

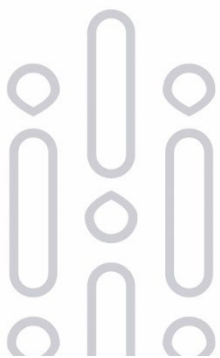


Comments Report for Merseyside Fire and Rescue, July 2018

Produced by People Insight in July 2018

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Comments provided by survey respondents

This section repeats verbatim the open text comments received from respondents, broken down by Staff groupings.

<p>Has there been an improvement in the way in which we are communicating information throughout the organisation?</p>
<p>Uniformed</p>
<p>Same as 2016</p>
<p>No. Due to the exigencies of the service across all departments there seems to be an element of "the wheels have come off" throughout the organisation from staffing , mobilisation, training and a general level of control lost. Communication has definitely got worse.</p>
<p>Top tier management are rarely seen on fire stations. Communications are lacking due to the divide between ff's and upper management, ffs feel undervalued. This culture has been in place for 10 years or more. There is an overload on the information sent via email and learnpro packages. It is hard to keep up with risk critical information, there is overload via volumes of material ff's must read. There is little positive reinforcement to make your work feel valued.</p>
<p>No improvement in communication, just the usual principal officers briefings of gloom and doom.</p>
<p>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.</p>
<p>no</p>
<p>no</p>
<p>No</p>
<p>NO frontline staff make reasonable suggestions to snr management and they are ignored</p>
<p>Under the circumstances (being under resourced) communication is fair though it could be improved. / / It's success is dependent on "the subject", "when" it is delivered, "how" it is delivered and most importantly "who" is delivering/ receiving the communication regardless of the direction, whether being fed down or fed up. / / There's an improvement on "when and how", there's always room for improvement on "who" delivers/ receives information which, in this organisation, can be hit and miss.</p>

Not really, information was and is disseminated quite well through the organisation.
Principle officer briefings very informative. Good to hear first hand rather than rumours.
no
no
No
no improvement no clear guidance communicated
I don't think there is an improvement. I feel like MFRS works on a need to know basis.
We get more and more emails to tell us when its going to rain, or when 'myview' is down. Other than specific operational training we are taught nothing.
n/a
No, still exactly the same.
No , we hear a lot of rumour before we hear the decisions from managers.
no everything is just the same as 2016
No. Everything is communicated via the email system and no longer face to face. This way of sharing information leaves no avenue for challenge should you disagree. Sharing of information on a more personal face to face basis gives everybody a chance to offer input and promotes debate. The email system is far less personal and discourages individuals from having their say and leaves a trail that could be used against said individuals should the manager or whoever dislike being challenged.
no improvement as the constant changing of middle management into temporary roles and into different locations throughout the service means there is no smooth path of communication lines or continuity . / / station managers and above in general seem to be on a mission of their own .I see no value in the station manager role whatsoever . /
No.
There has been an improvement in the way the general direction of the organisation is heading and major changes that are taking place is being communicated to staff through the regular PO briefings and email updates from PO's. / Some staff are not being updated about such things as station closures which may affect them and are often hearing news through rumours before being informed officially.
not really brought in for po biefing told whats happening and don't feel you can make comments

No, its still the same.
no there has not. / even though we have P.O. Briefings the briefing is not always communicated the same way depending on which Principal Officer is taking it. /
No - Manager's communicate with different sections of the workforce telling one group one thing and other groups something different
No
Yes the organisation like to have regular P O breifings of all the impending doom and gloom
I personally don't feel that there has been a notable change in the way in which information is communicated throughout the organisation; therefore I would have to say that there has been little to no improvement in that respect.
none
It Improved after the last survey , because of the survey results. I feel it depends on the individual tho. some people communicate better than others, we do get good communication from higher management.
Communication from the top has improved over the last 6 years. Briefings are given on a regular basis and the CFO and DCFO are visible on stations which is appreciated.
No
The monthly Hot News was a tool that I used to gain information about the organisation, that has now been reduced to a quarterly, instead of monthly magazine, this is disappointing. There's also our email accounts that are used to receive information too.
No, posted to another station and not informed of closure to my station at night Everyone else informed except fire fighters that worked there/.Station manager denied any knowledge 2 days before we were informed
No / There is still the US and THEM in MFRS
YES WITH MORE PRINCIPAL OFFICER TALKS.
no there has been no improvement, each manager has there own view on ideas and clearly express them the way they feel fit. instead of everyone staying with the same script.
Still room for improvement-more clear transparent communication and explanation for why things are done and the processes in place
if you mean sitting in a room being told what is going to happen then hearing the same thing the next day but being totally different then the answer is no. we know saving's have to be made or do they (massive reserves) but decisions are made on running scenario's on computers ask the people on the ground you may find the answer there, where not all dinosaurs.

Principal Officers briefings are now more interactive and relaxed and not like a North Korean dictatorship like they used to be and I feel there is a genuine sense of wanting me to speak up and be open and honest for the good of the organisation. / /
Although information is communicated slightly better ,it is still very much a dogmatic approach . There is no ability to give ideas or feelings back up the lines of communication. We get uninterested Station Managers who will only adhere to the current party policy for fear of losing their promotion prospects.
No, it is still impossible to get a consistent answer from senior managers
Yes, whilst I don't always enjoy the information we receive it is communicated effectively and in a timely manner.
no. lots of rumour and miss information from senior managment
I m not aware of any improvement
I believe that there has been an improvement in the communication of information, as I feel that we see more of our station manager which has help build a better relationship.
No. Uncertainty created by mixed messages . Different information given out by different people, regarding the same subject. Station closures/Shift changes, for example
No. Firefighters are considered irrelevant in this brigade. The upper tier (Station manager and above) are promoted well beyond their means, are not capable of the job, inexperienced and have no concern for firefighters. There are also far too many senior officers, who when it comes to it, operationally, are scared to make decisions. I have no faith in the senior management of this brigade or the fire authority who are lining their own pockets.
No change
yes
No. There is no clear direction in which the service is heading. There are rumours everyday as to which station is closing, what shift pattern we are moving to. There are no definitive answers everything appears to be up in the air. Different service managers give different information. There needs to be clarity and this needs run throughout the service. This uncertainty causes much of the discourse felt around the service.
No, I feel that exercises in communication are the minimum required to satisfy previous criticisms
No, not rely, we still have PO briefings and GM audits
As the MFRS is 80% operational staff then maybe talking to ops Fire fighters first may be a better way of formulating questions for any future staff survey.
Yes however this can still be further improved, openness honesty and dissemination of information in a timely manner is crucial.

<p>Yes - communication is improving with employees being asked much more for their views and opinions. The people strategy is a good example of this improvement.</p>
<p>Communication is strong and effective, considerable time and effort is put into achieving this and generally this appears to be well appreciated</p>
<p>Not particularly. I feel the service think that by performing PO briefings they are fulfilling an obligation and "ticking a box", but in fact take no note of the concerns and issues raised by the fire-fighters at the briefings. even more concerning is the fact that I feel the service simply doesn't care what fire fighters opinions are.</p>
<p>No-someone, somewhere must know what stations are closing or changing shift patterns. A change of work place, watch or shift pattern can have a huge impact on how personnel go about their daily routine, child care, method of travelling to work or need for a car, holidays, family events etc. are all affected to some degree.</p>
<p>Information passed down from senior management does not come down in time. Staff are often left wondering what decisions are being made and how they will affect them. The use of emails, although obviously time efficient, does not answer questions that staff may have. There seems to be long periods where no information comes, then implementation of ideas take place, with staff having very little warning.</p>
<p>No. Lack of future plans for stations and staffing issues effectively communicated.</p>
<p>Communication is as good as I could expect it to be, particularly from senior managers when discussing cuts and budgets</p>
<p>Its worse....the senior officer briefings were/are a waste of time and resources.</p>
<p>GM visits seem to be more informative and friendly without sacrificing professionalism.</p>
<p>No. I haven't seen much of an improvement. Communication remains an issue.</p>
<p>N/A</p>
<p>not sure, only things that they want to communicate</p>
<p>Yes, via Principal Officer meetings.</p>
<p>No, nothing has changed therefore there is no improvement.</p>
<p>No</p>
<p>In recent times information regarding change has been received second hand or by means other than directly from senior management. This information becomes unclear, unreliable and creates tensions between senior management and staff</p>
<p>Information is still communicated in a confusing manner eg after one meeting in which a senior officer confirmed a particular shift system would not be introduced, upon return to station there was an e-mail asking for</p>

expressions of interest for the same shift system referred to by the senior officer in the briefing that morning. / This shift system was then introduced
I believe communication has not changed in the last few years as staff are still informed via the same channels
Feel that senior staff have little empathy for the strains that staff on front line have to endure, following the cuts. Support and investment needed. It doesn't feel like issues are being listened to or encouraged to be resolved to a good level.
no. firefighters are the bottom of the pile and are treated so
No. Still have one senior manager informing of one thing then another informing of the total opposite /
Not especially. Mixed messages emanate. I have sat in on different PO briefings during the same round to be told differing information from different individuals speaking on the same subject.
The communication since the last survey hasn't improved still sending out mixed messages. Very rarely will senior managers ever listen and would even say if something was said in a constructive manner there is still a fear of reprisals. I do not think it is healthy to have this fear attached and therefore not gaining valuable knowledge and experience from the staff as they know they will not be engaged.
No improvement, we hear one minute stations are closing the next minute they are staying open. Senior management / constantly contradict each other.
WM's still left in the dark by senior managers. Too little help and understanding. Targets have destroyed quality. If a target is not met, we should be able to explain why- however we are told in the last month of the target year, do X amount extra to hit your target. WM's are alone on station now. There was once station manager, sub officer, crew manager, now just a Watch manager. Also the manpower has dwindle, most of the time we ride 4, however the workload does not drop to reflect this.
Clear and regular communication to staff at all levels
Communication is inconsistent, with some departments being told what is going on and others are told nothing. I have no regular meetings with my management to offer information updates or to review my performance.
Accurate Information appears to be kept to a few high ranking officers and others are left to second guess what the future holds, this speculation can have a negative effect on personnel. Briefings take place regarding budgets etc., this is seen by many as lip service in order to address previous survey findings. Information is communicated but departments work in silos.
Not really, we are constantly hearing different views and opinions from our managers, with no clear direction for the general workforce. There are divided camps within the upper management.
No, seems to be a lot of talk but no action the from middle managers, middle managers don't pass communication up and down the organisation because they are to scared that it could come across as being negative, also the HR function does not support the overall workforce only the select few and has a negative

attitude towards operational personal i.e. comments have been made that they are paid too much and contribute nothing. Leadership and management is only demonstrated through email.
No
Yes communication is much more clear
We receive regular updates and briefings from senior management keeping us well informed on the latest issues
None that has been noted, Generally most info is delivered by email.
No Senior managers don't speak enough to crews
No. There has been no change to the way information is communicated throughout the organisation since the introduction of PO briefings.
IT HAS IMPROVED REGARDING PO'S BRIEFINGS ETC BUT THE CONTENT OF THE PO'S BRIEFINGS ISNT RELEVANT TO THE AUDIENCE. I DO HOWEVER ACCEPT THE PO'S BRIEFING IS SET TO DIFFERANT PARTS OF THE ORGANISATION BUT STILL FRUSTRATING AT TIMES.
There are still Departments working "in silos" with departments, department heads and staff not known to other departments. Despite claims that MFRS communicates well certain departments do not communicate well with staff. For example, POD only communicate poorly and do not meet face to face with staff despite influencing the careers of all employees in some way. Similarly, Strategy and Performance do not communicate with stations or departments face to face despite having a massive influence.
There is an attempt to communicate information and the PO briefings are an excellent example of this however away from that there is no real organised central hub for staff comms which delivers an easy to find and understand consistent message.
No
No, information is not passed down to station level. Information is often through "the grapevine"
yes we receive regular communications
No
I attended the brief delivered by the CFO where he laid out his plans and vision for the future of MRFS. He made emphasis on the way communicating information should be made and listened to, through the different levels of management. / This sounds as though there will be an improvement in the future but I have not seen this in practice yet. /
no

PO briefings are informative although they rarely ring good news
I think there are enough briefings about the service as a whole but not within sections. Section heads could do more to relay information.
Communication has improved over the last few years by way of forums, emails and Senior Manager visits
Regular updates by senior management at the same date and time to prevent rumours of future changes was a good idea.
No improvement, same PO's briefings regarding cuts and potential for 8 hour shifts. 8 hour shifts have been mentioned in every briefing I have been to and this seems to be an underlying threat. Even when asked about the use of 8 hour shifts in the presentation, the Dep admitted they were used as a "suggestive tool" in the past " but we don't do that anymore"
No. The two most recent Principal officers briefings that I have attended have both left me puzzled due to the content. I feel that the organisation is being managed day by day, rather than long term. The HOT news magazine is less regular due to cost implications, however this is the one single document that I see each and every firefighter read on stations. My station manager is very informative with facts rather than gossip and I appreciate this. I feel like there is more uncertainty now.
no
To much information is disseminated through e-mail templates which are not conducive to staff engagement.
Yes, senior officers are more visible and accessible, this needs to continue to be developed.
There has been no improvement in communication. This is because of the content of officers briefing is poor and everything is the content of an email instead of a conversation.
Nothing has changed as far as I can see at station level. Principle officers briefings are almost always a waste of time as they are often telling us things we already know from other sources.
There appears to be an increased appetite to be more open and transparent across the wider workforce.
Think it could be better and more efficient by making use of social media streams, blogs webinars
The principal officer team work hard to ensure a consistent message is relayed at their PO briefings to staff but it is not always possible due to fluidity of change. We should try to explore other means such as podcasts, blogs and other digital media which are a far more efficient and effective channel to reach all of our staff. Communication feels good but certain departments still work in 'silos' which is frustrating.
The PO briefing give a good overview to what is happening in the organisation. / Regular meetings with the watch's helps communication.

