



Ministry of Defence

Statistical Release

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Civilian Performance Management Outcomes

2014-15 Reporting Year

This statistical release presents figures on the Performance Management outcomes for civilian personnel employed by Ministry Of Defence core Top Level Budgets (TLBs). The results are provided for each protected characteristic allowing for comparisons to be made across groups.

Key Points and Trends

- In the 2014-15 reporting year, 22.5 per cent of civilian MOD employees received a Box 1, the highest performance rating. 70.0 per cent received a Box 2 and 7.5 per cent received the lowest performance mark of Box 3.
- The proportion of females who received a Box 1 was higher than that for males, at 24.5 per cent for females compared to 21.1 per cent for males. This pattern is seen across all pay bands.
- The proportion of females who received a Box 3 was lower than that for males, at 6.3 per cent compared to 8.3 per cent for males. This pattern is seen across all pay bands except Skill Zone 1, where a higher proportion of females receive a Box 3.
- 16.9 per cent of Black, Asian and Minority Ethnic (BAME) staff received a Box 1 compared to 23.6 per cent of White staff. The proportion of BAME staff receiving a Box 3 was 12.9 per cent compared to 6.9 per cent of White staff.
- Staff aged 20-24 and 65+ received the fewest Box 1's proportionally (at 12.5 and 14.2 per cent respectively) and the most Box 3's proportionally (at 13.8 per cent and 16.0 per cent) whilst staff aged 45-49 had the highest proportion of staff receiving a Box 1 at 25.8 per cent, and the lowest proportion of staff receiving a Box 3 at 5.8 per cent.
- The proportion of staff receiving either a Box 1 or 3 mark were similar across pay bands, which was also the case in 2013-14.
- Although there are some small differences in the proportion of staff receiving each Box mark between those who declared themselves as Heterosexual/Straight and those who declared themselves as LBG, these differences are not statistically significant.
- A lower proportion of part-time staff received a Box 1 compared with full-time staff, at 17.8 per cent of part-time staff and 23.0 per cent of full-time staff.

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Introduction

In 2013/14 the MOD introduced a new performance management framework that enables performance differentiation via relative assessment at the end of the reporting year using moderation panels. The intent behind Performance Management for MOD and the recent policy changes has been to establish honest and accurate assessments of achievement, strengths and development needs for all Job Holders.

Job Holders are assessed against the 'What' (delivery of objectives) and the 'How' (demonstrating competences/behaviours), such that Job Holders were able to see their own and others positive and constructive behaviours being rewarded and unhelpful negative behaviours being addressed. The new framework has also increased engagement from senior management; supported by the policy requirement for each Job Holder to have a Reporting Officer and a more senior Countersigning Officer appointed. The RO and CSO support line management in defining objectives, providing assessments and contribute towards moderation. The framework supports effective performance management for all Job Holders throughout the year with a focus on continuous improvement. An end of year moderation process allocates all staff within each moderation panel into three performance groupings; against a target percentage. No more than 25% will have an outcome of Box 1, these will be the highest performers relative to their moderation group; around 70% will have a Box 2 outcome; and no less than 5% will have a Box 3 outcome, these are the relative lowest performers in the moderation group. In 2014/15 Reporting Year those individuals achieving a Box 1 outcome received a performance award. Individuals in Box 3 will work with their line managers to agree ways of improving performance.

For anyone undertaking an active role in assessment for the performance management process there is a requirement to have undertaken relevant Equality & Diversity training and Unconscious Bias training. The MOD and its senior leaders are committed to understanding and tackling issues relating to Diversity and Inclusion.

This report on Performance Management outcomes for 2014/15 is consistent with the intent to be open and transparent with the data collected. It will be made widely available and will continue to be published on a regular basis in line with each reporting year.

Rules for disclosive values

For confidentiality, figures used in this report have been rounded to the nearest 10. The following symbol; “~” denotes a figure less than 5, or a percentage based on a value less than 5. Due to the rounding methods used, totals may not always equal the sum of the parts. As this report is primarily looking at what happens at individual level, all tables report in headcount format.

Statistical test

The Chi-square test has been applied to validate the assumption that there is no difference in the allocation of awards with respect to individual’s characteristics. This test involves comparing the observed number of awards with the number that would be expected if they were allocated proportionally across the groups being compared. The differences between the observed and the expected values are used to calculate a statistic. This statistic is compared to a defined threshold value. If the statistic is higher than the threshold, a statistically significant difference exists – a difference that is unlikely to have occurred by chance.

Results

The following sections give the **count** and **proportion of employees** who received an award in MOD by:

- Important Groups
- Top Level Budgets (TLBs)
- Grade – Pay Band
- Distribution Chart
- Gender
- Gender & Pay Band
- Age Band
- Length of Service in MOD
- Ethnicity
- Disability
- Religious belief
- Sexual Orientation
- Permanent / Temporary
- Full-Time / Part-Time
- Weekly Hours Worked

Box marking

Box 1 is the highest performance rating

Box 3 is the lowest performance rating

Departmental results

The 2014-15 appraisal process covered 33,440 staff, of which: 7,530 staff (22.5 per cent) received a Box 1 marking, 23,410 staff (70.0 per cent) received a Box 2 marking, and 2,490 (7.5 per cent) received a Box 3 marking. These figures include 1,410 (4.2 per cent of all staff) who received a Box 2 as a result of not submitting a PAR, and 530 staff (1.6 per cent of all staff) who received a Box 3 as a result of not submitting a PAR. The proportion of staff who received each box marking was broadly in line with the outcomes in 2013-14, with only a slight decrease of 0.7 percentage points in the proportion of staff who received a Box 1 and a slight increase of 1.0 percentage points in the proportion of staff who received a Box 3 compared to 2013-14.

