



# Comments Report for Merseyside Fire and Rescue, July 2014

Produced by People Insight in July 2014



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## Comments provided by survey respondents

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

Please note that these comments are unedited. They are exactly as written by respondents and consequently there is a possibility that some readers may find certain comments inaccurate, unfair or even offensive. For these and other reasons we recommend that this document be treated with appropriate confidentiality. We strongly advise against open text comments being released in unedited format across the organisation.

What is the best thing about working for MFRA?
→ The people, work life balance and how policy is enforced and not tolerated regarding racism, discrimination and bullying.
→ making difference with vulnerable community.
→ The fact that we get the opportunity to help people day in and day out, working with good people and the fact that we work a relatively secure job with good amounts of time off.
→ The best thing about working for MFRS is being able to go home after each tour and having 4 days off. Seriously the shifts (224) are the only good thing left about the job. / The work routines are tedious and the day shifts are too long.
→ Helping members of the public during difficult circumstances
→ Feeling that you able to help your community
→ Being part of a committed team to make Merseyside safer
→ At the moment there is nothing good about working for MFRS. Morale is down, security has been eroded and senior managers make work intolerable. We are treated like school children.
→ Working within my team on station and at incidents.
→ the best thing right now is knowing i only have 2 years before i can get out of this organisation
→ 4 days off to spend with family
→ there isnt really anything good at the moment
→ Sense of purpose, Senior Officers are a much closer team under the CFO
→ Working for vounrable people of the community, seeing positive outcome is job satisfaction.
→ JOB SATISFACTION WHEN HELPING THE PUBLIC

→ I love my job. / I love being part of a team. I love helping the public. I love the sense of well being it gives me. / I love my new station, I love the gym. / I love the level of equipment provided. / / /
→ I find the best thing for me working within the MFRA is the fact that there is no problem between my work colleagues within my workplace and other parts of the Service concerning my transgenderism and possible gender reassignment.
→ The Christmas shutdown period
→ Saving and protecting life, there is no higher calling. / Being part of an organisation that you can say you belong to! / Knowing that you do make a difference. / Please restore that sense of belonging - stop the division! /
→ Unfortunately there isn't one anymore.
→ doing the things we do best, and have always done well at, resolving operational incidents. that's it i'm afraid, the rest of the job is tedious and unstimulating
→ Teamwork and a good working relationship within the watch.
→ A sense of identity and of making a tangible difference both in my workplace and the community I serve. Working with motivated and like-minded individuals. Excellent equipment and facilities, and a caring employer.
→ MFRA still has a strong brand that makes me proud to represent. My work is varied and I am given a certain amount of discretion in the way I manage my staff. At present I have some flexibility and can change rotas, shifts and leave with colleagues.
→ We are provided with quality PPE and equipment to help keep our operational staff safe. I am proud to be a fire-fighter and feel I try my best to make a difference. A lot of the people I have worked with have been a pleasure to work with.
→ Operational activities make the job rewarding and challenging.
→ working hours,sick pay,and colleagues are the reasons i work here
→ job satisfaction and customer feedback
→ The people.
→ Good working conditions with a cycle to work scheme in place with showers?
→ Some of the people who work here and every day is different making it a interesting and challenging place to work.
→ Good terms and conditions at present which are slowly being eroded
→ Can do organisation

→ Can do attitude. Professionalism of staff
→ I am proud to work for the service and I do feel supported with MF&RS. I sometimes struggle with the uncertainty of jobs within the service as I have to try and motivate my team and this is difficult at times.
→ Working alongside people who's enthusiasm, drive and commitment is focused on delivering a first class service to our communities within Merseyside.
→ The people.
→ The people most definately and the fact that you can change someone's life by assisting them.
→ The sense of comradeship and pride that you are helping people, even it is in a small way you are contributing.
→ Seeing the positive outcomes from the work that I and the team carry out.
→ being able to tailor my hours within my flexi to allow me to fit in my family commitments, such as taking my little one to School or hospital or doctor appointments
→ The people
→ MFRA has an excellent family friendly flexible working pattern for civilian staff, which enables me to have a good worklife balance without this I do believe I wouldn't not be able to fully comit myself to working in my role.
→ There are some great people working at MFRA, especially out on Station. / There is a great perception that the public support us and our work.
→ The working environment is good and staff seem content and treat each other well. Flexible working is a good benefit. I feel loyal to MFRS and would like to stay working here but hope that more job opportunites will return in the future so I can
→ The best thing about working for MFRA is the great sense of pride it gives to all working within it. Supporting the very people that risk their lives in order to resue others.
→ That I work for the people who pay my wages
→ Good working conditions
→ In my role particulary, the best thing about working for MFRA is that I get to help and support people from all communities across merseyside who are in need of support or less fortunate than myself
→ MFRA is a superb organisation which has excellent, telented and driven people who clearly care about their job, their work and the difference they make within the communities it serves. I am very proud to be part of such an organisation.
→ I enjoy the Varity within my role and find working for MFRS interesting. Also the people I work with and meet.

→ Helping to make a positive impact and contributing to making safer, stronger communities. / / The staff rapport and productivity.
→ It has a great reputation that I feel proud to work for and despite the budget cuts I feel it will come out of the austerity as a well-respected and well-liked organisation.
→ Varied & interesting role.Working with colleagues & other departments, liaising with external people.Good working environment.Volunteering opportunities, with Ops side & Communities.Work/Life balance & use flexi to suit work load.Employee welfare.
→ The people
→ Working in a current day related role I feel my work is valued and I personally feel empowered to make decisions (with justification) and feel I will have the support of senior management.
→ Working in a ever changing environment with new technology coming into the fire service.
→ Friendly and dedicated staff to deliver a good service. All work well together to get the job done. Accept change well aiming to improve joint working with Ambulance and Police.Good pension Good flexible working to achieve work/home balance. / /
→ Other members of staff who generally care for the well being of their fellow colleagues and the communities they serve. Working for an organisation which is held in good regard by the public.
→ Most of the personnel who work for MFRA are hard working, honest and reliable people who I thoroughly enjoy working with. I also enjoy my job as it's so varied with many different references within my department.
→ I love the work within my department and that in turns makes me work harder, I do not require my boss to constantly thank me for the work I produce however it is nice when he does. I feel supported in my role and don't feel under excessive pressure.
→ Good support regarding Occupational Health and Fitness for staff.
→ Good caring organisation
→ MFRA has always been a dynamic exciting organisation to work for. I am approaching retirement and have enjoyed the majority of my time working for such an honoureable profession. I have developed extensiveley through the ranks and stations/department
→ In general it is a good Authority to work for
→ A large team of mostly friendly people, all striving to do their best. A wide age range of employees means there is always people with experience to pass on their knowledge to newer less experienced staff.
→ It is an all inclusive organisation - I feel it really does want the best for its staff
→ They invest well in staff education, training and equipment.

→ I get paid for doing a job that I feel proud to say that I do
→ The pride it gives me to work for an organization who focus on helping and saving life
→ My current role. / Flexible rostering. / 24 hour shifts. / Opportunity to work extra hours.
→ MFRA is a forward thinking and innovative Service
→ I am proud to be a member of MFRS and the best thing about my job is the fact I am getting paid to do a job that I love. / / Being able to make a difference and help members of the community whilst providing a service is the ideal scenario for me. / /
→ MFRS provides continuous opportunities to grow & develop, whilst rewarding employees in a shared vision of improving communities. We understand that we make a difference.
→ The watch i work on and 90% of the work force are a fantastic team.
→ professional pride rather pride derived from who my employer is.
→ Working within the community and helping people in time of need.
→ If i answered this question 10 years ago, i'd have said, a strong feeling of team work and pride in the uniform existed throughout the brigade, however, in todays climate, i cannot think of one positive thing about working for Merseyside Fire Service
→ The crews
→ This is a difficult question as at present there is very little, I could say being paid and time off Working with my immediate work colleaugues and the way we work and support each other inspite of low morale due to the way senior managers treat us.
→ I work within a good team and we have established good working relationships over time, and communicate with each other either through individual or team discussions. We pride ourselves on providing good customer service to MFRS and our partners.
→ I have worked for MFRS for over 25 years. I have always loved working for the organisation and have pride it what I do. I enjoy my job, however, feel MFRS has gone back 10 years - male dominated, not allow to challenge
→ The ability to maintain a personal professionalism and to deliver considered responses to the community based on the values of safer communities and safer fire fighters
→ Getting paid every 4 weeks .
→ I consider generally it is a positive culture with systems in place that provide security with an employer that cares and provides good support to the employees
→ Varied work

→ reducing the risk and effect of emergency events / resolving situations and assisting the community to recover from unplanned events / working with other organisations and services & having a local, regional & national positive impact on the community
→ The feeling of doing my best to help the local community to be a safer place. I enjoy a good working relationship with my immediate colleagues.
→ The variety of work / Flexible working arrangements allow me to balance work and home life / Being trusted to get on with my work / Communication is good
→ The people, over the years have built up good relationships with the different teams.
→ The flexi system and also the 35 hour week
→ I am proud to be part of what I see as a very community engaged organisation. / / On a personal level the flexible 35 hours a week give me an excellent work life balance.
→ Things get done relatively quickly in the organisation, as departments are small it is easy to work out where hold ups are and speak directly to colleagues. In general there is a positive will to get things done.
→ The people I work with within my immediate team. I feel we work well together; and are encouraged to develop new ideas and ways to improve the section. This has assisted greatly during this time of significant change.
→ good management structure. In my department all staff are valued and encouraged to contribute to the running of the team. However this is not uniform across the authority and I have worked in departments were staff are not communicated to
→ The best thing about working for the fire service, is the team feeling I feel within my role, we all pull together, communicate and try accommodate shift changes if required.
→ Flexibility, good salary, interesting work.
→ That you hope what you are doing does actually help the people you are dealing with, and in general (but can also work the other way) members of the public usually have respect for the Fire Service and are generally nice knowing you work for MFRS.
→ The Service is subject to great change moving forward and whilst this presents challenges, from a job perspective, the management of change presents an opportunity for innovation and problem which is very rewarding.
→ Newly refurbished office
→ Employees
→ The feeling of making a difference
→ helping the public, flexible working hours
→ The best thing is that I feel I make a difference to my communities and I am valued by our Partners and

senior Mangers within MF&RS
→ The ability to target resources in the most effective way to reduce risk; I have some flexibility to undertake my role to achieve this. I am proud of the badge and the reputation we have within the community and I do my best to maintain that.
→ The role I perform & the immediate team I work in. I have an excellent manager
→ Supporting people in the community, working flexible hours, working in a smaller team over the last 10 months has enhanced team work, provided more focus and better managerial support from direct manager.
→ I make a difference in the community, the support I receive from my immediate line manager is fantastic and I always feel supported.
→ The best thing is the role that I do for Mfrs as it gives me job satisfaction and I feel privileged to work in a job, that reaps benefits for the Community regularly is unique and ever changing. /
→ Sadly, at this point in time I find it difficult to say what is "best" about working for the service. Although it is not a bad place to work by any means it can leave you feeling frustrated by the lack of opportunity.
→ N/A
→ Every person I have worked with is very friendly and helpful and appears to be open to communication with anyone from across the whole business.
→ I feel like my work is making a difference. I feel that working proactively and innovatively is valued. My job is interesting and there is a strong sense of being part of a team where I work.
→ A sense of job satisfaction and making a positive difference in peoples lives and in the communities we serve.
→ The organisation throws up new developments which are interesting to work with. The job is nearly always different depending on the department you're working with.
→ Knowing that my work is contributing to making a positive impact on the safety of the community.
→ Rates of pay in comparison to private industry. / Conditions of Service for staff.
→ Everybody is friendly and approachable and there is always a great atmosphere within the office.
→ The challenges I face on a daily basis as they encourage me to learn new techniques to accomplish tasks assigned to me which ultimately enhances my skillset
→ Nice friendly working environment
→ I have the opportunity to assist and support staff to have a healthy lifestyle, when they achieve their goals and feel good about themselves I feel part of that success
→ Making a difference to people's lives.



→ I feel the job I do really helps the community to feel safer and gives them reassurance that they can be safe within their homes.
→ The friendliness of staff and support which is given to aid your work.
→ The support within the team I work in and the variety a working day/week can provide. FRS's in general are changing on a daily basis and the future direction is uncertain however within MFRS there is an opportunity to set the future direction.
→ Genuine interest and desire in my area of responsibility and having the sense that my contributions make a difference.
→ We are amongst unique group of organisations that provide help and support through the most distressing of circumstances of personal tragedy. Serving the community in this way gives me a sense of great pride / /
→ Job security/Qualifications.
→ The people I work with.
→ Helping the people and having a positive influence on the community.
→ MFRA is an excellent employer given the lengths it takes to ensure individuals are able to remain in the workplace and the numerous welfare facilities it has. Perhaps not enough good news story's are published even allowing for DP Act.
→ The combination of fire service operations and community work provide a unique opportunity within a public service. / The combined areas, present a wide range of challenges for all employees at every level within each functional reference.
→ I have the best job in the world! The diversity of my role is challenging and rewarding every single day!
→ The satisfaction that my team provide a good service as part of MFRS in delivering the service to the community.
→ Working for an organization that makes a positive difference to the lives of people in the community.
→ The fact that we are in a profession which seeks to provide a service to the community of Merseyside and in particular provide an emergency response to the public at a time when it is most needed.
→ Challenging environment, job satisfaction and job security.
→ MFRA offers the ability to work in varying departments dependant on ability and desire. I have enjoyed working in all aspects of the service and our main aim should remain that everything we do best serves the community
→ Working for MFRA gives me the opportunity to contribute to the delivery a high quality emergency response service for the community.
→ There is no BEST thing. The pay is low by professional standards, rewards are biased and views are

<p>strongly discriminated against. Promotion is based on who you know and not what you know. Corruption is rife and senior officers abuse their position.</p>
<p>→ The sense of purpose and achievement that it has given me over the years. How I have impacted, directly and indirectly on the community and those I work with.</p>
<p>→ I think we have a real impact in delivering community safety and punch well above our weight in terms of spending power.</p>
<p>→ The Service is facing significant financial challenges at the moment and it has responded well to these challenges - I feel the service provides the best possible service to the people of Merseyside. Change is always difficult.</p>
<p>→ Doing a job I feel is worthwhile and rewarding.</p>
<p>→ Having a role in a dynamic organisation that provides me with challenging opportunities to progress whilst keeping the public safe from emergencies.</p>
<p>→ my immediate line manager has an excellent working manner and I believe this is true of all members of our team</p>
<p>→ varied roles and responsibilities</p>
<p>→ i feel its a job i can be proud of and im always happy to come to work.</p>
<p>→ The enjoyment of bringing a good working job to a successful conclusion and knowing you made a difference.</p>
<p>→ lots of rota days and periods of A/L which if, self roistering are governed by the individual, not dictated to by a Service instruction.</p>
<p>→ Knowing that I work for an employer who looks after its employees and provides them with support when needed.</p>
<p>→ The best thing is the memories from when it was a good job.</p>
<p>→ Reasonable job security, pride in being respected by the public, able to respond to people in need.</p>
<p>→ A Sense of pride and achievement in the community's in which we serve, Moving forward in theses difficult and challenging times ,working together as a team.</p>
<p>→ The feeling of satisfaction after helping somebody within the public. I feel we are appreciated more by the public than the management within the service.</p>
<p>→ It gets me out of bed in the morning.</p>
<p>→ I get job satisfaction when I perform my role as a firefighter in an emergency situation. I am proud of the role we serve in the community and the respect we have from the majority of the public.</p>
<p>→ Doing the practical and training element of my role as a firefighter, has, and always will be a joy in my life. Better training equates to better firefighters and more practical and educational learning would never go a</p>

miss.
→ Despite each day apparently being different, with our strict work routines, nothing could be further from the truth. / However, on the occasion when incidents occur, being able to help others can be hugely rewarding. /
→ A sense of providing a good service for the community and the support I receive from my team and enjoy working in my department / / I like that we have the ability to take Flexi time to help with my work life balance only have to work 35 hours pw
→ 20th
→ the sickness backup
→ Continuing to do meaningful work that can make a difference to the communities we serve whilst at the same time endeavouring to make our people the best they can.
→ MFRA is a rewarding place to work. The organisation cares about its employees and provides an excellent Service to the public, which I feel very proud to be a part of.
→ Although the wages may not be the best, the conditions and the benefits make up for it. You are looked after well, and the brigade tries there best to look after everyone, both with the conditions and wellbeing.
→ The people and knowing that we are able to help the general public.
→ People tend to stay for lengthy periods. That enables good working relationships to develop and a greater understanding of the shared vision of continuous improvement. Colleagues will generally go out of their way to help.
→ The best thing is the working hours (9/15) which is family friendly for most but that is about to change to 12/12. / / No other reason except changing for changing sake. / / No extra productivity from staff will be gained by this action. /
→ shift system - 2 X 9 hr days, 2 X 15 hr nights fits in perfectly with family life.
→ I am lucky to have been identified as a key member of a progressive team this keeps me motivated
→ MFRA provides a career in which you can develop and move into different departments to achieve job satisfaction. Opportunity is available to all who are prepared to give 100%
→ The opportunity available to develop professionally and personally and make a positive difference to the community.
→ I take a real sense of pride from the positive difference the Service makes to Merseyside
→ in the current climate ,theres not really much to say positively as the threat of cuts for all depts is depressingly imminent and real,so in short its my job ..... for the time being , as all support staff are working on on borrowed time
→ The commitment of its staff to work through adversity and change.

