

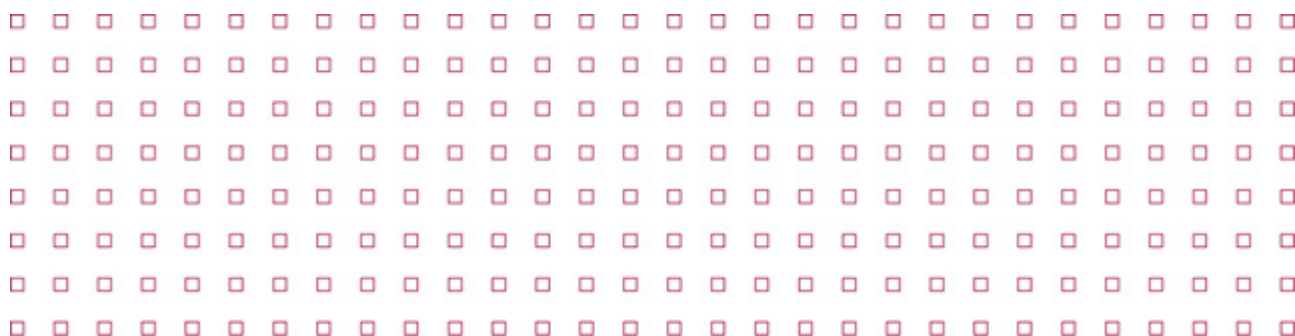


Ministry  
of Justice

# Diversity Report

## 2014/15

Ministry of Justice



Published January 2016



# Foreword



I am pleased to introduce the Annual Ministry of Justice Diversity Data Report, 2014/15 which provides data and analysis of the diversity of our workforce, and was produced through collaboration between our Analytical Services and HR Diversity & Inclusion teams.

As a public body the MoJ must have 'due regard' to the Public Sector Equality Duty, a legal duty under the Equality Act, 2010<sup>1</sup>, and the data in this report supports this.

We collect and monitor data on the diversity of our workforce to help us understand how representative we are as a Department at each level, and analyse our policies and processes to ensure they are being applied and impact fairly on all staff.

We are working to deliver the aims of the Civil Service Talent Action Plan, to understand and remove any barriers faced by staff as a result of their protected characteristic and this data helps support and focus this work.

As set out in Permanent Secretary, Richard Heaton's published Diversity Objectives, MoJ aim to achieve a more representative Senior Civil Service, with a strong cadre of diverse talent in the grades below who have the expectation that they will progress and the capability and opportunities to do so (<https://www.gov.uk/government/publications/permanent-secretaries-objectives-2015-to-2016>).

We support the development of staff at various levels through programmes such as the Positive Action Pathway 'Levelling the Playing Field' programme, the META (Minority Ethnic Talent Association) 'Growing Talent' programme, Crossing Thresholds, and Coaching Squared.

We are encouraging our volunteer staff network groups' active role in supporting their peers and contributing to the delivery of the aims of the Talent Action Plan. The networks are supporting capability and awareness building through their activity and the platform for engagement provided by staff events, as well as encouraging and supporting staff involvement on the development programmes.

It is important that staff feel confident and able to provide their diversity information and we are taking forward work to encourage staff to recognise the positive reasons and benefits of having strong aggregate staff data that can be used to support action where there are areas of concern, or highlight progress on reducing under-representation.

Our aim is for staff at all levels of the Department to understand and value difference and promote an open and inclusive workplace. I am keen that staff feel able to bring their 'whole self' into work each day, both for their own wellbeing and effectiveness and that of the organisation more generally. With staff networks and our team of senior Diversity Champions across the Department we are working to create this inclusive work environment

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<sup>1</sup> The Equality Act 2010 sets out the specific duties for Public Bodies. It states that: "A public authority, must in the exercise of the functions, have due regard to the need to:

- a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by and under this Act;
- b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- c) foster good relations between persons who share a relevant protected characteristic and those who do not share it".

and an on-going programme of staff awareness raising events, activity and communications supports this.

The MoJ's reputation for being a flexible, family friendly and inclusive employer was reinforced recently by the Department featuring in the top 10 public and private sector employers list announced at the Top Employers for Working Families Awards.

As MoJ's Board level Diversity Champion I am certain that a diverse, talented and engaged workforce will ensure we have a broad perspective able to maximise our ability to deliver the important services we provide to the public day in, day out, and also make MoJ an inclusive, fair and positive place to work.

A handwritten signature in black ink that reads "Ann Beasley". The signature is written in a cursive, flowing style.

Ann Beasley  
Director General Finance, Assurance and Commercial  
MoJ Diversity Champion

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# Introduction

This report provides information and analysis of diversity declaration and representation of staff at the Ministry of Justice (MoJ) and associated agencies during 2014/15.

The report covers MoJ along with the National Offender Management Service (NOMS), Her Majesty's Courts and Tribunals Service (HMCTS), the Legal Aid Agency (LAA) and the Office of the Public Guardian (OPG), focusing on the diversity characteristics of staff in post and those who have joined and left, as well as providing information about promotions, temporary responsibility allowances, appraisal ratings, grievances, special bonuses and working patterns by staff diversity. This report also includes outputs from the 2014 Staff Engagement Survey.

As set out in the Civil Service Talent Action Plan (CS TAP) and to comply with minimum data requirements, MoJ are committed to improving the available diversity and inclusion data where possible to: have a clearer understanding of the aggregate data on MoJ staff in relation to their diversity characteristics; understand how different policies and processes may be impacting on different diversity groups; and inform actions to remove barriers and to support interventions as necessary.

This report meets the Department's obligations and reporting requirements under the Public Sector Equality Duty, a legal requirement under the Equality Act 2010<sup>2</sup>, with analysis presented for the following protected characteristics, where possible:

- age;
- disability;
- ethnicity;
- religion or belief;
- gender;
- and sexual orientation.

Some of the data is volunteered by staff (disability, ethnicity, religion or belief, sexual orientation) and the proportion of staff who have declared their characteristics or status varies between characteristics. Low declaration rates can impact on the ability to provide robust analysis on the characteristics of MoJ staff, to help inform if departmental policies and processes are being applied fairly and consistently and to fully understand the diversity of staff.

The data used in this report, along with further breakdowns, are in the annexes to this report.

Further information about MoJ can be found at:

<https://www.gov.uk/government/organisations/ministry-of-justice>

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<sup>2</sup> <http://www.legislation.gov.uk/ukpga/2010/15/contents>.





# Executive Summary

Over the past year representation rates of staff with different diversity characteristics at MoJ and its Executive Agencies have remained relatively constant compared to the previous year. However, following the Transforming Rehabilitation reforms to probation and creation and subsequent transfer of the National Probation Service (NPS) to NOMS on 1 June 2014, MoJ diversity declaration rates have decreased as data on the self-declared characteristics of NPS staff was not transferred onto MoJ systems when the staff became civil servants.

## Staff in Post

As at 31 March 2015, there were 70,040 staff in post (headcount) within MoJ (which includes the business groups MoJ HQ, HMCTS, OPG, LAA and NOMS).

- **Gender:** As at March 2015, 48 per cent of MoJ staff were male and 52 per cent female. In contrast, at March 2014, 51 per cent of MoJ staff were male and 49 per cent female. The slight change in gender profile reflects the addition of NPS to NOMS in June 2014, as the majority of NPS staff were female. At business area level these figures varied (from 71% female in HMCTS to 45% female in NOMS). The proportion of female staff employed varied by grade, with females being less represented at higher grades than lower grades. The overall Civil Service average is 54 per cent female (March 2015).<sup>3</sup>
- **Ethnicity:** Overall 11 per cent of staff declared themselves as Black, Minority Ethnic (BME) as at March 2015, similar to the proportion as at March 2014 (11%). This is also the same as the Civil Service average (in March 2015). The ethnicity declaration rate was 76 per cent as at March 2015. The proportion of staff who declared themselves BME varied between business groups, from 7 per cent in NOMS to 52 per cent in OPG (as at March 2015). The proportion of declared BME staff was slightly higher among administrative and middle and lower management grades (11% both) compared to higher management and SCS grades (7% and 6%) as at March 2015.
- **Disability:** Based on an indicative figure, the proportion of staff with a declared disability was 6 per cent in March 2015, similar to March 2014 (6%), and largely consistent across all grades in MoJ at March 2015. This differs from the overall Civil Service where the proportion of staff with a declared disability was greater in administrative levels (AA/AO, 10%) than at SCS level (5% in March 2015). The declaration rate for disability status in MoJ was lower in March 2015 (58%) than in March 2014 (64%). This reduction was mainly due to the very low declaration rate in NPS grades who joined MoJ in the year.
- **Age:** In line with the overall Civil Service (March 2015), the highest proportion of MoJ employees were in the 40 to 49 and 50 to 59 age categories, each accounting for 29 per cent of MoJ staff. Less than 1 per cent of MoJ staff were aged under 20, 11 per cent were aged 20 to 29, 22 per cent aged 30 to 39, and 9 per cent 60 or over. There were some differences in the age profile of staff by business group. Sixty five per cent of OPG staff, for example, were under 40 years of age, whereas 68 per cent of staff in HMCTS and NOMS were aged 40 or above. Generally across

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<sup>3</sup> <http://www.ons.gov.uk/ons/rel/pse/civil-service-statistics/2015/stb-civil-service-statistics-2015.html#tab-Civil-Service-Workforce>

business groups, higher management grades (G7/6 etc.) and SCS had a higher proportion of older staff, apart from in the aged 60 and over category.

- **Sexual Orientation:** The declaration rate of sexual orientation was too low to provide robust analysis, with only approximately 22 per cent (down from 25% in March 2014) declaring their sexual orientation.
- **Religion and Belief:** The declaration rate of religion was too low to provide robust analysis, with only approximately 19 per cent (up from 17% in March 2014) declaring their religion or belief.

## Staff Joining and Leaving MoJ

In 2014/15, there were fewer staff joining MoJ (joiners) than leaving, although the gap, 720 fewer joiners than leavers, was smaller than in 2013/14 when there were 4,740 fewer joiners than leavers (NPS staff that transferred into MoJ are not included in the joiners figures). Overall there were 5,460 joiners in 2014/15, more than double than in 2013/14 (2,500). The number of leavers in 2014/15 was 6,180 compared to 7,240 in 2013/14.

In general, based on the available data, the profile of staff joining and leaving MoJ in 2014/15 was broadly similar to that in 2013/14, for example:

- **Gender:** In 2014/15, 54 per cent of joiners to MoJ were female and 46 per cent male (in 2013/14 the comparable figures were 57% and 43%). Fifty-one per cent of leavers were female in 2014/15, compared with 40 per cent in 2013/14.
- **Ethnicity:** The ethnicity declaration rate was too low among joiners in 2014/15 to provide reliable analysis of their profile. In terms of leavers, 91 per cent of those leavers who declared their ethnicity identified themselves as White, and 9 per cent as BME (compared with 93% and 7% in 2013/14 respectively).
- **Disability:** The proportion of staff with a declared disability who joined MoJ in 2014/15 was 5 per cent, a 2 percentage point decrease from 2013/14. The declaration rate among leavers in 2014/15 was too low to provide robust analysis.
- **Age:** The age profile of joiners was broadly similar between 2014/15 and 2013/14. In 2014/15, nearly half of the joiners were aged 20 to 29 (49%) and a further fifth aged 30 to 39 (20%). Leavers were more likely to be from the older age groups, e.g. 23 per cent of leavers in 2014/15 were aged 60 or over, and a further 22 per cent aged 50 to 59. The age profile of leavers was broadly similar in 2013/14.

## Promotions

Promotion rates remained stable between 2013/14 and 2014/15, with 4 per cent of staff promoted in both years. In terms of staff and their diversity characteristics, promotion rates were broadly similar across the characteristics (within grades), with the exception of age. A larger proportion of staff aged 20 to 29, and 30 to 39, were promoted in both 2013/14 and 2014/15 compared to staff in older age groups.

## Temporary Responsibility Allowance (TRA)

Overall 4 per cent of MoJ staff were on TRA, as at March 2015. The proportion of staff on TRA increased by 1 percentage point compared to March 2014. As at March 2015, rates of TRA were similar between most diversity groups, for example there were no differences in the proportion of staff that were on TRA between males and females, declared BME and declared White, and declared disabled and declared non-disabled staff; all were at 4 per

cent. However, staff in younger age groups were more likely to be on TRA as at March 2015 compared to staff in the older age groups, for example 6 per cent of staff aged 20 to 29 were on TRA compared with 2 per cent of those aged 50 to 59.

## Appraisal Ratings

At year end 2014/15, 3 per cent of staff in MoJ, who received an end of year appraisal rating, were awarded 'Must Improve'; 84 per cent were awarded 'Good' and 13 per cent were awarded 'Outstanding' ratings. The corresponding figures for 2013/14 were: 2 per cent 'Must Improve', 81 per cent 'Good' and 17 per cent 'Outstanding'.

