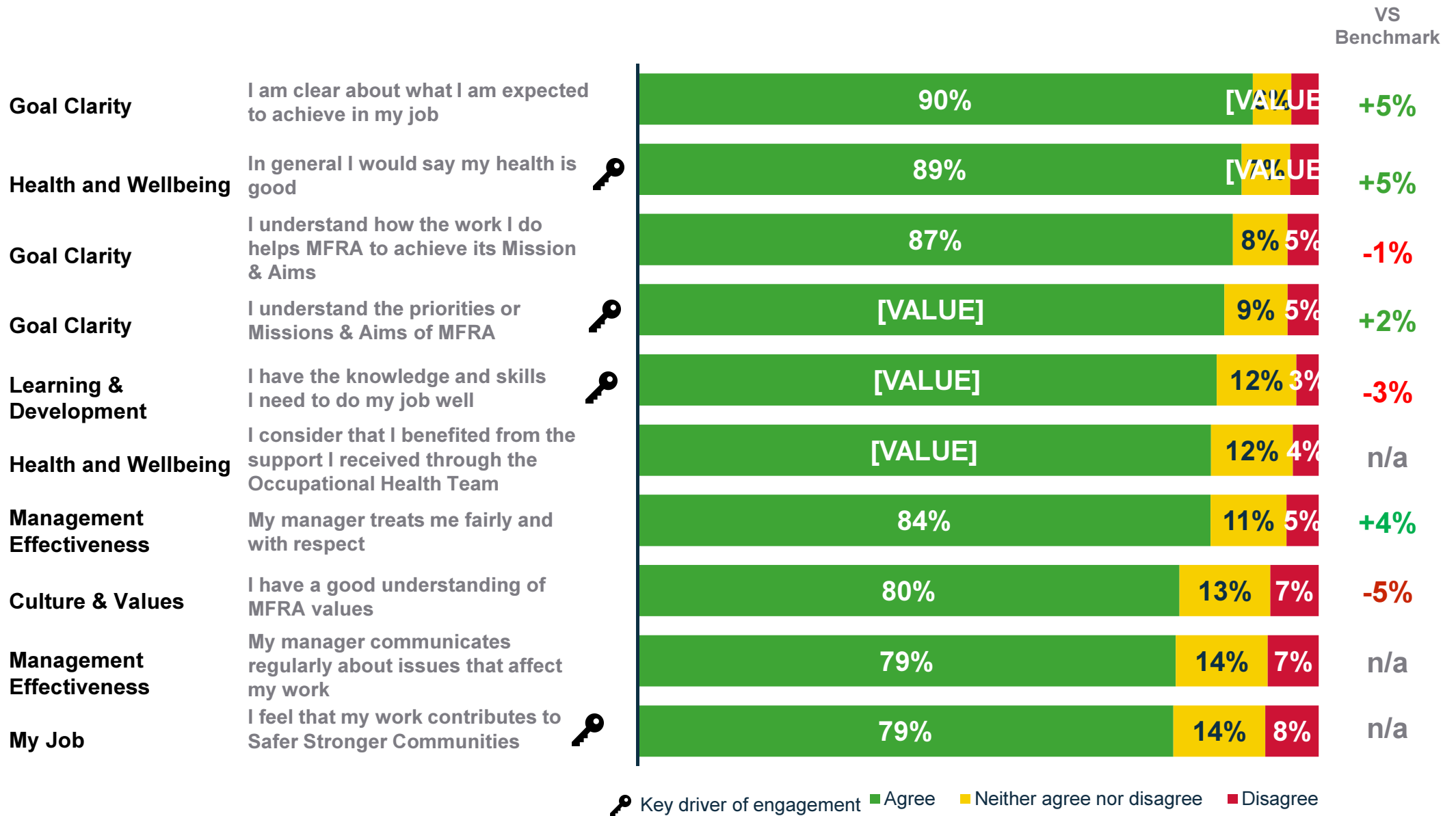
Average scores

For each survey section



Top 10 results

Themes and items