→ no staff moral at present. / no appreciation or thanks for dealing with changes
→ Current shift pattern and ability to adjust working times to suit personal life if required. Also relationship with colleagues within team.
→ there is a sense of belonging to a service that provides excellent service to a wide range of the community and can make a real difference in peoples lives.
→ Generally the operational side job security is good. The wages are not fantastic but at least you get an income every month.
→ I love my job and working for the FRS. It gives me a great value of achievement and carries much respect from family and friends.
→ This is dependant on my roll at any one particular time however Job satisfaction, opportunity to improve Fire Fighter safety, protect the community would be high on my list.
→ The variety and interesting work undertaken and that there are career progression opportunities and jobs are relatively secure.
→ Satisfaction in helping people in our society and making sure, to the best of me ability and knowledge, that I can leave a premises or person safer and educate them and their family about being safe from fire and other possible hazards.
→ Working flexibility while self rostering is excellent for work/family balance.
→ 24 hour shift system
→ Receiving a regular income.
→ At this moment in time there are not a lot of positives with our wages being stagnant for years and our pensions being taken away from me. The shifts having been changed have had a detrimental effect on my family life.
→ For me the best thing about working for MFRA is serving and helping the people of my community on a daily basis and helping vulnerable people at times when an emergency arises ie Housefire,RTC etc.Gives me great job satisfaction.
→ Still being able to help the community I serve,even with all the cuts imposed that cant be taken away.
→ Working as a watch / team.
→ Relevant job security, opportunities to help other people and make a difference.
→ Job satisfaction at a working incident,its basically what most people joined the job for and the rest of the job has now become quite miserable,unbearable and no wonder morale is so low
→ Serving the community, and the friendships you develop with fellow watch members.
→ Very good support system in place when injured and put on other duties .

→ The best thing about working for MFRA is when I provide a service to the public which upholds the values and principles, which were instilled in me when I first joined.
→ Sense of pride when helping people. The comradery between colleagues at watch level, makes for good team work knowing you can trust the person next to you.
→ It is still the best job in the world. In spite of senior management.
→ I enjoy the ability to make interventions for members of the public. Our interaction with the people we deal with usually has a positive effect on the situation they are in.
→ Working with the day to day public who live in the real world and understand what the dead weight polititions.
→ The only good thing about working for MFRA is purely the opportunity of providing help to those in need as a firefighter. If I couldn't be a firefighter, there is no good reason to be employed here.
→ I feel proud to work as a fire fighter within a challenging environment. I get a great sense of pride as I am able to make a positive difference to peoples lives whilst working within the community.
→ SADLY I CAN NO LONGER SAY THERE IS ANYTHING I CAN PUT IN THIS BOX.
→ It still gives me sense of pride to say I work for MFRS and to ultimately be there when the public need us.
→ During my 20 years service I have assisted and helped members of my community in their times of need.
→ The satisfaction that we get from helping the public during times of need and also the staff that I get to work with ono a daily basis.
→ Working operationally is very diverse. A different challenge can be found every day. I like serving the public and helping others. Using the equipment and riding fire engines is why I joined the fire service. Work on a watch is rewarding/ enjoyable.
→ within my local team we have maintained a sense of team work, camaraderie and trust despite MFRS bests efforts to erode that!
→ The shifts are probably the best thing. / Then the jobs ie fires, /
→ none.
→ Nothing at the moment, everything has been eroded away over the last couple of years.
→ Doing the job you joined the fire service to do, being an operational firefighter, helping all members of the public
→ I joined the fire service almost 20 years ago to enable me to help people. not although the role of the fire service has changed it allows us to help people in different ways to make our communities safer and stronger. This gives me job satisfaction
→ At this present time it is a chore coming to work the days of feeling good about what I do for a living has

<p>been eroded slowly but surely. I have looked for other work in the last 12 months and would consider leaving as I fear a bleak future for MFR</p>
<p>→ Working with similar ranked firefighters. Despite what is thrown at us we still work better than anywhere else as a team.</p>
<p>→ Finishing the last shift and having a few days off work to forget about it. The new shifts are horrendous, the pay is awful for what we train to do/are prepared to do. ive got 16 years in service, ive had enough now, actively seeking another job.</p>
<p>→ the people who I work with on a daily basis</p>
<p>→ The camaraderie between Watch members. Unfortunately, the same cannot be said for senior management. Annual Leave is now appreciated more than ever, just to escape the stressful environment which is exacerbated by SM making work life intolerable.</p>
<p>→ work in my community doing a job i enjoy</p>
<p>→ Serving the Community and working with my Watch.</p>
<p>→ the best thing is working with my colleagues , not working a 9 to 5 job is good .attending different jobs ,every day is different. over the last few months work has got unenjoyable due to the shift change.</p>
<p>→ I Have a job.....up to now.</p>
<p>→ I feel fortunate to be able to make a living whilst being in the position to help people, and the satisfaction that often accompanies that. Watch camaraderie, needed now like never before!</p>
<p>→ The people I work with on a day to day basis and the ever changing challenges that operational incidents provide.</p>
<p>→ job satisfaction</p>
<p>→ Role is clearly identified.I enjoy the status that my position has brought me and my family all the years I have worked with MFRS. / I am proud to be a part of MFRS and have always received respect/recognition from within family/community for my work.</p>
<p>→ The knowledge that I can and do help people in whatever way I can within the remits of the Fire Service and my role.</p>
<p>→ working on a watch enviroment</p>
<p>→ Hoping i could retire after giving 30 years good service.</p>
<p>→ 3 and a half days off. Able to keep fit</p>
<p>→ The respect from the public it provides</p>
<p>→ The time off from MFRS is now most valuable as I no longer enjoy being in an environment which supports a " do as we say or else attitude ". I do not believe that MFRS is a caring employer and do not</p>

trust the promotion structure.
→ Going home after my shift.
→ Job security and a pension that is accessible relatively soon.
→ Friendship from work colleagues
→ Operational colleagues with whom I have formed life time friendships and once upon a time the prospect of a pension. I used to have a sense of pride but that's been stripped away over the recent years.
→ Doing what I joined the job for, actual firefighting. Fed up with being constantly monitored in a job I have done for 20 years, I know of no other profession where you are 'tested' monthly; not by your direct line manager but by senior management.
→ struggling to think of anything positive to say
→ working as a team with competent members of the watch. /
→ days off .
→ The feeling that my actions have a direct and hopefully positive impact on the community I serve
→ We are still valued by the general public. / The majority of my colleagues are honest, reliable and have consistent values
→ The camaraderie on the watch.
→ working for MFRA as an employee has deteriorated considerably since the new principle management team took over. There is an endemic culture of bullying and mis-management above the rank of w/manager. The organisation is lorded over by selfish polititions
→ my ability to spend a great deal of time being around for my family
→ The working between the crews up to watch manager level is excellent, shame the senior management haven't got a back bone & stand up for tbe excellent firefighters.
→ I enjoy the challenge of developing my Team to adapt to our modern Fire Service to enable us to work in a way that is more flexible and pertinent to what our service needs to achieve its aims.
→ Working in a watch enviroment with proffesional Fire fighters who do their job to the best of their ability. Working in a team who will do anything to support you in some adverse situations.
→ Woprking alongside colleagues on the watch and working as a team
→ Serving the public
→ The people, the teamwork and serving the public.

→ Being able to work within a team of dedicated and professional individuals,who constantly produce quality performances, regardless of the constant pressure and micro management of the middle management.
→ It used to be job security and a pension, but nowadays I am honestly struggling to come up with something.
→ The team work and job satisfaction at incidents that we at a watch level achieve
→ working on a watch with like minded people striving to give good service to the public,taking satisfaction that we are seen as good at our jobs,why only 250 ch below to voice dissatisfaction? FBU members discriminated against daily,constant scrutiny
→ working with some great lads on the watch and the team we have built who always have each others backs and are always there when needed. the bond between watches and attending fires/rtc's etc and helping people in danger.
→ ???????? Unfortunately going home
→ my watch and the people on it
→ The job is very diverse and gives me a sense of achievement. Actual firefighting is the best part of the job with the politics of it all very depressing.
→ The camaraderie within the watch
→ nothing
→ the sad thing about this answer is i am unable to think of any one thing that is best about working for mfrs .
→ Being off on annual leave
→ nothing,after working here for 27 years i feel de-motivated and generally severely stressed by coming into work on every shift,it seems nothing i do is ever good enough for the service or its managers which are extremely poor in my opinion.
→ The best thing in my opinion is the four days rota, between shifts.
→ Nothing. I come to work and don't see my children for 2 days because of an imposed shift change. Then when i arrive at work, i feel i'm not valued, treated with contempt and feel im somehow part of the problem the service finds itself in.
→ The fact that it is well paid, full time employment, with reasonable security. However, this used to be a career, now it is just a job, and the most common question being asked between operational employees is "how long have you got to go?".
→ The fantastic firefighters that work with me. Professional, honest, passionate, modest and unassuming - just want to do the job to the best of their ability. See below as well.....



→ helping people in the community
→ Being able to serve the public in times of need.
→ Helping people in our communities and having respect for the valuable job that we do.
→ My days off are together so give me more time to recover from the shifts
→ none
→ none
→ the dedication and skill of the operational staff.
→ I joined MFRA to be an operational firefighter and have served my whole career as such. The best thing about working for MFRA is responding to operational incidents.
→ Memories, when it was a professional organisation where staff were respected and personnel were promoted on merit. When managers were operationally and managerially competent. Before greed entered the organisation and the workforce split.
→ The opportunity to do all my work in a concentrated time slot so that I am afforded the maximum amount of time away from the horrible place my employer has made my workplace and conditions. Morale across the service has never ever been lower.
→ when called out doing the job I am trained to do to the best of my ability without constant scrutiny
→ In my 20+ years of service it saddens me to say that at this present time there is nothing positive I can say about working for MFRA.
→ helping the people of Merseyside, especially the most vulnerable in emergencies and advice. pride and respect working with professional fire fighters in demanding situations despite being constantly spied on and disregarded by inept senior management
→ the working relationships developed with fellow watch members are one of the very few positives left. /
→ Doing what I joined to do, helping and rescuing people when they need us.
→ Going home at the end of a tour of duty and being able to switch off from all the bad management within the authority
→ its a job
→ the comaradery of the watch i am on , the support of watch members is second to none . work is a pleasure when we can keep interfering managers away from station . i take gteat pride in my job and it saddens me the direction the service is taking
→ The commarardery

→ Every day you come to work is one day closer to retirement!
→ The unity and bond of a group of whole time professional FFs who all trained worked and lived together led by a competent OIC with a good knowledge and level of experience to get the job done. The trust and level of workmanship was there on both sides
→ The people that you work with at your immediate level. good work mates
→ I find it extremely difficult to find anything positive to say about MFRA, as in recent times, our voices are not heard and we are treated appallingly by senior management.
→ When I am able to carry out the tasks for which I joined in the first place and being able to serve the community
→ Working with the people on my watch and attending incidents and helping people
→ rota days
→ knowing that in the majority of cases you are held in high regard by the public
→ Although, I did not join the fire service out of any vocation, I do think it imperative that we serve the people of Merseyside to the best of our abilities. Helping people in need /
→ Although many things have changed in the last 25 years, the most important issue is providing assistance to the public when they call 999. This should remain the primary goal for the future at all costs.
→ Helping the public at times of need and teamwork.
→ After 29 years I'm looking forward to taking my pension
→ A few years ago I could have compiled a long list of things. / / Presently there is very little morale left due to a culture of certain managers assessing each and every thing you do.
→ Regular pay packets. Working with a great team/watch even through the circumstances of my work make it really difficult.
→ Years ago I loved my job and enjoyed coming to work, I can honestly say the only thing I enjoy now is my rota days and annual leave. This is because I feel like I'm being constantly watched even though I meet all senior managers' targets they set.
→ I enjoyed working for a MFRA for most of my service and still get satisfaction from doing my job and helping the public which is why I joined the fire service. I enjoy being part of a team and enjoy the close relationships between my watch members.
→ Aiding the Vulnerable at a time of need.
→ helping people in trouble and having respect from the public
→ The watch on which I work, the camaraderie, and friendship all help to help me get through a very long 12 hour day shift.

