



Comments Report for Merseyside Fire and Rescue, July 2016

Produced by People Insight in July 2016



Tel: 0870 742 4810
 Email: enquiry@peopleinsight.co.uk
 Website: www.peopleinsight.co.uk

Contents	
What is the best thing about working for MFRA?	2
If within your power, what one thing would you change about working for MFRA?	17
Other (Function)	36
Other (Religion)	37
Has there been an improvement in the way in which we are communicating information throughout the organisation	38
Name one thing which you feel has changed within the MFRA since the last survey in 2014 which has had a positive impact on you.	52

Comments provided by survey respondents

This section repeats verbatim the open text comments received from respondents.

Please note that these comments are unedited, except where people can be directly identified. In these cases names, or occasionally whole statements have been removed.

What is the best thing about working for MFRA?
→ MFRA still has a good reputation amongst the public and as such respect is afforded to those who work for MFRA. And being honest I stay for the pay and conditions.
→ fulfilment in providing the best service to Merseyside with what we have available
→ Retirement is getting closer
→ Being able to assist the public in so many areas from fighting fires to preventing fires & making referrals where necessary.
→ Being able to help communities and people at a time when they need it most.
→ Most of the people I work with.
→ feeling you provide a public service as part of a very professional organisation
→ The staff employed by MFRA are hard working and committed to their job. It is a pleasure to work with them.
→ I enjoy serving the people of Merseyside and get a lot of satisfaction from my work. I also like the fact no 2 days are the same.
→ No two days are the same and the satisfaction you get from helping people.
→ Helping the community is what we do the job for and for me is the best thing.
→ responsibility given to me and my standing in the community
→ Unfortunately none to report
→ The majority of staff from top to bottom are very good to work with.
→ working for MFRA makes me feel a sense of achievement that making the community better and safer place.
→ Feeling you are doing a job that makes a difference.

→ Pride - Knowing that your work contributes to making our communities safer and helping people when they are in need.
→ The people are generally great and the facilities for staff are very good. The flexi-time system is also excellent and very helpful. I appreciate the fact that bullying, harassment or discrimination is not tolerated in the work environment.
→ Only flexi really
→ At the moment the best thing is that I am in employment
→ I feel proud to say I work for MFRA, I work in a small team & we have good banter, I can do my job comfortably and enjoy the work I do, I am confident in my work.
→ working hours,sick pay,holiday entitlement,
→ I only started a few months ago, but I'd say the commitment to personal development and training is great at MFRA. I've had lots of training and feel valued. My team is also very supportive.
→ The reputation of the organisation and feeling that you are contributing to something that matters and is making a difference to peoples' lives.
→ Direct link to the community
→ The constant challenge to solve problems keeps my job interesting.
→ Colleagues
→ great can do attitude and the people
→ The work hours/flexi time
→ I have been given lots of training opportunities to help improve my skills and knowledge which I perhaps wouldn't have had elsewhere.
→ I work within a good team and we have excellent communication with each other and are kept updated regularly to any changes which may affect us
→ work life balance. I work in an excellent team with a great manager who is genuinely interested in developing individuals, however that is not the case for the overall Director
→ Flexible and Child friendly
→ Job satisfaction. Every day is different and it keeps me fully engaged. I feel proud to tell people that I work for MFRS and it is something which almost always meets a positive response.
→ Pride in job, good working team, and the benefits of Flex Time
→ The people

→ Feeling like I make a difference. This has changed over the years, with the contribution of support staff to making people safer becoming clearer.
→ I feel as though I am making a difference
→ The way we all work together in our team to solve a problem or meet a challenge. We all help each other and look out for each other
→ My line Manager who is very approachable and very supportive to me.
→ I feel very proud to work for MFRS, I am working in the main with individuals I like and respect and we are all working for a very worthwhile cause. This is both the most challenging but also the most rewarding post I have ever had.
→ New building, Friendly atmosphere , Flexitime and support from Managers .
→ the flexible family friendly working hours for Green Book staff specifically. It has been very beneficial for myself personally with a young family.
→ I continually feel valued and that my work is contributing towards a Safer Merseyside for all.
→ My job
→ The people I work with.
→ Being respected for the work we do in the community and feeling proud to wear the uniform.
→ Relative job security, flexibility within the organisation and sense of achievement in contributing to the safety of the Merseyside community.
→ Making a positive difference for the community
→ I am proud to be an employee of MFRA but at this moment in time I have never felt so low in terms of my own motivation. Recent managerial decisions have left me disappointed and confused.
→ I feel working for MFRA provides me with a feeling of value
→ Achieving our mission, keeping people safe
→ Vast range of services available to help staff who are in need (medical, occupational health, flexible working, various types of shifts, etc..)
→ you get to meet a range of diverse people
→ Going home after work
→ The time when I'm not on duty
→ To have a positive impact upon our city.

→ The support of my colleagues.
→ Great workforce overall but Management HAS to improve and start to win back trust.
→ Helping the public.
→ When you hear them words THANK You for saving my families lives
→ The satisfaction of knowing I am contributing to helping the Merseyside Community
→ Watch culture/team spirit.
→ Pride in working for an emergency service that makes a positive difference in peoples lives.
→ The shifts and the watch culture.
→ Serving the public with some of the finest people on the planet.
→ Serving the public
→ No day is the same and the flexibility of the role I hold.
→ final salary pension, which I will be drawing next year
→ Excellent people and excellent leadership with Merseyside at the heart of all decisions
→ PRIDE AND SATISFACTION IN WORKING FOR AND WITH THE LOCAL COMMUNITIES.
→ The pride of working as a fire-fighter, has no bearing on working at MFRA. To me it is irrelevant of the area, and more about the service, and empathy I can provide to members of my community. / This would apply at any Fire & Rescue service.
→ Despite the above, the people are what makes this job enjoyable.
→ ... cont... because of the disruptive shift pattern affecting calorific intake, even though my weekly workout routines have not declined. It feels like it is yet another big stick to hit the Firefighter with... "...Because I can". It is an utterly pointless shift pattern. / / ----- ----- / / Being a Fire fighter. / / /
→ Working on 24 hour shift, the flexibility to manage my own shifts, as long as everyone plays ball
→ Two things!! / Being able to help the general public every day, and the public's very positive perception of what we do.
→ Job satisfaction at operational incidents
→ Working with excellent Firefighters

→ I've only got one year left to go.
→ I have nothing to add
→ Being one of the best performing Services across the country and having the opportunity to be a firefighter with the Service. I am proud to say I am a firefighter in Merseyside.
→ still going to incidents and working on a watch
→ Making positive differences in vulnrable peoples lives.
→ The flexible working conditions and the friendly nature of the majority of the staff.
→ The positive impact we make within our communities.
→ Engagement with the community and the positive outcomes it achieves
→ Opportunity to train and on many occasions share knowledge/training amongst departments.
→ belonging to a valued organisation
→ Colleagues
→ My immediate work colleagues.
→ Working for the service does provide varied opportunities to partake in extra curricular activities and the general public respond well to the brand.
→ Going home.
→ Helping those in need
→ Comradeship and the support of my colleagues.
→ Firefighting.
→ Immediate colleagues at Operational level.
→ I get to help people
→ Delivering a quality and safe service to our community whilst being able to enjoy work.
→ The uncertainty of what each shift can bring, and the teamwork on the watch that brings each incident to a close
→ I thought hard about this question / but cannot give an answer /

<p>→ I feel proud to work for MFRS we do some fantastic things both operationally and within the communities, I believe we are still one of the country leaders in terms of our training and response. I also witnessed first hand the impact projects such as the Princes trust has had on the lives of some of the most young vulnerable members of our communities.</p>
<p>→ Job satisfaction</p>
<p>→ HELPING THE PUBLIC</p>
<p>→ operational duties. eg going to turnouts.</p>
<p>→ The watch and managers directly around me.</p>
<p>→ the 224 shift system although the days are to long</p>
<p>→ I am proud to work for the Fire Service , simply because I help people when they are in need and also take part to actually save someone's life .</p>
<p>→ The watch comradery</p>
<p>→ Respect from the community</p>
<p>→ my core activity as an operational CM has not changed to the same degree as many other factors of my role, I still enjoy 'turning out' and helping the community of Merseyside.</p>
<p>→ The best thing about working for MFRA is the job we do on the fire ground or at an incident to help people who require our services. The teamwork and efficiency of the crews is always maintained often without the aid of senior officers.</p>
<p>→ The best thing about working for MFRA is serving the public who pay for the service by actually doing the job we train for.</p>
<p>→ Helping the community</p>
<p>→ Working within a proactive and positive Search and Rescue Team</p>
<p>→ Respect that many members of the public still hold for us</p>
<p>→ Flexible duty system</p>
<p>→ Currently. Working the 24 hour shift system.</p>
<p>→ Working with my fellow team members and sense of camaraderie.</p>
<p>→ I come to work and feel that I make a difference within my community every single day by chatting to residents about safety in their home. Fitting smoke detectors and passing on vital safety information gives me the satisfaction that I potentially have reduced the risk of a fire in their property. / Also, taking on the EMR role. I have learnt valuable skills recently during FPOS courses. These skills can and will be used in and out of work. Again, I'm making a positive difference in my community.</p>

→ our watch camaraderie
→ N.A
→ Diverse Emergency work we carry out.
→ watch friendships built on trust and experience.
→ The people I work with on station. Relative job security and a degree of confidence in retiring at a respectable age with a good pension.
→ Satisfaction of doing a job that helps the public and also supports others in the organization in doing that.
→ I'm able to reflect my personal values in the work that I do and I still enjoy making a positive difference to the lives of the people we serve.
→ The shift system, sense of achievement helping people and working with some good people.
→ 24 hour shift pattern
→ helping people when they need it most
→ camaraderie on most watches is un-defeatable
→ The camaraderie amongst the watch as a whole
→ na
→ Helping people in need!
→ Although there are many issues with MFRA I really do enjoy my job when left along to achieve my targets and manage my staff. There is real pride on station when we make a real difference and rescue people in times of need and this is seen with true empathy at these difficult times. But saying this I do not agree that senior officers should be saying "if you don't like it leave" when there is debate over fire service politics and it becomes one sided, we all care but we all see things different
→ The team spirit.
→ Job satisfaction in a changing and challenging environment
→ The fact that we make a difference in our communities and in vulnerable occupiers homes. The staff and I are so passionate in the role that we play and get such job satisfaction.
→ Brand of service is well respected in Merseyside and proud to say I work for MFRS. MFRS employees do want to make a difference to the community, aiming to meet the aims and objectives of MFRS.
→ The people in this organisation are a pleasure to work with.

→ I am proud to work for MFRA, I enjoy working in a role where I can make an impact.
→ Being part of a 'can do organisation' working alongside some very talented and driven people who are working very hard to see us through very challenging times.
→ It's easy.
→ Supporting the community. Varied work load.
→ we don't let the inhouse problems effect our service users
→ The sense of community and family - makes coming to work an enjoyable thing to do.
→ Local and flexible
→ I am proud to say I work for MFRS and the respect from others out of the organisation is unquestionable.
→ Working with and making safe, the residents and communities of Merseyside.
→ Personally I love working within a team and I love making a difference in my community
→ Work-life balance.
→ Working with some great people within the organisation. Opening up avenues of development and opportunities and of course flexible working hours.
→ The chance to work the shift pattern you like from the one's available
→ I do love working for MFRA. I feel it is a worthwhile job and I love playing a role at an incident that really helps and improves peoples lives. Feedback from the public on a job well done is a fantastic feeling
→ It used to be the pension and the shifts but both are now far worse than they were
→ up until recently a sense of job security
→ The respect and gratitude you receive from members of the public.
→ Helping the public.
→ The shift pattern and the people I work with.
→ Helping our community.
→ The teamwork and camaraderie on station.
→ cant think of one
→ Operationally you never know what the day/ night will bring when on duty.

→ Being on the fireground, making a difference.
→ No comment due to fear of being identified and bullied and harassed
→ Helping people
→ work/life balance, although it has been somewhat eroded by 12 hour shifts.
→ Being valued by the public.
→ Attending emergency incidents. This is the core of our job and the ability to intervene at times of difficulty and distress and be able to improve the situation (usually) for people I find very rewarding.
→ Getting paid for doing a rewarding job and enjoying coming into work
→ Freedom to manage my own time and work streams.
→ doing what we have always done helping people , serving our communities
→ I have a balance of working full time, providing a vital role within the community while still getting a lot of quality time off to spent with family and friends.
→ working within a station watch brings about good communication and best practices at incidents and generally at a station level. A clear sense that we are a team and trying to achieve the same goals is vitally important in maintaining a good working environment and good morale.
→ Working 24hr self rostering shift
→ Feeling of job satisfaction post incident.
→ I am proud to be a firefighter and I believe we do a crucial job protecting our community, but lack of funds by government is of course a concern to us all. I believe we provide a excellent service 365 days a year when you consider how much we pay for MFRS against NHS, local authority and Merseyside Police.
→ TEAM WORK AND STAFF RESILIENCE IN THE FACE OF CUTS AND DISCRIMINATION.
→ Getting paid and watch camaraderie remaining strong.
→ the team that I am apart of including all the people that I interact with daily
→ Job satisfaction
→ The pride of being a Firefighter
→ Job security
→ The best thing about working for MFRS is that I can make a true difference to my community at ground level and being part of a well respected and winning team... / / Still the best job in the world...

