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22 November 2017

Dear [REDACTED],

Thank you for your email of 7 November in which you requested the following information:

*"I am a member of the Defence Fire and Rescue Service; a department within the MoD. Between 22<sup>nd</sup> May and 19<sup>th</sup> June of 2017 our department completed a survey called the Stress Indicator Survey, hosted by the Institute of Naval Medicine. I believe the results were available on the 3rd August. I would like to make a request to see the results of this survey by email if possible."*

I am treating your correspondence as a request for information under the Freedom of Information Act (FOIA) 2000.

A search for the information has now been completed within the Ministry of Defence, and I can confirm that information in scope of your request is held and is attached. Under section 16 of the FOIA – advice and assistance – I have also provided a copy of the "Measurement and Scoring of the Defence Modified HSE Management Indicator Tool" so that you can cross reference this with the results of the survey. The response to the survey equates to only 30% of eligible staff but reflects the uncertainty many staff feel due to the on-going Defence Fire and Rescue Project. The Defence Fire and Rescue Management Organisation are developing an Action Plan so that all findings from this survey can be considered and subsequent recommendations implemented as a priority.

If you have any queries regarding the content of this letter, please contact this office in the first instance. Following this, if you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.uk](mailto:CIO-FOI-IR@mod.uk)). Please note that any request for an internal review should be made within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and

powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely,



Disclosure and Litigation Leader

## MEASUREMENT AND SCORING OF THE DEFENCE MODIFIED HSE MANAGEMENT STANDARDS INDICATOR TOOL

1. The eight working conditions assessed by the tool are listed below along with the individual questions which comprise them (the 40 questions are numbered in order of their appearance within the tool).

### **Demands:**

- 3: Different groups at work demand things from me that are hard to combine.
- 6: I have unachievable deadlines.
- 9: I have to work very intensively.
- 12: I have to neglect some tasks because I have too much to do.
- 16: I am unable to take sufficient breaks.
- 18: I am pressured to work long hours.
- 20: I have to work very fast.
- 22: I have unrealistic time pressures.

### **Control:**

- 2: I can decide when to take a break.
- 10: I have a say in my own work speed.
- 15: I have a choice in deciding how I do my work.
- 19: I have a choice in deciding what I do at work.
- 25: I have some say over the way I work.
- 30: My working time can be flexible.

### **Managers' Support:**

- 8: I am given supportive feedback on the work I do.
- 23: I can rely on my line manager to help me out with a work problem.
- 29: I can talk to my line manager about something that has upset or annoyed me about work.
- 33: I am supported through emotionally demanding work.
- 35: My line manager encourages me at work.

### **Peer Support:**

- 7: If work gets difficult, my colleagues will help me.
- 24: I get help and support I need from colleagues.
- 27: I receive the respect at work I deserve from my colleagues.
- 31: My colleagues are willing to listen to my work-related problems.

### **Relationships:**

- 5: I am subject to personal harassment in the form of unkind words or behaviour.
- 14: There is friction or anger between colleagues.
- 21: I am subject to bullying at work.
- 34: Relationships at work are strained

### **Role:**

- 1: I am clear what is expected of me at work.
- 4: I know how to go about getting my job done.
- 11: I am clear what my duties and responsibilities are.
- 13: I am clear about the goals and objectives for my department.
- 17: I understand how my work fits into the overall aim of the organisation.

**Change:**

- 26: I have sufficient opportunities to question managers about change at work.
- 28: Staff are always consulted about change at work.
- 32: When changes are made at work, I am clear how they will work out in practice.

**Work-Life Balance:**

*How satisfied are you with the following?:*

- 36: The impact of your career on your spouse/partner and family.
- 37: The amount of separation from your family.
- 38: The amount of separation from your friends.
- 39: The ability to plan time with your spouse/family.
- 40: The ability to plan time for hobbies/interests.

