

Peopleinsight

Employee Survey Feedback & Interpretation

September 2018





Employee Survey Feedback and Interpretation

- Who are People Insight
- Key numbers
- Findings
- Recommended actions
- Next steps
- Appendix

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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



WARWICKSHIRE
FIRE & RESCUE SERVICE

Derbyshire
Fire & Rescue Service
Making Derbyshire Safer



BRITISH
TRANSPORT
POLICE



Essex County
Fire & Rescue Service



Northern Ireland
Fire & Rescue Service



HUMBERSIDE
Fire & Rescue Service



CANCER
RESEARCH
UK



Google
DeepMind

ENSERVE™

virgin atlantic



HOLIDAYS



BritishRedCross



Jack Wills
London England
FABULOUSLY
BRITISH

Wyevale
garden
centres





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."

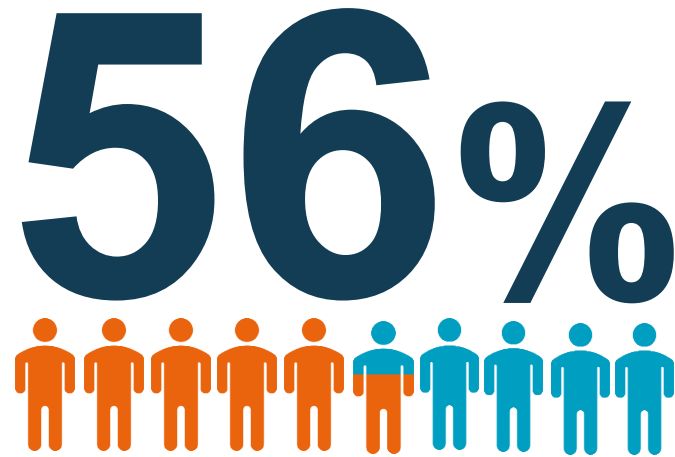
"Managers are more visible, are interested in engagement with their staff and are taking this forward in their own ways to suit their own styles and staff. Support staff have a higher presence in decisions that are being made, I feel their value and worth is acknowledged much more since the surveys took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



