



# Merseyside Fire & Rescue Authority

## Employee Survey Feedback & Planning

5th September 2014

[www.peopleinsight.co.uk](http://www.peopleinsight.co.uk)

## Who are People Insight?

- We are a **specialist consultancy** in organisational development & **employee engagement**
- We run **engagement surveys**, develop **insights** and lead clients through **action** to **deliver organisation change**
- **Our approach works:** our clients improve their engagement scores on average by **4%** after working with us, and their employees are **10%** more likely to feel that something will happen as a result of the survey

## Some of our clients include...



## Agenda

1. Employee engagement
2. Survey methodology
3. Engagement scores
4. Top 10 and bottom 10 results
5. External benchmark comparison
6. Variations
7. Key driver analysis
8. Comments
9. Main action areas
10. Next steps
11. Your reflections

## Employee Engagement – some evidence

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



**2.5x**

Greater Revenue  
Growth <sup>1</sup>



**2x**

Annual Net  
Income <sup>2</sup>



**62%**

Less  
Accidents <sup>3</sup>



**50%**

Less Absence  
Days <sup>4</sup>



**40%**

Lower Employee  
Turnover <sup>5</sup>



**24%**

Higher Net  
Promoter Score <sup>6</sup>



**18%**

Higher  
Productivity <sup>7</sup>



**12%**

Higher Customer  
Advocacy <sup>7</sup>

\*For more data & other resources please visit [www.engageforsuccess.org](http://www.engageforsuccess.org)

## Methodology

- Survey carried out from June to July 2014
- Responses came directly to People Insight to ensure confidentiality
- Reporting includes:
  - Overall main report
  - Data cuts including by length of service, staff grouping (uniformed/non-uniformed/control), working pattern
  - Function-level and Equality reporting
  - Open text comments report
  - External benchmarking against all organisations
- Each question had five possible responses: Strongly agree, Agree, Neither agree nor disagree, Disagree, Strongly disagree.
- Results for each question are presented as a % combination of Strongly agree and Agree

### SURVEY RESPONSE

68%



776 Responses



**Strength**



**Development area**



**Weakness**

## Response Rate Breakdown: Staff Grouping

Response Rate by Staff Grouping	MFRA (Full survey)	Uniformed Staff	Non Uniformed Staff	Control Staff
<b>Respondents</b>	776	565	189	22
<b>Response Rate</b>	<b>68%</b>	<b>76%</b>	<b>59%</b>	<b>63%</b>

## Response Rate : Function

<b>Response Rate by Function</b>	<b>Responses</b>	<b>%</b>
Strategy & Performance	26	79
IT/Assets/Finance	24	38
Operational Response	460	65
Operational Preparedness	105	75
Human Resources* (63%)	19	46
Prevention & Protection	76	64
Legal Services	8	53
No Function declared	58	-
<b>Total</b>	<b>776</b>	