→ Having 4 (3) days rota & being away from work and the pension was a good fair scheme that the government are trying to end.
→ 4 DAYS OFF?
→ The team work as a station watch helping in the community and helping people
→ the support help and comradery of fellow watch members.
→ Helping the public when in need and the job security
→ The teamwork on the watch.
→ I am thankfull for my 25+ years of steady employment I have had working for MFRA, but sadly there has been a steady deterioration of both relations within the Authority and conditions of service.
→ Providing a high quality fire and rescue service that is available when needed by the public, good quality training and putting that training into practice. Working with the watch as a team despite the stresses put on us by inconsiderate management.
→ i would rather not comment
→ Getting paid every 4weeks.
→ The respect that I receive from members of the public, as an employee of Merseyside Fire and Rescue Service, and the fact that members of the public believe that firefighters are a public service to be held in high esteem
→ I appreciate the oportunity to fill in an independent staff survey, however it was pre-empted by a covering email from the chief, it was also distributed with narative from the chief. How is this survey independent when accompanied by such material
→ Everyone who works for MFRS is well respected by the public.
→ MFRA used to be the best employer by far, but recent changes to shift system have made us less productive despite rhetoric from senior managers, i have never felt that i do not want to come to work until now, bullied, undervalued are understatements.
→ Deliver a service to the community of Merseyside
→ the sense of achievement when helping members of the public
→ Because of pay freezes, pension contibution increases,the increase in retirement age, and constant senior management scrutiny, i'm finding it really difficult to say anything is good about the job at present.
→ 9 /15 hour shifts , pension rights that i have built up over 25 years, retirement at 50
→ Helping people or animals in an emergency situation

→ The best thing about working for MFRA is the satisfaction and pride I get from helping people.
→ Nothing.
→ 08.30 and 20.30 ( end of shift )
→ Being allowed to use the gym. All the things I used to enjoy have gone.
→ I still like the excitement of the fire service. You are never sure what you will be dealing with.
→ The friendships I have developed and support I receive from other members of staff.
→ Rota Days and Annual leave
→ Attending emergency calls and helping people in need
→ Some of the people who work for it are decent, caring human beings not driven by money or ambition but genuinely care about what they do and the public who need help in an emergency. Some, unfortunately, have the wrong priorities
→ Seriously? At the moment can't think of one good thing to say. Never felt so under valued and abused in over 25 years service
→ Relatively secure. Good working relationships with immediate work colleagues.
→ Being part of a team who are able to help people in our communities when they are in need.
→ I am given very good ongoing training to help me achieve a high standard of performance. This is important to me as it means i can help my community most effectively.
→ Having a positive role with the public and communities that I live and work in.
→ The time i get to spend away from work.
→ Being off on Rota or Annual leave.
→ At the moment only helping the public. Morale has been decimated by Senior Officer policy of implementing the new shift change which can only have come from the very top and they should be ashamed of themselves. This is now just a job like any other.
→ Knowing that I have helped people and am appreciated by the public I deal with.
→ No Comment.
→ Training opportunities for staff
→ I manage my own time,i have freedom to use my initiative. Unfortunately i feel under significant pressure as my job is a contract one which only lasts 12 months. I believe this to put unnessesary stress and

pressure on me and this should be permanent
→ Over all, it's a good working environment with good terms and conditions of work e.g. Good hours of work, flexi time etc
→ It is uniformed service , that has clear aims, the work locations are good and the equipment and training is now the best its ever been.
→ The knowledge that the work we do has an impact on the community even though this is behind the scenes. We can make a real difference to people's lives, safety, health & well being & I am proud that I can contribute to this even in a small way.
→ I am proud to be a serving fire fighter and love the rewards my actions can bring as regards professional satisfaction.
→ My colleagues on my watch. I bring out the best in them and they bring out the best in me. Despite huge external pressure from senior managers, we as a watch are a strong united group that work well for each other.
→ The operational side of the job, going to fires incidents.
→ Working with my peers who continually display a high level of proffessionalism and dedication, despite continuing poor quality senior managements,complete lack of respect and open disregard and dislike for experienced firefighters /
→ the respect i receive off members of the public who recognise the dangerous and diverse role a firefighter performs
→ When i joined i felt a sense of achievement and was proud to wear the uniform, and felt part of a strong team from firemen to managment. Now i feel like firefighters are a hinderence to managment.unfortunatley we are not something they can do without
→ Nothing / its terrible working for Merseyside fire and rescue service its more dangerous every day because of the short staff issues and the machines off the run ff WILL PROBIBIY DIE IN THE NEAR FUTURE
→ Camaraderie. Working conditions.
→ Being part of a team that is like a family.
→ I have a sense of achievement when things are done well either operationally or community based. The duty system (not 12hr shifts) whereby I have 4 days off is good for planning. The pay is poor in relation to other skilled workers.
→ I am struggling to think of a part of my job that I actually enjoy.....I used to.
→ When I am allowed to do what I joined this job for. Fight fires
→ Generally there Is a lot of like minded, good people who work for the fire service. I enjoy working with these people and helping the general public when we are most needed by them.

→ The time I get to spend with my family due to the shifts, the potential pension and an early retirement age along with job security but unfortunately these may all change very soon.
→ I enjoy the day to day challenges that my role requires and working to improve the community that I work and live in.
→ I thrive on being able to help people. I love being able to work outdoors and within my community. The close working friendships and bonds formed within the watch and banter really help to get you through days that are particularly tough.
→ being able to help an serve our communities.
→ fire-fighters in general come together to make the best out of a bad situation. This used to be helpful for dealing with traumatic incidents. Now it is more useful when dealing with the authority's culling of public services.
→ The time of that is still provided by the four days off, as well as the annual leave times provided.
→ not much anymore..... all the positives have slowly been eroded away.
→ I would like to say attending incidents and helping the public in times of need. However at this present moment in time even this is made more stressful than it should be due to being continually monitored by senior officers looking for mistakes.
→ my immediate work mates , doing the 'job' its self , helping those in most need .
→ the camaraderie of the guys I work with is what keeps me going during this time of cutbacks and government intimidation.
→ being able to make a positive difference to peoples lives when they are in need of help.
→ The best thing about working for MFRA is my 4 rota days and annual leave.
→ I can no longer give any examples of reasons to want to work for MFRA.
→ Helping people and comforting them in their time of need, no matter what the situation. The camaraderie within the Watch and with other Watches is fantastic, this is one thing that cannot be taken away, no matter how hard anyone tries.
→ I feel that the direction that MFRS is going at the moment is one way and that the fire fighters well-being is being ignored. I feel that small changes can be implemented to make the current working conditions more tenable.
→ Unfortunately there is nothing anymore that I enjoy about working for MFRS.
→ helping people in their time of need ,which is the reason most people joined the job, not to be constantly belittled and made to feel worthless
→ working with the people on my team,the leave, 4 days off between tours and dealing with the comunitie.

→ Good shift pattern. Excellent welfare and HR dept. Good medical screening, gym equipment and station facilities. Good team feeling at watch level.
→ Being in a good team at station level.
→ The time off that is incorporated into the current shift system.
→ watch morale.
→ In 2014.....NOTHING!! / Our futures/pensions being destroyed by the Govt and we have an imposed 12hr shift system with late start/finish, Draconian work routines policed appallingly by mngmt with a big stick. Morale is at an all time low!
→ Serving our communities, being there when people need our help. We are a Fire & Rescue Service and our priority should be as an emergency service not trying to be so many other things at the same time which detracts from our true mission.
→ Responding to operational incidents doing the job I joined the service to do, Friendships built over my years service which build good working relationships.
→ It was or used to be a forever job with strong prospects & good job security, unfortunately with all the cutbacks that's no longer the case. It's fair to say I'm struggling to come up with any positives right now.
→ its a socialble job
→ The control and operational personnel I work with day in and day out.
→ Job satisfaction and a sense of achievement and of course pay
→ Helping members of the public
→ The best thing about working for MFRA is, The Operational side of the job. / Firefighting, helping people in the community when they really need us.
→ I still enjoy helping the public in their time of need.
→ ?
→ A good watch culture is the only highlight I can attribute to this job and apart from me being (at present) protected under the current pension proposals, I can give no other testimonial to MFRS
→ used to love the job enjoy going to work, hate it now best thing is time off away from the bullying of management-love interaction with the public and helping them, hate the petty injustice encountered daily from managers who can't manage-sad really
→ The job satisfaction and the friendships created at watch and station level
→ Working with a crew on station and building up friendships and being able to rely on the watch members. A regular income but not the best for what we can do. I enjoy helping members of the community but most of the time I feel undervalued.

→ Up until 12 months; Job satisfaction and a decent pension. / / Things to change; / Pay rise in line with inflation. Stop treating Fire Fighters like children and let line managers think for themselves.
→ That on occasion I feel satisfaction that I have helped members of the public during a time of emergency
→ As a firefighter that we are still recognised and valued by the public with respect for the role we have in the community despite the unjustified and totally uncalled for horrendous working conditions imposed upon us by MFRS senior management.
→ The best thing about working for MFRS is the sense of comaraderie in the workplace. As a watch we find nothing deters us from the job in hand and we can acheive, together as a watch whatever is thrown our way
→ Working with colleagues, at station/watch level, at incidents and the satisfaction gained from helping the public.
→ Working closely with colleagues and friends as a team in an environment that can be challenging and rewarding on many different levels.
→ The puplic still have respect for us
→ When I go through the engine house doors on blue lights, personally, I can still do the best job I can for the public of Merseyside.
→ Sadly , it has to be knowing that retirement is getting closer which has not always been the case as this is a job that I used to love .
→ Working with the friends i have been with on my watch for over 20 years. They are the only people i trust and the only good thing left in this organisation. Without this all would be lost.
→ The same thing its always been, knowing you work to help people regardless of who they are from words of comfort to saving their life.we can hold our heads high an know we are not one of lifes bankers.
→ Nothing.
→ comradary within my close workmates
→ The public still have a lot of respect for us. The 4 rota days enables me to recover from working 12hr shifts. Always a challange.
→ PROVIDING A GREAT SERVICE TO THE PUBLIC I SERVE, EVERYDAY CAN BE DIFFERENT.
→ The sense of team work and one big family on station despite the best efforts of managers to destabilise this
→ I feel I have offered MF&RS some very good service throughout my career I have constantly strived to be the best I can, I have thoroughly enjoyed being a FF.Although in recent years I feel let down by the service and senior managers in particular.
→ Regular pay and shift work, though not the shifts we are currently on.



→ JOB SATISFACTION FROM HELPING PEOPLE, TIME OFF AND EXCITEMENT OF NOT DOING THE SAME THING, DAY TO DAY
→ Attending incidents and helping the public.
→ Camaraderie
→ I am as proud today (after twenty plus years) as I was when I first joined MFRS it is an excellent job, extremely rewarding, each day can be different, I feel we are role models and as such set a good standard when out and about in the community.
→ The comradeship generally at station level has never changed. Everyone looks out for each other
→ at this present time there is nothing good about working for mfra. i have been a ff for 26 years and still feel like i am treated like a child.since the 2006 local strike there has been an atmosphere of fear, mainly directed to fbu members
→ MFRA provides a unique service to the people of Merseyside, whether resident or passing through
→ The best thing is attending firecalls and dealing with them.
→ It has changed from being a vocation to just a job. The old adage of "you're just a number" has never felt more appropriate. I have a job, and being reminded that in the current climate I am lucky to have a job is a sad reflection as the best thing.
→ Wages are poor, hours are now poor and not family friendly(going detached now makes it a 14 hour day at least) and the pension is now poor. All the reasons everyone joined the job have been taken away.Morale is lower than ever.There is no good thing.
→ 20 years ago there would not be enough space in this box but now i can't think of any advantage or best thing about working for MFRA.
→ Working for an organisation that makes a difference to peoples lives.
→ Doing the job i actually signed up to do! going into fires and dealing with RTC'S ect that will always be the best thing about my job nomatter how hard people try to change the structure of a firefighters role.
→ Operational incidents, working with crews on fireground without interference from senior management who are out of touch with fire crews and incidents as their decisions are based on how far they can progress
→ the only good thing about working for mfra are the members of my watch. the majority of senior managers have a grudge against the fire-fighters within the service and members within certain teams, ie the srt, are treated favourably causing friction.
→ The variety of Jobs that we are turned out too "when turned out". The time off aids with childcare when off for 4. Proud to be a Fire Fighter.
→ The team of Firefighters directly around me.

→ Making a difference to our local community and a sense of achievement!
→ at moment not much & that is a sorry thing to say.
→ My current team is pleasant and supportive. There used to be good opportunity for development in MFRS but doesn't appear to be anymore
→ feel we still provide a barely adequate service to the communities in which we serve
→ the sense of pride when a job has been completed and people have been helped is fantastic
→ The people I work with on my watch. Anyone above watch level are only interested in their personal gains. The thought of doing another 28 years in this job knocks me sick! The amount of back stabbing & scheming by senior managers is unreal.
→ At this juncture I really can't give a positive statement to satisfy this question.
→ nothing, its not the job I joined although their was a definat need to improve the service, employees are treated differently depending on where they work. its not a fair system of work, most people I have spoken to feel undervalued and are genuinly
→ Working with the general public who have great respect for MFRS. I enjoy being the face of MFRS and maintaining that perception of a commited service to the member of our community I/MFRS serve.
→ The positive & genuine intention of the vast majority of the workforce to provide the service that the community of Merseyside expect and pay for.
→ investment in staff training. I feel that eventually I have received good training in various areas.
→ I enjoy the people I work with in my team.
→ Operational equipment provided is of a very high standard.
→ team (watch) cohesion and feeling able to make a life or death diffrence
→ When I joined it was the family friendly shift pattern, the pension and the job security. Now it is just the operational side of the job and our relationship with the public. The new shift pattern makes things more difficult at home.
→ The fact that I am unaffected by the pensions changes and will still be able to retire in 4 years as I have always planned too. The job is unrecognisable from what it was 12 months ago never mind 10 yrs ago.
→ within my direct group, friendship, teamwork, and camaraderie are excellent. We stick together no matter what is thrown at us or asked of us.We 'have each others backs' at all times.
→ Getting a PH granted
→ Annual Leave

<p>→ unfortunately there is no longer a 'best' thing about working for mfrs.They have all be eroded and erased through unnecessary micro management from officers trying to fill tick boxes for nvq's and to frightened to let firefightership develop.</p>
<p>→ The only positive aspect of MFRA in its current guise is attending operational incidents and helping to solve problems for the public, which is why most of us joined the service. This is the only area of job satisfaction. The rest is window dressing.</p>
<p>→ I enjoy dealing with public both during emergencies and whilst engaging in protection work, &amp; I feel that they value the Fire Service, despite the political and financial pressure we are dealing with.</p>
<p>→ Morale is at an all time low so I really can't think of anything good to say about my job.</p>
<p>→ Working with my colleagues as part of a team and the fact that we make a tangible difference to the lives of members of the public and are mostly appreciated when we do. But when you feel you are despised by the management it's hard to enjoy much.</p>
<p>→ Nothing. I only have 10 years service but have never known morale to be so low. I had to make a family friendly working request due to the shift changes and the attitude of some involved in this process was disgusting.</p>
<p>→ My shifts allowing me my time off.</p>
<p>→ Helping members of the public. Comraderie with colleagues</p>
<p>→ The majority of the people I work with, and that I don't have much longer to go.</p>
<p>→ The only thing that is good nowadays is the crews on the station and the friendship with my work colleagues and the professionalism they provide at all jobs.</p>
<p>→ My friends &amp; colleagues.</p>
<p>→ Doing the job that I am paid and trusted to do.(If permitted)</p>
<p>→ The people on my watch...</p>
<p>→ I enjoy working with my colleagues and can retire at 55.</p>
<p>→ The team camaraderie in my watch, station. We just get on with whatever is thrown at us, helped by a great watch manager.</p>
<p>→ Actually doing the job I was originally employed to do, serve and protect the public to the best of my ability.</p>
<p>→ NOTHING. it used to be good but now it just depresses me</p>
<p>→ at this moment nothing!!! when i joined i thought how priveledged i was, however have now realised if your not a "firefighter" you are not treated with the same respect, or ground rules, you are looked at as a servant for the firefighters.</p>

→ A sense of helping the community
→ Being part of a team, good working relationships. Doing a worthwhile job that benefits people both internally and the community of Merseyside.
→ The sense of achievement gained from delivering against challenging projects. / The people - Both in my area and in other depts and irrespective of seniority in relation to myself - many are a pleasure to work with and I consider to be friends
→ Flexi time Occupational Health Team Gym Facilities Employee Assistance Scheme The mix of male/female staff and age range of staff Opportunities for Self Development and Training Working for an approachable and fair Line Manager
→ The great work we do with our communities and the benefits we receive as staff such as Flexi time, Occupational health support , contributions to pensions , Flexible working policy and other benefits ( eye tests etc) which are all great to have
→ helping the public
→ When we attend an operational incident / 999 calls.
→ The best thing about working for MFRA is when me and my team rescue and save life and make a difference to our community working well together with community teams; this is the only time I feel appreciated and respected by my community and employer
→ Respect from the public
→ It gives me a wage even if i still have to struggle with the bills.
→ Regular wage.
→ First day off, / Two twenty day annuals, / Two twelve day annuals, / Not twelve hour shifts (you've stolen two nights of family life off me) / My Station manager he's great(only joking)
→ It was the excellent shifts of 9 hour days and 15 hour nights giving a god work/home life sadly that has been taken from us. The only good thing left as a firefighter is the personal job satisfaction of a job well done on the fireground.
→ helping the public.
→ N/A
→ There is a sense of achievement and pride after certain incidents and actions taken by ourselves, I like the fact we work shifts as oppose to normal office hours, I believe the job pays pretty well.
→ Saving and assissting lives, in our communities.
→ Being a firefighter is the best thing about MFRA, working within a good team/watch and doing a job that i feel is worthwhile, that can make a difference to peoples lives.

