

Employee Survey 2023

# Executive insight presentation

Prepared by **People Insight**  
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People*i*nsight

# Who we are



Northern Ireland  
Fire & Rescue Service

Derbyshire  
Fire & Rescue Service  
Making Derbyshire Safer



Essex County  
Fire & Rescue Service



UNIVERSITY OF  
OXFORD



Shropshire  
Fire and Rescue Service



CAMBRIDGESHIRE  
FIRE & RESCUE SERVICE  
Working together to improve community safety



Walgreens Boots Alliance

LA PERLA



London  
Stock Exchange Group



UNIVERSITY OF  
BIRMINGHAM



BRITISH  
TRANSPORT  
POLICE



ROYAL BERKSHIRE  
FIRE AND RESCUE SERVICE



London  
South Bank  
University



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## Survey response rate

**32%**  
vs.61% in 2020

317 / 999  
responses

# Headline messages



- ▶ Strong employee engagement score and Top Quartile position retained
- ▶ All themes scoring higher than the Fire and Rescue external benchmark (no question has scored lower than the benchmark)
- ▶ Good confidence in the future of the Merseyside FRA
- ▶ Staff feeling recognised and valued as well as useful appraisal
- ▶ Strong alignment to the values, understanding of the direction and personal connection to it
- ▶ Good communication channels/opportunities between leaders and staff

## Areas for focus

- ▶ **Low response rate**
- ▶ **Notable drop in worklife balance question**
- ▶ **Opportunities to better collaborate**
- ▶ **Consideration of how change is managed**
- ▶ **Notable hotspots by demographics (Control, Crew Manager, Protection etc.)**

# Since the last survey – changes that have ‘impacted you positively’



“  
Leadership message has been necessary refresh and is much more comprehensive to teach/promote to others.

“  
Consideration for improved flexible working and hybrid working

“  
Empowerment in Decision Making for Senior Managers

“  
Clear open communication from the Leadership team

“  
Culture of openness ,communication and staff networks

“  
The promotion of good, competent officers into senior positions

“  
Updated vision and values of the service.