---

# Findings



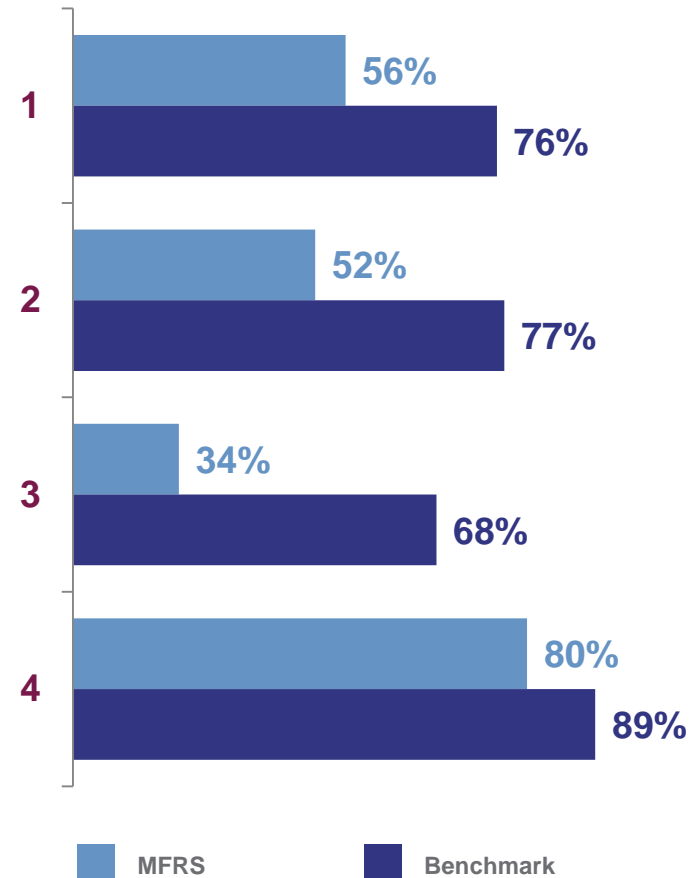
---



## Your overall engagement score

# 55%

↓ 23% below external benchmark



## Top 10 results – themes & items

Questions with the most positive responses

**Learning &  
Development**

**Overall**

**Management  
Effectiveness**

**Goal Clarity**

**Recognition &  
Reward**

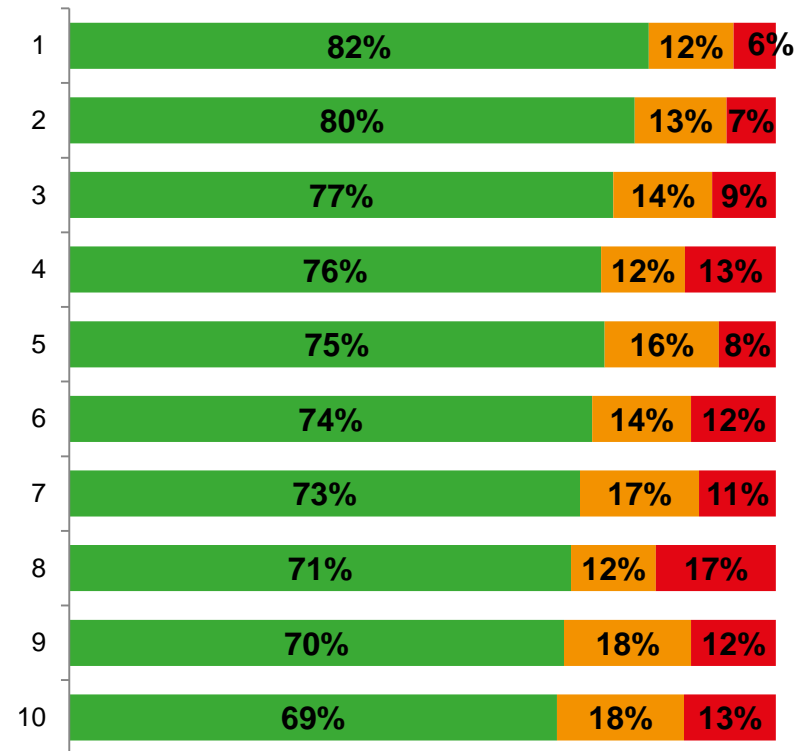
**Goal Clarity**

**Management  
Effectiveness**

**Change  
Management**

**Learning &  
Development**

**Management  
Effectiveness**



## Bottom 10 results – themes & items

Questions with the most negative responses