→ the people who work on fire stations
→ Team work amongst watch members (which unfortunately senior management don't seem to like and seem hell bent on destroying)
→ Working for and making a difference in my Community, It is a great thing when I walk away from an incident knowing we made a difference to people involved and they are happy with the service they received.
→ some really great staff.
→ Time set aside for training
→ Twenty four hour shifts which allow me to bank my hours quicker and the flexibility of self-rostering is a positive thing. Also being involved with a variety of jobs from fire fighting to water rescue, rope rescue and USAR is a good challenge to have.
→ at my current station not only do I help save peoples lifes and property but I am able to have an impact on young peoples lifes through my work with the princes trust.
→ Driving the fire appliance.
→ The collective sense of humour and ethos
→ job satisfaction and being part of the local community
→ variety of work and oppurtunities
→ my 24 hr shifts doing a job that somehow im still passionate about.....
→ Flexability in working patterns and being able to work overtime on a regular basis.
→ My colleagues and making a positive intervention to the public, even though its not often appreciated.
→ 24 hr working which has revitalised me after becoming rundown by the draconian 12hr shifts
→ use to be the pension, now that's been altered beyond reasonable expectations / use to be the shift pattern, now that's been changed with no discussion or input from the employees / my wages have not only been frozen but have reduced in real terms / so I'm finding it hard to find something positive. / I still have a job!!! that's it.
→ Shift related working.
→ Camaraderie amongst firefighters and most Watch Managers
→ working with friends.
→ Team work on the station works well, but working with other stations or sometimes other members detached in, is still not good and this is because of the strike in 2006/07, LLAR is still looked on as second class

<p>Firefighters. I'm of the view this will never repair and feel senior managers ignore this and put this in the "to hard to fix" box.</p>
<p>→ The people (Mostly) that work in the Fire Service</p>
<p>→ Satisfaction when you help someone.</p>
<p>→ Without doubt the best and most important thing is being able to help members of the public when they are in difficult circumstances.</p>
<p>→ I've not been affected by the Dracoian pension reforms and will be able to retire with a full pension in 2 years</p>
<p>→ Making a difference to others in a positive way</p>
<p>→ camaraderie / / mutual trust and friendship among people who spend a lot of time together on fire stations</p>
<p>→ Job satisfaction from helping people, which is why I joined</p>
<p>→ going home</p>
<p>→ the job is still held in high regard outside of the public sector</p>
<p>→ The people who work for the organisation</p>
<p>→ I'm proud to be part of this Service. Thousands of people would give anything to be in my position and I'm grateful to have enjoyed such a career.</p>
<p>→ The sense of achievement, helping people.</p>
<p>→ Helping my community</p>
<p>→ Helping people in their time of need.</p>
<p>→ The crews I work with.</p>
<p>→ teamwork</p>
<p>→ retiring very soon</p>
<p>→ being a firefighter</p>
<p>→ job satisfaction in assisting the public</p>
<p>→ still appreciated by public</p>
<p>→ It pays my bills but only just</p>

→ Variation
→ The best thing about working for MFRA is being proud to wear our uniform and deliver our key messages.
→ Good work life balance with excellent flexibility with my hours
→ There's usually something different going on every day so you don't often get bored
→ Flexi time / Feeling valued for the work I do
→ Being proud of the badge and the work we do.
→ I feel very proud to work for MF&RS as I know the fantastic, life saving work that goes on within the service
→ The variety of the work undertaken
→ The people you work with.
→ The people in general and the refurbishment of HQ
→ Always been a secure job with a future and always been very supportive.
→ Flexible working
→ The flexibility and the home/work life balance. / I also find the people who work where I work amazing and we have a great team spirit.
→ the pride about working in a role that can affect so many peoples life's for the better.
→ The people on your watch if you are lucky enough to have a good one.
→ Comradeship and serving the public
→ Helping people who are in need, operational incidents give me good job satisfaction. /
→ the watch managers and fire fighters I work with
→ The best thing about working for MFRA is coming into work and actually seeing the positive difference to we make in the community. / / Also, the time and effort the service have spent on assisting me with personal development is appreciated.
→ there is no 1 thing that is the best ,as it is such a multi faceted organisation ,there are quite a lot of good reasons about working for the service ,however there are a number of negatives however a lot/most of these are driven by exterior forces,government,legislation,austerity,finance etc etc
→ Liaising with other agencies and learning about different departments and how they work alongside emergency services.

→ I enjoy being a part of a productive and cohesive workforce who consistently show respect for each other and adapt to all manner of challenges and changes adeptly.
→ The friendly working atmosphere and environment, my workplace and colleagues, also your not looked down on, everyone seems willing help each other irrespective of rank.
→ being able to make a positive difference in the communities in which we live.
→ can retire in 3 years
→ being able to retire at 55
→ working in a team however small and seeing a successful outcome.
→ I like my job
→ helping the public
→ Being in a position to provide assistance in times of need.
→ I have pride in what I do / I feel pride when we resolve an incident /
→ The vast majority of firefighters are a privilege to work with. Some are a disgrace to the traditions of camaraderie that lead to effective firefighting and rescue work.
→ Working in the community and being able to help other in their time of need.
→ providing a service to the public of merseyside
→ Every day is different and we do make a difference not matter what we have to face as an operational crew
→ The other firefighters who are an inspiration to do better and who create the working atmosphere that thankfully still prevails for the most part despite the horrific changes we are having implemented on us.
→ professionalism of fire fighters when dealing with operational incidents. there are some excellent people through out the organisation who work to the best of their ability given the limited resources and the way they are treated.
→ Wages are ok. Flexi time is very useful. Knowing that what I do has the primary job of helping people.
→ flexi working arrangements
→ The flexi and leave
→ I feel that I genuinely make a difference to peoples lives when I carry out my role. This is something I pride myself on, and feel confident that I will continue to carry out this work for years to come (budget cuts dependant).
→ Knowing that I only ever do my best to help others and to help keep them safe.


→ The flexible working arrangements are probably the one thing keeping me here.
→ Working to deliver a safer place for our community to live and work - it is a noble aspiration and one I believe we continue to deliver in the face of challenging circumstances.
→ The sense of making a difference / improving and helping the community you live in
→ Pride and fulfilment in a job, where our actions has a massive impact on our communities.
→ time off. but we need to do avh to live now so even that going.
→ At this present moment the shift pattern I'm on gives me a better quality of life compared to the previous one which is unfortunately still the default.
→ Crew morale on station.
→ Variety of work.
→ My days off
→ 24 Hour Shift System
→ sense of helping the community, flexibility of shifts and camaraderie of colleagues
→ helping the public.
→ I have really enjoyed my time at my current location for the last 2 years mainly due to my line manager who has been the best line manger I have had in the service and do at present enjoy coming into work. / /
→ Job security
→ having a positive impact with the community that we serve
→ Half past eight on my last shift. Home time.
→ Team work working together for commiunty protection
→ New opportunities.
→ Saving Lives - keeping the most vulnerable people safe
→ Team work, all striving for the same objectives and outcomes
→ Working within a team who deliver a professional outcome to each task set and who are committed to achieving the services mission statement.
→ Stability, variations in activity.

→ at this moment in time , nothing
→ The time when I'm not in work
→ In my current role it's about passing on knowledge that may prevent people from being hurt.
→ Protecting the public and helping them when they need our help
→ Friendly but professional atmosphere in the offices
→ Flexi Time
→ It is so relaxed and chilled but still good structure and rules to follow. Also I am made to feel I am doing really well in my job role and get regular acknowledgment of my work and abilities.
→ how lovely everyone is and how supported I feel
→ Flexi Time
→ Different experiences.
→ The feeling of contributing to an organisation that strives to achieve the best in can for the community.
→ The sense of achievement by working together with your team and other departments within the organisation to achieve MFRA's aims and missions
→ The positive, "can do" attitude of the majority of employees. Despite challenges and constant change, most people who work for MFRA have retained a positive outlook and will always focus on finding solutions and getting the job done to the best of their ability.

<p>If within your power, what one thing would you change about working for MFRA?</p>
<p>→ Break down the barriers between rep bodies and that of uniformed/non uniformed personnel. But its very difficult to tackle this culture.</p>
<p>→ A bottomless purse, to ensure my community has the best and all staff can have the best means of delivering their service.</p>
<p>→ The insufferable 12 hour day shifts</p>
<p>→ Promote those that are best at the job & leave them in position not keep giving out temporary promotions & then swapping them around.</p>
<p>→ More family friendly and flexible hours. More staff within my department to cope with staffing shortages.</p>
<p>→ There needs to be more forward planning.</p>
<p>→ 12 hour day shifts</p>
<p>→ I enjoy working at MFRA however I am unhappy about recent changes to the service but these changes are mainly due to the cuts to the authority budget.</p>
<p>→ Reverting back to 9 hour days and 15 hour nights. In my opinion the change of shifts has led to an increase in sickness and people dreading the days as they are so long. If the shifts stay the same in the future I would like to be able to self roster.</p>
<p>→ Development from FF to WM needs to be visited. A clear strategy needs implementing on how we develop FF's as this issue is only going to get worse. The financial incentive with the lowering of the WM Rank to WMA means it is not attractive. We need people coming through as WM and so the progression into the role needs to be enticing for people. / /</p>
<p>→ Unfortunately none to report</p>
<p>→ Better promotion opportunities for support staff.</p>
<p>→ nothing come to mind apart from my pay grade I feel should be higher due to nature of the role compared to majority of people on the same grade and would like more opportunities to develop skills.</p>
<p>→ More opportunities for development for support staff. There is no structure for development in the same way that operational staff have. Have to wait for someone to leave the service, go on maternity leave etc. for an opportunity to arise.</p>
<p>→ remove the uncertainty and worry for staff that consistent budget cuts/challenges create</p>
<p>→ Recognition is needed that the reduction in resources available to the organisation may ultimately result in the reduction or cessation of certain activities/services and/or functions. Doing the same with less/expecting</p>

<p>the same level of service (support wise) is unrealistic following continual and ongoing reductions in staff numbers.</p>
<p>→ I would increase members of staff for various departments that are currently struggling and where people are overworked. I would like to see a better understanding of mental health issues from senior managers. People are overworked, spread too thin, anxious and stressed and it takes its toll - I'm not sure there is a true enough appreciation of that.</p>
<p>→ the way non uniformed get treated, compared to uniformed staff. Not treated equally at all. For example, Uniformed get dental/pharmacy claims paid for, non uniformed get none.</p>
<p>→ Equality and fairness for all members of staff</p>
<p>→ I would like the department I work for be more informed about something that will affect our work load. i.e. / new uniform / recruits / not everyone should be dressed in same uniform as fire fighters, therefore we wont get mistaken for one.</p>
<p>→ 1 job security / 2 staff retention award / 3 more benefits to be offered by mfrs / 4 pay increase /</p>
<p>→ I'd change the rules to make MFRA able to compete with commercial rivals for the services it provides (e.g. emergency training). Budgets are being cut and I think it's not viable for MFRA to stick with the "non-profit" motif which seems to run through the whole organisation. We have many skilled people and we should use them to maximise profit for MFRA. Arguably, it's more damaging to commercial rivals for MFRA to operate on a non-profit basis than it is to charge going rates anyway.</p>
<p>→ Remove internal politics</p>
<p>→ There is a lack of commitment to the interests of Green Book staff from senior Grey Book staff. The organisation is run as a club for the benefit of Grey Book staff. I would like to change this culture.</p>
<p>→ career progression for non uniform</p>
<p>→ I would like there to be an option of healthier and lower calorie foods in the vending machines.</p>
<p>→ Perhaps an improvement in the 'them' and 'us' attitude between operational and non operational staff</p>
<p>→ More communication around strategic decisions</p>
<p>→ Directors to be move people focussed and take an honest and a keen interest in their teams.</p>
<p>→ No core hours</p>
<p>→ Move to collaborative working is a definite to be pursued to remove duplication of roles and services and attain savings to meet budget cuts. Instead of waiting for a big bang decision when full collaboration takes place, it would be good to see some departments that could potentially be merged early to test the water and glean lessons learnt for the bigger collaboration going forward. / Such areas for consideration: Diversity Team, Corporate Communications, Conferencing, Legal</p>

