Ethos 2

*Putting core values at the heart of Merseyside Fire and Rescue Service
by establishing a new Ethos that seeks a balance between fitting
the person to the job and the job to the person*

a report by

Fitting - in ltd

that concludes

*The best way to promote change is in response to staff pressure.
Ethos research indicates that there is a pressure for change in the MFRS, there are models for
how this might work and therefore we should seek to encourage this opportunity*

Dr Dave Baigent, Sarah O'Connor and ACO Bill Evans.

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FOREWORD

Ethos 2 research provided a platform to communicate the findings of *Ethos 1* to senior staff and to gauge their reactions to the concept of training stations. The research team also met with firefighters to understand their attitudes to working in MFRS and with the FBU. Overall the researchers met with 106 members of MFRS and this data provided recommendations for the *Ethos 3* research. This research, which has now been completed, provided a framework for partnership working and the (future) development of a first training station in MFRS.

Central finding of Ethos 1:

> *It appears that the attitudes new entrants are selected for change when they meet the informal culture. One reason for this may be that new entrants have little choice.*
>
> *Merseyside Fire and Rescue Service offered a choice and this research suggests that by concentrating on warming up one part of the cultural sea it could be possible to start a chain reaction that could transform the service.*

OVERVIEW

Ethos 1

The original *Ethos* research (Baigent, O'Connor and Evans 2007) concluded that Training Stations could be a way of "***maintaining the attitudes that people are selected for when they join the fire and rescue service***" and "***in this way the beliefs and values that individuals have when they join the service may be sustained towards accepted core values***"

Training Stations were also seen as a way of regenerating experienced firefighters enthusiasm for their service. Fundamental to this new ethos will be efforts to put national core values (ODPM 2006) at the heart of the Merseyside Fire and Rescue Service by seeking a balance between fitting the person to the job and the job to the person.

Ethos 2

The contract to continue the *Ethos* research required Fitting-in to "***report on how the Authority may capitalise this experience using the 'Training Fire Station' concept to improve service performance and improve industrial relations***[1]**."**

Briefing Workshops as a way of communicating the outcomes of *Ethos 1* and to act as a lever for change were held with 106 employees this included:

- Briefing Workshops with the Fire Authority, CLT, Managers, Disparate Group, Firefighters and FBU

- A considerable qualitative and quantitative project undertaken with station personnel at two stations

There have been a series of report back sessions with ACO Bill Evans.

Chief Fire Officer Tony McGuirk has been kept up-to-date at all times.

The plans for *Ethos 3* have been tested with a small group of officers.

The FBU Brigade Committee held a special session for a workshop on *Ethos 1*[2] and there have been three meetings with Les Skarrats, Mark Dunne

What follows

This report first provides the conclusions and recommendations of *Ethos 2*. Second it looks forward to *Ethos 3* in providing a plan for the development and implementation of MFRS's first training station. Finally, examples of the data that supports the recommendation and belief that *Ethos 3* will provide a lever for change. There is also a considerable body of *very relevant* evidence in the appendices.

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[1] The 'description of services' for this contract is provided in appendix one.
[2] The contents of the SWOT analysis and the debate with the FBU have been discussed with the Chief Officer. At this stage the discussions with the FBU are so sensitive that the data remains confidential.

Conclusions from *Ethos 2*

Evidence suggests that *all* employees want their working environment to improve. However, there is a considerable divide between those who believe this can happen and those who are negative about such a possibility.

Recommendations from *Ethos 2* [3]

1. The best way to promote change is in response to staff pressure. Both *Ethos* reports suggest that there is a pressure for change in the MFRS and this expectation should be encouraged by developing MFRS' first 'Training Station' as a support capability for the River Rescue Unit. This will improve:

   a. The water rescue service to Merseyside residents
   b. MFRS ability to respond to national resilience incidents

   At the same time act as a catalyst for change to

   a. Re-energise enthusiasm and morale

   b. provide a vehicle for putting core values (ODPM 2006) at the heart of the MFRS by seeking a balance between fitting the person to the job and the job to the person

   c. review relations with the Fire Brigades Union (FBU)

2. *Ethos 3* will hold briefing workshops with all four watches at one sample station (13th -15th August) and 'all' watch managers at a brigade meeting on 14th August; similar briefings will also take place with the Fire Authority and the FBU brigade committee.

3. There will also be a combined two day briefing/training/developmental/amelioration workshop (for principal, station and watch managers, selected firefighters, the FBU Area Chair and Secretary) to develop an implementation plan[4].

4. The research, *which in itself **is** the lever for change*, should be undertaken on a tri-partite basis with representatives from MFRS and the FBU participating.

