



Ministry of Defence

Statistical Release

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Civilian Performance Management Outcomes

2013-14 Reporting Year

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

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Key Points and Trends

- In the 2013-14 reporting year, 23.2 per cent of civilian MOD employees received a Box 1, the highest performance rating. 6.5 per cent received the lowest performance mark of Box 3 and 70.3 per cent received a Box 2.
- The proportion of females who received a Box 1 was higher than that for males, at 25.2 per cent for females compared to 22.0 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 5.5 per cent compared to 7.1 per cent for males. This pattern is seen across all pay bands except Bands B1 and E2, where a higher proportion of females receive a Box 3.
- 18.5 per cent of Black, Asian and Minority Ethnic (BAME) staff received a Box 1 compared to 24.0 per cent of White staff. 9.2 per cent of BAME staff received a Box 3 compared to 6.1 per cent of White staff.
- A lower proportion of part-time staff received a Box 1 compared with full-time staff, at 19.9 per cent of part-time staff and 23.6 per cent of full-time staff.
- For staff who joined MOD during the 2013-14 reporting year, the proportion who received a Box 1 is under half that of all staff (9.2 per cent compared with 23.2 per cent), and the proportion who received a Box 3 is almost double the proportion of that for all staff at 12.9 per cent compared with 6.5 per cent.
- For those staff who moved on level transfer within the 2013-14 reporting year, a lower proportion received a Box 1 (19.4 per cent) than all staff and a higher proportion received a Box 3 (7.6 per cent).
- Outcomes for staff on TMP were better than those for all staff, with 38.6 per cent of staff with a period of TMP in the 2013-14 reporting year receiving a Box 1 and only 2.6 per cent receiving a Box 3.
- For those staff with a period on maternity leave in the 2013-14 reporting year, a lower proportion received a Box 1 than all staff, at 14.5 per cent compared with 23.2 per cent for all 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.

For the first time, Job Holders were 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 2013/14 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 2013/14 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

Departmental results

In the 2013-14 appraisal process, 9,690 staff (23.3 per cent) received a Box 1. 2,710 staff (6.5 per cent) received a Box 3; this includes 200 staff (0.5 per cent of all staff) who received a Box 3 as a result of not submitting a PAR.

Table 1 - Number of Job Holders by Performance Management Outcome

Box Mark						Total	
Box 1		Box 2		Box 3		Number	Percentage
Number	Percentage	Number	Percentage	Number	Percentage		
9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100%

Important Groups

Table 2 shows the PAR outcomes for specific groups of staff. For staff who joined MOD during the 2013-14 reporting year, the proportion who received a Box 1 is under half that of all staff (9.2 per cent compared with 23.2 per cent), and the proportion who received a Box 3 is almost double the proportion of that for all staff (12.9 per cent compared with 6.5 per cent). These differences are statistically significant. Almost half of staff who had been promoted in year and moderated at the lower grade received a Box 1 (47.0 per cent) and only 2.0 per cent received a Box 3. These differences are statistically significant. Conversely, only 12.8 per cent of staff who had been promoted in year and moderated at the higher grade received a Box 1 (this is statistically significant), with the proportion receiving a Box 3 slightly higher than that for all staff, but not statistically significant, at 6.7 per cent compared with 6.5 per cent for all staff. For staff who moved on level transfer within year, a lower proportion received a Box 1 (19.4 per cent) than all staff and a higher proportion received a Box 3 (7.6 per cent). These differences are statistically significant.

For staff with a period on Special Unpaid Leave in the 2013-14 reporting year, less than half the proportion received a Box 1 (9.0 per cent) than all staff (23.2 per cent) and over twice the proportion received a Box 3 (14.3 per cent compared with 6.5 per cent for all staff). Outcomes for staff on TMP were better than those for all staff with 38.6 per cent of staff with a period of TMP in the reporting year receiving a Box 1 and only 2.6 per cent receiving a Box 3. For staff in the RDP, a lower proportion of staff received a Box 1 than all staff (14.1 per cent) and the proportion receiving a Box 3 is twice as high as for all staff (13.0 per cent). For staff with a period of Long Term Sick leave in the reporting year, the proportion receiving a Box 1 is around half the proportion for all staff (11.7 per cent) and the proportion receiving a Box 3 is almost triple the proportion for all staff (18.9 per cent). These differences for staff with a period on Special Unpaid Leave, TMP, in the RDP or with a period of Long Term Sick leave are all statistically significant when compared to all staff.

