Ministry of Defence

Civilian Performance Management Outcomes 2016-17 Reporting Year

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

Key Points for 2016-17

Box marking distribution

- **Box 1 (highest performance rating) 22.8%**
- **Box 2 marking 69.9%**
- **Box 3 (lowest performance rating) 7.3%**

Proportion of Box 1 and 3 markings by Gender

	Box 1	Box 3
Female	24.7%	5.5%
Male	21.4%	8.6%

Proportion of Box 1 and 3 markings by Ethnicity

	Box 1	Box 3
White	23.8%	7.0%
BAME	16.0%	9.2%

Proportion of Box 1 and 3 markings by Age

- Staff aged 45-49 had the highest proportion of staff receiving a Box 1 at 26.2 per cent and the second lowest proportion of staff receiving a Box 3 at 5.8 per cent.
- Staff aged 65+ had the lowest proportion of staff receiving a Box 1 at 12.4 per cent and the highest proportion of staff receiving a Box 3 at 16.8 per cent.

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Background quality report: https://www.gov.uk/government/statistics/mod-civilian-personnel-quarterly-report-background-quality-report

Would you like to be added to our **contact list**, so that we can inform you about updates to these statistics and consult you if we are thinking of making changes? You can subscribe to updates by emailing DefStrat-Stat-CivEnquiries@mod.uk

Contents

Other bulletins in this series can be found at: https://www.gov.uk/government/collections/mod-civilian-performance-management-outcomes

Introduction

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

Job Holders are assessed against the 'What' (delivery of objectives) and the 'How' (demonstrating competences/behaviours), such that Job Holders were able to see their own and others positive and constructive behaviours being rewarded and unhelpful negative behaviours being addressed.

An end of year moderation process allocates all staff within each moderation panel into three performance groupings; against a target percentage.

Box 1: No more than 25% will have an outcome of Box 1. These are the highest performers relative to their moderation group. Individuals receiving a Box 1 outcome received a performance award.

Box 2: Around 70% will have a Box 2 outcome

Box 3 No less than 5% will have a Box 3 outcome, these are the relative lowest performers in the moderation group. 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 is consistent with the intent to be open and transparent with the data collected. It will continue to be published on a regular basis in line with each reporting year.

Coverage

Core MOD total

- Includes: Top Level Budgetary Areas (TLBs)
- Excludes: Trading funds, DE&S Bespoke Trading Entity, Royal Fleet Auxiliary and Locally engaged civilians (LECs)

Results

The publication gives the count and proportion of employees who received an award by MOD by:

- Important groups
- Top Level Budgets (TLBs)
- Grade – Pay Band
- Gender
- Age band
- Length of service in MOD
- Ethnicity
- Disability
- Religion or Belief
- Sexual Orientation
- Permanent / Temporary
- Full-Time / Part-Time
- Weekly hours worked

Symbols and conventions

Symbols

||	discontinuity in time series
~	fewer than five or figure suppressed
..	not available
–	zero or rounded to zero
<	less than
>	more than

Italic figures are used for percentages and other rates, except where otherwise indicated.

Rounding

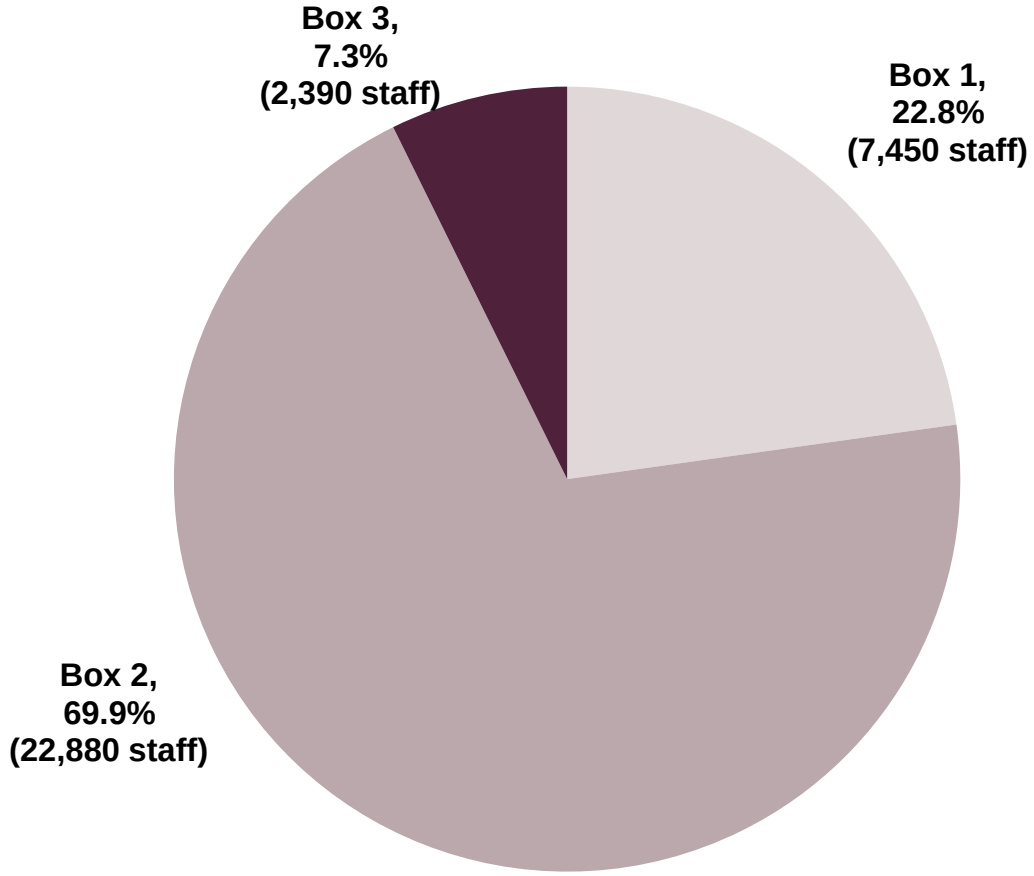
All percentages are calculated from headcount totals (part time equivalent to one person), from unrounded figures and are shown to 1 decimal place.

Where rounding has been used, totals and sub-totals have been rounded separately and so may not equal the sums of their rounded parts. When rounding to the nearest 10, numbers ending in “5” have been rounded to the nearest multiple of 20 to prevent systematic bias.

Summary

The 2016-17 appraisal process for MOD civilian personnel covered 32,710 staff, of which:

Distribution of performance box markings in 2016-17



These figures include 1,400 (4.3 per cent of all staff) who received a Box 2 as a result of not submitting a PAR, and 470 staff (1.4 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

	Moderated						Total	
	Box 1		Box 2		Box 3			
	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
2016-17	7,450	22.8%	22,880	69.9%	2,390	7.3%	32,710	100%
2015-16	7,500	22.7%	23,070	69.8%	2,460	7.4%	33,030	100%
2014-15	7,530	22.5%	23,410	70.0%	2,490	7.5%	33,440	100%

Box 1 is the highest performance rating
Box 3 is the low est performance rating

The proportion of staff who received a box marking in 2016-17 was broadly in line with the outcomes for 2015-16 and 2014-15.