→ Reverse the Government imposed cuts which are having a detrimental effect on service to the public of Merseyside & on staff morale at all levels.
→ I would like more certainty about the future of the Authority and the Fire Service. Even at the highest levels of the organisation it is not clear what the Service will look like in a few years' time and who will be in charge. This is unsettling but it is understood that it is outside management's control at the moment.
→ The policy of being Open & Transparent actually being true
→ Can't think of anything which is within my power. But wish we weren't facing more budget cuts and jobs losses again.
→ I don't think there is anything that I would like to change.
→ My workload is exceptionally heavy and I need more resource (i.e. staff) to deal with this. I have been told this is unlikely. Some of the systems in place here are extremely inflexible and make simple tasks very convoluted (e.g. e-proc/finance). This is counter productive and becomes a major drain on resource in a small team who have to think and act fast.
→ heal the rift between Union and Non Union so that it doesn't damage future working relations
→ progression for Green Book staff. This is an area that is understandably lacking in progression as we face cuts, however there is no career progression for moral and life /career improvement.
→ Job security
→ Closer working with Blue Light Services and Partners. I think our Partners could share more information with us and thus give us the opportunity to direct our resources in an even smarter fashion.
→ Stop senior managers being political speakers to improve relations amongst staff, jargon rules some managers thoughts and it is apparent they are playing the political game for there own means as opposed to for the good of the organisation
→ Operational professionalism. There are some extraordinary individuals working for the Authority with both personal and professional skills and I believe everyone started their career this way but for some these basic skills get lost which effect the work environment for everyone. Right or wrong, happy or sad there is still a job to do.
→ The amount of job oppurtunities to increase when and as soon as possible
→ Substantiating persons to role rather than keeping people in temporary positions for extended periods (in some cases over 5 years).
→ Not for me but I would offer 24hrs shifts to all stations
→ Internal partnerships are weak and would benefit from an integrated medium to long term plan which identified and accounted for real imperovement. We spend too much time managing short term indicators.
→ improve assistance and information for members approaching retirement.

<p>→ Allowing each uniformed FF and ranks rank up to WM who are in day related jobs (TDA, SHQ, Fire Safety etc..) the opportunity to ride appliances 4 shifts per year. (2 days and 2 nights) - this will maintain core skills and relieve pressure on operational staff who need days/nights off.</p>
<p>→ Have full autonomy to do my role.</p>
<p>→ Having a survey that doesn't ask questions at the end that may identify me.....so they have not been answered truthfully. Mind you it could be identified through my log in credentials. Anonymity? No such thing here</p>
<p>→ </p>
<p>→ More flexible working opportunities. 'family friendly' doesn't mean the same to everybody.</p>
<p>→ That it would be a friendlier work environment, between all, regardless of rank.</p>
<p>→ The expectations placed upon an overstretched, overworked, underpaid ageing workforce.</p>
<p>→ Returning to 9 hour day and 15 hour nights.</p>
<p>→ Senior officers who have not got a clue and are still following watch managers around checking up like school kids.</p>
<p>→ The promotion process.</p>
<p>→ FBU member's would be able to be promoted above the rank of WM.</p>
<p>→ the government honouring the pension I signed up to. I realise MFRA cant alter this but I'm very bitter about it.</p>
<p>→ better meals at weekends on courses at TDA. / A 25% PAY RISE.</p>
<p>→ return the role of CM as a development aid</p>
<p>→ Concerns regarding the future of MFRA as a standalone organisation</p>
<p>→ less community work, more station based training, less Tda training, improve staff morale by using us less as smoke alarm fitters...day based staff to do this, and more emergency based responding...</p>
<p>→ Less financial cuts and more progression</p>
<p>→ PROMOTE EVEN MORE ALL THE POSITIVE THINGS WE DO IN THE COMMUNITY OTHER THAN PUTTING FIRES OUT.</p>
<p>→ Over the last 5-10 years, there has been an unquestionable bias,(regarding promotion) in favour of individuals who did not participate in Industrial actions with Merseyside Fire Brigades Union. I have observed individuals who have left the F.B.U in sheer frustration, at lack of opportunity. In a few cases where I have known the individual well, I have seen a negative change in their general demeanour. This saddens me. TRANSPARENCY in all areas WILL inspire RESPECT.</p>

<p>→ Better identification and utilisation of people skills. The appraisal system is somewhat farcical and does nothing to identify people with potential. Also the inability of senior management to actually listen and act on feedback when presented with alternative ways of improving operational effectiveness says there is still something of a disconnect.</p>
<p>→ To go back to 9/15 shift pattern as the 12/12 shifts have proven nothing in terms of output. This shift pattern ties you to work for half of your life as half past 8 at night to start or finish a shift means that the evening is lost as opposed to finishing at 6pm and you find yourself winding down for the evening at home while waiting for the shift to start at 8.30pm. In relation to the 9/15 shift it is FAR more tiring to work and many others I know, myself included have now put on weight...</p>
<p>→ I would like personalised fire kit again rather than have to root through the pool kit and then find the best will do kit.</p>
<p>→ That members of staff are treated equally regardless of ethnicity or gender.</p>
<p>→ Move away from 12 hour shifts</p>
<p>→ I would target specific groups for HFSC visits e.g. over 65 and single parents etc rather than the system we have now . I think 3 quality high risk HFSC are worth more than 6-8 HFSC in low/medium risk properties. The system is still target based rather than quality based</p>
<p>→ Shift systems. Being able to work the shift system you want at your own station without having to move. For example; 24hr working shifts are wanted at most stations yet its not being rolled out.</p>
<p>→ Stop the micro-management of Watch Managers by Senior Managers</p>
<p>→ Promotion for FBU members. Also, promotion of temporary ranks after 2 years of being in the role.</p>
<p>→ Openness and honesty</p>
<p>→ Would introduce 24 Shifts in the Liverpool district and give everyone an opportunity to work these shifts if wanted. Would also review the start and finish times - later starts and finishes. Would also look at rewarding people with more skills such as Drivers with either a small payment or a couple of extra days leave and this would give people more incentive to drive and therefore reducing the current shortage of drivers.</p>
<p>→ I would ensure all Watch Managers are paid at the same rate to ensure equality. I am paid less than many of my colleagues yet I am undertaking an identical role. This makes me feel undervalued by the organisation.</p>
<p>→ nothing in my power I could change</p>
<p>→ More front line staff</p>
<p>→ Advocate meeting on regular basis.</p>
<p>→ Other departments / fire fighters to work along side us happily and promote best practice and the best for youth through MFRS.</p>

→ Better job security.
→ greater consideration for systems to be generic not predominately focused for FF's.
→ increase in pay relative to performance, experience, training and responsibility
→ Bullying would not be tolerated
→ More trained staff in our department.
→ Progression within the grade structure for staff who have been in the same job for several years. I think staff should be given more responsibility if they can perform a job well. There is not a lot of career progression in a lot of non-operational departments and this leads to staff leaving the service.
→ I feel that our Operational Crews would have a better understanding on the work that Prevention do if they could spend the day with them and experience the role itself.
→ Genuine support for Watch Mangers.
→ The jump from FF to WM is to great a responsibility. I would like to see a mentoring system in place for FF's who wish to work towards promotion to WM. This could be at a particular station where the FF can shadow the WM for a set period of time and gain experience of the running of the station on a day to day basis, as well as at operational incidents.
→ Encourage closer relationships between middle & senior managers and the staff on stations. Middle and senior managers are very rarely seen on stations and when they are their presence is viewed with suspicion and a feeling that someone is in trouble. If managers are seen on stations talking with crews and supporting activities the trust and respect that we once had should re-appear.
→ Nationalise the FRS like Scotland has done: 1 X CFO; 1 X DCFO; with ACFO's as heads of departments (operations, fire safety, HR, A&E etc) with AM's over counties etc, etc. All other functions to be centralised possibly even privatised. Do we really need 40+ CFO's with their own ideas, policies, agendas, egos, SOP's and of course their own fire authorities to prop up their visions? Too big? Nonsense! There is only one Army, Navy etc. But of course the turkeys will NEVER vote for Christmas!
→ The entire senior management and the vast majority of the junior ranks.
→ Openness.
→ senior management promotion routes
→ Over scrutiny on matters at a station level from too high in the organisation. The people at the PO level are too far removed from daily performance and current workload. The strategy and performance needs a high level support and direction, but the way its directly delivered has changed and needs to keep changing to become ultimately the best it can be.
→ the role out of 24's to more stations
→ The approach used by senior managers / Them and us

→ The shifts, the 12 hour shifts have had a hugely negative effect on me.
→ I still think there is a lot of work to be done to improve the relationships between middle managers and the fire stations, I would like to see further training about managing change/leadership and values for station based staff with middle managers away from the organisation similar to what is carried out in Brathay.
→ START FINNISH TIMES
→ too much time spent on hfsc,s. watch managers should be left to manage without senior managers watching over their shoulders.
→ Personally I would like to see 24 hour watch based rostering, ran at a local level to ensure fairness of additional working.
→ shift pattern
→ I would pay staff their contractual rate of pay for pre-arranged overtime as per the grey book conditions of service and not flat rate, I believe this would massively improve morale and help make up for the loss of earnings over the last 8 years.
→ 24hr shifts at my work location Stn30
→ Revert shift pattern back to previous 9 hour days, 15 hour nights. The change to 12 hour shift achieved nothing positive. / / Stop the obvious discrimination against FBU members achieving substantive promotion to station manager and above. The fact that in the last decade there has not been a single permanent station manager who is also a FBU member is evidence of this discrimination
→ duration of day shift is too long - I feel the same outputs could still be achieved within a shorter day shift duration.
→ I would make more roles available to firefighters and not just ranks. Certain groups in this organisation try and keep certain roles amongst themselves.
→ some middle management to support firefighters at incidents rather than looking for minor things people may have overlooked
→ that FBU and non-FBU members are treated equally and fairly concerning promotion. The lack of equality means FBU members have limited career progression.
→ revert to 9/15 shift pattern
→ 12 hour shifts
→ 12 hour shifts
→ 24hr self rostering is seen as the best shift system. Positions at 24hr stations should be allocated by interview by performance against the values whereby the persons who perform best against those values get the positions.

<p>→ As mentioned above, certain Managers need to take a common sense approach and let Watch Managers manage their respective watches. We all work for the same organisation and we all want to achieve the same goals. It is understood that more is expected of us and most individuals are only too willing to comply.</p>
<p>→ We need to improve the rank structure and bring some pride into being a Crew / Watch manager, I would change the Manager part of the title to commander i.e. Crew/Watch Commander etc. Gently operational staff don't want to be just managers they also want to be seen as good leaders and I think using this title would improve respect/pride for current officers.(this could be seen elitist but there is lies the problem) / We also need to bring CM back to help WM on station, and help watch run consistent</p>
<p>→ I would prefer more training.</p>
<p>→ Implement a tiered, progressive management structure which allows progressive development and which provides sufficient opportunities for staff at all levels of the organisation as well as protecting the future of the Service should changes be required as a result of the collaboration agenda.</p>
<p>→ The culture of "chain of command" i.e you cant talk to your senior manager above your direct line manager without fear of line manager discussing/reprimanding (for a word) for not consulting them.</p>
<p>→ Remove the glass ceiling for green book staff within Prevention. Prevention staff are unable to progress due to Grey book personnel holding the management positions even though this role has no operational requirement.</p>
<p>→ Data collection, performance management tools and information recording systems need to be enhanced/improved. At this moment in time information collection is duplicated which effects productivity.</p>
<p>→ I would pay the technical staff at a higher rate. The more technical the higher the grade. I plan to leave because the salary cannot come even close to what I can earn outside. Being a manager isn't just about managing people. I'm not a manager but I manage more than most managers. The organisation has to get its head around the skills of its green book staff and their real life value.</p>
<p>→ better information about plans made and how these plans will impact on staff and their work.Example is the removal of Capita and the impact it has for advocates. The bigger picture for centralising work. What is the Vulnerable Persons Team? ~With the new Safe and Well aspect to HFS coming into place what other changes are planned. / Communication is still needed. /</p>
<p>→ the notion that if you have rank markings or wear a white shirt that your opinions is better than anyone other persons. why do you not consider the individual who is doing the task may have credible ideas and insight in how change can be achieved, why don't you ask us how something could be done better, after all we're doing it everyday we know what works and what is problematic.</p>
<p>→ Provide more job security for those in lower grade roles.</p>
<p>→ I still believe decisions are generally made by men - for me if you request something from another department and you are not high enough up the ladder your request is put to the back and if a uniformed officer requests the same thing more often and not its seen as important and carried out!!!!!!! /</p>
<p>→ It has to be the amount of funding we receive from Government / Can we afford to pay for FSN as they have there own streams of funding</p>
<p>→ Remove the barriers between support staff and operational staff.</p>