For those staff with a period on maternity leave in the reporting year, a lower proportion received a Box 1 than all staff (14.5 per cent compared with 23.2 per cent for all staff) and this difference is statistically significant. A higher proportion received a Box 3 than that for all staff (8.5 per cent compared to 6.5 per cent for all staff) which is because 2.4 per cent of staff with a period on maternity leave received a Box 3 as a result of not submitting a PAR. However, this difference is not statistically significant.

For those staff on a Development Scheme, a higher proportion of staff received a Box 1 (32.8 per cent) than the proportion of all staff receiving a Box 1 and a lower proportion received a Box 3 (3.0 per cent). This is statistically significant at both Box 1 and Box 3.

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

Important Groups	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
All Staff	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%
Joined since 1 st April 2013	160	9.2%	1,370	77.9%	230	12.9%	1,760	100.0%
Terminated ¹	50	16.4%	180	58.4%	80	25.2%	300	100.0%
Been promoted and moderated at lower grade ²	260	47.0%	290	51.1%	10	2.0%	560	100.0%
Been promoted and moderated at higher grade ²	310	12.8%	1,970	80.5%	160	6.7%	2,440	100.0%
Moved on Level Transfer ²	780	19.4%	2,950	73.0%	310	7.6%	4,040	100.0%
Period on Special Unpaid Leave ²	30	9.0%	250	76.7%	50	14.3%	320	100.0%
Period on TMP ²	1,030	38.6%	1,560	58.7%	70	2.6%	2,660	100.0%
Period in RDP ²	210	14.1%	1,090	72.8%	200	13.0%	1,500	100.0%
Period off Long Term Sick ²	290	11.7%	1,720	69.4%	470	18.9%	2,480	100.0%
Period on Maternity Leave ²	70	14.5%	380	77.0%	40	8.5%	500	100.0%
Period on Development Scheme ²	130	32.8%	260	64.3%	10	3.0%	400	100.0%

¹ up to 30 September 2014

² in Reporting Year

Top Level Budgets (TLB's)

Table 3 shows the PAR outcomes by TLB. The percentage of personnel who received a Box 1 ranged from 20.8 per cent for Head Office and Corporate Services staff to 23.9 per cent for Defence Equipment and Support. This difference is statistically significant. The percentage of personnel who received a Box 3 ranged from 5.9 per cent for Defence Equipment and Support to 7.0 per cent for Land Forces staff. However, this difference is not statistically significant.

Table 3 - Number of Job Holders by TLB and Outcome

Top Level Budget	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Navy Command	600	23.6%	1,770	69.8%	170	6.7%	2,540	100.0%
Land Forces	2,260	23.8%	6,550	69.1%	670	7.0%	9,470	100.0%
HQ Air Command	1,260	23.7%	3,740	70.0%	340	6.3%	5,340	100.0%
Head Office & Corporate Services	1,010	20.8%	3,510	72.4%	330	6.8%	4,840	100.0%
Joint Forces Command	1,110	23.5%	3,300	69.9%	320	6.7%	4,730	100.0%
Defence Equipment & Support	2,420	23.9%	7,100	70.2%	600	5.9%	10,120	100.0%
Defence Infrastructure Organisation	1,040	22.3%	3,330	71.5%	290	6.2%	4,650	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Grade (Pay Band)¹