<p>CFO information updates, are now being cascaded to crews via Station Manager. This appears to be a more practical method, rather than several appliances, attending one station for the briefing. Less time consuming, allowing WM's to utilise their time more efficiently.</p>
<p>It is a positive that the PO briefings are open and honest.</p>
<p>Communication on organizational change is too formal and one way, the PO's have been delivering briefings to operational crews these are too technical and not people focused. "How does it affect me?" is what staff are interested in. PO briefings are not the most effective method of delivering information. Information for staff on station is generally related to the WM's level of engagement, presentations from home SM's are generally better received.</p>
<p>The new leadership team is obviously making every effort to ensure that all staff have an opportunity to share their views and ideas on the future of the service. This inclusive leadership style is motivating and positive and makes me feel like I have a part in the future of MFRS.</p>
<p>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.</p>
<p>Due to my level I get communicated with frequently</p>
<p>Principal Officers have been very visible with their briefings. However other more modern means could be utilised to provide more frequent and timely communication. Other services have been using monthly podcasts and other forms of media for a long time.</p>
<p>Information is communicated well, through various forums.</p>
<p>yes more regular updates.</p>
<p>Not particularly. It's as it's always been.</p>
<p>Communication is very poor, confused and unclear. Promises made previously (ie Fire Authority members meeting staff) have not materialised.</p>
<p>yes. I feel that the communication strategy is very good and this is underpinned by an excellent portal and verbal updates form principle officers on future changes</p>
<p>I believe we are always told worst case scenario so when something else is brought in that it lessens the blows. I believe I have been deceived about my shift patterns and home work balance.</p>
<p>I feel this is only partially true. Due to staffing issues (staffing shortages), we are finding it increasingly difficult to operationally staff our resources. This is having a negative impact on MFRS and in some cases is making the operational role difficult to a point of risk critical health and safety implications. Decisions are being made at a higher level with little consultation which I believe can have serious implications.</p>
<p>None</p>

<p>Although we have regular PO briefings and can have discussions with Station Managers and above, it is always clear that future plans are not always transparent and people know more than they are prepared to reveal to the Fire Fighter Level. This makes it difficult for correct opinions to be formed.</p>
<p>There is more focus on the communication thread from top to bottom. How subject matter is shared with staff is a primary concern and discussed as a matter of importance.</p>
<p>Yes. Forums, PO briefings and other means has seen an improvement in communication.</p>
<p>I feel the Principal Officer briefings have given me a clearer insight into the way the Service is heading and the way its going to impact on myself and my colleagues.</p>
<p>Seen no recognisable change, seems same as before.</p>
<p>Not recognised any improvement in last couple of years.</p>
<p>Communication in MFRS only pays lip service to the many problems that we face as an organisation .We do not have an honest debate, senior managers really only care about themselves and how far they can get up the promotion ladder.</p>
<p>No improvement .</p>
<p>Recently a new leadership structure has been announced. Too early to say but generally organisational changes are well communicated.</p>
<p>PO Briefings continue to inform. Processes for informing on operational informatin has also developed over the years. the recent briefing on the service restructure and how it was fascilitated was positive and minimised hearsay beetween groups who had and hadnot had the delivery.</p>
<p>The principle officers have communicated well to staff in the last 6 years and the standard has been consistent so is not really in need of improvement. This could be added to by other senior managers and members of the fire authority visiting stations more regularly.</p>
<p>No. Although updated regularly, it's one way.</p>
<p>Non Uniformed (incl. control)</p>
<p>Regular briefings.</p>
<p>Yes communications generally has improved through email- I also think social media has helped</p>
<p>I hope going forward communication will improve however; recently communication at the CFO level was poor - he only concentrated on uniformed personnel.</p>

<p>Communication has always been good within my function. Talking to colleagues in other functions there are still differences within functions. The principal officer briefings are getting better and do provide more information relating to support staff, although due to the current changes within the senior leadership team it has been a while since we have received briefing.</p>
<p>I personally don't feel that there has been an improvement. Operational managers always seem to take priority over "support" staff</p>
<p>Yes, a lot more PO briefings than there used to be</p>
<p>As an organisation I feel we are communicated well. The portal can provide information about structure and changes. However, on the ground communication can be limited, conflicting and often comes via 'gossip' first.</p>
<p>No obvious changes are noticeable, although we do have regular meetings and updates when required.</p>
<p>Yes. Each watch received a briefing and encouragement from the Station Manager to complete the survey. Appreciate the ability to complete in work time.</p>
<p>I get regular updates from my line manager.</p>
<p>Yes through PO briefing and functional meetings.</p>
<p>I'm not sure. Perhaps it has improved but in my experience I find so much information I receive is not relevant to me (emails) and the points to be made are not succinct enough (including meetings.)</p>
<p>The same</p>
<p>I have found each department different in its methods of filtering down information about the messages and strategic change of the organisation. Communication depends very much on the management style of senior management.</p>
<p>Fewer managers within my department with less skill and higher workload gives less time for communication of policy and its implementation strategy</p>
<p>nothing changed</p>
<p>No</p>
<p>The PO Briefings are helpful</p>
<p>3. Yes, Portal and social media have assisted, backed up with emails. Appreciate the communication provided by POs and SLT regarding changes within the organisation</p>
<p>None comes to mind</p>
<p>No, the area of the Service I work in seems to be bypassed most of the time.</p>

No
In the department I work in there has been a great improvement in the way that information is communicated. Manager meetings, team meetings and regular training days for the whole department so that we are all on the same level. / I also feel that the organisation is good at communicating information regarding the future of MFRS by holding annual / biannual updates from the chief / dep chief. / Furthermore senior management are making regular trips around districts / stations to speak with staff.
I have used this box as I thought there may be a box at the end of the survey for "any other comments etc" which I feel would have been useful. I feel as with other surveys I have taken part in, the answers to the questions are not as black and white as the options given in the tick boxes. As a result, I have ticked a lot of NEITHER AGREE OR DISAGREE boxes as I feel the answer is dependant on circumstances, ie. can be different as in, always, sometimes, never, depends on the team you are in etc,
Yes generally . However sometimes changes are put in place by Senior Management and the Control Room are expected to manage the changes and on some occasions they haven't been informed on what the changes are.
No I believe communication has stayed the same.
yes..but on occasion information is given then changed and then changed again leading to lots of confusion. instead of holding off till the information is fully correct.
Not sure if there has been an improvement
Yes
Communication to support staff has considerably improved since t/CFO has become acting Chief. The introduction of the People Strategy and involvement in Focus groups has been beneficial.
I have not noticed any improvement in the way in which information is communicated. My Manager reluctantly holds briefing meetings and belittles the meetings they have attended in disseminating information about them. The Appraisal process is treated as an inconvenience and those who engage in it properly are regarded with distain.
Communication seems a lot better in the last 8 months or so, I know I am listening more due to more security in my job (hopefully)
Yes the introduction of CPD days keep us more updated on the future of the Prevention team and the direction it is headed, while also allowing for feedback.
Yes. There have been more meetings with more senior managers
Yes. The portal is always updated with new information.

<p>Organisationally - yes.The PO Briefings have stopped but the all MRFS emails are valuable and timely. / / Hot News has stopped but the portal is getting a little better and the twitter/ facebook accounts are informative. / / But our Directorate isn't well communicated to and we find information out from other sources.</p>
<p>The Service communicates information to staff by holding staff briefings that staff are invited to attend to keep updated on developments and changes within the organisation. A lot of information can be found on our portal page for people to look at and familiarise themselves with</p>
<p>No. Communication is a two way process. We are talked at and no to. Listening is a vital part of the communication process.</p>
<p>No, however I believe this will change with the new Chief.</p>
<p>At a departmental level communication is good given the information available and overall uncertainty facing the organisation. / / Senior officer briefings are not as frequent as I think they could be and they could be more tailored and Directorate specific, the briefing held yesterday was overall informative but I didn't feel the information around the Resources department was very clear and have since got the impression that it remains unclear to the Heads of Services within that Directorate.</p>
<p>Communication regarding the recent Management Structure changes was particularly well managed. This seemed to reduce the amount of speculation and anxiety surrounding the changes and I personally appreciated this and felt that this approach was a real improvement in organisational communication and indeed culture. / However prior to the recent management changes, I did feel that there had been inconsistency in the way information was disseminated, albeit not within my own Department.</p>
<p>No, since the last survey we seem to have lost Hot News, the portal content provides very little in relation to communicating updated daily news. We need to make better use of the portal. There also should be TV's on stations with scrolling news informing crews of what is going on. The number of times I have spoken to crews and they say they no nothing about....., most of them don't view the portal or even log on to computers, they only use them for Learn Pro modules.</p>
<p>I think there are more regular PO briefings which communicate any changes afoot with the organisation compared to in the past</p>
<p>I feel that the senior officer briefings are a total lip service to the employees. They are often full of waffle and are not quick and straight to the point and are very ops related. Other than these briefings there aren't any other ways we really communicate. Maybe something should flash on your PC when you switch it on. Everyone is so busy that you don't get time to go to the messages of the day or to research what's going on</p>
<p>There has been an increase in the sharing of information however I feel: it doesn't always reach the required audience due to incorrect distribution (possibly out of date distribution lists or a lack of understanding for who the target audience is/should be); the information shared can seem sterilized</p>
<p>There has been inroads to demonstrate that there is a conscious effort around improvement of communication, however this sometimes falls short on a day to day / week to week basis.</p>
<p>I am not sure there has been any change to the communication levels other than from the Senior Managers, I don't feel 100% supported in my area of work to do the best I can do in terms of communication. I don't feel I</p>

<p>am important enough or taken seriously enough to help get key staff and community messages out on time .The ability to take more control around social media /communication (with training) would assist in getting messages out in a timely manner.</p>
<p>Senior Managers have made time for meetings and we all have the opportunity to ask questions if this is too much of an open forum then emails and meetings are offered</p>
<p>There is still an environment of 'Empires' and 'Empire Building' with little sharing or collaboration between departments. Information still remains one way traffic in many cases.</p>
<p>The changes have been mixed. / / There has been no improvement in terms of the dedicated idea generation and communication via the portal. I have submitted suggestions in the 'ideas' section of the portal but have had no feedback. It discourages me from making suggestions. / / However, I find the new CFO is open to communicating with all ranks (see below), and is approachable, which are good qualities.</p>
<p>I think there has been more communication from senior managers and some departments. The Portal is used to spread messages as are emails and staff meetings.</p>
<p>Yes. PO briefings etc.</p>
<p>no improvement</p>
<p>PO briefings are one way of communicating throughout the organisation</p>
<p>I don't feel communication is effective for part time staff who generally receive information second hand.</p>
<p>When it comes to understanding what the different departments do within the organisation everyone just focuses on their own. As a result people don't understand what others do and the impact it has on their own departments. We frequently get calls and emails referring people to our department and it has been referred incorrectly and as a result makes the organisation look unprofessional. People will lose faith in the organisation if it looks like we don't know our own internal workings.</p>
<p>Yes. There are regular briefings by Senior or Principal Officers.</p>
<p>No, only unimportant information is released to the staff to make it look as though they are being informed. Anything important or that will have an impact on staff is being held back.</p>
<p>We are being invited to staff meetings by the chief to help everyone understand and ask questions. we are also told we can email the chief anytime if we don't want to ask a question in front of everyone else.</p>
<p>Senior managers are open to communication. They seem to listen, maybe they don't always deliver on every request but I get the feelings that they try to. Opportunities to attend group meetings are given at least annually. Chief gives updates and sends email.</p>
<p>Communication within my team is excellent , however within the department as a whole I do not feel that this has improved. I was impressed with the CFO giving a talk today 18/6/18 to all at the same time , prevents rumors and misinterpretation</p>

<p>there have been massive improvements in the way information is disseminated throughout the service, however it still has room for improvement within certain depts. ,where access to computers etc is limited ,thereby restricting access to the portal and any other important information revelations ,emails bulletins ,etc etc</p>
<p>I feel that there has been an improvement in the way we are communication information. We receive regular emails with any updates occurring and Team/department meetings are held when needed for more information.</p>
<p>The PO presentations have been helpful- but more so when the DCFO (now Chief) took over delivering the presentations to our department. He helped focus the presentations more on to our department and how changes would affect us; as opposed to previous generic and often 'very operationally' focused briefings from other PO staff.</p>
<p>Although I receive a lot of communication by email sometimes I feel there is information overload as receive emails about areas that are of no concern to me nor my department/section. Although it's not a big task to delete the emails I feel it would be better if certain emails were only sent to those areas concerned.</p>
<p>Senior managers spend a great deal of time and effort communicating with staff. This generally works well although Green Book staff often feel their interests are second to Grey Book staff.</p>
<p>I definitely think my immediate line managers communicate very effectively with the team and the periodic meetings with members of the SLT work very well. However communication between departments is sometimes difficult and challenging. I feel that there are occasions when departments are working towards individual goals and agendas rather than looking at the service as a whole.</p>
<p>Within our department they are improving sharing information through our line manager, which has been helpful and reassuring. Also, visits from our Group Manager on how the department is performing and where they see the department going in the future. In general the briefing sessions with the Chief or Deputy Chief Fire Officers is very useful and the new emails from the Chief on his updates too.</p>
<p>Yes - Our team are regularly given an overview of the discussion points that have been taking place within SMG / SLT</p>
<p>I think the service is getting better and genuinely trying to improve</p>
<p>Chief's news and personal visits help to clarify press reports and rumours.</p>
<p>n/a</p>
<p>I feel communication throughout the organisation has marginally improved through technologies such as the Portal and email facilities. Further continuing improvements could be made with senior management carrying out say twice yearly meetings for updates on issues that not only affect operational personnel but also non-operational personnel. As MFRA meetings take place mainly during the afternoon it's not possible for non-operational personnel to attend Authority meetings.</p>
<p>Yes there has been recent improvement but I still feel like operational staff receive better and faster communication.</p>

Yes a real effort has been made by the new CFO to communicate will ALL staff at once not uniformed then getting around to non uniformed at a later date as has happened resulting in Chinese whispers that are untrue.

More regular meetings

<p>Name one thing which you feel has changed within MFRA since the last survey in 2016 which has had a positive impact on you.</p>
<p>Uniformed</p>
<p>slight improvement in technology regarding the on station duties.</p>
<p>Issues such as a lack of support for new supervisory managers have been addressed to some extent.</p>
<p>There hasn't been a positive impact for me. Moral is still low, pay is low. No ph leave is granted, therefor less time is spent with family. As a frontline ff, I feel we are the most undervalued. We struggle to get time off, our shift system is continually under threat. It is difficult to motivate yourself and stress levels are high.</p>
<p>Nothing</p>
<p>I get to wear a hat when its hot.</p>
<p>we have addressed and managed r/r at incidents a lot more</p>
<p>stn managers seem less intent on micro managing watches i.e stn work routine.</p>
<p>Nothing</p>
<p>The senior management in general has improved by being more accessible, more inclusive and more consistence in projecting a united front, leading by example.</p>
<p>New station and better working environment .</p>
<p>Openess from senior managers and more respect for staff.</p>
<p>new helmets</p>
<p>nothing</p>
<p>The then Chief fire officer Dan Stephens leaving for Oz, that was a positive thing for me.</p>
<p>Workload increases every year to totally unachievable targets, the targets although apparently accomplished are either not being done or done properly because we simply do not have the time or resources. I would rather do a task properly than 5 tasks slap dash. /</p>
<p>opportunity to earn extra money</p>

I cannot think of one.
Nothing. I feel worth less, paid less, closer to a retirement age that has been taken away from me, and have far less enthusiasm. I often cry at how my life has become this way. A job that once paid a decent wage may still be looked upon by others as considered a 'good' job, however when you tell them the wage they are in shock at how poor it is paid.
There seems to be a less punitive and intimidating environment and atmosphere.
Not as frequent punitive inspections
Unable to Comment on this.
nothing
Nothing, its only gotten worse. Large reduction in staff coupled with station closures has now impacted massively on the effectiveness of operational duties and effectiveness.
there hasn't been one single thing that has improved since the last survey, there is still an us and them attitude between those who went on strike and those who worked the 2006 strike with a lot of mistrust on either side ,funnily enough those who worked the strike seem to be the people who get promoted while the people who went on strike are forced to sign resilience contracts or face no chance of promotion
Nothing
unable to think of one
Nothing
Nothing the shifts have changed not very family friendly. Lack of fire appliances cuts blamed.
Better communications
Communication has improved . managers report more on good practice.
Nothing. The staffing levels have become dangerously low and decisions on what machines and stations are on the run has become a farce. following the Grenfell disaster last year MFRA are incapable to deal with an incident involving highrise due to every fire engine riding 4 100% of the time.
None
24 Hour Working, good flexibility and feeling happy to come to work. I felt able to commit to my role and make a difference, I had control over my work routine and tasks which made me put in more effort and be proud of my job (then it got taken away and is now back to just coming to work, doing a job then going home).
I've moved back to my home station, this has eased personal and financial problems for myself and my family