→ Used to be job security but it is now apparent there is no such thing.
→ The physical work of firefighting, rescues, RTC etc is and probably always will be the best thing about the job. Pride in a job well done etc.
→ doing the job i was trained to do
→ For me I enjoy the operational response side of the job as every job is different and that is when our teamwork really shows. / I also enjoy time off on none rota days.
→ wearing a uniform as it is one less item i could not afford to pay for
→ At present none.
→ A sense of achievement and the respect this gets from the public.
→ We have some of the most talented professionals who despite intense bad micro- management still produce some outstanding work with little or no encouragement. The people in the front line who the public rely on seemed to be treated worst.
→ Working for an organisation that exists to make the Communities of Merseyside a better place.
→ activities, prevention or response where i come away knowing that we have just done/achieved has been constructive, useful and has the potential to affect somebodys life for the better, and not just a paper exercise to fulfill a meaningless target
→ Ability to make a difference.
→ This question can only be answered in the past tense. When it was a fire + rescue service, it was a good job with clearly defined duties. Now, it has become a pseudo social services dept. with mgrs. telling us that everything is in our "role map".
→ Helping the general public when they need your assistance.
→ Helping the general public.
→ Fire fighting, (water rescue and RTC included) rescuing and helping people. Doing the role I was originally employed to do.
→ This survey is very restrictive in it's answer format. If this survey is confidential then it wouldn't matter what comments were made and by whom. The fact that there is a warning about being ' identified from your comments' suggests it's not.
→ Working as part of a team on station and helping people in times of need
→ Good facilities in general. You are trusted to get on with your job with little intervention by managers unless you have requested it.
→ I like working on a watch and the camaraderie with watch members

→ The working environment, culture, openness and friendliness of colleagues at all levels, also the way the Principal Officer Team are approachable, considerate and supportive.
→ Flexi!!!!!!!!!!!!!!
→ It is generally full of positive and friendly people, and we are generally treated with respect and not given any harsh deadlines or put under any undue pressure.
→ Being able to retire within 2.5 years.
→ There is still a sense of camaraderie amongst the majority of those employed at "grass roots" level, although this is becoming less for various reasons.
→ the work that they do operationally is brilliant
→ Shift pattern of 2 x 9hr days & 2 x 15hr nights enabling 4 rota days. Annual leave.
→ working with a good watch and having supportive colleagues to work with
→ When I first started 20 years ago there were lots of positives, now I struggle to think of any.
→ I joined this service and had a very positive outlook . I was excited about my job and for many years was very happy to come to work . In recent years the morale in this organisation has hit rock bottom in my opinion. there is no best thing .
→ that I get to help people where I grew up
→ Not a great deal at this present time. I do not enjoy coming to work and I constantly have negative thoughts about work when I am off duty. This is a great shame, as I used to love working for MFRA!
→ a steady if yet unsubstantial wage.
→ A sense of self pride in providing support and assistance to those in need at often very stressful times
→ The majority of the public still regard us highly.
→ I can't think of anything. I am not proud to be a firefighter anymore, we are a laughing stock. / the new shift system is horrific. constantly being bullied by managers, can't have our say. / inept watch managers, blundering through a shift. extremely low morale
→ fires, helping people,
→ A sense of comradeship still exists in some places.
→ Being of assistance to the public when they need help in an emergency
→ being in a position to help people that need someone with the skills and character I and my watch have.
→ The time off and the previous shift system before it was changed to a new non family friendly system.

→ Are you serious?
→ The time when I'm not here
→ Days off
→ I find it almost impossible to find anything positive to write about working for MFRA at this present time because of all the political wrangling that is occurring. / My only positive is the people I work and serve with on a daily basis.
→ Fellow firefighters.
→ Working with my colleagues at the same level as myself
→ The 'job' of fire-fighter itself is still an enjoyable & interesting role and the interaction with fellow workers is still as fun and robust as ever. The best thing now though are the days that I'm not in work. Role on retirement !!! 1073 days to go.
→ helping the community
→ The opportunity to provide an extremely vital and worthwhile public service to the people and communities of Merseyside.
→ serving the community
→ getting a wage at the end of the month, even though it is not a living wage. working as a team with people i respect, this only applies to operational crews.
→ Given the changes that have been imposed recently and the way in which these changes have been policed (often aggressively by certain managers), in my role, there is still a sense of camaraderie that has carried myself and my colleagues through them.
→ I can't think of any at the moment. The only good thing at the moment is the camaraderie with my work colleagues, which is slowly being forced out of us.
→ working closely with colleagues at my level ensures a good feeling in completing an arduous job to a high standard.
→ Having a positive impact on peoples lives through my work, from both a preventative and direct approach.
→ Dealing with the public
→ the resilience of the rank and file ops crews, who despite continual negative pressures from the senior management team and their subordinates still manage to turn up for work and provide the people of merseyside with fire fighters they can rely on
→ serving the public, some great colleagues, job variety.
→ I still take tremendous pride in my role as an operational Crew Manager. I have enjoyed meeting and working with some of the best people imaginable at Fire Stations.

→ Flexible working hours



If within your power, what one thing would you change about working for MFRA?
→ ICT delivery and transparency.
→ stop ticking boxes and communicate
→ I would lessen the Orwellian Monitoring as although it is sold as Assurance, we all know what it really is and it is unnecessary, making employees feel like school children.
→ withdraw the right to strike, nationally. its just so wrong for the public, and both sides have been very lucky so far, no major incident/loss of life during strikes. more work in negotiation, from both sides.
→ I would change the start & finish times, the attitude of management to the FBU, have more FBU members achieve promotion, have more female members achieve promotion. Invest more money in recruiting firefighters. Disband the SRT for reasons of openness
→ I would restructure the size and organisation of the senior management team. I would ensure that senior and middle management are reminded that they are public servants and focus their efforts on that priority instead of micromanaging.
→ Lack of respect for operational staff from senior managers and patronising attitude to their capabilities. / Constant need to prove ability by excessive audits.
→ Blaming culture.
→ Put a stop to favouritism, having departments create jobs for their own members even though they are allegedly open to all. Ensure all departments have effective team members / leaders who are there for the benefit of the department, not themselves.
→ The thing I would change about working for MFRS would be the shifts and overtime. Finances are being stretched all round and time and a half would improve this. 24hr shifts would also improve the home life balance.
→ Micro Management. Let Watch Managers Manage their watches. Get Station Managers to assist watch managers with their job rather than the role they are currently doing.
→ senior management team
→ shift pattern . get rid of 12 hour shifts .
→ i would love to teach the senior management at mfra that to draw the best out of the employees then treat us with respect and youll get it back. / stop the bullying, listen to us , change the shift times to how they were and get morale off the floor.
→ Deliver consistency in the messages received from management

→ N/A
→ MORE DELEGATION FOR WATCH MANAGERS ON STATION
→ Working day. Work routines are out of sync. Give me back my targets. Let me hit the targets and manage my day. If I fail then of course I will be reprimanded. But to be told 2 1/2hrs hfra then 2 1/2 ssri's / leave me to manage!
→ I don't think I can think of anything that I would like to change about working for the service as we are all trying to achieve the same aims at the end of the day.
→ Start working with the FBU again so we can do better. Stop saying one thing and then doing another, I thought we'd left those days with CFO Saunders. / The bullying and harrassment of anyone who is FBU should stop, FBU membership shoudn't be a barrier
→ Stop the bully boy tactics employed by MFRS by senior management. IE "if you don't like it go and dig holes for a living" which has been said by a senior officer in front of witnesses. Not exactly the best way to motivate staff or improve moral
→ I would change the shift system to 24hours on and 3 days off, the present system is very un family friendly, and was needlessly changed.
→ Value the veriaty of skills offered by firefighters, brought to the job, both from inside and outside of the standard skill set and recognise that ideas and suggestions may have some merit.
→ Occasionally a lack of compassion and comprehension between management and district.
→ Removal of political tensions and separations, I believe this is fundamental to the breakdown of relationships within the organization which makes it almost impossible for changes to be made and everyone accept the reasons for the changes.
→ Change the politics.
→ shifts would be reverted to 9's and 15's
→ The shift system and work routine.Since the implementation of the 12 hour shifts,this has had a detrimental and restrictive influence on my home and family life.Days have increased tiredness impacting on the quality of family life.
→ more opportunities to progress,more upto date training,,job security asuraces,team building exercises and a decent pay rise to keep up with inflation.
→ my wage packet
→ More consistency and fairness in the decision to award or not to award allowances.
→ We need to go back to core activities due to financial restraints.
→ Improve job security and morale

→ Make sure all are treated fairly and equally and not (face fits) culture
→ Give it a broader role in community safety and prevention across the county as its ability to deliver is better than other agencies
→ Two way communication
→ I would offer more training and support for managers as I haven't been given any training since becoming a manager a year ago and felt overwhelmed at first. I have since become more confident but do feel DPM's could have been more supported at first.
→ Negative attitudes
→ I would like to be paid more money for what I do and have a full time permanent contract.
→ More promotion opportunities and career prospects.
→ It is harder to get things completed to a high standard, less support staff and therefore more pressure on those remaining.
→ Communication between departments
→ the only changes I would make within MFRA are the internal communication methods, including knowledge of services and "who does what where" - the need for an updated organisation structure is important, especially for new starters.
→ Consult with staff, not just tell them what the POs/ SMG/ Authority has decided.
→ There are not enough staff development opportunities within MFRA if you wish to progress through the organisation. I strongly feel my skills are under used and could be of benefit to MFRS. I am a part time worker and feel it is a disadvantage.
→ The only thing would be more pay
→ More appreciation for what I do as I put my heart and soul into my job. Amore open job evaluation and not down to the tyrannical views of one person who becomes less objective and more subjective.
→ More flexibility about working from home
→ Prevent further funding cuts to protect frontline and other services that MFRA provides to the communities it serves.
→ Communication between sections could be better.
→ I would encourage more interaction between firefighters and back office staff.
→ Payscale - I feel that there are a number of people on my grade but it seems that the roles are very varied with differing responsibilities & work loads.

→ Telling the people of Merseyside more strongly about the damage that the Government cuts are doing to the service we provide
→ That there is an equal risk of redundancy for Managers and lower Grades when cuts are made.
→ Working in a current day related role I feel my work is valued. This is not generally the case in an operational role. Operational staff particularly managers need to feel valued and empowered to make decisions.
→ I would try to increase further partnerships with other organisations, public and private. I would explore areas to help improve staff moral which is currently quite low due to the current organisational change, financial cuts and job insecurity.
→ I enjoy working for MFRA and at the moment there isn't anything that I would want to change. If I had the power I would not make any more jobs cuts.
→ Get rid of the moaners and negative members of our service
→ Discrimination against FBU members with regard to advancement within the Service past Watch Manager level.
→ Open and transparent promotion opportunities. It is distictly clear that MFRA do not promote any member of the FBU to senior post if they remain in the FBU. The Promotion ADC are openly considered biased towards non FBU regardless of performance.
→ Increase Budget to enable all sections to be fully staffed to reduce additional burden on staff already working at full capacity
→ I would take us back to the days when local authority jobs were secure.
→ Remove monitoring officers and ops assurance officers from responding to incidents.
→ Id make the helmets smaller and more comfortable!
→ I would have something like a "happy hour for staff", maybe an hour in work time every month. Or an event every now and again were staff can meet up and chat, relax, eat together. I.E LGBT Pride breakfast / Also a car scheme for staff
→ Introduce the above across the service.
→ Remove the negative, change-haters, and bullies from the Service
→ The only thing I would change is out of the MFRA's hands. / / Austerity and the attacks on the service are having an obvious effect. / / I do however appreciate the efforts of MFRS to limit these cuts and place the focus on front line delivery.
→ Improved industrial relations
→ I would like to work 9 and 15 hour shifts.

→ increase pay
→ I would make the promotion process fair and transparent by using independant asserssors. Unfortunately it remains 'jobs for the boys'. In addtion,more support for junior managers. Ensure the senior management abide by the values set by mfrs.
→ The corrupt system in place, for promotion, needs addressing immediately! Not enough managers value ffs, crew managers or watch managers and they have forgotten the reason we are here, ultimately, to put fires out and save life!
→ Micro management, constantly monitored.
→ Shift chages as in back to 9 15hr shifts. The new shifts have not made an impact on targets, performance output etc they have just made people have a difficult work life balance. And low morale it is well studied that 12hr shifts are bad for health.
→ Give people the oppportunity to meet with other departments to have an understanding of what happens within other pockets of the organisation. People sometimes have an idea of what they think happens but don't always see the bigger picture.
→ I would like to see women treated more fairly - have a voice - not be a token
→ Absolute openness and equality for all....including political and social beliefs and ideals. Empower and trust managers to make decision and have those decisions actioned in a more timely manner. The ethos of doing 'more with less' has to be reviewed
→ The bullying and harrasement policy ,when a complaint is put in ,it can be ignored ,it needs an independant body to police this .
→ I would refresh the workforce with new personnel who want to make a difference within MFRS
→ Development opportunities should be outsourced in order to remove any bias.
→ Support staff to achieve work goals and targets etc. without staff fearing reprisal for genuine none life threatening errors that can be overcome with additional training or support.
→ I would like to see staff listened to when asked for their opinions about change.
→ Being able to reward the non uniformed staff in my department for the way in which they have dealt with change, taken on more work and understood and adapted to the need for change in recent years.
→ Culture of not being able to speak for a few minutes about a work related issue or to ask how they are in the new JCC build, people are afraid and say we can't talk we have to go into a pod. The team bonding and good staff integration has been lost
→ I would educate staff and members as to what all staff, uniformed and non uniformed, do in order that all employees and members recognise and appreciate the value of others and why their role is required and important to the organisation.
→ more progression and succession planning for non-uniformed staff

→ Allow staff to be able to attend doctors appointments/dentist using there own flexi time but at any point the day
→ That managers were able to have the time to give recognition for the hard work/initiative used, and that within appraisals there could be some kind of development plan there would be a point to, as there is nowhere to develop to due to all the cuts.
→ Change the Governance arrangements dispensing with a costly ineffective Authority and replace with a democratically elected Commissioner at a reduced cost to provide genuine accountability. A Commissioner would be elected for a single 5-year term.
→ Atmosphere
→ The bad feeling toward MFRA amongst its staff; lack of understanding middle/senior managers have of the front line green book staff roles; more promotion opportunities for green book staff;
→ People need to be developed more
→ More female senior officers and more Green Book people in traditional Grey book roles at SHQ
→ The use of micro management (not my immediate team)
→ Better communication, better appreciation of our role from senior managers.
→ Job Security and man power in the department is lacking, we struggle to maintain a high level of quality product as we are so short in staff who get involved on the ground level.Many higher levels never get to see what we do in a working week!
→ I would ensure opportunities to progress were based on ability, experience, qualifications and competence, not on "if your face fits". Grey book staff would have to apply for posts in technical positions just as green book staff must.
→ More career opportunities for Green Book staff as discrimination still exists that favour grey book staff
→ I would provide more information to all staff to enable them to see what other departments do to give a greater understanding and make processes more efficient as currently there can be some hold ups due to conflicting procedures across departments
→ Different departments should be working together as a team, towards shared aims (i.e. service delivery) not against each other. Far too much time/energy is spent dealing with internal issues caused by empire building, large egos and self-promotion!
→ There is currently a lot of change happening within my job role. Changes seem to be implemented without consultation with the staff on the ground who are doing the job. I feel changes should be discussed and the voices of staff heard.
→ Concerning performance and other areas we run the risk of giving up context and focusing too much on mere numbers. Without context including the cross matching and understanding of other datasets and variables we could run into trouble in future

→ People may be frightened of change but it should be welcomed. The Service needs to look to the future and keep moving with the times - before it lags too far behind and can't catch up!
→ Give more opportunities to younger people within the workplace
→ I would revamp and completely improve the ICT structure
→ To get all staff to understand that MFRS is a place of work and that we should all pull together, and not think one group is better than another even when they don't always agree on points. I would like better harmony between all staff
→ Salaries for non-operational staff. People in my department are asked to take on a lot of responsibility for very little pay.
→ The job cuts that are planned, to stop colleagues/fellow peers worrying about their futures.
→ n/a
→ I have only been working for the company for just under a year so still learning a lot about the company and the job role.
→ The perceived negativity on stations and to highlight and enjoy the positive aspects of the Service.
→ Structure of the principal/senior officer group and the reporting lines associated with it.
→ Poor performance & poor attitude should be dealt with more robustly. We seem to accept this at times and we should support managers when action needs to be taken.
→ Improved communication between Senior Managers, Middle Managers and Watch management to ensure a consistent approach to achieving the Mission statement.
→ Recruit more Firefighters.
→ Ensure that the rules apply to all employees, not just those below senior SMG.
→ Organisational structure and performance prevalence/definitions.
→ Communication from the top floor is getting better but it is severely lacking from other departments particularly to managers endeavouring to manage situations within teams etc. Improvement in this area would allow managers to effectively manage change.
→ Managing via excel spreadsheet - the service has resorted to management by performance indicator...quantitative rather than qualitative performance is the direction we are taking
→ Stronger response to disciplinary issues.
→ To breakdown the divide within MFRS which began under the previous management of MFRS (CFO McGuirk) and crystallised during the 2006 Industrial dispute and properly unify the workforce moving forward.