Key numbers

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

Survey response rate



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



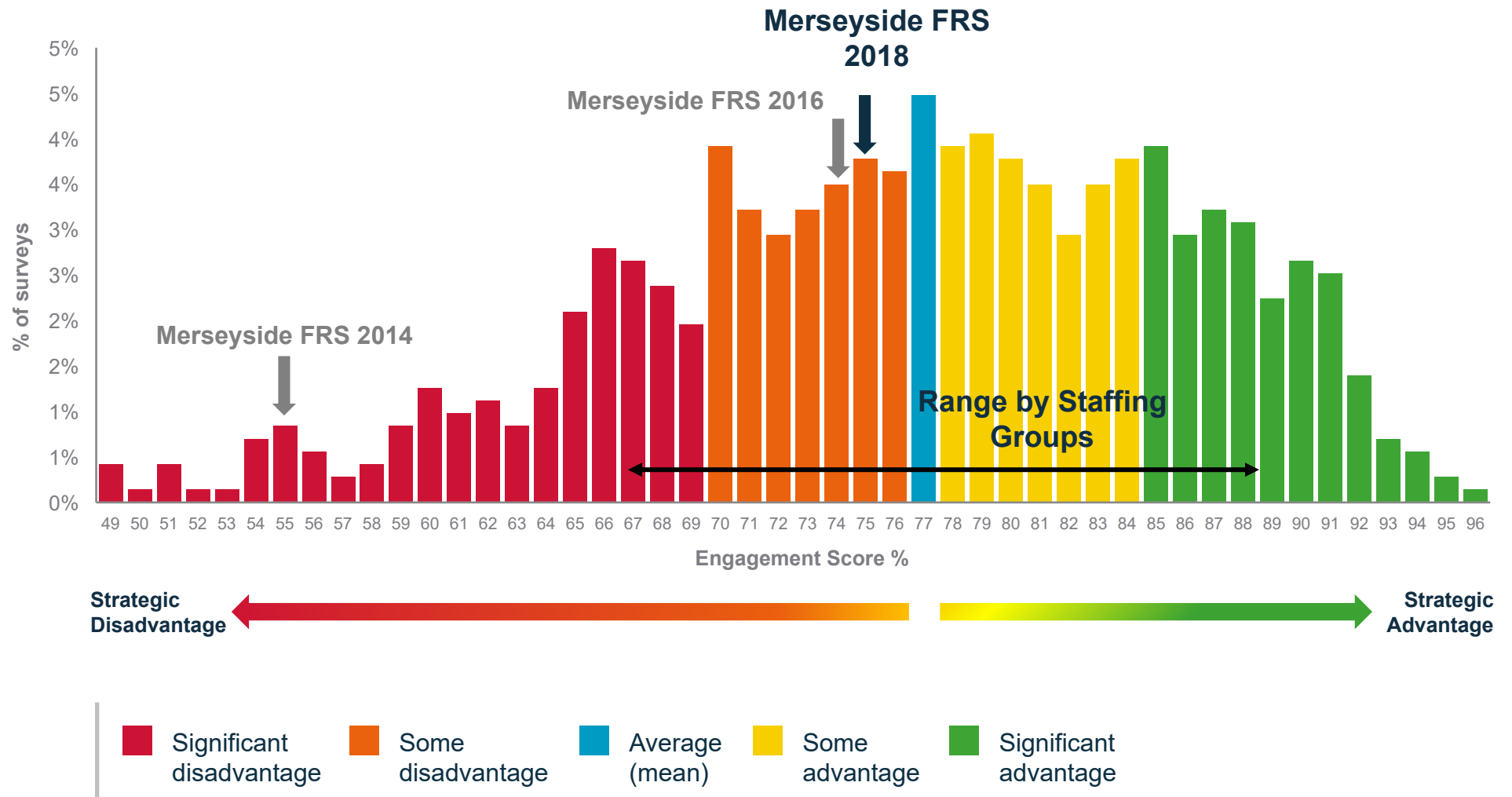
Care





Your engagement score