Nothing, all negative ,station I worked at has closed at night and was posted further away . Not informed until email sent to whole service ,station manager said he knew nothing about closing at night then days later a service email was sent out. Unable to get time off due to staff shortages, MFRS unwilling to pay nationally agreed overtime rate that would resolve issue. Money wasted else where on equipment that sits unused. No one accountable.
The one thing that has had a NEGATIVE impact on me since the last survey is the removal of the 24 hour shift system. / This shift system enabled me to have a better chance of getting time off when I need it as well as ensuring that 5 riders where on the fire engine virtually all the time. I feel that the reversion to the current 12 hour shift system has had a massive effect on my working life for what I see as very little benefit to the fire service.
nothing
interacting with the new people entering the organisation
The Chief has left
none most changes have been a negative especially to my work/life balance
Nothing. We are still hugely undervalued as fire fighters.
nothing
I am using this box to go off on a tangent and expand on the reasons I feel training hasn't improved. / 1.Our scheduled training was cancelled recently, I don't know the reason. Only that, course instructors were sent out to ride fire appliances / 2. I have not received training on our new fire appliance or specialist training for an appliance we support / 3. We turnout regularly to people in open water without sufficient training, this is despite asking for it on several previous appraisals
Attitude towards employees is much better, from Officers to Firefighters and vice versa.
There is a new Chief, new hope, new ideas and an opportunity to lead by example using all the service values. / Hopefully the new Chief will not focus all his attentions on rubble.
Nothing
nothing
The upper managers don't seem to be micromanaging the watches so much as they were which has improved morale for the operational firefighters with no detriment to performance that I know of.
n/a
Conditions of service have worsened as the workforce has reduced making it feel like it is a more dangerous place to work

<p>the dynamics of the operation service have changed, due to cuts and this is not being addressed. ie: night cover is being totally compromised. it is now about stopping fire spread. not fire safety and prevation.</p>
<p>There have been no positive changes in this brigade. It has only gotten worse, and, unfortunately is very likely to continue to go downhill.</p>
<p>less fire engines more running around</p>
<p>The strict timetable / work routine seems to have been removed. Watch mangers should do what they are paid for and be trusted to do this. If you don't trust them to manage their time and that of their staff don't promote them.</p>
<p>I am closer to retirement</p>
<p>Two years nearer retirement.</p>
<p>Ha.</p>
<p>The renewed interest from staff to seek professional progression - such as fire-fighter to crew manager, has been really positive - therefore the introduction of the Crew manager development posts has been one really positive change</p>
<p>Moved to a new line manager who's support has provided me with an exceptional level of support, this has empowered me to perform, helps me to make swift progress and consequently gives me a high level of job satisfaction.</p>
<p>watch managers are now allowed to manage the watch and adapt to the events of the day.</p>
<p>I don't feel anything has changed to have a positive impact on me.</p>
<p>Staffing levels have been depleted due to cuts which has meant we have found ourselves working harder and for longer periods of time. It has once again become a struggle to take contractual leave and with the demise of the 24 hour system we are riding 4 with far higher frequency.</p>
<p>I honestly cannot think of one single thing that has changed since 2016 that has had a positive impact on me!</p>
<p>I cannot honestly think of one positive change within the last 2 years.</p>
<p>Genuinely cant think anything has improved, its difficult for things to improve in such a cost conscious culture of efficiencies and cuts. WE are effectively "running to stand still".</p>
<p>Nothing..... / 24 hour working has gone, with NO explanation as to why, especially when then there are other departments sections working 24 hrs. There are even other brigades around the country STILL working it. / AVH has gone, although that has been withdrawn by the union because grey book conditions wont be met, ie. premium rate overtime!!!</p>

Other than the last 2-3 weeks morale had improved due to the ability to volunteer for additional shifts unhindered.
An increase in diversity. Good to see
N/A
Unfortunately more appliances being taken off the run and pretty much all the workload has fallen onto operational staff perhaps the only department who haven't received any gratitude or cash remuneration. Targets have increased and pressure on middle management is still prevalent
The moral of firefighters is without doubt the lowest I have ever known it in over 20 years. We are dangerously under staffed, I feel we are treated with contempt by senior management and the Authority despite seeing and experiencing situations most people only witness on you tube. We haven't had a pay rise for 7 years, our pensions have been changed for by far the worse and our employees would like us to work overtime for flat rate, we are not even worth our terms and conditions.
N/A
Can't think of any.
TDA much improved.
Increased engagement with crews from other shifts systems. This creates an opportunity for learning to be passed between experienced staff and newer members of staff.
Struggling really the cuts and lower staff levels are having a detrimental effect on most firefighters and operational watch managers
The over use of certain fire stations going out to fires and stand-ins in other station area's when other fire stations never get turned out
Nothing. The cuts to the service are punishing and the pay cap is a real issue. Pay is poor for what we are employed to do.
nothing. posted against my will at a cost incursion and ignored when protesting about it. management still bully and intimidate
I honestly can not think of one think that has had an impact on me or my family.
nothing
advances in equipment.
I feel that there is even less control of staff from all sections as mangers are to scared to challenge and address issues in case they upset various groups which get reported in future surveys and to HMICFRS. There is a disrespect towards all managers as their Rank / Grade is not understood in the overall structure of the service.

<p>There is no quality leadership/management training due to financial constrains and money being spent on areas such as Frec, gifts and hospitality training, diversity.</p>
<p>Not being substantively promoted within my role, as we do not have a defined role and responsibility for service instructors, therefore allocation of substantive roles tends to be in other departments.</p>
<p>More awareness of mental health throughout service, however trust in the service is still very limited regarding confidentiality and effect on promotion etc.</p>
<p>There has been no "you said ...we did" since 2016.</p>
<p>Nothing has changed that has had appositive impact.</p>
<p>I am now employed in a day related role.</p>
<p>Ability to earn additional money via AVH's</p>
<p>work routine has changed for the better.</p>
<p>Changing the work routine and empowering individuals to lead and manage teams to achieve results</p>
<p>Advertising vacancies and not putting people in jobs of friends by senior management.</p>
<p>Being made substansive in my position. MFRA seem to have a negative policy on this subject. In other organisations if you are in a temporary position for 2 years you are made substansive. In MFRS you can be temporary for years and years. This has a negative impact on people in the future and stops people applying for promotion.</p>
<p>The fact that I have stared blankly at the screen for a few minutes is disappointing. It is genuinely difficult to think of a positive to come from the past three years. The cuts suffered by the organisation have been harsh and I have a genuine concern for the safety of our firefighters moving forward. There is uncertainty over further shift changes and station closures/reductions and morale is low due to the lack of funding and subsequent real terms reduction in pay due to budget cuts.</p>
<p>Finally receiving the training that I had been waiting three years for. Actually being trained to do a specific part of my role.</p>
<p>Nothing</p>
<p>None</p>
<p>There is a gradual, if painfully slow introduction of IT based recording and some automated systems which is reducing the need for paperwork.</p>
<p>MANAGERS HAVE BEEN ALLOWED TO MANAGE THE WATCH AND LEFT TO ACHIEVE THEIR TARGETS IN THEIR OWN WAY.</p>

Nothing really, still have issues with IT remotely despite numerous meetings during the last 4 years. From a work perspective I feel that I have stood still
Management listen more with a no blame culture more prevalent.
Working with new firefighters and assisting with their development
less fire cover is now leading to increased attendance times which means further damage and risk to crews attending.
The introduction of a 24 hour shift system (which has now unfortunately been removed making working conditions worse than they were).
Nothing.
Introduction of the FF to WM process
The way Watch managers are allowed to manage and not be micro managed throughout there 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.
Nothing.
Nothing personally
support from occupational health concerning a personal historical issue.
Nothing
Station Manager had been changed , reducing stress and bullying and harassment for all staff members.
.constant cuts at station level and frequent personnel changes across all watches .this does not help with continuity and working relations .the station I work at is one of ,if not THE busiest station on Merseyside and yet the fire appliance has been off the run constantly over the last 2 months due to staff shortages , that's not our (fire-fighters) fault that is a management problem that has not been dealt with , / / fire-fighter safety is paramount but management pay lip service to it .
The EMR trail I found worthwhile, however if the Fire Service is going to take up additional work we should be paid in kind.
All negative - loss of favoured shift pattern, loss of pension, closing of stations & loss of operational staff and refusal of management to staff appliances safely as refuses to pay nationally agreed rate of pay.
I am sorry to say that I can not honestly think of anything that meets this criteria. The only thing that has moved in a positive direction is my retirement date. I am now 2 years closer to leaving.

I feel there is a better line of communication between senior management and the workers at ground level
Personally, I don't think there has been anything positive since 2016
Greater recognition of the importance of the work we do by principal officers.
Mr. Garrigan becoming CFO and introducing an ACFO post.
its is clear that all levels of employees are better engaged and have a voice, that is listened to. There are forums to have direct communications with managers at al levels and feedback is good
Not sure
MFRA becoming lead authority for NR has increased the opportunities for staff within MFRA to experience different roles and influence and become involved in new workstreams.
Seeing personnel who I've lead/managed/mentored becoming substantively promoted. This encourages me to do more in this area with other personnel.
The introduction of a FRS Inspectorate. We can now be legitimately benchmarked against other Fire and Rescue Services. I believe that I work for the 'BEST' FRS in the world the new HMICFRS will sharpen our focus and demonstrate that we are that organisation.
I don't feel any changes have had any positive impact on me at all. Pension, pay rates, working hours, etc., have all had a negative impact.
Welfare of operational staff, especially at prolonged incidents and incidents were arduous conditions, impact on the fatigue of crews.
the way we manage the station plans has given autonomy to WM's and SM!'s which helps make them successful
There is a willingness to talk amongst staff now. It feels like the trust has come back into the Service. Whilst there will always be an element of 'them and us' between senior officers and staff, it feels like we have made great strides to transcend this.
More engagement from members
Engagement between the FF/WM level and SM and senior management.
Nil. This is not a negative comment as lots of positive work has gone on but I was content with my working environment in 2016 and there has been no detrimental change to it.
The increase in recruitment, not only for Firefighters but also the continued and expanded use of apprenticeships. I would like to see this continue with the introduction of the 2 year Firefighter apprenticeship scheme which can assist with induction of minority and ethnic recruitment.

<p>The review of the organisational structure for both officers and meetings has been long overdue and is a welcome change within the service. this will allow departments and managers to work more efficiently and effectively whilst demonstrating clear lines of communication.</p>
<p>n/a</p>
<p>Sorry, but I can't see changes to the better. I want to but ...</p>
<p>I can not. It is getting worse. Low morale, senior managers do not have a clue about how to motivate their staff.</p>
<p>Thought for five minutes and could not think of anything.</p>
<p>The organisation doesn't listen to the concerns of crews and will not admit to being wrong</p>
<p>WM's are left to manage their own time a lot better. So now I don't feel I need to be off station at 14.15 before the station manager comes in. I feel I can move the working blocks around to best suit the needs of that day.</p>
<p>The enhanced relationship with HO gives me confidence that along with NRFC and our position as lead authority for NR that MFRS will continue manage the financial constraints placed on the service.</p>
<p>Non Uniformed (incl. control)</p>
<p>I am not sure anything has in fact most colleagues are running at capacity - people are taking on other roles and which it is not captured in their job profile or their pay packet. Uniformed are recognised a lot more than non uniformed staff and receive remuneration more than green book staff.</p>
<p>There is a general sense of caring about the people in the organisation rather than the organisation only - that makes you feel valued</p>
<p>I don't think anything has really changed</p>
<p>Understanding of the current situation and change impact implications, this has become a bit more clearer</p>
<p>I can't think of anything. Unfortunately as a member of support staff I still feel that we are facing an uncertain future. We continue to have to deliver more with less, and have an ever increasing workload, but are still expected to deliver a high standard of work, this does unfortunately create a lot of pressure and stress at certain times throughout the year, when we have to deliver additional pieces of work on top of our normal workload.</p>
<p>4.The communication and consideration of employee views from work related matters down to providing health and wellbeing workshops to assist in personal life.</p>
<p>Nothing</p>
<p>Nothing</p>

Can't think of anything
Nothing
I cannot describe my experience of positive impact because it is a personal situation and would likely reveal my identity.
None comes to mind
Nothing
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.
CONTINUING FROM ABOVE, the only reason I have highlighted this is that it makes me feel as though I am being quite negative when ticking so many NEITHER AGREE OR DISAGREE boxes, so I just wanted to say why this was. / There may have been changes within MFRS since last survey, but nothing which has impacted on me so I can't say that I have noticed.
Occupational Health are offering more services.
nothing changed
More regular training days in my department.
Not sure I have noticed any change
The senior ranks are trying harder to understand those below them, and the impact of their decisions
Having a workforce strategy group has aided planning and decision making. There is a clear direction of travel.
Nothing
Nothing.
Nothing
as above
Positive approach to staff yearly appraisals.
Staff Engagement Day - meeting the Authority.
Nothing.

The director holds meetings to discuss events at SMG and we are updated to changes within the organisation and any impact, if any, that may affect our future
I cannot think of one.
nothing
The support of the service (as individuals) in the face of worrying cuts and speculation has been appreciated and reassuring.
Nothing It is as if the answers for the 2016 have been completely ignored
The departure of the previous Chief. I think Phil Garrigan will be a better leader for the whole of the service, not just the operational side and has a much better understanding of my area of work so I believe things will improve.
I think the direction in which CRM is going is in a positive direction which overall has a positive impact
Nothing
Increased support from Line Manager(s) and their awareness of what I am capable of and their trust and belief in allowing me to perform to my best.
There appears to be more acknowledgement of my department.
Restructure.
We had 1 meeting with the fire authority. Before this meeting, I wouldn't have known who they were.
no industrial action
I feel non uniformed staff are more valued by the new Chief Fire Officer who understands our role within MFRS, not all focus on operational matters
Not much has changed since 2016, but I think the new CFO is open to talking to staff at all levels (as he was when he was DCFO) and this is positive. It is early days, but I see that he cares how things work out and how he provides info when he can, despite the increase in workload.
We have some more streamlined working practices. However there is still a lot to be done with the hold up being a lack of technology. We make do with what we have got and it works to a point however it does mean we are not as efficient as we could be.
I am more aware of what is going on through staff meetings (managers take more time to talk to staff).
MFRS taking over National Resilience was a cause for optimism, secured more jobs in Control. However I am not sure to what extent this has benefited the non uniformed staff.

Nothing has changed which has had a positive impact on me.
I cannot.
Excellent Training has been delivered to enable me to complete self and well visits
The merger with Merseyside Police has been put on hold.
Due to the retirement of a few member of our team therefore a few new (to our team) colleagues this has made I feel thing better within our team
Enjoy the challenge to improve and change processes and moving forward.
There has been progression in mental health awareness.
The cultural change in the Service in relation to mental ill health
Morale seems to have improved and there is more stability within our department.
Refurbished Office Accomodation.
If I am totally honest, I don't really feel that anything of any significance has changed since the last survey in 2016, which has impacted positively on me. However, that is not to say that I feel there have been changes that have impacted negatively on me either and I have always felt fully supported by my line manager.
Every change since the 2016 Staff Survey has been negative not just for myself but large numbers of staff.
No comment.
Nothing has changed for me personally that's had a positive impact in particular since 2016.
n/a
a change in management has meant an improvement in the quality of the managers we have. Without going into detail, it was recognised when performance was lacking in previous managers and they were replaced with more deserving people
Working closer to home
There is a more clear guidelines in place to follow when dealing with HFSC.
Changing my days around as I work part-time. Also, Fire Service Direct booking our appointments in for the team.

I feel that my job is more secure at the moment and I have been given the opportunity to study a qualification which relates to my job role both of which have had a very positive impact on me.