Important Groups

Table 2 shows the PAR outcomes for specific groups of staff. All of the differences for each group compared with 'All staff' for Box 1 are statistically significant, similar to the findings for 2015-16 (except those who were on a development scheme). Differences for Box 3 were found to be statistically significant for: 'staff who had their employment ended', 'staff on long-term sick', 'staff on temporary promotion', 'staff who had a period of special leave', 'staff on the development scheme', 'staff who were promoted and moderated at the lower grade' and 'staff who were in the redeployment pool'.

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

2016-2017	Moderated						Total	
	Box 1		Box 2		Box 3			
Important Groups	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All Staff	7,450	22.8%	22,880	69.9%	2,390	7.3%	32,710	100%
Joined since 1st April 2016	150	8.3%	1,580	85.6%	110	6.1%	1,840	100%
Employment ended[1]	100	3.9%	1,530	60.3%	910	35.8%	2,540	100%
Been promoted and moderated at lower grade[2]	230	29.5%	520	65.7%	40	4.8%	790	100%
Been promoted and moderated at higher grade[2]	100	10.0%	870	83.5%	70	6.4%	1,040	100%
Moved on Level Transfer	460	17.8%	1,920	74.8%	190	7.5%	2,570	100%
Period on Special Unpaid Leave	20	4.3%	370	82.6%	60	13.1%	440	100%
Period on Temporary Promotion	580	49.7%	560	48.2%	20	2.1%	1,170	100%
Period in RDP	100	12.0%	620	71.4%	140	16.7%	870	100%
Period off Long Term Sick	250	9.8%	1,820	72.1%	460	18.1%	2,530	100%
Period on Maternity Leave	40	9.5%	340	81.7%	40	8.8%	420	100%
Period on Development Scheme	190	28.4%	460	67.7%	30	3.9%	680	100%

1. Up to 31 March 2017.
2. In the reporting year.

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Important Groups	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
All Staff	7,500	22.7%	23,070	69.8%	2,460	7.4%	33,030	100%
Joined since 1st April 2015	130	7.7%	1,480	85.2%	120	7.2%	1,730	100%
Employment ended[1]	250	6.9%	2,280	63.4%	1,070	29.7%	3,600	100%
Been promoted and moderated at lower grade[2]	230	32.4%	450	63.6%	30	3.9%	710	100%
Been promoted and moderated at higher grade[2]	100	8.8%	950	83.1%	90	8.1%	1,140	100%
Moved on Level Transfer	550	18.7%	2,150	73.6%	220	7.7%	2,920	100%
Period on Special Unpaid Leave	30	7.6%	280	76.8%	60	15.7%	370	100%
Period on Temporary Promotion	550	45.5%	620	51.7%	30	2.8%	1,200	100%
Period in RDP	150	12.4%	820	67.5%	240	20.0%	1,210	100%
Period off Long Term Sick	330	10.9%	2,170	72.6%	490	16.4%	2,980	100%
Period on Maternity Leave	40	11.1%	310	81.3%	30	7.5%	390	100%
Period on Development Scheme	100	26.5%	250	65.8%	30	7.7%	380	100%

[1] Up to 31 March 2016.
[2] In the reporting year.

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

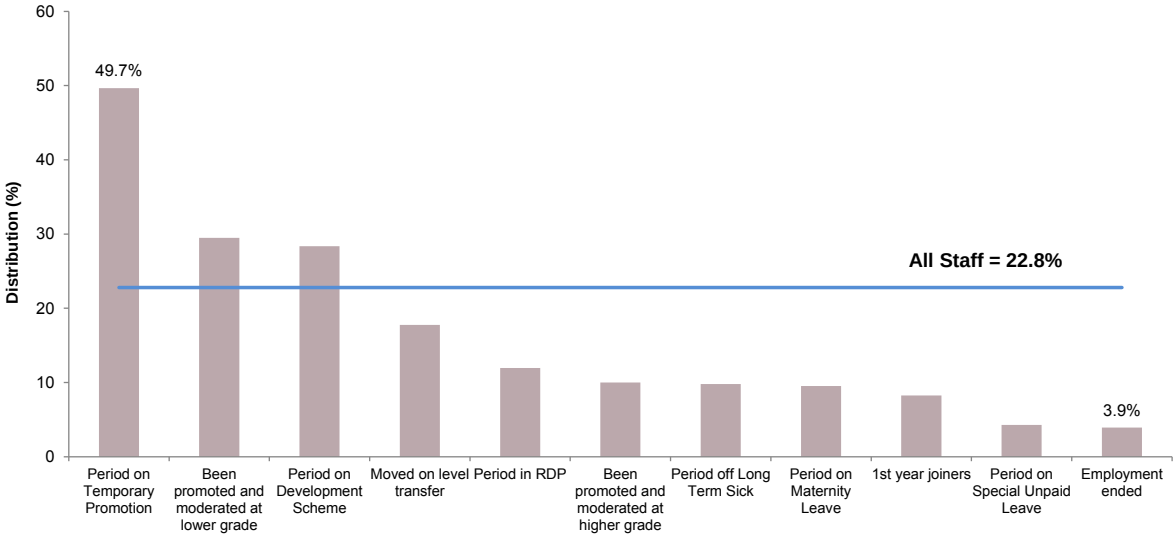
[1] Up to 31 March 2015.
[2] In the reporting year.

For staff who joined the MOD during the 2016-17 reporting year, the proportion who received a Box 1 is just over one third that of all staff (8.3 per cent compared with 22.8 per cent), which is statistically significant. The proportion of staff who joined during the reporting year who received a Box 3 marking in 2016-17 is comparable to the proportion for 'all staff' (6.1 per cent compared with 7.3 per cent). This difference is not statistically significant.

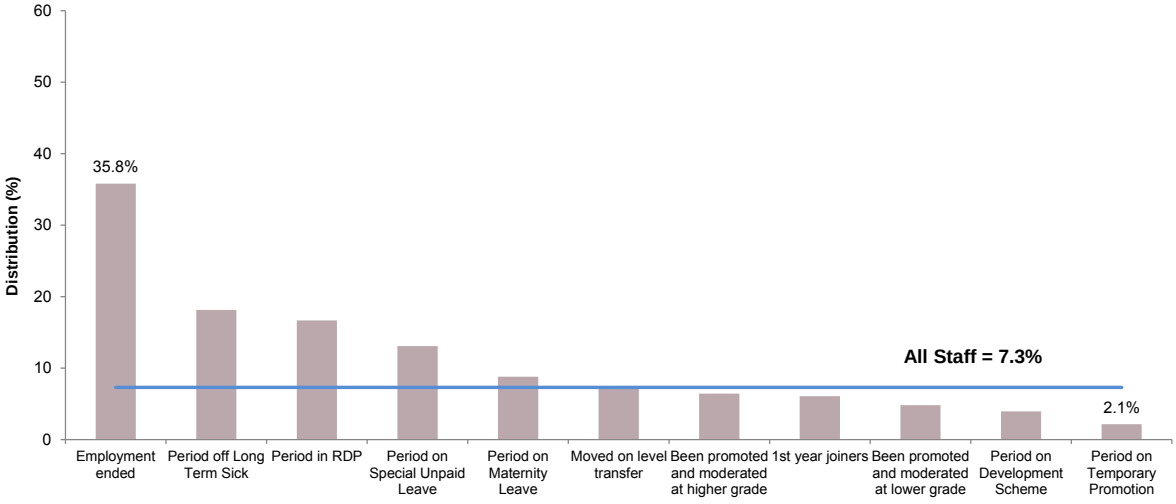
Staff who received the highest proportion of Box 1 markings were 'staff on temporary promotion' (49.7 per cent) and 'staff who had been promoted and moderated at the lower grade' (29.5 per cent). Both of these findings are in excess of the proportion for 'all staff' (22.8 per cent) and these differences are statistically significant.