Management  
Effectiveness

Culture & Values

Management  
Effectiveness

Employee  
Involvement

Change  
Management

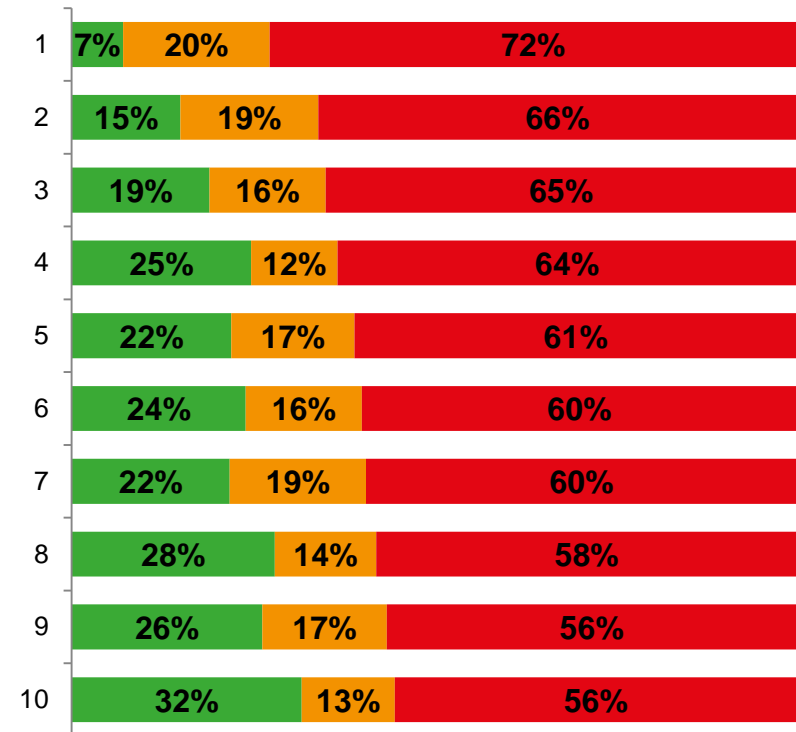
Recognition &  
Reward

Change  
Management

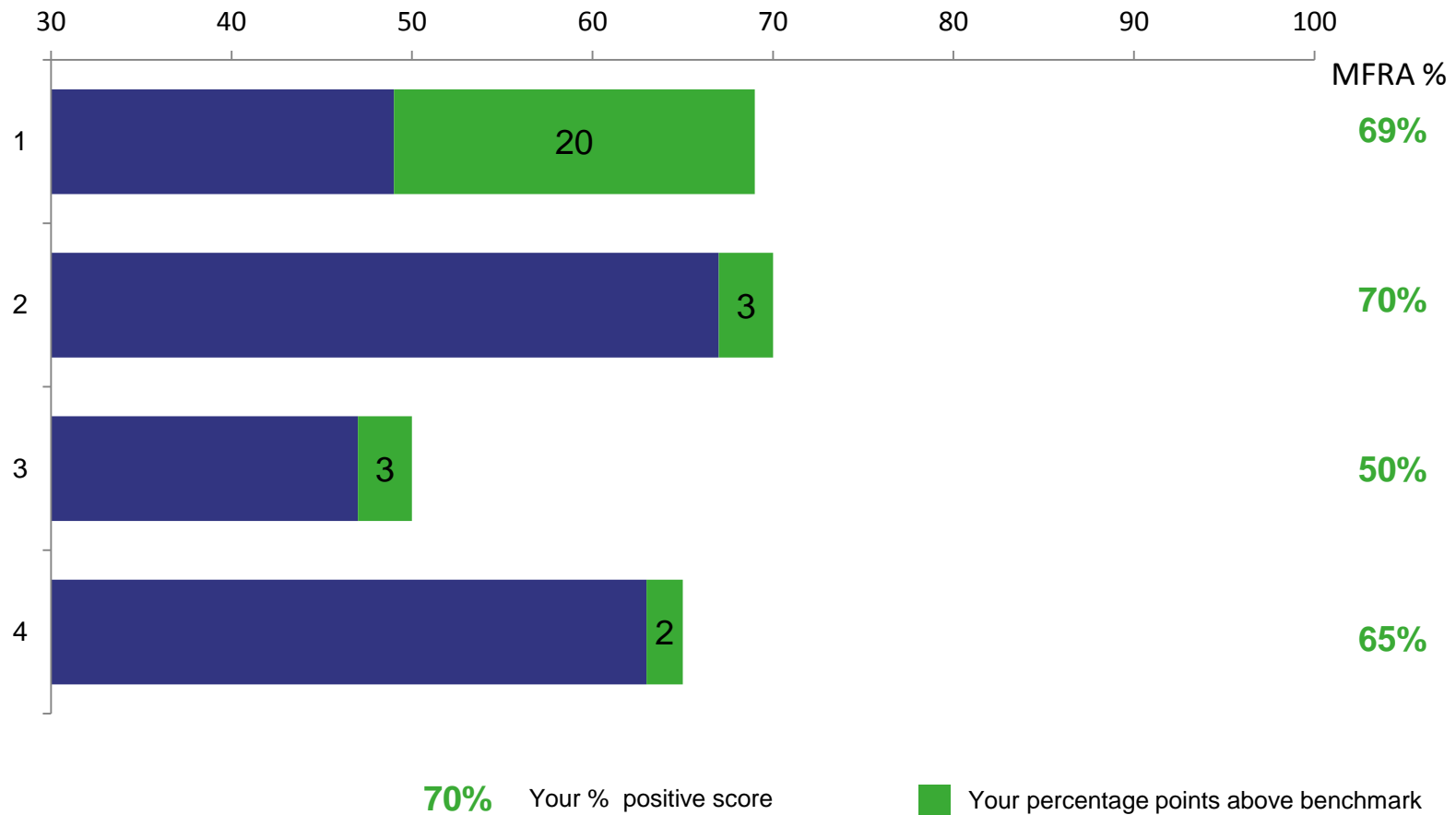
Management  
Effectiveness

Culture & Values

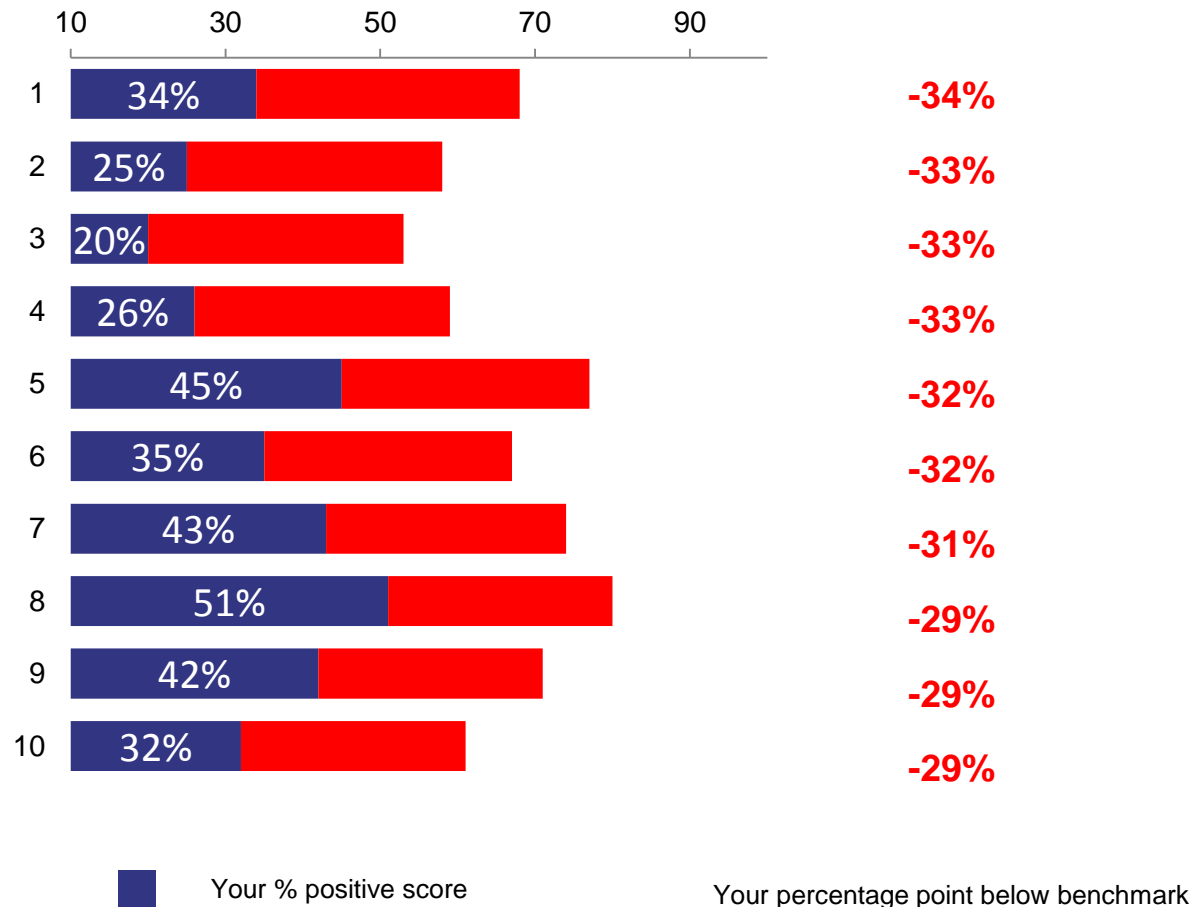
Teamwork



## Benchmark overperformance











































## Benchmark underperformance



## Staff Grouping variations

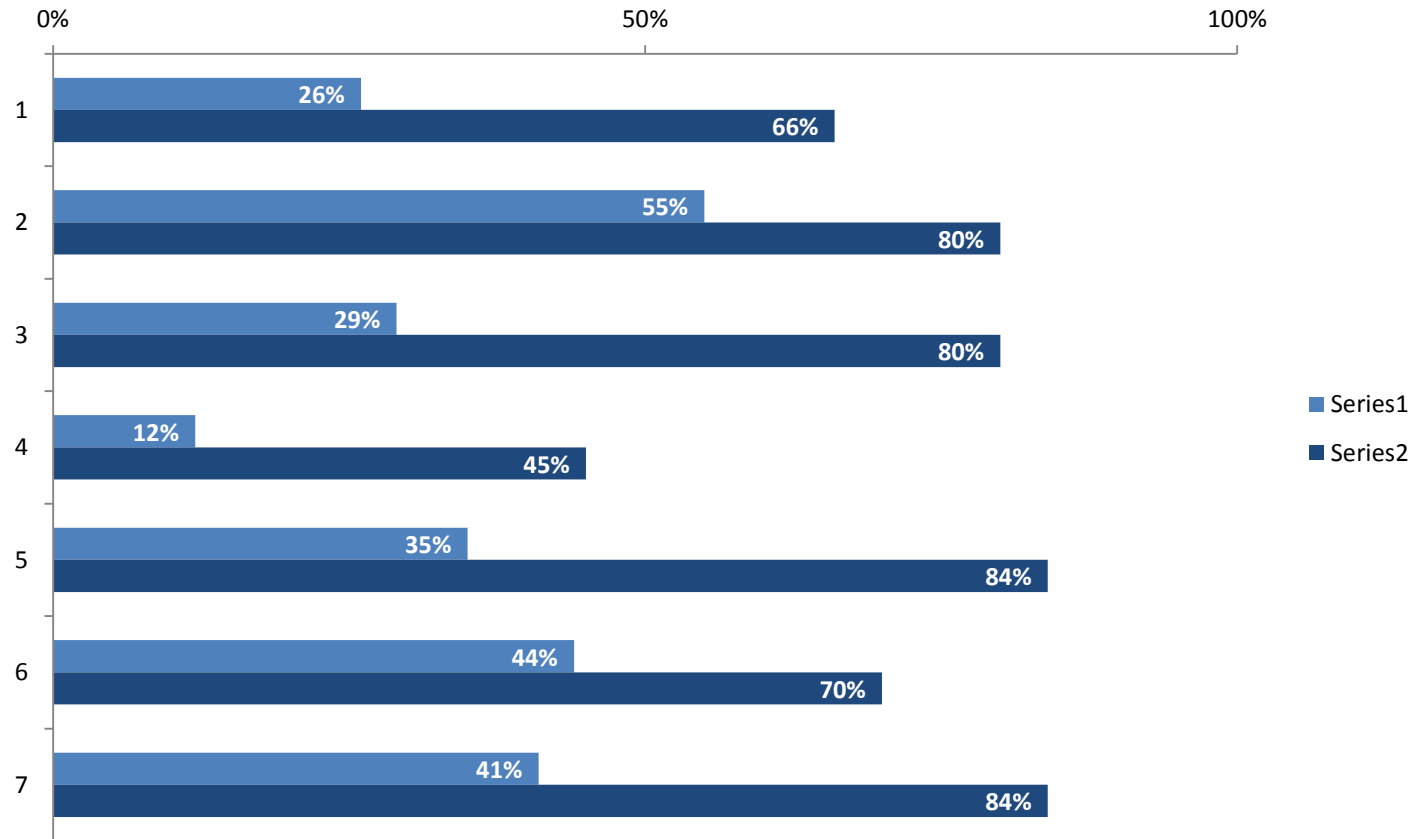
Arrows are used to indicate the relative performance in each Section against the average for MFRA

	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

Summary results for Merseyside Fire and Rescue by Staff Grouping	MFRA (Full survey)		Uniformed Staff		Non Uniformed Staff		Control Staff
Respondents	776		565		189		22
Overall Engagement Score	55		45		84		58
							
Goal Clarity	64		56		87		73
My Job	48		38		77		62
Employee Involvement	37		25		74		48
Teamwork	36		27		63		38
Learning & Development	58		53		72		59
Recognition & Reward	48		43		64		44
Management Effectiveness	44		39		58		39
Culture & Values	37		27		67		33
Change Management	40		32		63		33