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

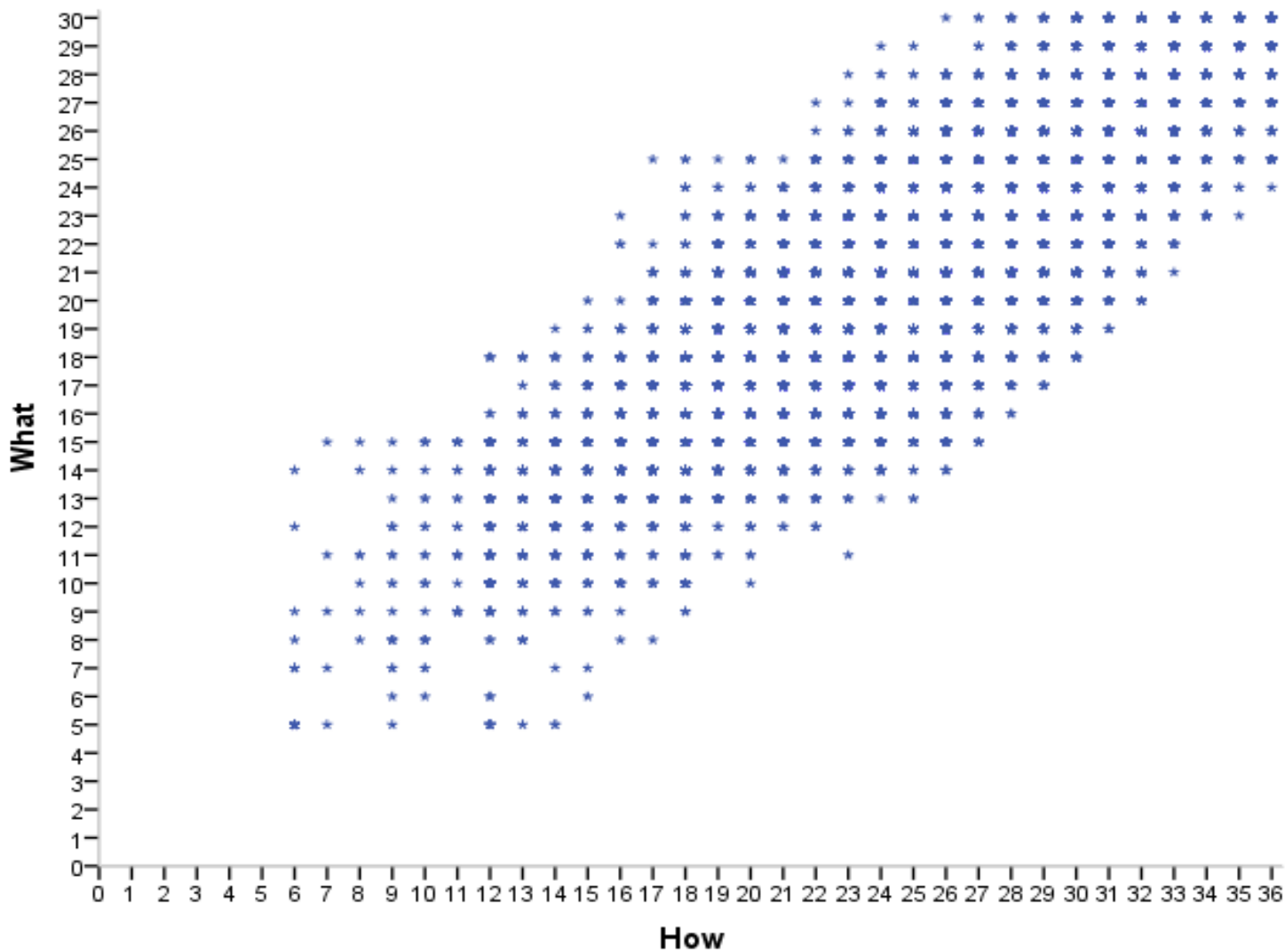
Table 4 - Number of Job Holders by Pay Band and Outcome