Staff who received the highest proportion of Box 3 markings were 'staff who had their employment ended' (35.8 per cent) and 'staff who had a 'period off for long term sick' (18.1 per cent). Both of these findings are more than double the proportion for 'all staff' (7.3 per cent) and these differences are statistically significant. Staff who received the lowest proportion of Box 3 markings were 'staff who had been on temporary promotion' (2.1 per cent) and 'staff who had been on the development scheme' (3.9 per cent). These findings are about half the proportion for 'all staff' and these differences are statistically significant.

Distribution of Box 1 markings by important group, 2016-17



Distribution of Box 3 markings by important group, 2016-17



Top level Budgets

Table 3 shows the PAR outcomes by TLB. The percentage of personnel who received a Box 1 ranged from 22.5 per cent for HQ Air Command staff to 23.1 per cent for Defence Infrastructure Organisation. This difference is not statistically significant. The range in 2016-17 (0.6 percentage points) is comparable with 2015-16 (1.0 percentage points). The percentage of personnel who received a Box 3 ranged from 6.5 per cent for Defence Infrastructure Organisation to 8.3 per cent for HQ Air Command staff, which was statistically significant.

Table 3 - Number of Job Holders by TLB and Outcome

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Top Level Budget	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Navy Command	620	23.0%	1,890	69.6%	200	7.4%	2,720	100%
Army TLB	2,180	22.6%	6,750	69.9%	720	7.5%	9,660	100%
HQ Air Command	1,140	22.5%	3,520	69.2%	420	8.3%	5,080	100%
Head Office & Corporate Services	1,180	22.9%	3,610	70.3%	340	6.7%	5,140	100%
Joint Forces Command	1,230	22.8%	3,770	70.0%	380	7.1%	5,390	100%
Defence Infrastructure Organisation	1,080	23.1%	3,310	70.4%	310	6.5%	4,700	100%
Total*	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

* Total includes unknow n TLB.

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Top Level Budget	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Navy Command	630	23.0%	1,940	70.1%	190	6.9%	2,760	100%
Army TLB	2,230	22.7%	6,790	69.2%	790	8.0%	9,800	100%
HQ Air Command	1,180	22.1%	3,710	69.5%	450	8.5%	5,340	100%
Head Office & Corporate Services	1,170	22.6%	3,620	70.0%	390	7.5%	5,180	100%
Joint Forces Command	1,250	23.1%	3,840	70.6%	340	6.3%	5,430	100%
Defence Infrastructure Organisation	1,040	23.0%	3,180	70.3%	300	6.7%	4,530	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Grade (Pay Band)

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

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Moderated Pay Band	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	100	23.7%	290	69.6%	30	6.8%	410	100%
B2	250	23.4%	740	68.9%	80	7.6%	1,070	100%
C1	790	23.3%	2,340	69.4%	250	7.3%	3,380	100%
C2	1,370	23.4%	4,070	69.8%	390	6.7%	5,830	100%
D	1,400	23.1%	4,260	70.4%	400	6.6%	6,050	100%
E1	1,710	22.5%	5,350	70.4%	540	7.1%	7,600	100%
E2	780	21.9%	2,540	70.7%	260	7.4%	3,580	100%
SZ4	80	23.7%	220	67.8%	30	8.5%	320	100%
SZ3	350	22.7%	1,060	68.7%	130	8.5%	1,540	100%
SZ2	390	21.7%	1,220	68.7%	170	9.6%	1,780	100%
SZ1	240	22.2%	760	69.4%	90	8.4%	1,090	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Moderated Pay Band	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	80	21.0%	280	71.2%	30	7.8%	400	100%
B2	230	22.3%	710	70.0%	80	7.7%	1,020	100%
C1	790	24.0%	2,280	69.1%	220	6.8%	3,290	100%
C2	1,350	23.3%	4,050	69.8%	400	7.0%	5,800	100%
D	1,400	23.1%	4,260	70.3%	400	6.6%	6,060	100%
E1	1,720	22.6%	5,350	70.4%	540	7.0%	7,600	100%
E2	830	22.2%	2,610	69.7%	300	8.1%	3,750	100%
SZ4	80	23.2%	230	70.2%	20	6.6%	330	100%
SZ3	370	22.5%	1,100	67.0%	170	10.5%	1,650	100%
SZ2	400	21.6%	1,310	70.8%	140	7.7%	1,860	100%
SZ1	250	21.8%	790	68.0%	120	10.2%	1,160	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

1. The grade used is the grade as at 31st of the given year. 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 31 March 2015.
2. Total includes unknown grades.

Gender

Table 5 shows PAR outcomes by gender. The proportion of females who received a Box 1 in 2016-17 was 24.7 per cent, compared with 21.4 per cent of males. A higher proportion of males (8.6 per cent) received a Box 3 than females (5.5 per cent). These differences at Box 1 and Box 3 are statistically significant. The gap between the proportion of males and females receiving a Box 1 (3.3 percentage points higher for females) has remained constant when compared with 2015-16 (3.1 percentage points). However, the gap between the proportion of males and females receiving a Box 3 (3.1 percentage points higher for males) has increased by over a percentage point when compared with 2015-16 (2.0 percentage points).

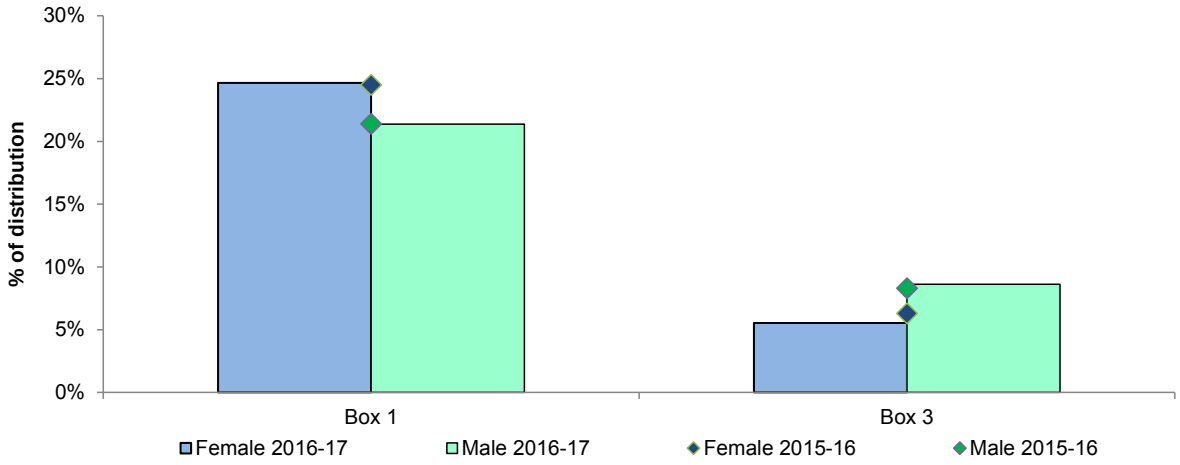
Table 5 - Number of Job Holders by Gender and Outcome

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Female	3,460	24.7%	9,800	69.8%	780	5.5%	14,040	100%
Male	3,990	21.4%	13,070	70.0%	1,610	8.6%	18,670	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Female	3,400	24.5%	9,620	69.2%	880	6.3%	13,900	100%
Male	4,100	21.4%	13,460	70.3%	1,580	8.3%	19,140	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Proportion of MOD female and male staff receiving a Box 1 or Box 3 marking, 2015-16 and 2016-17



Gender and Pay Band

Table 6 shows PAR outcomes by gender for each pay band. A higher proportion of females received a Box 1 than males at all pay bands. For non-industrial grades the widest gap was at Band D where 26.0 per cent of females received a Box 1 compared to 20.8 per cent of males, a difference of 5.3 percentage points. However, the gap between the proportion of males and females receiving a Box 1 is only statistically significant at pay bands C2, D and E1.