- **Gender:** For end of year 2014/15, a higher proportion of female staff (15%) received an 'Outstanding' appraisal rating compared to male staff (11%), but a slightly higher proportion of male staff received a 'Must Improve' rating than female staff (4% compared with 3%). Female staff were more likely to receive an 'Outstanding' rating than male staff across all grades.
- **Ethnicity:** Overall 10 per cent of declared BME staff received 'Outstanding' ratings compared to 14 per cent of declared White staff at the end of 2014/15; declared White staff were more likely to receive 'Outstanding' ratings across the grades. A higher proportion of declared BME staff received a 'Must Improve' rating than declared White staff (6% and 3%); this pattern was consistent across the grades.
- **Disability:** A higher proportion of declared disabled staff received 'Must Improve' ratings than declared non-disabled staff (6% compared to 3%) at the end of 2014/15. A lower proportion of declared disabled staff at the end of 2014/15 received 'Outstanding' ratings than declared non-disabled staff (11% compared to 14%).
- **Age:** Overall, at the end of 2014/15, staff aged 30 to 39 and 20 to 29 were most likely to receive 'Outstanding' ratings (16% and 15% respectively), whereas staff aged 60 and over had the highest proportion of 'Must Improve ratings (5%).

Comparing end of year 2014/15 to end of year 2013/14, the change in the pattern of appraisal ratings was similar across all grades, with an increase in the proportion of 'Must Improve' ratings and a reduction in the proportion of 'Outstanding' ratings. The pattern of ratings by age also changed from those aged 20 to 29 having the highest proportion of 'Outstanding' ratings in 2013/14, to those aged 30 to 39 having the highest proportion of 'Outstanding' ratings in 2014/15. The pattern of appraisal ratings for ethnicity was broadly similar between ends of year 2013/14 and 2014/15.

## Grievances, Investigations, Conduct and Discipline

The overall figures in 2014/15 for the number of grievances (approximately 1.8 per 100 staff), increased compared to 2013/14 (approximately 1.6 per 100 staff). Investigations in 2014/15 (approximately 2.1 per 100 staff) remained similar to 2013/14 and conduct and discipline cases (approximately 1.1 per 100 staff) decreased compared to 2013/14 (approximately 1.3 per 100 staff).

- **Gender:** For all grievances, investigations and conduct and discipline cases, males had a higher number of cases per 100 staff than females across all grades.
- **Ethnicity:** In 2014/15, declared BME staff had a higher rate of investigations (2.7 per 100 staff) and conduct and discipline cases (1.5 per 100 staff) than declared White staff (2.1 and 1.1 per 100 staff respectively). However, declared BME staff had a slightly lower rate of grievances (1.8 per 100 staff) than declared White staff (1.9 per 100 staff).

- **Disability:** The disability status declaration rate as at the end of March 2015 was too low for grievances (57%), investigations (57%) and conduct and discipline cases (54%) to provide robust figures by disability for MoJ overall. Within the grades, a comparison is only possible for grievances and investigations for middle and lower management grades (EO/HEO/SEO) in 2014/15. In both types of case, declared disabled staff had a higher rate of cases than declared non-disabled. This was also the pattern in 2013/14.
- **Age:** In 2014/15, staff aged 40 to 49 had the highest rate of grievances and investigations per 100 staff across all grades, where numbers were high enough to report.

## Special Bonus Scheme

In 2014/15, the rate of special bonus awards (11.3 per 100 staff) was higher than in 2013/14 (8.5 per 100 staff), and the average level of bonus (£290) was also higher than in 2013/14 (£270). The average level of bonus award was higher among more senior staff compared with junior grades.

- **Gender:** In 2014/15, the rate of bonuses awarded was higher among female staff than male staff (12.4 and 10.2 per 100 staff) but the average level of bonus was higher for male staff than for female staff (£330 and £260).
- **Ethnicity:** The rate of bonuses awarded was higher among declared BME staff in 2014/15 than among declared White staff (16.7 and 11.5 per 100 staff). However, in 2014/15 the average level of bonus was higher for declared White staff, compared to declared BME staff (£310 and £220).
- **Disability:** Declared disabled staff had a lower rate of special bonus awards in 2014/15 than declared non-disabled staff (11.0 and 13.6 per 100 staff) but the average level of bonus was higher among declared disabled staff than non-disabled staff (£310 and £280).
- **Age:** In 2014/15, staff in the 30 to 39 year age group had the highest rate of bonuses (12.7 bonuses awarded per 100 staff), followed by staff in the 20 to 29 year age group (12.4 per 100 staff). Bonuses awarded to staff in the 40 to 49 year age group in 2014/15 had the highest average value (£320), while bonuses awarded to staff in the 20 to 29 age group had the lowest average value (£230).

## Working Patterns

As at March 2015, 17 per cent of MoJ staff were on some form of flexible working pattern (including: compressed hours, home working, job-share, non-fixed and non-standard hours, part time, part year working and partial retirement). This represents a 3 percentage point decrease on the previous year.

- **Gender:** As at March 2015, nearly a quarter of female staff were working flexibly, compared with less than a tenth of male staff (24% and 9%). In comparison, in March 2014 31 per cent of female staff and 8 per cent of male staff were working flexibly.
- **Ethnicity:** The proportion of declared BME staff working flexibly was slightly higher than declared White staff as at March 2015 (19% and 18%). Both these figures have decreased compared to March 2014 (from 22% and 19%).

- **Disability:** The proportion of declared disabled staff working flexibly was lower than declared non-disabled staff as at March 2015 (17% and 20%), and represent a decrease for both groups from March 2014 (20% and 22%).
- **Age:** The proportions of staff working flexibly as at March 2015 were highest among the over 60 age group (25%).

### **Staff Engagement Survey 2014**

Comparisons on characteristics of staff based on the MoJ's internal HR system (Phoenix) data and the Staff Engagement Survey were made where declaration rates in MoJ's internal HR system were high enough to have confidence that the figures were sufficiently representative of MoJ staff (as at March 2015). In the cases where comparison was possible (gender, age, ethnicity), the figures on characteristics from MoJ's internal HR system were similar to those from the Staff Engagement Survey.



# Notes and Definition

## Period of Time

The data presented includes both snapshots of the position as at 31 March 2015 (referred to as 'at March 2015', 'end of March 2015' or 'end of year 2014/15') as well as summary statistics covering the period from 1 April 2014 to 31 March 2015 (referred to as '2014/15').

## Coverage

The Ministry of Justice brings together areas responsible for the administration of courts, tribunals, legal aid, sentencing policy, prisons, the management of offenders, and also matters concerning law and rights. Some of these areas are the responsibility of MoJ's agencies, and analysis on the profile of staff in post has been broken down throughout into the following business groups:

**National Offender Management Service (NOMS)** – provides a prison service that holds approximately 86,000 prisoners in 120 prisons and a probation service within England and Wales (separate arrangements exist for Scotland and Northern Ireland). NOMS employed approximately 46,440 staff as at March 2015. On 1 June 2014, the Transforming Rehabilitation reforms to probation saw the 35 probation trusts cease to exist. In its place, the National Probation Service (NPS) was formed to handle high risk offenders in the community and responsibility for delivery was transferred to NOMS. For lower risk offenders in the community, 21 Community Rehabilitation Companies (CRCs) were formed and on 1 February 2015 the CRCs moved into the private sector. As at March 2015, NPS employed approximately 9,500 staff (around 14% of the total MoJ overall workforce).

**Her Majesty's Courts and Tribunal Service (HMCTS)** – provides a court and tribunal service, which incorporates a number of call centres and back offices. Their responsibilities extend throughout England and Wales (separate arrangements exist for Scotland and Northern Ireland). HMCTS employed approximately 17,760 staff as at March 2015.

**Ministry of Justice Headquarters (MoJ HQ)** – develops the policy for all its areas of responsibility as well as managing the administration of our business. MoJ HQ employed approximately 3,420 staff as at March 2015.

**Legal Aid Agency (LAA)** – provides civil and criminal legal aid and advice. Their responsibilities extend throughout England and Wales (separate arrangements exist for Scotland and for Northern Ireland). LAA employed approximately 1,540 staff as at March 2015.

**Office of the Public Guardian (OPG)** – supports the Public Guardian in registering Enduring Powers of Attorney (EPA), Lasting Powers of Attorney (LPA) and supervising Court appointed Deputies. Their responsibilities extend throughout England and Wales (separate arrangements exist for Scotland and for Northern Ireland). OPG employed approximately 880 staff as at March 2015.

## Data Sources/Data Collection

The majority of data presented in this report has been extracted from MoJ's internal HR system (Phoenix). In some cases data is from different sources (for example, grievance figures are collected from Case Management Application reports), and this data has been matched to the internal HR system to ensure a consistent base population.

## **Representation**

Some of the data in this report relates to information volunteered by staff and is therefore not 100 per cent complete. To ensure MoJ are sufficiently confident that the completed figures reflect the true picture for all staff, figures have not been reported where the declaration rate is below 60 per cent.

Where declaration rates are below 100 per cent, figures reported are based on those who declared e.g. 76 per cent of staff declared their ethnicity; of these 76 per cent, 11 per cent were BME and 89 per cent were White.

MoJ has been working to continuously improve the quality of our diversity data and encourage staff to complete and update their diversity details on the Ministry's self-service IT system 'Phoenix'. This data is then used to provide supporting evidence on decisions relating to interventions, adjustments, training and development - informing appropriate action.

When the NPS staff records were transferred into NOMS, only those characteristics recorded for new entrants were transferred, i.e. gender, age, and full-time/part-time status. Self-declared protected characteristic data for NPS staff was not transferred and required fresh declarations. This has resulted in the response rate falling for these characteristics (ethnicity, disability, sexual orientation and religion/belief) meaning that comparisons with earlier time periods are not valid. Data is being captured for new entrants, and all NPS staff are encouraged to complete the self-declared fields.

In accordance with the Data Protection Act 1998, figures are redacted for groups or categories where the number of staff is 5 or less as there is a risk of individuals being identified from the figures.

## **Uses of the Data**

This information is used by the MoJ to: understand the profile of its staff in terms of their diversity characteristics; to assess how different policies and processes may be impacting on different groups; and inform actions, to remove barriers and support interventions as necessary.

## **Rounding**

Staff numbers have been rounded to the nearest 10, while percentages have been rounded to the nearest 1 per cent and rates to the nearest 0.1. This means that numbers may not always sum exactly to rounded totals.



## Profile of Staff in Post<sup>4 5</sup>

As at 31 March 2015, MoJ employed 70,040 people (headcount); two-thirds (46,440) of these staff worked for NOMS and a quarter for HMCTS (17,760), with a further 5 per cent of staff working for MoJ HQ (3,420), 2 per cent of staff for LAA (1,540) and 1 per cent of staff (880) for OPG. Further information on the roles of these business groups can be found in the notes and definitions section.

Since 31 March 2014, MoJ's workforce increased by 7,670; this increase was driven by the 9,140 NPS staff which joined NOMS in June 2014.

Table 1: Overall Staff Composition (Headcount) as at March 2014 and March 2015, and the variation between these figures.

	MoJ Overall 31-Mar-14		MoJ Overall 31-Mar-15		MoJ Overall Change 2014 to 2015	
	Number	Percentage*	Number	Percentage*	Change in Number	Percentage Point Change
<b>All Staff</b>	62,370		70,040		7,670	
<b>Sex</b>						
Female	30,490	49%	36,650	52%	6,160	3%
Male	31,880	51%	33,390	48%	1,500	-3%
<b>Age</b>						
<20	40	<1%	80	<1%	40	0%
20-29	6,880	11%	7,720	11%	840	0%
30-39	13,200	21%	15,600	22%	2,410	1%
40-49	19,440	31%	20,220	29%	790	-2%
50-59	17,450	28%	20,380	29%	2,930	1%
60+	5,370	9%	6,040	9%	670	0%
<b>Ethnicity</b>						
<b>Declaration rate</b>		<b>84%</b>		<b>76%</b>		<b>-9%</b>
All BME Groups	5,590	11%	5,990	11%	400	1%
Of Which						
Asian or Asian British	2,310	4%	2,480	5%	170	0%
Black or Black British	2,130	4%	2,300	4%	170	0%
Chinese or Other Ethnic group	460	<1%	440	<1%	-20	0%
Mixed Ethnic groups	690	1%	760	1%	70	0%
White	46,970	89%	46,990	89%	20	-1%
	9,810		17,060		7,250	
Not Known/Prefer Not to Say						
<b>Disability Status</b>						
<b>Declaration rate</b>		<b>64%</b>		<b>58%</b>		<b>-5%</b>
Declared Disabled	2,370	6%	--	--	--	--
Non Disabled	37,310	94%	--	--	--	--
Not known/Prefer not to say	22,690		--		--	

\*For the Gender and Age categories, this is the percentage of total staff in post. For the Ethnicity and Disability Status categories, this is the percentage of staff who have declared their Ethnicity or Disability characteristics.

Note: Figures may not add up due to rounding

<sup>4</sup> Source: Internal HR system - Phoenix

<sup>5</sup> Data is presented as headcount as they relate to protected characteristic data, rather than FTE, as is generally reported in other workforce publications and releases.

