Appendix B

Summary of question responses

Free Text Responses

1. Staff were invited to provide answers to four free text questions. The responses were summarised by People Insight into some key themes/popular answers as follows:

What is the best thing about working for MFRA?

- Providing a public service, helping the public and communities, making a difference.
- The people, my team, the team spirit
- Job variety
- Job satisfaction, sense of achievement, sense of value from the public
- Pride in job
- Flexibility in working patterns
- Pay and benefits
- Job security

If you could change one thing about MFRA, what would that be?

- Fairness and equality throughout
- Breakdown the culture of uniformed vs non-uniformed personnel
- The 12 hr shifts
- Promotion process to be reviewed/ Career progression
- Transparency – openness and honesty
- Remove uncertainty of future
- Blue light co-operation
- Take away bureaucracy - More visibility of senior managers less them and us culture with senior managers – better communication with senior management
- Improve management
- Improve communications (particularly regarding job security)
- Improve recognition
- More budget

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

- 72 respondents say not
- 185 say yes
- But with some caveats
- Need to consider audience
- Demonstrate listening
- Be consistent

Name one thing which you feel has changed within MFRA since the last Survey in 2014 which has had a positive impact on you.

- Received 210 positive comments which included the following :
- Less micro-management
- Watch managers empowered
- More trust
- Station Managers more approachable
- More support from senior managers
- 24 hours shifts
- Improving communication
- Fire Authority involvement

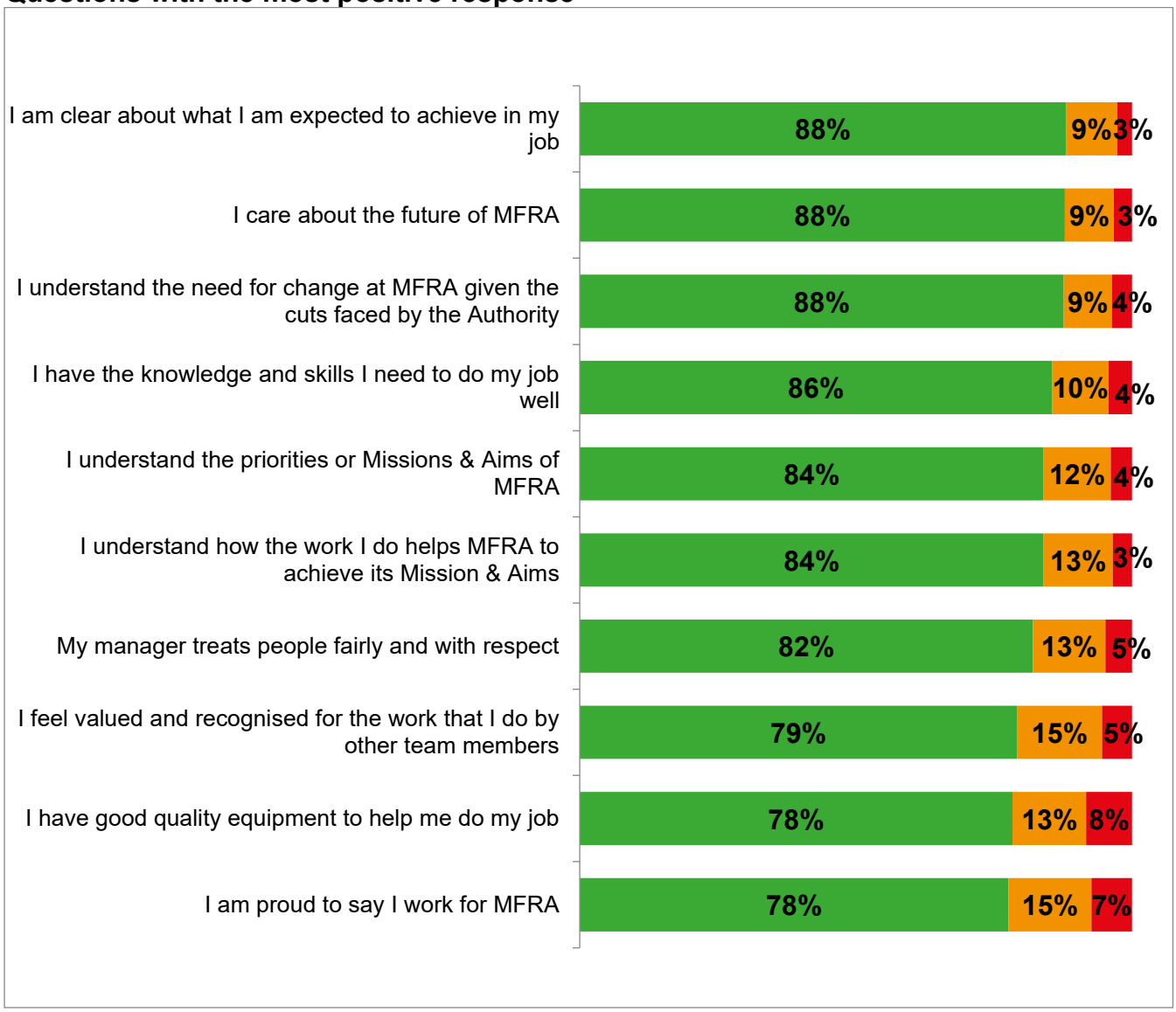
For all the free text responses please see MFRA website – staff survey page – Results 2016