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[3] A meeting with the Chief Fire Officer on the 16th August provided approval for *Ethos 3*, which used action research as a lever for change to successfully develop the framework and programme for the implementation of training stations - the research complete the report is in draft.

[4] These workshops all went ahead successfully.

ETHOS 3: developing the plan for implementation

The next phase (*Ethos 3*) will continue to use action research as a vehicle for change. The emphasis will be on collaboration, participation and training/development. In doing this:

- Representatives from MFRS and FBU will become part of the research team with Fitting-in

- The representatives of MFRS and FBU involved in the research will not be committing their organisations to the analysis by their participation

- The recommendations from the final report will still be subject to the traditional approval process as arranged between MFRS and FBU

The methodology involves a developmental action research model that recognises the complexity of FRS culture(s), political considerations and the potential for unexpected issues to occur.

Developing the Training Station

Aims and Objectives of Training Station

This proposal aims at putting core values (ODPM 2006) at the heart of the MFRS using by a new ethos to balance between fitting 'the person to the job' and the 'job to the person.'

This is to be done by:

- re-energising all personnel
- promoting trust
- developing managers
- promoting community safety
- getting pride back in the 'operational' service
- promoting dynamism and flexibility
- adding to the national resilience agenda
- providing support for Marine One
- promoting the cooperation and integration between FBU and non FBU members

Implemented by a continuous process of (planned and considered) dynamic 'experiment' and adaptation that involves:

- listening to personnel
- keeping training at the heart of an ongoing process of research
- seeking to continually raise and embed standards and quality of performance
- seeking a balance between fitting the person to the job and the job to the person.
- recognising this is a dynamic process of keeping initiatives moving

Watch management

Each watch manager will have the freedom/autonomy to develop *their plan* within the framework of guidance provided by the executive:

- plan must be transparent
- agreed by research team

- shared with watch

Managers

The project will develop managers who can
- listen
- ask for and accept support in making decisions
- understand the complicated cultural processes at work
- focus the pressures for change
- be sufficiently flexible to react to the politics, context and potentially shifting conditions of people and the organisation
- develop a range of options using an 'emergent' or 'contingency' framework (Arnold, Silverstead, Patterson et al. 2005)
- use a range of styles (consultative, authoritarian, facilitation, coaching and mentoring) in response to the culture that they manage
- develop an understanding of the complex cultural arrangement that they manage
- develop a transparent plan and submit this for approval

At all stages
1. Transparency
2. Consider unintended consequences (Giddens 1979)
3. Establishing trust steps [5]
4. Impact assess for gender, race, sexuality, ageism and disability
5. Identify if training is actually changing practise
6. Use 'SWOT' and 'SAFE' at all times
7. Observe, write up and review

Methodology/Methods

The methodology for *Ethos 3* is key to the success of this project because ***the research process is the lever for change***. This involves the use of 'Briefing Workshops' to communicate findings, gather data, respond to that data and promote change. In *Ethos 3* these workshops will lead to the development of *a joint plan for implementing training stations*.

Clarifying potential challenges to outcomes/formation of strategy

1. Avoiding the way firefighters fit-in with each other

Change in the Fire and Rescue Service is made difficult because of the way that firefighters conservatively fit-in with each other (Baigent 2001). This type of 'group think' (Janis 1972) occurs when people reinforce/prove their group membership/allegiance by not challenging their colleague's views; As a result people's views can become more conservative as a way of actually (re)affirming their membership/solidarity to *their* group (Arnold et al 2005).

For many in the fire service this type of thinking includes a belief that each generation is holding traditional thinking on The(*ir*) Job in trust for the next generation.

In times of change the need to prove loyalty/partisanship can increase resistance, particularly when it involves issues of (masculine) identity and how firefighters believe The(*ir*) Job should be done.

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[5] MFRS uses a 'Project Initiation Document' as a basis of managing its contracts. Through this document Fitting-in established a number of 'trust steps' designed to indicate how successful the collaboration had been – to date 46 of these trust steps had been achieved

To overcome this difficulty Fitting-in has developed the 'Briefing Workshop.' This involves a facilitated debate supported by SWOT analysis (Ansoff 1969). The dynamic environment that operates around these workshops provides a means of presenting *and* gathering data in an environment that:

- has a focussed outcome

- is educational

- ameliorates relations between groups

- allows individuals to raise points without feeling they are challenging their group

- avoids discussions from focusing on single issues

- promotes change

2. Keeping momentum by a continuous process of development, consideration and testing

- Set targets
- Focus on outcomes
- Evaluate and develop
- Review
- Small scale, local and incremental – focus on the individual, group and the task (Mayo 1949; Maslow 1987; Adair 1993; Baigent 2007a b)
- Keep within the pre-determined criteria
- Promote diversity
- Avoid any group working for its own purpose (Baigent 2001)