Compared to all organisations surveyed by People Insight





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%



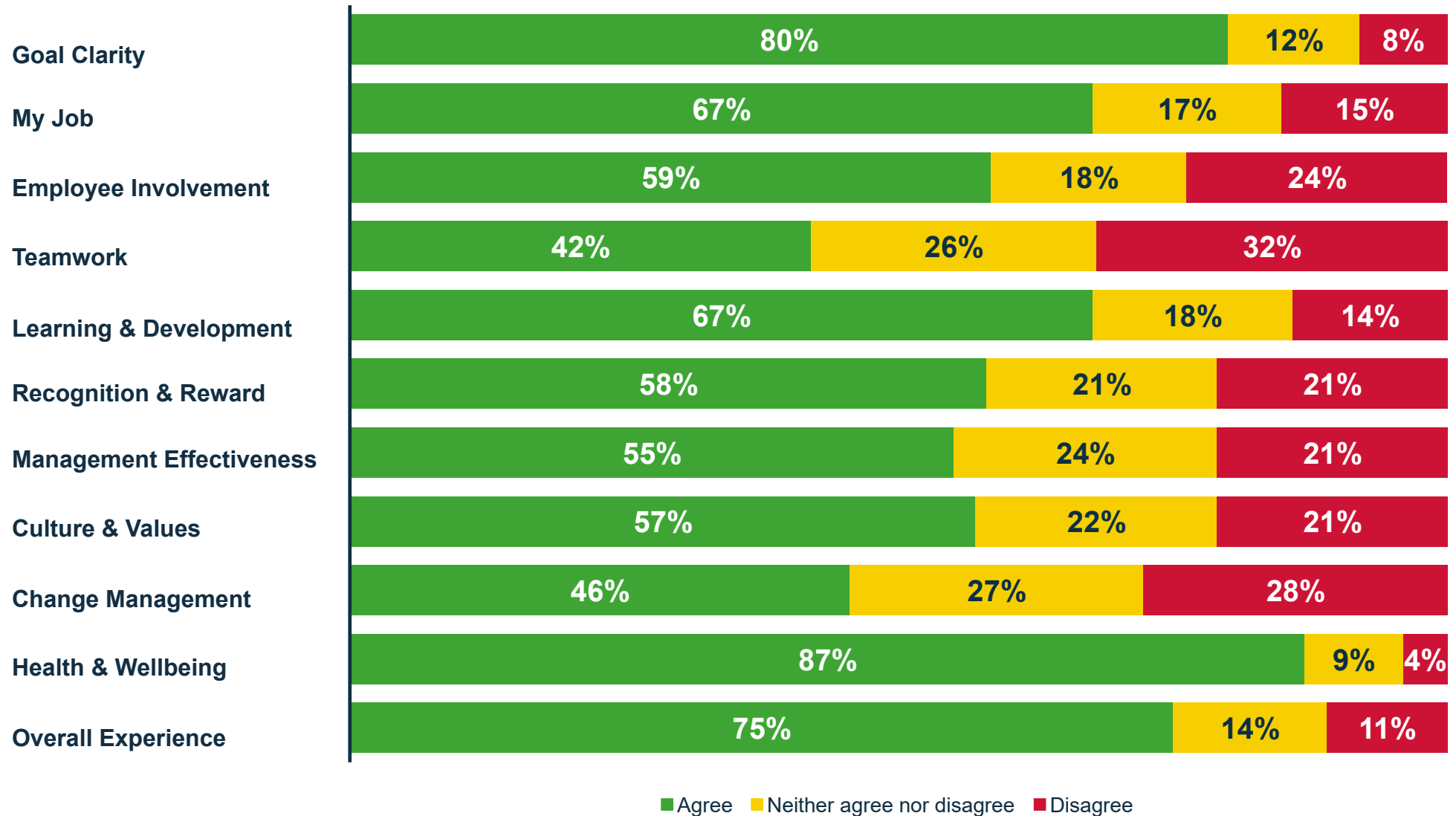
Key drivers of engagement

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