“  
Flexibility of shift patterns



# Survey themes

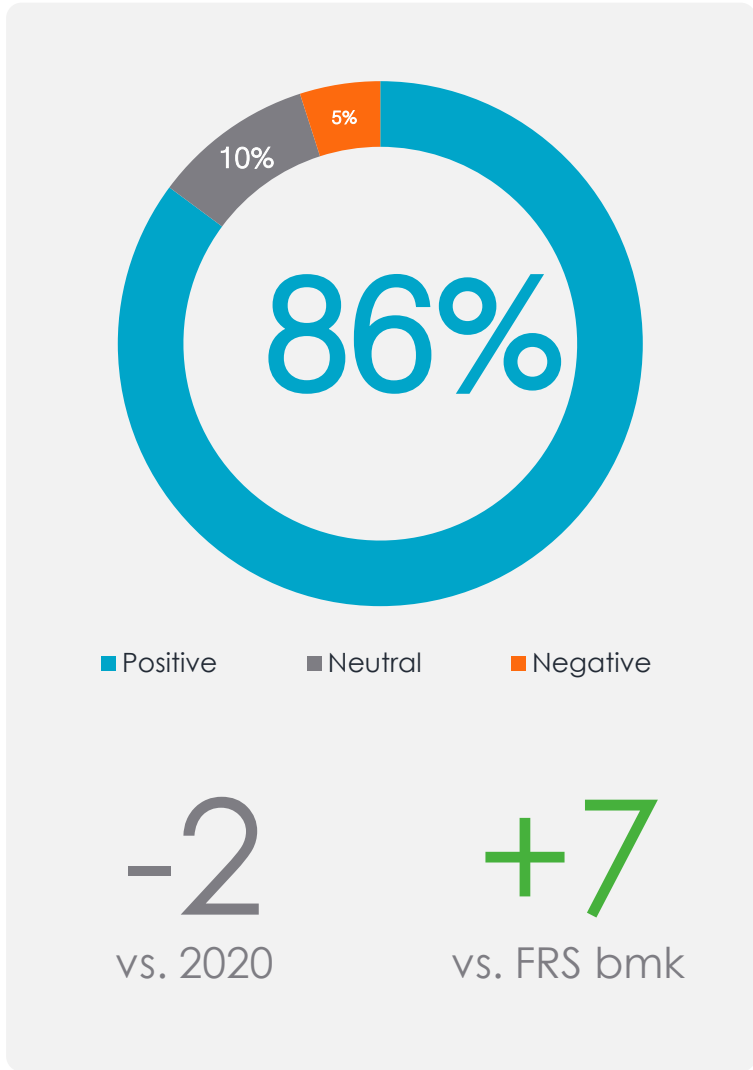


**Themes remaining strong**

- ▶ Scores over performing against the Fire and Rescue benchmark
- ▶ Themes primarily in line to the previous survey
- ▶ Two notable drops (Teamwork and Health and Wellbeing)

THEME	RESPONSE BREAKDOWN			Vs. FRS bmk	Vs. 2020
	favourable	neutral	unfavourable		
Goal Clarity	85%	10%	5%	+10	-1
My Job	77%	13%	11%	+11	-2
Employee Involvement	70%	16%	15%	+12	-1
Teamwork	60%	20%	19%	+8	-8
Learning & Development	76%	14%	10%	+11	-1
Recognition & Reward	72%	15%	13%	+13	+3
Management Effectiveness	68%	20%	12%	+11	-2
Culture & Values	69%	19%	12%	+12	-2
Change Management	58%	26%	16%	+12	0
Health and Wellbeing	70%	14%	16%	n/a	-6
Other factors	51%	49%		n/a	n/a
Engagement	86%	10%	5%	+7	-2