→ To give some staff more powers of enforcement when carrying out job roles.
→ Guarantee LLAR was here to stay for the people working the system for a long period of time.
→ I would like more feedback to questions that are asked further up the chain of command and support when it is needed. I am sometimes told 'say nothing' for fear of highlighting a genuine problem and instead encouraged to 'sweep things under the carpet'. I would like to see this culture changed
→ Equality for promotion for FBU members beyond watch manager level. No FBU watch managers feel there is any possibility of a SM promotion. There is a very unhealthy club of like minded individuals from a select background given these jobs
→ remove WMA role to reward WMS whilst encouraging new applicants to apply for WM role. this might allow WMs to have their contractual PH leave honoured
→ Equal opportunities for promotion to all ranks and roles.
→ Duty system back to 9/15. I believe that this would have a positive impact not only for my own family life but also for the organisation as the work force would feel as though their opinion is valued. Unfortunately I have, as recently as this tour, attempted to articulate this to a Station Manager and received a flippant response of 'you just want more time in bed'. It seems to me that the true opinion some service managers have of firefighters was shown.
→ Shift pattern (12 hour shifts) are not conducive to family life.
→ 12 hour day shifts would become 10 or 11 hours.
→ Watch managers should be allowed to manage without micromanagement taking place constantly. / / Personnel should not be left in temporary positions for long periods as this demotivates staff and leads to them not put in for promotion.
→ 12 hour shifts. The most un family friendly shift system that could have been brought in and they are no more "productive" than the old shift system. They are a direct contributor to my impending divorce
→ The one thing that I would change is annual leave by taking it when I need it and not being told when to take it, also coupled with that is getting PHs granted.
→ A lot of people have been promoted to WM/SM and above (during strikes/poor political relations) on the grounds that they aren't in the FBU, and were sycophantic to previous regimes. Some of these people are not up to the task, and are looked after. They aren't people I look up to, aspire to or have faith in and rule by fear, not common sense. I used to have heroes I looked up to, unfortunately they have either retired or been marginalised. Nobody wants to work for these people imo. Us & them.
→ create lateral development to promote innovation and total inclusion within the workforce
→ move off twelve hour shifts
→ being allowed to speak freely to senior management without the fear of being talked down to and reprimanded if they don't like your view point.

→ try and get back to enjoying coming to work instead of just going to work.
→ not sure
→ shift patterns and start finish times
→ Continue to give Watch Managers responsibility to manage at station level.
→ sack a few bad FF's / needs to be a line in the sand that those that misbehave know they cannot cross / at the moment it seems as long as a FF turns up for work then that is all that is expected / / act upon bullying. / still going on, not acknowledged most of the time / take a look at those that worked the strike and how they are treated /
→ more front line fire engines/ ff's
→ There is nothing I could change which is within my power.
→ I would like to have more opportunities to pick courses that I would like to attend and take up.
→ shift system to suit individuals needs
→ standardisation of working days and computer work so everything in not only linked electronically , but senior management can view this whenever so the junior managers do not have to waste time writing reports or justifying work , when it is already on the system , but not linked. / / MFRS SHOULD LOOK AT IMPROVING KM Knowledge Management
→ The Shifts!!!!
→ organisational values would be explained to everyone via planned and prepared training. there should be a focus on constructive challenge, encouraging it from staff and teaching managers how to deal with constructive challenge in a positive manner
→ No comment due to fear of being identified and bullied and harassed
→ stop the cuts
→ I would move from working 12 hours shifts to working 24 hour shifts.
→ Stop long term temporary promotions which are perceived as a management tool to "sweat the asset" without rewarding good performance. If the vacancy exists - promote into it!
→ I would alter the start finish times of the 12 hour shift system . At present i am away from my family for four evenings out of every eight, and when taking in to consideration weekend working and fitting into my wife's regular 5 day working week I find I have much les time with my family.
→ 12 hour shifts back to 9/15
→ Revise the promotional procedure and base this more on current yearly performance that should be captured within the appraisal. This would represent achievement and commitment during the previous 12

<p>months rather a single event (ADC/ITOP etc) which can benefit individuals who are strong in this area but may not have performed previously. Managers who have been in temporary roles for long durations should also be recognised rather than being put back to the starting point.</p>
<p>→ I would like to see bullying and intimidation in MFRS challenged directly by managers, instead of, as it is now, the victim being instructed to take the bullying and not moan about it. Equality and Diversity training should be provided and cultures changed so that anyone who is not white and male is not seen as tokenism.</p>
<p>→ Promotion process, still flawed, still promoted on allegiance rather than ability, hence the total lack of respect amongst fire-fighters for anybody promoted within the last few years. Calibre of management is woeful.</p>
<p>→ I would revisit the request or 24 hour shift system and give more clear understanding of time scales of when it would be put in place by across all Stations. / Reason for this is if you are based at a station that has not yet been highlighted for 24's people have no idea if 24 hour working is going to be brought in at the station or not so people don't feel they can make best plans for the future.</p>
<p>→ less repetition.</p>
<p>→ Uniform and fire kit</p>
<p>→ Culture. I still find it very antiquated.</p>
<p>→ Stop cherry picking districts/stations to work the 24hr system, decide where is going to remain open and then let those stations work their preferred shift. Station targets should be more realistic with the decrease in appliances due to cuts and proof from the reading of the last years figures that fires/appliance movements are on the increase</p>
<p>→ Give everybody who wants to work a 24hour shift the option to do so immediately</p>
<p>→ Bring back 9/15 shift pattern. / /</p>
<p>→ We Still seem to have a problem substantively promoting people who are members of the Fire Brigades union above the level of Stn Manager. This glass ceiling I believe has, and still is denying the service of some fantastic leaders. / Service Needs to bridge the gap developmentally between firefighter to watch manager. I believe the step is too big and is putting people off promotion. Crew managers working with experienced watch managers in a developmental position. Crew managers riding B.A ??</p>
<p>→ see above</p>
<p>→ more transparency over senior decision making</p>
<p>→ i would have all personnel trained to the same standard and be able to work in SRT if required. or at least have defined 'specialist' FF on watches so that there is specialist information available at operational incidents. ie, RAG specialist WATER specialist FPOS specialist RTC specialist etc</p>
<p>→ The animosity towards crews who work in the SRT and LLAR.</p>
<p>→ The micro management of senior staff, on how the work routines are arranged. Staff should be given the opportunity and trust to ensure their work loads are done effectively and with reasonable flexibility.</p>

<p>→ I would allow the employees to choose what shift pattern they wanted, obviously within reason but the current shift arrangements for the majority are firstly counter productive and secondly thought of as just being a leverage by senior managers to have the work force "over a barrel". / Ideally I would also like to see the introduction of crew manager roles for the development of potential watch managers as it seems ridiculous that one week you could be a fire fighter then a watch manager next day</p>
<p>→ WM and Driver positions should be made more appealing.</p>
<p>→ Let Watch managers manage their watches and give every station the opportunity the option of working 24 hr shifts without the requirement do be available for retained shifts.</p>
<p>→ I would work the 9-15 shift pattern.</p>
<p>→ Be able to complete my last 5 years in my original FPS pension scheme instead of being forced to go on a scheme that I will never complete. I know this is out of the hands of the MFRA, however the organisation must recognise the discontent, injustice and negativity this process generates. Support and assistance collectively would help promote enthusiasm with the people who's financial plans are effected by this process.</p>
<p>→ security of job</p>
<p>→ I do enjoy working for the service and wish it all the best.If I had a magic wand, I would remove the destructive strike of 2006/07. Both sides have never recovered from this and I think never will.</p>
<p>→ Allow firefighters to act up to crew manager or watch manager on the odd occasion to provide them with experience if they decide to go for promotion.</p>
<p>→ being an FBU member does not stop you from being promoted permanently to a senior managerial position</p>
<p>→ The constant scrutiny, checking & testing. / Things like Learnpro don't teach. I know of few other organisations that would tell you to go & read something then do a test on it every month.</p>
<p>→ I would have to say the 12 hour shifts, although 24 hour working is being rolled out to cherry picked stations if you work South, Central or North you can forget it.</p>
<p>→ I would increase the number of operational firefighting roles in relation to senior management posts. Often at large incidents the conflicting opinions and egos of some certain senior managers have a detrimental impact on the performance of crews and their ability to effectively carry out their role. The large numbers of senior managers becomes counter productive and as a consequence practical actions become a low priority and do not get carried out.</p>
<p>→ I would give WM's back the ability to run their watches without the threat from SM's. Good FF's won't take the plunge to progress in rank because of the way WM's are treated by SM's, most of which don't deserve the rank or are not up to the job. There are no incentives what so ever to move up, and the highest rank possible is WM if the employee wishes to remain a FBU member.</p>
<p>→ independent outside body to decide promotions within the service</p>
<p>→ 12 hour days</p>

→ current shift pattern 12hr days and nights isn't popular
→ pay
→ Discrimination against FBU members seeking promotion would cease.
→ Implementing 24hr wtr more quickly
→ I think the amount of grey book roles within Prevention and Protection limit progression for Green Book staff.
→ New roles should have greater levels of consideration given to them, such as training structure and support, before they are advertised
→ More opportunities to learn about other roles within MFRS, then if jobs come up, you know if it would be something you could be good at
→ Need extra staff
→ Greater equality for staff in externally funded departments - we often feel like we are treated differently to other staff, even on small issues such as none of our offices are cleaned by the external contractors. Why should we be the only team that have to do our own cleaning?
→ I would take away the blame culture and reduce bureaucracy. We should be more focussed on what is better for the staff and service user as a human being rather than what is best for procedure.
→ When appointing senior managers they should have specialist skill that their department requires
→ To feel genuinely valued and not feel MFRA was just going through the motions.
→ I feel we have gone back 10 years. All of the power and decision that are made in this organisation are made by men!!! / As a woman, if I need something in this organisation - you have to jump through hoops. If a uniformed man asks for the same thing, then happy days. / Women are second to men in this organisation but are given positions of authority to make the organisation look like they're not discriminative. / The old boys network still exists. Doesn't matter how hard you work /
→ More flexibility in the approach to leave. As the department has shrunk over the past few years, taking leave is becoming harder and harder to the point where leave is not authorised on the basis of service needs. I totally understand the service needs, however, there needs to be a correct chord struck between MFRA and the employee on the basis of work and home life balance.
→ To be able to do more community events, working closer with other districts and getting to know other departments
→ That senior managers realise maybe other people within their departments may appreciate development opportunities and promotions and not just a select few. Greater transparency and communications concerning restructuring decisions and the awarding of ARA's was commented on in 2014 but nothing has changed.