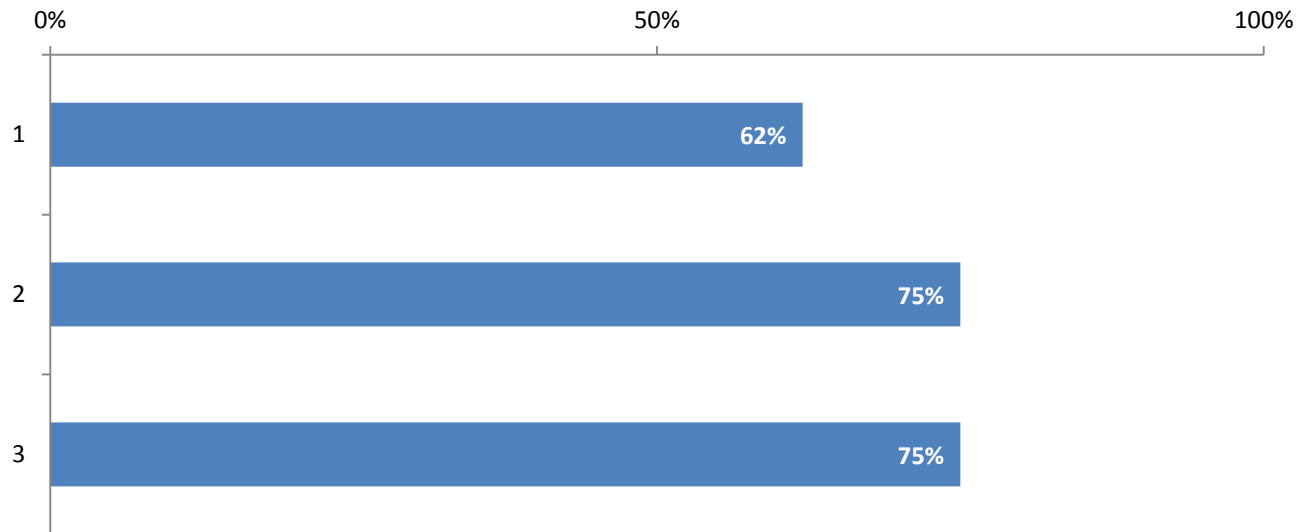
## Uniformed vs Non-Uniformed

Questions with differences in positive responses



## Uniformed Staff – Positive Responses

Selected questions with positive responses





## Function variations

Summary results for Merseyside Fire and Rescue by Function/Dept	MFRA (Full survey)		Assets / ICT / Finance		Operational Preparedness		People and Organisational Development		Operational Response		Strategy & Performance		Prevention and Protection		Other (Function)
Respondents	776		24		105		19		460		26		76		58
Overall Engagement Score	55	↑↑↑	86	↑↑↑	67	↑↑↑	89	↓↓↓	43	↑↑↑	93	↑↑↑	77	↑↑	60
	+		+		+		+		+		+		+		+
Goal Clarity	64	↑↑↑	86	↑↑	72	↑↑↑	87	↓↓↓	53	↑↑↑	94	↑↑↑	84	↑↑	71
My Job	48	↑↑↑	65	↑↑↑	63	↑↑↑	73	↓↓↓	35	↑↑↑	92	↑↑↑	79	—	50
Employee Involvement	37	↑↑↑	72	↑↑↑	56	↑↑↑	72	↓↓↓	21	↑↑↑	85	↑↑↑	64	↑↑	43
Teamwork	36	↑↑↑	62	↑↑↑	49	↑↑↑	58	↓↓↓	25	↑↑↑	77	↑↑↑	56	—	35
Learning & Development	58	↑↑↑	69	↑↑	65	↑↑↑	82	↓↓	51	↑↑↑	88	↑↑	64	—	60
Recognition & Reward	48	↓↓	43	↑↑↑	58	↑↑↑	68	↓↓	41	↑↑↑	88	↑↑↑	61	↓	45
Management Effectiveness	44	↑↑	53	↑↑	51	↑↑↑	55	↓↓	38	↑↑↑	79	↑↑	51	—	43
Culture & Values	37	↑↑↑	67	↑↑↑	49	↑↑↑	74	↓↓↓	24	↑↑↑	77	↑↑↑	60	—	38
Change Management	40	↑↑↑	61	↑↑	48	↑↑↑	73	↓↓↓	30	↑↑↑	74	↑↑↑	59	—	41

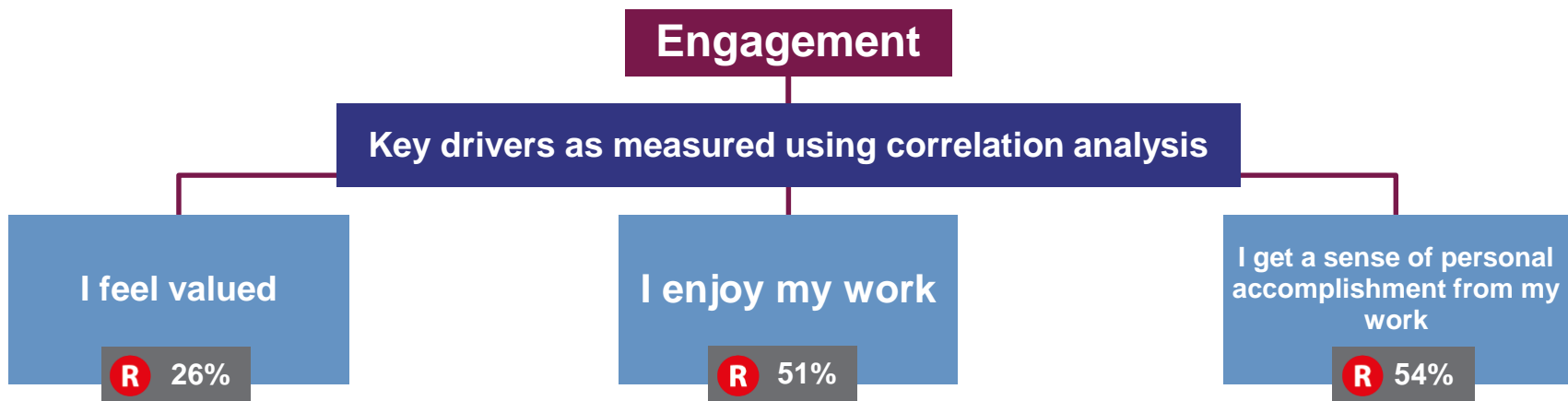
## Length of Service variations

Summary results for Merseyside Fire and Rescue by Length of Service	MFRA (Full survey)		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	776		25		32		89		229		401
Overall Engagement Score	55	↑↑↑	88	↑↑↑	85	↑↑↑	70	—	53	↓↓	49
	+		+		+		+		+		+
Goal Clarity	64	↑↑↑	83	↑↑↑	80	↑↑↑	77	↓	60	↓	60
My Job	48	↑↑↑	77	↑↑↑	63	↑↑↑	67	↓	45	↓↓	43
Employee Involvement	37	↑↑↑	73	↑↑↑	60	↑↑↑	59	↓↓	32	↓↓	32
Teamwork	36	↑↑↑	71	↑↑↑	57	↑↑↑	53	↓	33	↓↓	31
Learning & Development	58	↑↑↑	76	↑↑	66	↑↑↑	69	—	57	↓	54
Recognition & Reward	48	↑↑↑	70	↑↑	56	↑↑↑	61	—	46	↓	45
Management Effectiveness	44	↑↑↑	68	↑↑	53	↑↑	53	—	43	↓	40
Culture & Values	37	↑↑↑	71	↑↑↑	68	↑↑↑	55	↓	33	↓↓	31
Change Management	40	↑↑↑	53	↑↑↑	62	↑↑↑	55	↓	36	↓	36