# Engagement levels – remaining strong following previous improvement

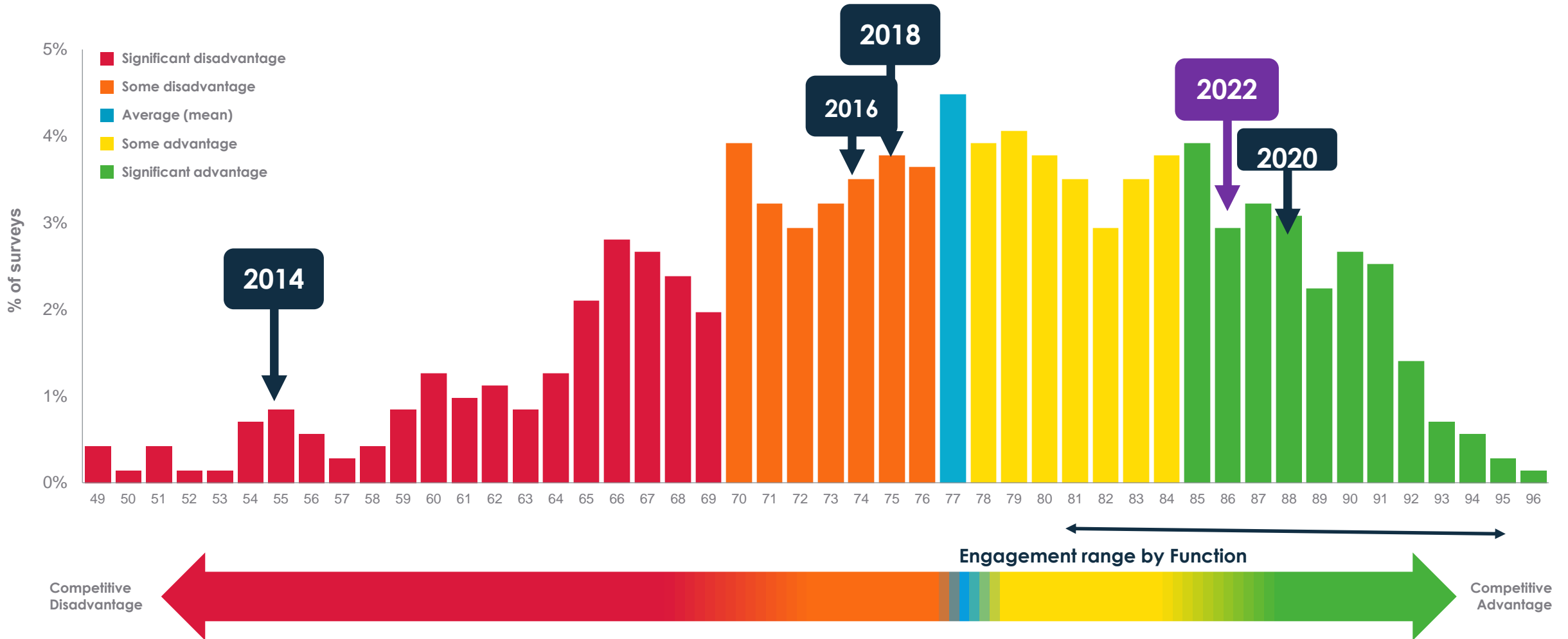


QUESTION	RESPONSE BREAKDOWN			FRS bmk	VS. 2020
	favourable	neutral	unfavourable		
I am proud to say I work for MFRA	87%	9%	5%	+6	-3
I care about the future of MFRA	96%	3%	1%	+3	0
I would still like to be working at MFRA in two years' time	85%	10%	5%	+4	+1
If asked, I would recommend to friends and family that MFRA is a good place to work	74%	17%	8%	+13	-6
Working here makes me want to do the best I can	87%	9%	4%	+10	0

# Our engagement score



Compared to other organisations surveyed by People Insight





# Top and bottom scores



## Highest Scoring

QUESTION	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)	VS. FRS Bmk	Vs. 2020
I am aware of the Health and Wellbeing support services available through the Occupational Health Team	97% favourable, 3% neutral, 0% unfavourable	n/a	+3
I understand how the work I do helps MFRA to achieve its Purpose	95% favourable, 4% neutral, 1% unfavourable	+14	+3
I know what I should do and what action I should take if I was concerned that bullying and harassment were taking place	91% favourable, 7% neutral, 2% unfavourable	n/a	n/a
I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities	91% favourable, 7% neutral, 2% unfavourable	+9	+11
I am clear about what I am expected to achieve in my job	90% favourable, 5% neutral, 5% unfavourable	+6	-2

## Lowest Scoring

QUESTION	RESPONSE BREAKDOWN (■ favourable ■ neutral ■ unfavourable)	VS. FRS Bmk	Vs. 2020
Members of the Fire and Rescue Authority engage well with staff at MFRS	39% favourable, 38% neutral, 23% unfavourable	n/a	n/a
A lot is done to help staff prepare for and cope with change	42% favourable, 35% neutral, 23% unfavourable	+6	+1
MFRA is a better place to work than it was 3 years ago	42% favourable, 38% neutral, 20% unfavourable	n/a	0
I feel that MFRA consider the impact on me and other people when making decisions	44% favourable, 28% neutral, 27% unfavourable	+10	0
Change here is well managed overall	48% favourable, 37% neutral, 15% unfavourable	+16	-8

# Most positive comparisons



## + difference scoring

QUESTION	Vs. FRS Bmk
I have confidence in the future of MFRA	+26
I have a sense of good job security	+25
My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well (If you have not had an appraisal, please skip this question)	+23
Employees at my level are able to communicate their concerns to higher management	+22
I am communicated with about change that affects me in good time	+20

QUESTION	Vs. 2020
I understand the need for change at MFRA so the Service remains relevant and continues to meet the needs of our communities	+11
I feel valued and recognised for the work that I do by senior managers	+7
I feel valued and recognised for the work that I do by my line manager	+5
I am able to use my own initiative at work to do my job	+4
My last Appraisal meeting was useful in helping me improve how I do my job and show where I'm performing well (If you have not had an appraisal, please skip this question)	+4

# Least positive comparisons



## - difference scoring

QUESTION	Vs. FRS Bmk
My manager communicates regularly about issues that affect my work	+2 
We are good at sharing ideas to make things work better	+3 
I am satisfied with my physical working conditions (i.e. working environment, space, equipment etc.)	+3 
I care about the future of MFRA	+3 
My manager gives me regular feedback on how I am doing	+3 

QUESTION	Vs. 2020
MFRA provides me with information that promotes a healthier lifestyle	-20 
We are good at sharing ideas to make things work better	-13 
I am able to strike the right balance between my work and home life	-11 
Morale in my immediate team/watch/section is generally high	-11 
MFRA supports a positive work-life balance	-9 