<p>→ If I had the choice, I would offer 24hr shifts and open up the LLAR staffing to other stations. I would also make it mandatory for all ranks to work day related as I feel this provides a better overall understanding of the bigger picture of MFRA</p>
<p>→ Improve the way in which support services are managed to ensure the most efficient support is provided to our operational resources in all aspects of their work.</p>
<p>→ I would promote employees on ability and not because they adopt a sycophantic personality.....!</p>
<p>→ A stronger sense of discipline in all areas, which would improve the management structure and increase the organisational work ethic.</p>
<p>→ Look to address the work life balance for many of the junior, middle managers</p>
<p>→ Reinforce the relevance of the Service within the public sector</p>
<p>→ Better relationship and trust between the operational staff / Union and senior management to make implementation of change more palatable.</p>
<p>→ Understand and acknowledge the capacity of the organisation and its people to set clear, realistic &amp; achievable objectives, stop driving people to perform instead encourage &amp; support them to drive themselves via trust &amp; real ownership =&gt; results</p>
<p>→ harassment and bullying of supervisory staff is still rife, especially towards those members who are not members of the FBU</p>
<p>→ work from home or near to home / get appropriate pay rise after three years of cuts and rises pay has dropped.</p>
<p>→ i would keep or expand the LLAR system.</p>
<p>→ Make work routines more user friendly , also stop senior management from micro managing middle management. There is no scope for middle management to oversee specific tasks without seeking approval from senior management, this belittles the workforce</p>
<p>→ Take the remit to control LLAR shifts away from TRM and give it back to one person to co ordinate / control and pay them a small ARA to perform this duty.</p>
<p>→ The promotion system. I do not know 1 recently promoted, or temp watch manager who is good at the job. A rank used to be a respected, earned position, it's not now.</p>
<p>→ more stations LLAR as this strikes a balance for those who want to work this system. Money saved by making more stations LLAR €300,000 per station .there was 7 stations total saving of €2.1million now 4 stations?? it makes no sense to me ????</p>
<p>→ I would like to see a better approach from management to staff. This could be approached through better training of personnel and management courses. Praise can go a long way and instead of picking out the minor wrongs pick out the many rights!</p>
<p>→ The lack of respect and honesty given by senior management - we are constantly micro managed and treated like children. I feel we are undermined &amp; there is no future for me or my peers in this job. There is</p>



no room for promotion as an FBU member.
→ I would change that our day is micro-managed, and we are not allowed to structure our working day to suit our needs. I believe that the new work routines and shift changes were unnecessary and have led to a drop in moral.
→ I would allow stations freedom to undertake off site training at their leisure and not restrict them by using their status as a 'key station' as a reason for minimising their training potential. We want to train and constantly get shot down.
→ Too much money wasted within MFRS. Something needs to change. / The majority of changes are being made in the wrong areas. / There are far too many Senior Managers. / Also, other brigades seem to be heading towards LLAR yet we're moving away from it.
→ I enjoy working for MFRS and would like to see growth with the organisation and further support to the community
→ communication
→ communication
→ some of the long standing cultures embedded within the service
→ The wages, not having a proper pay rise for a few years is making things harder.
→ I would reintroduce corporate clothing for all non-operational staff. I believe the benefits of a shared sense of corporate identity would outweigh the relatively small financial cost, particularly given the reduced numbers in that staff group.
→ Middle management, particularly at Station Manager level; 27 in total. / / In a climate of austerity this surely must be one of the biggest wastes of money and at the detriment of fire stations closing due to Watch Manager shortages.
→ Anyone temporarily promoted for more than 2 years should be made substantive rather than replace with another temporarily promoted person. If the person can obviously do the job for that long why not make them substantive??
→ Strict adherence to service policies, and the removal of adhoc decision making.
→ I would attempt to reduce the impact on staff of the politics and poor industrial relations, both locally and nationally, I would encourage people to be single minded and not influenced by peer pressure.
→ Greater trust and Authority to carry out the role.
→ It is best I don't comment in response to this question
→ Progress to a more agreeable shift system, current system is causing personal family issues in my own life and in other peoples experience. Current system is also causing fatigue and stress due to length of day and nature of job.

→ Take us back to were we were pre national pay dispute,all together as one.
→ The shifts back to 9-15
→ The main thing I would change is the shift system. As a single parent family I find the finishing time on the day shift totally inappropriate. as my child has been home alone since 4pm. I would much prefer the 24 hour shifts, or revert to the 9/15s
→ A better shift system 24 hour shifts would be better.
→ Senior managers force through change via threats and bullying. Employees needs and concerns are disregarded causing distress and resentment. A mechanism for senior management accountability would create a workplace conducive to collective progression
→ The management culture & lack for opportunities for union members. Firefighters are seen as the bottom of the pile & not valued. Management is done with a big stick & by intimidation. The shifts are a joke, 4 nights a week gone, no family life.
→ Reduce the amount of senior officers in the ridiculously top heavy staff structure.
→ I would alter the start time of the shifts to a time that would allow me to spend time with my family at the end of a day shift.
→ Top tear management, to many at a huge cost.
→ transparency of where budgets are spent but in a simplified format
→ I would remove the micromanagement evident in the workplace, give watch managers the autonomy they need and remove the culture of constant assessments. All joint 1st place.
→ Watch Managers should be given the ability to manage their working day. I know there are aspects of our daily work that need to be achieved & targets need to be reached. These can be realised (& bettered) with a less rigid working timetable.
→ I WOULD CHANGE THE DISGRACEFUL WAY THAT FBU MEMBERS ARE TREATED BY THE MANAGEMENT OF THE SERVICE WHICH THEY HAVE DONE BY CREATING A TWO TIER DISCIPLINE SYSTEM AND A TWO TIER PROMOTION SYSTEM.
→ The shift system. Since the shifts have changed my work/life balance is not the same. I find the new shifts more tiring and think more beneficial shifts for the employees and management could be found.
→ A changed in the bullying and discrimination of FBU members by senior management. As an FBU member there is no way of obtaining a senior management position within the organisation, that is why there is a lack of interest by fire-fighters within MFRS
→ The uncertainty of being in temporary positions. I have now been a temporary supervisory manager for 5 years and I am currently in a temporary role which is two ranks above my substansive role, which I do not feel should be possible.
→ MFRS claims to respect all political opinions: However no one prepared to strike can stay in SRT, Very,

<p>very few FBU members promoted past watch manager. Too many senior officers and not enough people on fire engines. SRT treated differently/ better.</p>
<p>→ complete change in the senior management attitude towards the work force, only non-union members are allowed to progress to permanent positions at station manager and above! more interaction regarding change that affect us all (shifts, start times)</p>
<p>→ The daily log... /</p>
<p>→ I would change the shifts, or give us some good kit,</p>
<p>→ The shifts need changing, they are the biggest cause of low moral on watch's and this low moral won't lift until fire fighters enjoy coming to work on a shift that is family friendly and doesn't impact on there home life as much as these shifts do</p>
<p>→ The shift pattern, for a better work life balance</p>
<p>→ the new working 12 hour shift pattern is not family friendly and I would like to see this changed to the 24 hour system.</p>
<p>→ It would have to be the shift system as the new one doesn't seem to benefit anyone and is not at all family friendly.</p>
<p>→ Management above Watch Manager have been promoted because they are "yes" men. Anyone who voices an opinion that isn't the same as senior management is overlooked for promotion, even if they are the only one acting in the best interests of MFRA.</p>
<p>→ Change the senior management team and also every Firefighter should get what they signed up for ie the pension, i signed up to do 30 years service, im now past the half way point, but instead of the remaining 14 yrs i have left im now told work to 60</p>
<p>→ stop managers making the job harder than it has to be, including the current shift pattern</p>
<p>→ An overhaul of management, independent enquiry on why FBU members cannot get a Senior Management post. Unfortunately, MFRS is just like politics .. corrupt to the core. Morale is at an all time low and i've never seen as much stress in the workplace.</p>
<p>→ shift system to 24 hour shifts it what most people want but is now a bargaining tool , and stop senior management bringing morale down by constantly promoting doom and gloom about the future of mfrs</p>
<p>→ An end to the blatant nepotism and discrimination againys FBU members. People should be promoted on the basis of ability as opposed to allegiance to an ideology.</p>
<p>→ a new shift change would be beneficial .12 hour shifts are not good .i dont think productivity has gone up ,its gone down .people feel fatigued especialy on the 2nd day.peoples gym time has deteriorated due to its position in work routine</p>
<p>→ All operational staff would be trained to the same level/qualification.</p>
<p>→ A management system based on human qualities such as understanding, tolerance, kindness and genuine approachability, could still come under the banner of professionalism. Not an atmosphere to</p>

learn, it's too punitive. Not a nice place of work anymore
→ 12 hour shifts are having a negative impact on my personal life, they make interacting with friends and family harder and, with a growing family make me feel like I have less quality time with my family.
→ ensure that those who will not move with the times, will be given the opportunity to leave and be replaced
→ I would integrate the S.R.T. onto stations across the service to help to remove the them and us divide and to spread different specialisms and expertise across all watches rather than confine them to one station.
→ The way in which Merseyside has a closed shop for non FBU members above watch manager. They run an illegal closed shop which stops naturally talented watch managers from progressing and also allows people who work strikes to progress.
→ The pay structure, I realise that pay restraint has secured jobs, but it would be nice to have a sensible conversation on pay. Senior officers react when challenged on pay like they have to fund it out of their own salary. This cant go on forever.
→ Great concern is the poor quality and inexperience of senior officers,who are scared to make fire ground decisions (Dangerous).Its obvious that people are promoted for dropping out the union and not for their ability.Bullying/intimidation encouraged
→ to be treated with more respect considering the experience i have in my role as a firefighter
→ Equality and fairness to FBU members within the organisation
→ management
→ most of the managers because most of them haven't got a clue what is happening or they are not interested.They are making us drive around no matter what other work or projects are happening the fuel bill has gone up 4 fold which is 10 ff per year /
→ The promotion process would be clearer, consistent and transparent. /
→ The shift system! is not family friendly. And also stops the culture of the watch family by stopping messes etc which I think we will look back on as a change in the wrong direction. / Trust the watch manager to manage
→ 24 hour shifts, more respect, not treated like children, constant micro managing, MFRS lost site of role of firefighters and what we are really there for i.e 999.
→ The level of inspections, auditing, testing, monitoring, and action plans is quite over the top.
→ Current shift pattern is damaging to9 family life, so I would change the shift pattern back to 9-15s
→ The change of shift times has had a massive effect on my home life. Prior to the shift changes I could spend quality time with my children for 6 days out of 8, that has now changed to 4 out of 8. I do not see what is to be gained from the change.
→ Its budget.

<p>→ I would like to see an end to senior management bullying tactics and negativity which is causing the current friction and low moral on stations. We should strive to improve our working conditions not worsen them.</p>
<p>→ I would change the shift patterns.The sudden shift swap to 4- 12 hr days have been horrendous.Not only has this shift pattern started to affect my health+well being,it has also had a major impact on my personal life.Morale is@an all time low.</p>
<p>→ I would revert to the previous shift pattern as this was far more family friendly and feel it was more healthy.</p>
<p>→ the current operational shift pattern is not family friendly and I would revert back to the original one. It was implemented out of spite and under the false pretence of improved productivity. Moreover it has created a decidedly unhappy workforce...</p>
<p>→ Shift pattern is exhausting to work with work life balance being effected more than previous shift pattern was. No flexibility at moment in shift pattern and difficult to get anytime off other than pre planned leave periods</p>
<p>→ I would reduce the senior managment drasiclly both in numbers and in their annual wage therefore bringing the top end of the fire service in line with the 'ACTUAL' work that truely exist, therefore providing real value to the tax payer.</p>
<p>→ shift patterns- introduce 24 hr shifts on a watch/station self rostering basis allowing the watch managers to actually manage the watch!</p>
<p>→ I would change the 12hr shifts to 24hr as the 12hr shifts with 0830 start times are a bind on family life and also health as I have been struggling to fight off any illness since on these shifts.</p>
<p>→ shift patterns , go back to 9 and 15 , get a work life balance again , and retain both some dignity , respect and pride in the workforce again by the management , and not be treated like some necessary evil . I have never felt so undervalued by manag</p>
<p>→ the new shift pattern is horrible and so unsociable , I can understand the need for 12 hr shifts but an earlier start time would be better so as to have some quality time at the and of the day .</p>
<p>→ Change the current shift system. 12 hour shifts have had a negative impact on my life and are putting a strain on my relationship at home which in turn is putting myself under undue mental stress.</p>
<p>→ Change the management selection process to be more inclusive and less nepotistic.The divisions created by the SLT of non union and union members has caused irreparable damage to the Service creating a culture of bullying and intimidation from above.</p>
<p>→ Change the current shift system which has impacted negatively on me and my family giving no work life balance.This was done with no support from MFRS or its managers who are over promoted on their willingness to follow any current dictat not ability</p>
<p>→ I would send Managers on actual managerial courses, where they can learn how to speak to and treat their colleagues properly. Being able to manage people is a massive part of this job, and I feel at the moment some Managers would benefit a course.</p>