For all pay bands a higher proportion of males received a Box 3 than 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 6 - Number of Job Holders by Pay Band, Gender and Outcome

2016-17		Moderated						Total	
		Box 1		Box 2		Box 3			
Moderated Pay Band	Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	Female	30	26.4%	80	67.2%	10	6.4%	120	100%
	Male	60	22.5%	200	70.6%	20	6.9%	290	100%
B2	Female	90	24.5%	260	71.1%	20	4.4%	370	100%
	Male	160	22.8%	480	67.8%	70	9.4%	700	100%
C1	Female	300	26.1%	800	68.4%	60	5.5%	1,160	100%
	Male	480	21.8%	1,550	69.9%	180	8.3%	2,220	100%
C2	Female	560	25.2%	1,560	69.9%	110	4.9%	2,240	100%
	Male	800	22.4%	2,510	69.8%	280	7.8%	3,600	100%
D	Female	690	26.0%	1,830	69.4%	120	4.6%	2,640	100%
	Male	710	20.8%	2,420	71.1%	280	8.2%	3,410	100%
E1	Female	1,270	23.8%	3,750	70.5%	300	5.7%	5,320	100%
	Male	440	19.4%	1,590	70.2%	240	10.4%	2,270	100%
E2	Female	300	23.3%	910	70.2%	80	6.6%	1,300	100%
	Male	480	21.1%	1,620	71.1%	180	7.8%	2,290	100%
SZ4	Female	-	-	~	~	-	-	~	100%
	Male	80	23.7%	210	67.7%	30	8.5%	320	100%
SZ3	Female	30	37.1%	40	58.6%	~	~	70	100%
	Male	320	22.0%	1,010	69.2%	130	8.7%	1,460	100%
SZ2	Female	90	24.9%	230	67.3%	30	7.8%	350	100%
	Male	300	20.9%	990	69.0%	140	10.0%	1,440	100%
SZ1	Female	100	22.3%	320	70.2%	30	7.6%	450	100%
	Male	140	22.1%	440	68.8%	60	9.0%	640	100%
Total		**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

* Total includes unknown grades.

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

2015-16		Moderated						Total	
		Box 1		Box 2		Box 3			
Moderated Pay Band	Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	Female	20	21.1%	80	72.8%	10	6.1%	110	100%
	Male	60	20.9%	200	70.6%	20	8.5%	280	100%
B2	Female	80	23.0%	240	71.4%	20	5.5%	340	100%
	Male	150	22.0%	470	69.2%	60	8.8%	670	100%
C1	Female	280	25.9%	740	68.4%	60	5.7%	1,090	100%
	Male	510	23.1%	1,530	69.5%	160	7.4%	2,200	100%
C2	Female	550	26.0%	1,470	69.3%	100	4.7%	2,120	100%
	Male	800	21.6%	2,580	70.1%	300	8.3%	3,690	100%
D	Female	650	25.5%	1,750	68.8%	140	5.7%	2,540	100%
	Male	750	21.4%	2,520	71.3%	260	7.3%	3,520	100%
E1	Female	1,270	23.8%	3,730	69.8%	340	6.4%	5,340	100%
	Male	440	19.7%	1,620	71.7%	190	8.6%	2,260	100%
E2	Female	340	23.7%	950	67.1%	130	9.2%	1,420	100%
	Male	500	21.3%	1,660	71.4%	170	7.4%	2,330	100%
SZ4	Female	~	~	~	~	~	~	~	100%
	Male	80	23.3%	230	70.1%	20	6.6%	330	100%
SZ3	Female	30	37.7%	40	53.6%	10	8.7%	70	100%
	Male	340	21.8%	1,070	67.6%	170	10.6%	1,580	100%
SZ2	Female	80	23.4%	250	71.2%	20	5.4%	350	100%
	Male	320	21.1%	1,060	70.7%	120	8.2%	1,500	100%
SZ1	Female	100	21.5%	330	69.9%	40	8.5%	470	100%
	Male	150	21.9%	460	66.7%	80	11.4%	690	100%
Total		**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

* Total includes unknown grades.

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

2014-15		Moderated						Total	
		Box 1		Box 2		Box 3			
Moderated Pay Band	Gender	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
B1	Female	30	~	80	~	~	~	110	100%
	Male	60	20.5%	200	70.1%	30	9.4%	280	100%
B2	Female	80	23.2%	240	69.2%	30	7.6%	340	100%
	Male	150	21.6%	480	70.6%	50	7.8%	680	100%
C1	Female	250	25.4%	680	69.7%	50	4.8%	970	100%
	Male	480	22.6%	1,470	69.6%	170	7.9%	2,110	100%
C2	Female	510	25.0%	1,410	70.0%	100	5.0%	2,020	100%
	Male	800	21.9%	2,580	70.7%	270	7.4%	3,650	100%
D	Female	640	25.6%	1,690	67.9%	160	6.5%	2,500	100%
	Male	760	21.0%	2,610	71.6%	270	7.4%	3,640	100%
E1	Female	1,300	24.3%	3,740	69.9%	320	5.9%	5,360	100%
	Male	410	17.6%	1,700	72.8%	220	9.6%	2,330	100%
E2	Female	370	23.2%	1,100	69.3%	120	7.5%	1,580	100%
	Male	510	21.6%	1,660	70.8%	180	7.7%	2,350	100%
SZ4	Female	-	-	-	-	-	-	-	-
	Male	80	23.5%	240	68.6%	30	7.9%	350	100%
SZ3	Female	30	32.9%	50	62.0%	~	5.1%	80	100%
	Male	370	21.7%	1,210	70.0%	140	8.3%	1,720	100%
SZ2	Female	80	22.4%	260	70.8%	20	6.8%	370	100%
	Male	360	21.5%	1,160	69.3%	160	9.3%	1,680	100%
SZ1	Female	120	23.4%	310	63.4%	60	13.1%	500	100%
	Male	160	21.1%	510	66.2%	100	12.7%	770	100%
Total		**7,530**	**22.5%**	**23,410**	**70.0%**	**2,490**	**7.5%**	**33,440**	**100%**

* Total includes unknown grades.

Age

Table 7 shows PAR outcomes by five year age band. Staff aged 45-49 had the highest proportion of staff receiving a Box 1 at 26.2 per cent and staff aged 40-44 the lowest proportion of staff receiving a Box 3 at 5.6 per cent. In comparison, staff aged 65+ had the lowest proportion of staff receiving a Box 1 at 12.4 per cent and the highest proportion of staff receiving a Box 3 at 16.8 per cent. The differences in the proportion of age groups receiving a Box 1 and Box 3 are statistically significant.