## Working Pattern variations

Summary results for Merseyside Fire and Rescue by Working Pattern	MFRA (Full survey)		Flexible Duty System		Flexi Time		Self Rostering		LLAR		Wholetime (12/12)		Not Applicable (Working Pattern)
Respondents	776		41		165		23		30		443		44
Overall Engagement Score	55	↑↑↑	86	↑↑↑	83	↑↑↑	92	↓	51	↓↓↓	38	↑↑↑	74
	+		+		+		+		+		+		+
Goal Clarity	64	↑↑↑	90	↑↑↑	86	↑↑↑	90	↓↓	58	↓↓↓	50	↑↑↑	76
My Job	48	↑↑↑	83	↑↑↑	78	↑↑↑	82	↓↓↓	37	↓↓↓	30	↑↑↑	71
Employee Involvement	37	↑↑↑	80	↑↑↑	73	↑↑↑	73	↓↓	29	↓↓↓	15	↑↑↑	63
Teamwork	36	↑↑↑	69	↑↑↑	62	↑↑↑	71	↓	27	↓↓↓	20	↑↑↑	51
Learning & Development	58	↑↑↑	82	↑↑↑	72	↑↑↑	84	—	60	↓↓↓	48	↑↑	63
Recognition & Reward	48	↑↑↑	82	↑↑↑	64	↑↑	57	↓↓↓	35	↓↓↓	38	↑↑↑	58
Management Effectiveness	44	↑↑↑	70	↑↑↑	58	↑↑↑	55	↓↓↓	32	↓	35	↑↑	49
Culture & Values	37	↑↑↑	73	↑↑↑	66	↑↑↑	68	—	37	↓↓↓	19	↑↑↑	55
Change Management	40	↑↑↑	79	↑↑↑	62	↑↑↑	74	—	38	↓↓↓	24	↑↑↑	54

Focusing improvement on your key drivers of engagement will improve your overall score



Each of these drivers are most affected by:

- R** I feel valued and recognised by senior managers
- R** I feel supported in my role
- R** I have confidence in the future of MFRA

- R** I am able to use my own initiative at work to do my job
- R** My job makes the best use of the skills and abilities that I have
- A** I feel that my work contributes to Safer Stronger Communities

- R** I am encouraged to suggest new ideas for improvements
- R** I have the right opportunities to learn and grow at work
- A** I understand how the work I do helps MFRA to achieve its missions & aims



## What is the best thing about working for MFRA?

“The knowledge that the work we do has an impact on the community even though this is behind the scenes. We can make a real difference to people's lives, safety, health & well being & I am proud that I can contribute to this even in a small way.”

“Most of the personnel who work for MFRA are hard working, honest and reliable people who I thoroughly enjoy working with. I also enjoy my job as it's so varied with many different references within my department.”



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

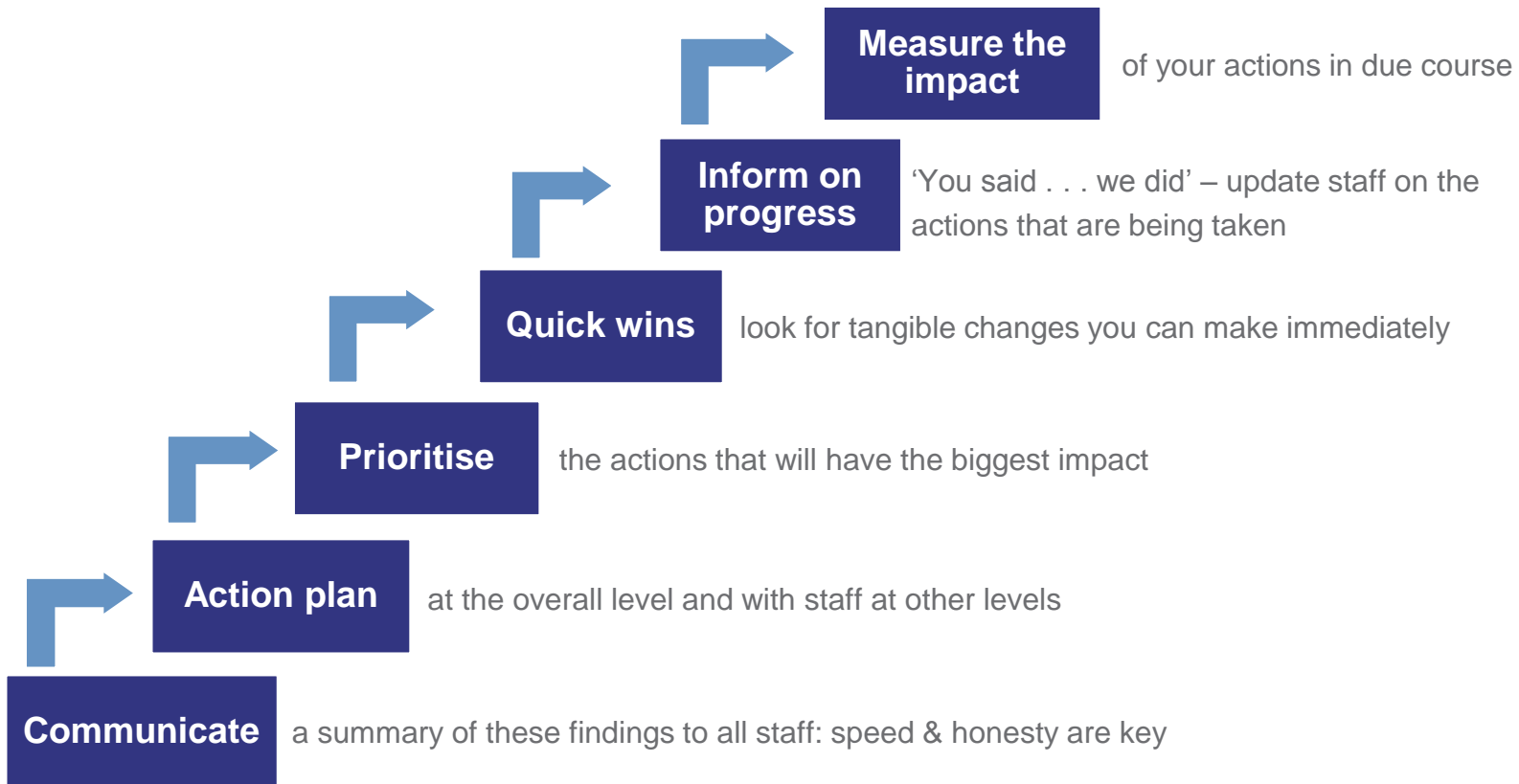
“Embrace the workforce , listen and communicate better, work with Unions more. Despite changes within the Service at the top nothing has changed for the workforce , a chance to improve industrial relations has been sadly lost.”