Pay Band	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
B1	140	22.5%	440	70.2%	50	7.3%	630	100.0%
B2	350	23.2%	1,080	68.9%	100	6.4%	1,530	100.0%
C1	1,270	23.8%	3,740	68.6%	340	6.4%	5,350	100.0%
C2	1,860	23.7%	5,500	69.4%	490	6.2%	7,850	100.0%
D	1,740	23.5%	5,180	69.8%	470	6.3%	7,390	100.0%
E1	1,900	23.0%	5,790	69.9%	550	6.7%	8,240	100.0%
E2	890	22.1%	2,870	69.7%	250	6.2%	4,000	100.0%
SZ4	80	23.7%	240	68.9%	30	7.3%	350	100.0%
SZ3	520	23.3%	1,580	70.4%	140	6.3%	2,250	100.0%
SZ2	650	23.2%	1,970	70.1%	190	6.7%	2,810	100.0%
SZ1	280	22.5%	860	68.3%	120	9.2%	1,260	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

¹The 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 March 2014.

Chart 5¹ 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.

Chart 5 - Scatter plot of Job Holders by relative position based on distribution of 'What' and 'How' scores.



¹Excludes outliers

Gender

Table 6 shows PAR outcomes by gender. 25.2 per cent of females received a Box 1 compared with 22.0 per cent of males. A higher proportion of males (7.1 per cent) received a Box 3 than females (5.5 per cent). These differences at Box 1 and Box 3 are statistically significant. However this is not significant at all pay bands (Table 7).

Table 6 - Number of Job Holders by Gender and Outcome

Gender	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Female	4,010	25.2%	11,040	69.3%	880	5.5%	15,930	100.0%
Male	5,670	22.0%	18,260	70.9%	1,830	7.1%	25,760	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Gender and Pay Band

Table 7 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 B1 where 29.9 per cent of females received a Box 1 compared to 20.5 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 D, E1, E2 and Skill Zone 1.

For all pay bands except Band B1 and Band E2 a higher proportion of males received a Box 3 than females with the gap widest at Band E1 where 9.5 per cent of males received a Box 3 compared to 5.4 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 C2, D and E1.

Table 7 - Number of Job Holders by Pay Band, Gender and Outcome

Pay Band	Gender	Box Mark						Total	
		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	100.0%
	Male	100	20.5%	360	72.6%	30	6.9%	490	100.0%
B2	Female	100	23.7%	290	70.3%	20	6.0%	420	100.0%
	Male	260	23.0%	780	70.6%	70	6.5%	1,110	100.0%
C1	Female	350	25.2%	970	69.4%	80	5.4%	1,400	100.0%
	Male	920	23.3%	2,770	70.1%	260	6.7%	3,950	100.0%
C2	Female	640	24.6%	1,830	70.3%	130	5.1%	2,600	100.0%
	Male	1,220	23.2%	3,680	70.0%	360	6.8%	5,250	100.0%
D	Female	810	26.6%	2,070	68.1%	160	5.3%	3,040	100.0%
	Male	930	21.3%	3,120	71.6%	310	7.1%	4,350	100.0%
E1	Female	1,400	24.6%	3,960	70.0%	310	5.4%	5,670	100.0%
	Male	500	19.5%	1,830	71.0%	240	9.5%	2,570	100.0%
E2	Female	390	25.0%	1,070	68.8%	100	6.3%	1,550	100.0%
	Male	500	20.3%	1,800	73.6%	150	6.1%	2,450	100.0%
SZ1	Female	130	26.2%	320	65.4%	40	8.5%	480	100.0%
	Male	160	20.3%	550	70.1%	80	9.6%	780	100.0%
SZ2	Female	130	24.7%	370	70.3%	30	5.0%	520	100.0%
	Male	520	22.9%	1,600	70.1%	160	7.1%	2,290	100.0%
SZ3	Female	30	28.8%	80	68.5%	~	~	110	100.0%
	Male	490	23.0%	1,510	70.5%	140	6.5%	2,140	100.0%
SZ4	Female	~	~	~	~	~	~	~	~
	Male	80	23.7%	240	68.9%	30	7.3%	350	100.0%
Total		9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Age

Table 8 shows PAR outcomes by five year age band. Staff aged 20-24 and 65+ received the fewest Box 1's proportionally (at 12.3 and 18.8 per cent respectively) and the most Box 3's proportionally (at 12.6 per cent and 10.6 per cent) whilst staff aged 45-49 had the highest proportion of staff receiving a Box 1 at 26.2 per cent and staff aged 30-34 had the lowest proportion of staff receiving a Box 3 at 5.3 per cent. These differences are statistically significant for both Box 1 and Box 3.