<p>→ To bring in a new shift pattern of 24 hours. Morale will be lifted and at the same time result in MFRS making huge savings and possibly smooth out some of the current issues that have begun to drag this job down.</p>
<p>→ The newly imposed shift change has had a profound effect on my home life, therefore, i would change the shift system back. / The aggressive nature of senior management and there dictator style of leadership leads to poor morale and increased stress.</p>
<p>→ Look at implementing a 24hr shift system!!</p>
<p>→ The attitude of management within the job who look down on the work force and feel the need to chip away at working conditions at any given opportunity ,i.e changing the shift pattern for so called productivity reasons !!</p>
<p>→ The wages.</p>
<p>→ Introduce 24 hr shift pattern.</p>
<p>→ Respect. Feeling like we matter and that our input and effort is worth while instead of feeling perminently criticized and scrutinized.</p>
<p>→ Culture of being constantly assessed by senior and middle management. SPA's, Learn Pro's, Monthly audits, Group managers inspections, Core skills training at TDA all make you feel under constant and unecessary pressure which inhibits performance.</p>
<p>→ stop the scrutiny on watch members by senior managers with personal vendettas. senior managers think they can talk and treat you like something you would find on the bottom of your shoe.</p>
<p>→ Get rid of 12hr shifts. This shift system is so unfamily friendly. We are 2 extra nights a week for no other reason than fabricated increased productivity. I have a disabled son and I feel this is discrimination because I can't work normal day shifts</p>
<p>→ CHANGE THE 12 DAY SHIFTS</p>
<p>→ Complete change of senior management culture. This service has over the last 11 years encouraged a divisive culture whereby personnel are bullied, harassed, shown no respect and treated in a way that is not deserving of professional firefighters.</p>
<p>→ Develop and construct a suitable/workable work routine which would improve morale throughout the service which in turn would assit in achieving our aims and fulfill our mission statement.</p>
<p>→ I would bring staffing levels up to an acceptable level, this Brigade has halved in size over the last 5-10yrs to the detriment of the people of Merseyside &amp; the few employees that remain. Morale is at an all time low across the board!.</p>
<p>→ retirement age to 55, capability standards to reflect gender. 12 hour shifts are awful</p>
<p>→ Everybody Should be an appliance driver so that there is a fair rotation of the crew.</p>
<p>→ The attitude of the Chief and Senior Management Team, who consider any alternative view point as a</p>

<p>threat and whose only response to any opposition is to use intimidation to get their way rather than the merit or otherwise of any proposal.</p>
<p>→ More staff input before changes are implimented</p>
<p>→ The mindsets of the negative culture whis is growing and thriving!</p>
<p>→ A return to encouraging teamwork and strong bonds between people as I believe the camaradarie that the Fire service was well known for in the past has been somewhat discouraged over the years.</p>
<p>→ career progression not being dictated by whether your a union member. a fair and transparent promotion system</p>
<p>→ I would like to retire after completing 30 years good service, not 38 years !!!!!</p>
<p>→ Bring in 24s for all who want them! management structure of not trusting FBU members to progress and leave talent unused because of beliefs and values! Allowing people of lower talent progress because they fail to question senior managers!!</p>
<p>→ Shift pattern</p>
<p>→ I would change the style of management of senior officers which I believe is unecessary, careless, obstructive and dangerous. The chance to take MFRS forward with it,s employees on board has been sadly mismanaged.</p>
<p>→ THE 12 HOUR SHIFTS</p>
<p>→ Micro management, allowing people to manage the workday/night themselves and be treated as adults.</p>
<p>→ 1 There is a lack of empathy between mid/senior management and the rest of the workforce. / 2 Revert back to 9/15 hrs shift pattern.</p>
<p>→ The Division Between Senior Management and the work force / 12 hour days are not family friendly</p>
<p>→ Blatant nepotism which has seen fire service personnel promoted into positions of authority without any talent or competence. Also the removal of non promotion into senior positions due to union membership. / The CFO &amp; DCFO the worst in 25 years!!!!</p>
<p>→ I would change the shift pattern for personal and family reasons. Either back to 9/15 or to 24hr (1on 1off 1on 5off). The present pattern is pathetic and is causing pressure at home. Difficult to pick one thing I would change!</p>
<p>→ to be allowed to get on with my job and let the watch managers run the watch without the constant meddling from above</p>
<p>→ i would change the shifts as in my opinion it has affected my home life.</p>
<p>→ There is a distinct lack of trust from the Senior management down which is evident in the new work routines.A new level of micro management has been introduced which has only lead to a feeling of animosity amongst the work force. I would remove this</p>

<p>→ That everyone in MFRA worked to achieve the same goals and not just looking after their own individual agendas. / Far too many people are just self serving and dont consider the needs of the whole of MFRA</p>
<p>→ The new shift system for me has had a negative effect on my life outside work on a massive scale. as a single father it has greatly reduced the time i spend with my daughters and my new partner . previously i could do things after day shifts, not now</p>
<p>→ the discrimination/bullying to FBU members. the corruption within senior management and the disregard shown towards what firefighters as the majority what they think. improve morale by listening and acting upon what we would like to see and do.</p>
<p>→ New shift system is a joke could not be any less family friendly hours. Also harassment by senior officers in terms of constant assessment and monitoring. as an adult I do feel I should be trusted to do my job. Size of this box!!!!!!!</p>
<p>→ senior management and their attitude towards firefighters.</p>
<p>→ bring back the old shift system</p>
<p>→ The 12 hour shifts have ruined my life. The start and finish times are no good to any of the workforce. For instance if i'm attending a show in the city or a night school course I am too late for the start of it.</p>
<p>→ the shift pattern</p>
<p>→ shift patterns and start/finish times of shifts</p>
<p>→ I would reintroduce the 9/15 shift pattern as i feel that not enough thought about fire fighter safety and welfare has occurred .</p>
<p>→ Treat union members fairly and not be punished both financially and development for being a member of a trade union</p>
<p>→ change the management who are only out for their own financial gain or promotion prospects,a complete change of senior managers from the chief down is needed or i fear the service plummeting to a depth of incompetence which it will never recover.</p>
<p>→ I would return to the original 9 hour days and 15 hour nights. With commute time the twelve hour days are in effect 14 hour days, and if overtime is incurred this can become a 16 hour shift. Not conducive for another 8-30 start the next day!!!</p>
<p>→ To have an open and transparent promotion process to enable respected colleagues the chance to show they can perform well whilst remaining a member of a trade union. By adopting this policy, there will be more respect, cohesion and less them and us.</p>
<p>→ 12 hour shifts. I cycle to work, and MFRA is supposed to promote this. Cycling to and from work on 12 hr shifts with 8.30 start/finish times is bad. On days, we have a meal break at 13.00 then nothing until 20.30. I then have a 1 1/2 hr cycle home.</p>
<p>→ operational crews should be treated with the respect and decency that they deserve. / Being a member of a trade union should never be a reason to not promote, disrespect or bully the members. / I feel undervalued, underpaid and bullied in this job.</p>



<p>→ Corrupt practices from senior management, promotion of FBU none existant above WM, bullying,harasment of union members.Non union members promoted well beyond their capabilities also unfamily friendly shifts.</p>
<p>→ The removal of the toxic and corrupt management style which overlooks certain members of staff for career advancement purely because of their union member status :- forcing some to leave their union .</p>
<p>→ Reverse the process of promoting unworthy people into positions they are incapable of fulfilling. Too many people who you wouldn't trust within 1/2 a mile of a fire have had promotions based on their willingness to work during industrial action</p>
<p>→ Shifts, accept cuts but vindictive ruin family life. expect no different from incompetent management that drain every bit of enthusiasm for job out of you. so many loved job now hate because of their bullying and micro managing cant wait to leave</p>
<p>→ Reduce all ranks above watch manager by 50% and then two months later repeat the process, they will not be missed.most of them are incompetent!</p>
<p>→ Senior management, I would cut the number by half and reduce their over the top pay along with the bullying and fear and intimidation and ridiculous shifts and promotion discrimination to FBU members.</p>
<p>→ revert the shifts to a more family friendly pattern the reasons for changing the shifts have not produced any of their results and have promoted a feeling of complete disillusionment within the workforce forced onto twelve hour shifts.</p>
<p>→ Question; I feel MFR Authority treats people fairly, regardless of sex, ethnic background etc; I answered 'disagree' this is not because I believe they are discriminated against, in fact completely the opposite.</p>
<p>→ Anti FBU attitudes from middle and senior managements. Attitudes which result in FBU members being denied the opportunities to gain promotion or to work in the SRT. / Despite declaration that the organisation encourages collective bargaining it dosnt.</p>
<p>→ pay, for what we are expected to know this is not reflected in our pay packet.</p>
<p>→ The blatant discrimination and exclusion of operational FBU members being promoted into positions of Station Manager and above whilst contradicting MFRS mission statement of "...respecting diversity,promoting opportunity and equality for all."</p>
<p>→ In my opinion 9/15 hrs worked absolutly fine, but the 12 hr system impacts tremendously on my private life because as divorced father, it limits the time i can spend with them. Too early for school run. too late to pick up at 2030 so they can stay</p>
<p>→ Its propensity to act, and communicate, like a corporation and not a service. Senior management treat firefighters with contempt and discriminate against union members which goes against their own 'mission statement' and 'core values'. Hypocrites.</p>
<p>→ As an employee of MFRA for over 25 years I no longer feel valued as an individual and my contributions within the organisation can go unnoticed. I would request better communications and an improved relationship with senior management.</p>
<p>→ Change the shifts back to what there were as these shifts do not produce any benifit to the service and</p>

actually inconvenient people with our times of calling to do safety checks
→ I would change the lack of trust that exists between Firefighters and management.
→ People are placed in roles within the service based on what they can do and not what they will do .
→ I would without a shadow of a doubt remove the corrupt promotional system which has allowed the incompetent in and kept the more competent out.
→ Get back to the basics stop pretending we are some sort of corporate business.
→ People who gain promotion would do so on their ability alone and not whether they would work through a dispute or if they would leave the union.
→ the shift pattern,
→ The 12 shift pattern we now work as it is not family friendly or has a shift allowance been given and at no time has FF welfare been prioritised.
→ MANAGERS LEFT TO MANAGE WHO KNOW THE ROLE AND LESS AUDITS AND ASSESSMENTS. TRAIN MIDDLE MANAGERS AND SENIOR MANAGERS HOW TO USE ACTION PLANS PROPERLY IMPROVE COMMUNICATIONS
→ Being able to openly challenge senior managers without fear of bullying, harassment and recriminations
→ I would change the way senior managers treat operational crews I have witnessed this first hand, and the way they treat operational crews rubs off on to the civilian staff this by senior managers as a majority have not been in charge of a fire engine.
→ Lack of opportunities for promotion for FBU members and the complete disrespect of senior managers for station staff.
→ move away from 12 hour shifts - 12 hour days are too long, especially if you add any overtime calls. / - they are extremely tiring and are not good for family life (away for 2 meal times, not seeing young children for 2 days etc.)
→ I WOULD INTRODUCE 24 HOUR SHIFTS FOR FIREFIGHTERS WITH AN OPTION TO COMPLETE OVERTIME AT CONTRACTUAL RATES. / I WOULD SPEND MORE MONEY ON FRONT LINE FIREFIGHTING AND LESS MONEY ON SUPPORT STAFF, PARTICULARLY ADVOCATES AND OTHER NON-ESSENTIAL STAFF
→ Change the awful 12-hour shifts, they are not family friendly at all!
→ I would get rid of the 'old soldier' network that is used to promote people to senior management positions, and promote people on proven ability to perform within MFRS.
→ The corporate imagery, the spin, the inequality, the photo opportunities, the glad-handing, the pride (before a fall)?????????
→ Convince Service Principle Managers to remove the continuing DISCRIMINATION that denies me and

<p>many very worthy colleagues an opportunity to further our careers at a Senior Manager level. This "no FBU" stance at SMB and above is pathetic.</p>
<p>→ remove discrimination towards FBU members being promoted to Middle and Senior roles</p>
<p>→ Have a clear, transparent and consistent promotion system. The service relies too heavily on temporary ranks some of whom have been temporary for a good number of years. There needs to be an agreed point of time when temporary becomes permanent.</p>
<p>→ Change of shift pattern, 12 hour days are too long.</p>
<p>→ 24 hour shifts and more flexible annual leave/ph leave.</p>
<p>→ The shift pattern: there is no acknowledgement for the detrimental effect the shift change has had on my work/life balance. / What did managers used to do before auditing and scrutinising became a full time occupation? / Time of day for gym / ... etc</p>
<p>→ senior management would be brought to task regarding the terrible treatment of the firefighters</p>
<p>→ concentrate our resources toward effective and adequate fire cover and uninvolve ourselves from work that is the responsibility of other agencies.</p>
<p>→ 12 hour day shifts. These two days are completely consumed by work and leave no time for anything else. I would much rather do 24 hour shifts, this would leave more time for family and other matters.</p>
<p>→ I would retire, the deliberate devious tactics employed in the last decade by senior management has produced a dysfunctional divided workplace with inept senior officers who cannot manage, and are incompetent on the fireground</p>
<p>→ A shift pattern change to 24 hours so that I can get my work done in a shorter time frame and get away from the misery that my employer has imposed upon the workforce due to daily appraisals, tests, inspections, opara's, and personal interrogations.</p>
<p>→ be valued and cut down the constant monitoring by managers , who look for blame and faults in crews instead of the positives .The majority of these managers do this to boost there promotion chances</p>
<p>→ The 'US' and 'THEM' division that stems from a culture of bullying and harassment within MFRA</p>
<p>→ promote managers on their ability and experience on the fire ground and not because they work a strike. far too many have not spent enough time in charge of watches and too much time nodding at the chief with no unbiased debate on our behalf</p>
<p>→ Promotions. People given temp proms eg to SM think they have to get noticed usually by handing out spurious action plans etc when a simple word would suffice. This lowers morale even further. Continuity and common sense would be a welcome change.</p>
<p>→ The majority of the management above Watch Manager</p>
<p>→ remove all the constant monitoring of every little thing we do</p>

<p>→ the 12hr shift system is appalling , it has had a very negative impact on my work life balance. the micro management is a disgrace , i believe it has reduced the amount of good work being done by killing the goodwill that is ecential to our service</p>
<p>→ i would like to be treated as an adult</p>
<p>→ Without doubt change managements opinion and attitude towards operational staff. Over managing mostly experienced staff who on the whole are well intentioned is tedious and moral sapping.</p>
<p>→ Senior management show some respect to their workforce I feel oppressed and undervalued, I no longer enjoy coming to work, I find myself wishing my life away waiting to retire. The whole management structure is corrupt unprincipled and untrustworthy</p>
<p>→ The level of management and level of experience at incidents is sadly lacking.The WMs have been promoted as a result of certain actions.The middle managers do not have a role except monitoring and scrutiny.Maybe the wrong people are being monitored.</p>
<p>→ two things . the attitude of senior officers who do not understand the work that we do at an operational level. Their first thought is that we don't do our work . / / Other is 12 hr shifts. 24 hr shift would be better</p>
<p>→ I find it difficult to change one thing, so have narrowed it down to 2. / / we need to revert back to a shift system of 9/15 hours, or shift system that is family friendly, and to re structure management as we have far to many middle managers.</p>
<p>→ I would change the culture of mistrust and division within the whole of service and create a system of genuine respect and welfare for ALL of its employees</p>
<p>→ Stop the constant auditing and let us get on with our job</p>
<p>→ would let watch managers manage instead of being told what to do and what time to do it / / /</p>
<p>→ For the past 23 years I have enjoyed my work as a firefighter. However, since the shift system changed in January of this year (12 hour shifts) I have dreaded every single shift. I never thought I would say it but I now hate my job.</p>
<p>→ the new shift system</p>
<p>→ Adopt a 24 hr shift pattern to make home life easier to manage</p>
<p>→ Concentrate resources away from senior management and Fire authority and towards fontline services</p>
<p>→ Keep appliances available through Self Rostering and have specialist crews to staff support appliances (i.e. CPL, BASU,) from your own station.</p>
<p>→ Shifts- I would change start finish times. I would prefer to work in a shift related, non FBU environment as I feel regularly excluded/ ostracised by team members and often the only positive interaction I have is with senior managers.</p>
<p>→ FBU members not discriminated against when senior management opportunities available. It is widely known that to become a SMB or above (permanently) in MFRS you must leave the FBU no matter what</p>

your skills or ability.
→ Continual discrimination against FBU membership preventing promotion to senior officer level
→ Reduce the wages paid to the senior management team and expenses paid to the fire authority
→ A more family friendly shift pattern and the availability to earn extra income.
→ A change in shift patterns from 12 hour shifts to 24 hours. /
→ Spending of needless amounts of money on useless upgrades and equipment for the select few. Firefighters are still wearing poor quality clothing and kit. Management need to understand how low moral is. Stop using their powers to bully and intimidade.
→ One thing i would change is for 24 hour shifts to be implemented this would enable me to live a normal life. I would also like to be treated like an adult and not someone from kindergarten. Middle managers are the ones who need to be watched upon !!!
→ 12 hour shifts.
→ I'd work at breaking the dividing line between watch manager level and above... / which has become thicker over the years.
→ I would like to be treated with more respect from Senior Officers. Senior Officers have lost all trust from FireFighters.
→ The shift pattern. 12hour days is not conducive to a healthy family home life.
→ Shift change needed as this shift is not suited for families,also management need to engage with personnel on a more approachable manner and not like schoolchildren.
→ GO BACK TO 9/15 HOUR SHIFTS / / HAVE A CABINET RE-SHUFFLE,AND START AGAIN!!!
→ Shift start and finish times
→ The work routine and the shift times
→ I would pay ops staff who work additional hours above their contractual hours at the nationally agreed overtime rate of time and a half and not flat rate as imposed by cfo stephens,i believe this would ease hardship and improve morale massively.
→ Constantly being assessed by senior management as opposed to constructive training with your watch manager
→ I would accept that different working patterns need to be embraced, move away from this fixation with Wholetime Staffing and develop alternative work patterns including Day Staffing and Retained and keep more stations open.
→ I would change the present shift system and Managerial style.