→ I would reinstate the option for corporate uniform for all support staff. The numbers of support staff have reduced so costs would to. It would add to the sense of belonging and remove a disparity between groups of employees.
→ Job security
→ A pay rise reflective in the various roles, which appear to have been imposed upon us. In most other organisations, extra skill sets would be financially rewarded. Here its referred to as part of our role map.
→ pay a decent wage
→ N/A
→ Being more open with the operational crews about what direction the organisation is going in and don't make it sound like it is being made up day to day.
→ Transparency. There are no permanent officers SM or above who are FBU members. This 'Glass Ceiling' causes an unbalanced workforce and FBU members are discriminated against.
→ I'd make the day shift shorter.
→ Nothing at the moment
→ all stations should be offered the 24 hour working model
→ 12 hour working,
→ Create a culture and working environment were there is a lack of distrust and that people of all levels should be able to communicate without recourse. / / Also all levels of the organisation from support staff to on ground firefighters do not talk with the exception recently of the finance department visiting stations / / Also unfortunately I would not apply for promotion as there are no incentives this is reflection in the survey an
→ Ensure that all Operational stations work 24 hours on a self rostering shift system.
→ Stopping the pointless target driven practices that have no positive impact on public and firefighter safety
→ To have an opinion without being labelled. I'm not allowed to express my own without consequence.
→ I would like to see more opportunities to talk to Senior Officers and discuss issues.
→ Get more recognition for the work we do and the ethos that we demonstrate
→ more time allocated for training at the TDA possibly a concourse where the whole crew would train for a week on all key core skills required to maintain our competencies
→ The policy of protecting grey book staff from redundancies. The Chief is aware of funding cuts and in times of austerity he continually refuses to make grey book staff redundant choosing instead to fund the overstaffing by drawing down on the Authority's reserves. He has an opportunity to remove the malingerers

<p>and operational staff with poor discipline records but continually refuses to consider redundancy for 'grey' book in an attempt to appease his operational staff.</p>
<p>→ Treat temporary employees with dignity and respect. Either promote them if they are competent or demote them if not suitable. Don't just keep them hanging. It is stressful and depressing.</p>
<p>→ promote equality within the organisation in relation to promotion of union members to upper management</p>
<p>→ I would change the number of things that I'm allowed to change. Anyone who thinks there is only one thing that needs to be changed in MFRA is deluded. / But to answer the question, what would I think to be the most important change; I would suggest ending the obvious discrimination towards FBU members, especially with regards to promotion</p>
<p>→ I would like to see better and more amicable communication between fire-fighters and management. / I would also like Fire-fighters to feel valued and not at the bottom of the ladder. They are our most valuable asset and yet often they feel mis treated and to a degree abused.</p>
<p>→ The organisation needs to be disciplined in its change management. Before change happens a thorough process must be adhered to (properly reviewed thought out and implemented). This would enable a fair and balanced process. People (at a high level) need to stop thinking about protecting their own terms and conditions and future promotions and start to think about the future of the fire service and what this means to the people of Merseyside and what they require from MFRS</p>
<p>→ That committed hard working staff are rewarded for their hard work by way of staff events or a bonus scheme</p>
<p>→ Stop the cliques</p>
<p>→ That new recruits to the service have a full induction to give an understanding of the whole of the service within their first six months</p>
<p>→ No control over smoke breaks. People who do not smoke are covering constantly for the smokers.</p>
<p>→ There would be more protection from Bullying and Harassment from Human Resources.</p>
<p>→ The threat you constantly feel that this is the beginning of the end for Merseyside Fire and that it will be swallowed up by Merseyside Police.</p>
<p>→ That while partnership work is inevitable and beneficial that MFRA will not lose its identity as an organisation and the values it portrays to both the community and its staff.</p>
<p>→ Improved opportunities for career development within non-operational roles.</p>
<p>→ Reverse the imposition of the collaboration with the Police and return to collaboration with other regional brigades</p>
<p>→ More opportunities to work flexibly, maybe from home.</p>
<p>→ Improve relationships between Operational and non operational staff</p>

<p>→ I would change the amount of departments the service has. It is sometimes very confusing to decipher which department deals with what and also what their role is. / Departments like POD, TRM, HR, TDA. I would integrate them into 1 HR & Training team as communication between the departments is not as effective as it could be.</p>
<p>→ pass on ANY information sooner, so people don't feel insecure about their jobs. / most people don't know what's next</p>
<p>→ The shifts. It has served no purpose in changing them but to disrupt peoples home life.</p>
<p>→ A suitable pay increase to reflect the additional roles FFs now play.</p>
<p>→ Allow FBU members to reach senior officer positions and thereby increase the talent pool</p>
<p>→ Less targets, more Ff focused views. Stop worrying about the outside people and concentrate on the staff you have.</p>
<p>→ the shifts. revert back to 9-15 rather than 12's</p>
<p>→ the pay</p>
<p>→ Would love to see the ability to prepare for potential career change (as I get older) in other non operational delivery parts of the service. Would be ideal to be able to volunteer some of my own time a week to gain experience working within another department.</p>
<p>→ stop the government diminishment and reduction and dilution of the service and its contribution made to community society by the fire service as a whole ,and be given the same "emergency status"as the other 2 emergency services</p>
<p>→ Job security for all</p>
<p>→ I would like access to more training and opportunities and more clear pathways along which to progress throughout the organisation.</p>
<p>→ Probably the uniform for non operational staff, as I feel the Fire Fighters should have that recognition to wear something different than those who are not operational on the front line, as the public think everyone wearing the blue rig uniform is a fire fighter and I don't think that's fair or right on the fire fighters.</p>
<p>→ I would like the 24 hour shift pattern to be a option for everyone to do.</p>
<p>→ shift length on days</p>
<p>→ Attitudes towards personnel at an operational level, post dispute, still personnel not being professional with regard to blanking of others (attitude) and having to be asked to complete tasks as opposed to being proactive at incidents.</p>
<p>→ Stop discrimination against FBU members being promoted to senior officer roles</p>
<p>→ I would ensure that anyone who displays a poor attitude towards colleagues, either at an incident or on station is punished accordingly.</p>

→ Re-introduce personal fire kit that fits rather than having to worry every time your kit gets dirty that you will not find a suitable replacement.
→ Everyone to adopt a common sense approach.
→ Learnpro packages need updating. I understand that there needs to be continual learning and refreshing of our knowledge but I feel that certain packages go far too deeply into the subject matter. Certain packages are too lengthy and there are new packages introduced on a regular basis.
→ stop learn pros
→ Staffing issues at local level would be managed in house by someone from the team who understands how the system works and the impacts that it has on individuals and the authority. Appliances are regularly taken off the run at the start of and mid shift due to personnel movement. Shift swaps, exchanges of duty, the fair allocation of AVH and the correct make up and competencies of personnel on an appliance could all be managed in house. I'm sure this would improve staff morale.
→ Terminate the EMR trial.
→ Allow any rank to apply for positions not just progressive rank structure.
→ 12 hour shifts. / Less demands on the watch managers to perform and achieve against ever increasing targets and demands placed upon them. I feel that this is reflected in the extreme low numbers of Fire fighters expressing interest in career development. As is heard all too often 'Where is the incentive to go for promotion, seeing the workload and pressures that the watch managers are under for the minimal increase in earnings'.
→ Paperwork and electronic returns on the portal have improved a lot but still can seem a little onerous at times. I understand we have to maintain records and audit trails of work done but the more effort that can be put in to making the systems user friendly and simple for the less I.T capable members of staff the better.
→ be able to work 24 hour shifts at kirkdale
→ I am not a member of the Fire Brigade Union and as such, I feel bullied by a small group of people who are. Being blanked/ignored can have a negative effect on people, therefore, I would like the FBU to take a more proactive role in preventing bullying of non FBU members.
→ The shift system
→ I would increase control staff and hand back staffing issues to them and dissolve attendance management as it currently stands. / Allow more flexibility for crews without threatening them with withdrawal of shifts as currently happens now to certain shift patterns. Were as other shift patterns regularly ride with 4 riders and some have ridden with only 3 on an appliance. / If it is acceptable for those shift patterns it is acceptable across the board. /
→ The 12/12 shift system. / / I would also integrate the S.R.T. onto watches throughout the service and not have the them and us situation which exists at present.

<p>→ A number of years ago we went to HQ for a POD day, it was a good day because I got the chance to meet other people who work in our service and do jobs that operational personnel would never normally have contact with.</p>
<p>→ REMOVAL OF NEED FOR RESILIENCE CONTRACT TO BE PROMOTED PAST WM, NO SUBSTANTIVE SM's OR ABOVE IN FBU WHICH SEVERLY LIMITS THE PROMOTION ASPIRATIONS OF ALL STAFF.</p>
<p>→ I'd like to see the "glass ceiling" for union members seeking promotion removed.</p>
<p>→ learnpros</p>
<p>→ That Fire Brigades Union members were promoted through merit and not overlooked for non striking members who get all the promotions.</p>
<p>→ All staff at HQ who are not operational to be paid WMA rate at most. It isn't fair that people are working nights, weekends, completing SPA's, Ops Assurances, Learn Pro, IRS, HFSC's, appraisals, SSRI's, dealing with community groups an managing watches and taking charge on the fireground- are being paid LESS than some people at Brigade HQ, who are doing a project of some sort and are being paid either WMB, or Station manager money. Pay all operational ranks WMB money, not WMD or WMA.</p>
<p>→ No politics</p>
<p>→ Substantiate WM who have been in post for a long time as temporary and completed all the necessary training courses and portfolio please.</p>
<p>→ I would introduce a family friendly shift system. one the majority want. / id also cut the pay of senior officers,they are paid too much in this county compared to other counties. / id also disband the srt, again we are paying too much money for something in this county compared to other counties</p>
<p>→ Having the right amount of people in the right place on stations</p>
<p>→ Make better use of the wide range of skills and knowledge available at FF level.</p>
<p>→ there are some people in senior management positions that do not deserve to be there due to the old boys network syndrome and nepotism and I feel that the management structure is wrong in so many ways and there still seems to be a them and us mentality . / that is what I would change .</p>
<p>→ Development of staff is shocking. This is a target driven organisation where graphs are more important that developing firefighters to WM and WM to SM. Development for ranks above this is much better, this is disappointing and improvement in this should be treated as a priority</p>
<p>→ day shift length</p>
<p>→ the shift pattern .</p>
<p>→ Re introduce the crew manager role to allow development of firefighters and allow contractual leave to be taken. There is an obvious shortage of watch managers and the inability to get contractual time off when required is affecting my morale</p>

<p>→ I would stop people from complaining about industrial disputes that occurred years ago and being judgemental about others who do not hold the same allegiance as them.</p>
<p>→ Development firefighters should be able to integrate with operational crews on different stations not just left to work in isolation as this does not assist their operational skills at incidents. / This "on the job" training by experienced firefighters should never be underestimated due to the nature of the work.</p>
<p>→ Honesty and integrity of senior managers.</p>
<p>→ Communication between senior management and frontline staff could be improved and be more constructive. At times personal agendas need to be set aside and communication needs to be honest and open for the benefit of the job and those involved.</p>
<p>→ When change happens those to which it affects should be told in the first instance</p>
<p>→ Getting rid of the family unfriendly 12 hour shift system.</p>
<p>→ I would like the process of improving the roll out of new kit/equipment to be speeded up ie. improved uniform, ipads etc</p>

Other (Function)
→ Rather not say
→ NOT SAYING
→ Clothing Stores
→ Assets
→ workshops
→ Headquarters
→ MYOB
→ ICT
→ work shop
→ headquarters
→ Operational Firefighter
→ Organisational
→ TDA
→ Not prepared to say
→ Not prepared to say
→ station
→ PO Team
→ National Resilience

Other (Religion)
→ Mormon
→ catholic
→ Roman Catholic
→ tolerant
→ I believe in God.
→ prefer not to say

Has there been an improvement in the way in which we are communicating information throughout the organisation
→ About the same.
→ I have always been of the opinion that information is always communicated well.
→ As the service have had more constraints imposed due to budgets senior management have continually endeavoured to improve communication across all staff
→ Slight improvement
→ Not really.
→ More information is placed on the intranet
→ Yes and no, there is still not enough interaction from Fire Authority members with the workforce.
→ No
→ As before there have been issues that have been communicated well and then there are issues, 1 of which is affecting myself and my team which has not. Although the issue was communicated through the POs briefings initially, there has been further development and in a shorter timescale than was anticipated, this has led to the team being worried about their positions and future.
→ Communication of the direction of the organisation was never a problem it was the way it was delivered by Senior Management. / / The way the message is now delivered has massively improved and this has had a positive impact on my work life balance.
→ Not really
→ Information regarding austerity cuts has been communicated very well to staff in my department.
→ Yes - more face to face communication has taken place which I believe has improved how challenging information (especially in regard to change), is communicated. The communication has been much more 'two way' and has helped shape how we work and make necessary changes.
→ More informal PO briefings with support departments are beneficial
→ I cannot see any
→ No
→ Yes
→ yes by using this survey,and

→ I honestly don't think we can do any more; station visits, department briefings, Hotnews, regular email updates.
→ Not notably
→ PO Briefings are very effective and their regularity ensures staff are kept up to speed with the changes impacting on them and the Service.
→ Staff engagement is higher on the agenda
→ I think that the CFO/DCFO briefings have been useful. / Communication I feel is often lost or not given however from the middle management area.
→ There is good communication through forums and surveys, one-to-one manager manager and team meetings
→ No - there needs to be uniformed approach with how information is communicated from PO/SMG down. Some Directors are very good at communicating with their staff and making them feel valued others are not.
→ Has always been good
→ Not really noticed an improvement
→ Yes, face to face meetings with Principal Officers have been useful to support staff. More thought is given to how people might feel about change and how best to communicate and consult.
→ Yes. The smaller Principal Officer meetings with each departments are much better. Better communication and engagement across all levels of the organisation from senior management down.
→ Yes. The Authority Member's Engagement sessions and Breakfast with the CFO.
→ Yes, the Principal Officer Briefings are tailored a little more for specific departments as opposed to being generic presentations as previous
→ I appreciate the regularity of senior officer briefings with regards to cuts etc.
→ The inclusion of Support staff in PO briefings and discussions in functions by PO's has been a great improvement , the openness with which survey results have been shared is a significant positive and I believe shows the organisation is improving. The Authority members engagement with staff has been significantly improved.
→ Yes, there are more regular cascaded information being undertaken, the PO briefings are beneficial and should continue.
→ Yes, via PO briefings and line managers.
→ No but I would say it was very good in 2014
→ Yes. There are now more communication channels than I can ever remember.