Table 1 - Number of Job Holders by Performance Management Outcome

	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
2014 - 15	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%
2013 - 14	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Note: The difference in the number of staff being assessed in 2013/14 compared with 2014/15 is mainly due to the change in status of the Defence Equipment and Support (DE&S) from a Top Level Budgetary area (TLB) to a Bespoke Trading Entity.

Important Groups

Table 2 shows the PAR outcomes for specific groups of staff. All of the differences for each group compared with 'All staff' for Box 1 are statistically significant, the same finding as in 2013-14. Differences for Box 3 were found to be statistically different for: 'staff who were promoted and moderated at the lower grade', 'staff on temporary promotion' (TMP), 'staff on long-term sick leave', 'staff who had their employment ended' and 'staff in the Redeployment pool' (RDP).

For staff who joined the MOD during the 2014-15 reporting year, the proportion who received a Box 1 is one third that of all staff (7.5 per cent compared with 22.5 per cent), where in 2013-14 it was about two-fifths (9.2 per cent compared with 23.2 per cent). These differences are both statistically significant. The proportion of staff who joined during the reporting year who received a Box 3 marking in 2014-15 is comparable to the proportion for 'all staff' (7.3 per cent compared with 7.5 per cent). This difference is not statistically significant.

Staff who received the highest proportion of Box 1 markings were 'staff who had been promoted and moderated at the lower grade' (48.9 per cent) and 'staff on temporary promotion' (47.7 per cent). Both of these findings are more than double the proportion for 'all staff' (22.5 per cent) and these differences are statistically significant.

Staff who received the highest proportion of Box 3 markings were 'staff who had their employment ended' (25.9 per cent) and 'staff who had been on long-term sick leave' (17.1 per cent). Both of these findings are more than double the proportion for 'all staff' (7.5 per cent) and these differences are statistically significant. Staff who received the lowest proportion of Box 3 markings were 'staff who had been promoted and been moderated at the lower grade' (3.1 per cent) and 'staff who had been on temporary promotion' (4.0 per cent). These findings are about half the proportion for 'all staff' and these differences are statistically significant.

Table 2 - Number of Job Holders by Important Groups and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Important Groups								
All staff	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%
Joined since 1 st April 2014	130	7.5%	1,530	85.2%	130	7.3%	1,790	100%
Employment ended ¹	360	9.3%	2,480	64.7%	990	25.9%	3,820	100%
Been promoted and moderated at lower grade ²	160	48.9%	160	48.0%	10	3.1%	330	100%
Been promoted and moderated at higher grade ²	160	12.2%	1,050	80.4%	100	7.4%	1,300	100%
Moved on Level Transfer ²	530	18.1%	2,160	74.0%	230	7.9%	2,910	100%
Period on Special Unpaid Leave ²	30	5.8%	430	86.1%	40	8.0%	500	100%
Period on TMP ²	620	47.7%	620	48.3%	50	4.0%	1,290	100%
Period in RDP ²	300	16.3%	1,230	66.8%	310	16.9%	1,840	100%
Period off Long Term Sick ²	330	10.5%	2,250	72.4%	530	17.1%	3,100	100%
Period on Maternity Leave ²	40	10.2%	340	83.1%	30	6.7%	400	100%
Period on Development Scheme ²	120	27.0%	310	67.1%	30	5.9%	460	100%

¹ Up to 31 March 2015.

² In the reporting year.

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Important Groups	Number	Percentage	Number	Percentage	Number	Percentage		
All Staff	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%
Joined since 1 st April 2013	160	9.2%	1,370	77.9%	230	12.9%	1,760	100%
Employment ended ¹	50	16.4%	180	58.4%	80	25.2%	300	100%
Been promoted and moderated at lower grade ²	260	47.0%	290	51.1%	10	2.0%	560	100%
Been promoted and moderated at higher grade ²	310	12.8%	1,970	80.5%	160	6.7%	2,440	100%
Moved on Level Transfer ²	780	19.4%	2,950	73.0%	310	7.6%	4,040	100%
Period on Special Unpaid Leave ²	30	9.0%	250	76.7%	50	14.3%	320	100%
Period on TMP ²	1,030	38.6%	1,560	58.7%	70	2.6%	2,660	100%
Period in RDP ²	210	14.1%	1,090	72.8%	200	13.0%	1,500	100%
Period off Long Term Sick ²	290	11.7%	1,720	69.4%	470	18.9%	2,480	100%
Period on Maternity Leave ²	70	14.5%	380	77.0%	40	8.5%	500	100%
Period on Development Scheme ²	130	32.8%	260	64.3%	10	3.0%	400	100%

¹ Up to 30 September 2014.

² In the reporting year.

To note: In the 2013-14 report; 'All staff' was referred to as 'Everyone'. 'Employment ended' was referred to as 'Terminated'. 'Employment ended' includes: Dismissal, Resignation, Voluntary exit, Ill health retirement and Death in service.

Top Level Budgets (TLB's)

Table 3 shows the PAR outcomes by TLB. The percentage of personnel who received a Box 1 ranged from 21.9 per cent for Head Office and Corporate Services staff to 23.0 per cent for Navy Command and Land Forces. This difference is not statistically significant. The range in 2014-15 (1.1 percentage points) compared with 2013-14 (3.0 percentage points) has reduced by 2.0 percentage points. The percentage of personnel who received a Box 3 ranged from 6.7 per cent for HQ Air Command to 8.2 per cent for Defence Infrastructure Organisation staff, and is not statistically significant.