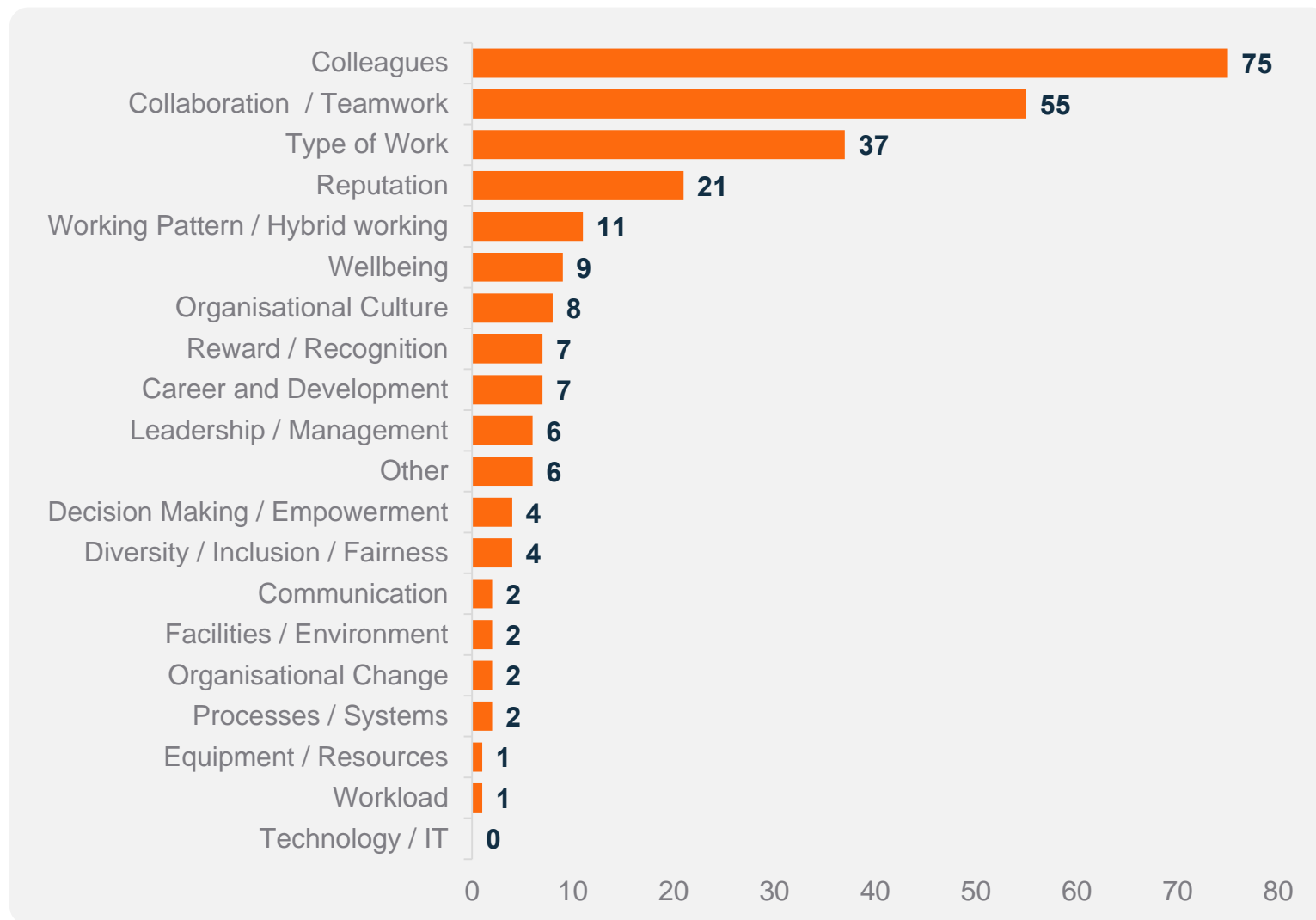
# Qualitative feedback themes – best thing

“the people, the flexi, serving the community, introduction of hybrid working for support staff in 2023

“I feel supported by Senior and Principal management who I feel appreciate the work that I do for the Authority. Most people are positive about working for MFRA which makes a good, enjoyable working environment.