<p>→ No, rumour seems to be the first source of information with confirmation shortly afterwards. Principle Officer briefings seem to be less and working in a function in SHQ I feel communication from AM/GM about the direction of the department is zero. / / The "Hot News" is a good news publication with very little given to the realities of the future. / / The Fire Authority are virtually non-existent apart from names, I wouldn't know them if I was to meet them</p>
<p>→ Introduction of the PO briefings and other forums keep staff up to date with changes whilst providing a platform to give constructive feedback and contribute to change within the organisation.</p>
<p>→ Yes (WM forums, Senior officer discussions with staff, hot news etc).</p>
<p>→ The PO briefings are informative for staff and are useful for communication. There needs to be more thought around how information is shared when issues are more personal and effect a smaller group.</p>
<p>→ The last staff survey, and the use of the watch manager forums has increase the trust in feeling opinions are heard and actions will be taken.</p>
<p>→ Week end station audits have worked well as a communication exercise but have been somewhat of an overkill. We are very inefficient in the way that we communicate, the value of management resource should be better understood, utilised and accounted for.</p>
<p>→ I don't feel this was an area of concern, there has been a strong focus on communication over many years, the challenge is maintaining the same message, at PO briefings there is often mixed messages.</p>
<p>→ Depends who you are</p>
<p>→ This is a stupid question</p>
<p>→ Yes, through talks, portal etc</p>
<p>→ Not really</p>
<p>→ Absolutely not.</p>
<p>→ Marginal improvement only but seems to be no forward long term planning or attempt to engage with staff at an early period of planned change.</p>
<p>→ Yes</p>
<p>→ No not really, the way they are treating watch managers are wrong and they wonder why nobody wants promotion. Before promoting other people promote the people who have been doing it for a long time and get overlooked like my boss who is excellent in his man management and how he treats people.</p>
<p>→ no</p>
<p>→ More information flows down but whether the feedback is listened to back up through the organisation is unclear.</p>
<p>→ overall yes</p>

→ yes,generally it is being delivered in a more friendly and thoughtful manner . individuals not keeping with this ethos soon learn the error of their ways.
→ I believe the weekend GM audits and SM communicate well with ops staff, DEpartments are generally well briefed by line managers
→ Yes there has been an improvement with various methods attempted to encourage discussions and communication.
→ yes, but its still the same message...cutbacks, more skills to take on, less money, more pension paying in, less coming out..
→ Yes more forums as well improved accessibility of the PO's /Elected Members in a variety of sessions
→ YES WITH MORE PRINCIPAL OFFICER TALKS. CLEARLY SETS OUT THE BUDGET WE HAVE TO ACCEPT AND HOW BEST TO USE IT.
→ Generally the atmosphere is more amicable with a much reduced 'big stick ' approach, post industrial action. At station level some wariness still exists and it has to be said some middle management staff aren't encouraging improved relations. Personality clashes, while always present in any workplace, could be managed be improved interpersonal skills 'input' at middle management and in some cases, senior level
→ Yes, communication with the representative bodies appears to be more constructive, and as a result I feel included through my union. Management do communicate more, but still at times in a manner that it is an order rather than a discussion.
→ Yes I think there has been some improvement. When it is done factually through email.
→ Yes
→ This is carried out by service managers without care or compassion! These managers seem to read from a script.
→ No
→ No I feel I am kept in the dark about things affecting my department in work. It's the usual rumour mill & hearsay & when you do approach management its the usual shrug of the shoulders or one manager telling you one thing & another saying something else.
→ No, station closures and shift changes are not communicated to staff involved and they get to hear about them from other sources and not their line managers although CFO tries to keep us updated with financial cut backs
→ no
→ Weekly meetings and monthly meetings with line managers.
→ Yes
→ same as 2014

→ No change
→ Not from my experience.
→ I feel Departments within the organisation are communicating more effectively and this is important as the likes of Prevention, Protection and the Operational Crews often overlap in the work that they do.
→ Yes to a degree with the introduction of Watch Manager Forum's as they allow Watch Managers to raise issues directly with the DCFO.
→ Communicate all you like but I will never trust what I am told.
→ No
→ yes with the WM s forums and briefing.
→ Principle management communication from AM to SM has improved greatly. / DCFO briefings are very useful to give a communication update to staff based upon current topics. /
→ Better SM approach to managing stations and information flow
→ slightly / But certain senior managers still make you feel a lesser person
→ Yes the WM Forums have proved really beneficial in allowing two way communication between both senior and lower management levels.
→ all change is well communicated
→ probably yes
→ Yes It helps when the chief/fire authority members visit stations so that we can get a feel for the general direction of the organisation.
→ no
→ Yes since the last survey
→ yes
→ Information is communicated throughout the organisation no better or worse than 2014.
→ not really no.
→ regular POs briefings but the information doesn't appear to be consistent between different POs
→ Yes a slow change but there is still a lack of trust between fire-fighters and management which will take some time to return

→ We definitely have more senior officer briefing sessions than we have ever had, these sessions are welcomed and a good way of keeping us informed.
→ Yes. There has been a fundamental shift in trying to engage rather than manage by dictat.
→ I feel that I can communicate directly at any time with my Station Manager. I feel that I can talk to him about any issues or concerns about work, myself or a colleague.
→ No, it's got worse
→ no
→ N.A
→ There has been an improvement but during PO Briefings, differing messages are given from both PO's delivering the briefing.
→ Yes marginally. I still feel some senior managers pay little attention to work place agreements and have a maverick opinion of themselves.
→ Yes there has been an improvement in communication of information. However I have issues over the type of information being communicated. It feels as though the desire to prove relevance has gone to the extreme, with a substantial rise in target setting and the micro managed information which is communicated as a result.
→ The service is communicating very well with its staff and I believe that most staff are aware of problems and planned solutions and understand the Service's position and the reason for it and also the services intended responses and why these responses have been chosen. MFRS is a supportive place to work and the comms strategy with staff really does reflect that.
→ In my opinion, levels of communication with staff are better now than they have ever been in my 23 year career.
→ Yes
→ Couldn't say I have noticed a change
→ No, communication from principle officers has remained roughly the same
→ None, but that is not to say it was bad in 2014.
→ I would say on the whole yes!
→ No; meeting/communication sessions are very one sided and any feedback is not welcomed as it is always seen as criticism of systems; feedback is always asked for by senior mangers but there is a clear attitude of not understanding the feedback or being to precious of their own ideas and unwilling to listen. / There is also to much reliance on email/learnpro to disseminate info with no conformation to whether the information is understood. The should be more discipline in what is important risk info

→ I have not seen much change.
→ Communication overall has improved since the last staff survey in particular communication and engagement with station based staff. I don't believe the same is true of the way in which communication is managed with HQ based staff.
→ Briefing from the DCFO are very informative. There is a lack of communication down the chain from senior and line managers to employees. / When I and colleagues ask what has been discussed at management meetings, I don't always feel that employees get the full information If any at all often being told it is confidential or "need to know basis" or line manager does not feel they have the authority to discuss information that has not yet been confirmed. This then can lead to rumours/speculation.
→ The PO's briefings are well timed and very informative.
→ Not noticeable.
→ To be perfectly honest I haven't noticed any difference in the way information is communicated. I wasn't really aware that information is communicated, but that's my personal opinion.
→ The overall information is communicated with the briefings, and information on the portal which tells us about what has gone on and what may happen. The finer detail that affect my work department could be better communicated. This i feel is due to the drip down way in which information is given rolling from senior mangers, down to DPM's, then to advocates.
→ I believe MFRS are attempting to communicate information however; when attending Chief or Dep meeting I have to say the Chief only seems interested in the uniform staff within the organisation - his interaction with other departments is minimal - and using his workload is not a reason.
→ Yes the PO Briefs are held regularly
→ Yes but improvements can still be made. We get regular DCFO updates on the situation that MFRA faces in the future with regards to cuts from government. However communication at a departmental level could at times be improved. Communication during times of change is not filtered down properly. Some points get lost in translation. Not all staff are getting the same communication which sometimes leaves procedure being a bit ambiguous.
→ Slightly. I appreciate the senior officers briefings however most of the time they give us information we already know and there is no real update. Staff members in the room want to know how it effects them and their jobs/pay ie - roles being cut etc.
→ communication I feel has generally been good through the delivery of the PO briefings.
→ PO brief regularly. still only seen fire authority members once and that was only following the damning 2014 survey
→ i think always quite good / PO briefings... often to many as can be a bit repetitive / but yes, no issues from me

<p>→ No. Most middle and senior managers have been promoted for their political allegiances and not their ability to manage. / Issues around shift changes have not been communicated to staff by middle management. Nothing has changed since the previous survey.</p>
<p>→ yes</p>
<p>→ none what so ever</p>
<p>→ In some ways yes, probably from the chief himself although not so much from those below him. For instance, here I am at a Station where there is to be a shift change implemented which will likely involve me being posted to a station I don't want to work at, on a watch I don't know and working a shift pattern I despise and I found out by email with no explanation or forewarning from anyone so I would say there is still quite some way to go.</p>
<p>→ principle officer briefings are excellent and give good communication and contact between the principle officers and staff. there isn't enough contact and communication with the group manager group and station based staff. group managers are only seen on station for audit purposes and this can lead to negative relationships being built /</p>
<p>→ No comment due to fear of being identified and bullied and harassed</p>
<p>→ there has been an improvement in relationship between senior management and personnel at station level which has improved the flow of information in both directions.</p>
<p>→ There has but the good efforts on behalf of the organisation can be countered by the widespread use of social media and the way it can be used to quickly spread negative messages.</p>
<p>→ Same as previous years</p>
<p>→ Yes. There email updates on change with briefing notes submitted on new work areas such as EMR. SM's are also working more closely with crews and are trying to form a team atmosphere.</p>
<p>→ why ask for comments off staff, but beforehand, as above in the And finally, make them aware that they could be identified from their comments, and if so , whether they would wish to be? / Definitely not the best way to seek an honest response, as people may fear giving that</p>
<p>→ station managers now come to the watch for a chat ,this puts everyone at ease and people can have their say .we seem to be working as a team again</p>
<p>→ yes PO briefings are useful when a major change is about to take place</p>
<p>→ In my opinion since the last survey communication has stayed the same</p>
<p>→ The chief fire officer communicates well with issues affecting the fire service. / Other senior staff do not communicate or interact as well. / Senior managers immediately dismissing problems or ideas or trying to redirect them to others instead of taking the issue up themselves does not give confidence in them or procedures.</p>
<p>→ Not noticeably.</p>

→ yes
→ WE STILL HEAR ABOUT CHANGE VIA THE RUMOUR MILL AND MIDDLE MANAGERS ARE NOT ABLE TO CONFIRM OR DENY.
→ Not really, a recent example of this, is xxxxxxxx crews finding out about a change of their shift system only when expressions of interest emails were sent to all operational staff. The Station Manager omitted to tell the crews he managed about the proposed changes.
→ no, principal officer meetings are not interactive due to fear of reprisals and any other information, from other sources, can be untrustworthy. The best communication that I can trust has been given to me by SM level
→ Increase in management briefings which are more open
→ Watch managers need to be left to do the job of managing the watch
→ The senior officer briefing are a good source of information but these were already happening. I have heard good feedback from the WM forums although I haven't personally attend one yet but will do in the near future.
→ Yes there has, I feel well informed of changes etc
→ no. firefighters are treated poorly by senior management. we are an inconvenience
→ I appreciate the chief officer comes to watches to personally talk to the operational crews. This makes the opportunity to raise concerns and less formal which puts people off.
→ Not really, same old story, more cuts, even more rumours , not enough honesty and transparency from Senior Management.
→ Yes the information from Principal Officers is passed on well with briefings and Station Managers.
→ yes
→ Don't think so
→ Yes I think so. The portal is a good tool and source of information.
→ Principal officers briefings still take place but the communication at SM level to fire-fighters can vary upon individual managers and their own take on things or their own individual targets that they have set on stations.
→ not currently
→ Yes there has, but due to the nature of the times we are in, i.e (Govt) Austerity Agenda. Any Communication tends to be of a negative nature.
→ yes

→ a marked improvement from 3 yrs ago.
→ YES
→ No. whenever issues affecting the service are raised, senior managers differ on what is going to happen or in some cases not. / Stations earmarked for closure or duty system change, have had their staff given the minimum time and consultation regarding their positions. This makes staff feel disengaged, not valued and not part of the consultation.
→ their has been improvement because information sharing is happening now when it never did, however the key is the content of the information being shared which is the problem. The service seems desperate to share certain information when it has no relevance to the people being spoken too.
→ Some Senior Managers seem to be more informed than others at times when you ask them questions regarding the likes of shift changes, postings, and general direction of MFRS.
→ No communication briefings are quite regular but seem to vary greatly depending on who is giving the briefing. Usually left feeling despondant and worried about future after each meeting. Frontline firefighters seem to be poorly thought of by senior management and members of the authority.
→ no.
→ No. For a short while SM's used to make time to visit stations and tell us what is going on, they are either to busy or have stopped this now. I get very tired, of mainly SM, not responding to emails, I find it unprofessional and diminishes how one feels in the organisation.
→ Watch managers seem to given time to do their work without constant supervision from senior managers
→ In some areas but feels pretty much as it did a few years ago otherwise.
→ PO briefings - getting wheeled in for some sunshine and light are always a pleasure
→ I feel that a slight improvement has been made by certain senior officers. However I still believe major improvement needs to be made.
→ No. We only use PO briefings. It's unusual to have questions answered because I believe that PO's do t have the answers.
→ Yes
→ yes
→ A small amount
→ I feel I am spoken to as a human being
→ Yes. it has become slightly more open and honest .

