



Ministry of
JUSTICE

National Offender
Management Service



**HM PRISON
SERVICE**

Public Sector Prisons

Annual Staff Diversity Review 2009/10

March 2011

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Background

During the period under review NOMS was subject to the requirements in the Race Relations (Amendment) Act 2000, the Disability Discrimination Act 2005 and the Equality Act 2006 for public bodies to publish data on employment functions and the impact that they have on different racial groups, disabled staff, and men and women in the workforce.

In anticipation of the Equality Act 2010 and in line with the NOMS commitment to equality of treatment for staff, we also publish data on employment functions with regard to the other protected characteristics of age, religion and belief, and sexual orientation, in so far as we have available data.

However, there are several areas where the data is unavailable for some of these protected characteristics. Most notably, the data available for sexual orientation and religion and belief is limited. However, efforts are being made to improve the coverage of this data and it is hoped that future iterations of the Diversity Review will see an improvement in the completeness of these sections.

Note that this report refers to staff within NOMS HQ and HMPS only. Probation Service staff are not included because they are not directly employed by NOMS.

Technical Notes

Statistical Significance

Throughout the analysis several statistical tests have been conducted to assess the differences in outcome between the groups (e.g. male and female) within each particular employment function (e.g. promotion, recruitment). The term "statistical significance" means that there is less than a five per cent chance that the finding identified could have occurred by chance alone and we can therefore be almost certain that the result represents a real difference.

Significance tests are typically used on a sample of the parent population, significance then tells us the probability of finding this result in other samples. However, as all of the data presented represents the actual population, significance testing in this case has been used as a means of discriminating among the differences found. In many cases the sample sizes mean that the likelihood of finding a significant difference is great, therefore it is important to also consider the magnitude and consistency of the differences and this will be highlighted throughout the report.

About the Data

Data in this report are drawn from administrative IT systems. Although care is taken when processing and analysing the data, the level of detail collected is subject to the inaccuracies inherent in any large scale reporting system.

Percentages

In most cases percentages have been rounded and therefore differences may occur. Unless otherwise stated, the percentage figures presented represent the proportion of staff (e.g. BME) within a particular population (e.g. joiners).

Executive Summary: Ethnicity

In 2009/10 NOMS successfully met the BME representation target for the second successive year. As at 31 March 2010, 6.5 per cent of staff employed directly by NOMS were BME against a target of 6.4 per cent. Four in ten BME staff were Black and three in ten were Asian. Given the very limited recruitment expected in 2010/11 as a result of budget constraints, the 2010/11 target has been set at 6.5 per cent, as at 30 November 2010, 6.57 per cent of NOMS staff were BME.

Recruitment controls have led to an overall reduction in the number of people joining the Service. However, there has been an increase in the proportion of BME recruits. Encouragingly, BME people are joining the Service at the manager level – one in five new managers were BME. However, although BME males and females join the Service in equal number, BME females are almost twice as likely to join in a managerial position compared to their male contemporaries - most of whom join as prison officers or operational support grades.

The gap in relation to SPDR markings has continued and BME staff still receive a lower proportion of exceeded box markings compared to their White contemporaries. Further analysis showed that the ethnicity of the manager awarding the marking does not impact on the box marking given. That is, both White and BME managers are more likely to award White staff an exceeded box marking compared to BME staff.

Promotion rates between BME and White staff have fallen at a similar rate. However, BME staff are less likely to be promoted across all grades and this is most pronounced at the administrative senior manager level where no BME promotions were made.

In a selection of areas the outcome for BME staff was more favourable than White, and in others the outcome between the two groups was equitable. For example, sickness absence rates between BME and White staff are equal and absence management action showed little difference by ethnicity. BME staff were slightly more likely to receive a bonus payment compared to their White colleagues. Similarly, BME staff were also more likely to receive a cover payment compared to their White counterparts.

In general, BME staff were no more likely to raise a grievance than White staff. However, segmentation by location showed BME staff based at establishments were much more likely to raise a grievance compared to White staff. A similar trend was evident within conduct and discipline action. Despite finding only a small overall difference between BME and White staff – segmentation by location showed BME staff working in establishments were more likely to be subject to conduct and discipline action compared to White staff.

Consistent with last years findings BME staff have a higher level of employee engagement compared to their White contemporaries and tend to be more positive across all staff survey statements. However, BME staff are more likely to state that they have been bullied, harassed or discriminated against compared to their White colleagues.

Traditionally, BME staff have higher leaving rates compared to White staff. This year, although the trend has continued, leaving rates have begun to converge and the difference between the two groups is now less than 0.5 percentage points and not statistically significant. However, analysis by grade group showed that BME non-operational staff were significantly more likely to leave the Service compared to White staff.

Executive Summary: Gender

The proportion of NOMS female staff has remained consistent to previous years – 36 per cent. Variation by grade is again evident; female representation is highest within non-unified grades. Despite the large numbers of females within administrative posts, they have a higher concentration in the lower grades.

This year fewer females joined the Service, however it is likely that this is due to the general reduction in recruitment across administrative grades which typically attract a large proportion of females. That being said, females are accessing the top tiers of the organisation and a number of SCS appointments were awarded to females.

Females continue to be more likely to receive an exceeded SPDR box marking and the variance has increased by almost half a per cent since 2008/09. Females also receive more cover payments than men. The advantage for females is also seen within special bonuses, and the difference here is significant.

Within promotion although unified grade females continue to do slightly better than their male contemporaries, the rates have begun to converge. However, males appear to have a greater likelihood of being promoted among admin grades. Further segmentation by grade shows this disparity is only apparent at the lower grades - the female advantage is restored at the senior manager level.

Females have again shown a higher level of employee engagement compared to males. This trend tended to persist throughout the survey and females typically rated statements more positively than their male contemporaries. Findings revealed that males were more likely to claim that they had personally experienced bullying, harassment or discrimination over the past year.

Overall, females were slightly more likely to raise a grievance, however this trend was only evident in establishments. Within HQ, males were three times as likely to raise a grievance compared to females. Males were significantly more likely to be subject to conduct and discipline cases. The difference was most stark in establishments where men were almost three times as likely to be subject to action compared to their female colleagues.

Consistent with the pattern found in 2008/09, females had a higher sickness absence rate compared to their male counterparts. This difference holds even after pregnancy related illnesses have been accounted for and is evident across all grades.

Females continue to leave at a higher rate than males; however a lot of this difference is due to the traditionally high leaving rates found in grades with high female occupancy such as healthcare and psychology. Once the grade differentials have been accounted for, the variance between males and females reduces by more than half.

Executive Summary: Disability

Almost six per cent of staff declared themselves as disabled. At 5.4 per cent, representation is slightly lower among unified grades compared to non-unified grades (7.1 per cent). However, both grades showed evidence of decreasing disability representation as seniority rises. With 44 per cent of staff not declaring their disability status non-disclosure amongst staff remains an issue. The picture amongst new joiners is somewhat different, non disclosure rates among this cohort have significantly reduced over the last twelve months.

Consistent to findings in 2008/09, disabled staff are significantly less likely to receive an exceeded SPDR marking compared to their non-disabled counterparts and this tends to persist across all variables. Disabled staff are also less likely to receive a cover payment compared to their non-disabled contemporaries. The difference is greatest at the senior manager level where no declared disabled staff received cover payments.

There are however some areas where disabled staff do as well as, or in some instances better than, their non-disabled colleagues. For example, promotion rates within NOMS have reduced throughout 2009/10, and for the first time there is no difference in the likelihood of promotion between disabled and non-disabled administrative staff. Further still, although the average amount awarded is slightly lower, disabled staff were more likely to receive a special bonus compared to their non-disabled counterparts.

Despite these findings there are some areas where disparity persists. The staff survey revealed a lower level of engagement among disabled staff. This pattern was evident throughout the survey and disabled staff almost consistently reported lower positive ratings than non-disabled staff. The areas with the biggest variance included being treated with fairness and respect, where disabled staff had positive ratings almost twenty percentage points lower than their non-disabled counterparts. Survey findings also showed disabled staff were twice as likely to report they had personally experienced bullying, harassment or discrimination over the last 12 months.

Following on from the staff survey findings, staff with a disability were more than twice as likely to raise a grievance compared to those who were non-disabled and this trend was seen throughout establishments and NOMS HQ.

Staff with a disability continue to have higher sickness absence rates than those who are non-disabled, although the gap has reduced in recent years.

In line with previous years, disabled staff are significantly more likely to leave NOMS compared to their non-disabled contemporaries. The reasons disabled staff leave are notably different. Disabled staff are more likely to leave due to medical retirement or ill health/attendance dismissal, whilst almost three quarters of non-disabled staff leave due to resignation or transfer to another government department.

Executive Summary: Age

The average age of NOMS staff is 43.8, slightly up on last year. Overall, the age profile remains relatively unchanged. Males on average are older than females and unified staff tend to be slightly younger than those within non-unified grades.

SPDR exceeded ratings are significantly higher amongst staff under 50, and this tends to persist across most variables. Employees over 50 are more likely to receive a special bonus payment and when they do it is typically higher than that awarded to staff under 50. However, this pattern is largely driven by grade and length of service.

There are a number of areas in which younger staff outperform those in the older cohort. For example, promotion rates peak amongst staff in their 30s and steadily decline from that point on. Indeed, within HQ staff those aged under 40 are twice as likely to be promoted compared to older colleagues. Similarly cover payments are most common amongst staff in their 30s – the volume steadily declines after this point.

In line with last years findings, employee engagement is highest amongst younger staff and gradually falls before rising amongst the over 60s. Survey statements overall tend to follow a similar pattern and younger staff are typically more positive than their older contemporaries.

Staff in their 40s and 50s are far more likely to raise a grievance than those in the youngest and oldest age groups. However, those in the oldest and youngest age groups were more likely to raise a grievance that cites age as the reason compared to those in their 40s and 50s. Conduct and discipline data revealed staff under 40 are significantly more likely to be subject to action compared to those over 40. However, segmenting the findings by grade showed this finding only continues among operational grades. Amongst non-operational grades it is those over 40 that have a greater likelihood of being subject to conduct and discipline action.

Younger staff continue to have a higher leaving rate than older staff and this persists across both grade groups. Across all grades, under 30s are twice as likely to leave the Service compared to those over 30.

Workforce Profiles

Workforce Profiles: Ethnicity

Table 1.0

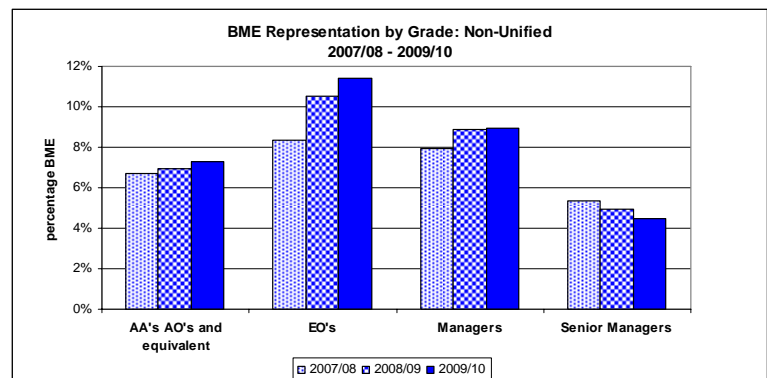
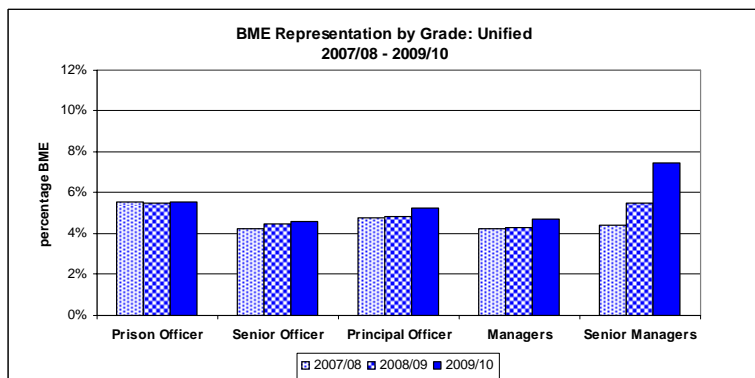
NOMS Workforce Statistics (%) BME Representation - 2009/10		
	BME	White
Female	7.2	92.8
Male	6.1	94.1
Disabled	5.7	94.3
Age (mean)	42.4 yrs	44.1 yrs
Length of Service (mean)	8.5 yrs	10.9 yrs
NOMS Overall	6.5	93.5

At the end of 2009/10, 6.5 per cent (3,048) of NOMS staff were BME - 0.1 percentage points higher than the 6.4 per cent BME representation target. This is the second successive year that NOMS have met the target and is reflective of the steady improvement in BME representation over the last ten years. The BME representation target for 2010/11 has been set at 6.5 per cent - as at 30 November 2010 6.57 per cent of staff within NOMS were BME.

BME Representation by Grade Group

As shown in Charts 1.0 and 1.1, increases in BME representation have been made in all unified grades over the last three year. BME representation among senior managers has increased by almost two percentage points over the last 12 months – although in real terms, this is equivalent to an increase of just one BME senior manager.

Chart 1.0 and Chart 1.1



The non-unified BME representation profile is more mixed. Whilst some grades have increased or held their BME representation constant over the last year, BME representation among senior non-unified managers has steadily decreased. However, this reduction is largely accounted for by the general increase in disclosure rates among the White staff in the senior manager cohort – the actual number of BME staff in this category has in fact remained constant over the last 12 months.

As at 31 March 2010, four in ten BME staff were Black; at 28 per cent Asian was the next most common BME group. Asian staff had a slightly lower proportion of females (34 per cent) compared to the average, who were more likely to be in non-unified roles – 30 per cent of Asian females were in administrative positions compared to 23 per cent across NOMS. Black staff on the other hand tended to have a higher proportion of females (46 per cent) compared to the average, and different to their Asian contemporaries, a quarter of Black females were in prison officer positions.

Workforce Profiles: Gender

Table 1.1

NOMS Workforce Statistics (%) Gender Profile - 2009/10		
	Female	Male
BME	7.20	6.10
Disabled	4.8	6.4
Age (mean)	40.9 yrs	45.4 yrs
Length of Service (mean)	7.9 yrs	12 yrs
NOMS Overall	36	64

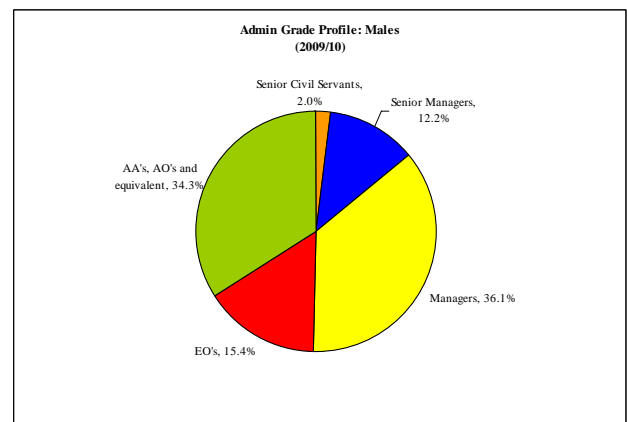
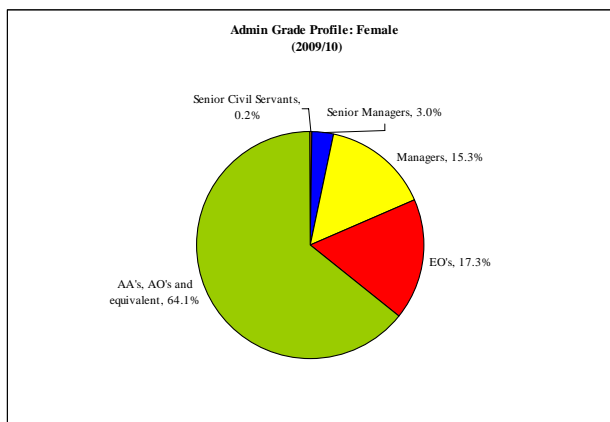
At 36 per cent female representation has remained consistent to previous years. Females continue to represent more staff within non-unified grades (56 per cent) whilst males have a higher concentration within unified grades (77 per cent). Consistent with previous years female representation declines as seniority increases. These trends have remained largely unchanged since 2007/08.