Table 3 - Number of Job Holders by TLB and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Top Level Budget	Number	Percentage	Number	Percentage	Number	Percentage		
Navy Command	640	23.0%	1,920	69.4%	210	7.6%	2,760	100%
Land Forces	2,260	23.0%	6,850	69.6%	730	7.4%	9,840	100%
HQ Air Command	1,270	22.5%	4,000	70.8%	380	6.7%	5,650	100%
Head Office & Corporate Services	1,130	21.9%	3,640	70.3%	400	7.8%	5,170	100%
Joint Forces Command	1,170	22.3%	3,680	70.4%	380	7.3%	5,220	100%
Defence Infrastructure Organisation	1,070	22.2%	3,340	69.6%	390	8.2%	4,790	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Top Level Budget	Number	Percentage	Number	Percentage	Number	Percentage		
Navy Command	600	23.6%	1,770	69.8%	170	6.7%	2,540	100%
Land Forces	2,260	23.8%	6,550	69.1%	670	7.0%	9,470	100%
HQ Air Command	1,260	23.7%	3,740	70.0%	340	6.3%	5,340	100%
Head Office & Corporate Services	1,010	20.8%	3,510	72.4%	330	6.8%	4,840	100%
Joint Forces Command	1,110	23.5%	3,300	69.9%	320	6.7%	4,730	100%
Defence Equipment & Support	2,420	23.9%	7,100	70.2%	600	5.9%	10,120	100%
Defence Infrastructure Organisation	1,040	22.3%	3,330	71.5%	290	6.2%	4,650	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Grade (Pay Band)¹

The results for the different pay bands are shown in Table 4. Moderating within pay bands has removed any potential for bias between pay bands, with any small differences found not to be statistically significant for either Box 1 or Box 3 awards. This was also the case in 2013-14.

Table 4 - Number of Job Holders by Pay Band and Outcome

2014-15 Pay Band	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	80	21.9%	270	70.6%	30	7.6%	380	100%
B2	230	22.1%	720	70.1%	80	7.7%	1,020	100%
C1	720	23.5%	2,150	69.6%	210	6.9%	3,080	100%
C2	1,310	23.0%	4,000	70.4%	370	6.5%	5,670	100%
D	1,400	22.9%	4,300	70.1%	430	7.0%	6,140	100%
E1	1,710	22.2%	5,440	70.7%	540	7.0%	7,690	100%
E2	870	22.2%	2,760	70.2%	300	7.6%	3,930	100%
SZ4	80	23.5%	240	68.6%	30	7.9%	350	100%
SZ3	400	22.2%	1,260	69.7%	150	8.1%	1,800	100%
SZ2	440	21.7%	1,420	69.5%	180	8.8%	2,040	100%
SZ1	280	22.0%	830	65.1%	160	12.9%	1,270	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

¹ The grade used is the grade as at 31st March 2015. Staff may have been promoted, or may have been on temporary promotion during the reporting year. As a result, the award value received might not relate to the grade of the individual as at 31st March 2015.

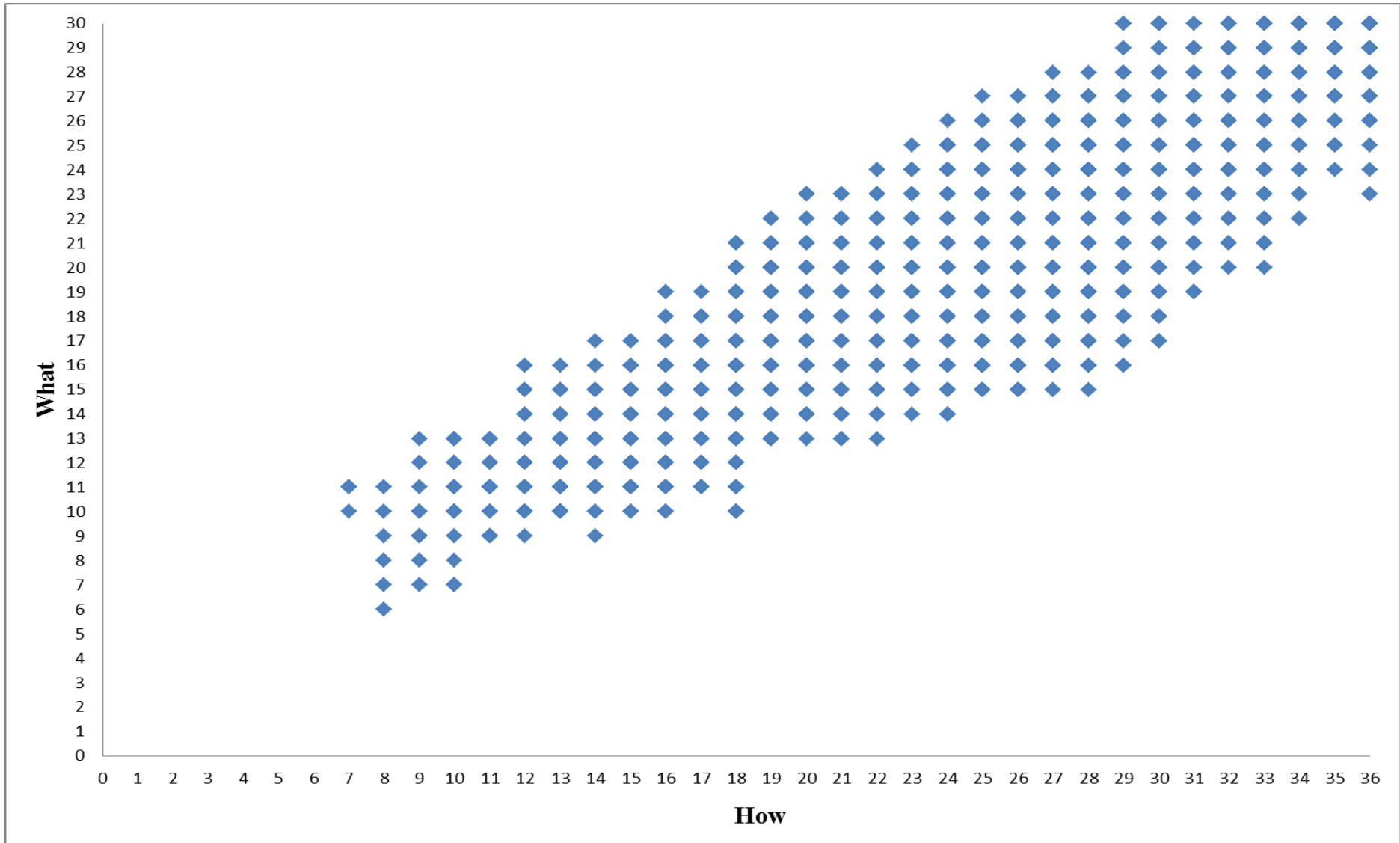
2013-14 Pay Band	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	140	22.5%	440	70.2%	50	7.3%	630	100%
B2	350	23.2%	1,080	68.9%	100	6.4%	1,530	100%
C1	1,270	23.8%	3,740	68.6%	340	6.4%	5,350	100%
C2	1,860	23.7%	5,500	69.4%	490	6.2%	7,850	100%
D	1,740	23.5%	5,180	69.8%	470	6.3%	7,390	100%
E1	1,900	23.0%	5,790	69.9%	550	6.7%	8,240	100%
E2	890	22.1%	2,870	69.7%	250	6.2%	4,000	100%
SZ4	80	23.7%	240	68.9%	30	7.3%	350	100%
SZ3	520	23.3%	1,580	70.4%	140	6.3%	2,250	100%
SZ2	650	23.2%	1,970	70.1%	190	6.7%	2,810	100%
SZ1	280	22.5%	860	68.3%	120	9.2%	1,260	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