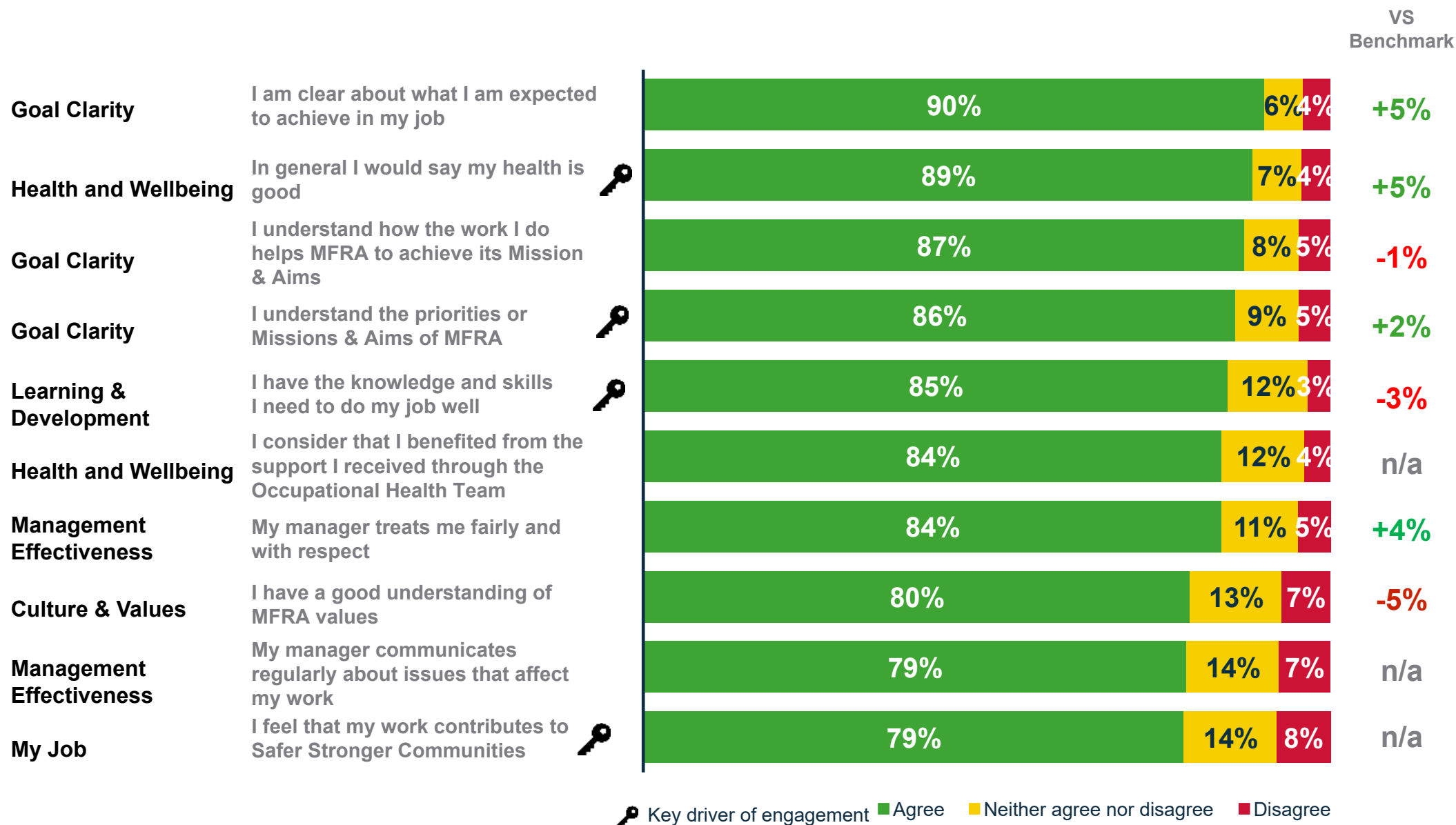
For each survey section





Top 10 results

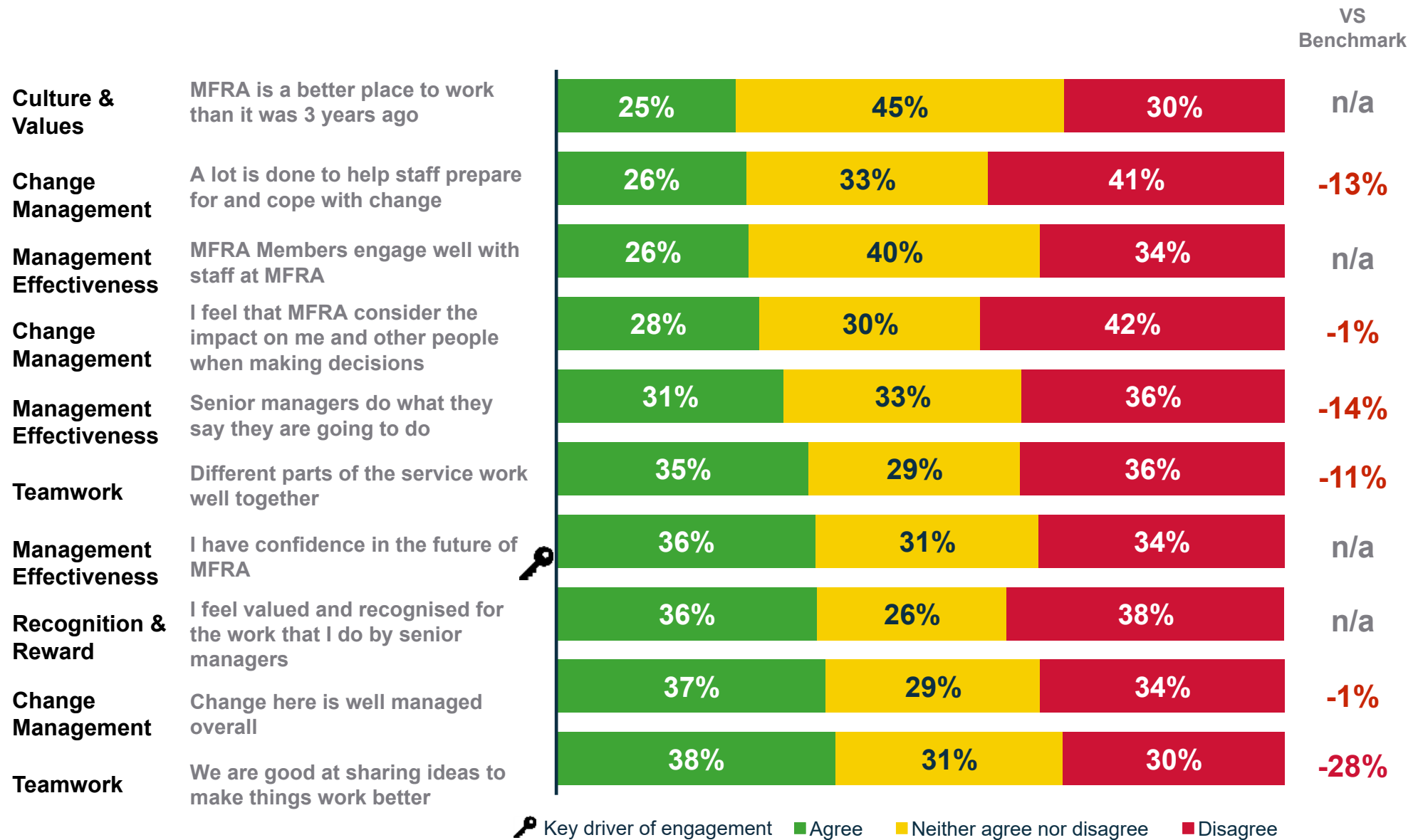
Themes and items





Bottom 10 results

Themes and items