Gender Representation by Grade

Among unified grades, there is no material difference in the grade profiles between males and females. Around three quarters of unified grade females are prison officers, and a further 5 per cent are managers, a profile which is shared by their male counterparts.

The distribution among Admin grades shows significant variation between the gender groups. As illustrated in Charts 1.2 and 1.3, females are almost twice as likely to be in administrative posts. Males on the other hand are twice as likely to be employed as managers and four times as likely to be in senior manager grades – further analysis shows that these differences are statistically significant.

Chart 1.2 and Chart 1.3



Workforce Profiles: Disability ¹

Table 1.2

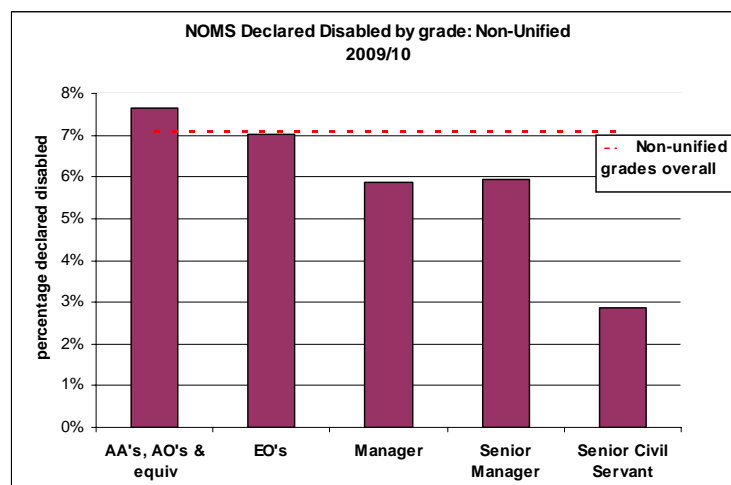
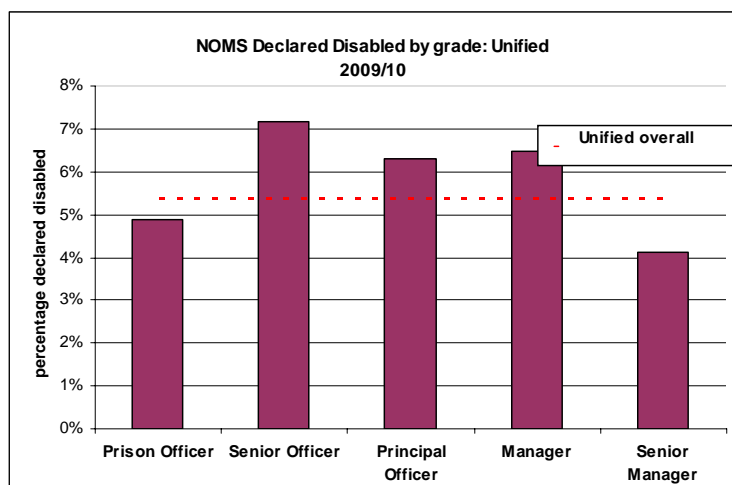
NOMS Workforce Statistics (%)		
Disability Profile - 2009/10		
	Declared Disabled	Declared non-disabled
BME representation	5.7	5.9
Female	4.8	95.2
Male	6.4	93.6
Age (mean - years)	47.9	43.4
Tenure (mean - years)	13.7	10.1
NOMS Overall	5.8	94.2

Almost 6 per cent of NOMS staff are declared disabled. Over the last 12 months there has been a slight reduction in non-reporting (two percentage points). Despite this, with more than four out of ten staff failing to disclose whether they have a disability, under reporting remains a concern.

Unified grades have a lower than average proportion of disabled employees (5.36 per cent) – although this may be partially attributed to the operational nature of many of the roles. However, representation peaks at the senior officer grade - more than 7 per cent of whom are declared disabled.

Overall, non-unified grades have a higher than average proportion of disabled staff (7.1 per cent) particularly within junior grades. However, as shown in the graph below the proportion of non-unified disabled staff decreases with seniority.

Chart 1.4 and Chart 1.5



¹ In 2009/10 the calculation of disability representation has changed. In line with wider Civil Service reporting, staff who have not declared their disability status have been excluded from the calculation.

Workforce Profiles: Age

The average age of NOMS staff is 43.8, slightly up on last year. Overall, the age profile remains relatively unchanged. Males on average are older than females and unified staff tend to be slightly younger than those within non-unified grades. Equal to 2008/09, the age staff in more senior grades tend to be older than those employed in more junior positions.

Table 1.3

HMPS Workforce Statistics Age Profile (mean/ years) - 2009/10	
BME	White
42.4	44.1
Female	Male
40.9	45.4
Declared Disabled	Non Disabled
47.9	43.4
Unified	Non-Unified
43.2	44.5
NOMS Total	43.8

Workforce Profiles: Sexual Orientation

Information on sexual orientation is limited. The majority of staff (88 per cent) did not disclose their sexual orientation. Of those that did, 95 per cent were heterosexual, 1.5 per cent were gay men, and 3 per cent were gay women.

Workforce Profiles: Religion

Most respondents (88 per cent) did not disclose their religious belief. Representation among those who did is shown in the table below.

Table 1.4

NOMS Religious Belief: 2009/10	
Christian	58.0%
No Religion	34.4%
Other	3.5%
Muslim	1.7%
Hindu	0.9%
Buddhist	0.5%
Jewish	0.3%

New Joiners

Summary Findings

Throughout 2009/10, approximately 1,800 people joined the Service. This is considerably less than previous years and is the result of stringent recruitment controls which have been in place throughout the year. Similar to previous years, more than half of new recruits joined as unified grades or prison officers.

BME people continue to join the Service across all grade groups. More than a fifth of manager/senior manager recruits were BME, although most were female. BME males continue to be largely confined to the more junior grades and typically join as operational support grades or prison officers.

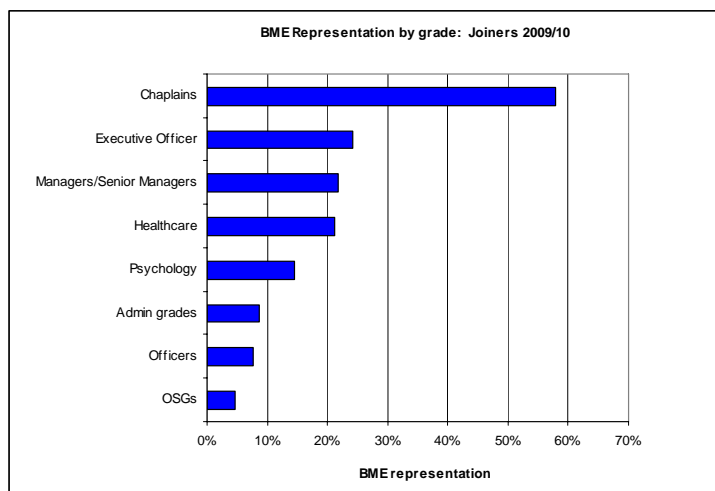
This year, 2 per cent of staff joining the Service declared themselves as disabled. Non-disclosure rates have improved, this year less than a fifth of joiners failed to disclose their disability – down from 45 per cent in 2008/09.

New Joiners: Ethnicity

During 2009/10 9 per cent of new joiners were BME, an increase of almost three percentage points since 2008/09. Some of this increase may be due to the fact that non-disclosure rates among new joiners have decreased by almost a third. This is year, 22 per cent of new joiners failed to disclose their ethnicity, down from 32 per cent in 2008/09.

As shown in Chart 1.6 BME representation continues to be highest amongst Chaplains (58 per cent), most of whom tended to be Asian Imams. BME representation remains high among healthcare grades (21 per cent), all of whom joined as nurses.

Chart 1.6



BME candidates have continued to be successfully recruited into the Service at the management grade. A fifth of managers/senior managers joining the Service in 2009/10 were BME - most of whom were female.

The gender-ethnicity cross section shows that although male and female BME people joined the Service in equal number, BME females were almost twice as likely to join in management grades compared to their male counterparts (15 per cent and 8 per cent respectively). Many BME females joining the Service were recruited as psychological assistants (25 per cent), BME males on the other hand were most likely to join as prison officers (28 per cent) or OSGs (29 per cent).

New Joiners: Gender

Just over four in ten new joiners (41 per cent) were females - a fall of five percentage points since 2008/09. This is likely to be a consequence of the general reduction in recruitment to the administrative grade group which tends to attract a large proportion of females.

At 28 per cent, female representation among new recruits is broadly in line with the general representation amongst all NOMS staff.

Similar to the overall profile, female representation was highest among non-unified recruits. Female representation among non-unified manager grades was also high (56 per cent) and half of all newly appointed senior managers (50 per cent) were women.

Females continued to have high representation in the traditionally female dominated professions such as psychology (85 per cent) and healthcare (82 per cent). As expected, female representation was lower within traditional male occupations, 12 per cent of industrial grade staff and 5 per cent of Chaplains joining the Service this year were female.

New Joiners: Disability

This year, just over 2 per cent (35) of all new joiners were declared disabled. Non-disclosure rates have fallen considerably; less than a fifth of all new joiners did not disclose their disability status - down from 45 per cent in 2008/09.

New Joiners: Age

Four in ten new joiners were between 20 and 29 years old. Almost equal to 2008/09, the average age of a new joiner was 35 years.

With an average age of 26 years, psychological assistants continue to be the youngest recruits, whilst Senior Civil Servants tend to be the eldest - average age 48 years.

Cover Payments

Summary Findings

NOMS policy for temporary advancement was changed on 1 April 2010. Staff required to cover a higher role temporarily no longer actually move to the higher pay band but remain in their existing grade/pay band and receive an additional monthly payment whilst covering the higher role. Management information surrounding this data has been enhanced and current data shows a significantly lower level of temporary cover than previously reported. Consequently it is not possible to conduct any trend analysis. On the basis of accuracy and coverage, the data provided reflects the new policy and information on cover payments has been provided as at 31 October 2010.

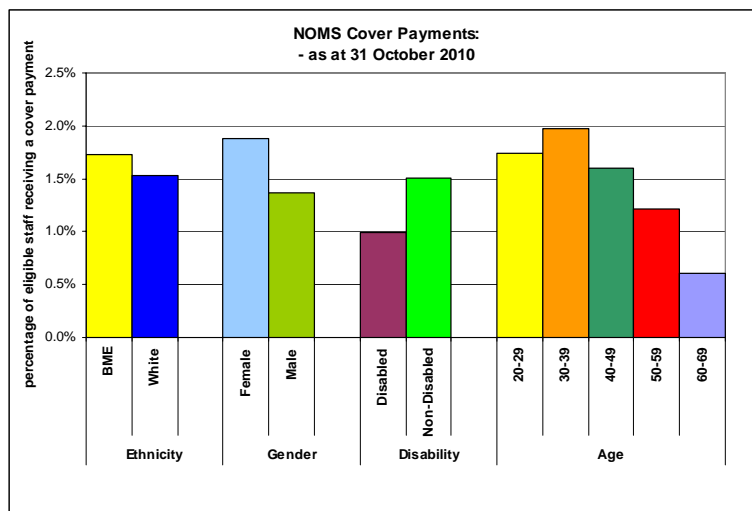
As at 31 October 2010, 1.5 per cent of eligible staff were receiving a cover payment. Cover payments tended to be most prevalent in non-unified grades (2.2 per cent) compared to unified grades; (1.2 per cent). Among non-unified grades EOs were the grade most likely to be in receipt of a cover payment (5.1 per cent). Within unified grades, managers were the group most likely to receive a cover payment (5.3 per cent).

Although the difference is not statistically significant, BME staff received a greater proportion of cover payments in comparison to White staff. However, BME males received the lowest proportion of cover payments and this trend persists across all grades.

Females were significantly more likely than males to receive a cover payment. Disabled staff are almost consistently less likely to receive a cover payment and this is most pronounced among non-unified senior manager and unified manager grades.

Cover payment volumes peak among staff in their 30's however this decreases with age – 2 per cent of staff in their 30's were receiving a cover payment, compared to 0.6 per cent of staff in their 60's.

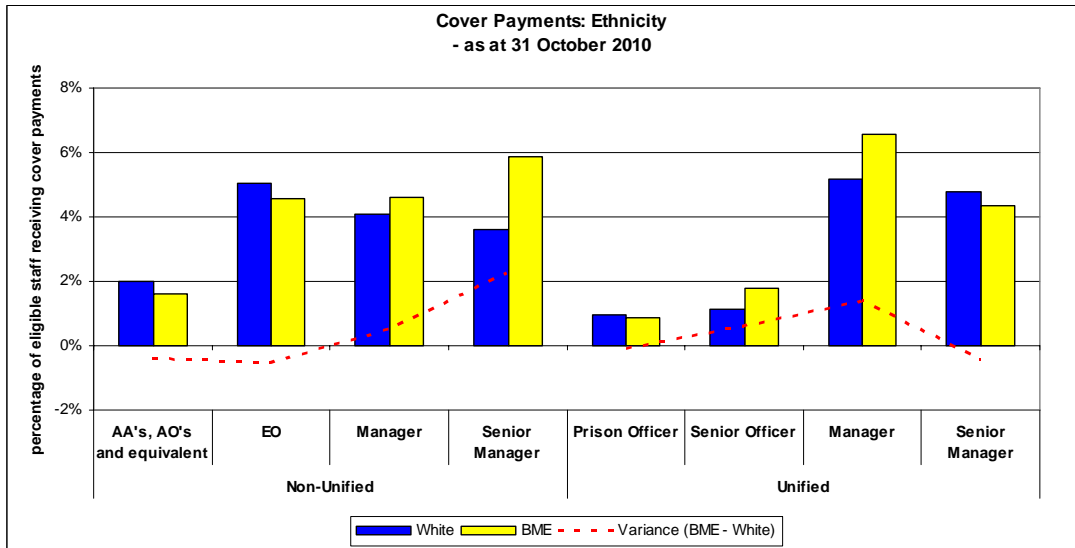
Chart 2.0



Cover Payments: Ethnicity

In October 2010, 1.7 per cent of eligible BME staff were receiving a cover payment, making them slightly more likely than White staff to temporarily cover a higher grade, although this difference is not significant. Among BME staff, females are more likely to receive a cover payment compared to their male contemporaries, who at 1.3 per cent are least likely to be on a cover payment– again, this difference is not statistically significant.

Chart 2.1

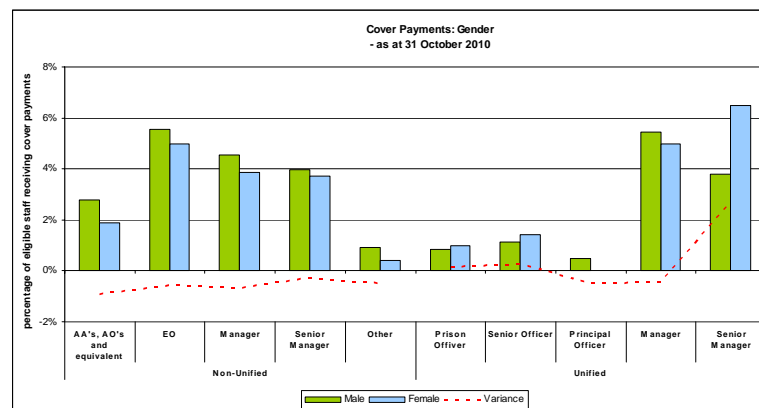


In line with the overall profile, BME staff receive a higher proportion of cover payments than white staff across most grades. As shown in chart xx, BME non-unified staff are more likely to receive a cover payment at the manager or senior manager grade. Among unified grades, although BME staff are more likely to be on a cover payment at the senior officer and manager level, White unified senior managers are more likely to receive a cover payment, although this difference is not statistically significant.