2. The above questions are answered using the following response scales:





- a. Questions 1 to 23: Never, Seldom, Sometimes, Often, Always
- b. Questions 24 to 35: Strongly disagree, Disagree, Neutral, Agree, Strongly agree
- c. Questions 36 to 40: Very dissatisfied, Dissatisfied, Neither satisfied nor dissatisfied, Satisfied, Very satisfied

3. The response scales are scored from 1 to 5 with 5 being assigned to the end of the scale which represents the most favourable perception of that question. Higher scores therefore indicate more favourable perceptions of working conditions and are associated with a lower risk of work-related stress.<sup>5</sup>

4. The scores for each question are used to calculate an average score for each working condition. These average scores are then compared to a statistical 'norm' group of personnel who have completed the survey on previous occasions. For the first seven working conditions (Demands, Control, Managers' Support, Peer Support, Relationships, Role, and Change), the norm group consists of the average scores of 136 other UK organisations (collated by the HSE) whose staff have rated their own workplaces according to the seven working conditions. For the eighth working condition (Work-Life Balance), the norm group consists of the average scores of over two thousand Defence personnel (Service and civilian) who have rated their perceptions of Work-Life Balance.

5. The table below shows how the average scores for each working condition are colour-coded according to how they compare to the relevant norm group. The colours follow a traffic light system with green representing the most favourable scores (at or above the 80<sup>th</sup> percentile) and red representing the least favourable scores (at or below the 20<sup>th</sup> percentile).

Table A1. Colour-Coding Scheme for Scores.

Colour	Performance	Comparison against norm group
	Doing very well - need to maintain performance	Represents those at or above the 80th percentile
	Good, but room for improvement	Represents those better than average but not yet at or above the 80th percentile
	Clear need for improvement	Represents those likely to be below average but not at or below the 20th percentile
	Urgent action needed	Represents those at or below the 20th percentile

<sup>5</sup> Bridger, R. S., Davison, H. M., & Dobson, K. (2015). Use of the HSE Stress Indicator Tool with MOD personnel. *INM Report 2015.10.*

6. It is important to note that whilst the percentile required for each colour code is always the same, i.e. a score equal to or better than the 80th percentile is always required for a green colour code, the absolute score to which that percentile equates will differ for each of the eight working conditions. This means that a different score will be required to achieve the same colour code for each working condition. For example, a score of 4.31 is required to achieve a green colour code for Role whereas a score of only 3.29 is required to achieve a green colour code for Demands. The reason that the 80<sup>th</sup> percentile score for Role is so high is that most organisations find the working condition of Role easier to manage effectively than others – it is generally straightforward to ensure that personnel have clear roles, hence most of the norm group give favourable ratings of Role. This means that the norm group's scores for Role are 'clustered' at the top end of the 1-5 scoring range and a very high score is therefore required in order to exceed 80% of the norm group's scores for this working condition, more so than for the other working conditions.

## DFRS SURVEY SCORES

Table B1. DFRS Overall Average Scores

Working Condition	Average Score (N=163, 30%)
Demands	3.22
Control	3.40
Managers' Support	3.36
Peer Support	3.60
Relationships	3.60
Role	4.03
Change	2.89
Work-Life Balance	2.94

*N*=number of respondents  
%=response rate

Table B2. DFRS Average Scores by Grade Group

Working Condition	Senior and Middle Management (N=50)	Supervisory Management and Below (N=103)
Demands	2.89*	3.40*
Control	3.92*	3.12*
Managers' Support	3.57*	3.27*
Peer Support	3.65	3.58
Relationships	3.75	3.50
Role	4.20	3.97
Change	3.33*	2.67*
Work-Life Balance	3.24*	2.79*

\*statistically significant difference between groups ( $p < .05$ )

Note: 8 respondents chose 'Prefer not to say' for grade whilst 2 chose 'Other'.

Table B3. DFRS Average Scores by Area

Working Condition	North (N=68, 27%)	Central (N=29, 21%)	South (N=31, 29%)	HQ (N=10, 22%)
Demands	3.36	3.38	2.95	3.14
Control	3.21	3.36	3.45	4.12
Managers' Support	3.11	3.73	3.21	4.28
Peer Support	3.50	3.72	3.58	4.20
Relationships	3.43	3.72	3.61	4.33
Role	3.89	4.20	3.89	4.52
Change	2.60	3.21	2.88	3.93
Work-Life Balance	2.83	2.83	3.05	3.56

Patterns of statistical significance were consistent with more favourable perceptions within HQ.

Note: 17 respondents chose 'Prefer not to say' for area whilst 8 chose 'Other'.