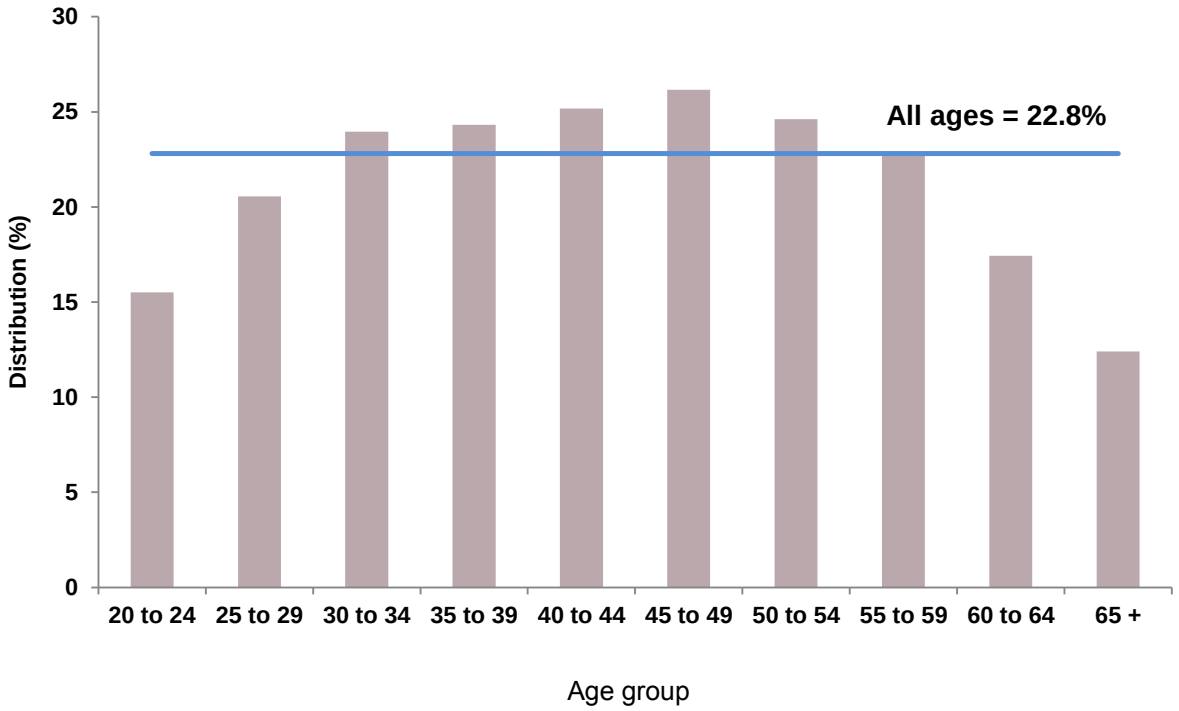
Table 7 - Number of Job Holders by Age and Outcome

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Age band (years)	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
16 to 19	~	~	~	~	~	~	~	100%
20 to 24	90	15.5%	470	78.1%	40	6.4%	610	100%
25 to 29	300	20.6%	1,050	71.1%	120	8.3%	1,470	100%
30 to 34	540	24.0%	1,550	69.5%	150	6.6%	2,230	100%
35 to 39	610	24.3%	1,730	69.1%	160	6.5%	2,500	100%
40 to 44	740	25.2%	2,020	69.2%	160	5.6%	2,920	100%
45 to 49	1,330	26.2%	3,470	68.0%	300	5.8%	5,100	100%
50 to 54	1,620	24.6%	4,570	69.4%	390	5.9%	6,580	100%
55 to 59	1,400	22.9%	4,290	70.1%	430	7.0%	6,110	100%
60 to 64	630	17.4%	2,610	72.2%	380	10.4%	3,620	100%
65+	190	12.4%	1,080	70.8%	260	16.8%	1,530	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

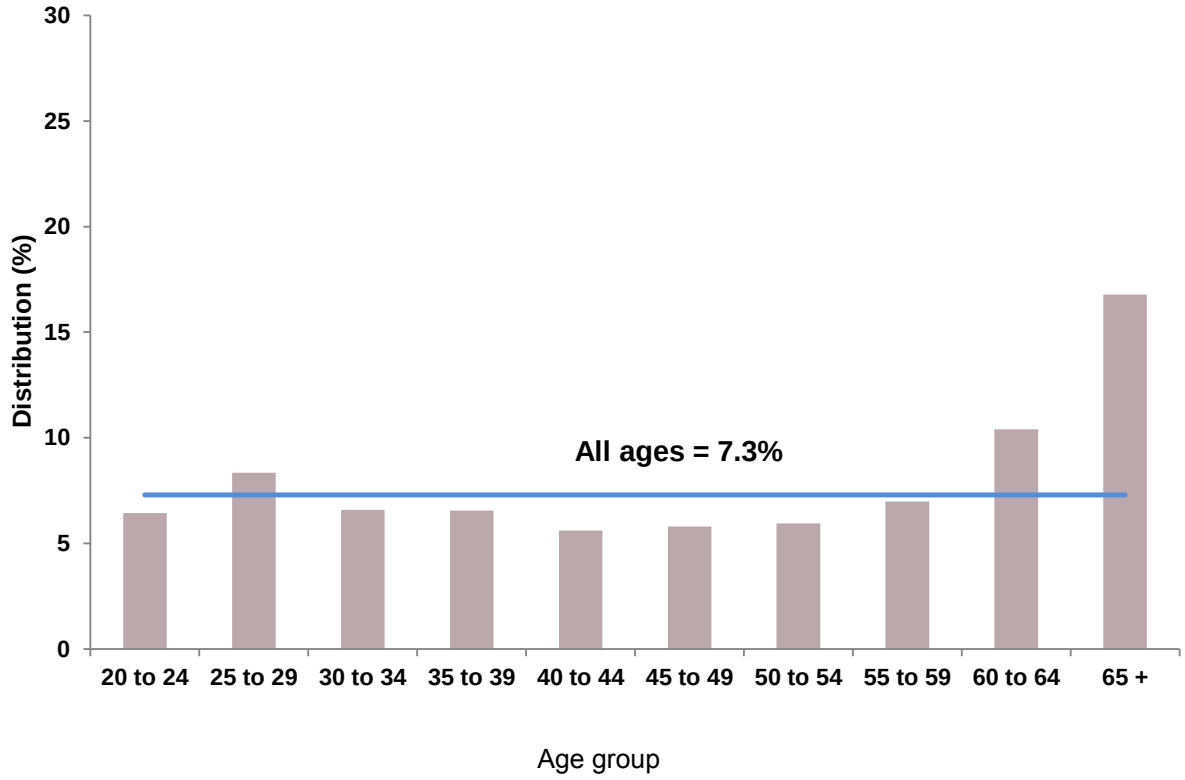
2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Age band (years)	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
16 to 19	~	~	~	~	~	~	~	100%
20 to 24	90	15.5%	420	74.2%	60	10.3%	570	100%
25 to 29	320	21.3%	1,060	70.9%	120	7.9%	1,500	100%
30 to 34	540	24.5%	1,530	69.1%	140	6.5%	2,210	100%
35 to 39	580	24.2%	1,650	69.3%	160	6.5%	2,390	100%
40 to 44	760	23.5%	2,270	70.3%	200	6.2%	3,220	100%
45 to 49	1,420	26.2%	3,690	68.2%	300	5.6%	5,410	100%
50 to 54	1,680	25.2%	4,590	68.7%	410	6.1%	6,680	100%
55 to 59	1,320	22.2%	4,180	70.4%	440	7.4%	5,940	100%
60 to 64	600	17.0%	2,550	72.2%	380	10.8%	3,530	100%
65+	200	13.1%	1,070	70.8%	240	16.2%	1,510	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Distribution of Box 1 markings by age group, 2016-17