<p>If you had the chance to change one thing at MFRS, what would it be and why?</p>
<p>Uniformed</p>
<p>re introduce 24 hr shifts, I had a far better work life balance. I wasn't under pressure to juggle my personal and work life as I could manage my time better. I didn't feel like my life was being run/owned/dictated by MFRS, my partner also didn't feel like her life had to revolve around MFRS. I actually looked forward to going into work, now I usually just look forward to going home.... IF my partner has the same time off as me.... its a big if.</p>
<p>Positivity within the work force. Courses/events that the service run are mainly aimed at non ops staff and are run from hq. It is difficult for ops to attend outside work hours and no time is given whilst on the run. Mindfulness should be introduced on station for crews to reduce stress levels. The graphics shown on the appliances show depressing and harrowing messages. It should be a showcase for the service to entice new recruits and positive messages.</p>
<p>MFRS should pay more than flat rate for additional hours worked, we are entitled to 1 1/2 hours pay for overtime as per conditions of service but MFRS refuse to pay us this rate. Govt cuts have created budget issues but any enhancement ie time and quarter would improve morale and the service saves a lot of money using flat rate and could give some of this back, FF,s have suffered a long term pay freeze and pension contribution increases, SNR MFRS are far better paid and don't face the same issue</p>
<p>I would demote every person who has been promoted because they left the union and worked the Industrial Actions and promote people purely on merit .</p>
<p>Reinstatement of 24hr self rostering. / 24 hour shifts were much more family friendly, flexible. Cost effective (no dd costs), Very low sickness, ridership factor at 5. Availability of a retained engine.</p>
<p>Re-instate 24 hr shifts. People enjoyed them, would ease staffing problems and sickness would decrease.</p>
<p>Shift changes shorter day longer night. The change to 12 hour shift has had a dramatic affect on my private life and work family life balance</p>
<p>I would take another look at the 24hr shift system. There were so many positives including moral, less sickness, flexibility and much more.</p>
<p>Revert back to the 24hr self rostering model. This provided the organisation with 5 riders on the appliances at all times, now we ride with 4 90% of the time. 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</p>
<p>Nepotism</p>

To have appropriate staffing.
Senior Management
By putting the new firefighters on stations with no experience firefighters we are basically loosing hundreds of years of experience, which will hurt the service in the future. New firefighters should spend at least 6 months at an wholetime station before moving to day staffing. We don't need 2 machine at these stations. We need more machines on of a night at numerous times in the last 6 months the whole of South Liverpool has had only 1 wholetime machine covering the whole area after 10pm.
change the shift pattern back to 9-15. I feel this was a malicious alteration of a duty system which struck a good balance between work and home life.
Pay the proper overtime rate (the money is there, as it was and still is being used to pay flat rate overtime) that is set down in the greybook terms and conditions of our employment and staff the fire appliances/stations properly.
shifts 12hr days ruin family life 24hr self managed was far less fatiguing and family friendly and everyone on stations moral was boosted and enjoyed coming into work
n/a
reduce fire stations but not staff and put two pumps on key locations
this is still a fragmented service more needs to be done to bring it back together.
*
The animosity between union and non union personnel.
Shift patterns and working hours; 0830 - 2030 is not a working day that is beneficial to a decent family life, especially on the day crewing, night time retained shift pattern where you are then on retained for the rest of the night.
Revert back to 24 hour shifts . These shifts where the most productive when in work and gave a great home / work life balance .
organisation of daily movements. It seems as though some appliance movements are last minute.
I would reverse the cuts to all fire stations
Enhanced skill sets for those firefighters who choose to develop themselves by offering them B.A or RAG courses at instructor level. This would improve the competencies of all firefighters on their station as the information is cascaded down, whilst allowing more of a lateral progression within their existing role.

<p>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.</p>
<p>If I could bring the date of my retirement forward to now that would be good, so I could get out of this failing fire service.</p>
<p>Shortage of ranks on appliances yet ranks on days in headquarters</p>
<p>go back to 24hr shifts, able to ride 5 at all times.</p>
<p>The staffing structure. I would bring back the 24hr shift stations. this brought great moral and increased productivity. It also provided 5 riders at all times, a must when you have high rise buildings in your area. It also saved on detached duty's and kit movements (a saving for MFRS). Keeping with the staffing theme, the 2 pump day crewing of Aintree and Kensington should be split into 2 separate 12hr shifts with retained also split. This would allow 24hr cover with 24hr retained.</p>
<p>retained activations sometimes feel a bit rushed. sometime getting called in, pay tunnel both ways and petrol to get sent home as soon as you reach station</p>
<p>The mentality and attitude of senior management towards operational firefighters, and the total lack of respect.</p>
<p>More firefighters on front line ops because too many stations being closed due to staff shortages.</p>
<p>24 hour self-managed stations</p>
<p>Shifts. They had 24 hour shift system that people were happy with and they pulled it after a vote never went the way they wanted. Grenfell has been mentioned many times, absolute rubbish, many people don't sleep prior to starting first night or work so no different than working a 24 hour shift. Also if its unsafe why are the SRT working it. Also fire engines had 5 riders on the 24 hour system 99% of the time, now we ride 4 many times again UNSAFE!!!!</p>
<p>Yes to go back onto a family friendly shift pattern that I was on for 19 yrs. nine , fifteens worked a lot better and if given the chance to revert back to it I think would massively boost productivity and morale in this fire service. Im told the shift pattern imposed on us for the last four years is better for production, I beg to differ , but nobody can argue it has sent morale to a massive low. If management wanted to listen to its staff this would be top of the list for them to change.</p>
<p>Key stations!!! Possibly the worse strategy the highly incompetent management structure have come up with to date. / I still can not understand why the people of one area are less deserving of a rapid response than people of another.</p>
<p>Shifts. At present there is no work life balance - 12 hour shifts are not great for family life! Either 24hr shifts or shorter days longer nights. A better work life balance would increase moral within the work place people would be happier and the workplace would be a more positive and enjoyable place to be.</p>

<p>More recruitment for 224 shift systems, or transfers in from Day Manning. There is barely any appliance availability as it is - this summer has proved the Service is only just getting away with it, and cant function effectively without Firefighters being prepared to take part in overtime - which should be paid in accordance with the Grey Book.</p>
<p>More staff working 224 shifts so we can ride with 5 riders or pay overtime at recognised amount of pay to ensure we have 5 ricers at all times</p>
<p>Shift pattern - 24 hour working should be available along with 9/15</p>
<p>Disband the SRT and integrate those staff into the larger workforce. This would save money and increase watch specialities</p>
<p>Since the 2006 dispute promotion in nearly all cases been denied to FBU members beyond the role of watch manger, although that has been relaxed recently, generally Senior managers have been brought up on a culture of bullying FBU members and have attained their position because they are 'yes' men capable of 'about turning' depending on latest whim from above, rather than good managers.This needs to change, good ranks are not identified by handing in their FBU cards or suffering difficult posting</p>
<p>Discuss the re-instatement of an overtime agreement. The cap on pay and cost of living have made things harder. The opportunity to earn extra would be of benefit for home, family and personal life. / Also a return of 24 hour shifts. Self-rostering, being able to be more flexible with leave and the ability to get the days off you want were some much better for a work life balance.</p>
<p>Improving IT systems that are hindering us doing our jobs efficiently</p>
<p>Corporate Communications needs to be more responsive. Improved use of social media for internal / external consumption.</p>
<p>I would reintroduce the 24hr shift pattern, as it was by far the most family friendly shift pattern I have worked. The shift was removed on grounds of safety even though staff are still working it at another station. If not safe then why are they still working it? / Complete disregard of staff on 24's as they were not surveyed to see effects of shift and family life on them before it was removed. Injuries & sickness was down, productivity up and moral at an all time high, but still removed.</p>
<p>See comments above.</p>
<p>Id get rid of Buoygues - We work hard so show us a bit of respect by mending things when we report them broken. We have B1 faults dating back years. We're not allowed to change light bulbs but its acceptable for us to have broken bulbs in place for months - just one example. Some offices which are rarely used get painted but its ok for the rooms we use frequently like wash and rest rooms to stay in a poor state. /</p>
<p>The culture, greatly effecting the success of delivering the organisations value "Our people...etc.". / / There are positives, however the more prominent negative behaviours such as blaming, defensiveness, discrimination, lack of taking ownership/ responsibility etc. are damaging to morale. / / I've been on the receiving end of these characteristics and would have expected policies and procedures to be utilised to deal with situations instead of people choosing to "sweep matters under the rug".</p>

As a white male, I sometimes feel overlooked or taken for granted. I have noticed minorities (females) offered a lot more support and encouragement to succeed/excel in their roles.
Nothing
To cut the amount of senior managers as FF level is decreasing but senior manager level keeps increasing
More personnel to staff the appliances we have left fully
promotion aspects seem poor in this job role as developing into new positions doesn't offer much benefit compared with the extra work load, pressure and responsibility needed to fulfil these positions. I feel the jump is a massive one from firefighter to watch manager without the help or pay it deserves.
The poor level of staffing that has been allowed to decimate front line staff. Fire engines off the run for whole shifts and staffing of appliances with 4 riders. This has made Merseyside a less safe place to live and MFRS a less safe place to work.
Senior managers promoted from FBU. After industrial disputes union members discriminated against and little incentive to go for promotion. Now shortfall in ranks due to policies of MFRS management 10 years ago.
a more modern working environment.
The reintroduction of AVH. There are very few appliances available after 2030 and by AVH being pulled then the cracks are visible on availability of appliances. In my opinion as an operational firefighter, we are getting very close to crisis point where someone, whether it be a firefighter or member of the public is going to get seriously hurt due to the lack of appliances
Given ownership of our job, not being treated like a child and micromanaged. Being able to make decisions that I feel are best at the time and be supported by the organisation as long as they are in line with the aims and values.
Start finish times shorter days eg 10 or 11 hours and longer night shifts 13 or 14 hours. To enable people to have time after work to have family / social time. which benefits work life balance and peoples attitudes are more up beat. / / Better pay.
Crews do not receive feedback in terms of improvements that are made when these suggestions question policy. A lot of time these views are viewed as moaning and not actioned and no feedback is given as to why. This is frustrating for crews who have lots of constructive ideas on how to improve but don't feel as these views are listened too. this was the same in the last survey in 2016.
Re introduce the ARA for the SRT, because when the ARA was taken away in my opinion it showed how little the management thought of the staff that worked there with the added responsibilities that go with working with in that team.
revert to 24 hour shift system. Enables a more family friendly shift system for operational personnel. Enables riding 5 more frequently than the current system. Costs the service less money due to no detached duties between stations.

that ops crews are not held in total contempt by senior management
mental health and wellbeing.....because people are now having to come to terms with traumatic experiences of long ago...i.e. P.T.S.D.
The allocation of resources is still massively geared towards specific teams, to the point of risking fire fighter and public lives. Over the recent passed we have seen an unprecedented number of appliances off the run meaning we are running at levels that can be only considered dangerous, yet the service refuse to pay nationally agreed rates of over time to put appliances on the run. This is a political choice of senior management and the Labour led Fire Authority should feel shame backing them
I believe that the cuts in front line services could be greatly reduced, and to some extent reversed, if the middle and upper management levels in the service were reduced greatly.
Employee rights
All the senior management as it still reflects the result of the bias against striking firefighters in favour of those who worked the strikes
Greater consideration, adherence and respect for grey book working conditions. during financial restraint these have at times been aggressively attacked and at times ignored. They are there for a reason-to provide a fair and well communicated set of rules and conditions for both sides. There seems to be an all out effort of how we can do more with less; instead of coming to a realization that investment is needed.
The acting chief. I don't believe that he has the firefighters best interest at heart and will seek to do what destruction he can. For example changing shift patterns again, purely to punish us and make our work and life balance even worse, if that is at all possible.
For everyone to be treated equally with regards to pay and conditions of service. Get paid shift allowance and premium rate overtime for extra shifts.
5 riders on machines at all times
change to a self managed shift like the 24 hr stations and the SRT have. this allows for family friendly shifts and we can / get time off at school holidays, so I can go on holiday with my children.
family friendly start and finish times
12 hour shift. Less productive than the old shift system. Strain on family life has been unbearable. New acting chief officer takes great glee in imposing punishing shifts on operational staff. We are undoubtedly worse at our job than we where 10 years ago
SRT not kept whole time as resources are stretched to the limit.
If I could change one thing, it would be for senior officers to listen and act upon information given by staff. For example, if a senior manager comes down to speak to the watch for either a chat or any issues, I feel as though

<p>the information/answers we give are almost dismissed as if they already have the answer. I feel as though people will listen but don't always act on this.</p>
<p>method of training and promoting staff</p>
<p>Regular opportunities for Senior Officer incident command exercises (not training - but opportunities to test incident command decision making in a realistic environment). / / Why - due to the frequency of incidents that require senior officers to act in the role of incident commander, it can be many months or even over a year since a senior officer has last taken the role. Therefore there is a significant risk of skill fade.</p>
<p>I would want Emergency Medical Response to be immediately adopted across the whole Service. This is the right thing to do for the public of Merseyside. We have demonstrated that MFRS attendance and assistance to NWS at these incidents saves lives.</p>
<p>Only the one????????? The recruitment process for operational staff.</p>
<p>Pay the Crew Managers "acting up" payments when they are nominated to be OIC's whether it is at their home stations or Detached duty stations. They are doing the work of Watch Managers and as such should be recognised for this important contribution to the Service. To do otherwise is just plain unfair and wrong...</p>
<p>Re introduce the 24 hour working system at locations where it is wanted, this would REDUCE SIGNIFICANTLY, if not ELIMINATE the occasions where fire appliances are short staffed, (riding 4), or even not available at all (Off the Run)</p>
<p>I would like the newer firefighters, ie. those that joined MFRS in the last three years or so to be integrated evenly among the current workforce so that they are educated in our professional at a coalface level and that we as an aging workforce are kept young by the injection of youth among our watches. I feel that this them an us attitude has been falsely created to put a wall between the experienced crews and the newer youthful members.</p>
<p>Promotion and staff movement should be a reward for an individuals professionalism and ability it should not hinge on their resilience. All staff should be treated equally under the same working conditions.</p>
<p>Reinstate 24 hour shift system / It provided a flexible work system that could accommodate a meaningful work life balance / It meant holidays could be taken with your family and not have to try and take children out of school / It meant you felt more valued as an individual and were not just a number / It provided fire engines crewed with 5 riders over 95% of the time / It reduced DD claims and payments / It reduced sickness levels / This improved workforce morale which reflected in the work in the community.</p>
<p>Overtime...it could be offered at time and a quarter. There are a lot of staff members who would accept this. Shortfalls on a station can be managed by staff at that particular station without outside interference.</p>
<p>A return back to 24hr whole time retained duty system. I felt less tired, more enthusiastic in my role, safer in my role because I was less tired and more focused. I had a great work life balance and was the happiest I've ever been at work. Moral was very high and all targets where not just reached but exceeded because of the enthusiasm and good will from the crews. / We never rode with less than 5 riders and sickness was virtually zero. So many positives but not enough words to explain.</p>