## Gender

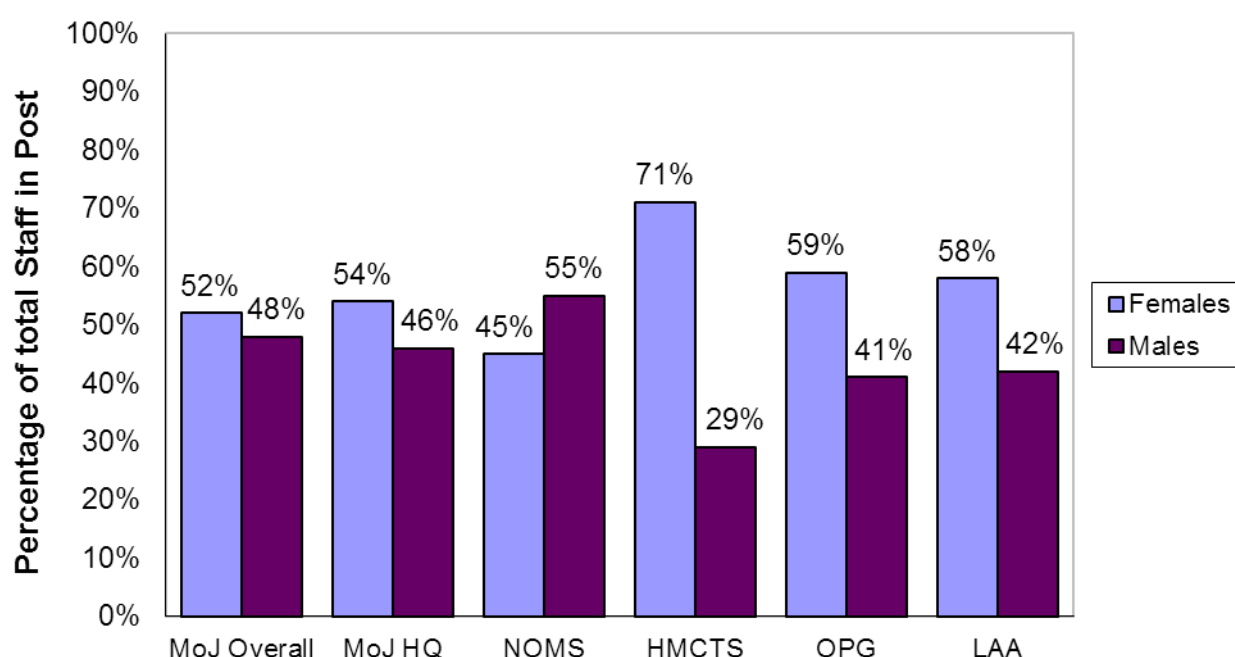
Of the 70,040 staff employed by MoJ as at 31 March 2015, 52 per cent were female (36,650) and 48 per cent were (33,390) male. This represents an increase in the proportion of female staff from March 2014, when 49 per cent of staff were female. The shift is primarily down to the NPS joining NOMS, where 74 per cent of staff were female. For the Civil Service overall as at March 2015, 54 per cent were female and 46 per cent were male. The gender ratio for MoJ is heavily influenced by NOMS (which was responsible for 66 per cent of staff employed) where 45 per cent of the staff were female as at March 2015.

### Gender by Business Group

The gender distribution varied by business group in March 2015, as shown in Figure 1a. Of the 5 business groups, NOMS had the lowest proportion of female staff at 45 per cent and HMCTS the highest at 71 per cent. In part, these differences are explained by the nature of the work each business group is responsible for (see terms and definitions section for further information). OPG and LAA employed a similar proportion of females - 59 per cent and 58 per cent respectively, and 54 per cent of staff in MoJ HQ were female.

The ratio between male and females was similar to that at March 2014 for all the business groups with the exception of NOMS, where the proportion of female staff increased from 36 per cent in March 2014 to 45 per cent in March 2015, again due to the transfer of NPS to NOMS.

**Figure 1a: Distribution of Gender by Business Group, as at March 2015, MoJ Overall**



### Gender by Grade

In March 2015, the proportion of female staff employed varied by grade, with females being less represented at higher grades than at lower grades. Figure 1b shows the composition by grade, with NPS grades shown separately as NPS have a different grade structure in place which is not comparable to MoJ.

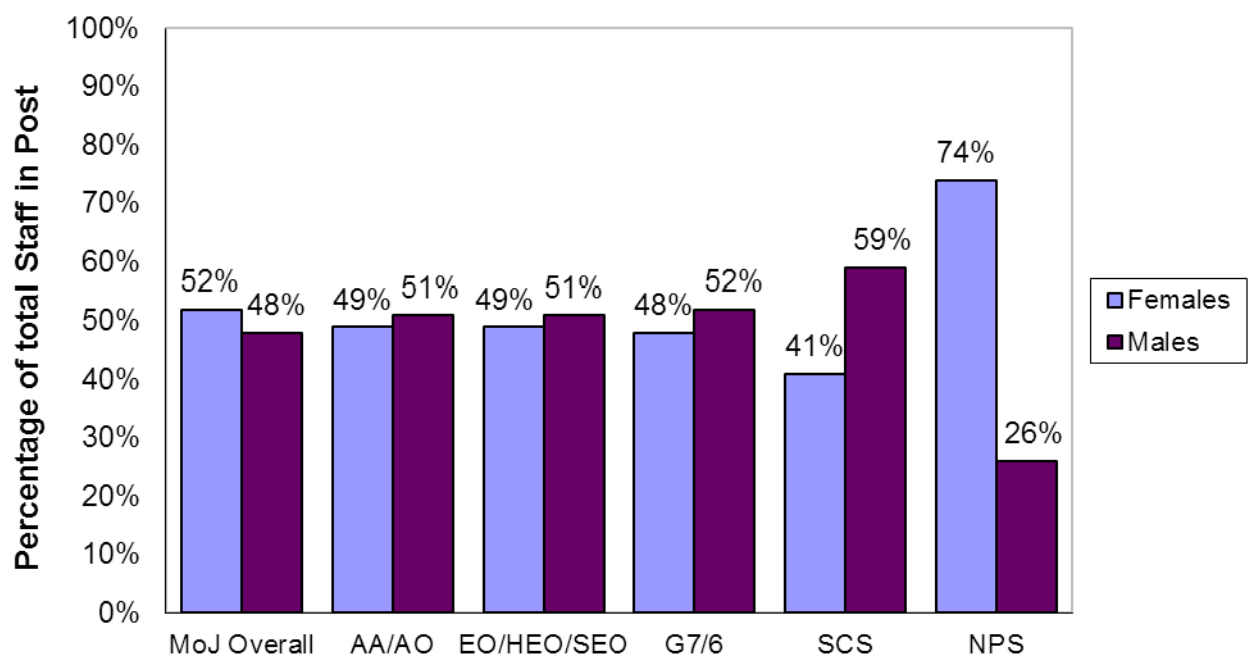
As at March 2015, just under half (49%) of staff at administrative (AA/AO) and middle and lower management (EO/HEO/SEO) grades were female, compared to 52 per cent of MoJ staff overall being female. The proportion of female staff was slightly lower at higher management grades in March 2015 (48%, G7/6 etc.). These figures differ from the Civil Service figures, where 58 per cent of staff at AA/AO grades and 44 per cent of staff at G7/6 grades were female (as at March 2015).

The gender profile of staff by grade in MoJ was broadly similar in March 2014, see table 1b in Annex A.

At SCS level, 41 per cent of staff were female as at March 2015 representing an increase of 2 percentage points from March 2014, and slightly higher than the overall Civil Service average of 39 per cent (at March 2015).

The prison population is largely male dominated and this is reflected in the makeup of operational staff, with larger numbers of male than female prison officers. In NOMS, as at 31 March 2015, 28 per cent of Prison Officers and Operational Support staff (similar to March 2014) and 33 per cent of Operational managers (compared to 34% in March 2014) were female. The highest proportion of females in NOMS were in NPS grades (75%), Non Operational below-manager grade posts (56%) and roles within NOMS HQ (54%).

**Figure 1b: Distribution of Gender by Grade, as at March 2015, MoJ Overall**



## **Ethnicity**

Ethnicity is one of the protected characteristics which is volunteered by staff. At the end of March 2015, 76 per cent of MoJ staff had declared their ethnicity, a reduction of 9 percentage points from the end of March 2014. This was mainly due to the low declaration rates in NPS who joined MoJ in June 2014<sup>6</sup>.

Of the staff who had declared their ethnicity as at March 2015, approximately 89 per cent declared themselves as White and 11 per cent declared themselves as BME, similar to March 2014 and to the Civil Service overall at March 2015 – both 11 per cent.

Staff declaring themselves as Asian/Asian British and Black/Black British represented the majority of BME employees, accounting for 5 per cent and 4 per cent of all staff declaring ethnicity respectively. Other categories of BME employees (including Chinese, Mixed and Other) accounted for 2 per cent of staff declaring ethnicity.

### ***Ethnicity by Business Group***

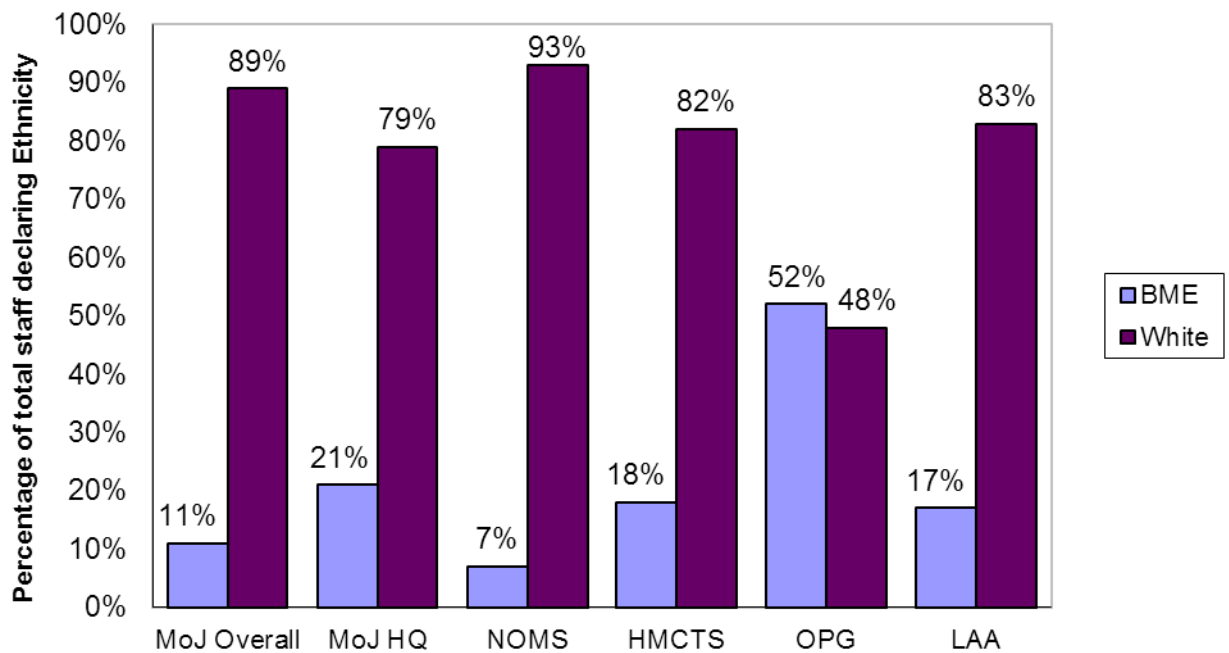
The distribution of ethnicity by business group as at March 2015 is given in Figure 2a. NOMS had the highest proportion of White staff (93%), based on a declaration rate of 75 per cent. OPG had the highest proportion of staff who identified themselves as BME (52%), based on a declaration rate of 70 per cent. The majority of BME staff in OPG were from Asian/Asian British backgrounds (34%).

The proportion of declared BME staff has remained constant between March 2014 and March 2015, at 11 per cent. By business group, the proportion of declared BME staff remained stable in NOMS, HMCTS and LAA between March 2014 (7%, 17% and 16% respectively) and March 2015 (7%, 18% and 17% respectively). The proportion of declared BME staff in MoJ HQ increased 3 percentage points (18% at March 2014, 21% at March 2015), and in OPG increased by 9 percentage points (43% at March 2014, 52% at March 2015).

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<sup>6</sup> The ethnicity declaration rate excluding NPS was 83 per cent.