Cover Payments: Gender

Almost 2 per cent of eligible females were receiving cover payments, making them slightly more likely than males to be temporarily covering a higher grade. However, findings show that within non-unified grades, females are consistently less likely than males to receive a cover payment, although this difference is not significant. In contrast, among unified grades females are generally more likely to receive a cover payment.

Chart 2.3

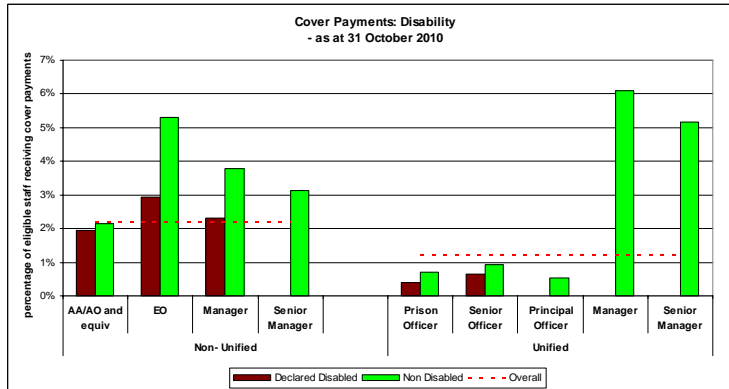


Cover Payments: Disability

Approximately one per cent of declared disabled staff received cover payments, making them slightly less likely than their non-disabled counterparts to be temporarily covering a higher grade.

Examination of the findings by grade shows that disabled staff are consistently less likely to be on a cover payment. This is most pronounced at the non-unified senior manager and unified manager and senior manager grades where there are no disabled staff have received cover payments.

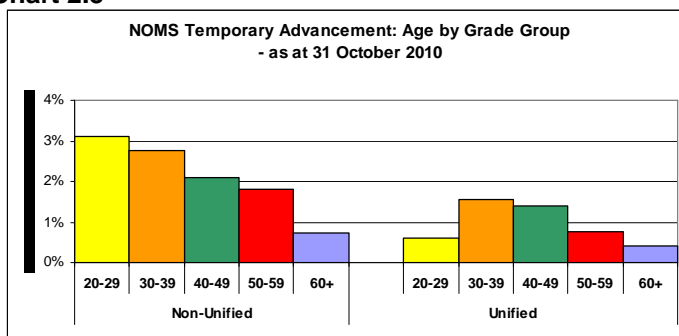
Chart 2.4



Cover Payments: Age

At 2 per cent, cover payments are most prevalent among staff in their 30's, after this point the proportion steadily declines and this trend persists within both unified and non-unified grades.

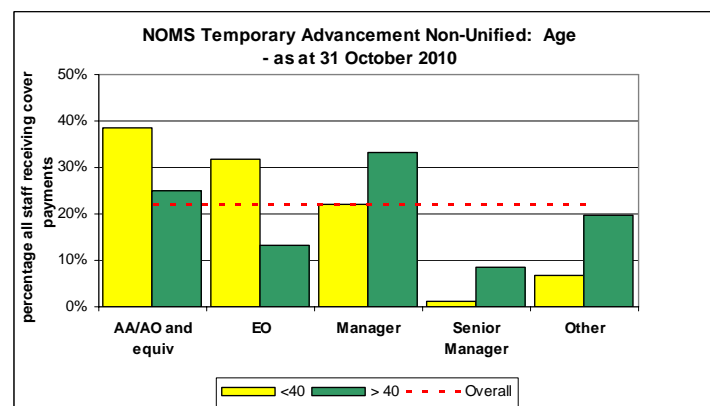
Chart 2.5



Additional analysis segmented age into two bands, over 40 and under 40. There was no difference in the proportion of cover payments between these groups among unified grades. However, non-unified grades showed almost a one percentage point difference with younger staff being slightly more likely to receive a cover payment.

As shown in chart xx, non-unified younger staff are significantly more likely to receive a cover payment at the AA/AO and EO level, whilst older staff have a greater chance of being on temporary cover at the manager and senior manager level.

Chart 2.6



Promotions

Summary Findings

This section deals with the proportion of staff who achieved promotion in 2009/10. It is related to internal selection processes although the ratios and proportions involve the entire available pool of staff² rather than just those who have applied for posts. Information is provided separately for operational and administrative staff. The number of promotions during 2009/10 was substantially lower than previous years, particularly in the operational grades. It is consequently not possible to provide detailed analysis this year. The number of promotions among administrative grades has also fallen since last year but not as dramatically as for unified staff, from 497 to 295.

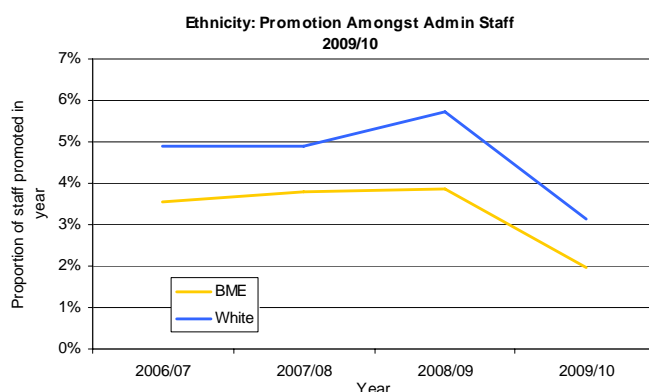
There were only 88 promotions into operational grades over the year. From these small numbers it is possible to detect a significant effect of age on promotion in favour of younger staff. There is weak evidence of significantly higher promotion rates for female staff.

Administrative promotions were closer to normal levels and in contrast to operational grades showed a higher proportion of male promotions compared to female. Although no significant difference was evident, BME staff had lower promotion rates in 2009/10 – a pattern that has been repeated over recent years. There was virtually no difference in promotion rates of staff with or without a disability. Younger staff were much more likely to be promoted.

Promotion: Ethnicity

There were only 88 promotions into unified grades during 2009/10. Of this small number, only 3 were BME staff. There is however no evidence that the rate of promotions was significantly different between BME and White staff.

Chart 3.0



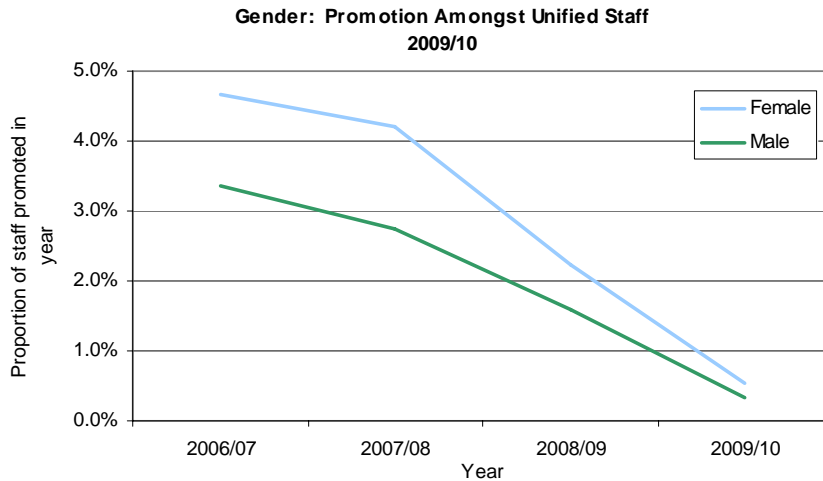
The trend in the proportion of administrative staff gaining promotion is shown in chart 3.0. Although the difference in promotion rate between White and BME staff in 2009/10 is not significant the pattern of lower promotions amongst BME staff that has been evident over recent years has been sustained. The BME disadvantage persists at each grade level, with no BME promotions into senior manager grades at all, compared to 17 among White staff.

² The pool of staff are taken to be those occupying the grades that have an avenue of promotion into the grade in question and also those staff already on temporary advancement into the grade. In the case of unified staff, those with less than 3 years service are not considered to be in the available pool, based on historic patterns of promotion.

Promotion: Gender

The higher promotion rates for female unified staff persisted in 2009/10 although the difference was small. Chart 3.1 shows this convergence and also illustrates the dramatic reduction in unified promotions during the year. Even with the small numbers the data still suggests that the difference is unlikely to be due to random fluctuation.

Chart 3.1



The pattern among administrative grades is the reverse of unified. Here, male staff are more likely to be promoted than female staff. The difference is statistically significant and is seen for the second year in a row.

However the advantage of male promotion among admin staff is only evident at the lower grades as shown in Chart 3.3. Once into the senior manager grades women fair as well as men.

Chart 3.2

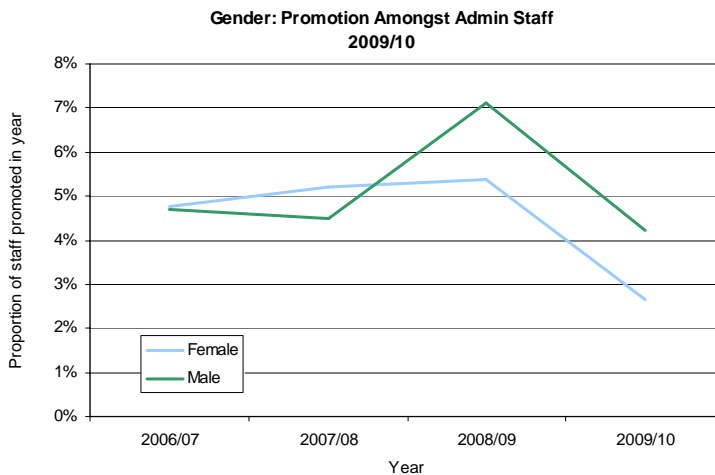
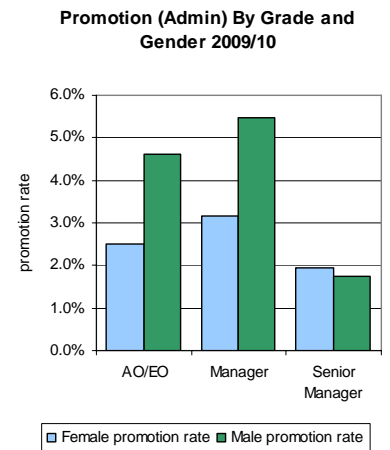


Chart 3.3

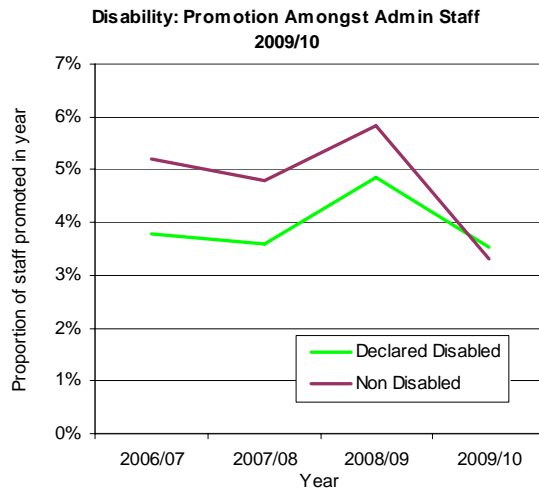


Promotion: Disability

There is no evidence of any difference in promotion rate between disabled and non-disabled staff over the past year in either unified or administrative grades. In the case of unified grades this is perhaps due to the very low level of promotions. Five unified staff who had declared a disability were promoted during 2009/10.

Chart 3.4 shows that 2009/10 was the first year that the promotion rates within administrative staff were almost equal for disabled and non-disabled staff.

Chart 3.4.



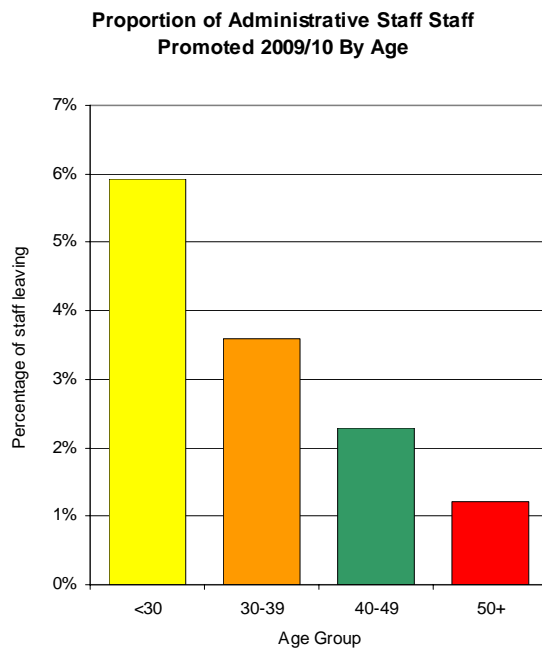
Promotion: Age

As in previous years there is very little evidence to suggest differences in the promotion rate within unified grades by age. The data suggests that younger staff tend to have higher promotion rates.

Among administrative staff the data is more clear cut. Chart 3.5 shows a clear trend of lower promotion prospects as age increases. This is a very similar pattern to the 2008/09.

This trend persists within NOMS HQ and establishments as well as across all levels of administrative staff. Indeed, within NOMS HQ the rate of promotion is twice as high for staff under 40 compared those over 40.

Chart 3.5



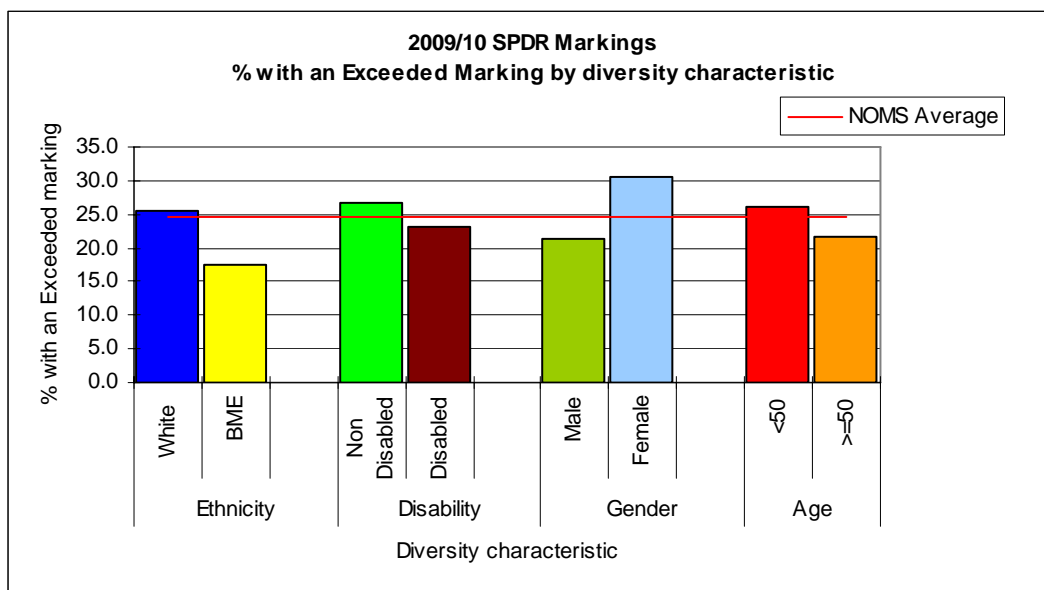
SPDR Markings

Summary Findings

This analysis is based on the SPDR markings for 2009/10. As at 30 June, there were a total of 44,094 annual performance review markings recorded. This figure represents just over four fifths of the expected total number of SPDR markings. The profile of markings for NOMS overall was 24.7 per cent Exceeded, 73.7 per cent Achieved, 1.4 per cent Almost Achieved, and 0.2 per cent Unsatisfactory – this is relatively unchanged since 2008/09.

Chart 4.0 illustrates the Exceeded Markings achieved within each of the protected characteristics. White, non-disabled, female, and staff aged under 50 performed significantly better than their counterparts. The results for ethnicity, disability, and gender have remained relatively unchanged compared to last year.

Chart 4.0



SPDR: Ethnicity

A significant difference is apparent between White and BME employees receiving Exceeded box markings (25.6 per cent and 17.6 per cent respectively). This 8.0 per cent difference between the two groups has remained relatively unchanged compared to 2008/09.