Table 8 - Number of Job Holders by Age and Outcome

Age Band	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
16 to 19	~	~	~	~	~	~	20	100.0%
20 to 24	70	12.3%	450	75.1%	80	12.6%	600	100.0%
25 to 29	470	22.9%	1,470	71.2%	120	5.9%	2,070	100.0%
30 to 34	720	23.7%	2,170	71.0%	160	5.3%	3,050	100.0%
35 to 39	740	25.2%	2,020	68.7%	180	6.1%	2,940	100.0%
40 to 44	1,160	25.0%	3,220	69.2%	270	5.8%	4,650	100.0%
45 to 49	1,950	26.2%	5,060	68.1%	420	5.7%	7,430	100.0%
50 to 54	2,040	24.3%	5,860	69.6%	520	6.1%	8,420	100.0%
55 to 59	1,430	20.6%	5,050	72.6%	470	6.8%	6,950	100.0%
60 to 64	820	19.9%	2,950	72.0%	330	8.1%	4,090	100.0%
65+	280	18.8%	1,030	70.6%	150	10.6%	1,460	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Length of Service

Table 9 shows PAR outcomes by length of service (LOS) in five year bands. Caution should be taken when considering the LOS results as there will be some correlation between LOS and age. Staff with greater than 45 years service had the lowest proportion (17.0 per cent) of Box 1's and the highest proportion of Box 3's (10.4 per cent). Staff with 25-29 years service had the highest proportion of Box 1's (25.7 per cent) whilst staff with 30-34 years service had the lowest proportion of Box 3's at 5.8 per cent. The differences between LOS groups were found to be statistically significant for both Box 1 and Box 3.

Table 9 - Number of Job Holders by Length of Service and Outcome

Length of Service Band	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
0 to 4	1,060	20.1%	3,780	71.6%	440	8.3%	5,280	100.0%
5 to 9	1,900	23.8%	5,600	70.2%	480	6.0%	7,980	100.0%
10 to 14	2,310	23.4%	6,960	70.5%	600	6.1%	9,870	100.0%
15 to 19	1,350	23.3%	4,070	70.1%	380	6.6%	5,810	100.0%
20 to 24	1,020	24.1%	2,950	69.6%	270	6.3%	4,240	100.0%
25 to 29	1,080	25.7%	2,850	68.2%	260	6.1%	4,180	100.0%
30 to 34	520	24.4%	1,500	69.8%	120	5.8%	2,150	100.0%
35 to 39	340	20.4%	1,190	72.0%	120	7.6%	1,650	100.0%
40 to 44	90	20.2%	310	73.0%	30	6.8%	430	100.0%
45+	20	17.0%	80	72.6%	10	10.4%	110	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Ethnicity

Table 10 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 (18.5 per cent compared with 24.0 percent for white staff), and a higher proportion of staff who declared themselves as BAME received a Box 3 (9.2 per cent) than those who declared themselves as White (6.1 per cent). These differences are statistically significant for both Box 1 and Box 3.

Table 10 - Number of Job Holders by Ethnicity and Outcome

Ethnicity	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
White	8,520	24.0%	24,770	69.9%	2,150	6.1%	35,440	100.0%
BAME	260	18.5%	1,020	72.3%	130	9.2%	1,410	100.0%
No Response	610	18.0%	2,450	72.6%	310	9.3%	3,370	100.0%
Choose not to declare	300	20.7%	1,050	71.6%	110	7.7%	1,470	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Disability

Table 11 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 (15.8 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 (13.1 per cent compared with 5.4 per cent).