¹ The grade used is the grade as at 31st March 2014. Staff may have been promoted, or may have been on temporary promotion during the reporting year. As a result, the award value received might not relate to the grade of the individual as at 31st March 2014.

To note: Due to a small number of cases where the grade field was incomplete the overall total (based all staff records) may not match the sum of the individual grades.

Chart 1- Scatter plot of Job Holders by relative position based on distribution of 'What' and 'How' scores.

Chart 1¹ shows the correlation between the pre-moderation countersigning scores for staff's objectives ("What") and their competencies ("How"). A clear correlation can be seen, implying that staff who scored highly in their competencies also scored highly in their objectives, and vice-versa.



¹Excludes outliers

Gender

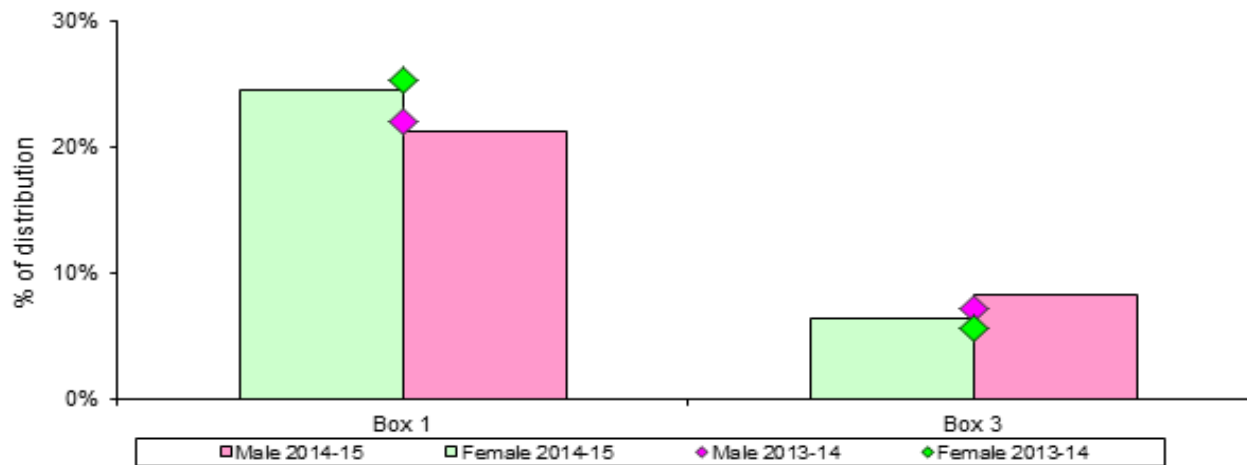
Table 5 shows PAR outcomes by gender. The proportion of females who received a Box 1 in 2014-15 was 24.5 per cent, compared with 21.1 per cent of males. A higher proportion of males (8.3 per cent) received a Box 3 than females (6.3 per cent). These differences at Box 1 and Box 3 are statistically significant. The gap between the proportion of males and females receiving a Box 1 (3.4 percentage points higher for females) and Box 3 marking (2.0 percentage points higher for males) has remained broadly constant in 2014-15 when compared with 2013-14 (3.2 and 1.6 percentage points respectively).

Table 5 - Number of Job Holders by Gender and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3			
Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Female	3,390	24.5%	9,580	69.2%	870	6.3%	13,840	100%
Male	4,140	21.1%	13,840	70.6%	1,620	8.3%	19,600	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3			
Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Female	4,010	25.2%	11,040	69.3%	880	5.5%	15,930	100%
Male	5,670	22.0%	18,260	70.9%	1,830	7.1%	25,760	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Chart 2 - Proportion of MOD male and female staff receiving a performance Box marking of 1 or 3, 2013-14 and 2014-15



Gender and Pay Band

Table 6 shows PAR outcomes by gender for each pay band. A higher proportion of females received a Box 1 than males at all pay bands, with the gap widest at Band E1 where 24.3 per cent of females received a Box 1 compared to 17.6 per cent of males. However, the gap between the proportion of males and females receiving a Box 1 is only statistically significant at pay bands C2, D, and E1.