Within ethnicity, the largest differences are apparent between managers (16.9 percentage point gap), gender (12.2 percentage point gap), and staff based in London (11.6 percentage point gap). The pattern of White staff receiving more Exceeded markings compared to BME staff continues throughout each demographic factor. These differences are illustrated in Chart 4.1.

Chart 4.1

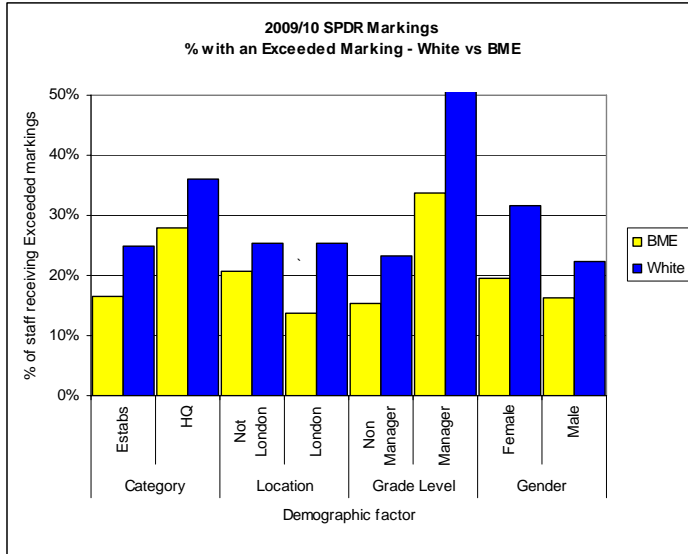
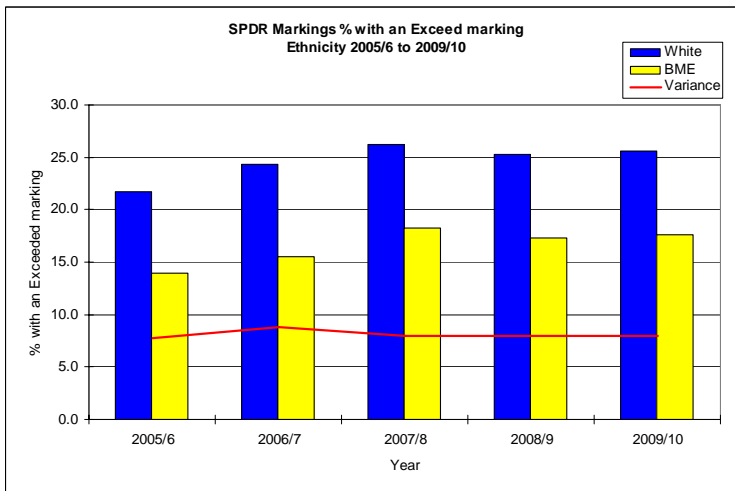


Chart 4.2 illustrates how the two groups compare on the percentage of Exceeded box markings for each of the past five years.

Chart 4.2



Are the performance rating disparities between white and BME staff; is the difference due to manager ethnicity?

Advanced statistical analysis was employed to establish if the disparity evidenced in SPDR Exceeded markings between white and BME staff is due to assessment bias. The test was carried out to establish whether the SPDR box marking awarded to an employee varies on the basis of their ethnicity and whether they have a white or BME manager.

There was no interaction between employee ethnicity and manager ethnicity. That is, both BME and white managers award white staff higher SPDR markings and BME staff lower markings.

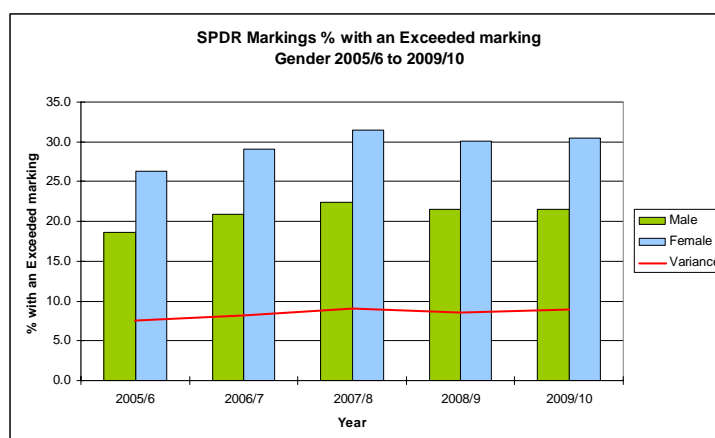
SPDR: Gender

Summary

Female staff performed significantly better than male staff – (30.5 per cent and 21.5 per cent respectively). The difference between the two groups has increased by 0.4 per cent compared to 2008/09.

Chart 4.3 provides a time series of Exceeded box marking for male and female staff from 2005/6 to 2009/10. Female staff continue to receive more Exceeded box markings compared to their male counterparts and this trend persists across several demographic factors including work pattern, grade group and tenure. That being said, male staff based at HQ receive more Exceeded box markings than their female colleagues.

Chart 4.3



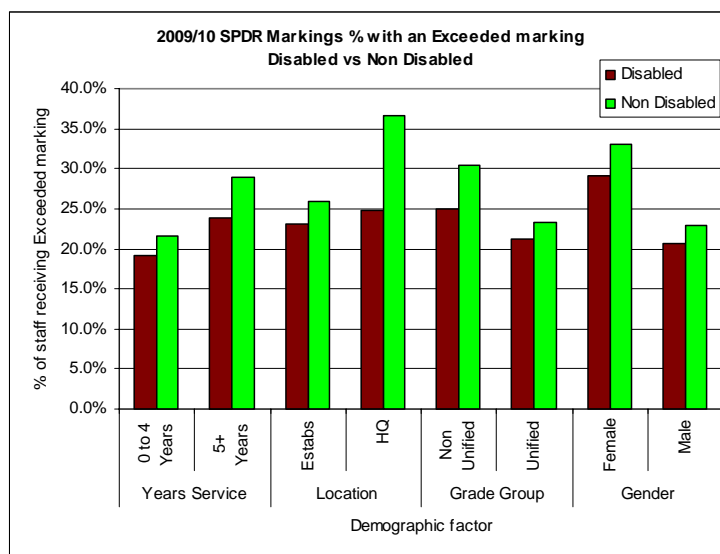
SPDR: Disability

Summary

There is a significant difference between the proportion of SPDR Exceeded box markings awarded to disabled (23.2 per cent) and non-disabled employees (26.7 per cent). This difference has remained relatively unchanged compared to 2008/09.

Chart 4.4 illustrates how disabled staff compare to non-disabled staff on the percentage of Exceeded markings received across four demographic factors: years of prison service, work location, grade group, and gender. The trend of non-disabled staff receiving a greater proportion of Exceeded markings persists across all demographic factors. These differences are significant. The largest difference in Exceeded markings is evident between disabled (24.8 per cent) and non-disabled (36.7 per cent) at HQ.

Chart 4.4



SPDR: Age

A significant difference is apparent between staff aged under 50 and staff aged 50 and over (26.1 per cent and 21.7 per cent respectively). This trend persists across demographic factors: location, grade group, and gender. However, no significant difference is apparent between the two groups with tenure of 0-4 years.

Special Bonus Scheme

NOMS Special Bonus Scheme³¹ enables local management to reward any member of staff with a one-off lump sum payment for exceptional performance in a particularly demanding task or situation. It allows managers to award, subsequent to appropriate line management approval, a special bonus payment of up to £2,000. In exceptional circumstances it allows managers to award, subsequent to Chief Executive Officer approval, a special bonus payment of between £2,001 and £20,000.

PSI 30/2010 Recognising Performance Policy provides further detail on the scheme.

SUMMARY FINDINGS

In total, 2,773 special bonus payments were awarded during 2009/10⁴. The total service-wide expenditure on special bonus payments for this period was £1,608,439. A large proportion of the payments were awarded to HQ staff; £388,995 was distributed among 425 individuals. £1,219,444 was split between 2,348 staff based in establishments.

Outside of diversity, there are other factors which drive the likelihood of a member of staff receiving a bonus. Managers receive significantly more bonuses compared to non-managers. Staff at HQ are more likely to receive a bonus compared to staff working in establishments. Staff with five or more years service are more likely to receive a bonus than staff with less than five years service. These factors are considered within the analysis.

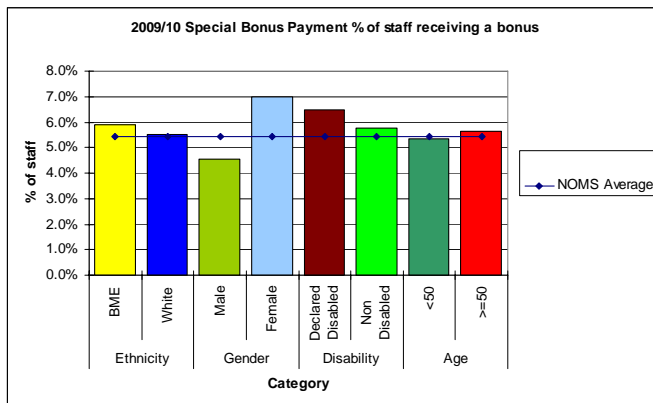
The average amount of bonus paid for HQ staff was £915 and £519 for establishment staff.

There are only two protected characteristics where a significant difference is apparent. Females receive significantly more bonuses than males and persons aged 50 and older receive a significantly larger amount of bonus compared to persons aged under 50.

The summary charts below show the proportion of staff receiving bonus payments and the average amount received by each protected characteristic.

Chart 5.0 illustrates that BME, female, staff with disabilities, and staff over the age of 50 are more likely to receive a bonus compared to their counterparts.

Chart 5.0

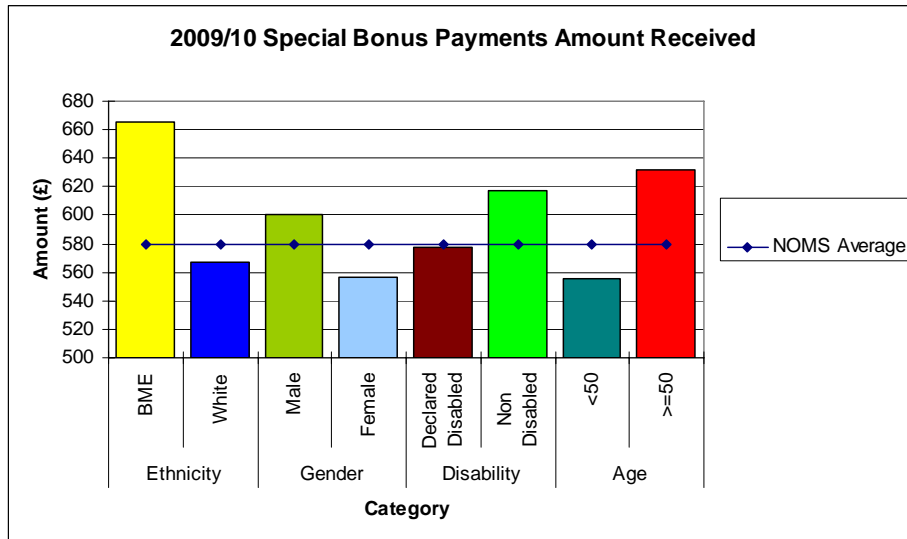


³ Special Bonus payments referred to within this report include Special Bonus payments that were recorded on the Oracle HR Database. This does not include vouchers and corporate gifts.

⁴ Senior Civil Servants excluded from the base as recorded payments for this group relate to both Special Bonus and performance related payments, which are indistinguishable.

Chart 5.1, shows the payment amounts received across each of the protected characteristics. BME, male, non-disabled, and staff over 50 receive greater amounts of bonus compared to their counterparts.

Chart 5.1

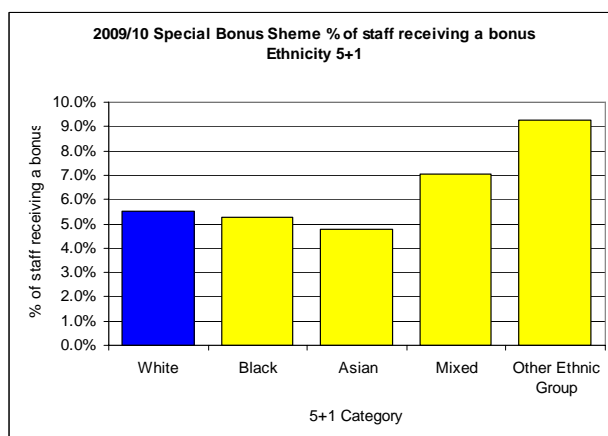


Special Bonus: Ethnicity

There is a 0.4 percentage point difference between BME and White staff, with more BME staff receiving a special bonus than White staff, although this difference is not significant. However, as shown in Chart 5.2, it is worth noting that within the BME group, the 'Other' and 'Mixed' ethnic groups are more likely to receive a special bonus compared to Black and Asian staff.

The average amount of bonus received by staff in each group is £665 for BME and £567 for White. This difference is not significant.

Chart 5.2

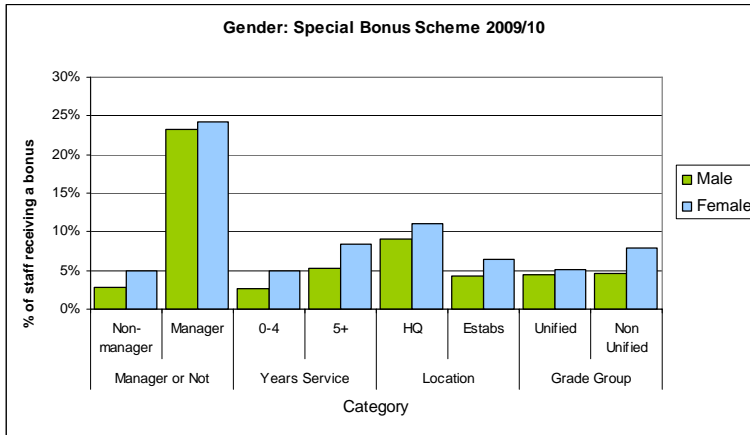


Special Bonus: Gender

There is a significant difference between the proportion of males and females receiving a special bonus, 7.0 per cent of females and 4.5 per cent of males.

Chart 5.3 illustrates how the male group compares to female on the percentage of staff receiving a special bonus in the four demographic categories. The gender imbalance continues throughout.

Chart 5.3



Although females are more likely to receive a bonus than males, overall males receive higher bonus payments than women: £600 for males and £557 for females. The difference is not significant. This trend continues throughout each category, except non-manager grades and staff with 0-4 Years Service, where females receive higher bonus payments compared to males.

Special Bonus: Disability

6.5 per cent of disabled and 5.8 per cent of non-disabled staff receive a bonus – this difference is not significant.

The average amount of bonus is £577 for staff with disabilities and £617 for non-disabled staff. The difference is not significant.

Special Bonus: Age

Employees aged 50 and older are more likely to get a bonus and are also more likely to get a higher payment. 5.3 per cent of staff aged under 50 and 5.6 per cent of those aged 50 and over receive a bonus.

The average amount of bonus is £556 for persons under the age of 50 and £632 for staff 50 and over. The difference is significant. This result is to be expected as staff aged 50 and older are more likely to be managers, who in turn receive higher payments.