Table 11 - Number of Job Holders by Disability and Outcome

Disability	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
No Disability	4,540	24.7%	12,860	70.0%	980	5.4%	18,390	100.0%
Disabled	360	15.8%	1,620	71.0%	300	13.1%	2,290	100.0%
No Response	4,330	22.7%	13,460	70.5%	1,280	6.7%	19,070	100.0%
Choose not to declare	450	23.3%	1,350	69.5%	140	7.3%	1,950	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Religious Belief

Table 12 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 (18.9 per cent compared to 24.2 per cent for Christian staff) and a higher proportion of staff of a Non Christian religion received a Box 3 (7.4 per cent) than Christian staff (6.1 per cent). The difference for Box 1 is statistically significant but the difference for Box 3 is not statistically significant.

Table 12 - Number of Job Holders by Religious Belief and Outcome

Religious Belief	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Christian	4,860	24.2%	13,950	69.6%	1,230	6.1%	20,040	100.0%
Non Christian Religion	280	18.9%	1,080	73.7%	110	7.4%	1,460	100.0%
Secular	1,760	24.1%	5,100	70.0%	430	5.9%	7,290	100.0%
No Response	1,130	19.3%	4,220	72.1%	500	8.6%	5,860	100.0%
Choose not to declare	1,670	23.7%	4,940	70.1%	440	6.2%	7,040	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Sexual Orientation

Table 13 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.

Table 13 - Number of Job Holders by Sexual Orientation and Outcome

Sexual Orientation	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Heterosexual/Straight	6,760	24.1%	19,620	69.8%	1,720	6.1%	28,100	100.0%
LGB	100	21.9%	340	71.7%	30	6.4%	470	100.0%
No Response	1,170	19.6%	4,300	71.9%	510	8.5%	5,980	100.0%
Choose not to declare	1,660	23.2%	5,040	70.6%	440	6.2%	7,140	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Permanent / Temporary

Table 14 shows PAR outcomes split by permanent / temporary staff. There is only a small difference in the proportion of temporary staff receiving a Box 1 compared to permanent staff and this difference is not statistically significant. There is a larger difference for Box 3, with more temporary staff receiving a Box 3 (10.3 per cent) compared to permanent staff (6.4 per cent), and this difference is statistically significant.

Table 14 - Number of Job Holders by Permanent/Temporary and Outcome

	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Permanent / Temporary								
Permanent	9,550	23.2%	28,880	70.3%	2,650	6.4%	41,070	100.0%
Temporary	140	22.6%	420	67.1%	60	10.3%	620	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Full-Time / Part-Time

Table 15 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 (23.6 per cent compared with 19.9 per cent respectively). This is statistically significant. The proportion of staff receiving a Box 3 is similar across both groups, at 6.5 per cent for full-time staff and 6.8 per cent for part-time staff.

Table 15 - Number of Job Holders by Full-Time / Part-Time and Outcome

	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
Full- Time / Part-Time								
Full-Time	8,970	23.6%	26,650	70.0%	2,460	6.5%	38,080	100.0%
Part-Time	720	19.9%	2,640	73.3%	250	6.8%	3,610	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%

Weekly Hours Worked

Table 16 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 (14.3 per cent) and the highest proportion of staff receiving a Box 3 (8.4 per cent), whilst part-time staff with the highest paid hours per week (31-35 hours) had the highest proportion of staff receiving a Box 1 (26.7 per cent) and the lowest receiving a Box 3 (3.2 per cent). These differences are statistically significant for both Box 1 and Box 3 awards.

Table 16 - Number of Job Holders by Weekly Hours Worked and Outcome

Hours per week	Box Mark						Total	
	Box 1		Box 2		Box 3		Number	Percentage
	Number	Percentage	Number	Percentage	Number	Percentage		
16 - 23	180	14.3%	980	77.4%	110	8.4%	1,270	100.0%
24 - 30	380	22.6%	1,190	70.8%	110	6.6%	1,680	100.0%
31 - 35	150	26.7%	390	70.1%	20	3.2%	560	100.0%
36+	8,970	23.6%	26,650	70.0%	2,460	6.5%	38,090	100.0%
Total	9,690	23.2%	29,300	70.3%	2,710	6.5%	41,690	100.0%