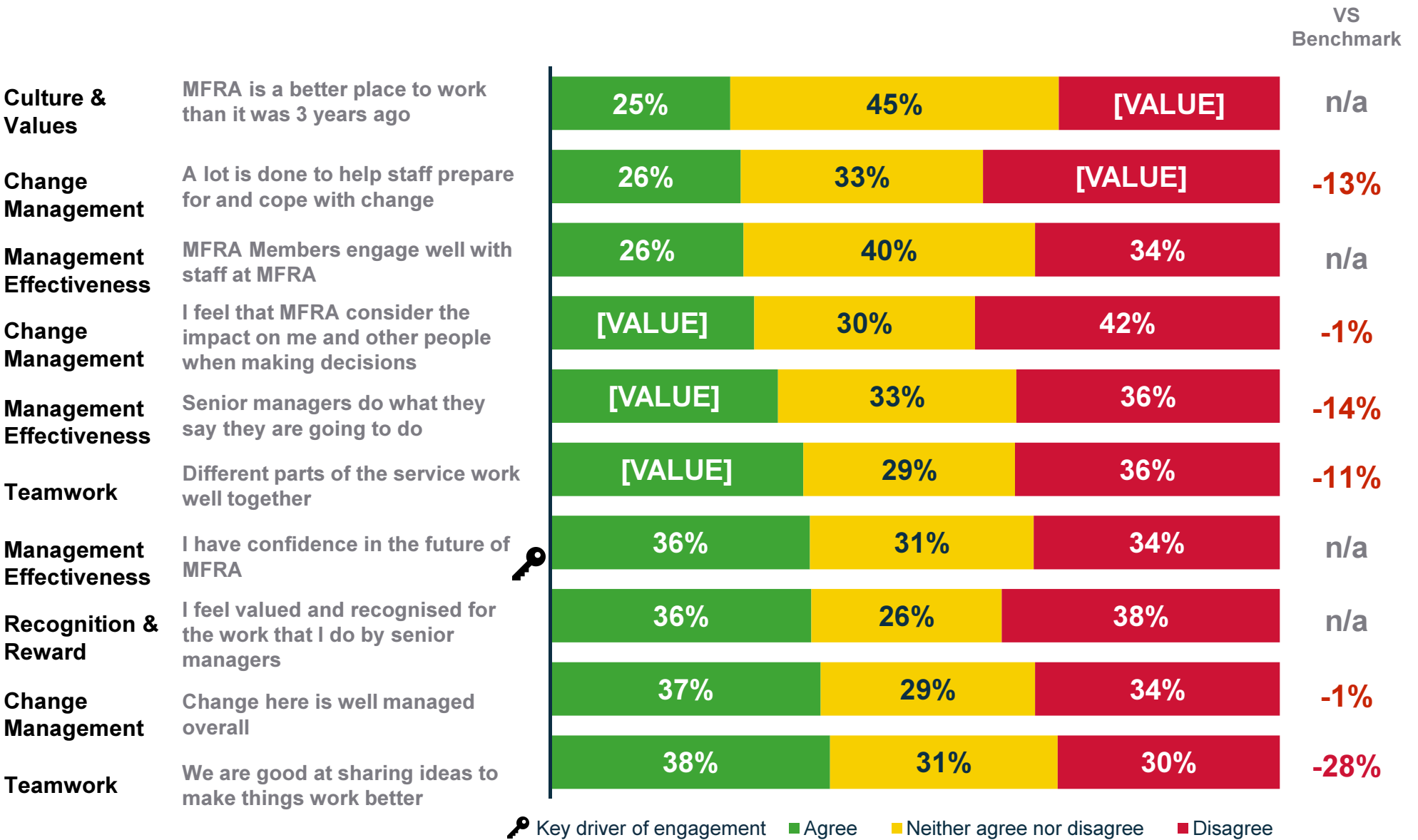


Engagement items are excluded from this slide. Due to rounding, percentages may not total 100.