NOMS Staff Engagement Survey 2009

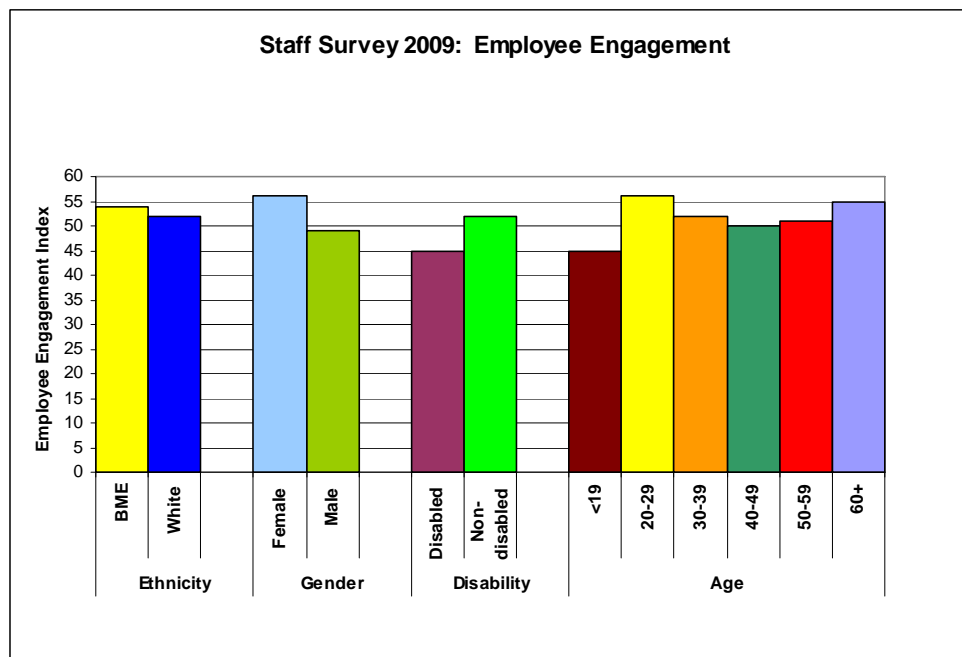
Summary Findings

In 2009, 56 per cent of NOMS staff responded to the staff survey. NOMS achieved an employee engagement index (EEI) of 52, however this does not tell us on its own how best to improve engagement levels. Key driver analysis established that the three themes with the greatest influence on engagement levels in NOMS were 'Leadership and Managing Change', 'My Work' and 'Inclusion and Fair Treatment'.

Overall, survey findings were positive and inclusion and fair treatment scored relatively well. Almost seven in ten respondents (69 per cent) agreed that they are treated fairly at work and 78 per cent of staff confirmed that they are treated with respect. However, less than six in ten people (58 per cent) agreed that their organisation respects individual differences (e.g. cultures, working styles, backgrounds and ideas).

BME staff tended to respond more positively than their White contemporaries and were more engaged with the organisation. Females generally had higher positive ratings teamed with a greater level of employee engagement. Disabled staff were almost consistently less positive than their non-disabled colleagues and had a significantly lower level of employee engagement. Examining findings by sexual orientation showed that bisexual staff were generally the least positive group and tended to have the lowest level of engagement. Although the numbers were relatively small, Jewish and Buddhist staff had the lowest levels of engagement and tended to rate statements less positively than NOMS overall.

Chart 6.0



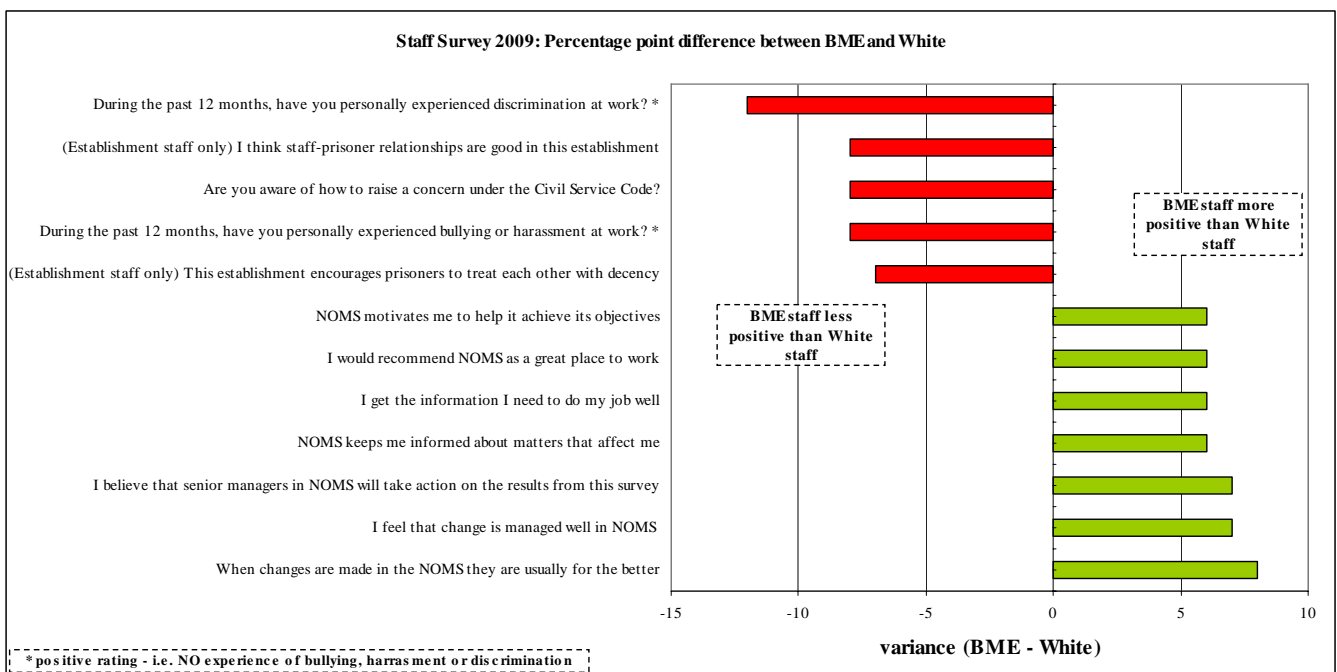
Staff Survey: Ethnicity

BME staff had a slightly higher level of employee engagement, compared to White staff and tended to be more positive across most survey statements. BME staff were significantly more positive in relation to leadership and change management – a key driver for NOMS. Specifically, 24 per cent of BME staff agreed that when changes are made they are usually for the better, in comparison to 16 per cent of White staff. Similarly, BME staff were more positive in relation to change being managed well within NOMS and were more likely to agree that they were informed about matters that affect them (26 per cent and 38 per cent respectively), compared to 19 per cent and 32 per cent for White staff.

However, as shown in Chart 6.1, there are a number of areas in which BME staff are less positive than their White contemporaries. Almost a quarter of BME staff (23 per cent) confirmed that they have experienced bullying or harassment over the last 12 months compared to 18 per cent for White staff.

Similarly, BME staff were significantly more likely to claim they had personally experienced discrimination at work – 27 per cent compared to 19 per cent among white staff.

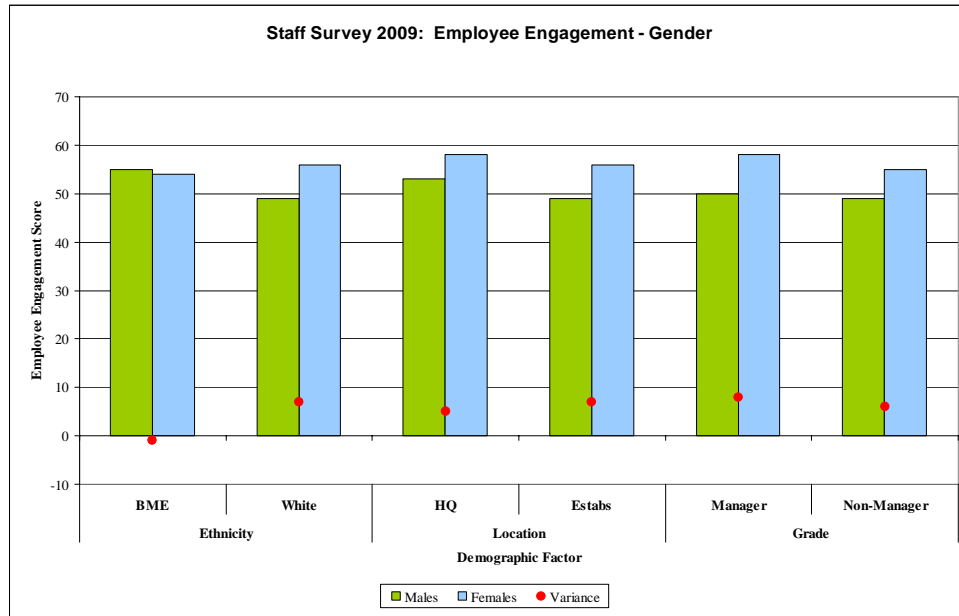
Chart 6.1



Staff Survey: Gender

Females had a significantly higher level of employee engagement compared to their male contemporaries (56 and 49 respectively). This trend tends to persist across all survey statements and females are typically more positive than males and in many cases this difference is significant.

Chart 6.2



Females are significantly more positive in relation to leadership and change management. Over a third of females (34 per cent) feel that NOMS is well managed, and 39 per cent agreed that senior managers in NOMS are sufficiently visible – this compares to 23 per cent and 27 per cent respectively for males.

Females also appear to have a significantly better understanding of NOMS' purpose and objectives, 64 per cent and 65 per cent compared to 53 per cent and 56 per cent for males.

Males were slightly more likely than females to claim they have experienced bullying or harassment. Those females that had experienced bullying or harassment were most likely to state this was by a colleague, whilst males were most likely to have been bullied or harassed by a manager in another part of the NOMS.

Males are also more likely to report that they have experienced discrimination 21 per cent compared to 17 per cent for females. However, with the exception of gender (in which females were significantly more likely to report as the cause of their discrimination) – the reasons for the discrimination were relatively balanced across the gender divide.

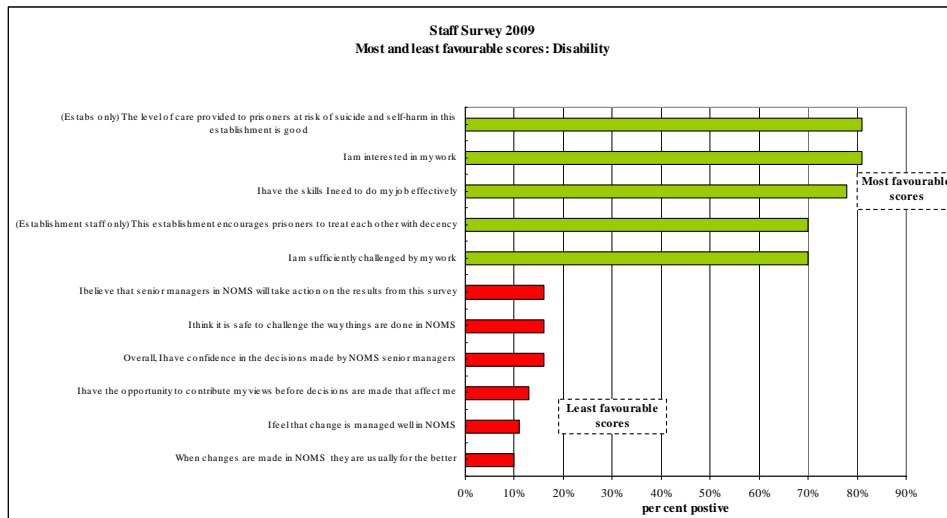
Staff Survey: Disability

Just over six per cent of survey respondents declared themselves as disabled. Disabled staff have a lower level of engagement compared to non-disabled staff (45 and 52 respectively). This trend tends to persist throughout the survey and many of the differences are significant.

Although disabled staff were typically less positive than their non-disabled contemporaries, they tended to follow the same pattern. In line with the rest of the Service, one of the most positive areas for disabled staff was 'My Work'. As shown in Chart 6.3 approximately eight in ten disabled respondents agreed that they were interested in their work, slightly fewer confirmed they have the skills to do their job effectively.

On the opposite end of the scale, similar to the wider Service, scores were least positive in the area of change management – one in ten disabled staff agreed that change is managed well in NOMS and an equal proportion agreed that when changes made they are usually for the better.

Chart 6.3



Over a third of staff with disabilities stated that they had been bullied or harassed over the last 12 months, making them almost twice as likely to have experienced this compared to their non-disabled colleagues. Similarly, disabled staff were almost twice as likely to confirm that they have experienced discrimination compared non-disabled staff (38 per cent compared to 18 per cent respectively). Of those disabled staff who experienced discrimination, half claimed that this was on the grounds of their disability.

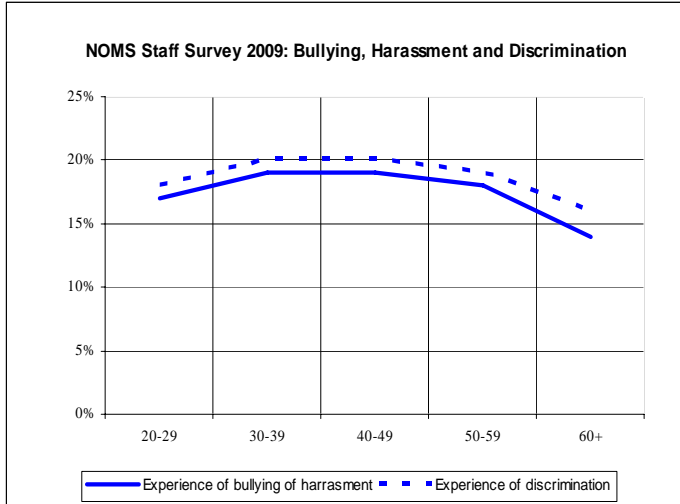
Staff Survey: Age

Employee engagement shows some variation by age as shown in Table 6.0. Throughout the rest of the survey, positive ratings tend to decrease with age before rising among the over 60s. However the correlation between age and length of service is likely to account for this variation.

Table 6.0

NOMS Average	16-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65 or over
52	63	58	54	53	51	50	50	51	51	54	60

Chart 6.4



As shown in Chart 6.4, 17 per cent of respondents stated that they had experienced this over the last year, this rises to 19 per cent among those in their 30's and 40's before falling to 14 per cent for those over 60. This pattern continues for discrimination - those in the oldest (60+) cohort report the lowest incidence. At 20 per cent discrimination peaks among those in their 30's and 40's.

Although staff in their 20s and those over 60 were least likely to have experienced discrimination, those that did were significantly more likely to confirm that they had been

discriminated against on the basis of their age (c.50 per cent). This compares to a 10 per cent citation rate among those in their 40's and 14 per cent among those in their 30's.

Staff Survey: Religion

With an Engagement Index of 61 Muslim staff were more engaged than any other religious group. This trend tended to persist across most survey statements. Muslim staff were particularly positive in relation to being interested in their work. Specifically, 93 per cent of Muslim respondents agreed (or strongly agreed) with this statement compared to 88 per cent across NOMS.

Although the numbers are small, Jewish and Buddhist staff had the lowest level of Employee Engagement (44 respectively) and they typically had lower positive ratings compared to the NOMS average. Opinion within these two groups was particularly low in relation to change management - a key driver for NOMS. Approximately 10 per cent of Jewish and Buddhist respondents felt they had the opportunity to contribute their views before decisions which affect them were made, this compares to 19 per cent across the Service. The two staff groups had good positive scores in relation to 'My Work' – 72 per cent of Jewish respondents and 80 per cent of Buddhist respondents believe they have the skills required to do their job effectively. Similarly, 74 per cent of Jewish and 79 per cent of Buddhist staff agreed that they are interested in their work.

Staff Survey: Sexual Orientation

Employee Engagement of heterosexual and gay/lesbian respondents was in line with the NOMS average and this trend generally continued across most of the survey statements. Although the numbers are small, bisexual staff had the lowest level of engagement and tended to exhibit lower positive ratings across most survey statements. However, there were a number of areas in which this group had ratings which were in line with the rest of the organisation. For example, almost equal to the average, 18 per cent of bisexual respondents agreed that change is managed well within NOMS.

Bullying and harassment was highest among bisexual staff – 31 per cent of whom stated that they had personally experienced this over the last 12 months. Bisexual staff were also most likely to have experienced discrimination over the last 12 months. However, of those bisexual staff that had been discriminated against, only one in ten stated this was due to their sexual orientation, this compared to six in ten among gay and lesbian staff.