<u>High and low scores</u>

2. The following section highlights the ten questions that received the most positive responses from staff (Chart 1) and the ten questions that received the most negative responses (Chart 2). It is particularly encouraging to see that the results shown in Chart 1 highlight that staff feel they have all the knowledge and skills to enable them to do their job, that staff care about the future of MFRA and that they also feel their manager treats them with respect. It is also encouraging to know that staff have a good understanding of why the organisation needs to make cuts, given the current financial situation faced by the Authority.

Chart 1: Top 10 results Themes and Items.

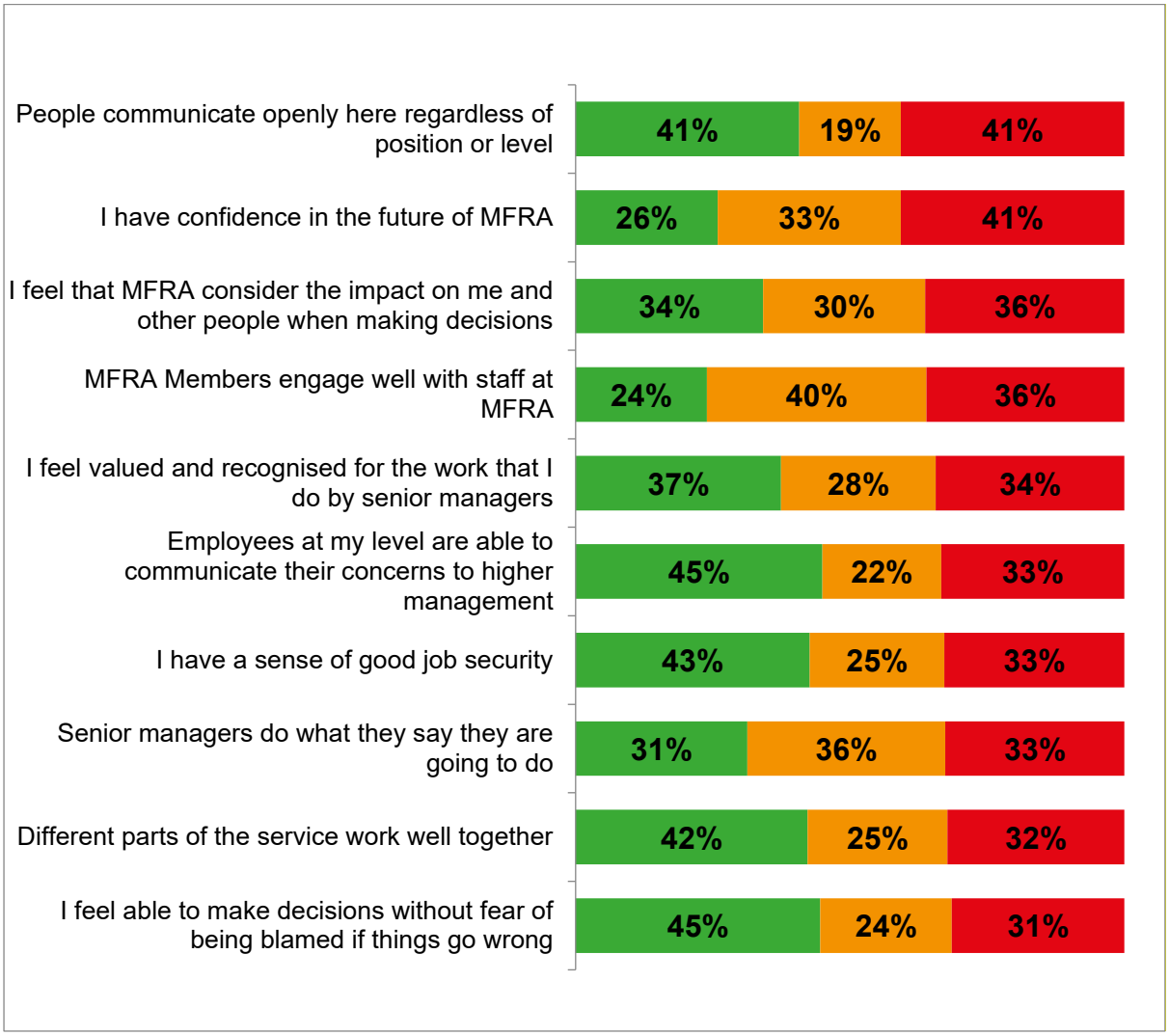
Questions with the most positive response