3. Ongoing Workshops

Specifically designed workshops, where the academic process and education act as neutral arbitrators, will provide an environment *to bring 'different' groups together.*

The opportunity is taken to give an early report back on one briefing workshop held during the *Ethos 3* research (report currently in draft). This was attended by principal, station and locality managers, firefighters and area officials of the FBU. The outcome was a complete success:

- the 'different' groups worked together for two days in an environment that increasingly relaxed

- a joint plan was developed for implementing the training station

- the results of the satisfaction survey were exceptional

DATA AND ANALYSIS THAT LED TO THE PLAN FOR *ETHOS 3*

First, this section of the report provides evidence of the initial test of our conclusions with a selected group of principle and senior managers. Second we report on the data taken from briefing workshops with several groups of managers and the FBU. Third we provide a summary of the initial data collection provided by firefighters and managers at two very different stations. Lastly we report some 'surprising' data on core values

Workshops: as a communications exercise, to gather data *and* act as a lever for change

Workshop to test findings and develop recommendations

Towards the end of *Ethos 2*, a briefing workshop was held with a selected group of senior and principal officers. This workshop was designed to test the concept of developing a marine support unit as a first 'Training Station.' This was a very successful workshop and the SWOT analysis follows:

Strengths	Weaknesses
Location	Undefined common ground
Already a model	FBU not being an honest broker
Offers opportunity for common ground	Compromise over staff
Pick people for the job and train them	
Improve marine safety	
Honesty about objectives	Honesty about objectives
Politicians	Politicians
Firefighters	Firefighters
Managers	Managers
FBU	FBU
Opportunities	**Threats**
Integration	Cynicism
Floods	Conspiracy theorists
Resilience	Unintended consequences
Cultural change	Recruitment - Picking people in your own image
Reconciliation	
Builds Esteem	Transfers/reorganisation
Momentum	Location
Embed excellence	
Change catalyst	
Supports redefinition of concept of FRS	
FBU buy in	
Honesty about objectives	Honesty about objectives
Politicians	Politicians
Firefighters	Firefighters
Managers	Managers
	FBU

Briefing workshops

Four briefing workshops were used to communicate findings, gather data and promote change – these were CLT, Managers, the Disparate Group and the FBU.

After the workshops each group completed a questionnaire (see appendix two) and a SWOT analysis (appendix three).

CLT

The reception of *Ethos* findings by CLT were mixed; there is some scepticism amongst some of this group to pursuing a debate with the FBU.

Some of the CLT appeared to look at Ethos from the basis of how it would affect their particular area.

It is clear that non-operational members of CLT could benefit from a greater understanding of fire service culture.

Managers

The selected group of senior managers were interested and contributed to a lively and open debate.

Most of the discussions were supportive and enthusiastic; those people who provided a critical view ensured the debate was considered.

The overwhelming view was that 'training stations' offer a potential for continuing the process of change.

There was a very real concern about continuity of management to see this concept through.

Disparate Group

This group comprised a number of people who worked during the strike; they were chosen because they represented a wide range of roles, departments and stations.

There was considerable support for concept of 'training stations'

This group (like so many others) had a concern about the continuity of management to see the project through.

FBU

The contents of the SWOT analysis and the debate with the FBU have been discussed with the Chief Officer.

Quantitative support for Ethos

The response to the question "*What is your initial reaction to the suggestion made that it may be possible to change the culture by establishing 'training stations*?" indicates that over 73% of those who filled in the questionnaire supported the concept.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly agree	10	33.3	33.3	33.3
	Agree	12	40.0	40.0	73.3
	Unsure	7	23.3	23.3	96.7
	Strongly disagree	1	3.3	3.3	100.0
	Total	30	100.0	100.0	

Data from research at sample fire station

Two watches were visited at this station to identify their attitudes to working in MFRS. Officers and firefighters were separated for the research process (four focus groups and the completion of questionnaires[6]). Views were divided clearly along horizontal lines between managers and firefighters.

Managers

Managers' were confident about their role and were keen and enthusiastic about their work.

Managers' views reflected the values of the formal culture as provided by the Chief Fire Officer.

Managers' loyalty was not a consequence of fear but conviction; they were all prepared to identify areas of disagreement, but these did not result in negative actions/outcomes or animosity/bitterness.