<p>The duty shift system. Make it more family friendly. There was nothing wrong with 9 / 15. It worked well for so many years. Members liked the shifts and so did their families. Nobody ever complained about the shift then.</p>
<p>More stability-I understand the need for change to develop as an organisation under challenging circumstances but it feels like things are being changed in a major way ever few months without a clear message from the senior management on when things will happen and why.</p>
<p>The divide between senior management and fire fighters/ watch managers makes it less attractive to progress in the service. Before I joined I definitely saw myself wanting to go for promotion, at some point in my career, but since joining and having a better understanding of the dynamics and politics within the service it no longer appeals to me.</p>
<p>I believe that our service would be in a much better place if departments corresponded more with one another and our staff had a better overall view of how the service worked. I think this would reduce the 'silo' effect that I believe currently exists. Maybe if department heads gave monthly updates or frequent updates with how there area was doing, this may help bridge some of these gaps.</p>
<p>I would refocus on public service, community safety and fire fighter safety rather than the corporate interests of today</p>
<p>the uniform that we wear as a service is outdated and not applicable for a modern day Fire fighter. the shirt/trousers we wear are useless for operational use. how ever it may be deemed as "smart" I feel that the general public don't care if we wear shirts or not.</p>
<p>To do away with the obsession with measuring productivity, should emergency services really need to quantify this? I agree that our role should be to make the communities we serve as safe as possible through prevention and protection, as our resources diminish though I would like to see generic targets for stations dropped in favour of allowing the watch managers, in consultation with their Station Manager use discretion in concentrating on the areas of most impact in their station areas.</p>
<p>Discrimination toward FBU members from senior management.</p>
<p>The shift system it impacts dramatically on home life</p>
<p>Treat your firefighters with respect and pay them their terms and conditions.</p>
<p>Shifts. Having experienced self rostering 24WTR the 12 wholtime shifts seem so inflexible and impact a lot of work/life balance. They maintained five riders which makes a huge difference at incidents. The start and finish time also of 8.30-20.30 means four nights out of eight are taken up and I personally feel that these shifts are more tiring than any other shift pattern I have worked.</p>
<p>A full intergration between newer members of staff and experienced staff to achieve a better learning environment and overall happier, more functional work place. Learning is central to this job and the opportunity to learn, develop and grow may be taken away or limited by the initial separation of the work force.</p>
<p>I'd change the hated, imposed 12 hr shift system and I'd release funds from budget reserves to ensure the safety of firefighters and the residents of Merseyside, as this is not currently being achieved.</p>

<p>The reluctance to promote FBU members above the rank of Watch Manager. / this is detrimental to the future of the MFR&S as the calibre of senior management in the service is dictated by their union membership and not their ability.</p>
<p>More flexible working</p>
<p>The guarantee of the ability to receive voluntary shifts at my work place for all staff.</p>
<p>Bring back 24 hour working. It would reduce detached duties, saving the service money in the "chiefs hour" and traveling claims. It would also ensure 5 riders on the appliance more often than not, instead of riding 4 more often than not!!</p>
<p>The attitude of senior managers to the plight of Firefighters and the thorny issue of pay and remuneration. Whilst it is undoubtedly out of their remit to decide pay levels. I have found a serious lack of empathy pervades the conversation when it is discussed. This causes immense frustration. There are no easy fixes, people understand this, but the lack of empathy is frustrating.</p>
<p>A return to 24 Hours shifts. They gave me the best work/life balance I have ever experienced within the Fire Service and it made me very happy, proud and professional to work for MFRS. / 24 Hour shifts provided excellent fire cover and a fully staffed crew, making the job a safer place to work.</p>
<p>The ability to work overtime at the agreed national grey book rate of pay</p>
<p>We are asked to be professional, which I always will be but we are not paid as 'professionals' our pay has fallen so far behind both the private and other public sectors, we also work shifts, weekends etc for no extra pay, and to top it all the pension we were promised on joining and which we give up a large percentage of our pay for has been stolen from us at the halfway point. We are also being subjected to fitness tests beyond the level that were required when we joined.</p>
<p>The culture since 2003 there is a culture of them and us this is no way to run any organisation and this has and will continue to blight the service and should never have been allowed to occur has and will affect more than a generation of the workforce. We all have differences of opinion however on both sides must respect others decisions. As a result the question the service has to address why are experienced workers not going for promotion to watch manger and beyond?????</p>
<p>Being part of a trade union should not effect your promotion prospects as it is illegal but very hard to prove.</p>
<p>Return the shift system to nine hour days and fifteen hour nights for a good and family friendly work / life balance. Nobody has yet convincingly explained ANY proper and valid reason for the move away from the original shift system except sheer bloody mindedness.</p>
<p>Increase the training opportunities. When doing multi-station drills, make learning environment so people can improve, sometimes they can feel like a strict assessment.</p>
<p>Dcwtr firefighters should be allowed to be detached to 224 stations as soon as they are on station so they can learn from experienced fire fighters and not people who have &lt;3 years in the job. The pumps at the dcwtr stations should rotationally stand in at key stations during the day to reduce the number of standbys and wasted</p>

<p>time travelling. This would mean FFDs would mix with 224 fire fighters and train and learn from them too. dcwtr staff allowed to work nights whilst there is a shortfall</p>
<p>With VAH being pulled it has left me worrying financially and if it is not resolved then my stress levels begin to rise again. For the first time in my career I was not stressing over money this past year due to VAH. Unfortunately, now FBU members cannot do VAH. The vote was close at 13-10 and the majority who voted against have P/T jobs so didn't affect them. There is still a huge appetite for VAH so maybe contracted is the way to go? I'd be more than happy picking up 4 extra shifts per month.</p>
<p>Return to 2-2-4 9 and 15hr shifts or 24hr shifts</p>
<p>Not prepared to say</p>
<p>Having been on the trial for 24 hour shifts, I believe it was a success in motivation and time and resource management. I would highly recommend a return to this system.</p>
<p>The dangerous practice of inexperienced Firefighters working together in stations to enable a particular shift system to be operated. This is neither safe nor effective in my opinion.</p>
<p>Their communication and approach and attitude towards helping operational staff with issues in a non hostile environment.</p>
<p>Ratio of managers to Firefighters. There are far to many managers. We are attending incidents and the amount of managers to firefighters can be as high 3 to 1.</p>
<p>remove ranks from post who act or behave in an unprofessional manner</p>
<p>Improve pay and make the service a place that is once again a well paid and respected organisation to work for.</p>
<p>The whole management team. For over 10 years the management team within this organisation has been promoted by not being within a union and so, talent within the team has been poor. It is time for this to stop ,albeit they will say that they have never discriminated against union members</p>
<p>Budget/Funding / I'm presuming that if the funding improved we wouldn't have to suffer the same level of cuts, which are undoubtedly having a detrimental affect on the service</p>
<p>Stability for staff. In terms of clear communication about what is actually happening with stations and where we will be. AVH is having a massive impact on morale as detachments to other stations are occurring more or less daily which is not stability.</p>
<p>Key station mobilising. The system is a complete farce which is a major let down to the communities of Support Stations. In my station, 35% of the HFSC's carried out towards the Station Plan have been carried out in Key Station areas. So it may look like we have achieved our target figure, but our community, one of the poorest in Merseyside has been let down. / Key Station Mobilisation has a huge affect on the support stations and it has a massive affect on the work we don't carry out in our area</p>

If not a pay rise, reach an agreement with the union over VAH payments so that I could get back to doing a couple of extra shifts and taking home a realistic monthly wage.
Cutting down on the workload. It does not get done properly because we simply do not have the time.
pay not in linr with inflation for 10 years
A decent pay rise.
the wages paid for the role I do has been terrible for me and my family I have been in the service for 16 years / we as a family struggle financially. I should have retired in 9 yearts / It is now / / 19 years till I retire This has had a terrible affect on the way I feel ive been treated by my employers. I feel angry and disillusioned with the job / I am looking to leave
I would change everything. The wage is slipping that low that I feel desperate now, constantly worried that I will eventually have to declare myself bankrupt. I had a set standard of living that is slowly getting worse and worse. This had led to suffering depression, anxiety and stress. I am a deeply unhappy person. My home life has become affected by work to a level where I often feel I am worth more dead than alive to my family. This has become a dead end job on dead end pay
Much less micro management.
Shift, consider a return to 24hr working or self rostering on the 12hr whole time system.
NA
The discrimination shown against FBU members. Over 90% of the work force are FBU members yet 0% of people above station manager are!! What sort of organisation would have those figures and not only not address it but actively encourage it and then claim they are an all inclusive employer who does not discriminate. I personally know of people who are told that it would help their 'career development' if they leave the FBU and are constantly pressurised to sign strike breaking contracts.
More stability where I am stationed. With new recruits coming to station WTR staff are never settled at a station as there is constant movement of staff between the WTR stations every few months. Also we are never fully kept updated with movements until last minute.
reintroduce the 24hr shift system, during the 24 hr shifts sickness levels on my station were greatly reduced, the fire engine had 5 riders 100% of the time, fire-fighter moral was high due to flexibility in shifts and being able to get time off as required. reintroducing this system would benefit management and FF also.
I would like the specialist skills that the SRT have to be spread out to other parts of the brigade. Regardless of any union affiliation I am proud of the job I do and I would like to do it to the best of my ability at all times. We should all be aspiring to be the best we can be and wanting to learn every day - up-skilling keen members of staff across the brigade would benefit the brigade hugely.
The divide between the service and the unions which creates an unnecessary political battle at times. This divide also reduces peoples ability to further themselves in skills and exposure to National incidents which are

<p>kept specifically for the SRT due to union affiliations. Services such as GMC where specialist roles are available to all and spread amongst a number of stations enabling them to provide cover for their area, as well as on a national level without diminishing resources.</p>
<p>One of the main things that I would like to see improve is the communication between senior officers and fire fighters. By this I mean more information on why decisions are made throughout the service, and the rationale. The service is always looking for suggestions on how we can improve, which is ideal. However, and I may be wrong as I am relatively new to the service, but the information on decisions and rationale behind it doesn't seem to be freely available for us to make informed decisions</p>
<p>The culture of bullying that I believe exists still in the operational side of the service. / I have experienced intimidating, undermining and obstructional behaviour and when reported to my line manager it was swept under the carpet. Further more I was told not to say anything to the next manager up in the chain of command, and was told to just live with it. / I would like to see this changed but do not feel confident that it can be.</p>
<p>Allow the staffing and work patens on stations to be self managed if they want to.</p>
<p>Whole-time stations to be reintroduced to increase fire cover for the Merseyside community</p>
<p>Re- introduce 24 hour operational working. During the period I worked 24's not only was I the happiest I've been at work for many years, I saw the best service delivered to a local community by it's fire fighters that I ever experienced in 27 years in the organisation. I genuinely believe that this was due to the exceptionally high morale levels of those working the system, enhancing the professionalism of the service they delivered. Simply put, the community received "service with a smile"</p>
<p>I would promote equally union members and non union members. No need to sign a resilience contract to be promoted. / I personally see this as an abuse of authority and bullying. This is for Station manager and above.</p>
<p>Proper representation of FBU members among senior officer pool. At present it is a requirement to agree to never take part in union industrial action under any circumstances which in practice means that anyone who wishes to remain in the union and abide by it's decisions cannot be promoted above watch manger</p>
<p>Training for senior managers in people skills and how to communicate more effectively on the Fire Ground, certain SM's speak to FF's and other ranks in a negative and condescending manner</p>
<p>For MFRS to invest more in training to keep crews hands on with important practical training. I feel once a year doing RTC or BA is not adequate to remain at a high skill level. Facilities at the training should be available for all crews to do more regular BA and RTC training or more facilities provided to stations ie car each month. I do not feel learn pro is an appropriate training tool to improve skill at a job that is all practical.</p>
<p>a change in culture that is systemic since the last dispute, whereas personnel are still being blanked, and unprofessional on the fire ground. This needs addressing</p>
<p>For mwthereisalways room for improvement however I feel as an organisation we are in a good place</p>
<p>MFRS is the most prejudice and discriminatory I have ever worked for. When considering promotion past Watch Manager, people have been openly asked whether they are willing to leave the FBU, and whether they are</p>

<p>willing to sign a resilience contract. The best person for the job does not get the job. The person who gets the job is the one willing to leave the FBU, sign a resilience contract and cross a picket line if need be. No other fire authority in the country operates this way. MFRS shameful</p>
<p>A lot listen to fire-fighters don't treat them like there beneath you</p>
<p>Promotion system. Promotion should be based on merit and commitment and not just the results of assessments.</p>
<p>Re-introduction of 24 hour shifts.The most popular and family friendly shift pattern which also had the benefit of saving money for MFRA, reducing sickness levels,staffing appliances consistently with 5 riders and affording flexibility to both staff and the service. / I would also like to see a reduction in the amount of audits. I can not think of any other workplace where the staff are inspected by every management level so often on the basics of their job. SPA's and TDA core training is enough.</p>
<p>THE FACT THAT FBU MEMBERS ARE STILL SIDE LINED FOR SENIOR POSITIONS.</p>
<p>Referring to my first answer, Directors of all departments hold briefings to staff in order to communicate better. Communication with stations face to face shouldn't just be the domain of the CFO, DCFO and Area Managers, especially as some of the non-uniform directors are influential in shaping the organisation and its people</p>
<p>ICT systems, so fragmented and not devised to be easy to use, lots of add ons using excel and multiple different applications requiring unique passwords. Very messy, fragmented and out of date portal. Work is not joined up and systems are not person or location centric. Example, as a manager if I want to look at a persons performance for just a month I have to open 4-5 clunky programs and gather the information off each separately..... I have 20 staff.</p>
<p>Key stations. This put a lot of pressure on Non Key stations and Fire Control, trying to maintain appliance availability within these areas, at the expense of others.</p>
<p>Allow the pump at 19 to be used for standbys/campaigns? They are a 24hr station so why cant they train in the evening to allow them to shoulder some of the community involvement.</p>
<p>The operational training delivery model. Current model is not efficient and is successful due to the efforts of individuals rather than the process itself. I feel there is a more efficient means of training delivery that would afford enhanced levels of cross departmental working, embed National Resilience training better and reduce operational impact. It would also provide a mechanism for assessing/revalidating incident commanders in a more controlled environment.</p>
<p>Attitude towards the SRT as crews still ignore and blank members of the Search and Rescue Team since 2006, how can we have core values and do not implement them. Always left to feel isolated and under valued.</p>
<p>Being lied to constantly.Gives you a negative outlook on the service as a whole</p>
<p>The shifts back to 24hr self rostering. This would enable staff to be granted ph's more often plus annual leave at more convenient times of the year. also appliances would ride with 5 rider almost 100% of the time. / This</p>

<p>shift system may not suit all stations but I think should be looked into in certain locations where it worked well previously.</p>
<p>I would remove the ú1000 bounty paid to certain fire-fighters to provide resilience when it really isn't needed .those fire-fighters are not in a union therefore they would work anyway REGARDLESS. The amount of money that has been frittered away over the years must be staggering in these times of cuts across the service , this is one cost that can be saved immediately .I shudder to think how much has already been GIVEN AWAY . / THIS IS A DISGRACEFUL WASTE OF TAX PAYER MONEY .ABOLISH THIS IMMEDIAT</p>
<p>bring back 24hr shifts / / For staff morale,five on a pump,sickness levels ,productivity,work life balance,less fatigue 24 hr shifts were by far the best shift system to work</p>
<p>Bring back 24 hr shift system - why? / Always rode 5 / No detachment cost to service / self sufficient / more family friendly - (work life balance) / Much better morale / More productive (high morale = high achievement) / Happy environment</p>
<p>I would like to see the reintroduction of 24 hour shifts. This is a lot more family friendly and is easier for mutual exchanges for time off</p>
<p>More stations would be staffed whole time. With fewer whole time staffed stations in MFRS, there is increasing pressure on appliances and a busy period will mean that more day crewed or LLAR appliances will be used during the day and night to withstand the pressure. I believe this will become unsafe for these crews.</p>
<p>bring 24 hours back and pay decent overtime rate</p>
<p>shifts</p>
<p>If an employee was to give their employer a sufficient amount of notice for a PH then they would be able to take that day off. / Stop running several different shift patterns and dividing the work force. Its creating an unwanted 'us and them' culture which is unhealthy.</p>
<p>if I had the chance to change anything it would be to put recruits on watches with experienced firefighters rather than on stations with other recruits and WMs with very little operational experience. I would also return back to 9 hour days and 15 hour nights as this is the most family friendly.</p>
<p>Implement day staffing using a more refined method, that would allow fire cover at night to be reduce more gradually, at present we are saturated with day crews and nothing of a night, the implementation of this duty system has been done very poorly.</p>
<p>Review the structure of all ranks / grades within the service and stop the management chain being skipped through nepotism. Management and Leadership functional teams should be closer without decisions being made that this will look good for me and get me the next promotion and it is just tough on everyone else who gets in my way attitudes. Also everyone should have a proper job description with aims and objectives and all ambiguity should be removed to stop impetrations of what their job is.</p>
<p>due to the pay formula being restructured after the last industrial action and this knock on effect resulting in a massive loss in actual salary. The introduction at that time of overtime as part of the conditions of a return to work was agreed. However it was only ever given as AVH which has now come to an end. Given that this was</p>