“The variety within the role. Every day is different and provides me with challenges

“My team and my line manager support me in my role and I get good satisfaction from completing my duties



# Qualitative feedback themes – one thing to change

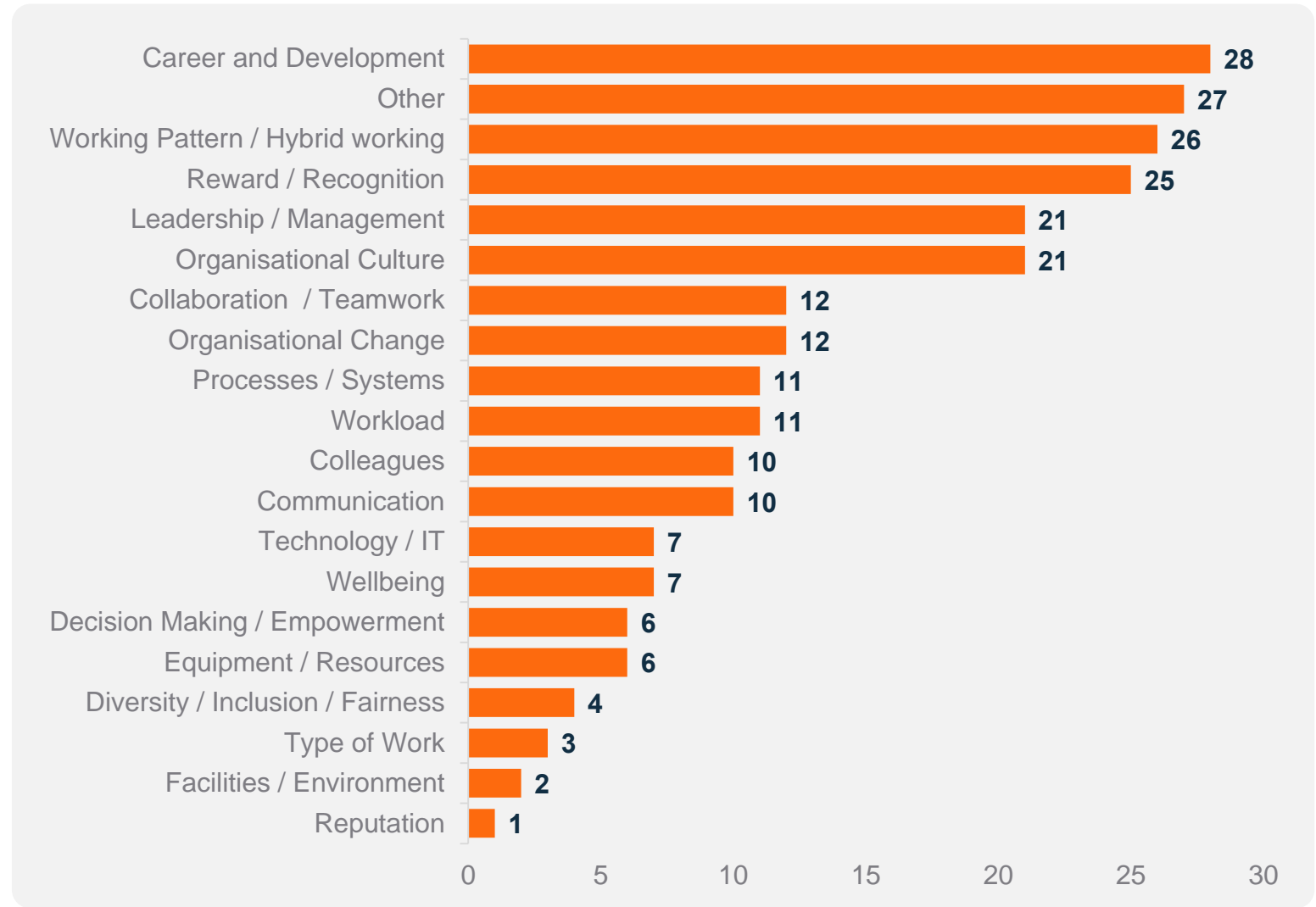


“  
More opportunity for green book development as progression is often limited due to line management roles largely being grey book in some department.