3. In contrast, Chart 2 shows the questions with the most negative responses when looking at the overall response rates across the organisation. It is particularly disappointing to see that staff feel Authority Members don't fully engage with staff across the Service, however it has been an area of improvement since the last survey. Whilst it is disappointing that staff do not have confidence in the future of MFRA, it is not entirely surprising given the extent of the change undergone by all staff currently and for the future uncertainty in relation to blue light collaboration, devolution and budget cuts.

Chart 2: Bottom 10 results Themes and Items

Questions with the most negative response



Results by Staff Groupings – Variations

4. The reports have shown a number of variations when comparing results from different staff groups. It's clear from the Table 4 that Non Uniformed and Fire Control staff are much more engaged and more positive about working at MFRA, when compared to staff from the uniformed group. However it should be noted that all staff groups' engagements scores have increased since the 2014 staff survey. This could be due in part to the efforts made by MFRA to carry out significant improvements around staff engagement including the following:

   - Watch Manager forums held by the DCFO,
   - Female Firefighter Forums
   - LGBT network
   - Breakfast with the Chief
   - Elected Member engagement with support staff.

- Station and Watch Manager ownership of planning and performance management,
- Changes to the station work routine.

5. Despite lower levels of engagement continuing amongst uniformed staff, it is pleasing to note that although perceptions of bullying and harassment were a significant concern in the 2014 survey (mainly for this group of staff), results from the 2016 Staff Survey have shown a significant improvement. The 2014 survey showed that 35% of staff felt that they had **not** been bullied in last 12 months, the 2016 results are showing an increase to 68%. This is a movement in the right direction and something to build on in the future.

Table 3

Summary results for Merseyside Fire and Rescue by Staff grouping	MFRA	Uniformed		Non Uniformed		Control	
Respondents	518	335		162		21	
Overall Engagement Score	74	↓↓	68	↑↑↑	87	↑↑↑	86
	⊕	⊕		⊕		⊕	
Goal Clarity	77	↓↓	72	↑↑↑	88	↑	80
My Job	64	↓	60	↑↑	70	↑	67
Employee Involvement	56	↓↓↓	46	↑↑↑	76	↑↑	65
Teamwork	47	↓↓	40	↑↑↑	60	↑↑	52
Learning & Development	67	↓	64	↑↑	73	↑↑	75
Recognition & Reward	59	↓	56	↑↑	66	–	57
Management Effectiveness	54	↓	51	↑	58	–	52
Culture & Values	58	↓↓	51	↑↑↑	70	↑↑	64
Change Management	55	↓	51	↑↑↑	65	↓↓↓	37

KEY :

Arrows are used to indicate the relative performance in each section against the average for MFRA

↑↑↑	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

Results by Functions

6. Table 4 shows the average engagement score (by theme) for each Function, Department or combination of Departments. Strategy and Performance staff were the most engaged with the most positive response rates. The area with the lowest engagement score overall is the Operational Response function. The majority of those staff are uniformed staff on stations, not those based in the Headquarters Function.

7. MFRA Senior Managers and Function Heads have been sharing the results of the staff survey with their teams and identifying key areas to celebrate and areas for further action.

Table 4

Summary results for Merseyside Fire and Rescue by Function/Dept	MFRA	Finance		Legal Procurement and Democratic Services		Operational Preparedness		Operational Response (incl. op crew staff)		People and Organisational Development		Community Risk Management (incl. Prevention & Protection staff)		Strategy & Performance		Other (Function)	
Respondents	518	14		11		66		289		22		68		18		24	
Overall Engagement Score	74	↑↑	79	↓↓	67	↑↑	88	↓↓	66	↑↑	85	↑↑	88	↑↑	94	↓	70
	⊕	⊕		⊕		⊕		⊕		⊕		⊕		⊕		⊕	
Goal Clarity	77	↑↑	82	↑	80	↑↑	87	↓↓	71	↑↑	89	↑↑	87	↑↑	94	↓↓	72
My Job	64	↑	67	↓↓	48	↑↑	75	↓↓	58	↑	67	↑↑	76	↑↑	79	↓↓	55
Employee Involvement	56	↑↑	82	↑↑	68	↑↑	75	↓↓	43	↑↑	77	↑↑	71	↑↑	88	–	55
Teamwork	47	↑↑	62	↓↓	36	↑↑	64	↓↓	37	↑↑	58	↑↑	56	↑↑	69	↑↑	56
Learning & Development	67	↑↑	73	↓	64	↑↑	75	↓	63	↑↑	85	–	69	↑↑	87	↓↓	56
Recognition & Reward	59	–	59	↓↓	45	↑	63	↓↓	54	↑↑	71	↑↑	68	↑↑	90	↓↓	53
Management Effectiveness	54	–	55	↓↓	47	–	55	↓	51	↑	58	↑	57	↑↑	80	↓↓	49
Culture & Values	58	↑↑	71	–	56	↑↑	71	↓↓	49	↑↑	78	↑↑	66	↑↑	81	–	57
Change Management	55	↑↑	79	↑↑	61	–	56	↓↓	49	↑↑	61	↑↑	62	↑↑	83	–	55