→ Have a greater understanding of the age and needs of the workforce and therefore allowing for more breaks within a flexible work routine with a change of emphasis towards the health, welfare, fitness and training of crews and therefore improve moral.
→ i would rather not comment
→ There's more than one thing that needs changing within MFRA
→ Change in the shift patten. 12 hour shifts, especially on days are very difficult to manage with home life.
→ I believe that we would have a better class of management if it didn't matter whether we were in the FBU or not. People who have fought for the conditions of all are prevented from making decisions that affect us all.
→ MFRA and senior management need to stop deluding themselves that all is well or that the problems we are enduring are connected to the cuts. To dress it up as such is a smoke screen for poor management. Bring in new blood from outside Merseyside.
→ More flexible shift patterns and working - self rostering on station and 24 hr shifts
→ Work life balance, is now non existent and has totally affected my personal life outside the Job. Culture of senior managers to treat staff as adults, the service is being run like a primary school with "big brother" scrutinising all the time.
→ Trust, from Managers to Fire-fighters and vice-versa
→ I feel the 12 hour shift pattern is not at all family friendly and has greatly impacted negatively on my life. I do not feel it has brought about the necessary change that was hoped for, particularly HFSC's. We are regularly rebuffed by householders
→ I believe I work to a very high standard and expect this standard from my crew, I feel it is unnecessary to be constantly audited. / / A 24 hour shift system (watch related initially) introduced with overtime to cover shortages when required.
→ I'd go back 8 years when there was no division between the workforce. The management have decided that divide and conquer is the best way forward. This has led to very low moral which has an adverse affect on employees. This needs addressing now !!
→ I would revert the shifts back to 9-18 on days and 18-9 on nights
→ I would implement a 24 Hour watch based system. And would stop the need for Firefighters to be constantly monitored (Via the MDT) and assessed.
→ The amount of paperwork that is being created to justify your actions daily. I would reduce it and let the people in charge manage more.
→ Let managers Manage
→ Revert back a 9/15 shift patten.

→ I would have a zero tolerance to sexism within MFRS. I would have all staff of high quality equality and diversity training.
→ Feel upper management bully harass and run the service by a culture of fear and as a result do not get best out from workforce .this has to change before the service can pull together 100% but cant see this changing unfortunately
→ Industrial relations.
→ morale between different stations and duty systems could do with a lot of improvement
→ The senior management starting from the Chief and Deputy, and working down! Moral is low because of these people who over the last 10 years have stripped MFRA of fire engines, stations and firefighters. / / Lets have Tony back...
→ The principle management team
→ that all personnel get treated with the respect they deserve no matter what position you are working in
→ Stability within service. Over the years i have lost count of how many line managers and senior managers I have had, all wanting to "Improve" the department. Existing staff views and consultation is hardly ever sought.
→ The culture of a tick box, target related set of management principles which effectively loses sight of the important functional requirements of our Service. Comments which do not agree with this approach are seen as negative rather than constructive
→ Equality over the entire Service.
→ To be more open with people.
→ Man manage rather than performance manage junior managers. They are pushed from above but not supported.
→ the blatant and deliberate exclusion of FBU members in various aspects of the organisation. Promotion above the rank of WM is deliberately aimed at non FBU members as is inclusion in the SRT.
→ MFRA has an elephant in the room, If you are a trade union member, regardless of your ability, you will not rise through senior management. This is something i'd change because a large respected and talented section of the workforce is being ignored.
→ shifts of 9/15 hours
→ I would revert the 12 hour day shift back to 9 hours
→ I feel that senior management is top heavy. I realise that this coalition government is forcing cuts to be made. I also realise that modernisation cannot be avoided. I can't understand why there are so many senior managers in a non operational role.
→ The twelve hour shifts have brought about a change to peoples lives that has been of no benefit to

<p>MFRA. Once again it was change for change sake. I wish somebody on the fire authority would challenge the decisions that are being made by senior mana</p>
<p>→ less 'managers' ( they dont really manage, its more like the gestapo &amp; why nobody wants to act up anymore ) more firefighters on stations. also more work related pay. ff's produce more &amp; get no payrise, snr mgrs manage less and get paid more. amazing</p>
<p>→ I would change the shifts back to 9/15. The change to 12's has destroyed my resolve and family life. I am constantly tired and drained. Quality family time has been reduced by two nights a week, and my change of mood has affected my marriage.</p>
<p>→ Stop all the doom and gloom reports - give us some positive things to look forward to</p>
<p>→ I would reinstate the two 9 x hour days and 2 x 15 hour night shift system</p>
<p>→ Dissolve the SRT and UP SKILL all operational staff</p>
<p>→ Senior management</p>
<p>→ Don't like the 12hr days ,I would change that</p>
<p>→ True equality, in provision, protection, information and honesty. From the Chair of the Authority down to volunteers, MF&amp;RS is a rotten borough and unequal in it's wage structure with previous management decisions still influencing the service today</p>
<p>→ The corrupt,bullying and confrontational senior management regime and the associated promotion process</p>
<p>→ 1.Management structure. / 2.Shift system needs to change to recognise family committments and work life balance.</p>
<p>→ KEEP FIRE STATIONS OPEN</p>
<p>→ I would change the extremely poor attitude that the most senior managers have for those below them in the service.and the disgraceful situation whereby union members are discriminated against when it comes to promotion into senior management roles</p>
<p>→ I would like to feel more valued and considered when decisions are made by senior management.</p>
<p>→ change away from the current 12hr shift system</p>
<p>→ Not one question in the survey asked about stress levels.I believe that stress levels are running high and this must be addressed. I used to enjoy coming to work but recently it has become a chore, not knowing which hoop to jump through.</p>
<p>→ I would ensure that true equality prevailed across the whole of the service.That every member of staff is given the same development opportunities and that the blatant favouritism towards staff who worked through industrial disputes since 2006 ceases</p>
<p>→ Senior Management need to find a way to make these Shifts appealing. People do not want to be here a</p>



<p>minute longer than they have too and this needs to change as we are all going to be expected to do extra shifts especially the Watch Managers.</p>
<p>→ The constant assessment, scrutiny and testing. People in highly technical jobs don't get tested constantly, and are trusted and left to do their job.</p>
<p>→ No comment.</p>
<p>→ Amount of Managers in the HR department</p>
<p>→ Contracts and feeling a sense of belonging instead of it being them and us.</p>
<p>→ Perhaps more flexibility/understanding with regards to issues around sickness and long term illness. Anxieties and worries about hitting triggers which could lead to disciplinary action etc.</p>
<p>→ Give watch managers the power to manage their watches, instead of prescribing to the current system.</p>
<p>→ More constructive work between the joint secs. Personally I have had enough of the constant criticism from both sides, its about time we all grew up, surely we can work together for the improvement of the service and its employees.</p>
<p>→ Stop FF's constant moaning. They're in amazing privileged jobs but whinge it isn't like the old days, but they'll never leave. Green book staff are at risk, yet FF's strike hoping "the job" returns to the 1980's. They have no idea how lucky they are.</p>
<p>→ Get back to basics. Send fire engines to fires. Help the ratepayers of Merseyside instead of fobbing them off</p>
<p>→ I would change the senior managers attitude towards the firefighters and the intimidation they always provide.</p>
<p>→ Independent assessment of promotion tests.</p>
<p>→ Re-introduce the team ethic</p>
<p>→ The obvious bias towards certain people for promotion within service. Ability not needed</p>
<p>→ i would reduce the number of station managers who seem to me top spend their days with clip boards constantly assessing people and finding trivial things wrong to justify their existence</p>
<p>→ Shift times - no work life balance in not getting home until after 9pm, means 4 days of not being able to do anything. Too late a finish.</p>
<p>→ Let watch managers do their job, stations run better without the constant intervention and supervision of senior managers.</p>
<p>→ Shift patterns and all the work routines, none of this driving round doing cfs just for targets. more union member promoted.</p>
<p>→ i would make all personnel respected the same, instead of the " we are all equal, just some are more</p>

<p>equal than others" The CFO advised at briefing, that as backroom staff, we should consider redundancy, as no fireman would lose their jobs before us!</p>
<p>→ The lack of regard/respect for non uniformed staff among the uniformed sector of MFRA. More opportunities for progression and training within the non uniformed sector.</p>
<p>→ Pay rates should be in line with market rate for role - currently significantly lower. I am professionally qualified with 20+ years experience but could earn more on factory assembly line. Commitment to Authority/projects/colleagues retains me.</p>
<p>→ Pay Scale - To be comparable with the private sector</p>
<p>→ pay more money!</p>
<p>→ Slow things down a little , allow people to take time to review the impacts of the reductions in staff numbers and to re- prioritise work and projects with realistic deadlines that match the resources and staffing available .</p>
<p>→ discipline should be dispensed quicker, we should be able to report wrongdoing in the knowledge that it will be dealt with proportionately, quickly and fairly.</p>
<p>→ I would change the 12hr Shifts and get paid premium rate if worked any additional hours instead of flat rate.</p>
<p>→ Improve trust of Watch Managers and their crews from senior managers and allow them to complete their job more efficiently; removing the constant micro management. Get rid of target/expected output and judge station/watches on professionalism in role</p>
<p>→ Top heavy with senior management , and too many specialists in senior non uniformed positions , our core business is firefighting , not curing all of societies ills, we are not social services.</p>
<p>→ Going back to the 9-15 hour work pattern Family friendly It met reduction and safety of the people we protect Morale was better 3yrs ago the old regime and management was clearer even if not liked Today we have a bully culture of get on with it tuff</p>
<p>→ The complete bias against FBU members with regards to promotion to middle management. Look at percentage of Station Managers in FBU against Station managers NOT in FBU. Point Proven.</p>
<p>→ Reduce the amount of micro management by senior managers</p>
<p>→ Embrace the workforce , listen and communicate better, work with Unions more. Despite changes within the Service at the top nothing has changed for the workforce , a chance to improve industrial relations has been sadly lost.</p>
<p>→ Less managers micro managing all issues. Get rid of station manager role as this role does not achieve anything apart from giving jobs for the boys.</p>
<p>→ Reduce senior management in line with the reduction in staff and appliances as the workload can therefore be reduced for the remaining senior managers by not treating the workforce like school children hence saving money!!!!!!!!!!!!!!!!!!!!!!!!!!!!</p>

<p>→ Revert to the old shift system. Not have senior officers turning up at every incident and so leaving the staff who ride fire appliances free to carry on doing what they are extremely capable of without needless interference.</p>
<p>→ Senior managements relationship with operational crews. We are told not involved, good ideas forwarded are ignored. Ops crews know their role better than senior management. Recording takes precedence over real work. Trust ops crews to do their job.</p>
<p>→ N/A</p>
<p>→ I would change the promotion system, at the minute I feel the managers or the direction the managers are being pushed in is poor, I don't feel FF's are treated very well by SM and above (generally, not all), Morale is so low and it needs addressing.</p>
<p>→ I would change the ME cultcure, to a WE Culture.</p>
<p>→ The management structure where there is a glass ceiling for union members and encourage promotion on merit for real competence and real team players rather than people who are uncaring of their employees. That or our current 12 hr shift pattern.</p>
<p>→ I would improve morale in the workforce as industrial relations are poor. / Work life balance is incredibly poor. / When valid observations and points are raised to senior officers they act upon them instead of saying put it in an email.</p>
<p>→ I believe that the vote on 24hr shift working was unfair and biased. I believe that 24hr shift working with the possibility of overtime could provide a well balanced (time off) job with the potential to earn a decent wage, many struggle on flat rate.</p>
<p>→ a change of shift back to 9/ 15 to make work / life balance a lot better</p>
<p>→ I would like to revert back to 9 &amp; 15hr shifts or move towards a 24hr self rostering duty system as this shift change has impacted on my home and social life.</p>
<p>→ I would change how the potential for promotion is seemingly hindered due to union affiliation.</p>
<p>→ revert back to the original shift system</p>
<p>→ The petulant and childish behaviour of certain elements of senior Management and and their bully boy tactics when challenged.</p>
<p>→ I feel constantly threatend by senior managers who are 'micro managing. this makes me feel 'unsafe' with regard to discipline or managerial threats and/or criticism. I would change the attitude of senior managers.</p>
<p>→ I would change the way promotions are given out in this job. There are some excellent firemen and managers who will never be promoted above a certain level because they are in the union. You expect to hear this type of thing in oppressed countries</p>
<p>→ We have a negative blame culture were we are made to feel that someone is always trying to catch you out! Our middle management are overstaffed and do far too many audits, assessments and inspections</p>

<p>and I think that they could be much better used.</p>
<p>→ Less employment bureaucracy: Allow temporary staff to move to permanent without re-applying for their job; Provide a succession policy for non-uniformed staff to facilitate promotions.</p>
<p>→ How the organisation is managed, stop the bullying style of management that is currently used and improve moral and empower the workforce to want to work/ increase productivity, starting with scraping the 12hr shifts to improve our work/life balance</p>
<p>→ removal the almost Orwellian methods of surveillance.It appears that staff are no longer trusted, nor are they allowed to think or speak for themselves</p>
<p>→ FBU members are told that they must leave the union if they want promotion above WM rank. People who worked the strike in 2006 have been promoted to senior mgmt and constantly bully FBU members in subtle ways. Everyone is micromanaged. This must stop</p>
<p>→ Too many senior managers that are not required due to the service shrinking. Senior managers that have a them and us mentality and putting people on action plans just for the sake of it. Senior managers should change their attitude.</p>
<p>→ There is several things that I would like to change to be fair, but the most important thing to me at the moment is the shifts, they are awful and are having a big impact on my home life. My opinion is similar to 95% of my colleagues.</p>
<p>→ unflexible, family-unfriendly shift system imposed unnecessarily. / I also feel disenfranchised and undervalued knowing there is no possibility of promothion above my current role because i choose to be a member of a trade union.</p>
<p>→ Shifts, to 24 hours, or to start and finish times that do not have such a negative effect on my family life.</p>
<p>→ The 12/12hrs has caused massive upset with my work/life balance.This shift takes away 2 full days. By the time I get home the nights over and then 2 night shifts. / / A MOVE TO 24HR SHIFTS</p>
<p>→ I would go back to a time when everyone was treated equally. There are too many occassions when favoured individuals get preferential treatment. FBU members are victimised. That is disgraceful and those non FBU members promoted are not good enough.</p>
<p>→ Promotion and progression would be dependent upon ability, not on family connections or willingness leave the FBU. / /</p>
<p>→ MFRA is full of scabs who have ruined MFRA for generations nobody trusts them or management</p>
<p>→ 12 hour shifts</p>
<p>→ The rigid new work routine and constant monitoring, has totally undermined Watch Managers and resulted in a complete break down in trust. It should be scrapped.</p>
<p>→ The shift pattern for Ops staff is unreasonable, unnecessary and has no respect for members personal lives. The work routine could've been fitted into the 9/15 shift system, and the way it is applied is tantamount to bullying &amp; harassment.</p>