<p>making a difference to peoples poor pay it would benefit all staff if an agreement could be reached to resolve this problem thus enabling better take home pay.</p>
<p>Pay parity for people in the same role doing the same job with the same responsibilities.</p>
<p>a new and open management team, firefighters and junior ranks don't believe that senior management have the values that the service like us to portray</p>
<p>Twelve hour shifts, even after being shown that they were not more productive, they where still brought in.</p>
<p>To be treated fairly and equally. I am a watch manager and used to be WM B, demoted for no reason to WM A. All WM do the same job though some get paid more. At the Station Manager level, SM A has been abolished and they all get SM B money. Is this fair ? I would also like to be trusted to do my job without constant assessment and fault finding.</p>
<p>I would integrate new recruits amongst stations more, so they are able to work with more experienced colleagues and pick up valuable operational tips and practices that they may not gain working on a station predominately staffed by relatively new recruits, this could also work well for older FF's learning a few things from younger FF's!</p>
<p>reduction of senior management and more front line staff.</p>
<p>The "clique culture". The service from my point of view is run by who you know/ if your face fits.</p>
<p>The group managers Saturday going back to persevered driconian drill session . We do spa,s we do sm audits, we are ops assured at in indents, and go to the tea for individual assessment, when do you start trusting the ranks and firefighters. The Saturday interaction with senior officers was a hugely valuable informal forum for two way exchange of information. With the reduction in appliances and constant unavailingly of appliances where is the logic in demoralising 3 crews every saturday</p>
<p>I would sack all the people who have been promoted because they worked a strike. They have not been promoted on merit and therefore do not have the skills to move the organisation forward.</p>
<p>The promotion and Development of managers. Temporary positions do not give stability to individuals, causing apathy and resentment.</p>
<p>It is difficult to narrow down to one thing as I believe there are many issues.</p>
<p>Give all managers at every level the freedom and confidence to lead.</p>
<p>Honesty and transparency. There are too many occasions when things are dealt with underhandedly and without fairness or equality.</p>
<p>Shift system on stations. I have recently worked the 224 shift system and for 12 months worked 24 hour whole time retained. I understand the reason why the 24 WTR system was removed, however I don't know why self rostering can't be introduced. / Self rostering provides a flexible working system for crews and as long as it is</p>

<p>policed correctly and individuals understand the parameters then this shift system would increase morale on station.</p>
<p>Free fruit for all staff, to promote healthy eating.</p>
<p>Less stand in`s at key stations, as the amount we receive here at Belle Vale is becoming ridiculous and impacting on our ability to achieve station targets throughout the day. The stand in`s throughout our retained period are also excessive and their impact sometimes means staff get very fatigued the following day if still in work. / Change of strategy is required , urgently please.</p>
<p>retirement age back to 55</p>
<p>Allow greater flexibility relating to station staffing. Giving responsibility for stations to be responsible for their own staffing</p>
<p>IT / At present there are too many systems and too many passwords, makes life really difficult at times</p>
<p>to have a robust yet informal Incident Command training for senior officers. this would involve decision making at a range of scenarios and peer review from colleagues. This should be non assessable but provide senior officers the ability to train and learn from their peers and other senior officers</p>
<p>The Fire Authority - They provide no checks and balances to the CFO they "rubber stamp" all decisions regardless of consequences with little understanding of the actual problems</p>
<p>Gray book pay for overtime worked. This would encourage more people to work overtime facilitating public holiday leave to be granted would allow pumps to remain on the run and would enhance the reduction in actual take home pay that operational staff have suffered over the last 8 years of negative pay rises.</p>
<p>More funding</p>
<p>I know this is not feasible however if the budgets were not as they are, I would invest in the operational response</p>
<p>I believe that we all have the ability to change things and that if I was intent on change that I could influence. I am pragmatic enough to understand that the reason for lack of change is not a lack of PO engagement but other issues and in understanding them then I can be happier at work. / As such I don't feel strongly enough about an issue or process that I wish for a change.</p>
<p>ICT. We do a very good job despite the confinements and some of the ICT challenges that we face.</p>
<p>Recognition of persons wanting to progress and providing support</p>
<p>Target driven performance. Expectations on all stations to attain certain targets. Some stations in the nature of their location, and demographics of their area. Some stations are mobilised more than others. The removal of "key stations". In fact, we all work within key areas of the community.</p>
<p>The shift systems and staffing models in place in order to improve health and safety of our staff.</p>

<p>I would integrate the SRT back into the workforce utilising their extra skills and expertise to train the rest of the workforce. That would include SRT staff who have progressed to senior officer roles, often more rapidly than others who have a more rounded understanding of the service.</p>
<p>Long term planning. This effects delivery when short notice events or projects are implemented without full planning or recognition of impact</p>
<p>I think the biggest risk to MFRS is the lack of Command training for all staff. Training on Decision making, hazard identification and the application of control measures, is sadly lacking. This training should start at point of entry and be refreshed regularly. We have WM's and FF's in roles that have received no structured input regarding these topics.</p>
<p>ICT improvement as efficiency and effectiveness is not as good as it could be.</p>
<p>Reduce workload in line with the reduction of staff and available work hours. Expectation from individuals in day related positions cannot remain the same with staff reductions. It leads to increased workloads which will eventually impact wellbeing so attempts should be made to reduce expectation proportionate to the savings.</p>
<p>Remove the lease car scheme and utilise provided cars. Although there is value in the lease scheme I feel with some of the vehicles chosen, this presents a conflicted image within the organisation when we are talking around reducing staffing, merging stations and changing staffing models to cope with demand, then we have officers delivering this message in brand new, hi end luxury vehicles, I am affraid this does not sit well with me. /</p>
<p>Remove discrimination based on representative body membership. Until this changes, nothing will improve.</p>
<p>Stop cuts and stop regular changes. Too many change, far too many changes, which having negative impact on my personal life and starting to affect my family.</p>
<p>Sadly the organisation is constrained by the financial position it has to operate within, we have to provide the best service we can with the money we have rather than providing the best service we can for the best value. A change in funding formula may assist in this if risk profile was taken more into account.</p>
<p>If I had chance I would put a stop to the animosity between crews. This would greatly improve the working environment for all employees not just the few.</p>
<p>the prejudice faced against staff who are part of a Rep Body</p>
<p>PPE equipment and uniform. All3 seem antiquated and out of touch to reflect the modern day firefighter. the Uniform should reflect inclusivity and practicability of the role. the PPE should be updated both from a safety point of view as well image point. ie tech rescue jacket that conforms to highways regulations and we can get away from the High vis coats. The equipment on the appliance needs to be reviewed and updated. Thermal scanners should be provided for OICs.</p>
<p>Too many people on temp promotion, which results in uncertainty for the individual and direction and consistency for the Department or Team.</p>

<p>A pay rise. The government are cutting everywhere but people are starting to suffer. The cost of living is going up and wages are not. For the most part people in the fire service work hard for the government and it would be good to be rewarded and showed their value rather than constantly cut and made to feel undervalued. People put their lives on the line doing this job and the government never recognise that or applaud them for it.</p>
<p>The fact that our recruit firefighters are not integrated with our experienced firefighters. Since joining the organisation, a wealth of experience has been passed down to me by the more experienced firefighters and the organisation will suffer seriously once this experience is removed. The recruit firefighters are also being posted to different stations at regular intervals and this is having a negative effect on their morale, yet these are the people who will be expected to shape the future.</p>
<p>Stability within the DCWTR System. / With all new Fire-fighters being posted together from the last 3 years to the current recruit course. The managers are working none stop to get stability on DCWTR station. When then achieving this organisation then drops the bomb shell of a further appliance being located at the station and a full mix up of staff. This is having a negative impact immediately on the most motivated workforce operationally within MFRS.</p>
<p>I would like to see recruit FF's distributed to various stations within MFRS to enable them to learn from more experienced members of staff</p>
<p>staffing levels</p>
<p>Non Uniformed (incl. control)</p>
<p>Discrimination against female managers if a male asks for something to be done it is without question however the same is not contributed to female managers - you often have to ask a male colleague for assistance.</p>
<p>A training manager in control would be helpful to ensure adequate training for staff, especially with the additional work of National Resilience and very little training being given.</p>
<p>n/a</p>
<p>Nothing that really stands out as needing a change.</p>
<p>I understand it is difficult with the on going budget cuts and the need to ensure that we continue to deliver frontline services, but I do feel that we can not continue to make these savings and it not impact on the standard and level of service we deliver to the community of Merseyside. I feel that some areas of the organisation have been hit harder than others but they are still expected to deliver a high if not higher standard of work.</p>
<p>N/A</p>
<p>Alot of work is needed to help people when they physically cant get into work due to ill/bad health, instead of making people feel they have no choice "but" to get in and I mean for the people who are "actually & genuinely" unable to get in to work, the option of home working on these occasions or even from a home station would</p>

<p>make peoples lives much easier and with no fear of being on a report, or going onto a next stage of absence, not helping anyone at all, during what's already a bad time,</p>
<p>I wish there were more opportunities for existing staff to be able to develop their skills in order to move up in the organisation. Some hard working staff seem stuck in their role/post despite being very keen to develop their skills within the organisation.</p>
<p>to have the ability to provide the funding for the repatriation of the service to where it was before the austerity and cuts came in ,but would fund the improvement needed to keep abreast of such a wide ranging all encompassing service such as M.F.R.S ,Community,operational and all support departments ,both internally and externally to give the taxpaying citizens of the county a full unencumbered service ,and to keep us a cutting edge service ,where we don't rob peter to pay paul ,</p>
<p>Greater communication and working between departments</p>
<p>Greater understanding from one department to another, to all work towards the benefit of MFRS rather than being singular and only looking from their departments point of view. If it a benefit to MFRS then it should be adopted by each department whether it is a benefit to that department or not, even if it changes their work load. / / I also think that income generation could be improved by ensuring we are charging for all services that we should be charging for</p>
<p>More input to changes from those working on the ground in order to identify problems before change. This should be done without fear of being seen as obstructive/negative by both staff and line managers. This could resolve a lot of frustration on a daily basis.</p>
<p>That officers are all allowed to progress through the ranks without having to complete years as a temporary rank</p>
<p>Operational managers are moved around too much in headquarters (and possibly on stations etc. but I have no experience of this.) Momentum and progress can be lost each time this happens which I think creates an air of instability for the staff underneath. It takes time to build relationships and get to understand how you will work best together, so this should be considered before swapping officers around (or filling certain managerial positions with operational staff in the first place.)</p>
<p>Not sure</p>
<p>2. I'm mindful of current stretch on resources but would be beneficial for Jnr Officers to have work experience in SHQ (Poss OAT or even S&P) to gain a greater understanding of the work undertaken & why. This will assist in working relationships and help with obtaining the information required to provide an efficient service.</p>
<p>To eradicate the Bullying and intimidation tactics that some senior officers seem to adopt. / All members of staff are different and we should be treated with respect and dignity. We are human beings not robots. / Senior officers turning up on station with threats to help implement something that would like done just does not work. Most ops personnel on the ground care just as much as the senior officers about fire cover and pumps on the run.</p>

Being able to work from home or a local fire station, as the cost of travelling to work is increasing and the length of time commuting is getting longer and more stressful. It would have the single biggest positive impact on my work life balance. Also if working from home or in a smaller office it would be quieter and there would be less interruptions.
Open and transparent Pay Review Process which adheres to the Policy in as much as Unison /Rep bodies should be involved and they are not!
Too many managers and supervisory roles within small teams. For example in Finance there are 32 staff, where there are 7 managers and 3 supervisory staff. Therefore a third of the team is a management/supervisory role
Number of staff within the protection department
Firecontrol staffing
To be more be supportive with people who have disabilities who try and help themselves to keep themselves in work. / / I recently attended a course with the Fire Fighters Charity after an absence and also for a long term health condition I have [REDACTED]. I had to use annual leave and foot the cost of the journey to Devon on part time wages. I attended a health and wellbeing course to assist my daily struggle and feel like I have penalised for attending the course and not assisted.
Nothing. However I have only worked for MFRS for a relatively short period of time making it difficult to comment
poor performance should be dealt with more robustly than it is. Current processes are too long winded and time consuming for managers
I would like a permanent contract to give me piece of mind that I can pay my mortgage.
/ Opportunity to work from home on occasion. On the odd occasion I have done this I have achieved far more.
Communication could be improved. I feel staff want to know HOW the goings on are going on. Times are changing, and staff buy-in I feel is important. The more transparent MFRS can be, the more engagement and accountability and satisfaction staff will find in the workplace. Additionally, I would increase wages for non operational personnel.
n/a
Transfer financial resources within CRM from Community activities(nice to have) to mandatory activities (must do)
I feel there are a lot of temporary 'rolling' annual contracts within the organisations, and i feel there could be more transparency and information provided around why the roles aren't currently permanent. As well as information on whether they are likely to go permanent, and time scales as to when employees should find out about their roles.
Structural change to resource the organisation where the organisational priorities are and reward accordingly.