<p>→ The organisation and senior managers do attempt to communicate to staff but in recent briefings, the content and clarity of the communication has not been as relevant or clear cut as was expected prior to the briefing. During the latest round of P.O. briefings, staff expected to be informed of definitive numbers of cuts and station closures but were given a scale with too wide a range to actually take anything from the briefing and as a result, came away more confused.</p>
<p>→ Communication is abundant and there seems to be a good approach to working with rep bodies. Information provided by reps is consistent with that given by managers. Most station managers seem to know their job and this builds credibility with the staff on their stations; better credibility = more trust = increased performance</p>
<p>→ No. Senior managers say what they think you want to hear and pretend to listen to you ,then either totally ignore your concerns and do nothing or do what they wanted to in the first place.</p>
<p>→ No. When change happens as is the fire service way those that it has a negative impact on hear last and often through the rumour mill causing a lot of anxiety and resentment.</p>
<p>→ the way things are communicated is similar to previously however the manner in which it is communicated is much better, instead of things sounding like veiled threats they are communicated with more mutual respect to keep everyone informed</p>
<p>→ no</p>
<p>→ yes</p>
<p>→ yes</p>
<p>→ no</p>
<p>→ yes</p>
<p>→ Yes. PO briefings; WM forums; building of relationships between SM's and WM's.</p>
<p>→ I feel Senior Managers are cascading information, in a more open and frank manner.</p>
<p>→ There are regular update meetings which is valuable in understanding what changes may be made in the future.</p>
<p>→ I feel there is greater transparency and improved communication. PO briefings are useful.</p>
<p>→ I think the P.O briefings are useful and keep employees well informed of the changes ahead</p>
<p>→ It's about the same.</p>
<p>→ no</p>
<p>→ no.....Also, I have put neither agree nor disagree to a lot of answers, not because I cannot be bothered making a choice, but because as I do not feel many of the questions merit a straightforward agree or disagree answer as they are not black or white questions.</p>

→ I don't like the CFO's briefings - it's a load of waffle that puts a tick in his box as communicating with the staff. They're all generic, so there's no thought of who they are being delivered to.
→ No
→ Regular Principal Officer briefings
→ Yes
→ Yes I feel it is better
→ not at all. none is communicated.
→ I'd say it was the same.
→ no
→ yes
→ Principal Officer briefings are often confusing as different senior managers deliver different messages. I sometimes come out of a PO briefing and wonder if the only purpose of the briefing was to deflate morale.
→ Yes
→ I feel that there is more information relayed to us and it is more truthful
→ no
→ Some individuals have taken on board the results of the last survey however many have not and this survey should be a reminder that middle and senior management have to change and not fall back into the ways of 2014 and there is still an element of mistrust.
→ Yes
→ no
→ Yes
→ No. One meeting says one thing and the next another. Both chaired by different Managers.
→ Station managers are more open and tell us things
→ Yes. The most important for me that CFO can come to our station, have a cup of coffee and talk to us on the same level. You can't buy that for any money-attention from PO.
→ Po Briefings are good / Authority are more engaged than before / The last staff survey was very useful in moving the service forward

→ Personally - no
→ information sharing through the portal has improved allowing access to all of information affecting us all ensuring we remain fully informed
→ I would agree with the statement in as much as Principal Officers are taking the time to explain the path the Authority has had to choose due to the financial constraints however I believe some of the comments are disingenuous as the Chief is not taking tough decisions but favouring a more popular decision to appease the Fire Brigades Union.
→ Little change, although some effort has been made to engage. However, I see little evidence to show any positive outcome of the engagement.
→ not really
→ No change at all
→ Yes more regular updates
→ Yes
→ Yes. The changes made to the way in which PO Briefings have been conducted with staff based at SHQ is much better. Conducting PO Briefings with individual Departments, has enabled the information provided to be more relevant and tailored to the requirements of teams, and has promoted more open and honest discussion, with people feeling more comfortable to raise questions or voice their concerns.
→ The Chief now addresses smaller groups of staff when conducting briefings which provides a much better insight into the politics which is determining the strategy and decision making of senior management.
→ Feeling more included in the decisions being made on our behalf.
→ Regular briefings with higher management
→ not really: however as there is so many changes going on at the moment any information about changes is confusing because it changes almost on a daily basis, and depending on how it is affecting the PERSON who is giving out the information depends on how that information is prioritised to the rest of his/her staff.
→ I see no improvement. We have Principal Officers briefing but they are normally not very informative and consist of a bunch of slides, bullet points and statistics.
→ There are more PO briefings but it just sounds like propaganda to me, I don't have faith in the integrity of their arguments.
→ More visits by Station Managers for informal chats are a good thing instead of only seeing them for audits.
→ about the same

<p>→ Yes, In relation to the most pressing issue of communicating due cuts, in particular the personal effort of Senior Managers to visit the Marine Unit is appreciated. I genuinely feel the effort taken to put staff at ease in uncertain times of cuts has been well received and had a positive effect on the mind-set of staff. / /</p>
<p>→ yes ,it has improved ,it needed to ,this survey has given all roles within the service the ability to air views and comments about the present and future of the service .</p>
<p>→ Yes through regular meetings and discussions</p>
<p>→ yes, more principle officer briefings</p>
<p>→ No, there is much information to share, and the staff are grateful for the time given by the PO's during briefings. But the briefings are too technical in content and not person focused enough.</p>
<p>→ Yes. Through PO's briefings and our Station Manager keeping us informed, I would say communication has improved.</p>
<p>→ I believe the principle officers do provide the information but unfortunately this is not replicated lower down the management structure. As a firefighter at xxxxxx i nor anybody else on the station were informed by the station manager, xxxxxx, that the station was changing its duty system. The only time i was informed of this by the service was when i received an email asking if i would like to put in an expression of interest.</p>
<p>→ Yes, middle management are more engaged with information exchange on a station level.</p>
<p>→ There is more communication with Station Managers, although feedback is varied dependent on which SM you speak to.</p>
<p>→ No.</p>
<p>→ no</p>
<p>→ There has been a big improvement via communications especially from station manager level down to fire fighter level. .</p>
<p>→ Yes.</p>
<p>→ the communication provided by the PO group is both helpful and informative. I do believe, however, that other managers should interact and communicate with stations on a regular basis.</p>
<p>→ there are now regular meeting from senior managers which is an improvement</p>
<p>→ yes</p>
<p>→ No. My station is changing to a different shift pattern. No-one on the station was informed by management of the changes. We found out by hear say.</p>
<p>→ Yes through PO briefings, GM inspections and SM visits.</p>

<p>Name one thing which you feel has changed within the MFRA since the last survey in 2014 which has had a positive impact on you.</p>
<p>→ Attempts at more inclusivity.</p>
<p>→ Less bullying to others around me.</p>
<p>→ Senior management re structure</p>
<p>→ Better working environment</p>
<p>→ change in management structure</p>
<p>→ Change of Line Manager</p>
<p>→ WM's have been given back ownership of Tasks and teams. This has improved Morale substantially. There isn't panic when SM's visit station and WM's are trusted to be doing there job correctly. / WM's now feel more comfortable coming to work and know that we are managing the station and will be judged on results month on month. in 2014 we seemed to be judged on what we were doing at the exact minute a SM walked on station.</p>
<p>→ less staff, more work</p>
<p>→ Unfortunately none to report</p>
<p>→ Communication has improved as above</p>
<p>→ Nothing at all</p>
<p>→ nothing</p>
<p>→ nothing much,buisness as usual here in the workshop.</p>
<p>→ Being honest about the future, particularly collaboration - told we 'don't know' what the future will hold but we are doing all we can to ensure the best possible outcome for the Service.</p>
<p>→ Nothing</p>
<p>→ There now exists a greater sense of pragmatism about change, even unpopular change, in most sections of the organisation that I come into contact with.</p>
<p>→ Engagement is part of the conversation</p>
<p>→ Improvement in workload and my work role direction</p>

→ Better communication through regular team meetings
→ Appraisal process has improved greatly
→ My previous line manager left
→ Nothing, started off strong with promises of action plans and regular communications, but then just seemed to fizzle out. It would be good to see a communication listing what positive impact changes have been made since the last survey? There was a cafÚ day with elected members, but nothing was communicated out following that, so unless you were one of the people who attended to represent departments, it is a mystery.
→ Authority Members seem more interested in support staff and appear to value their contribution more than they did before.
→ Better communication. People taking time out to say Thank You, for the work and effort you have put into a piece of work. Directors even making effort to say Good Morning when they would not previously have done that. The little things make all the difference.
→ Being invite to attend one of Authority Member's Engagement session where I could meet some of the members. I was able to tell them about my job role and also ask them questions about their role as authority members.
→ Inclusion in Support staff for ongoing briefings
→ focus on staff opinion has been clearly noted and acted on for areas for change
→ Integration with Merseyside Police.
→ Nothing
→ Working within a different department and culture has provided me with distance away from the operational culture which in turn has helped me regain perspective leading to a healthier and more realistic state of mind, this was not always easy when operational.
→ For me in my role, the restructure of August 2015 has changed some aspects of my role, but the main change is more with station based crews and their staffing models. the feedback from stations is very positive from those now operating on the 24 shift system, those on 12's still feel the timing of the day is still obstructive to their evenings when on days
→ Senior Managers listening to and respecting my opinion, being more receptive to constructive upwards challenge
→ Better office and working conditions on Stations, TDA and at SHQ
→ Great to see new recruits in service, we need more to be brought in to tired and old points of view
→ None
→ The wicking type T shirts what we can wear for PE

→ Less all round intimidatory atmosphere by management by punitive means.
→ 24 hour shifts
→ Absolutely nothing.
→ 12 hour shifts. not good for family life and work balance.
→ Nothing
→ no
→ Less micro-management
→ the atmosphere
→ Positive dialogue and good decisions made at joint sec level have had a big impact on the ground and cut out a lot of nonsense.
→ I was positive in 2014, but I have taken more responsibility to manage workload
→ Transparency and the ability to converse with staff at tall levels
→ Nothing
→ Recruitment of wholetime retained staff has had many positive effects
→ THE FEELING THAT WE ARE ALL IN THIS TOGETHER, WETHER YOU AGREE WITH THE CUTS OR NOT.
→ Devolving ability to accomplish targets to watch managers who actually 'know' their station capabilities and are best placed to plan training and station functions in a flexible time-frame
→ Move to 24 hour shift working
→ Less scrutiny by senior managers on employees at station and operation level
→ As a Watch Manager I am able to manage my day without being micromanaged. I still strive to reach the required targets set for the Station but can manage my time better rather than the strict timetable that was set previously.
→ My work place has become a better place and a more positive place without the constant (it's now not AS constant) micromanagement that went on before.
→ Closer to retirement
→ Nothing I can think of, seems to be bad news all the time

→ Nothing
→ my development - which has proved the appraisal process has worked for me
→ No more Capita
→ Fewer staff to manage a similar workload.
→ I feel like the change in line management as had a positive impact on me as my Line Manager now is experienced in the work that myself and the team do and I feel like I have more direction.
→ None to mention.
→ There is a chance the authority will be replaced by the PCC. My personal view is that this will be better because a high profile elected individual will care more about their accountability than a group of almost unknown 'yes men/women.'
→ Absolutely nothing!
→ 24 hour shift system implemented
→ WM forums and shift change
→ The ability to treat WM's as part of the management team has given them the ability and support to manage without undue interference. This has helped me to be an effective middle manager and improved performance!
→ Watch managers being allowed to manage their own watches without interference from Station Managers micro managing. Relaxing of the work routine and admittance from senior officers that they have listened and admitted they got it wrong. / Very honest approach and currently this has helped morale increase
→ Being moved to a different station for no reason
→ Senior Mangers are now listening to employees a lot more. Relationships between senior management and representative bodies has improved dramatically.
→ we are treated better by senior management.
→ The less intrusive manner in which Station Managers conduct themselves. Since the last staff survey we have had two Station Managers I feel I can approach about certain issues, whereas before then it felt like anyone from SM and above was part of a 'big boys club'.
→ there has been slightly less day to day interference from middle managers
→ There has been a slight improvement in middle managers and above attitude towards the staff.
→ introduction of EMR has engaged most staff and encouraged learning of new skill set.