<p>→ The shifts. They were fine up to 1st Jan 2014. Now they are rubbish. / I would settle for 24 hour shifts now just so we didn't have to start and finish at 0830 hrs. and 2030 hrs. I am looking forward to retirement.</p>
<p>→ The shift pattern. For 2 days out of 8 I do not see my children at all and the 12 hour shifts are physically exhausting and mentally draining. If the bullying style of management was improved maybe they would be less so.</p>
<p>→ I would change the shifts back to what they were. I go 2 days now without seeing my daughters, which has had a detrimental effect on them both. I have left the pension scheme and am actively looking for another job right now.</p>
<p>→ I would reduce the Manager status overall, thus reducing costs and micro management</p>
<p>→ The shift start and finish times. All firefighters trained to SRT level. Reduce management levels.</p>
<p>→ The shift pattern, as it stands now is not family friendly in any form, and has caused great strain on my family life leading to extensive stress for me and my partner, greater childcare costs/issues. This is 1 of many things I would change.</p>
<p>→ That FBU membership was not penalised especially when it comes to promotion.</p>
<p>→ I would change the shift system. The work /life balance is not right as 4 days out of every 8 are now ruined. The 12 hr days are too long and the start and finish times are not family friendly.</p>
<p>→ Focus on core activities and stop wasting money on the 'nice to have' elements of the service including high specification vehicles for senior officers.</p>
<p>→ Change shift pattern back to how it was and abolish draconian work routines</p>
<p>→ As a fire service use water both in training and as part of the job. by reducing this and showing the public we are trying our best to conserve water and save money one way of doing this is water less toilets saving up to 10,000 gallons per toilet.</p>
<p>→ PAY AND CONDITIONS AND CAREER PROGRESSION THAT MATCHES THAT OF THE PRIVATE SECTOR, and that Managers if they have a problem with an individual speak to that individual rather than being 2faced going to that persons manager over something minor.</p>
<p>→ Set targets. Laziness/incompetence is rarely challenged; good for those who are lazy and/or incompetent but demoralising and frustrating for others. Senior Mngrs should welcome or offer opportunity for staff to speak with them privately about issues.</p>
<p>→ Retire now.</p>
<p>→ Far greater involvement at "grass roots" level of authority councillors, some of whom i have met and spoken to, have absolutely no idea how a fire station is run!</p>
<p>→ I think that MFRA have a face fit attitude and i believe that this needs to stop.</p>
<p>→ Age for early retirement. Changes of Department names for no apparent reason.</p>

→ Shift change to allow people to have a work life balance. As it stands there is more work to home life.
→ I would allow FBU members to be promoted above the rank of SM.
→ The bullying tactics used by senior management which seems to get worse with every new chief. The discrimination against fbu members, the refusal to pay nationally agreed rates of pay, the refusal to grant ph leave when it is needed
→ I would allow stations to work the shift patterns they wish to work without conditions . we are a 24 hour service and as long as the fire appliance is crewed safely i can not see the issue . 24 hour shifts are worked by some teams but others can not
→ the shifts, since they were brought in it has had a massive impact on my family life. I go to work before they get up for school and am home after they have gone to bed. my wife feels like a work away from home during the working week.
→ senior management. majority, of senior management, have been promoted above their capability and only because they have agreed to work, through industrial action. / / They promote Fairness & Equality. Union members will not be promoted passed Wm. /
→ I would eradicate the culture of bullying and harassment that is rife in this organisation at all levels, but particularly from senior management down to junior managers and ffs.. This causes me anxiety, worry and fear, both in and out of work.
→ unwanted changes to pension age. / unwanted changes of shifts. / no shift workers allowance / poor poor quantity and quality of senior officers / auditing used as a form of bullying
→ Clear, fair and transparent treatment of ALL and development where the best person for the job gets the job and not necessarily one who is a 'friend'
→ Return to 9 hour days/15 hour nights.
→ the shift system. / 12 hour shifts are horrific, not family friendly, especially when you consider the pay we get & the unsociable hours.
→ equal opportunities for promotion for Fire brigade union members, work routine, Perception of Service Headquarters support staff that there not there to help firefighters but make their lifes difficult
→ Increase rate of pay.
→ Change 12/12 shifts back to 9/15. Given the nature of my job, 12 hour day shifts are excessive. Consequently FFs are physically & mentally exhausted putting themselves & the public at greater risk leading to MFRS failing in it's mission statement
→ Find a middle ground from which operational crews and management can start working together again to make the service a positive and united place to work.
→ Better communication between senior management and firefighters and treating firefighters with the respect and dignity they deserve while performing a hard and sometimes harrowing role all while receiving real world paycuts.

→ Changing ONE thing would not solve MFRA's MANY PROBLEMS.
→ I'd change to a fairer promotion system. The post 2003 "Modernisation" enabled a promotion system where it is more important to show willingness to do exactly what principal officers ask, rather than demonstrate ability or aptitude for higher roles
→ Change shifts back. Stop audits.
→ 12 hour shifts would be my main area of concern, these shifts leave me with very little scope for quality time with my family and friends, they are a joke!!!
→ The number and quality of management and the appaling wages.
→ the blatant and disgraceful corruption at senior management level
→ Since 2006 dispute there has been a marked 'Them and us' culture betwee those who worked the strike and those who didn't. Discrimination has existed at all levels with the bias being toward those who crossed the picket line resulting in low morale.
→ i would change the shift system back to the more family friendly system we had before .it is the biggest local morale issue we have.i dont know anyone who finds this system acceptable.(especially under micro management)
→ The motivation for providing this service from trying to achieve it as cheaply as possible, to trying to provide it as best we can
→ The way senior management treat FBU members. Their attitude is IF YOU DONT LIKE IT RESIGN BECAUSE WE DONT CARE ABOUT YOU
→ the shift system needs changing, productivity has not increased, moral has plummeted and the divide betwwen ops and senior management has widened. / i would reduce senior managers wages so as to be in line national average
→ I think that managers at Station Manager and above should familiarise themselves with the service ground rules, as very few of them adhere to them with impunity, but expect staff (non-strikebreakers especially it seems) to abide by them.
→ I would change the shift system to make it family friendly, as it is the shift system completely ruins 4 nights a week.
→ the current shift system has obviously been thought up by someone who doesn't have to work it. times of changeover are ridiculous and only just worse than the work routine. abysmal.
→ being valued as a workforce
→ Dispose of the station manager role (huge financial saving) this post is not required within this organisation if watch manmagers are allowed to manage, dispose of senior officers sitting behind desks on projects (huge financial saving)notenoughspace
→ the shifts are too long on days. let managers manage without constant scrutiny and having to account for their time it is tedious. Tell us what you want and leave us to get on with it. I used to love coming to work

now I dread it there is no fun anym
→ encourage transfers in from outside. Too insular.
→ I feel (operationally), that Firefighters are 'over-audited' and Watch Managers are micro-managed to a degree verging upon harassment. I feel the promotion process itself is morally bankrupt beyond repair. I could go on to flesh these points out ....
→ Uniformed staff retiring then being employed in non uniformed posts. / Being told of massive cuts then seeing emails for new jobs advertised. / No equality, back room staff not appreciated fully. /
→ "24hr shifts with no strings.
→ reverse the dissolution of the service and its impact on employees,increasing morale across the board,make public safety paramount and raise the awareness and necessity of the service and its people in line with other services ,get back to the basics
→ That all staff are treated equally despite their legitimate right to support their representative body.
→ The politics/relationships on station between FBU non FBU have been very poor for a decade now. Senior management are away from this most of the time and do not appear to understand the impact this has on people.
→ Its unfair promotion process which doesn't appear to focus on ability to do the job. The organisation appears only to promote people based on them providing resilience during periods of lawful industrial action. Is this the best process?
→ I would reduce the number of Officers in Temporary Positions enabling stability consistency.
→ The lessening of the FBU stranglehold over the workforce that currently provides continual industrial relations issues and resultant poor morale. It would be great if the workforce could work together in unity for the benefit of the service & public.
→ Stop the cuts and attacks on pensions - honouring contracts.
→ Make every station self rostering
→ I would remove or at least review the work routine.
→ I would like senior management to be fair in their treatment towards staff. I would not enforce a work routine that is unpractical to work to. I would provide adequate rest periods. I would allow a manager to manage without being scrutinized.
→ 24 hour shifts would help a lot and with this i would be prepared to do retained which I have done before self rostering..Morale is at an all time low with a feeling that we needed to be tested all the time rather than training.i am thinking of leavi
→ Change the current 12 hr shift.It greatly impacts on my family life.When I get home at 9pm after a day shift I dont get to spend time with my children as they are in bed.I would prefer a 24 hr shift system.That would be much More Family Friendly.



→ I would change back to a family friendly shift pattern, instead of a productivity based shift pattern.
→ Promotion for FBU members.
→ shift patterns and start - finish times , totally disrupted work life balance .
→ Change the shift system. to create a better work/life balance
→ Reverse the unrequired changes to operational shifts. It has NOT produced the stated aim of greater productivity, however I acknowledge it would take a brave person to admit they were wrong.
→ The current shift pattern,it is so bad for morale.
→ I would change the direction the principal management team are going.The decisions they are making with regards to the staffing of fire appliances is not the best use of resources. The F.A need to look deeper than what they are told by the chief
→ the shift pattern to return to what it was previously
→ Treat the workforce properly a happy workforce is a productive workforce. Stop promoting people beyond their capability & because they worked the strike. This is bringing moral down due to their poor man management & lack of knowledge and leadership
→ I would revisit the role of the Fire Fighter within MFRS and examine whether or not the expectations of Principal Managers can be served by how that role is applied in practice and develop this role where necessary.
→ The promotion of people who actually deserve to be promoted ! Being a Union member stops any chance of promotion above Watch Manager .
→ Have a fair promotion system that enables qualified respected staff to be promoted and for those personell to receive training and be supported in their new role
→ Even handed approach to promotion, if you are able to do the job you should be given it and not have to leave the trades union to attain the position
→ Work routine and shift patterns.
→ The way in which individuals are receiving promotion. Rather than on an individuals ability, it would appear that in order to get on , you must first prove your willingness to provide resilience..
→ I would change the fact that there are two different fire services in operation within Merseyside based on trade union membership. Senior management, despite all their protests to the contrary, are prejudiced against FBU members, and that is a fact.
→ i would change the way people are chosen for promotion as the present system discriminates against fbu members, also i would like to be able to get on with my job without being tested on an almost daily basis
→ I would make promotion to middle manager roles a level playing field. Presently there are no substantive FBU members at SM level which is strange given that over 90% of WM (the pool to pick from for

<p>promotion to SM) are FBU members</p>
<p>→ All would be treated fairly without discrimination. / FBU members were told that they wont be promoted if they go on strike,which is illegal to threaten members in such a way.2 FBU members were told to leave the SRT ( [REDACTED] ) B4 the strike</p>
<p>→ Day shifts are late finishing, to the point where i now feel that 4 nights of the week are ruined not just the 2 i have to work as part of my shift. More support for OICs</p>
<p>→ i strongly believe in equality and diversity as laid down in our mission statement and would strongly urge senior management to adhere to this in relation to promotion</p>
<p>→ Everything needs to change. The job has been poisoned and needs rebuilding from scratch. Most people hate it and want to leave. The hours, pension, and wage are not worth the way we are treated like naughty little children.</p>
<p>→ I would without a shadow of a doubt look into/change the system of promotion in MFRS where peiople are being promoted through allegiance rather than ability and or experience. A major stumbling block to promotion is to be a member of the FBU.</p>
<p>→ It not being quite so militant.</p>
<p>→ I would introduce a overtime scheme at a fair and appropriate rate of pay therefore giving me the opportunity to earn more money and give myself and my family a better standard of living.</p>
<p>→ Promotion selection. We promote people based on their willingness to work through a strike and their ability to do whatever it takes to get a promotion. Our 'elite' and station managers and above are not in position through there own merit.</p>
<p>→ Better management of equality issues for female firefighters. There definitely exists a glass ceiling at present and real issues are swept under the carpet. There is a long way to go to reach an acceptable level of equality</p>
<p>→ 12 hour shifts has brought morale to an all time low. A happy workforce is a productive work force. And if it's more productivity MFRA want it needs a happier workforce. A change to 8 - 5 would still mean everything is done as it is now. CFS 17:45??</p>
<p>→ the shifts, to either 24 hour working as the srt are allowed to do, or a return to the 9-15 shift pattern where productivity was largely similar to as it is on 12 hour shifts. allowing the srt to perform 24s but withholding it to other ffs is wrong.</p>
<p>→ I would bring in 24 hour self roistering to stations that are willing and prove able to manage the appliances themselves. This would include a retained aspect. / Enhancement for Drivers as they have an extra responsibility. / Reduce Senior Management</p>

Other (Location)
→ operational
→ All Areas
→ not naming
→ Engineering Centre
→ no
→ all
→ Service wide , SHQ and TDA
→ As this is supposed to be confidential I will not say
→ merseyside
→ All Districts
→ all districts
→ station
→ Vesty road
→ not telling
→ Non-specific location
→ N/A
→ MACC

Other (Function)
→ preparedness, response, prevention and protection
→ Workshops
→ operational
→ workshops
→ not naming
→ Deputy Chief Exec
→ PO Suite
→ support staff
→ rather not say
→ Senior Management Group
→ po suite
→ Search And Rescue Team
→ Prefer not to say
→ fsd
→ Clothing & Consumable Stores
→ Local Resience Forum
→ As this is supposed to be confidential I will not say
→ District Management Team
→ All of the above!
→ Principal Officer
→ Newton

→ vesty
→ Principal Officer Team
→ workshops
→ Control
→ Operational
→ ff operatioal
→ ops
→ Kirkdale Fire Station
→ operational
→ operational
→ ops
→ macc
→ firefighter
→ Operational fire crew
→ FSD
→ Operational
→ operational
→ Fire Station
→ operational
→ uniformed
→ firefighter
→ prefer not to say
→ Non-specific Department
→ N/A

→ firefighter
→ operational
→ fire station
→ ops

Other (Religion)
→ Jedi
→ Follower of the 12 Greek Gods
→ Jedi Knight
→ Roman Catholic
→ Jedi
→ Roman Catholic
→ Jedi
→ Roman Catholic
→ C of E
→ Roman Catholic
→ jedi knight
→ order of the jedi
→ liverpudlian :)
→ Jedi Knight
→ Cathoic
→ Spiritualist
→ jedi
→ Roman Catholic
→ Church of England
→ KEEP YOU NOSE OUT
→ Irrelevant question

→ x