**Figure 2a: Distribution of Ethnicity by Business Group, as at March 2015, MoJ Overall**



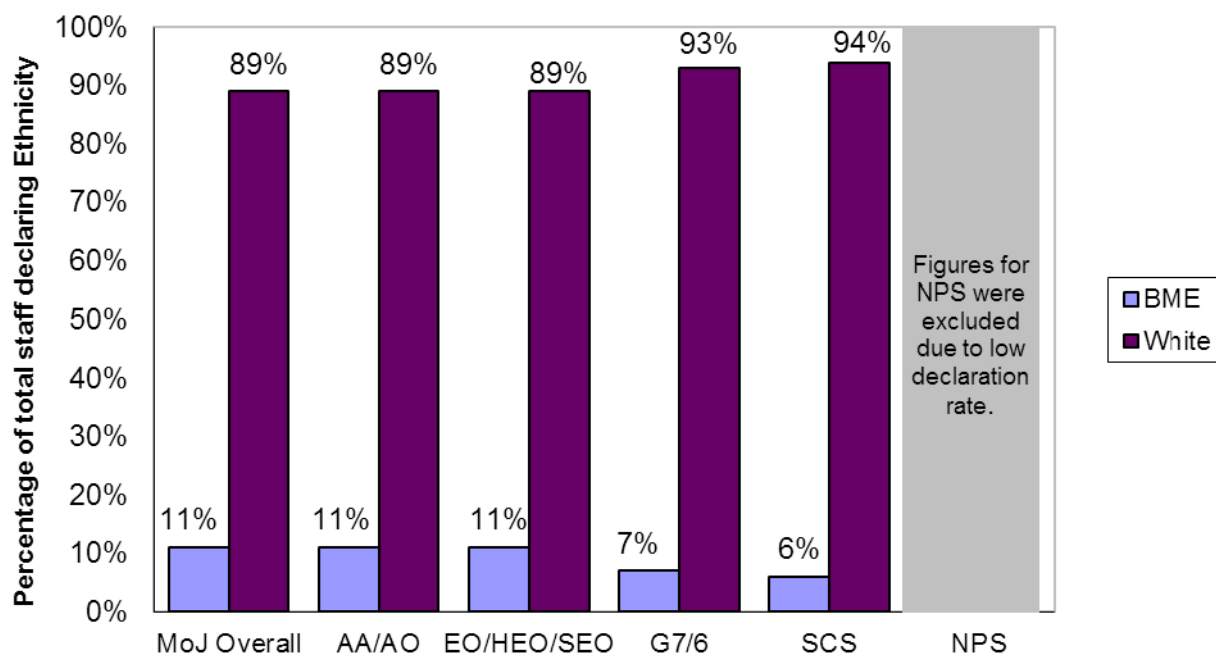
### ***Ethnicity by Grade***

The distribution of ethnicity by grade as at March 2015 is provided in Figure 2b.

As at 31 March 2015, 11 per cent of the workforce at administrative (AA/AO) and middle and lower management (EO/HEO/SEO) grades had identified themselves as BME, the same proportion as in March 2014. The declaration rate in March 2015 was 83 per cent for staff at administrative grades and 85 per cent for staff at middle and lower management grades, a 1 percentage point decrease from March 2014 for both groups.

The overall proportion of BME staff working in MoJ at Senior Civil Service (SCS) level remained unchanged between March 2014 and March 2015, at 6 per cent. The declaration rate for SCS decreased from 74 per cent to 72 per cent. Overall in the Civil Service, 7 per cent of the SCS who declared their ethnicity identified themselves as BME (March 2015). The proportion of staff who declared their ethnicity and identified themselves as BME at March 2015 at higher management levels (G7/6 etc.) remained at 7 per cent (unchanged from March 2014) with the declaration rate decreasing by 1 percentage point (from 78% to 77%) since March 2014. The ethnicity declaration rate was very low for NPS grades (27%) as discussed previously.

**Figure 2b: Distribution of Ethnicity by Grade, as at March 2015, MoJ Overall**



## Disability

Disability is one of the protected characteristics which is volunteered by staff. The declaration rate for disability status in MoJ as at March 2015 was lower than as at March 2014 (58 per cent compared to 64 per cent). This reduction was mostly due to the very low declaration rate for NPS grades (20%) who joined MoJ in the year (the disability declaration rate excluding NPS was 64%). Due to the relatively low declaration rate the figures may not be representative of all staff in MoJ and therefore should only be considered as indicative. Based on the indicative figure the proportion of MoJ staff who declared themselves disabled as at March 2015 was 6 per cent, similar to March 2014 (6%).

LAA and OPG had the highest declaration rates for disability as at March 2015 (79%), with HMCTS at 78 per cent. OPG had the highest proportion of declared disabled staff (6%), a decrease of 1 percentage point since March 2014 (7%). In LAA and HMCTS the proportion of declared disabled staff was 5 per cent. NOMS and MoJ HQ both had declaration rates less than 60 per cent of their headcount, which is below the level at which data can be reported reliably.

The proportion of staff with a declared disability at March 2015 is largely consistent across all grades in MoJ (NPS excluded, due to low declaration rates). This differs from the overall Civil Service where the proportion of staff with a declared disability was greater in administrative levels (AA/AO, 10%) than at SCS level (5%, March 2015).

## Age

As at March 2015, the highest proportion of MoJ employees were in the 40 to 49 and 50 to 59 age categories (each accounting for 29% of staff). This was also the case in the Civil Service, where these age groups accounted for 29 per cent and 32 per cent of the Civil Service staff in March 2015. Less than 1 per cent of MoJ staff were aged under 20, 11 per

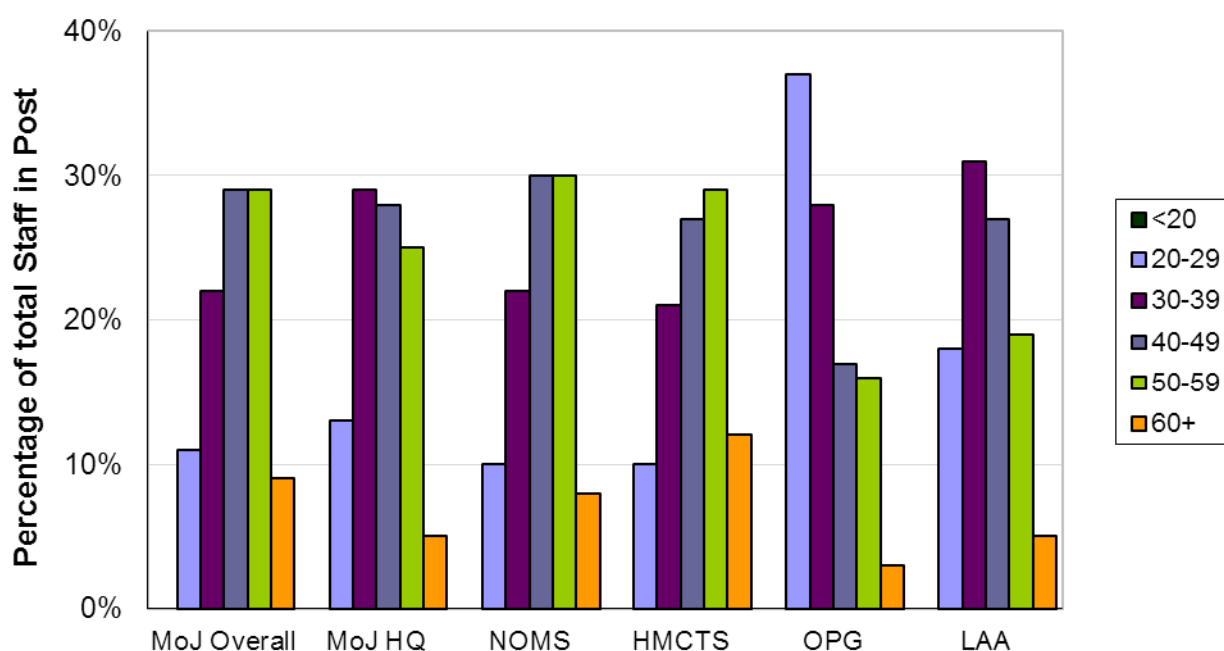
cent were aged 20 to 29, 22 per cent aged 30 to 39 and 9 per cent were 60 or over, as at March 2015.

### **Age by Business Group**

The age distribution of staff in MoJ business groups as at March 2015 is given in Figure 3a. There were some variations in the age profile of staff in different business groups. For example, 65 per cent of OPG staff were under 40 years of age, whereas 68 per cent of staff in HMCTS and NOMS were aged 40 or above in March 2015.

The age profiles of staff in the business groups are broadly similar to March 2014.

**Figure 3a: Distribution of Age by Business Group, as at March 2015, MoJ Overall**

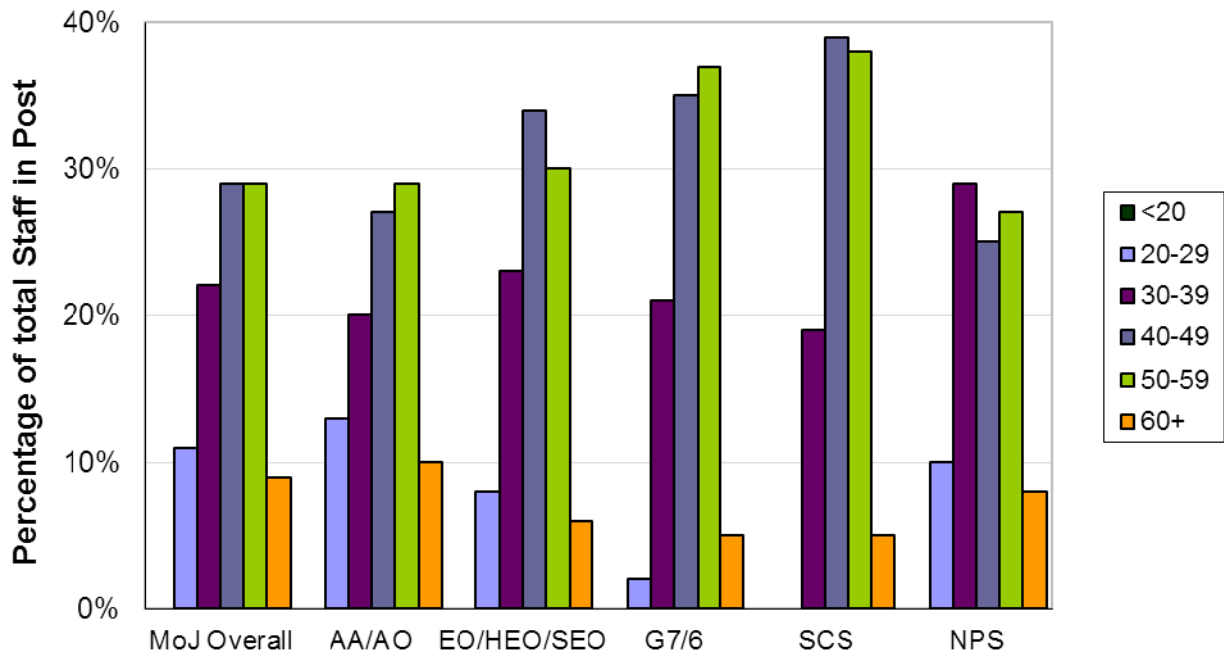


### **Age by Grade**

The age distribution of staff by grade as at March 2015 is displayed in Figure 3b. Higher management grades (G7/6 etc.) and SCS included a higher proportion of older staff than more junior grades, apart from in the aged 60 and over category. For example, as at March 2015, 77 per cent of staff at higher management (G7/6 etc.) grades and 82 per cent of SCS were aged 40 or over compared with staff at administrative and middle and lower management levels where 66 per cent and 70 per cent respectively were aged 40 or over. In comparison, 34 per cent of staff at administrative grades and 31 per cent of staff at middle and lower management grades were aged 20 to 39 compared with staff at higher management (G7/6 etc.) and SCS grades where the respective figures were only 23 per cent and 19 per cent respectively.

The age distribution of MoJ staff as at March 2015 was broadly similar to that in March 2014, with some exceptions. See table 1b in Annex A.

**Figure 3b: Distribution of Age by Grade,  
as at March 2015, MoJ Overall**



### **Sexual Orientation**

Sexual Orientation is one of the protected characteristics which is volunteered by staff. Overall in MoJ, 22 per cent of staff in post at March 2015 declared their sexual orientation, compared to 25 per cent of staff in March 2014. The declaration rate remains too low to report representative figures.

### **Religion or Belief**

Religion or Belief is one of the protected characteristics which is volunteered by staff. Overall, 19 per cent of staff in post at March 2015 in MoJ declared their religion or belief. While this is a 2 percentage point increase in declaration rate since March 2014, the rate remains too low to report representative figures.



## Staff Joining and Leaving MoJ<sup>7</sup>

In 2014/15, there were fewer staff joining MoJ (joiners) than leaving, although the gap, 720 fewer joiners than leavers, was smaller than in 2013/14 when there were 4,740 fewer joiners than leavers.

Overall there were 5,460 joiners in 2014/15, more than double than in 2013/14 (2,500). The number of leavers in 2014/15 was 6,180 compared to 7,240 in 2013/14. NPS staff that transferred into MoJ are not included in the joiners figures.

### Gender

In 2014/15, 54 per cent of the joiners to MoJ were female and 46 per cent male, compared to 57 and 43 per cent in 2013/14 respectively.

In terms of the gender distribution of joiners by grade, there were slightly more male joiners at administrative levels (52% of AA/AO joiners) and higher management levels (54% of G7/6 etc. joiners) than female joiners. Of joiners at SCS level, 54 per cent were female and at middle and lower management levels 60 per cent were female. In NPS, female staff accounted for 74 per cent of joiners in 2014/15.

There were some changes in the gender distribution of joiners by grade between 2013/14 and 2014/15, for example the proportion of female joiners at administrative levels decreased (from 57% to 48%) but at SCS levels increased (from 42% to 54%, see table 2b in Annex A).

The gender distribution of leavers from MoJ in 2014/15 was 51 per cent female and 49 per cent male. This represents an 11 percentage point shift in the distributions relative to 2013/14, when 40 per cent of leavers were female and 60 per cent of leavers were male.

In 2014/15 the proportion of female leavers was lower than male leavers at administrative levels (AA/AO, 49% and 51% respectively), higher management levels (G7/6 etc. 44% and 56% respectively) and senior management levels (SCS, 45% and 55% respectively). The proportion of female leavers was higher than male leavers at middle and lower management levels (EO/HEO/SEO, 52% and 48% respectively) and NPS grades (72% and 28% respectively).