“  
Introduce hybrid working for green book or grey book day staff where applicable to match other areas of the public sector post pandemic

“  
Non-salary incentives that mitigate comparatively low pay such as free tunnel fees, free business insurance if expected to drive personal car for work, dental/ healthcare schemes. Childcare schemes.

“  
More active involvement, communication and listening from middle management, to match that from our senior leadership



# Demographic Hotspots



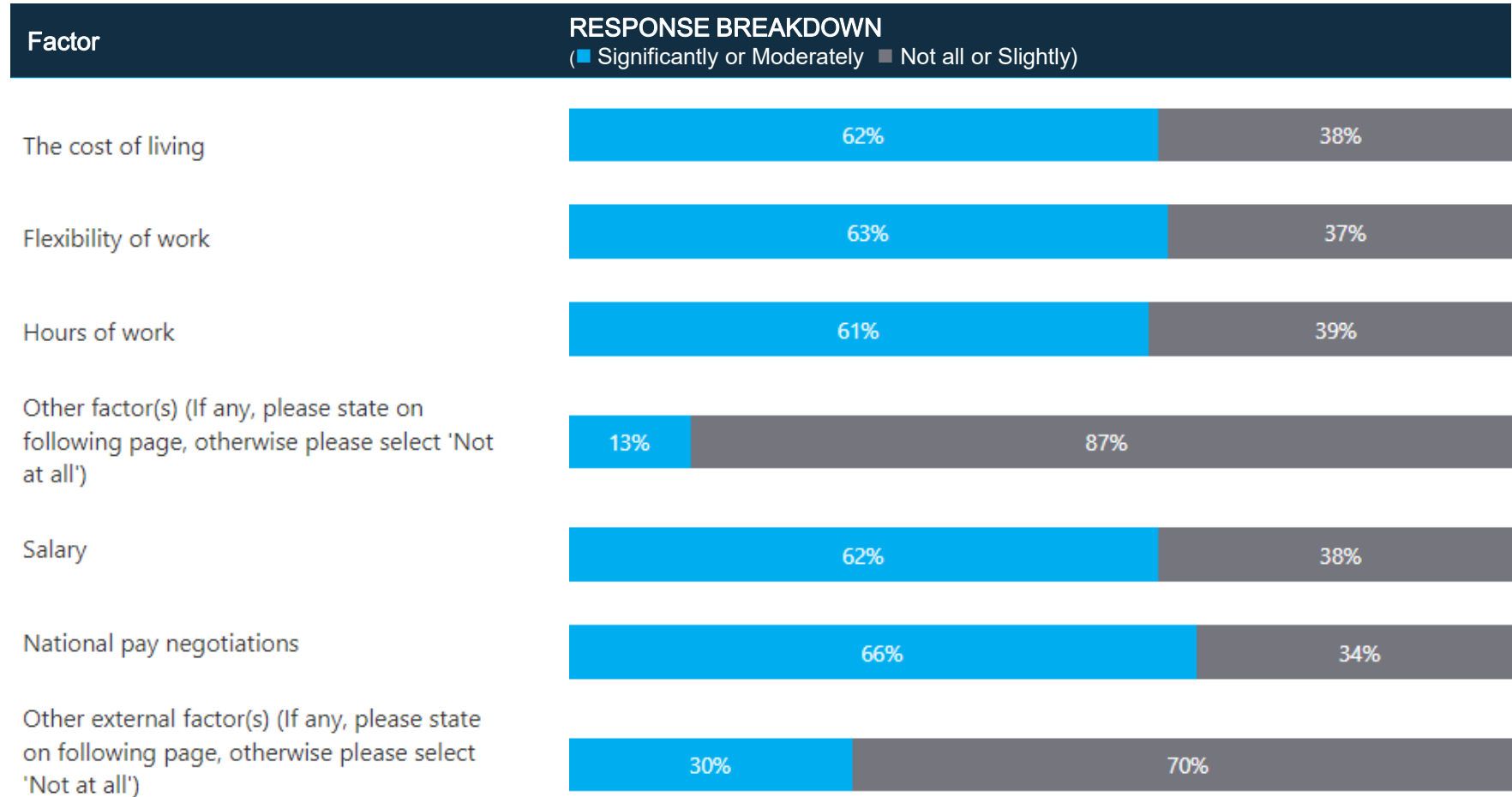


# Other demographic hotspots



- ▶ Gender scores primarily aligned across most questions with near to none notable differences.
- Those with a disability responding notably less favourably across all themes.
- ▶ Not enough respondents from different ethnicity groups in order to note any observations
- ▶ '5-10' years length of service responding less favourably than other service lengths.  
'Employee involvement' in particular lower (60% vs. 70% overall)