Results by Length of Service

8. Table 5 shows the average engagement theme results by length of service categories. The table shows that all categories have improved their overall score since the last survey, The 2016 results show an increase from 49% to 67% for staff with over 20 years' service, which is pleasing. Those staff with less than 5 years' service have a much higher engagement score across all themes, but this group only represents 9% of the total staff responding to the survey.

Table 5

Summary results for Merseyside Fire and Rescue by Length of service	MFRA	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	518	28		21		62		131		276	
Overall Engagement Score	74	↑↑	94	↑↑	84	↑↑	81	↑↑	80	↓↓	67
	⊕	⊕		⊕		⊕		⊕		⊕	
Goal Clarity	77	↑↑	89	↑	80	↑↑	85	–	77	↓	74
My Job	64	↑	68	↓	61	↑	67	↑↑	69	↓	60
Employee Involvement	56	↑↑	74	↑↑	73	↑↑	63	↑↑	61	↓↓	49
Teamwork	47	↑↑	71	–	48	↑↑	57	↑↑	53	↓↓	39
Learning & Development	67	↑	71	↑	71	↑	71	↑	70	↓	64
Recognition & Reward	59	↑↑	71	–	61	↑↑	65	↑	62	↓	55
Management Effectiveness	54	↑↑	70	↑	57	–	55	–	55	↓	51
Culture & Values	58	↑↑	69	↑↑	66	↑↑	66	↑	62	↓↓	52
Change Management	55	↑↑	68	↑↑	61	↑	58	↑	58	↓↓	50

Results by working pattern

9. Table 6 provides a summary breakdown of the overall engagement scores for each theme by different working patterns. When compared to 2014's results there has been a significant increase in engagement scores for those staff working 24 hour shifts, although the number of staff working this shift system has also increased over the same period. The table shows that those staff who work the LLAR system have a reduced engagement score. Those staff working flexi time are the most engaged across all groups with an 88% engagement score, 8% points higher than the overall average.

Table 6

Summary results for Merseyside Fire and Rescue by Working arrangements	MFRA	Fixed Hours	Flexi-time	Part time	LLAR	WT (224 (12/12)	24s	Prefer not to say (Working arrangements)
Respondents	518	89	146	11	17	138	60	50
Overall Engagement Score	74	↑ 77	↑↑ 88	↑↑ 84	– 74	↓↓ 58	↑↑ 82	↓↓ 62
Goal Clarity	77	– 76	↑↑ 89	↑↑ 91	– 78	↓↓ 65	↑↑ 84	↓↓ 63
My Job	64	↑↑ 70	↑↑ 73	– 62	↓ 58	↓↓ 48	↑↑ 80	↓↓ 51
Employee Involvement	56	↑↑ 62	↑↑ 78	↑↑ 73	↓↓ 40	↓↓ 33	↑↑ 61	↓↓ 38
Teamwork	47	– 46	↑↑ 61	↑↑ 55	↓↓ 37	↓↓ 34	↑↑ 53	↓↓ 34
Learning & Development	67	– 68	↑↑ 75	– 65	↓ 61	↓↓ 57	↑↑ 79	↓↓ 55
Recognition & Reward	59	↑↑ 64	↑↑ 66	↑↑ 69	↓↓ 31	↓ 50	↑↑ 66	↓ 52
Management Effectiveness	54	↑ 57	↑↑ 60	↓ 51	– 54	↓ 46	↑↑ 60	↓↓ 41
Culture & Values	58	– 60	↑↑ 71	↑↑ 74	↓ 49	↓↓ 42	↑↑ 72	↓↓ 41
Change Management	55	↓ 51	↑↑ 66	↑↑ 73	↑↑ 61	↓↓ 41	↑↑ 68	↓↓ 40