> He has been given a job to do and done it extremely successfully - he has been asked to modernise the fire service in Merseyside .. brought the service forward in leaps and bounds best CPA fire service in the country

Managers were aware that they were part of a process that intended to adjust the balance between the formal and informal culture:

> And up to a couple of years ago all 4 watches here could have been called close knit including the watch officers, firefighters and officers and that has all changed over the last 12 months

Managers were aware that at times and in some circumstances their practise may be viewed as oppressive:

> It was quite disciplinarian when I joined - but now it's authoritarian and it's quite oppressive.

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[6] This questionnaire is different from the one used for the presentation on Ethos

Firefighters

Firefighters were largely unhappy at work, distrusted managers and some were counting their service in time to retirement.

Firefighters saw their role under threat:

> I joined and you get friends for life. I just like being a fireman. I still like going to fires and the hands on stuff. I like having a laugh with the lads and I like the shift system. Its just the hassle wit*h the new stuff coming in .. it just seems constantly … since the strike its us and them*

Firefighters believed that employees who did not strike were being given promotion:

> Because they are non FBU members and all they want is promotion, they have just got to do it

> Those who answer yes to co-responding and cold calling .. they are being promoted but the lads in the FBU are not getting promoted

> I've been told if I go on strike I won't get promotion .. if they didn't work they may as well throw their application in the bin .. they wont co-respond and they won't cold call. Although the chief says it won't affect .. you it does

Many of the firefighters who contributed data were afraid of their Chief Fire Officer.

Training

There is a view amongst these firefighters (reiterated by others) that training is being used as a punishment:

> **Training is used as punishment and even more so now**

Punishment drilling is legendary in the FRS and there may be some truth in this statement. Nonetheless, purposeful training improves efficiency – *train hard fight easy* is the military equivalent of why training is important in the FRS. As *all* firefighters are always keen to point out:

> **You never stop learning**

Any attempt to implement the Training Station concept will have to deal with the view that training is about punishment. Communication is key here; at the SRT station there is an acceptance that training is fundamental to service provision:

> **We train to do it well.**

Encouraging this belief is fundamental to success and should be an important consideration in the choice of personnel to work on the Training Station.

Views on people who chose not to strike

There is a view amongst those who took part in the strike that those who worked during the strike did so because of fear or because they wanted promotion. *No data has come to light to support this view*. Quite the contrary, people actually *chose* not to take part in the strike for a variety of reasons. Discussing these reasons here would serve little purpose. This contradiction may represent one of the most significant challenges to be addressed.

Data from questionnaires and interviews

A questionnaire was completed by all firefighters who participated in the research (some of this data remains confidential). The data from the questionnaire indicates a slightly more positive view than the qualitative data collected during focus groups. Analysis suggests that firefighter's negativity increases in group situations.

Questions on job satisfaction

The questionnaire asked "*Which areas of your job give you the most satisfaction*?" The resulting data indicates a disproportionate imbalance between managers and firefighters: a smaller group of officers provide more areas of satisfaction than a larger group of firefighters.

Managers	Firefighters
Meeting people	Being a part of a team
Partnership work	Public recognition
Training	Respect
Problem solving	Shifts
Team work	Socialising with workers
Running a good watch	Working in the community
Working with community	Doing my job well
Teamwork	Helping public
Working with the community	Putting out fires
Providing a much needed service	Respect from colleagues
Learning new skills	
Working with people	
HFSC mixing with public	
No two days the same	

Most Annoying things about your work

In response to the questionnaire question "What are the most annoying things about your job?" the resultant data indicates the balance is disproportionately weighted in the opposite direction.

Managers	Firefighters
Admin	Bad management
Attitudes to discipline	Bullying
False alarms	Bullying of fellow members or FBU
Targets	Constant bullying attitude of management
Management decisions are always taken as an affront/grievance	Corruption within the service
	Corruption/pettiness
	Good guys getting shit on
	Implementation of sickness policy
	Management pettiness and bullying
	Managers with no experience
	One rule for management and one for others
	Bullying tactics
	Constant increasing of targets

	Constant targets
	Corruption
	Dishonesty
	Lack of appreciation for what we do by management
	Low level of management skills within management
	Mistrust
	Pettiness
	Ranks with no experience being in charge
	Bullying and harassment
	Dishonesty
	Lack of appreciation
	Poor equipment / appliances
	Poorly trained management
	Unrealistic targets HFRA's
	Using drill as punishment
	Bad management
	Management not sticking to agreements
	Poor communication
	Unfair treatment
	Waste of money on certain projects at expense of decent pay and conditions
	Harassment and bullying
	Promotion given to incompetent ranks

The questionnaire asked a series of questions designed to evaluate confidence.