Distribution of Box 3 markings by age group, 2016-17



Length of Service

Table 8 shows PAR outcomes by length of service (LOS) in five year bands. Caution should be taken when considering the results on LOS as there may be some correlation between LOS and age. Staff with 40 to 44 years' service had the lowest proportion (18.2 per cent) of Box 1's and staff with 30 - 34 years' service the highest proportion of Box 1's (25.1 per cent). Staff with 45 or more years' service also had the highest proportion of Box 3's (17.5 per cent) whilst staff with 30-34 years' service had the lowest proportion of Box 3's (6.4 per cent). The differences between LOS groups were found to be statistically significant for Box 1, but not Box 3.

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Length of Service Band	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
0 to 4	1,430	19.6%	5,380	73.4%	510	7.0%	7,320	100%
5 to 9	1,080	25.0%	2,950	68.3%	290	6.7%	4,320	100%
10 to 14	1,460	23.2%	4,400	69.7%	450	7.2%	6,310	100%
15 to 19	1,200	23.3%	3,550	68.7%	410	8.0%	5,170	100%
20 to 24	710	23.2%	2,130	69.5%	220	7.3%	3,070	100%
25 to 29	780	24.8%	2,160	68.4%	210	6.8%	3,150	100%
30 to 34	460	25.1%	1,240	68.5%	120	6.4%	1,810	100%
35 to 39	250	22.6%	750	68.2%	100	9.2%	1,100	100%
40 to 44	70	18.2%	260	68.3%	50	13.5%	380	100%
45+	~	~	60	76.3%	10	17.5%	80	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Length of Service Band	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
0 to 4	1,080	18.0%	4,460	74.5%	450	7.5%	5,980	100%
5 to 9	1,380	24.9%	3,730	67.7%	410	7.4%	5,520	100%
10 to 14	1,700	23.2%	5,060	69.3%	540	7.5%	7,300	100%
15 to 19	1,150	23.4%	3,400	69.3%	360	7.4%	4,910	100%
20 to 24	650	22.7%	1,990	70.0%	210	7.3%	2,840	100%
25 to 29	830	24.8%	2,280	68.4%	220	6.8%	3,330	100%
30 to 34	440	27.5%	1,050	65.9%	110	6.6%	1,600	100%
35 to 39	230	20.6%	790	70.6%	100	8.7%	1,110	100%
40 to 44	60	15.2%	260	71.5%	50	13.3%	360	100%
45+	10	14.3%	60	67.9%	20	17.9%	80	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Ethnicity

Table 9 shows PAR outcomes by ethnicity. A lower proportion of staff who declared themselves as Black, Asian and Minority Ethnic (BAME) received a Box 1 than those who had declared themselves as White (16.0 per cent compared with 23.8 per cent), and a higher proportion of staff who declared themselves as BAME received a Box 3 than those who declared themselves as White (9.2 per cent compared with 7.0 per cent). These differences are statistically significant for both Box 1 and Box 3.

The gap between the proportion of BAME staff and White staff who received a Box 1 has increased by 1.8 percentage points, from a gap of 6.0 percentage points in 2015-16 to 7.8 percentage points in 2016-17. The gap between the proportion of BAME staff and White staff who received a Box 3 has decreased by 1.2 percentage points, from a gap of 3.4 percentage points in 2015-16 to 2.2 percentage points in 2016-17.

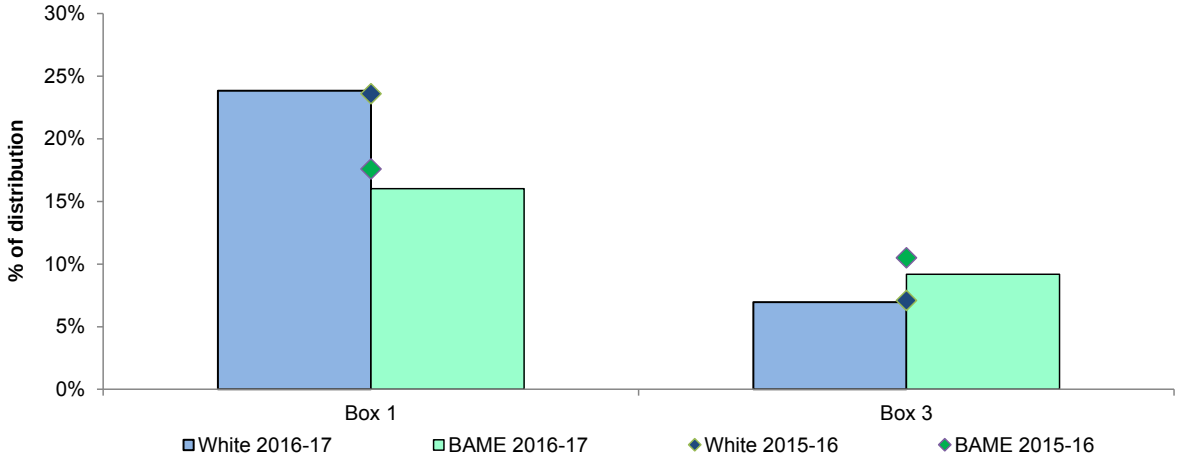
Table 9 - Number of Job Holders by Ethnicity and Outcome

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Ethnicity	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White	6,220	23.8%	18,070	69.2%	1,820	7.0%	26,110	100%
BAME	190	16.0%	890	74.8%	110	9.2%	1,190	100%
No Response	810	18.8%	3,130	72.5%	380	8.7%	4,320	100%
Choose not to declare	230	20.7%	790	71.9%	80	7.4%	1,100	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Ethnicity	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
White	6,310	23.6%	18,550	69.3%	1,890	7.1%	26,750	100%
BAME	210	17.6%	840	71.9%	120	10.5%	1,170	100%
No Response	720	18.0%	2,930	73.1%	360	8.9%	4,010	100%
Choose not to declare	260	23.5%	750	68.3%	90	8.2%	1,100	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Proportion of MOD staff who self-declared as being White or BAME who received a Box marking of 1 or 3, 2015-16 and 2016-17



Disability

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

A lower percentage of staff with a self-declared disability received a Box 1 than their non-disabled colleagues (15.4 per cent compared with 25.0 per cent respectively), and the percentage of staff who received a Box 3 is more than twice as high for staff with a self-declared disability than the proportion for those who declared themselves as not having a disability (12.9 per cent compared with 6.0 per cent).