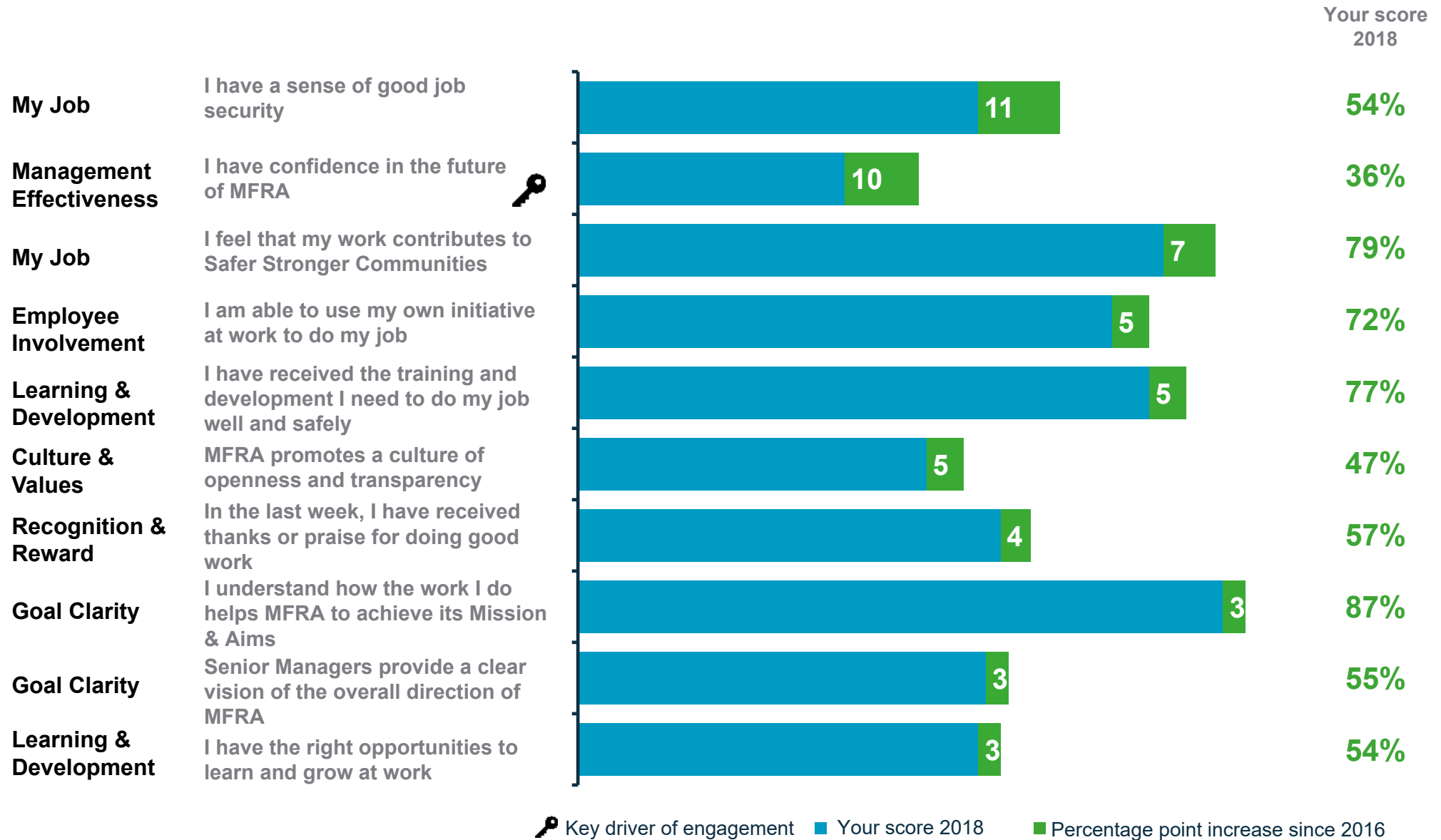


Engagement items are excluded from this slide. Due to rounding, percentages may not total 100.



Greatest improvements

Since 2016



Engagement items are excluded from this slide.