For all pay bands except Skill Zone 1 a higher proportion of males received a Box 3 than females, with the gap widest at Band E1 where 9.6 per cent of males received a Box 3 compared to 5.9 per cent of females. However, the gap between the proportion of males and females receiving a Box 3 is only statistically significant at pay bands C1 and E1.

Table 6 - Number of Job Holders by Pay Band, Gender and Outcome

2014-15		Box marking						Total	
Pay Band	Gender	Box 1		Box 2		Box 3		Number	Percentage
		Number	Percentage	Number	Percentage	Number	Percentage		
B1	Female	30	~	80	~	~	~	110	100%
	Male	60	20.5%	200	70.1%	30	9.4%	280	100%
B2	Female	80	23.2%	240	69.2%	30	7.6%	340	100%
	Male	150	21.6%	480	70.6%	50	7.8%	680	100%
C1	Female	250	25.4%	680	69.7%	50	4.8%	970	100%
	Male	480	22.6%	1,470	69.6%	170	7.9%	2,110	100%
C2	Female	510	25.0%	1,410	70.0%	100	5.0%	2,020	100%
	Male	800	21.9%	2,580	70.7%	270	7.4%	3,650	100%
D	Female	640	25.6%	1,690	67.9%	160	6.5%	2,500	100%
	Male	760	21.0%	2,610	71.6%	270	7.4%	3,640	100%
E1	Female	1,300	24.3%	3,740	69.9%	320	5.9%	5,360	100%
	Male	410	17.6%	1,700	72.8%	220	9.6%	2,330	100%
E2	Female	370	23.2%	1,100	69.3%	120	7.5%	1,580	100%
	Male	510	21.6%	1,660	70.8%	180	7.7%	2,350	100%
SZ1	Female	120	23.4%	310	63.4%	60	13.1%	500	100%
	Male	160	21.1%	510	66.2%	100	12.7%	770	100%
SZ2	Female	80	22.4%	260	70.8%	20	6.8%	370	100%
	Male	360	21.5%	1,160	69.3%	160	9.3%	1,680	100%
SZ3	Female	30	~	50	~	~	~	80	100%
	Male	370	21.7%	1,210	70.0%	140	8.3%	1,720	100%
SZ4	Female	~	~	~	~	~	~	~	~
	Male	80	23.5%	240	68.6%	30	7.9%	350	100%
Total		7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14		Box marking						Total	
Pay Band	Gender	Box 1		Box 2		Box 3		Number	Percentage
		Number	Percentage	Number	Percentage	Number	Percentage		
B1	Female	40	29.9%	80	61.3%	10	8.8%	140	100%
	Male	100	20.5%	360	72.6%	30	6.9%	490	100%
B2	Female	100	23.7%	290	70.3%	20	6.0%	420	100%
	Male	260	23.0%	780	70.6%	70	6.5%	1,110	100%
C1	Female	350	25.2%	970	69.4%	80	5.4%	1,400	100%
	Male	920	23.3%	2,770	70.1%	260	6.7%	3,950	100%
C2	Female	640	24.6%	1,830	70.3%	130	5.1%	2,600	100%
	Male	1,220	23.2%	3,680	70.0%	360	6.8%	5,250	100%
D	Female	810	26.6%	2,070	68.1%	160	5.3%	3,040	100%
	Male	930	21.3%	3,120	71.6%	310	7.1%	4,350	100%
E1	Female	1,400	24.6%	3,960	70.0%	310	5.4%	5,670	100%
	Male	500	19.5%	1,830	71.0%	240	9.5%	2,570	100%
E2	Female	390	25.0%	1,070	68.8%	100	6.3%	1,550	100%
	Male	500	20.3%	1,800	73.6%	150	6.1%	2,450	100%
SZ1	Female	130	26.2%	320	65.4%	40	8.5%	480	100%
	Male	160	20.3%	550	70.1%	80	9.6%	780	100%
SZ2	Female	130	24.7%	370	70.3%	30	5.0%	520	100%
	Male	520	22.9%	1,600	70.1%	160	7.1%	2,290	100%
SZ3	Female	30	~	80	~	~	~	110	100%
	Male	490	23.0%	1,510	70.5%	140	6.5%	2,140	100%
SZ4	Female	~	~	~	~	~	~	~	~
	Male	80	23.7%	240	68.9%	30	7.3%	350	100%
Total		9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

To note: Due to a small number of cases where the grade field was incomplete the overall total (based all staff records) may not match the sum of the individual grades.

Age

Table 7 shows PAR outcomes by five year age band. Staff aged 20-24 and 65+ received the fewest Box 1's proportionally (at 12.5 and 14.2 per cent respectively) and the most Box 3's proportionally (at 13.8 per cent and 16.0 per cent). Staff aged 45-49 had the highest proportion of staff receiving a Box 1 at 25.8 per cent and the lowest proportion of staff receiving a Box 3 at 5.8 per cent. The differences in the proportion of age groups receiving a Box 1 and Box 3 are statistically significant. The differences in 2013-14 were also statistically significant.