The data suggests:

Managers at station indicate they are:	Firefighters at stations indicate:
Confident about their senior managers - a confidence that increases when applied to the Chief Fire Officer Positive about their value being recognised Positive about communications Positive about being able to reach their ambitions Positive about career opportunities at work	Mixed view across the whole range of choices about their watch officers with an inclination towards the negative – the negativity increases for the station managers A belief that managers are promoted because they chose not to strike Indicate negative views about their senior managers That they lack trust, poor management skills, bullying and attempts to break fbu A complete range of views on fbu with swing towards the positive Complete range of views on how their efforts are valued with swing towards negative Range of views about the way their supervisors operate Range of views about communications Range of views about ambitions Range of views about opportunities

There are no surprises in this data from the questionnaires; they supports the qualitative views provided in the focus groups. Firefighters who took part in the strike are negative about their employment and future. By contrast, managers who chose not to take part in the strike show a considerable confidence in their future in MFRS.

SRT (Search and Rescue Team)

Three 'watches' at SRT

As a balance to the sample station we visited the SRT station and spoke to people on three watches.
Data from the SRT has yet to be fully analysed but there is no doubt about the analysis – the people we took data from are very happy and confident about their work.

The following notes provide an example of what people on the SRT have said:

People want to come to work	People tell us that they would like to do it apart from the politics .. couldn't do it because of the intimidation
Chief is the best one I've had	
Commitment to team	
Get to play with all the best toys	Lots of misconceptions
More opportunities	FBU use SRT to build up power base
Additional training	Pressure from outside drives us to do better
Challenge something different everyday	No Sky television here .. we train until ..
Variety of incidents	People want to come but scared
Some firefighters do as little as possible, they are reluctant to change but us 'give us more' – less fires so give us more skills	Blow our own trumpet but we'll work our backsides off to back it up
Got to want to be here	Reluctant to apply earlier
Here there is a dynamic, people were bored on station, here you're expected to think for yourself more. No one I know has decided it wasn't worth it.	Conflict with stations galvanised us
	Negative attitudes all the time at previous station .. where as here everyone is keen .. all lost so called friends to come here
Previously too rule bound	Mistrust .. made up fantasy stories to keep up constant state
Now if we get a good idea we can go to managers with it	Best toys, training, skills, specialisations
On other stations its not cool to be keen	On stations firefighters are in a comfort zone .. fixed in their outlook .. here you are given more responsibility
FBU do their damndest to stop change and to stop people wanting change	
Best part of my time in the job .. always challenging .. everyone listened to	Potential problem of continuity .. you can ask an officer but may not see him again for two weeks
Never as busy as I wanted it to be .. we joined for the response side and we train to do it well.	Training needs can slip (self rostering)
People forget what job they are in	If you take away the flexibility and manage us then we might as well be at another station
Come back from an incident and challenge ourselves .. what could we do better .. what if this had happened	Our work is not like other work we train for 24 hour deployment.
To some extent we were hunted down by the union	

Core Values

In reply to a specific question on core values it appears that neither officers nor firefighters have little if any recognition of the FRS core values.

> Speaking of core values the LGA say:
>
> *It is crucial that all those in positions to lead and manage others, especially those in strategic positions, pay particular attention to their behaviours in such a way as to live out these values in all day to day operations.*
>
> *Values should be used to improve civility and respect across the whole service (LGA 2004)*

When managers fail to identify their organisation's core values, they lack the consistency of an ideological framework to underpin their view of how to conduct themselves or to judge others.

Speaking at the Avon Conference on Women and Leadership (2006), Sue Johnson (Chief Officer of Durham and Darlington Fire and Rescue Service) suggested:

> *If you join an organisation that doesn't walk the talk in regard to its values – then leave*

Communicating core values will be essential in any programme adopted at 'Training Stations'.

<u>CONCLUSION</u>

Research based findings and separate discussions with MFRS and the FBU have provided evidence that everyone in MFRS want to improve working relations and the service they deliver to the public.

Fitting-in has recognised a significant amount of 'good will' from the way that people have responded to the research and workshops and those with the most negative views have started to trust us.

Fitting-in firmly believes that it is possible to build on the trust that has been shown to develop a marine support unit as a training station.

It is therefore proposed that that a further round of research takes place to develop and implement this proposal

Ethos 3 will be an action research project, which in itself is the lever for change, and MFRS and the FBU will actually participate as researchers.

The aims will follow the original brief to "*report on how the Authority may capitalise this experience using the 'Training Fire Station' concept to improve service performance and improve industrial relations*[7]**."**

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[7] The 'description of services' for this contract is provided in appendix one.