Table 10 - Number of Job Holders by Disability and Outcome

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Disability status	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
No Disability	4,310	25.0%	11,880	69.0%	1,030	6.0%	17,220	100%
Disabled	380	15.4%	1,780	71.7%	320	12.9%	2,480	100%
No Response	2,420	21.4%	8,000	70.6%	900	8.0%	11,330	100%
Choose not to declare	340	19.9%	1,220	72.2%	130	7.8%	1,690	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Disability status	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
No Disability	4,140	25.0%	11,440	69.0%	1,010	6.1%	16,580	100%
Disabled	350	15.6%	1,610	71.3%	300	13.1%	2,260	100%
No Response	2,650	21.1%	8,870	70.7%	1,020	8.1%	12,540	100%
Choose not to declare	360	21.9%	1,150	70.0%	130	8.1%	1,640	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Religious Belief

Table 11 shows PAR outcomes by religious belief. Caution should be taken when considering the results on Religious Belief as there may be some correlation between religion and ethnicity. A lower proportion of staff of a Non-Christian religion received a Box 1 than Christian staff (17.7 per cent compared to 24.1 per cent) and a higher proportion of staff of a Non-Christian religion received a Box 3 (8.3 per cent) than Christian staff (7.0 per cent). The difference for Box 1 and Box 3 is statistically significant.

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Religion or belief	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Christian	3,580	24.1%	10,240	68.9%	1,040	7.0%	14,850	100%
Non Christian Religion	200	17.7%	830	73.9%	90	8.3%	1,130	100%
Secular	1,380	24.4%	3,910	69.2%	360	6.3%	5,640	100%
No Response	1,260	19.2%	4,700	71.7%	600	9.1%	6,560	100%
Choose not to declare	1,030	22.8%	3,200	70.5%	310	6.7%	4,540	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Religion or belief	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Christian	3,710	24.2%	10,500	68.5%	1,120	7.3%	15,340	100%
Non Christian Religion	220	19.1%	820	71.7%	100	9.2%	1,140	100%
Secular	1,320	23.8%	3,820	69.3%	380	6.9%	5,520	100%
No Response	1,180	18.7%	4,600	73.0%	520	8.3%	6,300	100%
Choose not to declare	1,080	22.7%	3,330	70.3%	330	7.0%	4,740	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Note:
Non Christian Religion refers to all those declaring religious beliefs other than Christian denominations.
Secular refers to all those declaring that they have no religious beliefs.

Sexual Orientation

Table 12 shows PAR outcomes by sexual orientation. Although there are some differences between those who declared themselves as Heterosexual/Straight and those who declared themselves as LBG, these differences are not statistically significant for either Box 1 or Box 3. In comparison, the findings for 2015-16 were also not statistically significant for both Box 1 and Box 3.

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Sexual Orientation	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Heterosexual/Straight	5,110	24.1%	14,640	69.2%	1,420	6.7%	21,170	100%
LGB	90	21.4%	310	70.6%	40	8.0%	440	100%
No Response	1,270	19.3%	4,740	71.8%	590	8.9%	6,600	100%
Choose not to declare	980	21.7%	3,180	70.6%	340	7.7%	4,510	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Sexual Orientation	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**	**Number**	**Percentage**
Heterosexual/Straight	5,140	24.0%	14,790	69.0%	1,520	7.1%	21,450	100%
LGB	90	21.0%	290	70.0%	40	9.0%	410	100%
No Response	1,190	18.6%	4,650	72.9%	540	8.5%	6,380	100%
Choose not to declare	1,080	22.6%	3,350	69.8%	370	7.7%	4,800	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Permanent / Temporary

Table 13 shows PAR outcomes split by permanent / temporary staff. A higher proportion of permanent staff received a Box 1 compared to temporary staff (23.0 per cent compared with 11.6 per cent). This difference is statistically significant. The proportion of temporary staff receiving a Box 3 was more than three percentage points higher than the proportion of permanent staff (10.7 per cent compared with 7.2 per cent). This difference is statistically significant.

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Permanent / Temporary	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Permanent	7,390	23.0%	22,440	69.8%	2,330	7.2%	32,150	100%
Temporary	60	11.6%	440	77.8%	60	10.7%	560	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Permanent / Temporary	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Permanent	7,460	22.9%	22,780	69.8%	2,400	7.4%	32,640	100%
Temporary	40	10.7%	290	74.1%	60	15.2%	390	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Full-Time / Part-Time

Table 14 shows PAR outcomes split by full-time / part-time staff. A higher proportion of full-time staff received a Box 1 than part-time staff (23.3 per cent compared with 17.9 per cent respectively). This is statistically significant and is comparable to the gap in 2015-16, when 23.2 per cent of full-time staff received a Box 1 compared with 18.1 per cent of part-time staff (a gap of 5.1 per cent in 2015-16 compared with a gap of 5.4 per cent in 2016-17). The proportion of staff receiving a Box 3 is similar across both groups, at 8.1 per cent for part-time staff and 7.2 per cent for full-time staff, and the difference is not statistically significant.

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Full- Time / Part-Time	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Full-Time	6,860	23.3%	20,450	69.5%	2,120	7.2%	29,440	100%
Part-Time	590	17.9%	2,420	74.0%	260	8.1%	3,280	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Full- Time / Part-Time	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
Full-Time	6,920	23.2%	20,760	69.5%	2,170	7.3%	29,850	100%
Part-Time	580	18.1%	2,310	72.7%	290	9.2%	3,180	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

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

Weekly Hours Worked

Table 15 shows PAR outcomes by contract hours per week. Staff with the fewest paid hours per week (0-23 hours) had the lowest proportion of staff receiving a Box 1 (10.8 per cent) and the highest proportion of staff receiving a Box 3 (9.6 per cent). Part-time staff with the highest paid hours per week (31-35 hours) had the highest proportion of staff receiving a Box 1 (25.7 per cent) and the lowest receiving a Box 3 (6.5 per cent). These differences are statistically significant for both Box 1 and Box 3 awards. In comparison, the findings for 2015-16 were also statistically significant for both Box 1 and Box 3.

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

2016-17	Moderated						Total	
	Box 1		Box 2		Box 3			
Hours per week	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
0 - 23	130	10.8%	990	79.7%	120	9.6%	1,240	100%
24 - 30	320	21.1%	1,080	71.8%	100	7.0%	1,500	100%
31 - 35	130	25.7%	330	67.8%	30	6.5%	490	100%
36+	6,880	23.3%	20,470	69.5%	2,130	7.2%	29,480	100%
Total	**7,450**	**22.8%**	**22,880**	**69.9%**	**2,390**	**7.3%**	**32,710**	**100%**

2015-16	Moderated						Total	
	Box 1		Box 2		Box 3			
Hours per week	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
0 - 23	130	11.0%	940	78.0%	130	11.0%	1,200	100%
24 - 30	320	21.6%	1,010	69.2%	140	9.2%	1,460	100%
31 - 35	120	24.7%	340	70.1%	20	5.2%	480	100%
36+	6,930	23.2%	20,780	69.5%	2,170	7.3%	29,880	100%
Total	**7,500**	**22.7%**	**23,070**	**69.8%**	**2,460**	**7.4%**	**33,030**	**100%**

2014-15	Moderated						Total	
	Box 1		Box 2		Box 3			
Hours per week	Number	Percentage	Number	Percentage	Number	Percentage	Number	Percentage
0 - 23	140	11.6%	960	78.4%	120	10.1%	1,220	100%
24 - 30	300	20.6%	1,050	72.2%	100	7.2%	1,450	100%
31 - 35	120	24.4%	330	68.3%	40	7.3%	480	100%
36+	6,980	23.0%	21,080	69.6%	2,230	7.4%	30,290	100%
Total	**7,530**	**22.5%**	**23,410**	**70.0%**	**2,490**	**7.5%**	**33,440**	**100%**

Data sources, quality and methods

All figures presented in tables in this publication meet the standards of quality and integrity demanded by the Code of Practice for Official Statistics. Where figures do not meet the standard they are deleted and shown in the table by the symbol "..".