# Factors effecting how people respond



- ▶ Overall, Uniformed and Non-uniformed staff responded similarly
- ▶ Hours of work and Flexibility impacting how Non-Uniformed responded much more than Uniformed. AND National pay negotiations impacting uniformed responses notably more.
- ▶ Of all Functions Prevention responded most highly in terms of being impacted by these factors when responding.

# Summary and Next Steps





## Don't forget the good

- ▶ We are quick to go on to the '**reds**' and forget how '**green the grass is**'
- ▶ Strong engagement score retained
- ▶ 'External' factors will throw negativity your way and at your staff. Do your best to celebrate and share successes
- ▶ Focusing on strengths will help drive engagement just as much (or more) as focusing on the negatives
- ▶ Share with staff (already in scope)

# Suggested actions and next steps



## The process of change



Change often does not please people so some negativity is typical here. However:

- ▶ Explore ways people can have some involvement with upcoming change
- ▶ Continue to listen and respond before, during, and after the change. Check in with people to see if anything can be provided (in the realm of possible)

## Work life balance



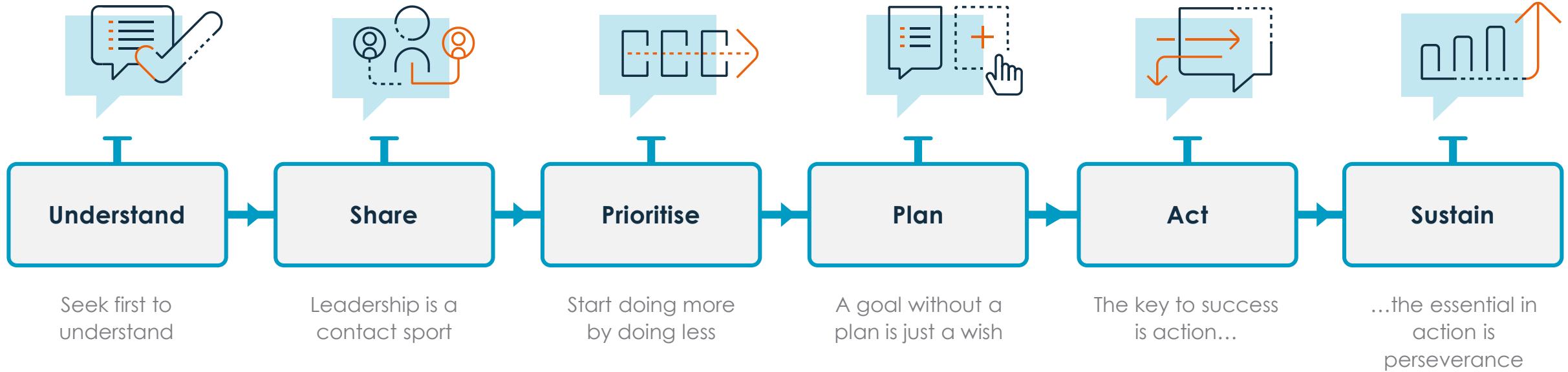
- ▶ Exploration into the drop around worklife balance.
  - ▶ What has changed over the years to create the notable difference?
  - ▶ Do people feel less enabled to manage the balance in comparison to two years ago?

## Getting granular



- ▶ Keep to 2-3 actions at a high level
- ▶ Ensure enablement at different levels to help with targeted and relevant action. Consider:
  - ▶ By function
  - ▶ By role
  - ▶ By level

# 6 steps to success



**An incredible outcome in light of the national industrial climate and cost of living challenges faced by employees**



# Q&A