Greatest declines

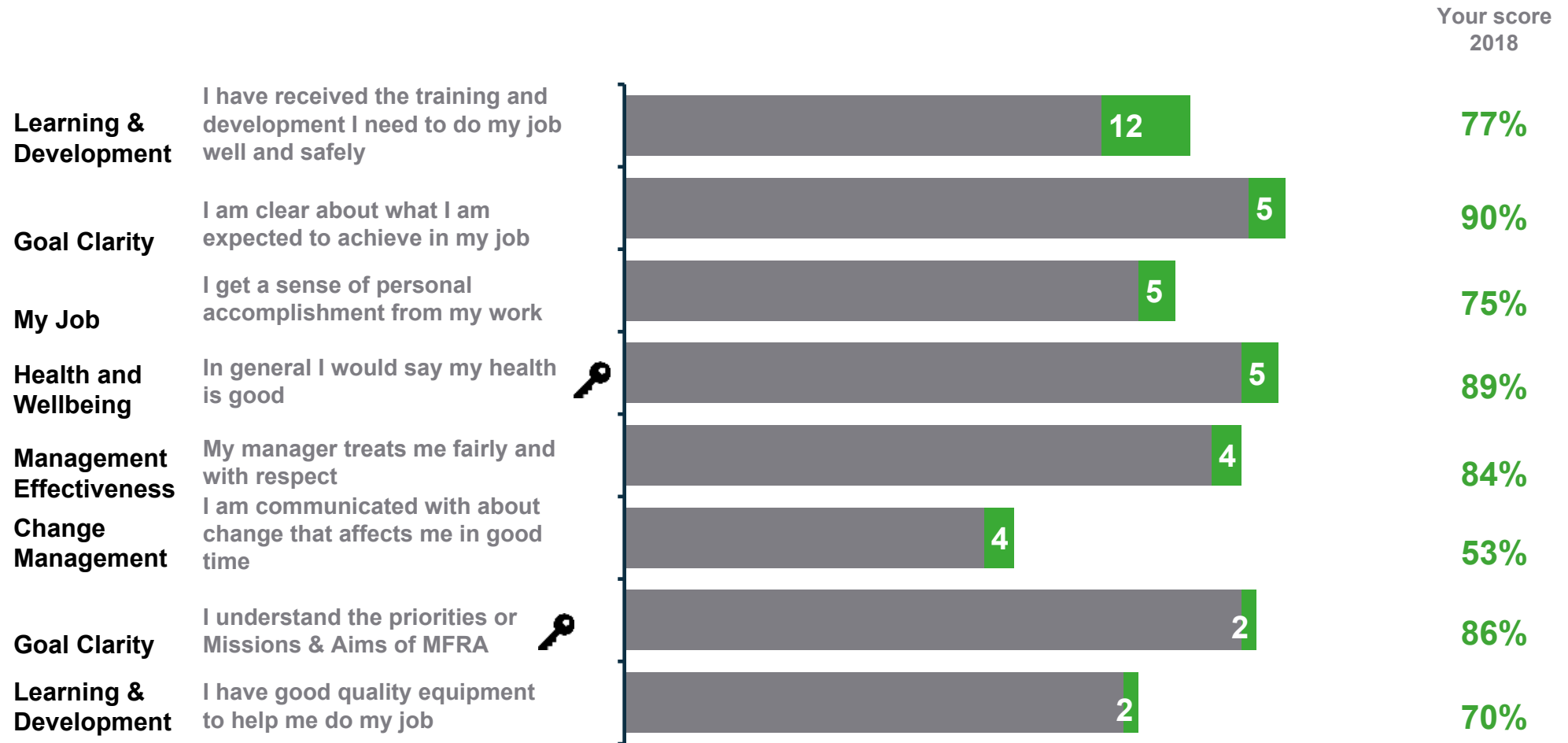
Since 2016



Engagement items are excluded from this slide.