Table 7 - Number of Job Holders by Age and Outcome

2014-15		Box marking						Total	
Age Band	Box 1		Box 2		Box 3		Number	Percentage	
	Number	Percentage	Number	Percentage	Number	Percentage			
16 to 19	~	~	~	~	~	~	40	100%	
20 to 24	70	12.5%	400	73.7%	70	13.8%	540	100%	
25 to 29	320	21.4%	1,060	71.4%	110	7.2%	1,490	100%	
30 to 34	500	22.5%	1,560	70.7%	150	6.8%	2,200	100%	
35 to 39	570	24.2%	1,620	69.2%	160	6.6%	2,350	100%	
40 to 44	820	23.5%	2,470	70.6%	210	5.9%	3,500	100%	
45 to 49	1,460	25.8%	3,880	68.4%	330	5.8%	5,680	100%	
50 to 54	1,730	25.7%	4,580	68.1%	420	6.2%	6,720	100%	
55 to 59	1,220	21.3%	4,120	71.6%	410	7.2%	5,750	100%	
60 to 64	620	17.4%	2,580	72.0%	380	10.6%	3,580	100%	
65+	230	14.2%	1,110	69.8%	250	16.0%	1,590	100%	
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%	

2013-14		Box marking						Total	
Age Band	Box 1		Box 2		Box 3		Number	Percentage	
	Number	Percentage	Number	Percentage	Number	Percentage			
16 to 19	~	~	~	~	~	~	20	100%	
20 to 24	70	12.3%	450	75.1%	80	12.6%	600	100%	
25 to 29	470	22.9%	1,470	71.2%	120	5.9%	2,070	100%	
30 to 34	720	23.7%	2,170	71.0%	160	5.3%	3,050	100%	
35 to 39	740	25.2%	2,020	68.7%	180	6.1%	2,940	100%	
40 to 44	1,160	25.0%	3,220	69.2%	270	5.8%	4,650	100%	
45 to 49	1,950	26.2%	5,060	68.1%	420	5.7%	7,430	100%	
50 to 54	2,040	24.3%	5,860	69.6%	520	6.1%	8,420	100%	
55 to 59	1,430	20.6%	5,050	72.6%	470	6.8%	6,950	100%	
60 to 64	820	19.9%	2,950	72.0%	330	8.1%	4,090	100%	
65+	280	18.8%	1,030	70.6%	150	10.6%	1,460	100%	
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%	

Length of Service

Table 8 shows PAR outcomes by length of service (LOS) in five year bands. Caution should be taken when considering the results on LOS as there may be some correlation between LOS and age. Staff with 40-44 years service had the lowest proportion (15.3 per cent) of Box 1's and staff with 30 - 34 years service the highest proportion of Box 1's (25.3 per cent). Staff with 45 or more years service had the highest proportion of Box 3's (13.8 per cent) whilst staff with 30-34 years service had the lowest proportion of Box 3's (5.8 per cent). The differences between LOS groups were found to be statistically significant for Box 1, but not Box 3. In comparison, the findings for 2013-14 showed a significant difference for both Box 1 and Box 3.

Table 8 - Number of Job Holders by Length of Service and Outcome

2014-15		Box marking						Total	
Length of Service Band	Box 1		Box 2		Box 3		Number	Percentage	
	Number	Percentage	Number	Percentage	Number	Percentage			
0 to 4	780	16.4%	3,610	75.4%	390	8.2%	4,790	100%	
5 to 9	1,570	24.2%	4,410	68.0%	500	7.8%	6,480	100%	
10 to 14	1,840	23.4%	5,480	69.5%	560	7.1%	7,880	100%	
15 to 19	1,130	23.1%	3,420	69.8%	350	7.1%	4,900	100%	
20 to 24	670	22.6%	2,090	70.0%	220	7.4%	2,980	100%	
25 to 29	870	25.2%	2,350	68.2%	230	6.6%	3,450	100%	
30 to 34	360	25.3%	980	68.9%	80	5.8%	1,420	100%	
35 to 39	250	21.4%	800	69.6%	100	9.0%	1,160	100%	
40 to 44	50	15.3%	220	72.3%	40	12.4%	310	100%	
45+	10	16.3%	60	70.0%	10	13.8%	80	100%	
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%	

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3			
Length of Service Band	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
0 to 4	1,060	20.1%	3,780	71.6%	440	8.3%	5,280	100%
5 to 9	1,900	23.8%	5,600	70.2%	480	6.0%	7,980	100%
10 to 14	2,310	23.4%	6,960	70.5%	600	6.1%	9,870	100%
15 to 19	1,350	23.3%	4,070	70.1%	380	6.6%	5,810	100%
20 to 24	1,020	24.1%	2,950	69.6%	270	6.3%	4,240	100%
25 to 29	1,080	25.7%	2,850	68.2%	260	6.1%	4,180	100%
30 to 34	520	24.4%	1,500	69.8%	120	5.8%	2,150	100%
35 to 39	340	20.4%	1,190	72.0%	120	7.6%	1,650	100%
40 to 44	90	20.2%	310	73.0%	30	6.8%	430	100%
45+	20	17.0%	80	72.6%	10	10.4%	110	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Ethnicity