APPENDICES

Appendix One: Extract from contract – Description of Services

<u>DESCRIPTION OF SERVICES</u>

The Contractor has previously been engaged by the Authority to assist with its industrial relations review which was the central feature of the 2006 'Back to Work Agreement'.

The Contractor's work centred on the hypothesis that "it is inevitable that Firefighters will change their values from the point of entry into the Service, and that this in itself is a causal factor in industrial unrest". The Contractor worked with recruits who joined the Authority prior to the industrial action in 2006 and this work challenged the hypothesis.

The brief for the Services under this agreement is to report on how the Authority may capitalise this experience using the 'Training Fire Station' concept to improve service performance and improve industrial relations.

Appendix Two: questionnaire used at presentations

What is your initial reaction to the suggestion made that it may be possible to change the culture by establishing 'training stations'?

strongly disagree - disagree - unsure - agree - strongly agree

Comments
……
………………………………………………………………………
…………………………………………………………………………………………

In what way will the knowledge gained today be useful to you in your role?
……
……
…………………………………………..

What did you enjoy in the session?
……
…………………………………………………………………………………

How could we have improved the session?
……
…………………………………………………………………………………

Have you got any other comments?
……
……
…………………………………………………………………………………..

Are you prepared to share your email address ……………………………

Thanks.

Appendix Three: SWOT findings from Ethos presentations

The presentations to Managers and Disparate Group provided eight SWOT analyses, these are combined below.

Opportunities	
To assist modernisation agenda	Positively influence the silent majority
Motivation hygiene factors	More resilience if industrial relations problems
To assist in developing fire service interest in individuals and personal skills	'Training stations' can be agents of change
Embrace fire service as career	Try new initiatives
Increased transparency and stakeholder involvement	Encourages an individual who is able to think for him herself and work as part of a team
Mentoring - poor performance	Fast track
Build trust	Quality of training
New message	Remuneration
Rep bodies involved	Reconciliation
Change culture	Development
Personal opportunities	Changes of role
Less conflict	Holistic approach to trust
Recruits select interviews	Questions answered
Change culture	Change of culture
Modernisation - changing role of firefighter	Career paths opened
Large pool to select from	Pool of managers on stations where have trainees
Make more financial and other incentives available	Improve culture

Strengths	
Flexible to develop and motivate personnel	With like mined people in a positive environment
Improved performance	Remuneration
Feeder station to spread improved attitudes and performance	Wider skill base
Promote value managements	Intelligent use of resources
Increase self-esteem	Fire service taking part
Elitism - more favourable of people like me, organisational norms	Team building
Competition – positive environment	Breaking down barriers
High maintenances - middle senior management engagement	Promote positive pro-activity
Resilience reserve	Ensuring continuity
Acceptance of core values	Easy to manage and change if required
High performance at selected stations	Role model for others to aspire to
High morale	Oasis to send people who want to change
Existing examples – LAR, SRT, retained	Real development opportunities for people who buy in to organisational vision
Financial incentive	Good quality training
Central politics	Positive attitude
Success	United vision
Resilience	Working environments differing
Performance management culture	Prevent indoctrination
Concentrated resources	

Weaknesses	
Early acceptance	Employment system
Isolation – informal	Labour intensive - capacity
Resistance to change	Strong influence of FBU
Limited opportunity	Previous failure to change culture
Implementation	Tenure
Elitism more favourable treatment of others	Local politicians
High maintenance	Recruitment process
Stations poor performance	Slow progress
Recruitment and training	Incremental training; may not be enough places in a timely early on to match recruitment needs
Bench marking against what - measuring	If 'training stations' do not increase we may have a huge split between 2 groups
Poor performance at others	Incestuous attitude
Low morale	Divisive
Low esteem	Bigger picture
Difficult management	Intermingling outside
Flash points between stations	Time cocoon
High maintenance	The non 'training stations' end up as second class stations
Mistrust	Divide and conquer
Too expensive (time)	Poor management style
Participation compulsory	Over administration
Cocooned (false)	Too much paperwork
Commitment of management	Aggressive attitude both by colleagues and managers

Threats	
Implementation and terminology not used correctly	FBU
Failure to implement may result in intransigent workforce	Authority not supporting
Acceptance by rep body	Liverpool industrial relations culture
Status quo	Shortage of managers - too many opt for specialist teams
Lack of funding	Future managements may not buy in and cast people adrift
Lack of people willing to take part	Loose trained staff to other FRS
Infiltration	Acceptance of new trainees by existing staff in 'training stations'
Isolation	May strengthen counter culture
Timescale - embedded - long term	Divided workforce
Management to deliver	Political support
Financial	FBU
Permeneant micro-management	Isolation
Fear	Bullying and harassment
Political influence	Lack of representation for non FBU members
Power (local and national)	Resistance to change
Target setting - achievable	Punitive actions
2 tier service	Produces nothing
Modernisation	Another tool to add conflict
	Isolation