Benchmark overperformance

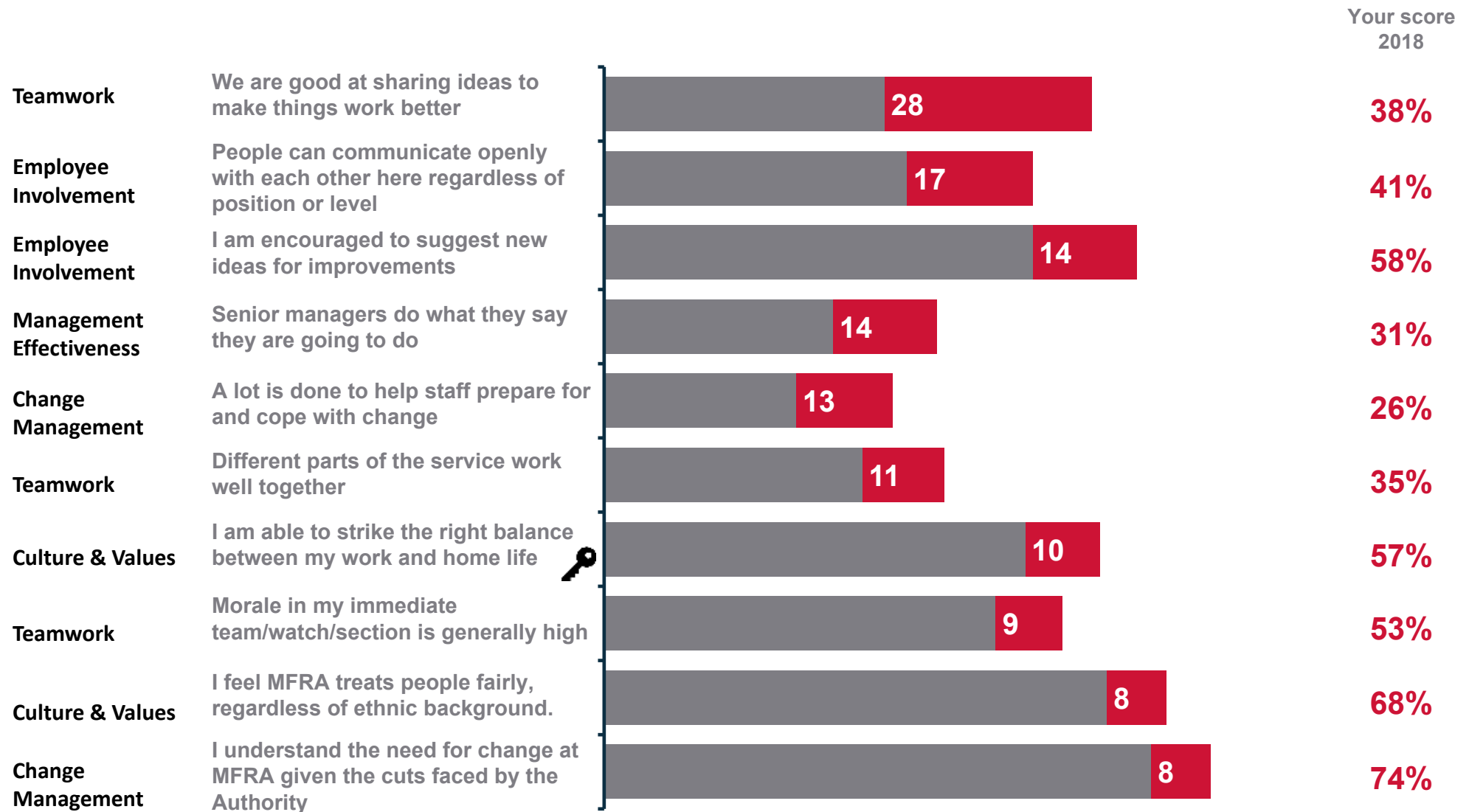


Key driver of engagement ■ Percentage points above benchmark

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.





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		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 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** – Reinstate 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	✓	<i>n/a</i>	<i>n/a</i>	✓	-
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	-	-	✓	✓	-

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





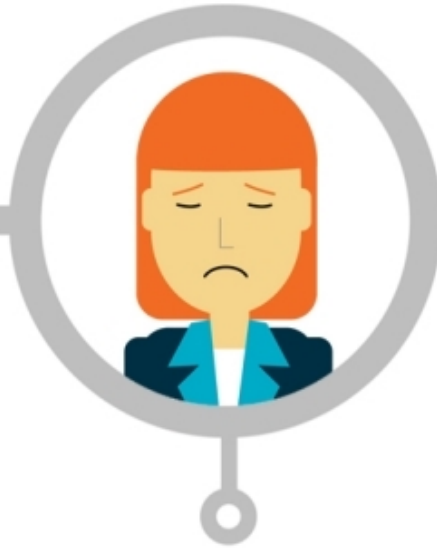
Reflections

On what you have heard today



01.

What are we most pleased about?



02.

What are we most concerned about?