Bottom 10 results

Themes and items

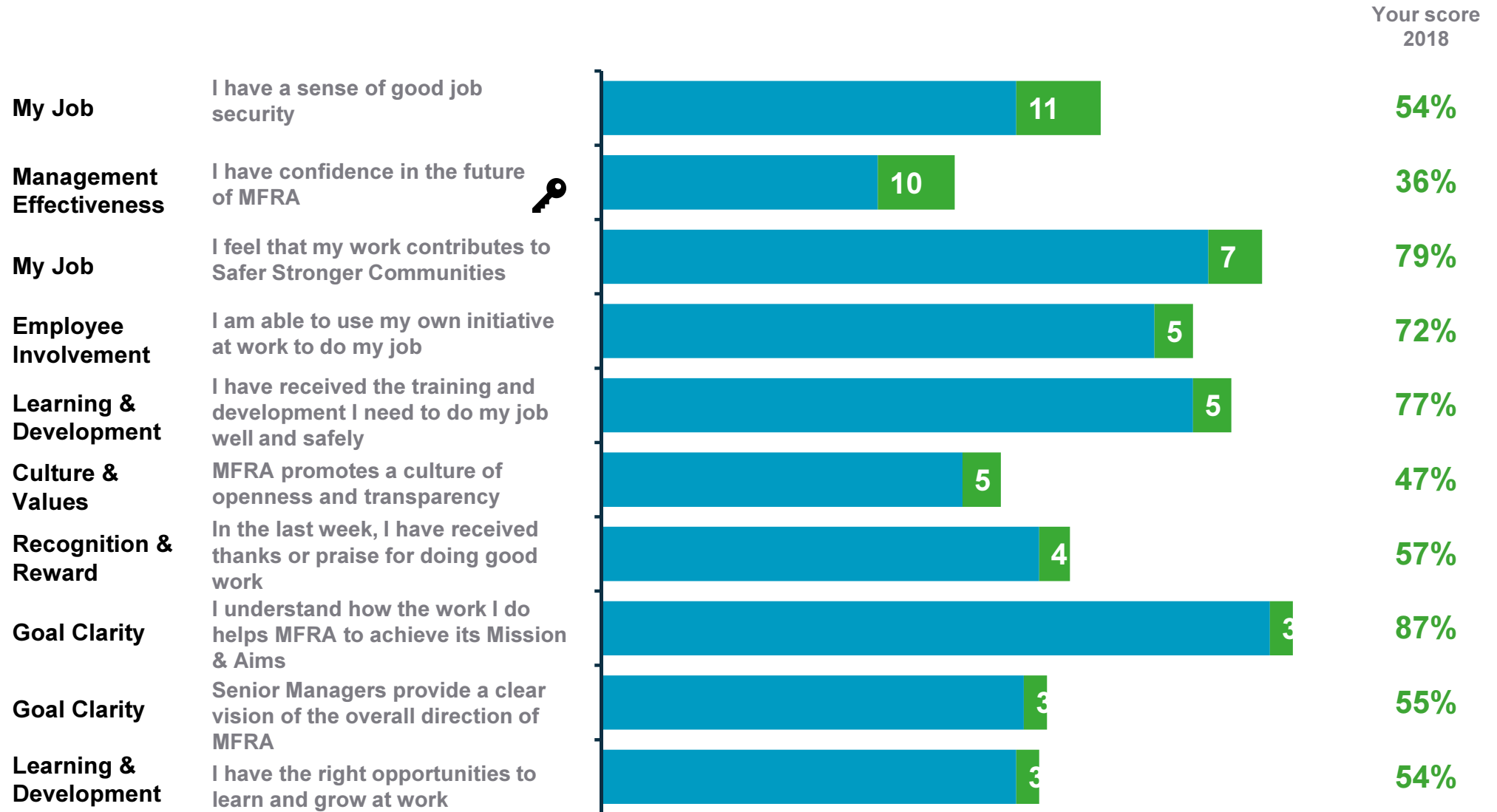


Engagement items are excluded from this slide. Due to rounding, percentages may not total 100.



Greatest improvements

Since 2016



Key driver of engagement ■ Your score 2018 ■ Percentage point increase since 2016

Engagement items are excluded from this slide.