The proportion of female leavers increased at all grade groupings between 2013/14 and 2014/15 with the exception of higher management levels (see table 2d in Annex A).

### Ethnicity

Declaration rates for ethnicity remained relatively low, at 55 per cent, for all joiners in 2014/15 although the declaration rate decreased by one percentage point compared to 2013/14. However, the declaration rate remains too low to provide reliable figures for ethnicity of joiners.

Nearly three quarters of leavers in 2014/15 (74%) declared their ethnicity, representing an 11 percentage point decrease in declaration rate compared to 2013/14 (85%).

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<sup>7</sup> Source: Internal HR system - Phoenix

In 2014/15, 91 per cent of leavers (who declared ethnicity) identified themselves as White and 9 per cent identified themselves as BME, compared with 93 per cent and 7 per cent of leavers (who declared ethnicity) identifying themselves as White and BME in 2013/14 respectively.

In 2014/15, the proportion of leavers (with declared ethnicity) identifying themselves as BME was slightly higher for administrative grades (AA/AO, 9%) and for middle and lower management grades (EO/HEO/SEO, 10%) than for higher management grades (G7/6, 6%).

The proportion of leavers (with declared ethnicity) identifying themselves as BME increased slightly between 2013/14 and 2014/15 for administrative and middle and lower management grades (7% to 9%, and 7% to 10% respectively), whereas there was a slight decrease in the proportion of BME leavers at higher management grades (9% to 6%).

## **Disability**

The declaration rate for disability status among joiners in 2014/15 was 60 per cent. This is the same level of declaration rate as in 2013/14.

The proportion of staff with a declared disability that joined MoJ in 2014/15 was 5 per cent, a 2 percentage point decrease from 2013/14 (7%).

In 2014/15, the declaration rate for disability status was above 60 per cent only among joiners to administrative levels (AA/AO, at 69%). Four per cent of these joiners (who had declared their disability status) declared themselves as disabled, compared to 8 per cent of joiners to administrative grades declaring themselves as disabled in 2013/14.

The declaration rate for disability status amongst leavers in 2014/15 was 57 per cent. This represents a one percentage point decrease in declaration rate compared to 2013/14. Declaration rates are too low to reliably report the disability status of leavers.

## **Age**

In 2014/15, nearly half (49%) of the joiners to MoJ were aged 20 to 29, with 20 per cent being aged 30 to 39 and 15 per cent 40 to 49. Eleven per cent of the joiners were aged 50 to 59, and just two per cent were under 20 and two per cent 60 or over.

The age profile of joiners in 2014/15 was broadly similar to that in 2013/14, although there were some changes; for example, an increase in the proportion of joiners aged 20 to 29 (from 47% in 2013/14 to 49% in 2014/15) and a decrease in the proportion of joiners aged 50 to 59 (from 14% in 2013/14 to 11% in 2014/15).

In 2014/15, the age profile of joiners to MoJ varied between grades; for example the greatest proportion of joiners at administrative levels (AA/AO), NPS grades and middle and lower management levels (EO/HEO/SEO) were in the 20 to 29 age category (52% and 41% of joiners in each grouping, respectively). For higher management grades (G7/6 etc.) the greatest proportion of joiners were from the 30 to 39 age category (41% of joiners) in 2014/15. In the SCS the greatest proportion of joiners were in the 50 to 59 age category (46%). The age profile of joiners by grade remained broadly similar between 2013/14 and 2014/15 (See table 2b in Annex A).

In terms of the age profile of leavers from MoJ in 2014/15, overall 23 per cent of leavers were 60 or over, with a further 22 per cent aged 50 to 59. Around a fifth of leavers were aged 40 to 49, as well as 30 to 39 (20% and 21% of leavers respectively), with 14 per cent of leavers being aged 20 to 29.

The age profile of leavers by grade generally followed a similar pattern in 2013/14 – see table 2c in Annex A.

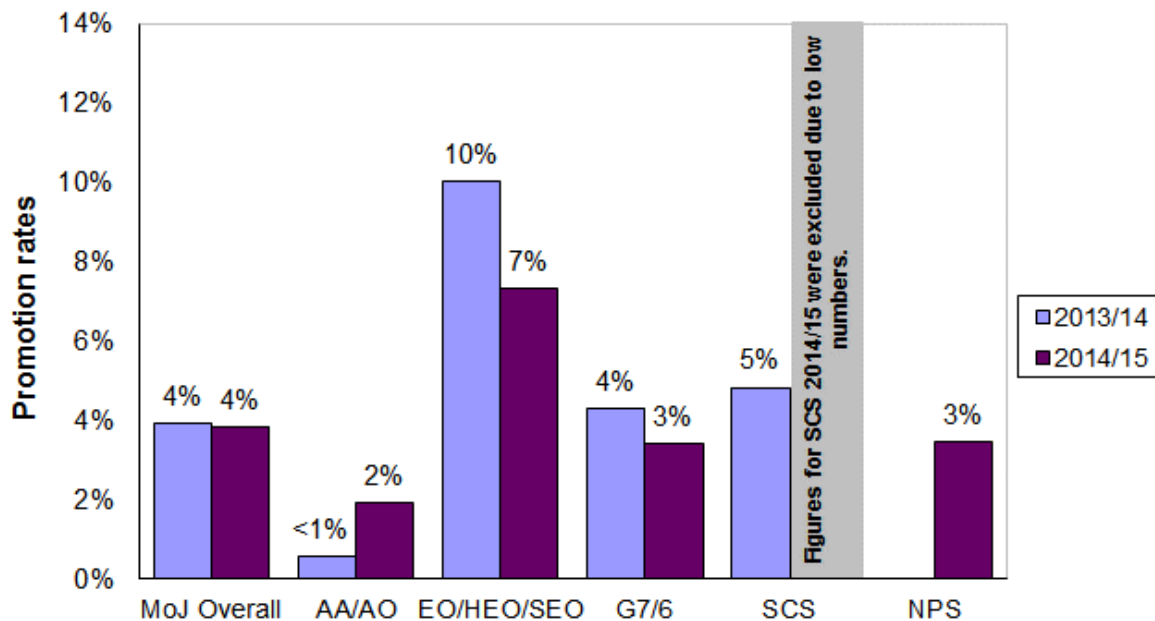
## Promotions<sup>8</sup>

This section provides information about the proportion of staff who were promoted during the year (this includes permanent promotions only, not TRA). Overall, promotion rates remained stable between 2013/14 and 2014/15, with 4 per cent of staff promoted in both years.

### Grade

The distribution of promotions by grade during 2013/14 and during 2014/15 is displayed in Figure 4. Promotions within administrative grades (AA/AO) increased slightly between 2013/14 and 2014/15 (from <1% to 2%), but promotions within all other grade groups decreased: in middle and lower management levels (EO/HEO/SEO) from 10 to 7 per cent; and in higher management levels (G7/6 etc.) from 4 to 3 per cent.

**Figure 4: Promotion rates\* by Grade during 2013/14 and 2014/15, MoJ Overall**



### Gender

In 2014/15, the promotion rate was the same for female and male staff (4%). Levels of promotions for female staff remained similar to 2013/14 (4%), whereas there was a 1 percentage point increase in the proportion of male staff who were promoted (from 3% in 2013/14 to 4% in 2014/15).

<sup>8</sup> Source: Internal HR system - Phoenix

In 2014/15, promotion rates were broadly similar between men and women within the same grade bands. Eight per cent of male staff and 7 per cent of female staff at middle and lower management levels (EO/HEO/SEO) were promoted in 2014/15. At higher management levels (G7/6 etc.), 3 per cent of women were promoted compared with 4 per cent of men, and at administrative levels (AA/AO) 2 per cent of women compared to 1 per cent of men. In NPS grades, the promotion rate in 2014/15 was 4 per cent for women and 3 per cent for men.

## **Ethnicity**

In 2014/15, the promotion rate was the same among declared BME staff and declared White staff (4%) whereas, in 2013/14, the promotion rate was slightly lower among declared BME staff (3%) compared to declared White staff (4%).

In 2014/15, the promotion rate among staff at administrative levels (AA/AO) was higher for declared BME staff (4%) compared to declared White staff (1%) while at middle and lower management levels (EO/HEO/SEO), the promotion rate was lower for declared BME staff (5%) compared to declared White staff (7%). Comparison is not available for the rest of the grades due to small number of staff in certain categories (5 or fewer staff)<sup>9</sup>.

## **Disability**

The overall disability declaration rate in 2014/15 was too low to provide robust figures on promotions by disability for MoJ as a whole.

The promotion rates in 2014/15 between staff who had declared themselves as disabled or not were similar within grade groupings, where available. For example, at administrative levels (AA/AO), the promotion rate was 2 per cent for both declared disabled and non-disabled staff and 7 per cent for both declared disabled and non-disabled staff at middle and lower management levels (EO/HEO/SEO).

## **Age**

In general, the promotion rates were higher among staff aged 39 and under, in particular among staff aged 20 to 29, compared to staff in the older age categories in 2014/15. This was also the case in 2013/14.

The pattern was broadly similar across all grades where figures were available, e.g. the promotion rates were highest in the 20 to 29 age group for administrative levels (AA/AO, 7%), NPS grades (11%) and middle and lower management levels (EO/HEO/SEO, 19%).

The pattern of promotion rates for different age groups was broadly similar in 2013/14 as in 2014/15 for administrative levels (AA/AO) and middle and lower management levels (EO/HEO/SEO). At higher management levels (G7/6 etc.), the highest promotion rates in 2014/15 were in the 40 to 49 age groups (5%), but in 2013/14, the highest promotion rates were in the 30 to 39 age group (10%).

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<sup>9</sup> Promotion rates by ethnicity and other diversity characteristics, by grade for 2013/14 and 2014/15 are included in table 3 in the annex, however figures are not reported here due to figures for many categories being unavailable for 2013/14, due to small numbers of staff within the categories.

# Temporary Responsibility Allowance (TRA)<sup>10</sup>

MoJ gives Temporary Responsibility Allowance (TRA) to staff that have taken on additional responsibilities or duties. This is applicable to all grades below SCS. In NOMS, it is called Temporary Cover Allowance (TCA) and is not applicable to NPS grades. TRA may be awarded where:

- there is a need to cover a short term project or temporary work in addition to normal duties;
- there is a vacant or temporary post in the same or a higher band;
- a colleague is absent for reasons not associated with the duties of the post e.g. illness or maternity.

TRA lasts for a minimum period of five days and up to a maximum of two years.

Overall 4 per cent of MoJ staff were on TRA, as at March 2015. The proportion of staff on TRA increased by 1 percentage point compared to March 2014.

## Grade

Overall there were small differences between the proportions of staff who were on TRA as at March 2015 between the grades. In March 2015, 5 per cent of staff from middle and lower management levels (EO/HEO/SEO) were on TRA, compared to 4 per cent of staff in higher management grades (G7/6 etc.) and 3 per cent of staff in administrative grades (AA/AO).

The proportion of staff on TRA increased by 1 percentage point within each grade between March 2014 and March 2015.

## Gender

As at March 2015, the proportion of staff on TRA was the same for male and female staff (4%), representing an increase of 2 and 1 percentage points, respectively, compared to March 2014.

There were slight differences in the TRA rates between men and women within grades, based on the March 2015 data. For example, at administrative levels (AA/AO) rates of TRA were slightly higher for female – 3 per cent for female staff compared to 2 per cent for male staff. At middle and lower management levels (EO/HEO/SEO), the proportion of staff on TRA was higher for male staff (6%) compared to female staff (5%) while at higher management levels (G7/6 etc.), the proportion of staff on TRA was the same for males and females (4%).

As at March 2014, rates of TRA were the same for males and females across all grades.

## Ethnicity

As at March 2015, 4 per cent of both declared BME staff and declared White staff were on TRA, compared to 2 and 3 per cent as at March 2014, respectively.

In terms of differences between declared BME and White staff within grade groups, at administrative levels (AA/AO), the proportion of staff on TRA was slightly higher for declared BME staff (3%) compared to declared White staff (2%). In March 2014 the comparable figures were 2 per cent for both groups. As at March 2015, at middle and lower management

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<sup>10</sup> Source: Internal HR system - Phoenix

levels (EO/HEO/SEO), the proportion of staff on TRA was higher for declared White staff (6%) compared to declared BME staff (4%), the comparable figures were 4 per cent and 3 per cent in March 2014. Comparison is not available for higher management levels (G7/6 etc.) due to small numbers of staff within the groups (5 or fewer).

### **Disability**

The proportion of both declared disabled and non-disabled staff (excluding NPS grades) on TRA was 4 per cent as at March 2015, which represents an increase of 2 and 1 percentage points, respectively, compared to March 2014.

The proportions of declared disabled and declared non-disabled staff on TRA within grade grouping were also similar; for example 3 per cent of declared disabled and non-disabled staff in administrative grades (AA/AO) were on TRA, and 5 per cent of declared disabled and declared non-disabled staff were on TRA at middle and lower management levels (EO/HEO/SEO). Figures as at March 2014 showed a similar pattern. Comparison is not available for higher management levels (G7/6 etc.) due to small numbers of staff within the groups (5 or fewer).