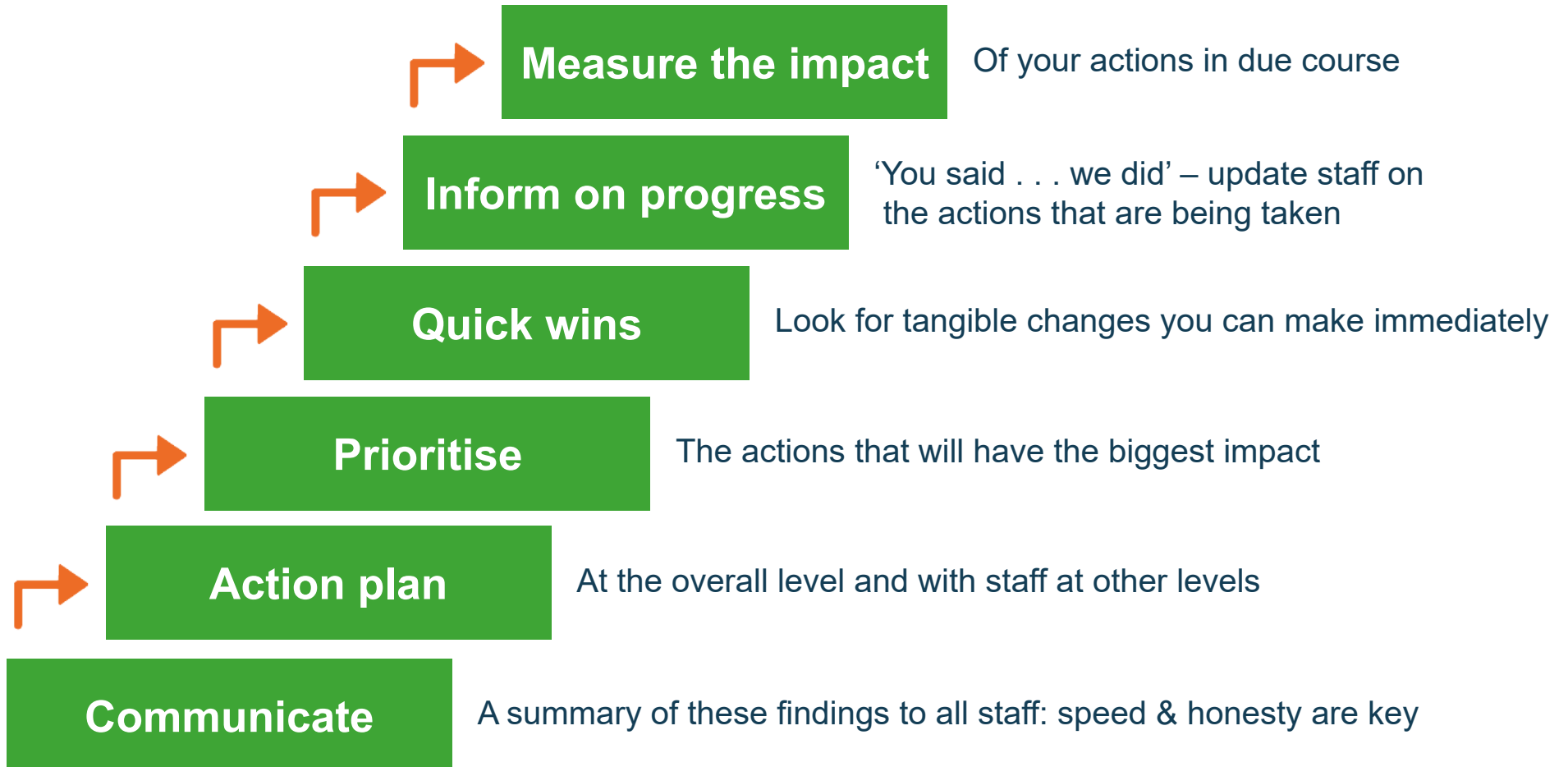
03.

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.





- 102 respondents say no
- 74 respondents say yes
- See following slides for comments.
However, the difference in perception towards communication change could be departmentally influenced.



Has there been an improvement in communication?

About working for Merseyside FRA

- Available information – 1. comments are mixed, mid to upper departments seem content with how new information is provided. Lower levels (firefighters) seem quite dissatisfied and unhappy / Some comments regarding 'hot news' magazine being less frequent, and that this was a primary source of information for firefighters.
- Senior management – 1. There are regular briefings by senior and Principle officers / 2. perceived electronic communication (email, portal) has improved. There are a number of comments relating to a perceived "us and them" relationship between senior staff and firefighters. 3. Mixed comments on principle officer briefings, some employees find them useful, however, others find that they are uninformative and do not follow an ongoing theme/ structure, additional comments related to the Principle officers always changing, so that briefings are somewhat ambiguous.
- Management – 1. Many comments relating to uneven dissemination of information between managers from senior management, this also is commented to apply from manager level to firefighter level (shift alteration rumors, or branch closure rumors, which turn out not to be true, or relayed on to firefighters at the last minute)
- Online – 1. Use of the portal could be improved, not as efficient as it could be. A way of disseminating easy to access info for firefighters needed / 2. Emails seem to be generic and un-aimed throughout the organisation, many comments mentioning emails which are not relevant to a certain department, or lower levels, for example. 3. Make better use of social media streams/vlogs





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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