Appendix Four: Comments from questionnaires

As one tool in a range of tools this would assist in overcoming to localised industrial relations problems
Could divide more but could turn out well developed positive firefighters
Current proposals for Kirkdale and Birkenhead would be a good place to start
Great opportunity to develop skills and further your career but it should not be forced upon people
I believe we will only move forward by nurturing new entrants
I consider the training may influence views but in isolation it would be a drop in the ocean
I have suggested this idea in the past and used your analogy of goldfish in barracuda barrels
I have worked on the concept after thinking of it for several years
If done correctly i.e. correct personnel placed for reasons not to reflect their anti-establishment views
If implemented timely planned and through resourced properly
If we can all move with a common purpose or objective i.e. delivering our mission for Merseyside communities
In order to fully achieve this cultural change through 'training stations' we need to go back another step and review selection and recruitment at the same time. Does 16 weeks at a training establishment really give us the opportunity to assess key attributes? would a longer more diverse training regime help to maintain key attributes? A training station is only one step in process and not a panacea?
May break down barriers if non strikers and strikers were forced to discuss together
Needed to be well thought out and implemented for the long term
Partially agree
Possible with 100% commitment
The arrangements for growing at Croxteth have already delivered
The basis to support this suggestion already exists within MFRS
The number of 'training stations' is important to make it change culture at least one per district
The service cannot go on in its present form
There will always be an adverse affect as not possible to bring everyone on board - may create a leper colony
'training stations' need to be micro manage at first to ensure that core values are embedded from the start and the identification of the right supervisory manages is critical
Well worth attempting
With limited recruitment this may be a slow process however I think it could work with established …firefighters
Would assist the process of cultural change

Will knowledge gained in this workshop be useful

Allows me to reflect on my position within the organisation
Already had it
Another way of looking at people's opinions and why they make decisions
Assist me to look more closely at way I manage my managers
Communication to firefighters - how we present information
Continue working on the project with the efd
Cultural change important in support services therefore can transfer ideas to my role
Depends whether 'training stations' are implemented
Having personnel in my dept that fell down on both sides during the dispute I can assist in explaining the changes

Increased understanding of fire service culture and possible reactions to carrying outstanding activities
It is good to know what is being considered strategically and the reasons behind it
It just confirms what I already know
It will allow me to once again contribute ideas and suggestions from various slo8ures including my own to the debate
It wont
Just added to 'change needs to happen' - not happy at moment but can be in future with change
None
None
Openness of the others in the group to change and the positive attitudes of managers around me to make Merseyside succeed
Re-enforce my core values to enable me to be a fair manager treating all individuals with respect and dignity regardless of individual outcome
That understanding how organisations/individuals believe attitude is an change and that new ways of doing this should be adopted
Trying to see all perspectives and thoughts
Underpin current understanding and work practice
Unsure
Unsure as individual views were hard to conceive

What did you enjoy about the workshops

A frank exchange of views between like-minded people
A good discussion of views in an open and honest environment
All three groups had the same swot analysis more or less
Debate is always positive and healthy
Deeper understanding of the mindset of the trainees
Factual quotes
Full rank discussion - ability to hear other viewpoints
General discussion
Getting wider views of attendees and presenters
Group discussion
Hearing other people's opinions and getting to express my opinion
Interaction
Interaction with variety of personnel from different fs backgrounds
Interactivity
Listening to other people's views
Open discussion
Open discussion without fear
Openness honesty and willingness of colleagues to get involved
Openness of participants
Other peoples views - reinforcement of some of my own views
Swot
swot discussions analysis
The openness and honesty and the realisation that things can change for the better
The swot analysis exercise the belief that my vision aims and objectives may influence an improvement for MFRS

Views and ideas of others

Yes

Yes the session was interesting and the presenter had good background knowledge of the issues which made it easier to put points across

What would improve the workshops

All OK more debate

Better cross section of participants

Clear indication of purpose of meeting both before and during introduction

Cut down on the amount of reading at the start of the session . I particularly do not like skim reading I would rather have more time to digest the literature

Dispense with the early reading session

Involve everyone form the service - lecturer should have more knowledge of socio economic demographic groups

Longer discussion in breakout groups

Make a full day and give people a bit more information what they are attending for

More information - after analysis of information later

More notice of meeting, background of what meeting was about

More time

More time for workshops

More time or the opportunity to pre-read the ethos report

Possibly with one to one sessions individuals may be more frank and open than within a group

Pre reading of ethos

Prior knowledge to length of course would be an advantage

Provide a summary to read prior to presentation

Remove early document presentation covered all the issues

The presentation outline the feed back from the trainers

Additional comments made in the questionnaires

A good discussion forum - The snapshot of events and subsequent report and recommendations should form a small part of a larger study looking at other local fire disputes and how people react, especially the influences placed on them e.g. role family , circumstances of representation etc.