### **Age**

As at March 2015, staff in younger age groups were more likely to be on TRA, for example 6 per cent of 20 to 29 age group and 5 per cent of 30 to 39 age group were on TRA compared with 2 per cent of 50 to 59 age group. The pattern of TRA by age was similar in March 2014.

In general, younger age groups of staff were more likely to be on TRA across the grade groups, at March 2015. For example at administrative levels (AA/AO) staff in the 20 to 29 age group had the highest rate of TRA (5%), whereas staff in the 60 and over age group had the lowest rate of TRA (<1%). The pattern of TRA by age and grade was similar at March 2014.

## Appraisal Ratings<sup>11</sup>

Performance is managed pro-actively in MoJ with a focus on continuous improvement and individual development, and managing poor performance in order to facilitate efficient business delivery in line with the Civil Service values. It is managed in a fair and transparent way and the policy complies with: employment legislation; Advisory, Conciliation and Arbitration Service (ACAS) best practice; The Equality Act 2010; and the Civil Service Management Code.

In 2014/15, MoJ used the following appraisal rating categories: 'Must Improve', 'Good' and 'Outstanding'.

During 2013/14, the NOMS performance management system had 3 similar categories: 'Unacceptable', 'Achieved' and 'Exceeded', and an additional marking of 'Almost Achieved'. For the purposes of combining reporting in 2013/14, NOMS ratings 'Unacceptable' and 'Almost Achieved' were counted with 'Must Improve'; NOMS ratings 'Achieved' were counted with 'Good', and NOMS 'Exceeded' with 'Outstanding'<sup>12</sup>. These ratings are used in this report for the purpose of comparing appraisal ratings awarded in 2013/14 and 2014/15. In 2014/15, NOMS used the same appraisal rating categories as the rest of MoJ: 'Must Improve', 'Good' and 'Outstanding'. NPS was not a part of MoJ during 2013/14 and as a result no figures are available for NPS grades for 2013/14.

The SCS have their own performance management system which is not reported on in this section.

At year end 2014/15, 3 per cent of staff in MoJ, who received an end of year appraisal rating, were awarded 'Must Improve'; 84 per cent were awarded 'Good' and 13 per cent were awarded 'Outstanding'. The corresponding figures for 2013/14 were: 2 per cent 'Must Improve', 81 per cent 'Good' and 17 per cent 'Outstanding'.

### Grade

The distribution of appraisal ratings by grade groups is displayed in Figure 5.

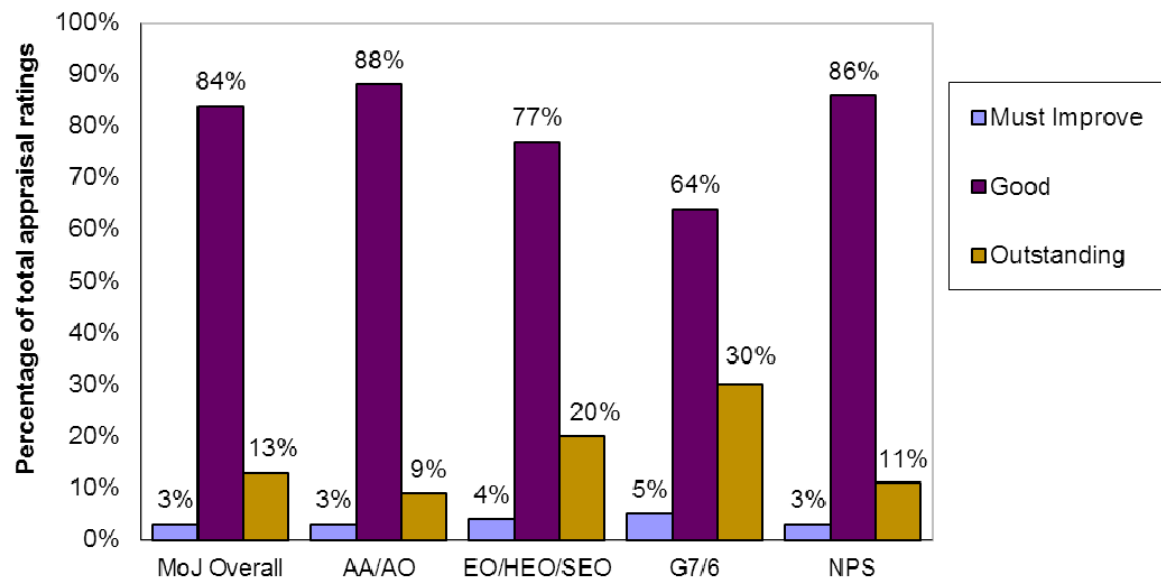
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<sup>11</sup> Source: Internal HR system - Phoenix

<sup>12</sup> Note while NOMS categories can be broadly mapped onto the MoJ performance management system, the basis on which assessments were made does not correspond directly and there was no guided distribution in place for NOMS during 2013/14.



**Figure 5: Appraisal ratings distribution within Grade groupings at End of Year 2014/15, MoJ Overall**



At the end of 2014/15, the proportion of staff receiving a 'Must Improve' appraisal rating gradually increased in line with grade level (3% of staff at administrative levels (AA/AO) and NPS grades, 4 per cent of staff at middle and lower management levels (EO/HEO/SEO) and 5 per cent at higher management levels (G7/6 etc.)). At year end 2013/14, the proportion of staff that received a 'Must Improve' appraisal rating was 2 per cent across all grade groups.

The proportion of staff that received a 'Good' appraisal rating at year end 2014/15 varied between grades; 88 per cent of administrative level (AA/AO) staff and 77 per cent of middle and lower management levels (EO/HEO/SEO) received a 'Good' rating, whereas 64 per cent of staff at higher management levels (G7/6 etc.) received a 'Good' appraisal rating. Eighty-six per cent of staff at NPS grades received a 'Good' appraisal rating.

In comparison to end of year 2013/14 appraisal ratings, the proportion of staff across all grades, who received a 'Good' rating increased (AA/AO, 1 percentage point; EO/HEO/SEO, 5 percentage points; G7/6 etc, 3 percentage points).

There was also variation in the proportion of staff who received an 'Outstanding' appraisal rating at the end of year 2014/15 between grades. Overall, 30 per cent of staff at higher management grades (G7/6 etc.) received an 'Outstanding' rating, compared to 20 per cent of staff at middle and lower management grades (EO/HEO/SEO) and 9 per cent of staff at administrative levels (AA/AO). Eleven per cent of staff at NPS grades received an 'Outstanding' appraisal rating.

The proportion of staff who received an 'Outstanding' rating decreased across all grades (AA/AO, 2 percentage points; EO/HEO/SEO, 5 percentage points; G7/6 etc., 7 percentage points) between end of year 2013/14 and 2014/15.

## Gender

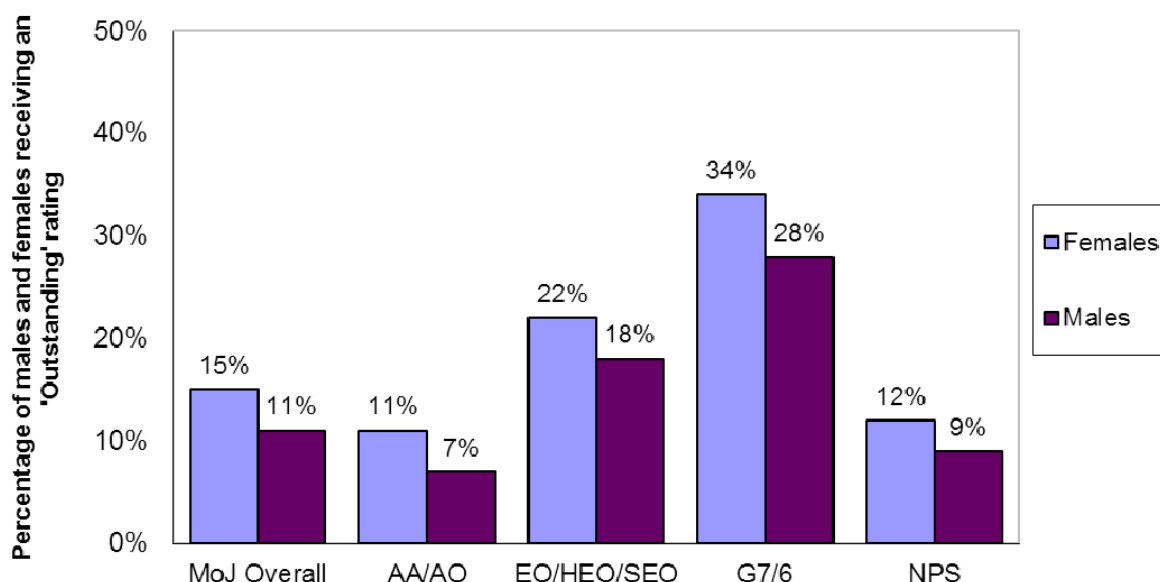
For end of year 2014/15, a higher proportion of female staff (15%) received an 'Outstanding' appraisal rating compared to male staff (11%), and a higher proportion of male staff received a 'Must Improve' rating and a 'Good' rating than female staff (4% and 85% compared with 3% and 82% respectively). For end of year 2013/14, 17 per cent of female staff and 16 per cent of male staff received an 'Outstanding' appraisal rating.

For year end 2014/15, female staff at all grades were more likely to receive an 'Outstanding' rating (Figure 6), however a higher proportion of male staff received a 'Good' appraisal rating compared to female staff across all grade groups.

In terms of 'Must Improve' ratings at end of year 2014/15, female staff were less likely to receive a 'Must Improve' rating at higher management levels (G6/7 etc.) than male staff (3% and 7% respectively), middle and lower management level (EO/HEO/SEO) (3% and 4% respectively, and in NPS grades (2% and 4% respectively). The proportion of male and female staff who received a 'Must improve' rating was similar at administrative levels (AA/AO, 3%).

There were changes in the appraisals ratings received by male and female staff at most grades between end of year 2013/14 and 2014/15, detailed figures can be found in table 5 of Annex A.

**Figure 6: Proportion of Females and Males receiving an 'Outstanding' Appraisal Rating by Grade at end of year 2014/15, MoJ Overall**

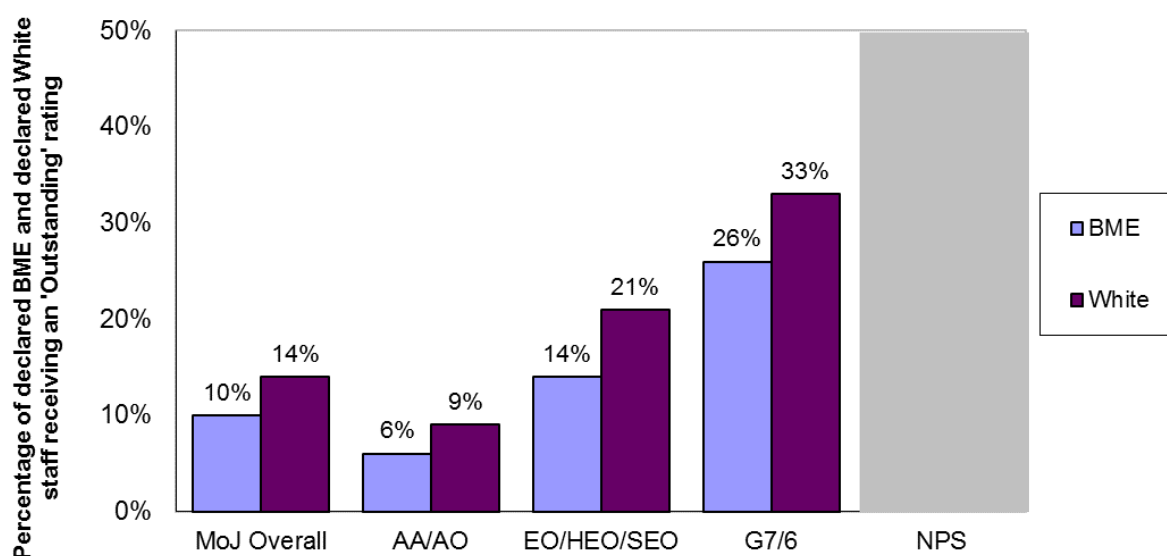


## Ethnicity

At end of year 2014/15, overall 10 per cent of declared BME staff received an 'Outstanding' rating compared to 14 per cent of declared White staff. The proportion of declared BME staff who received 'Must Improve' or 'Good' ratings was higher than the proportion of declared White staff (6% and 85% compared with 3% and 83% respectively).

The proportion of declared BME and declared White staff receiving an 'Outstanding' rating by grade, at the end of year 2014/15, is displayed in Figure 7. Declared BME staff were less likely to receive an 'Outstanding' rating across the grades. For example, at administrative grades, 6 per cent of declared BME staff received 'Outstanding' compared to 9 per cent of declared White staff. At middle and lower management grades, 14 per cent of declared BME staff received 'Outstanding' ratings compared to 21 per cent of declared White staff, and at higher management grades (G7/6 etc.) 26 per cent of declared BME staff received 'Outstanding' compared to 33 per cent of declared White staff.<sup>13</sup>

**Figure 7: Proportion of declared BME and declared White staff receiving an 'Outstanding' Appraisal Rating by Grade at end of year 2014/15, MoJ Overall**



For the end of year 2014/15, across all grades, declared BME staff were more likely to receive a 'Must Improve' rating than declared White staff; 5 per cent of declared BME staff at administrative grades (AA/AO) compared to 3 per cent of declared White staff; 6 per cent of declared BME staff at middle and lower management grades (EO/HEO/SEO) and higher management grades (G7/6 etc.) compared to 3 per cent and 4 per cent of declared White staff respectively.