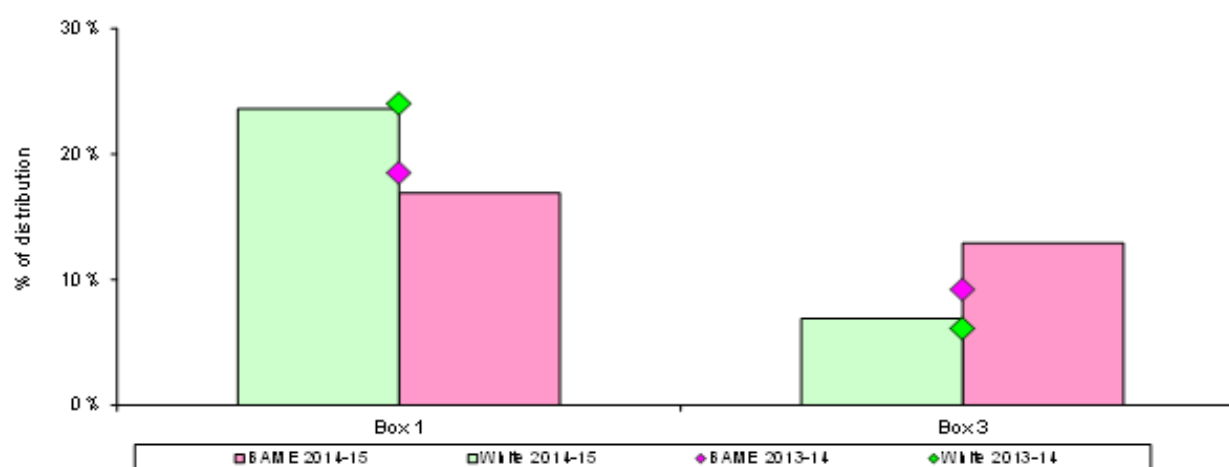
Table 9 shows PAR outcomes by ethnicity. A lower proportion of staff who declared themselves as Black, Asian and Minority Ethnic (BAME) received a Box 1 than those who had declared themselves as White (16.9 per cent compared with 23.6 per cent for white staff), and a higher proportion of staff who declared themselves as BAME received a Box 3 (12.9 per cent) than those who declared themselves as White (6.9 per cent). These differences are statistically significant for both Box 1 and Box 3. In comparison, the findings for 2013-14 were also statistically significant for both Box 1 and Box 3. The gap between the proportion of BAME staff and White staff who received a Box 1 has widened slightly by 1.1 percentage points, from a gap of 5.5 percentage points in 2013-14 to 6.7 percentage points in 2014-15. The gap between the proportion of BAME staff and White staff who received a Box 3 has doubled, from a gap of 3.0 percentage points in 2013-14 to 6.0 percentage points in 2014-15.

Table 9 - Number of Job Holders by Ethnicity and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3			
Ethnicity	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
White	6,480	23.6%	19,100	69.5%	1,900	6.9%	27,490	100%
BAME	200	16.9%	820	70.1%	150	12.9%	1,170	100%
No Response	600	16.1%	2,740	74.0%	370	9.9%	3,700	100%
Choose not to declare	260	23.7%	750	69.3%	80	7.1%	1,080	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3			
Ethnicity	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
White	8,520	24.0%	24,770	69.9%	2,150	6.1%	35,440	100%
BAME	260	18.5%	1,020	72.3%	130	9.2%	1,410	100%
No Response	610	18.0%	2,450	72.6%	310	9.3%	3,370	100%
Choose not to declare	300	20.7%	1,050	71.6%	110	7.7%	1,470	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Chart 3 - Proportion of MOD staff who self-declared as being White or BAME who received a Box marking of 1 or 3, 2013-14 and 2014-15



Disability

Table 10 shows PAR outcomes by disability. Due to the HRMS reset of the disability field on 18 April 2011 to accommodate the new disability reporting requirements, insufficient numbers of personnel have made disability declarations to be able to report disability representation with any validity from July 2011. As a result, the results should be considered with caution and statistical significant tests have not been carried out.

A lower percentage of staff with a self-declared disability received a Box 1 than their non-disabled colleagues (15.2 per cent compared with 24.7 per cent respectively), and the percentage of staff who received a Box 3 is more than twice as high for staff with a self-declared disability than the proportion for those who declared themselves as not having a disability (12.6 per cent compared with 5.9 per cent). This is broadly the same as in 2013-14, when 15.8 per cent of staff with a self-declared disability received a Box 1 compared with 24.7 per cent of non-disabled staff, and 13.1 per cent of staff with a self-declared disability received a Box 3 compared with 5.4 per cent of non-disabled staff.

Table 10 - Number of Job Holders by Disability and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3			
Disability	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
No Disability	3,860	24.7%	10,840	69.4%	920	5.9%	15,620	100%
Disabled	320	15.2%	1,500	72.2%	260	12.6%	2,080	100%
No Response	2,970	20.9%	10,040	70.8%	1,180	8.3%	14,200	100%
Choose not to declare	390	25.2%	1,030	66.4%	130	8.3%	1,540	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3			
Disability	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
No Disability	4,540	24.7%	12,860	70.0%	980	5.4%	18,390	100%
Disabled	360	15.8%	1,620	71.0%	300	13.1%	2,290	100%
No Response	4,330	22.7%	13,460	70.5%	1,280	6.7%	19,070	100%
Choose not to declare	450	23.3%	1,350	69.5%	140	7.3%	1,950	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Religious Belief

Table 11 shows PAR outcomes by religious belief. Caution should be taken when considering the results on Religious Belief as there may be some correlation between religion and ethnicity.

A lower proportion of staff of a Non-Christian religion received a Box 1 than Christian staff (19.1 per cent compared to 24.2 per cent) and a higher proportion of staff of a Non-Christian religion received a Box 3 (11.3 per cent) than Christian staff (6.9 per cent). The difference for Box 1 and Box 3 is statistically significant.