“There is a distinct lack of trust from the Senior management down which is evident in the new work routines. A new level of micro management has been introduced which has only lead to a feeling of animosity amongst the work force. I would remove this.”



<b>Celebrate &amp; Maintain</b>	<b>Learning &amp; Development</b>	Staff feel training and development equips them to do the job
<b>Celebrate &amp; Maintain &amp; Investigate</b>	<b>Public Service ethos</b>	Staff in many areas of the service are motivated by feeling they make a contribution to the safety of the community of Merseyside but investigate some of the uniformed responses
<b>Celebrate &amp; Maintain</b>	<b>Team Working</b>	Staff value camaraderie within their teams and watches. Needs to be extended across teams, departments and grades
<b>Prioritise</b>	<b>Valuing people</b>	Feeling valued is a key driver of Engagement for MF&RS. Need to bridge the apparent gap between senior management and operational staff.
<b>Prioritise</b>	<b>Management Culture</b>	Is there a clear understanding of how MF&RS wishes its managers to operate and clear delegation paths at the various levels of management. Clarity is needed to avoid blame culture/micro managing observations . Very different perceptions between Uniformed and Non Uniformed around bullying and harassment
<b>Prioritise</b>	<b>Relationship with FBU</b>	There needs to be an examination of the perception amongst uniformed operational staff that membership is a bar to progression within the service
<b>Investigate</b>	<b>Shift Patterns</b>	There seem to be polarized views on the shift patterns ranging from loathing to loving. Why is it they work for some and not others? Are there any detrimental impacts on performance? Are start and finish times optimized?