The proportion of staff at higher management grades (G7/6 etc.) that received a 'Good' rating was higher for declared BME staff (68%) than declared White staff (62%). At middle and lower management grades (EO/HEO/SEO), 79 per cent of declared BME staff received a 'Good' rating compared to 76 per cent declared White staff. For administrative grades (AO/AA), the proportion of staff that received a 'Good' rating was the same for both declared BME staff and declared White staff at 88 percent.

<sup>13</sup> The ethnicity declaration rate (35%) for NPS grades was below the minimum threshold for representation rates for robust reporting.

In comparison with end of year 2013/14, the pattern for all grades remained similar to the end of year 2014/15 with declared BME staff generally receiving a higher proportion of 'Must Improve' and 'Good' ratings than declared White staff, but a lower proportion of 'Outstanding' ratings than declared White staff.

## **Disability**

A higher proportion of declared disabled staff received 'Must Improve' ratings than declared non-disabled staff (6% compared to 3%) at the end of 2014/15. A lower proportion of declared disabled staff at the end of 2014/15 received 'Outstanding' ratings than declared non-disabled staff (11% compared to 14%).

There were some differences in the appraisal ratings received between declared disabled and non-disabled staff within grades at the end of year 2014/15 as displayed in table 5 in annex A. For example, for both administrative grades (AA/AO) and middle and lower management grades (EO/HEO/SEO), the proportion of declared disabled staff that received an 'Outstanding' rating was lower than for declared non-disabled (8% and 9% respectively at AA/AO and 17% and 20% respectively at EO/SEO/HEO grades).

## **Age**

Overall, at the end of 2014/15, staff aged 30 to 39 and 20 to 29 were most likely to receive an 'Outstanding' rating (16% and 15% respectively), whereas staff aged 60 and over had the highest proportion of 'Must Improve' ratings (5%).

Staff in the 30 to 39 year age group received the highest proportion of 'Outstanding' appraisal ratings for NPS grades (14%) and higher management levels (G7/6 etc., 36%). At administrative levels (AA/AO) and middle and lower management levels (EO/HEO/SEO) staff in the 20 to 29 year group received the highest proportion of 'Outstanding' ratings (12% and 24% respectively).

The pattern was different at the end of year 2013/14, when staff aged 20 to 29 had the highest proportion of 'Outstanding' ratings across all grades: 14 per cent of staff at administrative levels (AA/AO) and 30 per cent of staff at middle and lower management levels (EO/HEO/SEO) aged 20 to 29 received an 'Outstanding' rating at the end of year 2013/14.

# Grievances, Investigations, Conduct and Discipline<sup>14</sup>

MoJ values its staff and seeks to promote effective relationships between the Ministry and its employees, and between different employees. The grievance policy provides a framework for employees to raise concerns, problems or complaints, and for managers to deal with them effectively and promptly. All employees have a right to raise a grievance with their employer and have it considered in a fair and consistent way.

The overall figures in 2014/15 for the number of grievances (approximately 1.8 per 100 staff) increased compared to 2013/14 (approximately 1.6 per 100 staff). Investigations in 2014/15 (approximately 2.1 per 100 staff) remained similar to 2013/14 and conduct and discipline cases (approximately 1.1 per 100 staff) decreased compared to 2013/14 (approximately 1.3 per 100 staff).

## Grade

In 2014/15, staff in administrative (AA/AO) and middle and lower management (EO/HEO/SEO) grades had higher numbers of grievances, investigations and conduct and discipline cases per 100 staff than staff in higher management (G7/6 etc.) and NPS grades. This pattern in 2014/15 is similar to 2013/14. See table 6 in Annex A for a more detailed breakdown.

The instances of grievances increased for all grades between 2013/14 and 2014/15, with the increase ranging from 0.1 to 0.4 per 100 staff. The instances of investigations increased for administrative (AA/AO, from 2.2 to 2.5 per 100 staff) and middle and lower management (EO/HEO/SEO, from 1.8 to 1.9 per 100 staff) grades and decreased for higher management grades (G7/6 etc., from 1.0 to 0.5 per 100 staff). The instances of conduct and discipline cases remained similar for staff in administrative grades (AA/AO, 1.4 per 100 staff) and decreased for middle and lower management grades (EO/HEO/SEO, from 1.0 to 0.8 per 100 staff).

## Gender

For all grievances, investigations and conduct and discipline cases, males had a higher number of cases per 100 staff (2.1, 2.8 and 1.5 per 100 staff respectively) than females (1.5, 1.3 and 0.6 per 100 staff respectively) across all grades, as in 2013/14.

In 2014/15 grievances per 100 staff were higher for males than for females in administrative levels (AA/AO, 2.0 compared to 1.5 per 100 staff), middle and lower management levels (EO/HEO/SEO, 2.5 compared to 1.7 per 100 staff) and NPS grades (1.9 compared to 1.2 per 100 staff). Investigations and conduct and discipline cases per 100 staff were also substantially higher for males than for females across these grades.

## Ethnicity

In 2014/15, declared BME staff had a higher rate of investigations (2.7 per 100 staff) than declared White staff (2.2 per 100 staff) and a higher rate of conduct and discipline cases (1.5 cases per 100 staff for declared BME, compared to 1.1 cases per 100 staff for declared White staff). Declared BME staff had a slightly lower rate of grievances (1.8 cases per 100 staff) than declared White staff (1.9 cases per 100 staff) in 2014/15.

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<sup>14</sup> Source: Case Management Application reports

This was also the pattern in 2013/14. However, in 2014/15, unlike in 2013/14, declared BME staff had a higher rate of investigations (see table 6 in Annex A).

Comparisons across the grades is only possible for administrative (AO/AA) and middle and lower management grades (EO/HEO/SEO). For both grades in 2014/15, declared White staff had a higher rate of grievances per 100 staff while declared BME had a higher rate of investigations. Detailed figures can be found in table 6 in Annex A.

## **Disability**

The overall disability declaration rate as at the end of March 2015 was too low for grievances, investigations and conduct and discipline cases (57% for grievances and investigations and 54% for conduct and discipline cases) to provide robust figures for disability for MoJ as a whole. This was partly due to the disability declaration rates being particularly low among NPS staff.

Within the grades, a comparison is only possible for grievances and investigations for middle and lower management grades (EO/HEO/SEO) in 2014/15. In both types of case, declared disabled staff had a higher rate of cases than declared non-disabled. This was also the pattern in 2013/14.

## **Age**

In 2014/15, staff aged 40 to 49 had the highest rate of grievances and investigations per 100 staff overall and across all grades where numbers were high enough to report. This group also had the highest rate of conduct and discipline cases across all grades where numbers were high enough to report, with the exception of NPS grades, where staff aged 30 to 39 had the highest number of conduct and discipline cases per 100 staff. Detailed figures can be found in table 6 in Annex A.

In 2013/14 staff aged 40 to 49 had the highest (or equal highest) rate per 100 staff for grievance and investigation cases for AA/AO and EO/HEO/SEO grades, while for conduct and discipline cases, AA/AO staff aged 30 to 39 and EO/HEO/SEO staff aged 50 to 59 had the highest rate per 100 staff. Figures in G6/7 grades were too low to report in 2013/14.

## Special Bonus Scheme<sup>15</sup>

MoJ recognises and rewards individuals and groups of staff who make an exceptional (sustained or one-off) contribution that furthers the aims and objectives of the Ministry or meets an exceptional shorter-term operational challenge. This recognition spans a range of options, from thank you letters to vouchers to one off payments.

This section reports on those staff that received one or more special bonus payments over the course of the year 2014/15.

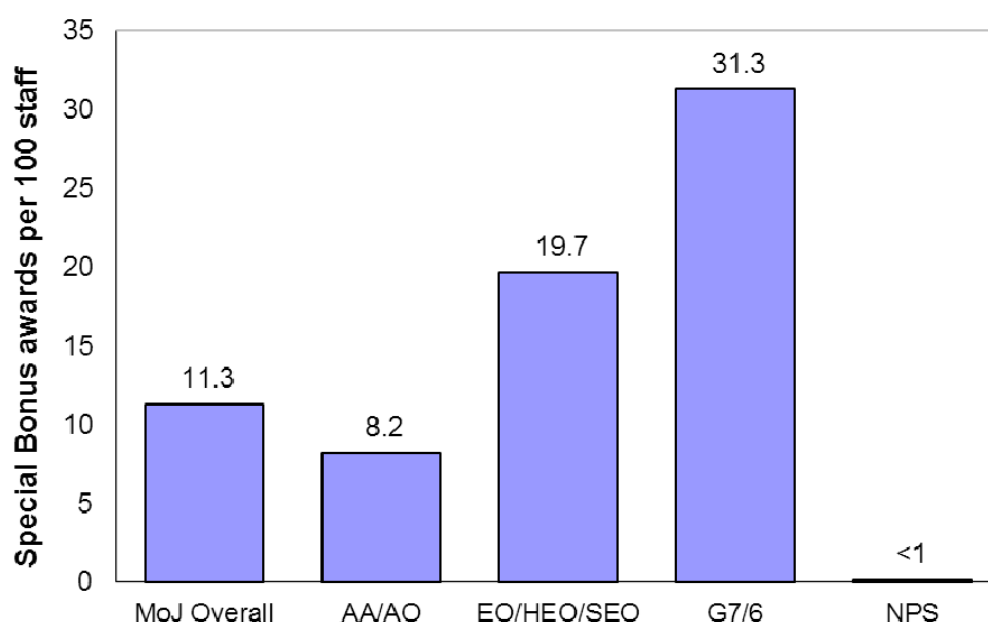
Note that SCS are not included in this analysis as they have a separate system of bonuses.

The rate of special bonus awards increased from 8.5 per 100 staff in 2013/14 to 11.3 per 100 staff in 2014/15, and the average level of bonuses increased between 2013/14 and 2014/15 (from £270 to £290).

### Grade

The distribution of special bonus awards by grade during 2014/15 is given in Figure 8.

**Figure 8: Special Bonus Awards per 100 staff\* by Grade during 2014/15, MoJ Overall**



\* Based on average staff in Grade categories during 2014/15

The number of special bonus awards per 100 staff generally increased with grade in 2014/15. Staff at higher management levels (G7/6 etc.), had 31.3 bonuses awarded per 100 staff, while staff at middle and lower management levels (EO/HEO/SEO) had 19.7 bonuses

<sup>15</sup> Source: HR Reward team

awarded per 100 staff, and staff at administrative levels (AA/AO) had 8.2 bonuses awarded per 100 staff. At NPS grades, the figure was less than 1 per 100 staff.

The rates of bonuses awarded per 100 staff were higher for all grades in 2014/15 than in 2013/14 (in 2013/14 the rates were 4.9 for AA/AOs, 14.9 for EO/HEO/SEOs and 23.3 for G7/6 etc, per 100 staff). No data is available for NPS grades for bonuses awarded during 2013/14.

The average level of bonus awards was higher among more senior staff compared with junior grades. At higher management levels (G7/6 etc.) the average award was £490 (£70 lower than the average award during 2013/14); at middle and lower management levels (EO/HEO/SEO) the average award was £320 and at administrative levels (AA/AO) the average award was £220 (average awards at these grades as at 2013/14 were £290 and £190 respectively). For NPS grades, the average award in 2014/15 was £430.

## **Gender**

In 2014/15, the rate of bonuses awarded was higher among female staff (12.4 per 100 staff) than male staff (10.2 per 100 staff). The average level of bonus was, however, higher for male staff, £330 as compared to £260 for female staff. More bonuses were awarded to both females and males in 2014/15 than in 2013/14 (when the rate among female staff was 10.5 per 100 staff and male staff 6.6 per 100 staff), and the average level of bonus was higher in 2014/15 than in 2013/14 for both females and males (when the average awards were £250 and £310 respectively).

## **Ethnicity**

The rate of bonuses awarded was higher among declared BME staff in 2014/15 (16.7 per 100 staff) than among declared White staff (11.5 per 100 staff). More bonuses were awarded to both declared BME and declared White staff in 2014/15 than in 2013/14 (when the rates per 100 staff were 12.7 and 7.5 respectively).

The average level of bonus awards was higher for declared White staff, £310 as compared to £220 for declared BME staff in 2014/15. The average award was £10 higher than in 2013/14 for declared BME staff and for declared White staff.

## **Disability**

Declared disabled staff had a lower rate of special bonus awards in 2014/15 (11.0 per 100 staff) than declared non-disabled staff (13.6 per 100 staff). The average level of bonus was, however, higher for declared disabled staff; £310 as compared to £280 for declared non-disabled staff (2014/15). The rates of special bonus awards were higher in 2014/15 than in 2013/14 among both declared disabled and declared non-disabled staff (where the rates per 100 staff were 7.5 and 9.8 respectively). The average level of bonuses in 2013/14 was also higher for both declared disabled and non-disabled staff (£290 and £260 respectively).