Greatest declines

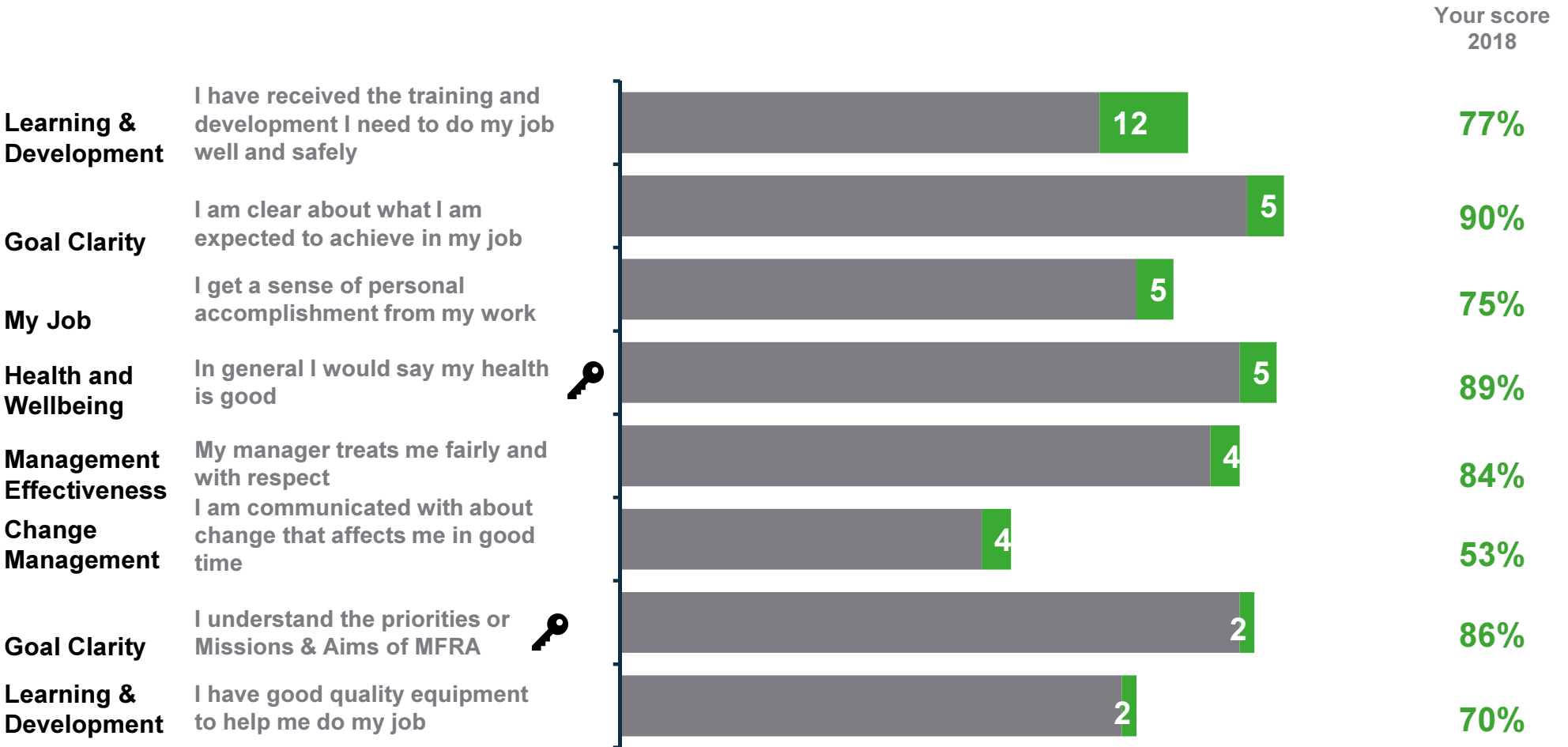
Since 2016



Engagement items are excluded from this slide.



Benchmark overperformance



Key driver of engagement ■ Percentage points above benchmark

Engagement items are excluded from this slide.



Benchmark underperformance



 Key driver of engagement  Percentage points below benchmark

Engagement items are excluded from this slide.



Company scores

By Staff Groupings

Summary results for Merseyside Fire and Rescue by Staff groupings	MFRA 2018	Uniformed	Non Uniformed	Control
Respondents	548	328	199	21
Overall Engagement Score	75	↓↓ 67	↑↑↑ 88	- 73
Goal Clarity	80	↓↓ 73	↑↑↑ 91	↑↑ 87
My Job	67	↓↓ 62	↑↑ 75	↑ 70
Employee Involvement	59	↓↓↓ 48	↑↑↑ 79	↓↓ 50
Teamwork	42	↓↓↓ 33	↑↑↑ 59	↓↓↓ 25
Learning & Development	67	↓ 64	↑↑ 73	↑ 70
Recognition & Reward	58	↓↓ 52	↑↑↑ 69	- 58
Management Effectiveness	55	↓↓ 50	↑↑ 64	↓ 52
Culture & Values	57	↓↓↓ 47	↑↑↑ 74	- 58
Change Management	46	↓↓↓ 36	↑↑↑ 61	↓↓ 40
Health and Wellbeing	87	- 87	- 87	↓↓ 78

Uniformed staff have responded significantly less favourably in comparison to non-uniformed staff and control staff. This is consistent across all sections.

Given the changes that uniformed staff have felt this will not come as a surprise. One of the areas that stands out is the relationship between uniformed staff and senior management.