Grievances

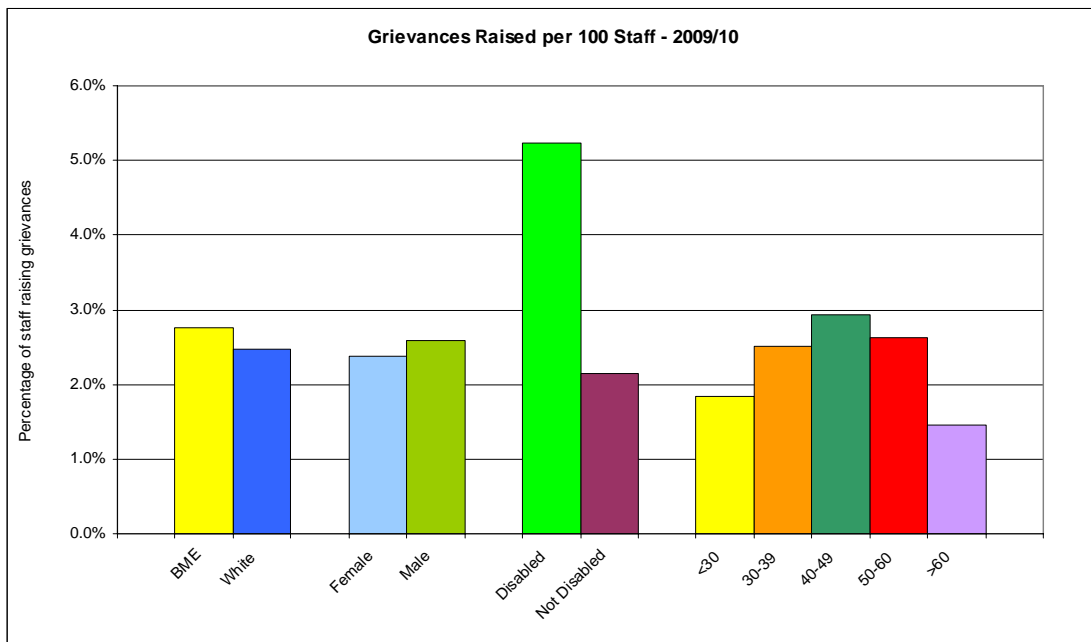
Summary Findings

This is the first year that comprehensive information has been available on grievances raised by members of staff. This reflects the new process for managing and recording grievances through the National Shared Service Centre, introduced as part of the action plan agreed with the Equality and Human Rights Commission to address concerns about sexual harassment in the Prison Service.

There were 1,319 grievances recorded in 2009/10. This figure includes multiple grievances raised by 117 staff. On average one grievance was raised for every 40 staff. Grievances are more often raised by operational staff and are substantially more common in establishments than in NOMS HQ. Grievances are also related to length of service with staff less likely to raise a grievance in their early years of employment. The analysis takes account of these differences when patterns of grievances by each protected characteristics are considered.

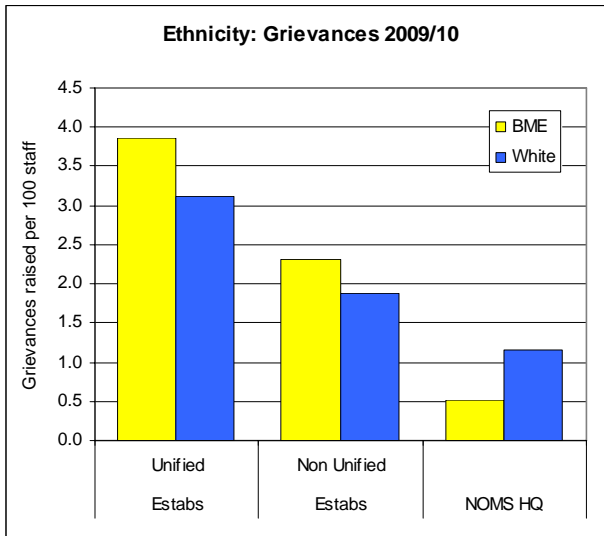
There are clear differences in the rate of grievances by disability and age. Staff with a disability are more likely to raise grievances as are staff in their 40s and 50s. Differences by ethnicity and gender are small.

Chart 7.0



Grievances: Ethnicity

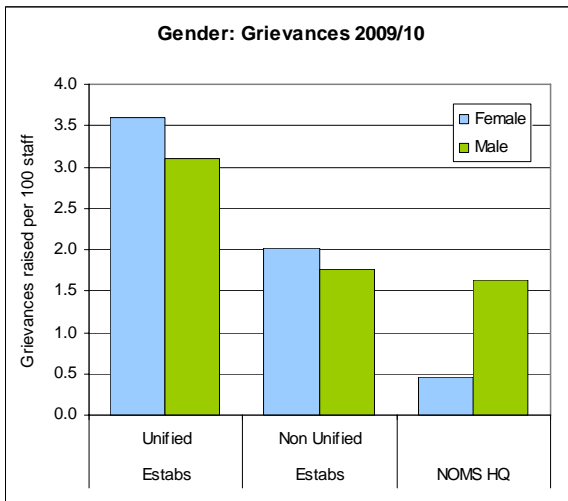
Chart 7.1



Overall there is no substantial difference in the rate of grievances raised between BME and White staff. The rate was 2.8 cases per 100 staff for BME staff and 2.5 per 100 for White staff. There is a marked difference in the proportions raising grievances in establishments and in NOMS HQ. As shown by chart 7.1, there are proportionately more grievances raised by BME staff in establishments than White staff whereas in NOMS HQ a larger proportion was raised by White staff. The 389 BME staff in NOMS HQ raised only 2 grievances throughout 2009/10.

Grievances: Gender

Chart 7.2



Overall the rate of grievances was slightly higher among male staff than female staff, 2.6 cases per 100 staff against 2.4 cases per 100 staff.

Similar to the pattern of grievances amongst BME staff, women are more likely to raise a grievance in establishments whereas in NOMS HQ it is far more common for male staff to raise a grievance. Only 10 grievances were raised by female staff in NOMS HQ, at a rate of one for every 216 staff. The comparative rate amongst female staff in establishments was one grievance for every 28 staff. Having adjusted for the pattern of employment across establishments and NOMS HQ and between unified and non-unified staff the underlying rate of grievances is slightly higher for female rather than male staff.

Grievances: Disability

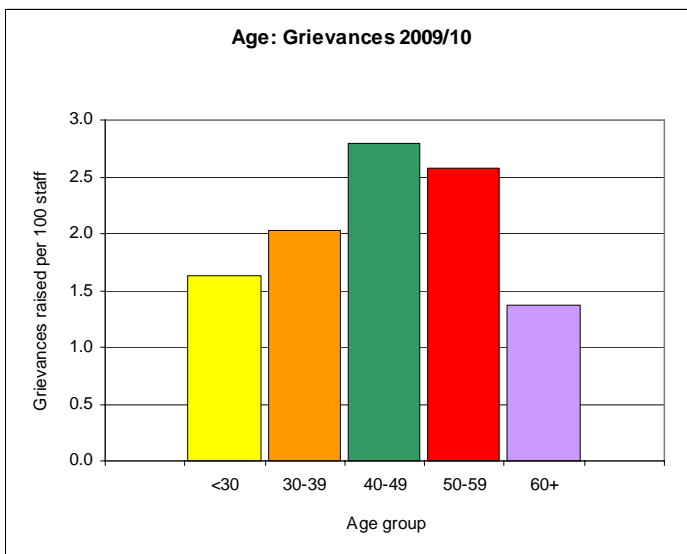
Staff who have declared a disability raise more than twice as many grievances compared to staff without a declared disability, 5.2 cases per 100 staff years against 2.1 cases. This difference is clear in any part of the Prison Service and NOMS HQ.

Of the 94 grievances raised by staff with a disability 29 per cent mention that there is a disability related aspect to the grievance⁵. This means approximately 1 in 20 staff with a disability raised a grievance specifically related to their disability.

69 per cent of grievances raised by staff with disabilities were recorded as one or more of discrimination, harassment, bullying or victimisation. Amongst staff non-disabled staff, the proportion in these categories was 56 per cent.

Grievances: Age

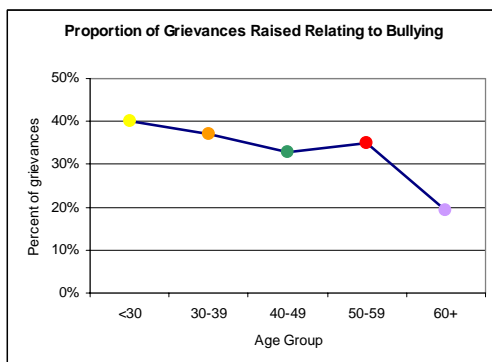
Chart 7.3



It has already been mentioned that the rate of grievances is associated with length of service. Length of service is also associated with age and so this must be taken into account when looking at age effects specifically. Chart 7.3 provides rates of grievances adjusted for the effect of length of service, establishment against NOMS HQ staff and unified and non-unified grade. Even after accounting for these factors a clear pattern remains. Grievances are more prevalent among staff in their 40s and 50s and less so for the youngest and oldest of the workforce.

It is not clear however how many of the grievances of staff in their 40s and 50s were specifically related to their age. The highest proportion of cases mentioning age as a factor in the grievance were in the youngest and oldest groups. Six per cent of grievances for under 30 year olds and seven per cent for over 60s were age-related compared to less than one per cent of grievances raised by staff in their 40s.

Chart 7.4



The proportion of cases relating to bullying falls with age-group. 40 per cent (54) of cases amongst under 30s relate to bullying whereas less than 20 per cent of grievances of over 60s reference bullying (11 cases).

⁵ Grievances can have multiple reasons and causes reported.

Conduct and Discipline Actions

Information on conduct and disciplinary cases is available for analysis for the first time this year. This is because of improved reporting processes. The information relates only to where a penalty has been given and hence does not include cases which either did not precede or where the cases were not proven. Conduct and discipline cases cover a wide range of misconduct including assaults on staff or prisoners, breaches of security, corruption, failure to obey orders and attendance related misconduct.

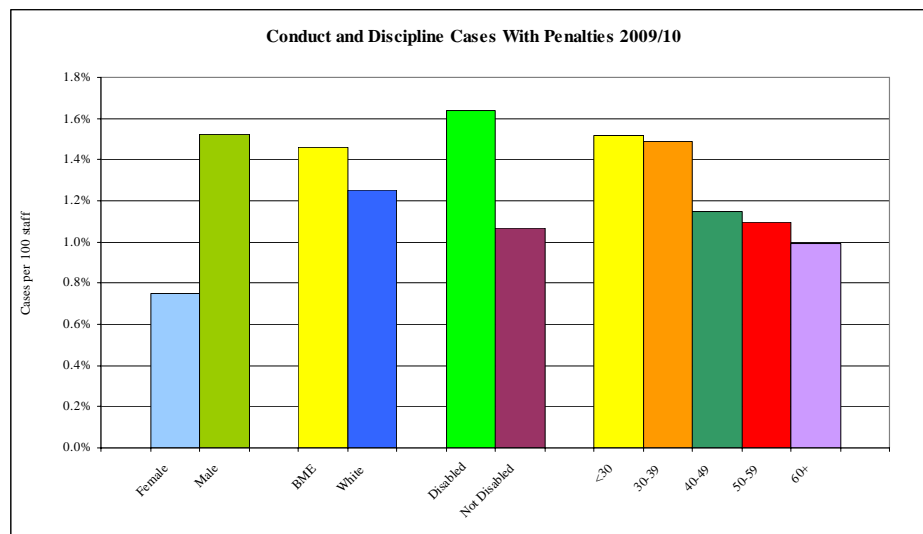
There were 652 cases recorded in 2009/106. On average 1 in 80 staff were subject to a conduct case.

Disciplinary cases are much more prevalent in establishments compared to NOMS HQ and operational grades are substantially more likely to be subject to disciplinary action. Analysis in this section takes account of these differences when considering patterns of disciplinary action by each of the protected characteristics.

The rate of disciplinary cases is higher for men than women, higher amongst staff with a disability and higher among younger staff. There is no substantial difference between ethnic groups.

Chart 8.0 summarises the split in the rate of disciplinary cases for each of the protected characteristics. These splits are not adjusted for grade and establishment / HQ differences.

Chart 8.0



⁶ Cases where the hearing was held in 2009/10

Conduct and Discipline: Ethnicity

The difference in the proportion of staff subject to disciplinary actions by ethnicity is not significant. 1.3 per cent of White staff were subject to action (564 cases) compared to 1.5 per cent of BME staff (46 cases). This applies regardless of location and grade. These differences are illustrated by chart 8.1.

Chart 8.1

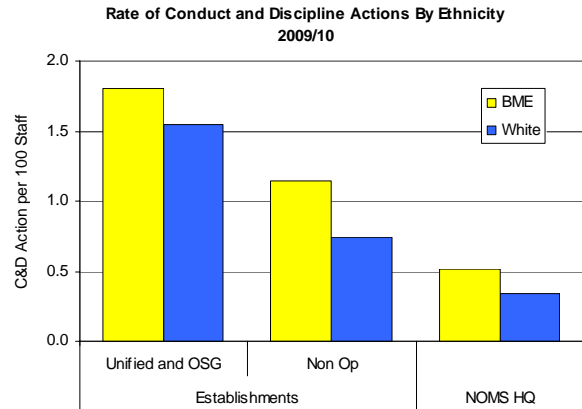
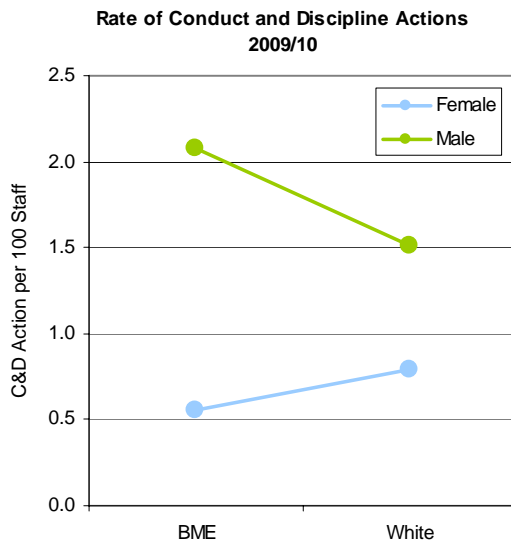


Chart 8.2



Ethnicity appears to have little effect for female staff but a substantial effect amongst male staff. BME men are more likely to be subject to disciplinary action than White men. The rates shown have been adjusted to take account of the differences in the distribution of gender and ethnicity of staff across establishments and HQ and across operational and non-operational grades.

There is some evidence that type of charge varies by ethnicity. Analysis of charges made within establishments has revealed that a larger share of cases against White staff relate to abuse, assault or harassment than the equivalent share amongst BME staff (18 per cent of cases for White staff but 7 per cent of cases for BME staff). BME staff tend to have more cases of 'Breach of security' and 'Failure to obey orders' than their White counterparts.

There is no evidence of any differences in the penalties given to BME and White staff.

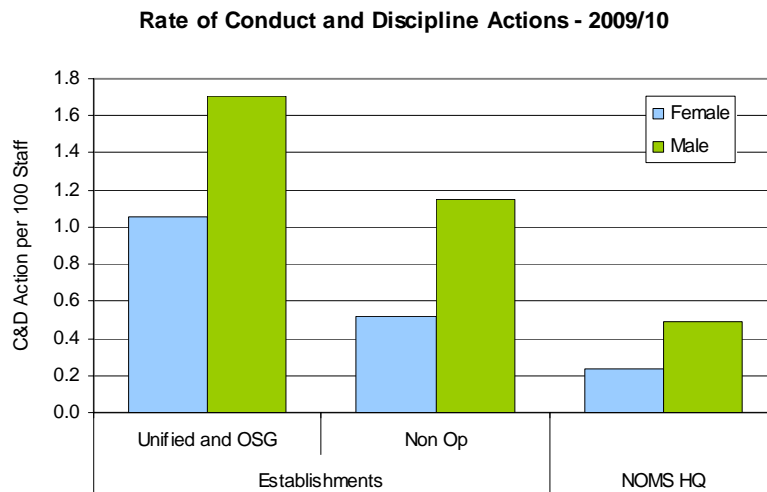
Conduct and Discipline: Gender

The most stark differences in the incidence of conduct and discipline cases are around gender. There is a significantly higher rate of conduct and discipline cases amongst male staff. This difference persists across operational and non-operational staff and is also seen in establishments and NOMS HQ. 1.5 per cent of male staff had conduct and discipline cases against them compared to only 0.8 per cent of female staff. The difference is most marked in establishments. Overall 509 men were subject to action compared to 143 women.