## Next steps: maintain the engagement momentum



## Reflections on what you have heard today

1. What are we most pleased about?
2. What are we most concerned about?
3. What do we care about focusing on in 2014/15?

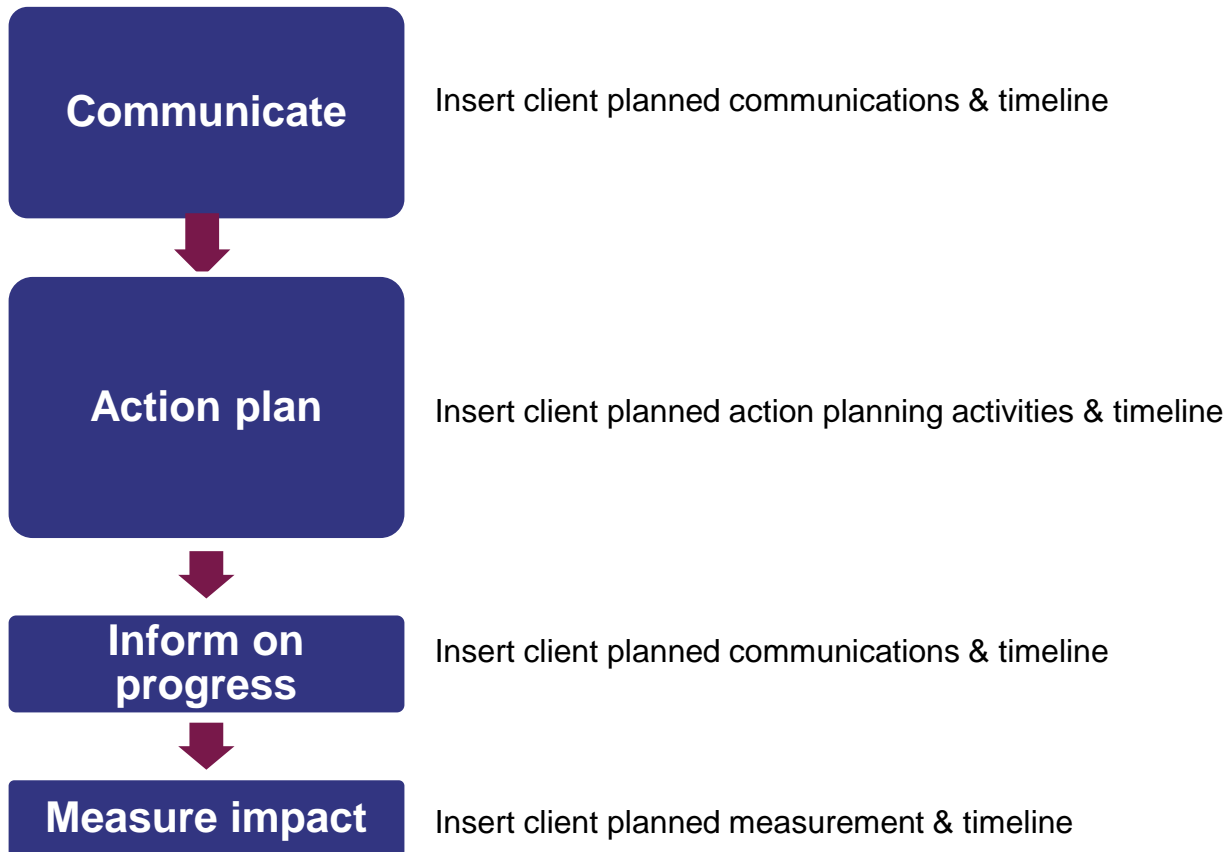
---

# Appendix

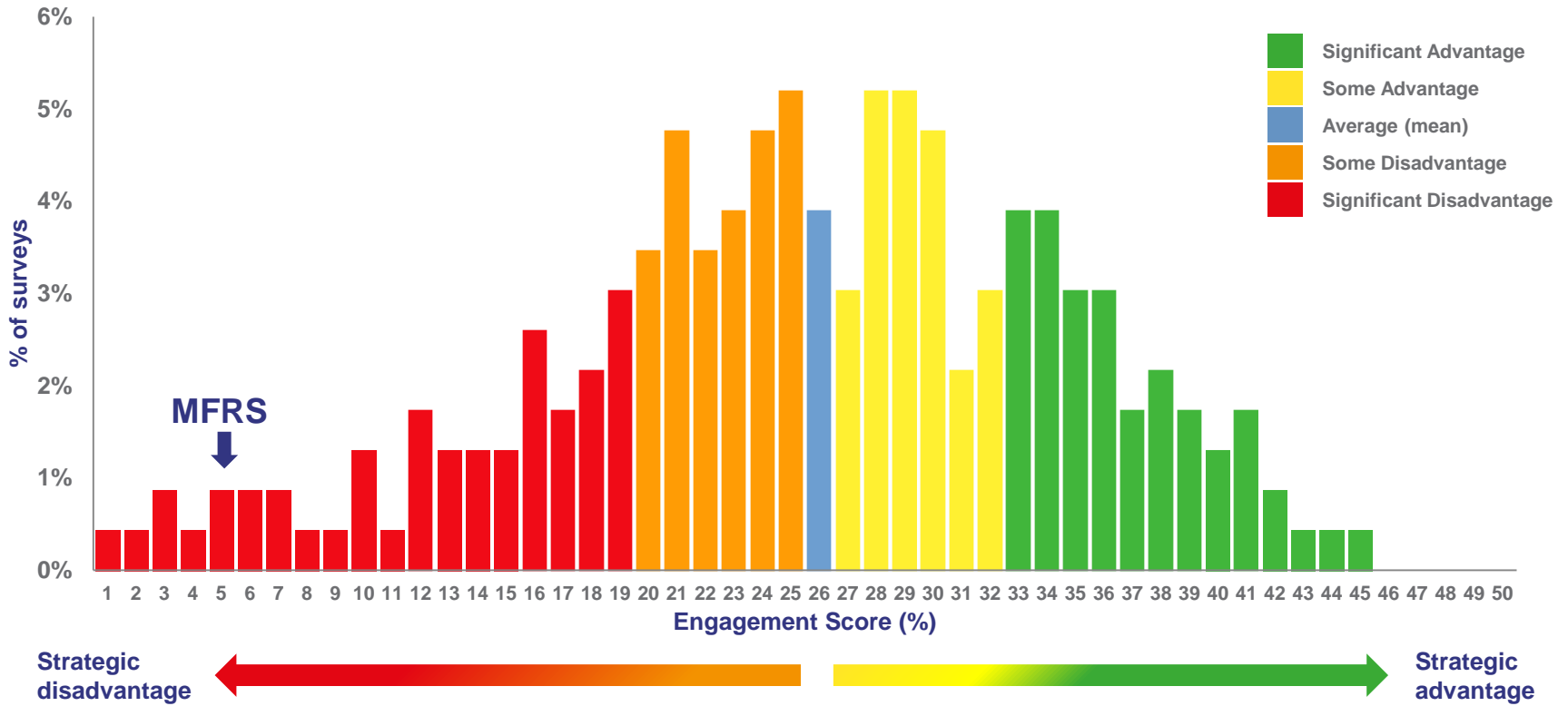


---

## Next steps: maintain the engagement momentum



# Your engagement score compared to all other organisations surveyed by People Insight





Get in touch to discuss:

- Planning and running an impeccable survey
- Achieving the highest response rate
- Identifying the key issues
- Communicating the findings quickly
- Agreeing what to do as a result
- Providing your managers with the knowledge and tools to drive engagement



**Tel: +44 (0)203 142 6511**

**Email: [enquiry@peopleinsight.co.uk](mailto:enquiry@peopleinsight.co.uk)**

Barley Mow Business Centre,  
Barley Mow Passage,  
London, W4 4PH. United Kingdom.

 Join our **People Insight Network**

 Like us **People Insight Ltd**

 Follow us **@PeopleInsightUK**

**[www.peopleinsight.co.uk](http://www.peopleinsight.co.uk)**