- **Breakfast meetings:** value can be maximised if an open forum/platform can be utilised. Create a place where staff can be comfortable to ask questions and a two way dialogue can begin. Confidence and respect for management will increase.
- **Senior managers can join test drills and 'don the gear'** and/or make it a pledge to have a **planned visit** at least every year to help bridge the perceived gap between management and staff.

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



Company scores

By Length of Service

Summary results for Merseyside Fire and Rescue by Length of service	MFRA 2018	Less than 2 years	2 to less than 5 years	5 to less than 10 years	10 to less than 20 years	20+ years
Respondents	548	55	50	44	144	255
Overall Engagement Score	75	↑↑↑ 96	↑↑ 87	↑↑ 87	- 76	↓↓ 66
Goal Clarity	80	↑↑↑ 90	↑↑ 88	↑↑ 88	- 79	↓↓ 75
My Job	67	↑↑↑ 82	↑↑ 75	↑↑ 76	↓ 64	↓ 63
Employee Involvement	59	↑↑↑ 78	↑↑ 67	↑↑ 67	- 59	↓↓ 52
Teamwork	42	↑↑↑ 67	↑↑ 51	↑ 46	↓ 38	↓↓ 37
Learning & Development	67	↑↑↑ 79	- 66	↑↑ 73	- 67	↓ 64
Recognition & Reward	58	↑↑↑ 76	↑↑ 64	↑ 62	- 58	↓↓ 53
Management Effectiveness	55	↑↑↑ 71	- 57	↑↑ 61	↓ 52	↓ 52
Culture & Values	57	↑↑↑ 77	↑↑↑ 70	↑↑ 66	- 56	↓↓ 49
Change Management	46	↑↑ 53	↑↑ 51	↑↑ 54	- 46	↓↓ 41
Health and Wellbeing	87	- 87	- 88	↑↑ 92	- 85	- 87

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



Company scores

By Working arrangements

Summary results for Merseyside Fire and Rescue by Working arrangements	MFRA 2018	Full time fixed Working Hours	Full time flexi-time system	Reduced hours / Part time	LLAR	Day Crewing WTR	WT (224 (12/12)	24 Hours WTR	Senior Officer (FDS/Continuous Cover)	Prefer not to say (Working arrangements)									
Respondents	548	97	164	22	12	29	118	7	28	58									
Overall Engagement Score	75	↓ ↓ ↓	62	↑ ↑ ↑	86	↑ ↑ ↑	88	↑ ↑ ↑	92	↓ ↓ ↓	57	↑ ↑ ↑	97	↑ ↑ ↑	95	-	73		
Goal Clarity	80	↓ ↓	73	↑ ↑	89	↑ ↑ ↑	92	↑ ↑	88	↑	84	↓ ↓ ↓	65	↓ ↓	75	↑ ↑ ↑	98	↓	77
My Job	67	↓ ↓ ↓	55	↑ ↑ ↑	77	↑ ↑	74	↑ ↑	74	↑ ↑ ↑	84	↓ ↓ ↓	51	↑ ↑ ↑	81	↑ ↑ ↑	97	↓	64
Employee Involvement	59	↓ ↓ ↓	45	↑ ↑ ↑	79	↑ ↑ ↑	73	↑	62	-	58	↓ ↓ ↓	33	↑ ↑	66	↑ ↑ ↑	94	↓ ↓	54
Teamwork	42	↓ ↓ ↓	31	↑ ↑ ↑	58	↑ ↑ ↑	52	-	44	↑	46	↓ ↓ ↓	21	↑ ↑ ↑	52	↑ ↑ ↑	75	↓ ↓	34
Learning & Development	67	↓	64	↑ ↑	74	-	67	↑ ↑	73	↑ ↑	74	↓ ↓ ↓	53	↑ ↑ ↑	89	↑ ↑ ↑	87	-	66
Recognition & Reward	58	↓ ↓	52	↑ ↑ ↑	68	↑ ↑ ↑	75	↓ ↓ ↓	45	↑ ↑	66	↓ ↓ ↓	45	↓	54	↑ ↑ ↑	88	↓ ↓ ↓	46
Management Effectiveness	55	↓	52	↑ ↑	61	↑ ↑	64	↑	59	-	57	↓ ↓ ↓	43	↑ ↑ ↑	70	↑ ↑ ↑	84	↓ ↓	48
Culture & Values	57	↓ ↓ ↓	46	↑ ↑ ↑	72	↑ ↑ ↑	73	↑	60	↑ ↑ ↑	70	↓ ↓ ↓	34	-	59	↑ ↑ ↑	89	↓ ↓	49
Change Management	46	↓ ↓ ↓	33	↑ ↑ ↑	60	↑ ↑ ↑	64	↑ ↑	51	-	44	↓ ↓ ↓	24	↑ ↑ ↑	60	↑ ↑ ↑	85	↓ ↓	37
Health and Wellbeing	87	-	85	-	88	-	89	-	89	↑	90	-	85	↑ ↑ ↑	100	↑ ↑ ↑	98	↓	83