<p>There are some uniformed Managers who behave as if they know everything, they really do not. It's still viewed as jobs for the boys & this strengthens the inconsistency between Directorates & how they are managed. They must respect the professional experience of qualified /specialist teams & ditch their egos/ arrogance. / / Promotion should be via 360 feedback on total performance coming from all functions & not because their face fits or they are old enough to retire in the next 2 years. / / /</p>
<p>Overtime pay for support staff instead of flexi. Reason being that due to the increase in workload, being able to take flexi accrued is very difficult.</p>
<p>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.</p>
<p>I would like a clearer job progression pathway for non operational staff members.</p>
<p>People who smoke should not be allowed to go in work time, they should clock off each time they go out.</p>
<p>Flexibility with shifts patterns because the current shifts do not allow for a good work/life balance.</p>
<p>How the organisation plans in advance the impact of staff leaving the service either temporarily or permanently impacts other staff still working for the service. How a lot of the time you are naturally expected to pick up extra work of another person with no real thanks/praise/extra pay. Also how there is no real progression within Green Book staff. Also as internal staff you are not supported when applying for other internal posts which makes you feel insignificant.</p>
<p>I would listen to the staff on the ground considerably more. They are the real experts about what they do and the needs of the area of the Service they work in. Too often the concerns and the knowledgeable opinions of staff are ignored, leading to issues arising that could have been avoided if staff had been listened to in the first place and which would lead to better forward planning.</p>
<p>Staffing in the Control Room, especially since National Resilience has been introduced. You cant do 2 jobs at the same time.Its like expecting a SM to turn up at an incident to manage it and given a Main Branch.</p>
<p>In process of change so wait on outcome before I can say anything</p>
<p>More support to certain areas of staff, more consideration for staff's work/social life balance when it comes to changes in the department and location of work.</p>
<p>The internet connection between Headquarters and Vesty Road as it keeps going down and affects the working operation of all requiring its use.</p>
<p>Better understanding and acknowledgement by management of the potential impact of work pressures on a person's general mental health and well-being.</p>
<p>Grey Book would not manage Green Book. The two have incompatible styles of management. The fact that Grey Book are in charge means there are no chances of progression for Green Book staff. There are no development opportunities.</p>

<p>There are still outdated attitudes and comments made by Firefighters regarding the work of other departments. I feel some still do not understand what the Prevention team achieve, and Advocates are faced with patronising comments regularly.</p>
<p>No comment</p>
<p>I would reinstitute Corporate Uniform for all support staff. The allocation of uniform for some staff but not for others engenders a sense of inequality. With staff numbers falling I believe costs would not be significant but the sense of belonging and equality would be considerably improved.</p>
<p>Stop promoting/making substantive the operational managers who are underperforming on numerous aspects of their role. It seems that individuals often get promotions or substantive roles based on who they know rather than their ability to competently fulfil all aspects of the role.</p>
<p>Flexible working - Apply for extra leave with the buy leave scheme, lots of companies have taken this up. It would really help when having to care for parents or looking after children when sick or grandchildren. I know you can apply for leave without pay but this is so intrusive.</p>
<p>out source the work shop and save money</p>
<p>address staffing in control</p>
<p>the working environment at the TDA. Any issues or building faults at SHQ get sorted immediately, but at the tda ITS MAKE DO AND MEND. Not good</p>
<p>Green book managers are treated differently to grey book managers. I feel that green book managers are not valued and respected as much as grey book managers. Examples are when it comes to ICT, grey book managers get better ICT facilities such as better laptops, tablets, priority when it comes to ICT changes such as the change to the VPN. I feel grey book managers are kept in the loop in relation to changes more than green book mangers. Green and grey book managers should be treated the same!</p>
<p>More succession planning</p>
<p>Sometimes it feels that there is disconnect between SHQ and front facing teams (Ops, P&P) / Support functions should be more reactive to what is needed on the ground sometimes there are large delays in getting things done due to bureaucracy and departments not working together/being joined up. /</p>
<p>Add in a large dose of realism about the staff & their dedication & how hard they actually work!</p>
<p>Organisationally there is a lack of admin roles within the organisation. This is key as it means that when existing admin employees are on leave then it can burden other team members (who are not administrators).</p>
<p>Improved decision making it needs to be quicker , more responsive and more focused . Staff need to have faith that the leadership team is working together . An area in question is the budget cuts to support staff budgets and that these haven't really been done strategically or in terms of prioritisation at a Organisational level. Another issue is the inequality in how performance is managed - some areas of the organisation are not held to account in the same ways as other are.</p>

introduce EMR because it is the right thing to do for the public.
To improve opportunities for progression and career development. / Although I am fully supported by my line manager in terms of personal development, there are currently no opportunities for career progression within my existing team/ department. Although I appreciate that there is very little that can be done to rectify this, given the current financial challenge, this has led me to feel like I am treading water, and (albeit reluctantly) to start considering seeking employment outside of MFRA.
Green book development, we are constantly losing valuable staff as there is very little career development/opportunities. Green book staff pay does not reflect the same as grey book staff who are doing the same role as them even though there is no operational element required to do their role.
The amount of changes that go on as they are very frequent (especially with line management, staffing etc) and can be unsettling for people
The discrimination against women and the divide between uniformed men and non ops women. / We all know that this is a "mans" organisation - us women know our place and there's no point fighting it as it's futile. I've worked in the organisation for many years and this issue has been getting worse, so much so that it is wearing me down. / Certainly in the office that I work in - there is a "boys club" If your in the boys club your opinion matters.
Visibility of the roles and responsibilities of all jobs throughout each department to: help identify how departments can work together and support each other; prevent working in silos; allow transparency; give everyone an understanding of what everyone else does; allow individuals to identify possible role aspirations and/or development opportunities; help identify and share best practice or lessons learnt; to allow more positive feedback and suggestions on improvement service wide.
I would make the departments more streamlined and intergrated. Sometimes it feels like a struggle knowing what department does what and what their purpose is.
Opportunities for Green Book staff.
Better communication devices (i.e. smart phone, tablets) to makes less paperwork and speed up work.
It's difficult to say as I've only been at MFRS for 4 months.
To give staff opportunities for development in senior roles
improve information on the portal
More interaction with the wider working groups that impact on my area of work to gain broader knowledge and understanding of approach and decision making.
there is a real imbalance in workloads and salaries between different teams and individuals. The average salary of specific roles should be compared across other similar FRS or indeed all FRS' across the country to compare. Comparable roles to mine across the public sector command far greater remuneration for a much smaller workload and remit.

The chance of more progression within the department
Stop restricting the commercial potential of MFRA. There have been opportunities where I could have saved money/got free products for MFRS and supported the front line, but I have been prevented from doing so because of how it would 'look' (i.e. commercial relationships). This does not make us look serious about saving money. E.g. the public don't care if an appliance has a sponsor's sticker on it, as long as it has the equipment to put the fire out. MFRA is falling behind in commercial opps. / /
A relaxation on red tape particularly within legal and HR departments. There is sometimes too much bureaucracy which makes moving forward on projects very slow, difficult or non-existent. I understand the need for it but to also remember that we are here to help people not deceive or exploit them. Add more weight to good intentions.
For the fire and rescue authority to contribute to the savings. It feels like it is all coming from staff and chances to make savings from the Authority aren't considered.
Real and meaningful succession planning (taking into account financial constraints). We are seeing quite a substantial exodus of experienced personnel across all areas of MFRS, Control, Ops and non ops and I feel that this neglect of succession planning is beginning to impact on performance delivery and BC.
To recruit more front line staff, Control and Firefighters, the staffing levels at present are atrocious.
(lack of) Staffing in control - this issue was highlighted several years ago but no one heeded the warning - Watches are now below minimum staffing most of the time and reliance on the good will from staff to roster on/off is all too common.
The ability to make decisions. A lot of money is spent on developing our skills which I truly belief MFRA does support and invest in, however initiative is often squashed due to red tape and the fear of being incriminated by Manager(s).
I would like to see all staff offered the chance to obtain training qualifications for areas within their departments, if they have the desire to do so, and if it may benefit the service in years to come.
I would make the fire fighters more aware of prevention. For example,hard of hearing not promising kit out to occupants and to show them what we do in our High risk HFSC.
Nothing.
To give people an idea of the potential of their job security when they first start working at MFRS. For example, the apprenticeship scheme should state there is/isn't a potential of being kept on at the end of their 12 months because if this is not possible, they may fail to get their qualification as they need to look at other employment opportunities to give themselves job security.
Similar career progression/ promotional opportunities for non operational staff as there are operation staff
Have a faster, more efficient system than Goldmine to use!

Lack of resources to do more
As an advocate I would like the opportunity to do more things rather than just HFSC. I enjoy giving talks and interacting with members of the community and making partnering agencies/ potential partners aware of service MFRS can provide.
none
To be given a permanent contract once you have finished your probationary period. It is very stressful being on a temporary contract.
Not too sure to be honest.
Perhaps the way that different departments communicate with each other so whether it be staff in HQ or staff on stations as sometimes miscommunication can cause some issues when either trying to find out information or if you are trying to make a referral.
Particularly in light of an aging workforce a more agile and less prescriptive approach to flexible working not an adherence to a maximum 7.5 hour day when people work 8 and 9 hour days on flexi, which is acceptable. More use of working from home or other locations as an alternative for none public facing staff. Particularly when people are too unwell or infectious to come into work but could work from home, this is accepted practice in most large organisations such as banks.
The flow of information within the department I work in is poor. No manager in the office, so the information is not forthcoming, finding out from other colleagues about changes that affect how I do my job.
Relieve the challenge of austerity from MFRS as a service, MFRS management, and MFRS staff.
That Non uniformed workforce get treated like equals compared to Uniformed staff. I feel like there is a big gap between the 2 groups
People should clock off when going on smoke breaks. Totally unfair on non-smokers. They probably work 30 mins a day less than non-smokers?
I would ensure all stations are charging for Special Service Lift Rescues: / / 1. As a source of income / 2. As a preventative measure for the Fire Service to be used in place of a lift maintenance contract by the customer /
It would be to make the Human Resources Function independent of Senior Managers. This Function should be for the Benefit of all Staff and not just for the Exclusive use of Senior Managers.
There needs to be stability in the leadership of various project teams. Project leadership is usually assigned to uniformed staff who are frequently moved to different roles this frequently results in projects stalling and changes in strategy / direction which wastes resource.
It would be a good idea to speak to departments individually. Sometimes its easy to feel forgotten

<p>Give staff motivation for making suggestions and improvement to the running of the service. Bring back the staff reward scheme.</p>
<p>n/a</p>
<p>A uniform for non operational personnel would be nice especially if you liaise with other organisations/authorities. I think it looks smarter and more professional.</p>
<p>I think there is a reluctance for change amongst a large proportion of employees and with management I feel there is an expectation and an acceptance that 'nothing happens quickly' which is frustrating and unnecessary</p>
<p>I wish there was a better structure for training new staff in our department (green book) and that there was better organisation and communication between all the managers to then be more effective with communicating with the staff</p>
<p>pay rise- do not feel the pay reflects the work I do. pay has seen little change since 2008. I have had many things added to my role over the years with no financial reward.</p>
<p>More progression within the service, there isn't enough opportunities and roles to progress into.</p>

What is the best thing about working for MFRA
Uniformed
We are a team and I feel looked after by colleagues
Doing a job that makes a positive difference to peoples' lives.
the comorardary with firefighters
something different every day and great humour
The ability to help people in times of great need.
team work.
Team morale
The days I have off.
It used to be job satisfaction but sadly this is no longer the case.
watch comeradary
The watch camaraderie.
the station I work at has good facilities
That at least the public value you even if you feel no desire any more to risk anything on the pay we get. The future is equally as bleak for us as we are now expected to work to an age that would put us in physical and mental danger. I hate coming here and am only glad its not for longer
Having use of gym facilities
The varied and diverse role that we fulfil within our community.
It is busy.
I absolutely love the job and the people I work with make all the difference. The attitude, willingness to learn and team work I am currently experiencing is better than anything I have experienced in any other employment.

I hope this is nurtured and encouraged to continue because I have never been as motivated to come to work as I currently am.
Being operational and the diversity that we encounter on a day to day basis. No two jobs are ever the same, but equally you learn little things on every job that can translate and be used elsewhere.
Being able to do the best job in the world and challenge my mindset and body on a daily basis making me a better and stronger person both inside and outside of my work.
The other firefighters at my station.
n/a
the people, their characters and absolute willingness and passion to help people who need our help.
enjoyable job role, every day is different
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.
The best thing about working for MFRA is coming into work and not knowing what incidents you will attend that day.
*
helping members of the community and the public of Merseyside.
Nothing, it used to be the pension but now that's changed, I have never known morale so low, cant get time off since avh has stopped, the job whinge that they wont pay time and a half yet pay people ú1000 resilience contract every year to do nothing, it stinks. 2 fire brigades!!!!
Comaraderie, at watch level anyway.
The individuals that there are inspiring, motivating, inclusive, whilst recognising and investing in people and their potential. This has a long lasting impact on wellbeing which in turn makes a difference to the workplace environment, performance, individual/ team morale, retention, promotion etc.. / / Positive or negative attitudes can come from the treatment received (belief and commitment = treatment). It is the people that make the job not necessarily the job that makes the people. / /
it used to be 24 hour self-managed stations
Serving the communities we grew up in and live in
Saving people and knowing you have made a positive impact on the community.

Helping people who need our assistance
Serving The Community of Merseyside.
The 2 2 4 system enabling three clear days off.
Immediate team, making a difference and saving lives in our community
My colleagues
the team in which I work is very close knit and helps day to day when working in close proximity all the time under sometimes stressful conditions.
I feel proud to say I work for MFRA and feel a great sense of satisfaction from performing my role.
helping people when they are in dire need
I retire soon
Job security and professionalism .
Flexible working
The people. Those who work 'on the front line' are, for the most, great. A lot have very good ideas, but feel that they will not be listened to.
Being proud of the job we do
The time off and the FBU
The increase of females within the workforce. This provides a more diverse way of working. It is still male dominated and some misogynist attitudes still exist. I hope the service will support its female workforce and try to retain numbers.
camaraderie amongst crews.
Work colleagues
Doing the job I joined to do
The team spirit.
working with a great watch and going home.
job security at the moment

relationship with workmates and being able to help people.
3 days off in an 8 day week
Gymnasium facilities and a designated time to use them to upkeep personal fitness.
PRIDE IN THE JOB AND HELPING THE COMMUNITY YOU LIVE IN.
The sense of achievement that can be gained from a job well done.
I have 4 years left till I retire
The privilege of working in a role that directly helps people who need you.
nothing anymore
working as part of a team and helping others
the pension, whats left of it. the people I work with and fighting fires.
comradery
making a positive difference to peoples lives both operational and through community work.
The respect from the general public and the people within MFRA.
The work that we do in MFRS has meaning, no matter what changes are made in coming months and years. I will persevere through any and all changes because of that.
The best thing about working for MFRA is the job itself.
My current shift system
Working with a fantastic watch on a day to day basis who is managed fairly at station level allowing the fire fighters confidence to fulfil our role professionally on a 224 system which works.
Nothing
Going home to my children and annual leave.
The people are it's biggest asset and have not all pulled together for years due to the divisive politics. / /
Working with like minded people and also the diversity of the jobs and people we deal with.

I work as part of a good team and enjoy coming into work and am proud to represent MFRS.
Meeting and helping the people we serve from all walks of life at a time they need us the most.
We are still loved by the members of the public, who appreciate what we provide and do for them in and around the communities.
no longer sure. conditions are getting worse
As a Fire Fighter the best thing about working for MFRS would be my peers.
pride in my professionalism and public service and the high regard that the public still have for the emergency services
It used to be the publics perception of the fire service, but I don't think this is still the case.
Front line operational fire fighting and the comradeship of peers...
Getting to go home at the end of shift.
This job has meaning is rewarding and challenging.
Empowering of high performance
Security.
Looking forward to retirement
Overall, it,s still the job I joined over 20 years ago and it,s still a pleasure to come to work.
My colleagues(Friends)
Security to achieve early retirement if wished.
Job security; variety of avenues; the people
I don't work for the authority, so I cannot comment on a position I do not hold.
N/A
I still love the actual on the ground job of helping people in their hour of need, and still love getting stuck into a good fire
The recognition you get from helping the public when they really need you.