## **Age**

In 2014/15, staff in the 30 to 39 year age group had the highest rate of bonuses (12.7 bonuses awarded per 100 staff), followed by staff in the 20 to 29 year age group (12.4 per 100 staff) and 40 to 49 age group (12.1 per 100 staff). Staff in the 60 and over age group had the lowest rate of bonuses (8.2 bonuses awarded per 100 staff), while staff in the 50 to 59 age group had 10.0 bonuses awarded per 100 staff.

In comparison, in 2013/14 the highest rate of bonuses were in the 20 to 29 year age group (11.1 bonuses awarded per 100 staff) while staff in the 60 and over age group were awarded the lowest rate of bonuses (5.4 bonuses awarded per 100 staff). The rate of bonuses



awarded in 2013/14 was 10.2 among 30 to 39 age group, 8.6 among 40 to 49 age group and 6.9 among 50 to 59 age group (per 100 staff).

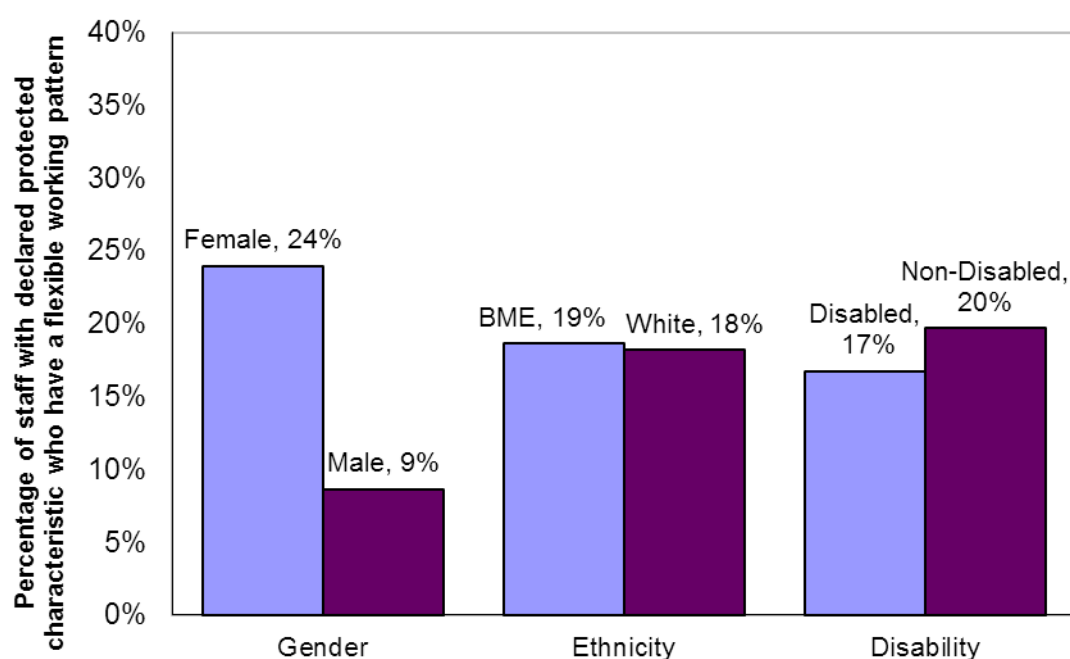
Bonuses awarded to staff in the 40 to 49 year age group in 2014/15 had the highest average value (£320), while bonuses awarded to staff in the 20 to 29 age group had the lowest average value (£230). The value of the highest average award stayed the same as 2013/14 (£320 for 40-49 year age group), but the value of the lowest average award increased from 2013/14 (£210 for the 60 and over age group).

## Working Patterns<sup>16</sup>

Flexible working is available to all staff in MoJ. There are a variety of options available, including compressed hours, home working, job-share, non-fixed and non-standard hours, part time, part year working and partial retirement.

At the end of March 2015, overall 17 per cent of staff were working flexibly<sup>17</sup>, a 3 percentage point decrease compared to end of March 2014. The proportions of staff with flexible working arrangements by protected characteristics are provided in Figure 9.

**Figure 9: Flexible Working by protected category as at March 2015, MoJ Overall**



### Gender

At the end of March 2015, a higher proportion of female staff were working flexibly (24%) than male staff (9%). These figures represent a decrease in the proportion of female staff and an increase in the proportion of male staff working flexibly compared to March 2014, when 31 per cent of female staff and 8 per cent of male staff worked flexibly.

### Ethnicity

The proportion of declared BME staff working flexibly was slightly higher (19%) than the proportion of declared White staff (18%) as at March 2015. The proportion of both declared BME and White staff working flexibly decreased compared to March 2014, when 22 per cent of declared BME staff and 19 per cent of declared White staff worked flexibly.

<sup>16</sup> Source: Internal HR system - Phoenix

<sup>17</sup> Not all flexible working options are recorded on the internal HR system; locally agreed arrangements are not recorded and in NOMS, those in place prior to the implementation of the HRMI system in 2007 may not be included.

## **Disability**

The proportion of declared disabled staff working flexibly was lower (17%) than declared non-disabled staff (20%), as at March 2015. These figures represent a decrease from March 2014, when 20 per cent of declared disabled staff and 22 per cent of declared non-disabled staff worked flexibly.

## **Age**

At the end of March 2015, the proportion of staff working flexibly was highest for the over 60 age group (25%), followed by the 30 to 39 age group (21%). These age groups also had the highest proportions of staff with flexible working arrangements as at March 2014, although the proportion of staff working flexibly in these age groups decreased by 5 and 6 percentage points respectively between the end of March 2014 and March 2015.

# Staff Engagement Survey (SES) 2014

Every year, alongside the rest of the Civil Service, MoJ invites its staff to participate in a staff engagement survey which is run by a provider that operates under the professional guidelines of the Market Research Society. The survey provides staff in MoJ with the opportunity to express their views about their work and the department.

The survey is an important way in which MoJ obtains information about how the staff view and experience MoJ. The survey covers a wide range of topics, and also captures information about staff diversity. The results can be analysed by different organisational or personal characteristics (e.g. by MoJ Business Group, staff profession), including by protected characteristics.

The SES provides another source of information about MoJ staff's demographic profile and helps provide a fuller picture of diversity of MoJ staff, as a higher proportion of those who respond to SES provide information about some of their protected characteristics than record on HR systems. It should, however, be noted that not everyone takes part in the SES and therefore the results from SES are not directly comparable to information recorded on MoJ HR systems as a different subset of staff may have provided information for each data set.

The survey is carried out in October each year. Overall 53 per cent of staff completed the survey in October 2014. Of those that completed the questions on demographic characteristics:

## Sex (Gender)

13 per cent of respondents did not provide information on their gender. Of those respondents who declared their gender:

- 54 per cent were female
- 46 per cent were male

## Ethnicity

12 per cent of respondents did not provide information on their ethnicity. Of those respondents who declared their ethnicity:

- 9 per cent were BME
- 91 per cent were White

## Disability<sup>18</sup>

10 per cent of respondents did not provide information on their disability status. Of those respondents who declared their disability status:

- 15 per cent were disabled,
- 85 per cent were non-disabled

## Age

15 per cent of respondents did not provide information on their age. Of those respondents who declared their age:

- 0 per cent were aged 16–19
- 12 per cent were 20–29
- 23 per cent were 30–39
- 30 per cent were 40–49
- 28 per cent were 50–59
- 7 per cent were 60+

## Sexual Orientation

14 per cent of respondents did not provide information on their sexual orientation. Of those respondents who declared their sexual orientation:

- 3 per cent were a gay man/woman
- 1 per cent were bi-sexual
- 1 per cent were other
- 95 per cent were heterosexual

## Religion or Belief

14 per cent of respondents did not provide information on their religion or belief. Of those respondents who declared their religion or belief:

- 1 per cent were Buddhist
- 57 per cent were Christian

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<sup>18</sup> In 2013 SES, there was one question related to disability asking about two different issues:

- **J04:** *Do you have any long-term illness or physical or mental health condition which limits your daily activity or the work you can do?*

In 2014 SES, the two issues separated into two different questions:

- **J04:** *Do you have any long standing physical or mental health condition, illness, impairment or disability?*
- **J04A:** *Does this condition, illness or disability impact on your daily activity or the work you can do?*

The figures presented in this report refer to answers at the question J04.

- 1 per cent were Hindu
- 0 per cent were Jewish
- 2 per cent were Muslim
- 1 per cent were Sikh
- 2 per cent were any other religion
- 36 per cent had no religion

### **Working Pattern**

1 per cent of respondents did not provide information on their working pattern. Of those respondents who declared their working pattern:

- 85 per cent worked full time
- 15 per cent worked part time
- 0 per cent job-share

### **Caring for Children**

9 per cent of respondents did not provide information on whether they had childcare responsibilities. Of those who declared their responsibility for caring for children:

- 34 per cent had childcare responsibilities as a primary care giver or guardian
- 66 per cent had no childcare responsibilities

### **Caring for Others with a Disability**

9 per cent of respondents did not provide information on whether they had caring responsibilities. Of those who declared their responsibility for caring for others with a disability:

- 23 per cent gave support to someone who has a long-term physical or mental illness or disability
- 77 per cent had no support responsibilities

# Explanatory Notes

## Staff Numbers

MoJ collect data on the number of staff in two separate ways, headcount which is the actual number of staff that work for the organisation and Full Time Equivalent (FTE) which is a calculation of the total hours worked by the headcount. Unless otherwise stated this report uses the staff headcount at the end of the year.

## Percentages and Rates

Percentages and rates are provided in both the narrative and data annexes to enable comparisons for each of the protected characteristics.

Percentages are used to represent the proportion (e.g. Black and Minority Ethnic staff) within a particular population (e.g. joiners) and to represent the proportion of a specific outcome for a group (e.g. performance marks).

Rates are used to represent the number of events (e.g. number of special bonuses awarded) compared to the base population (e.g. average number of staff in the year) for each group (e.g. White staff).

Throughout this report, rates are usually calculated per 100 in the base population, based on the average population over the year. However, figures for average population do not fully account for every individual within the population at any specific point in the year that would have the potential to experience an event (such as a special bonus or TRA). This can affect rates, particularly for populations with a relatively high turnover. Rates are, however, representative of the relative frequency with which events such as promotion or TRA occur to specific groups (such as gender or ethnicity groups) on average within the year.

## Working Hours

Full time employees are those who work 37 hours per week (36 hours in London). Reduced hours/part time employees are those who work less than these hours.

## Ethnicity

The BME acronym is used to represent the Black and Minority Ethnic group. Parts of MoJ use the acronym BAME (Black, Asian and Minority Ethnic). Where BME has been used this represents all staff in these groups.

## Abbreviations

AA	Administrative Assistant (grade)
AO	Administrative Officer (grade)
BME	Black and Minority Ethnic
EO	Executive Officer (grade)
HEO	Higher Executive Officer (grade)
HMCTS	Her Majesty's Courts and Tribunals Service
LAA	Legal Aid Agency

MoJ	Ministry of Justice
MoJ HQ	Ministry of Justice Headquarters
NOMS	National Offender Management Service
NPS	National Probation Service
OPG	Office of the Public Guardian
SCS	Senior Civil Service
SEO	Senior Executive Officer (grade)
SES	Staff Engagement Survey
TRA	Temporary Responsibility Allowance



## Responsibility Levels

MoJ has a number of grades across different parts of its business. For ease, listed below are the grade equivalents compared to wider Civil Service grades.

SCS – Senior Civil Service

Wider Civil Service grades	MoJ	NOMS	NOMS F&S (fair & sustainable)
Higher management grades			
N/A	N/A	Senior Manager A	Band 11
		Senior Manager B	
Grade 6	Band A	Senior Manager C	Band 10
Grade 7		Senior Manager D	Band 9
Middle and lower management grades			
SEO	Band B	Manager E	Band 8
		Manager F	Band 7
HEO	Band C	Manager G	Band 6
		Principal Officer	Band 5
EO	Band D	EO	Band 4
Administrative grades			
AO	Band E	AO	Band 3
AA	Band F	AA	Band 2
			Band 1
No equivalent grade			
		NPS grades	

NOMS have a separation between operational and non-operational roles. These are:

**Operational** – includes Prison Officers, Senior Officers, Principal Officers, Operational Managers and Operational Support Grades. Staff within these grades are included as Operational even if they are currently fulfilling a non-operational or Headquarters role. Operational roles within the Fair and Sustainable structures include roles at Band 2 to Band 11 and are identified as operational by Job Description.

**Non-Operational** – refers to staff in all grades other than those included within the Operational group. Non-operational roles within the Fair and Sustainable structures include roles at Band 1 to Band 11 and also include staff on NHS terms and conditions.

Not all grades in NPS could be matched with other MoJ, NOMS or Civil Service equivalent grades. These have therefore been reported as a separate grade whenever a grade breakdown is given in this report.

## **Annex A: MoJ Annual Staff Equalities tables (including NOMS 2014/15)**

<https://www.gov.uk/government/publications/moj-diversity-report-2014-to-2015>

## **Annex B: NOMS Annual Staff Equalities tables (2014/15)**

<https://www.gov.uk/government/publications/moj-diversity-report-2014-to-2015>

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