The type of charge being brought against male staff differs to some extent to those of female staff. Men are more likely to have abuse, assault or harassment cases - 17 per cent compared to 13 per cent for females.

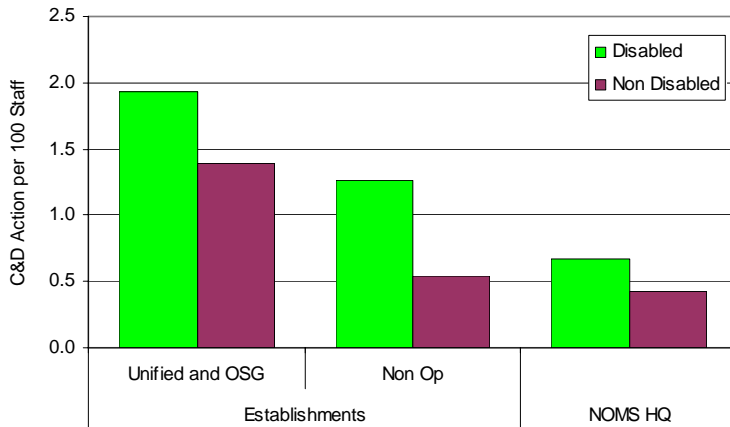
There is no evidence of any differences by gender in penalties given to staff subject to conduct and disciplinary action.

Chart 8.3



Conduct and Discipline: Disability

Chart 8.4
Rate of Conduct and Discipline Actions - 2009/10

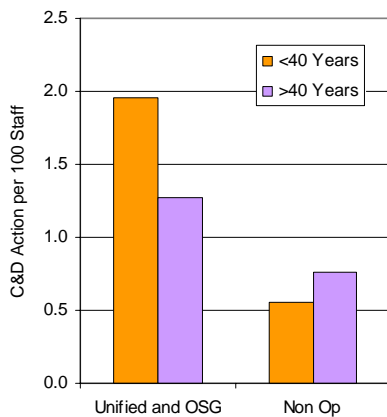


There is a significantly larger proportion of staff with a disability who were subject to conduct and discipline action compared to those who have not declared a disability. Twenty-eight staff with a disability (1.6 per cent) had action taken against them compared to 278 (1.1 per cent) of non-disabled staff. As shown in Chart 8.4 the difference persists across establishments and NOMS HQ and operational and non-operational grades.

Over half (56 per cent) of cases of staff with a disability are due to security related issues compared to 39 per cent for staff without a disability.

Conduct and Discipline: Age

Chart 8.5
Rate of Conduct and Discipline Actions - 2009/10



There is a significant difference in the rate of conduct and discipline cases for under 40s and over 40s. Younger staff have more cases with an average of one case per 67 staff compared to one case per 90 staff amongst staff over 40.

However, as shown in Chart 8.5 whilst the pattern continues among operational staff the reverse is seen within non-operational grades – here, older staff are more likely to be subject to action.

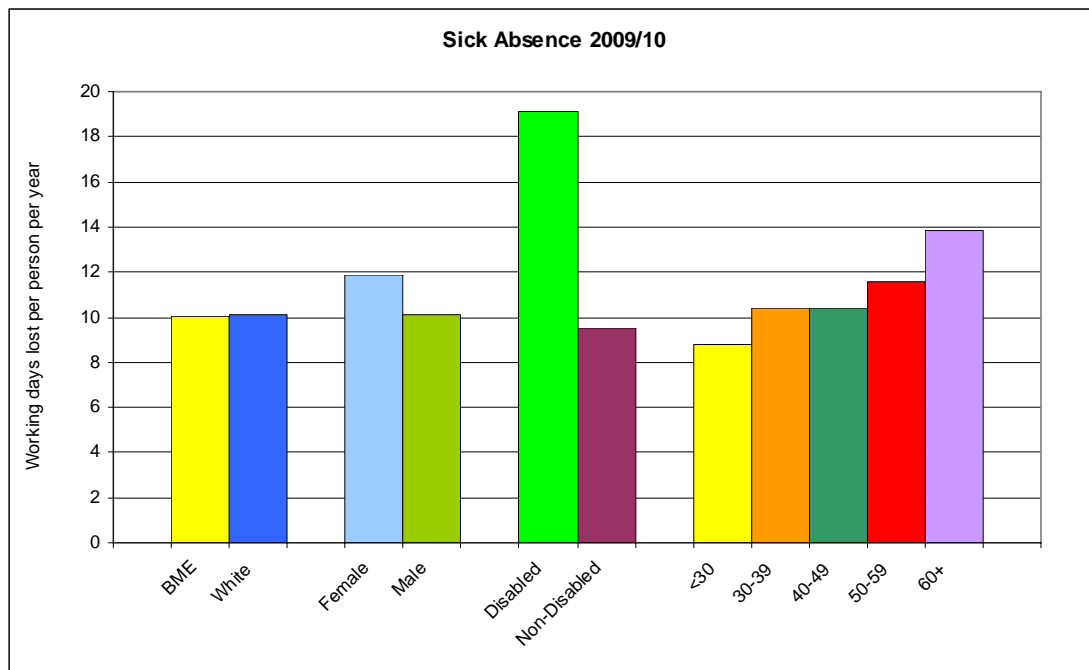
Sickness Absence

Summary Findings

Sickness absence is higher among female than male staff. This is a trend that is evident in most organisations. High sick rates are found among staff reporting a disability compared to those without a disability. However, more than a quarter of this absence were disability related absences. Sickness absence rates are also higher amongst older staff. This difference is driven by higher rates of long-term absence within this cohort.

Absence rates show no difference between different ethnic groupings.

Chart 9.0



Sickness Absence: Ethnicity

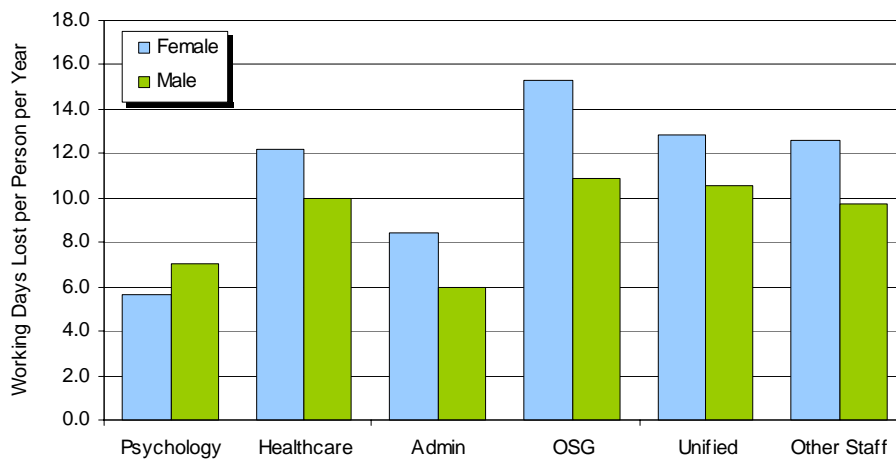
Sickness absence rates are almost exactly the same across BME and White staff.

Sickness Absence: Gender

In most organisations female sick rates are higher than male and this is the pattern within establishments and NOMS HQ. In comparing male and female absence rates pregnancy related absences have been excluded. Having excluded pregnancy related absence the sick rates of men and women are around 10 per cent apart. However, women are more heavily represented in the non-operational grades, which tend to have lower absence levels and therefore the underlying difference is greater. After eliminating pregnancy related absence and applying a weighting for grade, female absence is 27 per cent higher than male absence.

In every grade group, except for psychology, staff female absence (excluding pregnancy related absence) is higher than male absence.

Chart 9.1 Male and Female Sickness Absence Rates (Excluding Pregnancy Absences) 2009/10

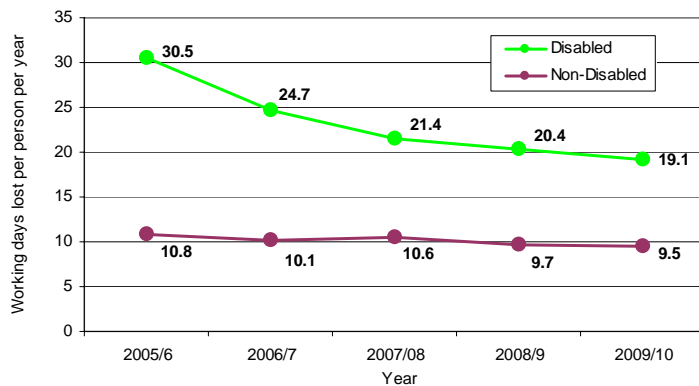


Sickness Absence: Disability

Sickness absence among staff with disabilities are twice as high as staff who have not declared a disability. The gap has however reduced over the past four years as shown by Chart 9.2.

Just over a quarter (26 per cent) of working days lost by disabled staff are disability related absences. However, it should be noted that 10 per cent of working days lost among staff without a disability were also disability related. Although a proportion of this may be due to miscoding, this

Chart 9.2 Sickness Absence By Disability Status



also suggests that there are staff who do have a disability which is not recorded against their HR record.

Analysis has shown that staff with a disability have more individual cases of sickness absence and that each absence taken tends to last longer. The average number of cases over the year and duration of absence amongst staff with a disability was 1.6 cases and 18.4 calendar days respectively compared to 1.1 cases and 12.4 days for staff without a disability.

Sickness Absence: Age

The pattern of increasing absence with age is almost exactly the same as the 2008/09. Absence tends to increase with age and is highest amongst staff over 60. The charts below demonstrate a difference in the lengths of absence by age group. Chart 9.3 plots short-term absences by age and shows a reducing trend with age. In contrast to chart 9.4, which plots long-term absences and shows an increasing trend with age. Thus it can be seen that despite the low level of short term absences among older staff, it is the high level of long term absence which drives the higher overall sick rate among older staff.

Chart 9.3

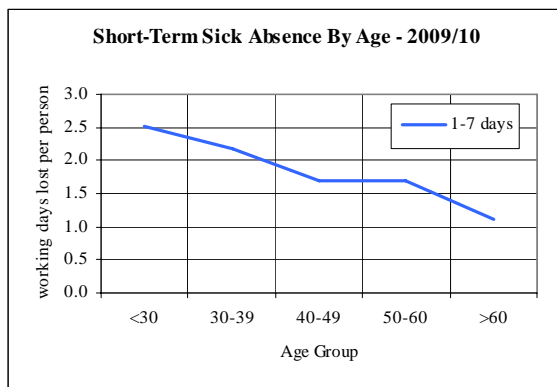
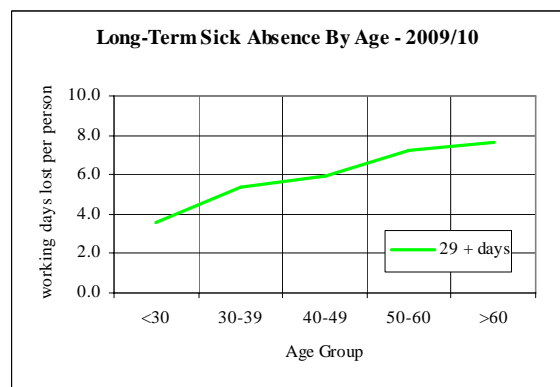


Chart 9.4



Attendance Management

This section deals with the management of attendance - specifically those staff who breached the attendance trigger point in 2009/10. The analysis refers only to staff who breached the first level of the attendance trigger process⁷.

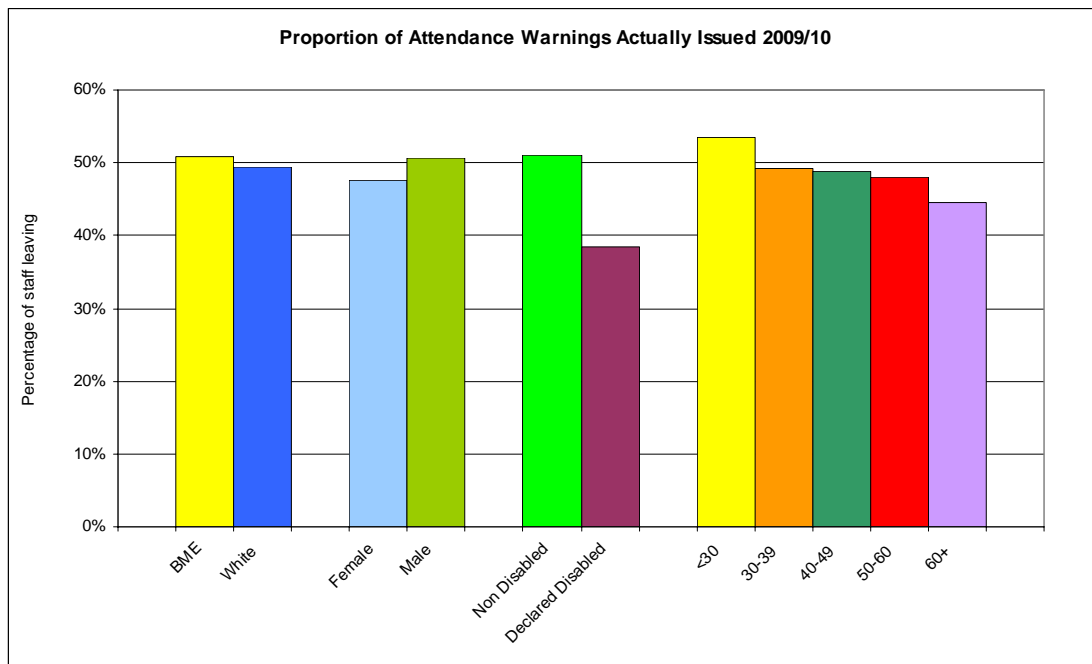
Summary Findings

Across 2009/10, 49.6 per cent of staff who breached the trigger point actually received a warning.

The most significant predictors of which staff receive an oral warning having breached the trigger point are their grade level and whether they work in an establishment or NOMS HQ. Specifically, staff in lower grades are more likely to receive a warning and those in establishments are more likely to receive a warning than HQ staff.

Comparisons of staff warnings by protected characteristic show that men are more likely to be warned than women, non-disabled staff are more likely to be warned than staff with disabilities and under 30s are more likely to be warned than older staff. All of these findings are significant and are independent of other factors of grade and location. There is no material difference by ethnicity.

Chart 10.0

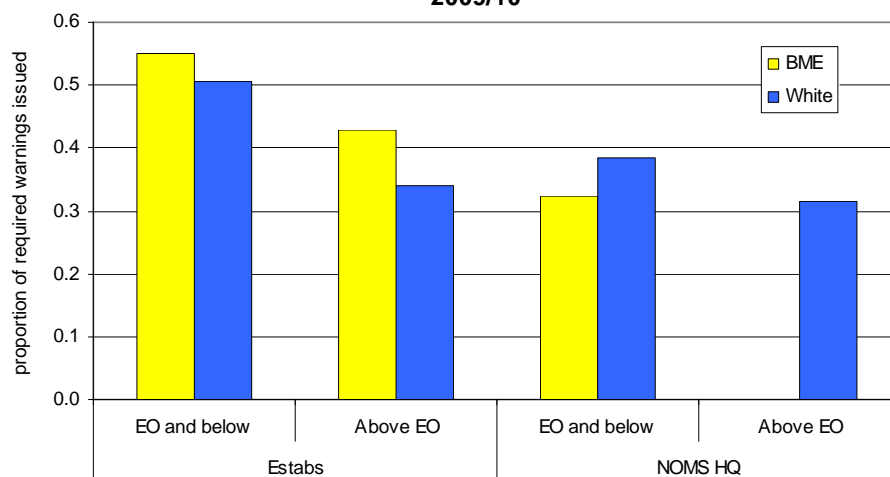


⁷ To breach the first trigger point staff must take ten or more working days sick leave in at least two periods within a rolling twelve month period and are expected to receive a recorded oral warning.