A lot of the problems have been caused by the reliance of principle management on one person who is seen as a mover and shaker to implement many new ideas which has bred mistrust , low integrity and a false persona of the abilities of this person

Enjoyed session would love to see the results and proposal and look forward to new processes being implemented for everyone's benefit

Great ideas if there is a genuine will from strategic managers and not just use it as a pr stunt. It require transparency and inclusion - plan properly

I would support any attempt to improve industrial relations/attitudes and wish you well

I would welcome the opportunity to contribute to the development and implementation of the proposal

Lets make it happen

Not at present

Not at present

See as many different groups as you can to get the best results. The 16 trainees are only a drop n the ocean and every station and every watch is different and thinks differently

The group should not have been constructed of 'similarly' thinking staff other viewpoints should have been

considered

The point that was made ref what motivates people - I think we should accept the fact that different things do motivate people however we should strive to give individuals a different outlook so that individuals are motivated by something other than money and pension

Useful exercise and important to take time out to consider cultural issues

Very enjoyable good luck
A very informative session and report

Appendix Five : copy of "Final Thoughts" from the original *Ethos* report (Baigent, O'Connor and Evans 2007)

Final thoughts.

I regard these five days of research as having been one of the most difficult times in my life. I have experienced a situation where the formal and informal cultures are locked into the embrace of a continual round of storming forming and reforming in opposition to each other.

Notwithstanding this area of turbulence, the job is still getting done. Service delivery is positive; fires and emergencies are attended by a professional and skilled workforce that wants to serve. Community Fire Safety has provided over 300,000 smoke detectors as well as fire safety advice aimed at reducing fires. The Merseyside Fire and Rescue Service is a Beacon Authority that has received the highest level of praise from the Audit Commission who have labelled the authority as "Excellent" (Audit Commission 2005).

> *The Authority has risen to the challenge of modernisation and made great strides in reshaping its organisational culture and its service delivery towards better protection of its most vulnerable communities. Members and staff are delivering improved services that balance reliable emergency response based on challenging local standards with good protection measures and effective prevention strategies. Good intelligence systems and reliable data sources enable it to plan well and target efforts and resources to achieve maximum benefit in high risk areas. A robust IRMP integrates with corporate strategies and drives clear operational plans that are well managed to achieve the targeted outcomes*
> *(Audit Commission 2005: 4)*

Notwithstanding the corporate success of the fire and rescue service in Merseyside, these two groups of firefighters are clearly on different routes to providing their service to the public. Group-one have been very free in providing their view. They joined to be part of the core values of the fire and rescue service and everything that has happened is allowing them to realise their attitudes/values within the formal culture. The second group also had similar views, but their socialisation has involved them in realising their attitudes to providing their service (at least in part) within the informal culture.

The gap between managers and the workforce is recognised (HMCIFS 2001) and new core values have been formally adopted with the intention of uniting the two cultures within the fire and rescue service (ODPM 2006; Prichard 2006). Nonetheless, we live in a real world and the difficulties between the FBU and managers may act as a glue to bind group-one firefighters into the management culture and group-two into the informal culture.

So it remains for all firefighters – that is until Ethos. The way that group-one firefighters' unique experience has led to them deep acting the formal culture is an interesting discovery. Therefore the concept of 'training stations'/watches as a way of developing formal core values in individuals is worthy of considerable further thought. Avoiding firefighters so called pre-disposition to change is a reward well worth the consideration. Equally it may be argued that for those firefighters already in service, 'training stations' to enhance their professional status may also offer them an opportunity to change.

There is also another interesting possibility and there is much more work to do on this. As with these firefighters (and other firefighters we have studied), they all joined with very similar attitudes associated with service to the public. After or during training these attitudes are seen as changing away from the formal culture towards the informal. It may be that it is not the attitudes that change but the way that individuals are convinced that these attitudes can best achieved. So for group-one they believed the formal culture would best serve their needs; group two chose the informal culture.

So a slightly different theory that is really worth testing is that individuals do join with similar values and what appears as a pre-disposition, is more the result of who wins the argument for how these attitudes are realised. For some this means being closer to the formal culture and for others the informal. This is a very slight change to the way that this area has been theorised before (Baigent, O'Connor and Evans 2007).

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