<p>→ The senior managers are taking a more softly approach to station visits partially allowing watch managers to manage watches. Middle management seem to have an attitude of superiority and are unapproachable. Unfortunately due to the lack of FBU senior management posts the trust and openness can never be achieved.</p>
<p>→ there is nothing I can think of.</p>
<p>→ diffusion sessions</p>
<p>→ Improved attitude and openness from senior officers.</p>
<p>→ The move to a 24 hour shift system has given back a better work life balance and allowed the watch managers to manage creating a happier workplace.</p>
<p>→ I feel that as an operational manager on station I am left to manage my teams daily work. I understand what needs to be done and I'm able to manage it.</p>
<p>→ Nothing</p>
<p>→ 24 hr shifts</p>
<p>→ N.A</p>
<p>→ The pending move from 12hr shifts to a self roster 24hr shift. It will assist me hugely with child care and work life balance. The change to 12hr shifts has had a detrimental affect on my home life.</p>
<p>→ Nearer retirement.</p>
<p>→ changing shift pattern has improved work life balance</p>
<p>→ There is more flexibility around the daily work routine, however this has just provided managers the power to manage their day to satisfy ever more demanding targets and projects. This is having a negative impact at station level, specifically on the managers to maintain targets and performance.</p>
<p>→ Decisions to address the issue of leaving people long term in temporary promotions which I believe makes people feel unduly stressed and at times undervalued. Dealing with this has been an extremely positive move and I hope that the new approach is maintained and applied to all staff who are found to be suitable for promotion.</p>
<p>→ Communication with all staff.</p>
<p>→ The 24 hour shift pattern that I currently work on has made a massive difference to my work/life balance. I feel a lot more refreshed both physically and mentally.</p>
<p>→ 24 hour shift pattern is much better than the 12's / / Middle managers treat the workforce a bit better than previously</p>
<p>→ the micromanagement culture has subsided</p>

→ A welcome relaxing of the work routines and the way Stn managers have approached this issue. They seem to be less confrontational when it comes to the work routine
→ na
→ Overall staff morale is a lot higher than it was 12 months ago. I think this is mainly due to certain Station Managers being moved to different departments and not having an involvement at station level, it is clear that some need training in people skills and common sense. There is however a few who are still at station level who would benefit from this training, they seem to upset watches and alienate them.
→ I do feel that I am now being allowed to manage and lead my watch better and concentrate on the work that needs to be done in the most efficient/productive way. But I still do feel stressed when additional unrealistic expectations are added by other department through the service who think I just sit around all day. (these should be support services for the stations and help with daily function)
→ We feel more comfortable talking to senior management.
→ senior management seem to have a better understanding of our opinions
→ Empowerment of station based watch managers, engagement of station based staff with station managers.
→ The working practice within Prevention. Fire Service Direct now manage appointments and administration with the removal of CAPITA. But to contradict, the removal of CAPITA has (I feel) lost vital qualitative information on vulnerable people living on Merseyside.
→ I can't think of anything.
→ Again, nothing has changed that has had a positive effect on me. The new cars are good though!
→ Nothing
→ Personally I achieved promotion - organisationally wide no redundancies
→ Authority members have taken time to meet with us
→ Staff on the ground level are being listened to more through the surveys we have been invited to participate in. However more could be done to really understand job roles and challenges faced and understand the impact of changes when implemented.
→ The relaxing of the work routine. All targets are being met and we don't have to sit in layby's or drive around for hours on end killing time.
→ There seems to be less micro management by senior officers but that seems to be because they change around so often they never seem to be sure what is happening next
→ Senior managers have begun to pull back slightly from micro management but more improvement could be made
→ My personal development, initiated and completed by myself.

→ I feel there has been a better attitude from senior officers which has had a positive impact.
→ The switch to a 24 hour work shift pattern has had a huge positive impact on morale for everyone in my team. My team are engaged, happy at work and enthusiastic, whereas before, on the 12 hour shift system, the opposite was the case.
→ There isn't one.
→ none
→ Watch managers can now manage the watch/station and feel like they are not being micro managed and can utilise the working day, week or month to get the maximum output from the fire fighters.
→ the aim of the organization has shifted and allowed junior officers more scope and freedom to achieve station objectives without being tied to timetables, which has created a more positive place to work
→ none
→ the work routine
→ Attitudes of certain middle managers
→ Definate change in management style and shift pattern which has reflected in a happier work place.
→ less micro management / as a WM I feel I am being asked to live up to my role.... manager / as before, way to much direct obs by senior management to the detriment of results
→ the opportunity for a change of shift pattern as I think 24 hour working is a system that is more family friendly than 12 hour shifts.
→ Nothing. Non FBU members still receive all the opportunities to diversify within their role and progress their careers. This leads to an atmosphere of mutual contempt which will not go away until the Fire Authority and the senior management address this.
→ being allowed to work without being micro managed
→ none
→ N/A
→ deputy chief conducting watch manager forums and listening to suggestions
→ No comment due to fear of being identified and bullied and harassed
→ Allowing the Watch Managers to manage the watch has had a significant positive impact on morale.
→ There appears to be a genuine desire to keep staff fully informed on the strategic issues which affect staff.
→ Greater understanding in building constructive relationships with the staff

→ WM's now are able to manage their own day with the restriction of the work routine lifted. The scrutiny of appliance movement has also been removed.
→ Senior Management seem to have eased off on pressuring watch managers as much, and actually LET them manage their watch, as opposed to micro management
→ since last survey we as firefighters are not constantly being drilled for no apparent reason ,it was as if the cuts meant it was time to make our lives miserable . the work routine was draconian and served no purpose. now things are different ,we do our training as required in a happier environment. the watch manager is no longer pressured to adhere to a work routine which makes 12 hour shifts more happier.as weve always said the work gets done . station managers are now more approachable
→ There seems less micro management of staff that are deemed to be competent and trusted
→ Implementation of 24 hr shifts
→ Cannot think of one thing.
→ We now have more stability and a better understanding of the future of stations and shift patterns on stations on the wirral
→ REMOVAL OF UNREALISTIC WORK ROUTINE AND PRESCRIPTIVE TIMES FOR EACH TASK.
→ Can't think of any positives, maybe the question should have asked about negative impacts?
→ Better relations between staff and senior management
→ SOME station managers do not micro manage anymore, but others have got even worse and will not leave the watch managers alone.
→ Moral is a lot higher than last time!
→ nothing. gone onto 12 hour shifts. my station has been closed. ive been posted. got to travel further to work
→ I am two years closer to retirement.
→ The better approach towards managing the work routines is allowing the day to be more dynamic and gives the Watch Manager more control to run the days activates.
→ ability to be in some part responsible for the planning of my day.
→ 24 hour shifts
→ A positive outcome is a move of station but this has nothing to do with the last survey. There has been a different approach from most senior managers but not all.
→ moving from a 12hour shift to a 24 hour shift coupled with allowing watch managers to structure their day allows for more flexibilty but still making sure targets are met. / It has given me back my love of the job.

→ Indirectly, giving watch managers more control over how they plan the day means the shift flows better than being stuck to a rigid timetable.
→ Organisation is generally more focussed on the operational side of things, which I believe is a good thing.
→ less micro managing
→ senior managers being made aware how low the morale was in the workforce. this has led to better communication between FF and managers.
→ A common sense approach to the work routine.
→ Nothing.
→ the introduction of 24hrs working meaning my family life is much better , / management appear more approachable and less intent on forcing through unnecessary changes ,and now come across in a less aggressive anti firefighter manner
→ Audits have become more relaxed and are about learning rather than it seeming as though SM's are looking for something to pick you up on.
→ I honestly cannot think of any positives .Station Managers change quite regularly ,you seem to be doing well under one, then a new one comes in and tells you how poorly you are performing.Watch managers seem to be micro managed which does not seem like a good use of resources.
→ I cant.
→ 24 hour shifts in that moral over the whole station has lifted 10 fold.
→ The work routine has become more flexible, I feel this will only get better results from the workforce.
→ being able to work without constant supervision and interference
→ The decision to let watch managers manage.
→ Although some senior managers cannot get away from micro-management there has been an improvement in that area. The feeling that you are not trusted to do your job well and certain people are watching your every move should be kept to George Orwell books.
→ I feel that the intense scrutiny and micro management employed by some senior managers has abated moderately.
→ The removal of the 12 hour shift and the introduction of 24's
→ A change of station and working system
→ Some managers have started to trust staff to do their job and have stopped treating their staff like children
→ decent coffee in the mess

→ relaxing the amount of monitoring on the 12 hour work routines . and allowing the watch managers to manage their watches .
→ The acceptance that the rigid 12 hour work routine was not working and subsequent flexibility to allow me to manage my workload in order to achieve the best contribution towards the station plan
→ Moving from 12 to 24 hour shifts has made a massive difference to me. I am now enjoying coming to work again.
→ Managers and staff appear to be working towards the same goals and some historical challenges appear to have receded.
→ Work routines
→ I changed watches
→ Less micro-management and given back the ability to manage.
→ the relationship between firefighters and management has improved dramatically creating a much more enjoyable working environment
→ cannot. /
→ principle and most senior managers have a different and more positive outlook about how to treat their staff
→ Less pressure from senior management, which in turn has made improvements to morale overall. /
→ watch managers given responsibility for running watch
→ none
→ Flexibility applied to work routines and greater degree of autonomy given back onto WM's.
→ Better relationship between management and staff
→ Watch Managers are being allowed to manage their respective watches. without being micro managed by senior officers.
→ Safe & well has now been implemented and FSD have took over the booking of appointments and admin within certain districts. This has made life easier for the Advocates as they are no longer tied to completing capita every day which has given them more time to focus on appointments
→ None
→ skill base has lessened thus creating a greater workload
→ Nothing
→ Not much

→ Engagement with members was a positive improvement and I believe Members were surprised to hear what it is like for support staff working in MFRA.
→ Opportunity for development
→ More support from Senior Managers
→ nothing. except the pay and pension has gone down
→ Through negotiations senior management have listened to what some of its staff have been asking for which has consequently improved morale for those effected.
→ Most senior officers seem to be less heavy handed in the way they do thing.
→ 24hr working. Allowed to self-manage workload, broadly speaking.
→ The punitive way my watch manager was monitored seems to have gone and this has made the working environment less stressful.
→ 24 Hour Shift System
→ more shift systems available to suit different people
→ nothing.
→ Some communication has improved during this time however still think the middle to top tier of management need to address their communication skills and their ability to manage the watches
→ Clear and concise communications from all departments
→ n/a
→ A change in shift pattern has given me more flexibility to balance home and work.
→ Nothing of note.
→ 1)More communication between the firefighters and senior officers. / 2)Massive change that I'm not getting treated like child anymore, hence I have flexibility in my work routine. Prior to this change I felt like I'm robot, which repeating same thing for 12 hours.
→ The adoption of the think people approach
→ Line Manager leaving
→ nothing has changed in relation to equality
→ I'm struggling to think of even one

→ Nothing
→ Nothing ?
→ The Authority have made great improvements in the way in which they engage with staff. They have clearly taken on board issues raised during the last staff survey; and have made a conscious effort to engage with staff more widely. By introducing engagement events for non-operational staff, they have vastly improved their understanding of non-operational roles and how they contribute, which can only be a positive for all support staff.
→ See above
→ Staff engagement days
→ I can not think of 1 thing.
→ I feel that we are now no longer micro managed by SMs, freeing the WM to manage the work load.
→ I am 2 years nearer retirement
→ Closer to retirement!
→ watch managers are being allowed to manage there crews.
→ A move to 24 hour shift working.
→ There seems to be a more positive vibe around the service in general. Both the service and unions seems to have found a common ground and both seem to care about the interests of operational delivery and those staff employed in it (in particular staff possibly at risk)
→ to be honest im struggling on that as the whole landscape has and is ever evolving and positives become negatives and vice versa ,