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



What is the best thing

About working for Merseyside FRA

- **People** – being part of a professional, enthusiastic, committed and supportive team, welcoming, camaraderie between firefighters.
- **Job security** is a repeated comment
- **Pride** - privilege working in a role which helps people who need you, recognized and valued as a service, helping the community
- **Facilities** – working conditions, occupational health department, gym facilities
- **The job** – variation of work, autonomy, interacting with the public, flexibility of role, able to interact with the public





What is the best thing about working for MFRA?

"Actually attending incidents and the pride we take in the operational work that we do; as a development station, we also ensure that we train regularly to ensure that we perform to a high standard when at operational incidents."

"Everybody who works here respects each other and is polite and considerate. This is the first time I have worked in an organisation where staff you pass in the corridor (both MFRS and Police) who you may have never met before will always greet you with good morning/afternoon and hold the door open for you."

If you had the chance to change one thing at Merseyside, what would it be?

- **Work/home balance** – Reinstatement 24 hour rostering (most common theme)
- **L&D** – Introduce more development/learning courses for operational staff. Better training (B.A or RAG courses). More integration between more experienced members of staff and new firefighters, as opportunities for learning could be maximised.
- **Resources** – Additional pumps in key locations. Improve IT systems. Respond to repair noticed efficiently, a number of comments relating to appliances not being fixed following reporting of issues.
- **Senior management** – More communication between firefighters and senior management. Improve feedback systems for staff from management, and allow more suggestions from lower levels.
- **Collaboration** – better cross departmental collaboration, so that there is less of an “us – them mentality”. - number of comments relating to a distrust of non union staff, by union staff for various reasons (e.g. promotion)
- **Wellbeing** - Occupational health department





If you had the chance to change one thing at Merseyside, what would it be and why?

"Revert back to the 24 hour rostering model. This was a much safer and more effective way to staff the appliance. It also afforded the service a retained appliance to call upon during busy periods. As well as the organisational and safety bonuses the shift system accomplished it also allowed the staff to take their contractual leave when they wanted not when the few occasions allowed"

"More communication between firefighters and senior management. I feel that the input of firefighters could be used to direct the service however I feel that there is an assumption that the fire fighters view will be negative or non constructive. If there was a better working relationship between the higher level managers and the fire fighters everybody would be working towards the same direction."

"Greater communication and working between departments"

"Giving internal support staff the opportunity to apply for vacancies before advertising posts externally. I believe this would bode well with staff boosting morale, giving better career opportunities for those who wish to further their careers within MFRS"

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Recommended focus





Purpose, meaning, and vision

- Goal clarity is a key strength for the MFRA. People understand its purpose and mission, which inspires and motivates staff. Staff understand how their own role fits into the bigger picture of the Fire Service and the community in general. This can be further strengthened by ensuring personal objectives are clearly linked to MFRA's priorities. **The stronger the link, the more engaged they will be.**
- For **uniformed staff**, Senior Managers do not provide a clear vision of the overall direction. With the changes that impact uniformed staff they could be feeling unsure about what sort of service the MFRA will become. Create a strong image (literally design a visual if possible) that reflects the long term vision of Fire Service that everyone can connect with.