I can honestly say I wouldn't recommend anyone to work here.
Helping the community
Time off
the people.
it pays some bills
Still managing to hold onto the team ethic with operational firefighters on the fireground despite greatly prolonged periods at operational incidents due to lack of resources within the brigade and in some cases poor management of incidents.
The people we work with.
Colleagues.
retirement is on the horizon.. organisation has been destroyed body and soul by the incompetence of senior management
Job security and knowing my work pattern
Working as a team
The service delivered to the public is as good as can be expected under trying circumstances.
The camaraderie of fellow workers both inside and outside of the workplace civilian companies would pay to have this kind of bonding between workers management are missing a trick!
Going home
Helping the community I serve
The best thing is the people I work with, the worst is the low pay, pay freezes and the inability to earn a little bit extra to ease the burden at the end of each month.
The people I work alongside.
Helping and supporting the people of Merseyside
Looking after the people of Merseyside.
I am proud to work for MFRA. I always have and always will be. I have such passion and enthusiasm for the job. I see this is a fantastic job and the potential that it could just be so much more

Job security and easy to understand values and targets.
Helping the general public.
Meeting people and learning of others/ life experiences
I am currently proud of the effort I still put in to my role, making me a more productive person. I just wish it would reflect through my development which should be the norm within all FRS's
I really enjoy my job by helping the public, we are a person centred industry which puts people first, it really upsets me that members within MFRA/MFRS show a total contempt for it own people who work within MFRS, if we where really people focused we would treat our people as the solution and not the problem. It really aggrieves me that new recruits are kept away from mixing with longer term Fire Fighters. As much as I love the fire service I am considering moving to a different Fire Service.
I love being part of the MFRS family and I for one feel very supported in all aspects of my home a d work life.
Holidays and time off. I would not have said this two years ago, but at present I am seriously considering whether to continue as a watch manger and even whether to continue working for MFRS. For the first time in many years I have looked at employment elsewhere. The workload on a WM is too much, and is detrimental to health. / SPA, EIA, SSRI, HFSC, D.LOG, SOFSA, IRS, and the small issue of fires and saving lives.
Helping the community
The people
I like my role and I enjoy helping people better themselves.
The people are good and the environment I work in has some hard working members
MFRA is people orientated.
Making a difference by helping those who need our assistance
I take great pride in working for the fire service, MFRA allows me to serve the community in which I live and that is the best thing.
Being part of a team of excellent people
Working self staffing system
In general, the people.... most members are trying their best to adapt to change/ cost cutting implementations which are having a negative impact on our staff and the communities we serve.
Work colleagues

Interacting with the community.
I like the fact that we do have a good standard of Kit & Training. I like the role I play in my job and the fact that nearly everyday is a different day. I like the time off between blocks of shifts which is important to me & my young family.
The satisfaction I feel after an operational incident were we have saved life.
THE PUBLICS PERCEPTION OF US.
Feeling of self worth when assisting the public when they need us most.
The day to day ability to problem solve at incidents and make a difference.
Still a great job and a proud uniformed service to be apart of. Not sure I would feel the same if still had 15-20 years remaining though
I get a great deal of job satisfaction when I am able to carry out my role. I love the positive interaction with members of the public when we come to their assistance. This makes me extremely proud to do the job I do.
I will retire in less than 3 years on a full 30 year pension.
assisting members of the public in their time of need
The opportunity to "make a difference"
Unfortunately this is just a job now. I used to see this as a vocation but the constant putting down of people wanting to progress who were part of a trade union has knocked my morale.
The shifts.
The people I work with. Being valued by the public.
I'm proud to work for the organisation. I enjoy the role, the incidents, and the opportunities to help people who need it at their worst moments. Very fulfilling job.
job satisfaction.
The fact that I work with so many people who care about the organisation and about the job that they do, despite the fact that this has been in the face of adversity for a long time now. Most of my colleagues not only care about the general public, they care about the image of the organisation. The professionalism that they show day in day out gives me satisfaction and I believe that the people are the most important asset, although I don't believe that they are treated as such.
Excitement and variation of the job

The people and varied work.
Occupational Health Department.
You get to help people in need.
I am extremely proud to be a FF and feel I contribute towards the mission statement.
I have enjoyed everyday of being an operational Firefighter since I joined in 1991
I enjoy most aspects of my role within MFRS. Unfortunately I retire very soon and I will miss coming here to work. If I had to pick one thing out of my 30 Yrs service I would say some of the people I have worked with have been legends in the true sense of the word. So I would defiantly opt for co workers (or at least some of them).
Our flexible duty system. It is unfortunate that all stations could not work to the same system as it is of great benefit to employees.
Respect from members of the public
THERE IS NO BEST THING IN MY OPINION ,there is a certain satisfaction that is felt personally when a job is done well but I feel that the job is getting harder and harder with less staff on appliances and this I feel will lead to illnesses and sickness in the very near future as stress is playing a big part in all of our lives at the moment . / / increased workload =stressed fire-fighter =unhappy work life = unhappy home life = STRESS / there has to be a better work / life balance in this job .
The variety of the role in helping people in response or by prevention, we are highly respected by the community.
The variety of work and the commitment of colleagues in 'getting the job done'.
To an extent, job security and doing the job we do to assist the public is still rewarding
Helping the public in their hour of need and taking pride in doing a fantastic job despite hating an organisation that is more interested in looking good to outside agencies than appreciating it's staff, that are blamed rather than praised for adapting to change. No matter what happens it's always the fault of those at the bottom
i leave in 4 years
team members
The feeling of satisfaction helping members of the public
job security
There isn't anything

Community
The people who work together still trying to make it the best it can be , even with such harsh cuts imposed recently , and still trying to deliver their best.
The team directly around me.
being able to help people in time of need
Occupational Health department is fantastic - great support and advice from all in the department.
Training department and staff are passionate and deliver excellent training enabling me to do my job well.
working with your team mates ,helping the community
4 days off
the team work and friendships you build being in stressful situations
The flexibility on the working environment .
the best thing about working for MFRA is the bond you build with your fellow watch members, something that is being eroded by management who are intent on changing new recruits contracts so they don't mix with existing firefighters
My pension
The camaraderie of watch members and fellow staff.
The flexibility and autonomy to do my role.
Job security.
The watch!!! By that I mean the people I work most closely with on a day to day basis and ride with on the appliances. Without this watch culture and the positive things it brings to everyday station life, all would be lost and MFRA could possibly become the worst place in Merseyside to work.
Despite areas that i believe we can and should improve; I genuinely believe MFRS is the best FRS in the country and I take pride in being associated with it.
The time off.
Great to feel that you helping community. Good to see grateful people thanking us for our work. That's the only thing still keeping me in this job; I can make positive impact sometimes.

I have great pride in working for a service which strives to provide the community the best service it can deliver, and considering the overall reduction in our resources over the years, I believe as a whole, we, collectively are doing a fantastic job!
Working within and serving the communities that I am from
Job security
The people I work with, working conditions, variety of role, salary, retirement age.
People I work with to serve local community
The people I work with.
The people and being able to help the community that I love.
great people and a very clear attitude and direction towards working for better communities, who know what the FRS do and the wide range of services we provide to the public.
The atmosphere and working environment alongside job satisfaction in delivering a Service that is positively received and impacts the public.
I love the job as long as the politics don't get in the way.
The role FRS plays within the community, the public perception of MFRS and the people who work there.
I am proud to work for an organisation that puts equal value on its staff and the community it serves.
Great people by far out way any negative staff. We are well looked after and invested in, especially when we work hard.
The people and the chance to make a difference
No 2 days are the same, the variety of work I am involved with is challenging but it is rewarding to know that I am making a difference and helping to keep firefighters and the community safe
Each end of shift, I feel I have positively contributed, to my community station area. That is to say - job satisfaction.
Non Uniformed (incl. control)
The people, the culture, the respect the community have for our organisation. And the respect we have for each other in the workplace is very important and creates a positive atmosphere.

<p>I'm proud to be a member of MFRA, and do enjoy my work most of the time. I do find it increasingly difficult to always remain positive when we continue to face the challenges we are being expected to deal which have been created due to the continued reductions in funding.</p>
<p>The people that work in the MFRA, people working together as a team and feeling valued. Being helpful in regards to peoples circumstances.</p>
<p>People</p>
<p>Everyone is very approachable and welcoming and it makes the working environment so much better. I feel like I have developed a lot from starting a year and a half ago and can't wait to progress further within MFRS.</p>
<p>Flexible working hours that are very useful during school holidays</p>
<p>My department is making a positive difference to young peoples lives. / It is also a valuable service to the whole community.</p>
<p>Working Conditions</p>
<p>The general positive working atmosphere and friendliness of the staff that I work.</p>
<p>Enjoyment and fulfilment in this unique role. Being able to work alongside with people I consider close friends and trust sets this aside from previous jobs I have had.</p>
<p>People do seem to respect the fire service which is good.</p>
<p>Working for MFRA offers a fulfilling work environment. I enjoy the people I work with and those that work beside me. I have the freedom to experiment and if projects fail my managers support my actions. When having regular scheduled meetings and if asked for an opinion you can speak your mind without fear. I enjoy being part of something larger that makes a difference. I enjoy that MFRS provides flexibility of working hours when needed. Above all MFRS is a good employer</p>
<p>n/a</p>
<p>The people</p>
<p>Most of the senior managers are personable and approachable.</p>
<p>1. My role is varied & interesting so no 2 days are the same. My days are busy and I get a lot of job satisfaction from what I do especially when assisting someone and knowing that my work may/will make a difference to the community or a persons life. / As well as being part of a team/organisation helping to achieve our mission there is also consideration for employees views and their Health and Wellbeing.</p>
<p>its working conditions and the respect you do get from the general public.</p>
<p>Flexi time</p>

The people
The people.
Flexi.
The satisfaction of making a difference during an op incident and being able to help members of our community in their times of need. That for me is what is most rewarding.
The sense of pride and feeling that you are making a difference
I feel proud to work for MFRA
team members
The people I work alongside with, the job I do, the accommodation and environment, the various people I meet on a daily basis.
My colleagues, helping the verity of people I do in my role
The people and staff make austerity and change more tolerable and help to make working days enjoyable
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.
It's a publically respected organisation.
The staff
My colleagues
Belonging to a well respected organisation. Knowing that as an organisation we are serving our communities and that each and everyone of us is part of a Team doing that.
I get to work in a small team and we are really close so we can talk about anything and ask each other anything or tell that person if you aren't happy with something, I feel that is really important in a team. we all work hard in our department to keep it running well and there is always something to do. / / The fact that I can tell people I work here and see their reaction is a bonus.
colleagues, pay, annual leave
the people and support from line manager
The staff I work with.

Pride in helping the Community.
Helping the people in the community each day.
The Pride of working for the service and its impact with in the community and with in the service.
Supporting/helping the community
Flexi hours
The colleagues you work with on a daily basis. Those who are out there doing the job.
The Fire Service is held in high regard, respect and appreciation with the public. It is good to be associated with that.
I love working with MFRA because everyone is very positive.
Flexi time helps with small time crisis situations
none
Being proud of the organisation I work for/represent
Engaging with the community and supporting the most vulnerable people.
I am able to help members of the community and make it a safer place
Very good training opportunities and possibilities to get involved in wider MFRS activities.
Flexible working hours
Helping others, new experiences and learning about the Service.
Knowing that what I do helps to save lives even though this is indirectly.
The people in the organisation make MFRS the successful organisation it is
Opportunity to make a difference.
The people
I feel as though the work i do on a daily basis, contributes to helping the front line staff do their job easier, and gives them more time and resources to help members of the public. The majority of staff are positive and willing to help at any given time, and there is a real sense of community within the organisation with everyone pulling

together with things like the Firefighters charity, and other times when staff are trying to raise money for good causes.
The people and good working conditions of service.
Rewarding.
The flexibility of the service and the support that can be given if necessary
great people, very little negativity, more can do than cant do, treated like a person by managers. listened to.
Making positive changes in vulnerable peoples life.
Being part of a professional, enthusiastic, committed and supportive team.
In general MFRS is a great place to work. There are a lot of wonderful people who work here.
Feeling part of a team and organisation that is respected and valued by the community and managers.
I feel that MFRA cares about its employees and this is demonstrated through its policies e.g. flexible working and occupational health provision. /
Personally for me it is being able to interact with the operational crews out on station. There is a big chasm between HQ & stations which is a shame.
Feeling like I belong here and can make a difference and that I can voice my views without fear of reprisals from my line manager and above. Above all the work we do with the community is excellent and makes me feel proud to work for MFRS
Ideas can exchanged to solve problems and improved services. This is encouraged, is positive and is the best approach to secure progress.
It is generally a very positive place to work, with the vast majority of staff having a real "can do" attitude, which enables us to get things done and evolve as an organisation.
MFRA is a caring organisation and a great place to work, hence the frustration of having to look externally for career development.
Working conditions, colleagues and welfare facilities.
The work is interesting and the atmosphere is lively and fun. The public respond very well to the brand.
Working pattern and flexibility offered. Being able to work on my own initiative to prioritise my own workload to complete in a timely manner. The team around me are all friendly, approachable and welcoming. Everyone is praised when and where necessary which is a nice culture to see and be apart of.

Making a positive difference to the community and saving lives.
Always the people internally and externally / Every day if different / We as an organisation make a difference within our Communities
The people in my team are positive and inclusive.
There are many good people within the service doing a lot of good work. The Authority/Service is a force for good in Merseyside and does it's best to protect everyone regardless of their background.
Support of line managers and study support
The training programme at MFRA is great and I hope this will be protected from any budget pressures. It is an added bonus or perk of working for MFRA because training is sometimes expensive. Training allows unskilled/under-represented people to move up the ladder and improve career mobility, which is a subject I care a great deal about.
MFRS is good at looking after its staff. Services available through Occupational Health, information seminars, fire-fighters charity, flexible working, maternity/paternity leave, retirement/voluntary redundancy packages, provisions towards some healthcare.
Feeling that I am contributing to something that is worthwhile and appreciated by the public. / Feeling supported by my manager / Opportunities to be involved in new things.
People are very welcoming
MFRS commands a lot of respect within the community and by association I feel that as an employee of MFRS, that respect extends to myself. Something of which I am proud of.
Looking forward to retirement
For me personally, the shifts have made a big difference to my work life balance. I believe MFRA employees are treated well and fairly. I feel supported and happy in my role.
Although as a skill set the private sector grants much better pay for our knowledge than the fire service, they more than make up the difference with a great working atmosphere and flexible working arrangements conducive to a great work life balance, you only get one life and wasting the majority of it working isn't a good use of it therefore the value in having that great atmosphere and flexibility is worth its weight.
The public respect the organisation
The Staff. MFRS is one of the best fire & rescue services in the country just because of the effort that all staff put in to deliver the best service possible across the county.
Working within a team who are supportive to each other and working with the public.

I am able to manage my work load and family commitments with the support of my team members and the flexible working hours. / / Also I enjoy the fact that we support our community
Flexibility to manage family life
The flexi
Feeling pride in working in a role that helps to contribute to a safer community. Working for a fire and rescue service of MFRS' status and one which is a leader. Working for an organisation which cares about its staff. Working with high calibre staff. Enjoying my work because of these things.
The positive impact we have in all communities across Merseyside.
Working to make a difference to people's lives, safety and wellbeing. Having the chance to prevent dangerous situations before they can happen is rewarding, and seeing/hearing the appreciation from both the public and my managers is also rewarding.
The people within the service.
Lots of training opportunities.
The feeling that I'm keeping people safe in my own community.
Flexi time allows me to balance my day out. I appreciate being given a uniform and having access to a gym. / I feel the service always wants me to better myself and supports me in my development from training to applying for different roles.
being part of a good hard working team
The camaraderie of the whole organisation, professionalism of its staff and pride in doing the best job they can.
Making a difference for the vulnerable persons in Merseyside and keeping the m safe.
Working with positive people
Flexible working
Being part of a great service, working with good people, people who are dedicated to the service and give their working life to the job. Meeting new people, interacting with the community as part of my job.
The dedication from everyone to make people safe in Merseyside and the support from colleagues to do the best that we can. Development opportunities provided by the service and support and training given are very good.
The flexible conditions are a major factor, but also the people working here and the location are bit plus points too.

FLEXI TIME
The Flexible working system is a great incentive / attraction to continue working at MFRS.
For me I enjoy the job that I do as it appeals to my skills and allows me the ability to learn and grow within the role. The flexi working system also ensures that I can adapt my working hours to the flow of work coming through the department and is also beneficial to my life outside of work.
Nothing.
The variety of work.
The people
Pride, glad to be associated with the authority and all its efforts to provide the high level of service to the public.
n/a
The people!
The people.