Table 11 - Number of Job Holders by Religious Belief and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3			
Religious Belief	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Christian	3,840	24.2%	10,930	68.9%	1,090	6.9%	15,860	100%
Non Christian Religion	220	19.1%	820	69.6%	130	11.3%	1,170	100%
Secular	1,250	23.1%	3,790	69.9%	380	7.0%	5,420	100%
No Response	1,060	17.6%	4,440	73.7%	530	8.8%	6,020	100%
Choose not to declare	1,160	23.3%	3,440	69.3%	360	7.3%	4,970	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3			
Religious Belief	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Christian	4,860	24.2%	13,950	69.6%	1,230	6.1%	20,040	100%
Non Christian Religion	280	18.9%	1,080	73.7%	110	7.4%	1,460	100%
Secular	1,760	24.1%	5,100	70.0%	430	5.9%	7,290	100%
No Response	1,130	19.3%	4,220	72.1%	500	8.6%	5,860	100%
Choose not to declare	1,670	23.7%	4,940	70.1%	440	6.2%	7,040	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Sexual Orientation

Table 12 shows PAR outcomes by sexual orientation. Although there are some small differences between those who declared themselves as Heterosexual/Straight and those who declared themselves as LGB, these differences are not statistically significant for either Box 1 or Box 3. In comparison, the findings for 2013-14 were also not statistically significant for both Box 1 and Box 3.

Table 12 - Number of Job Holders by Sexual Orientation and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Sexual Orientation	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Heterosexual/Straight	5,190	23.7%	15,130	69.2%	1,540	7.0%	21,870	100%
LGB	90	23.5%	260	69.0%	30	7.4%	380	100%
No Response	1,060	17.3%	4,510	73.8%	550	8.9%	6,120	100%
Choose not to declare	1,190	23.5%	3,500	69.1%	380	7.4%	5,070	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Sexual Orientation	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Heterosexual/Straight	6,760	24.1%	19,620	69.8%	1,720	6.1%	28,100	100%
LGB	100	21.9%	340	71.7%	30	6.4%	470	100%
No Response	1,170	19.6%	4,300	71.9%	510	8.5%	5,980	100%
Choose not to declare	1,660	23.2%	5,040	70.6%	440	6.2%	7,140	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Permanent / Temporary

Table 13 shows PAR outcomes split by permanent / temporary staff. A higher proportion of permanent staff received a Box 1 compared to temporary staff (22.8 per cent compared with 6.9 per cent). This difference is statistically significant. The proportion of temporary staff receiving a Box 3 was more than double the proportion of permanent staff (18.8 per cent compared with 7.3 per cent). This difference is statistically significant.

Table 13 - Number of Job Holders by Permanent/Temporary and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Permanent / Temporary	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Permanent	7,500	22.8%	23,040	70.0%	2,400	7.3%	32,930	100%
Temporary	40	6.9%	380	74.3%	100	18.8%	510	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013 - 14	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Permanent / Temporary	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Permanent	9,550	23.2%	28,880	70.3%	2,650	6.4%	41,070	100%
Temporary	140	22.6%	420	67.1%	60	10.3%	620	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Full-Time / Part-Time

Table 14 shows PAR outcomes split by full-time / part-time staff. A higher proportion of full-time staff received a Box 1 than part-time staff (23.0 per cent compared with 17.8 per cent respectively). This is statistically significant and shows a widening of the gap since 2013-14, when 23.6 per cent of full-time staff received a Box 1 compared with 19.9 per cent of part-time staff (a gap of 3.7 per cent in 2013-14 compared with a gap of 5.2 per cent in 2014-15). The proportion of staff receiving a Box 3 is similar across both groups, at 8.3 per cent for part-time staff and 7.4 per cent for full-time staff, and the difference is not statistically significant.

Table 14 - Number of Job Holders by Full-Time / Part-Time and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Full-Time / Part-Time	Number	Percentage	Number	Percentage	Number	Percentage		
Full-Time	6,970	23.0%	21,060	69.6%	2,230	7.4%	30,250	100%
Part-Time	570	17.8%	2,360	74.0%	260	8.3%	3,190	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Full-Time / Part-Time	Number	Percentage	Number	Percentage	Number	Percentage		
Full-Time	8,970	23.6%	26,650	70.0%	2,460	6.5%	38,080	100%
Part-Time	720	19.9%	2,640	73.3%	250	6.8%	3,610	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Weekly Hours Worked

Table 15 shows PAR outcomes by contract hours per week. Staff with the fewest paid hours per week (16-23 hours) had the lowest proportion of staff receiving a Box 1 (11.6 per cent) and the highest proportion of staff receiving a Box 3 (10.1 per cent). Part-time staff with the highest paid hours per week (31-35 hours) had the highest proportion of staff receiving a Box 1 (24.4 per cent) and almost the lowest receiving a Box 3 (7.3 per cent). These differences are statistically significant for both Box 1 and Box 3 awards. In comparison, the findings for 2013-14 were also statistically significant for both Box 1 and Box 3.

Table 15 - Number of Job Holders by Weekly Hours Worked and Outcome

2014-15	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Hours per week	Number	Percentage	Number	Percentage	Number	Percentage		
16 - 23	140	11.6%	960	78.4%	120	10.1%	1,220	100%
24 - 30	300	20.6%	1,050	72.2%	100	7.2%	1,450	100%
31 - 35	120	24.4%	330	68.3%	40	7.3%	480	100%
36+	6,980	23.0%	21,080	69.6%	2,230	7.4%	30,290	100%
Total	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

2013-14	Box marking						Total	
	Box 1		Box 2		Box 3		Number	Percentage
Hours per week	Number	Percentage	Number	Percentage	Number	Percentage		
16 - 23	180	14.3%	980	77.4%	110	8.4%	1,270	100%
24 - 30	380	22.6%	1,190	70.8%	110	6.6%	1,680	100%
31 - 35	150	26.7%	390	70.1%	20	3.2%	560	100%
36+	8,970	23.6%	26,650	70.0%	2,460	6.5%	38,090	100%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%