THEME	RELEVANT QUESTION	KEY DRIVER	ABOVE BENCH	BELOW BENCH	IMPROVED	DECLINED
The Job	I feel that my work contributes to Safer Stronger Communities	✓	n/a	n/a	✓	-
Goal Clarity	I understand the priorities or Missions & Aims of MFRA	✓	✓	-	✓	-
Goal clarity	I am clear about what I am expected to achieve in my job	-	✓	-	✓	-
Goal Clarity	Senior Managers provide a clear vision of the overall direction of MFRA	-	-	✓	✓	-

■ Sustain ■ Secondary action ■ Priority action

Change management and trust

- MFRA has experienced a number of significant and wide reaching changes since the last survey and the subsequent effects are reflected in the survey results. Confidence, trust in and perception of the leadership have all suffered.
- Focus on rebuilding staff trust and confidence:
 - Reinforce positive messaging around the purpose** of the MFRA and clarify the future direction to further inspire commitment and to help staff move on from the negative aspects of the changes
 - Enable open communication channels** so that staff can express their views and concerns with leaders
Acknowledge that some people will not feel comfortable to speak up and consider alternative methods they can use to provide feedback
 - Provide constructive and compassionate feedback** on staff views (including these survey results)
 - Swiftly **demonstrate actions** that are being taken to address issues raised
 - Leaders to make themselves **present** amongst staff
 - Enable managers to **be comfortable in delivering the same message**. Often managers want to be the 'nice guy' and can contribute to the 'us and them' culture.

THEME	RELEVANT QUESTION	KEY DRIVER	ABOVE BENCH	BELOW BENCH	IMPROVED	DECLINED
Change management	A lot is done to help staff prepare for and cope with change	-	-	✓	-	✓
Change management	I feel that MFRA consider the impact on me and other people when making decisions	-	-	✓	-	✓
Change management	I am communicated with about change that affects me in good time	-	-	✓	-	✓
Change management	Change within my team is well managed	-	-	✓	-	✓

■ Sustain
 ■ Secondary action
 ■ Priority action



Focused action with uniformed staff and collaboration

- There is a clear difference in scores between uniformed staff and other staff. There is a **21% difference in engagement score** currently between uniformed and non-uniformed and essentially a blanket approach of action planning will not suffice.
- Facilitated focus groups with uniformed staff should be utilised to address specific issues found from across the survey (which may all be boiling down to two or three points) and used to formulate constructive solutions. The facilitated approach will help ensure solutions put forward are focused on what is achievable and in the realm of what is in their control also.
- Additionally, **collaboration** across the organisation is an area to improve:
 - Consider **silos busting** workshops to help encourage staff from different parts of the service to collaborate and identify better ways of supporting and communicating with each other
 - Ensure Leadership behaviour displays cross functional working styles. Messaging from leaders should consistently be kept aligned to each other to help demonstrate common grounding
 - Encourage networking beyond immediate circles. Set up informal networking events across the service
 - Revisit induction programmes so employees can meet many faces from various parts of the organisation and understand their roles/responsibilities and ultimately their connection to the shared purpose
 - Aim to **equalise policies and processes across the service particularly around career development.** Some feel promotion takes place unfairly

THEME	RELEVANT QUESTION	KEY DRIVER	ABOVE BENCH	BELOW BENCH	IMPROVED	DECLINED
Teamwork	Different parts of the service work well together	-	-	✓	-	✓

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Next steps





Reflections

On what you have heard today



01.

What are we most pleased about?



02.

What are we most concerned about?



03.

What do we care about focusing on in 2019?



Next Steps

Maintain the engagement momentum



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Appendix





Appendix

What is a 'key driver' of engagement?

Some things have more of an influence on people's levels of engagement than others. We call these influencers 'key drivers'

- A challenging, varied role is more likely to engage someone than having nice décor in the office
- Some key drivers are common across organisations and teams
- They can vary depending upon circumstances

Statistical analysis (correlation or linear regression) compares each individual's engagement score to all the other questions in the survey.

The higher the impact score, the greater the influence the question has on the engagement score. The questions with the highest impact score we call 'key drivers'.

We then look at the strengths and weaknesses (high or low scores) for the items, in combination with the impact scores, in order to provide action recommendations.

Looking at the key drivers helps you focus your action plans on the areas that are most likely to increase engagement amongst your team.





Has there been an improvement in the way in which we are communicating info throughout the organisation?

Merseyside Fire and Rescue

"No, things are usually implemented without our knowledge and we find out by other means. the PO briefings look good on paper but are far from informative and in some cases quite antagonistic. everybody sending emails to all MFRS just frustrates me when I open my emails and makes me not want to bother to read them as literally about 10% have any relevance to me doing my job. don't be lazy just send them to people who they concern."

"There has definitely been an increase in the amount of information that flows around the organisation but I think that on occasion important messages are lost amongst the mountain of information provided. We need to be smarter about who gets what information and how."

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Surveys



People analytics



Consultancy
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