Attendance Management: Ethnicity

There is little evidence of any difference in the proportion of breaches that result in a warning between BME and White staff. The pattern varies between establishments and NOMS HQ although the differences are not significant in either case. BME staff tend to get more warnings in establishments but fewer in HQ. Of the 13 BME staff over EO in NOMS HQ who breached the trigger point, none of them received a warning.

Chart 10.1 Proportion of Required Attendance Warnings Actually Issued - 2009/10

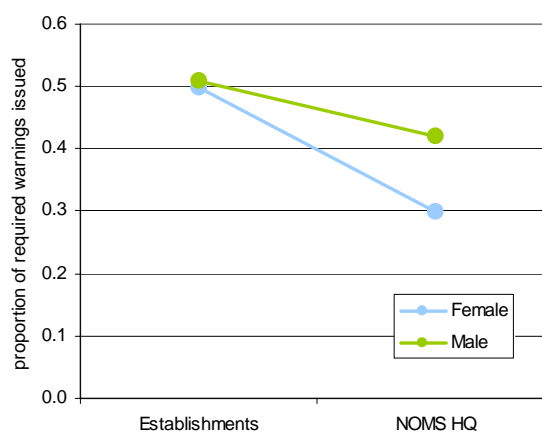


Attendance Management: Gender

A higher proportion of male staff who breached a trigger point received a warning (50.6 per cent) than female staff (47.6 per cent). This difference, although statistically significant, was driven almost entirely by a larger proportion of warnings issued to men in NOMS HQ. In NOMS HQ men received warnings 41.9 per cent of the time against women receiving warnings 29.8 per cent of the time. The contrast with establishments is shown in chart 10.2.

Chart 10.2

Proportion of Required Attendance Warnings Actually Issued - 2009/10



Attendance Management: Disability

There is a clear tendency for attendance warnings to be issued to staff who have not declared a disability compared to colleagues with a disability (51.1 per cent against 38.4 per cent). However, this difference is only evident in establishments. In NOMS HQ there is hardly any difference and in fact staff with a disability were actually slightly more likely to be warned in 2009/10 having breached the trigger.

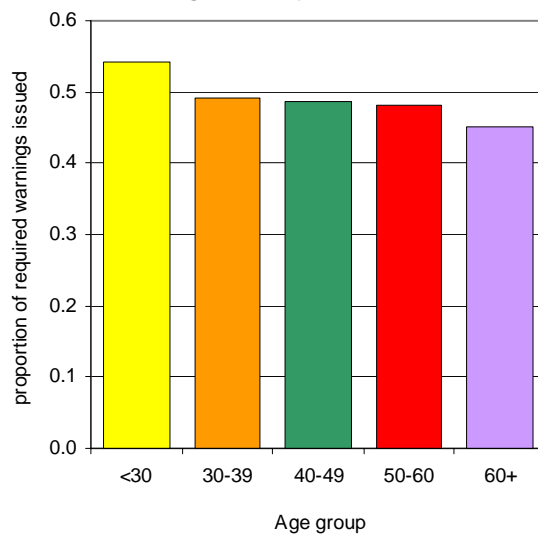
As would be expected, a significant proportion of cases involving staff with disabilities did not proceed to a warning because the absence is attributable to disability related absences or serious

underlying medical conditions⁸. However, cases involving staff with disabilities are less likely to proceed to warnings because of management decision. Cases such as these account for 44 per cent of trigger point breaches for staff with disabilities compared to 35 per cent for staff without a disability.

Attendance Management: Age

The proportion of warnings issued declines with the age of the person breaching the absence trigger point. The difference is most marked for staff under 30, who receive a higher proportion of warnings. This difference persists even after account is taken of location and grade. Chart 10.3 shows the rate of warnings, weighted for grade level and category of location.

Chart 10.3 Proportion of Required Attendance Warnings Actually Issued (Weighted by location and grade level) 2009/10



⁸ Under the attendance management rules absences due to serious underlying medical conditions and disability related absences must be excluded from the trigger calculation.

Leaving Rates ⁹

Summary Findings

During 2009/10 leaving rates across the Service have declined compared to previous years. Analysis of leaving rates has revealed a number of key drivers of leaving rates outside of the protected characteristics. The most important of these confounding factors is that non-operational staff are more likely to leave than operational staff. It is important to take account of this variation in the population when considering differences within each of the protected characteristics.

Female staff are significantly more likely to leave the Service than male staff. Historically BME staff are more likely to leave than White staff and although this trend has continued the gap has reduced over the past few years. Reporting a disability is associated with higher leaving rates and also younger staff leave at the highest rates.

Leaving Rates: Ethnicity

The variation of leaving rates between BME and White staff has reduced over the past four years. The difference is now only 0.5 per cent and is not statistically significant. The overall leaving rate for White staff is 5.2 per cent against a rate of 6.3 per cent for BME staff.

Chart 11.1

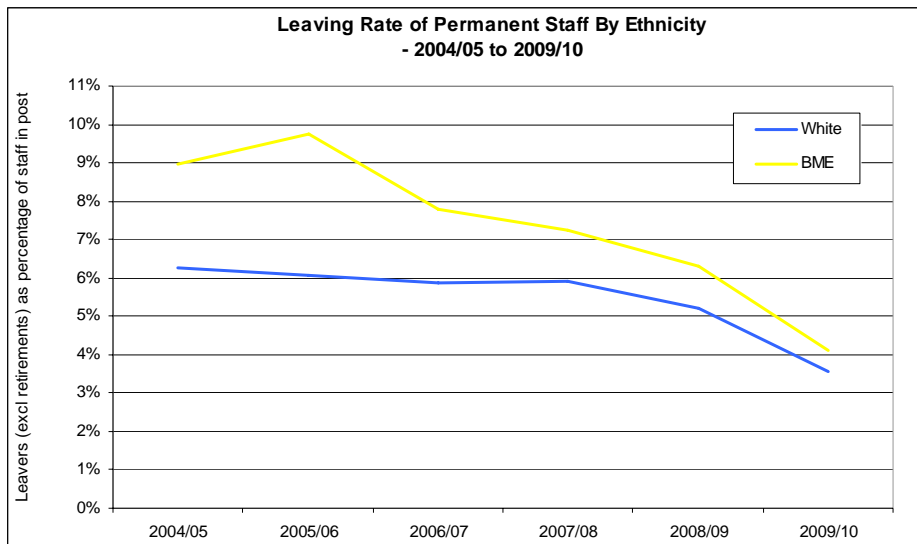
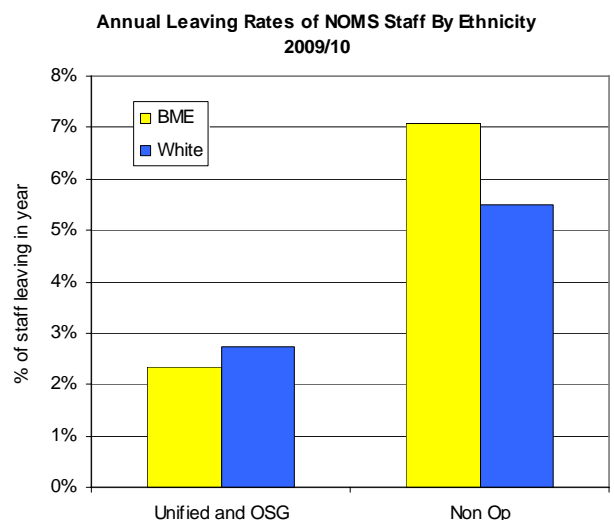


Chart 11.2 shows the comparative leaving rates amongst White and BME staff during 2009/10 stratified into the operational and non-operational staff.

Leaving rates within operational grades are very similar between BME and White staff. A difference is evident among non-operational staff that is statistically significant. This disparity can be further pinpointed to BME administrative staff, outside of London, leaving at a higher rate than their White counterparts.

Chart 11.2



⁹ Analysis concentrates on permanent staff only and does not incl

Leaving Rates: Gender

Historically, leaving rates for female staff have been consistently higher than for male staff. This pattern continued in 2009/10. The difference in leaving rate in 2009/10 was 2.4 percentage points – 5.3 per cent for women and 2.9 per cent for men.

Chart 11.3



The gender difference in leaving rate is exacerbated by the fact that grades which have higher female representation also have high overall leaving rates i.e. healthcare and psychology grades. Adjusting for the grade mix reduces the differential in leaving rate to 0.9 percentage points.

The gender difference is consistent across other demographic factors such as age and ethnicity – as shown in charts 11.4 and 11.5.

Chart 11.4

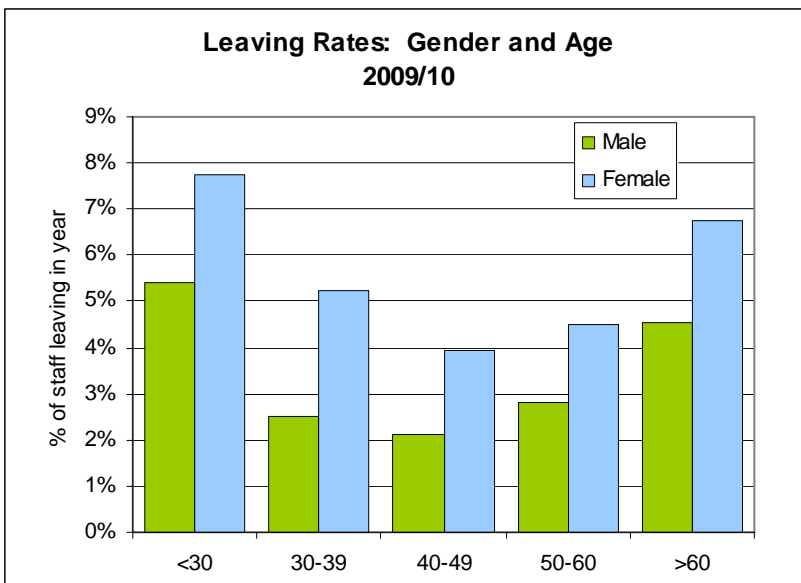
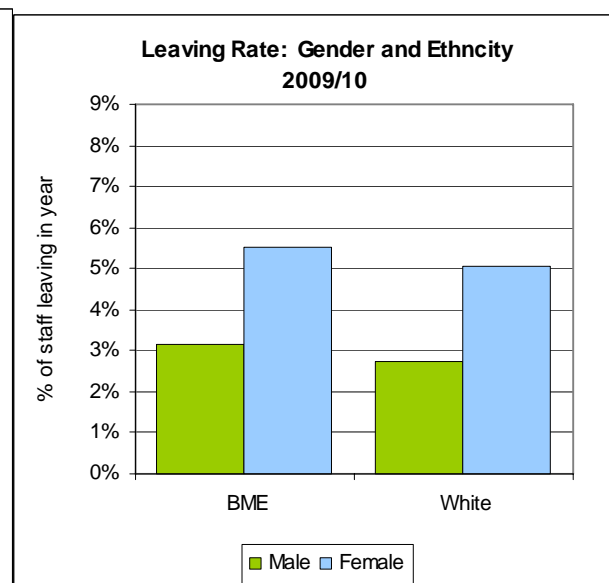


Chart 11.5

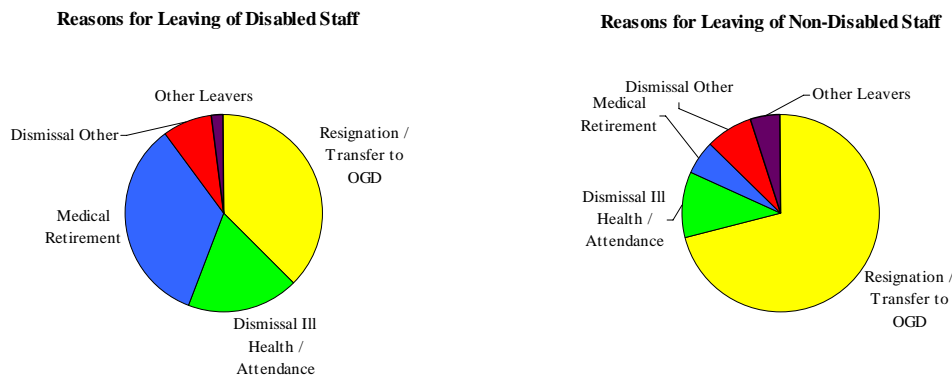


Leaving Rates: Disability

In 2009/10 there was a statistically significant difference in the rate of leaving for disabled and non-disabled staff. Staff with a disability left at the rate of 6.2 per cent against 3.8 per cent for staff declared as non-disabled. The differential has doubled over the last year and is largely on account of the fall in leaving rates among non-disabled staff (down from 5.3 per cent) whilst rates among disabled staff have remained relatively stable over the last 12 months.

There are substantial differences in the reasons for leaving between staff declaring a disability and those who do not as illustrated by the charts below. Over half of all leavers with a disability leave on account of dismissals related to ill-health or attendance and medical retirement. This compares to just a sixth of staff in the declared non-disabled group.

Chart 11.6 and 11.7

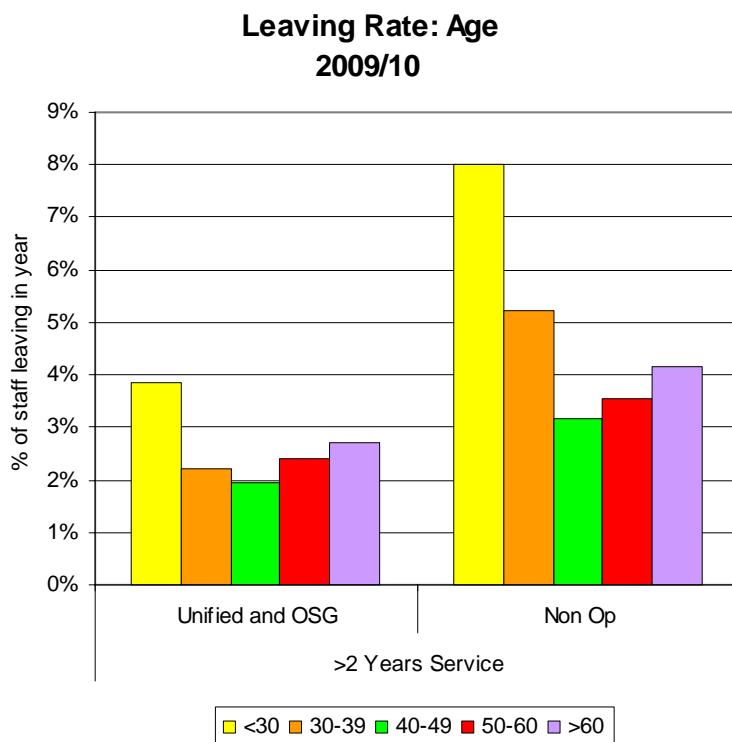


Leaving Rates: Age

Younger staff are more likely to leave than older staff. There is also a clear correlation between length of service and age; staff are also more likely to leave in their first two years of service. However the effect of age on leaving rate persists even after taking account of length of service. The chart below excludes staff with less than two years service.

In both operational and non-operational groups it is the under 30 age group where leaving rate is highest. Across all grades, staff under 30 are twice as likely to leave (5.2 per cent) compared to those over 30 (2.6 per cent).

Chart 11.8



Glossary

Below is a list of commonly used terms.

AA – Administrative Assistant

OSG - Operational Support Grades

AO – Administrative Officer

EO – Executive Officer

SCS – Senior Civil Servant

Unified Staff– The collective term for all officer grades and unified senior managers

Non-Unified/ non-operational – The collective term for all staff excluding officer grades and

Operational – The collective term for OSGs and Unified staff

Admin Grades – The collective term for AAs, AOs, EOs, and non-unified managers/senior managers

BME – Black and Minority Ethnic

SPDR – Staff Performance Development Record