Data for core MOD civilian personnel performance are taken from the personnel system - Human Resources Management System (HRMS) and are shown on a Headcount basis. These data include voluntary fields such as **disability status** or **ethnicity.** Civilian personnel complete these fields based on their self-perceptions, but are under no obligation to complete these fields. It is not possible for DASA to assess the accuracy or consistency of the declarations made by individuals within these fields.

The **Chi-square test** has been applied to validate the assumption that there is no difference in the box marking allocation with respect to an individual's characteristics. This test compares the observed number of box markings 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.

Background notes

1. Structural changes to the Top Level Budget areas have occurred, which means that certain time series are not directly comparable.

   Defence Equipment and Support (DE&S) changed status as at 1 April 2015 and was reclassified as a Bespoke Trading Entity. It is reported outside Civilian level 1, but within level 0. Prior to this it was categorised as a Top Level Budgetary Area, which was part of the Civilian Level 1 total. For reporting purposes, DE&S will be reported as an extant TLB as at 1 April 2015 to allow comparable analysis of DE&S across the SDSR period covering 1 April 2010 to 1 April 2015. Civilian personnel strength for DE&S from 01 July 2015 onwards will be reported as a Bespoke Trading Entity.

2. Since 1 April 1996 all departments and agencies have had delegated responsibility for the pay and grading of their employees, except for those in the Senior Civil Service (SCS). The MOD grades are shown here against levels broadly equivalent (in terms of pay and job weight) to the former service-wide grades.

MOD grades	Former service-wide grades
Senior Management	**Senior Management**
SCS – Senior Civil Service	SCS – Senior Civil Service
Other Management Grades	**Other Management Grades**
B1 & equivalents	Grade 6
B2 & equivalents	Grade 7
C1 & equivalents	SEO - Senior Executive Officer
C2 & equivalents	HEO - Higher Executive Officer
D & equivalents	EO - Executive Officer
Administrative Grades	**Administrative Grades**
E1 & equivalents	AO - Administrative Officer
E2 & equivalents	AA - Administrative Assistant

Glossary

Core MOD Total :

- Includes: Top Level Budgetary Areas (TLBs)
- Excludes: Trading funds, DE&S Bespoke Trading Entity, Royal Fleet Auxiliary and Locally engaged civilians (LECs)

Black, Asian and Minority Ethnic (BAME): BAME is now the widely used terminology, as a collective descriptor for non-white citizens, across Whitehall, other public sector bodies and the third sector, as well as among civil service race staff networks and their cross-Whitehall umbrella body, the Civil Service Race Forum. See also Ethnic Origin.

Christian: includes personnel who self identify their religion as any Christian denomination or following a religion which follows a Christian tradition.

Defence Equipment and Support (DE&S): is responsible for equipping and supporting the UK's Armed Forces. They manage a vast range of complex projects to buy and support all the equipment and services that the Royal Navy, British Army and Royal Air Force need to operate effectively. They work closely with industry, including through partnering agreements and private finance initiatives. Their main responsibilities are:

• the procurement and support of ships, submarines, aircraft, vehicles, weapons and supporting services
• general requirements including food, clothing, medical supplies and temporary accommodation
• inventory management
• British Forces Post Office
• Submarine dismantling project

DE&S was reported as a bespoke trading entity on 1 July 2015 (prior to this it was reported as an extant TLB). This means it is an arm's length body of the Ministry of Defence with a separate governance and oversight structure with a board under an independent Chairman, and a Chief Executive who will be an Accounting Officer, accountable to Parliament for the performance of the organisation. It achieved full status for reporting purposes as at 1 April 2015.

Defence Infrastructure Organisation (DIO): established on 01 April 2011, it replaced Defence Estates and includes TLB property and facilities management functions previously situated within other TLBs.

Ethnic origin: is the ethnic grouping to which a person has indicated that they belong. The classifications used were revised for the 2001 Census of Population when a classification of nationality was also collected. These revised definitions were also used to re-survey members of the Armed Forces and the Civil Service in 2001-02, see Black, Asian and Minority Ethnic.

Full-time: civil servants are those working 37 hours a week (36 hours or over in London), excluding meal breaks.

Full Time Equivalence (FTE): is a measure of the size of the workforce that takes account of the fact that some people work part-time. Prior to 1 April 1995 part-time employees were assumed to work 50 per cent of normal hours, but since then actual hours worked has been the preferred methodology. The average hours worked by part-time personnel is about 68 per cent of full-time hours.

Head Office & Corporate Services (HO&CS): was established as at 1 April 2012. Lead areas of activity include Senior Finance Office (SFO) are responsible for ensuring that decisions are taken with due regard to affordability and value for money, acting as Head of Establishment for London HO Buildings and associated support requirements, Production of the Department's Resource Accounts and Governance support for MOD Trading Funds.

HQ Air Command: incorporates the RAF's Personnel and Training Command and Strike Command with a single fully integrated Headquarters, which equips the RAF to provide a coherent and coordinated single Air focus to the other Services, MOD Head Office, the Permanent Joint Headquarters and the rest of MOD.

Joint Forces Command (JFC): was established at 1 April 2012 to ensure that a range of military support functions covering medical services, training and education, intelligence and cyber are organised in an efficient and effective manner to support success on operations, supporting investment in joint capabilities, strengthening the links between operational theatres and top level decision making. Joint Forces Command achieved Full Operational Capacity as at 1 April 2013, absorbing additional support roles from lead service TLBs.

Land Forces: Performs a similar role to Navy Command within the context of trained Army formations and equipment.

Lesbian, Gay & Bisexual (LGB): the term referring to those who self-identify their sexual orientation as being other than Heterosexual, including, Lesbian, Gay, Bisexual and other orientations including Transgender.

Ministry of Defence (MOD): This United Kingdom Government department is responsible for implementation of government defence policy and is the headquarters of the British Armed Forces. The principal objective of the MOD is to protect the United Kingdom and its values and interests abroad. The MOD manages day to day running of the Armed Forces, contingency planning and defence procurement.

Navy Command: is the TLB for the Naval Service. As at 1 April 2010 Fleet TLB was renamed to Navy Command. Fleet TLB was formed on 1 April 2006 by the merger of the Commander-in-Chief Fleet and the Chief of Naval Personnel/ Commander-in-Chief Naval Home Command.

Non-Christian: includes all personnel who self identify their religion, belief or faith as any which is not Christian. This includes those who have self-identified as Buddhist, Hindu, Jewish, Kirati, Muslim, Sikh or any other religious belief which is not Christian.

Part-time: civil servants are those working fewer than 37 hours a week (36 hours in London), excluding meal breaks.

Secular: includes personnel who have self-identified as having no religion or any other beliefs (e.g. humanist).

Top Level Budgetary Area (TLB): are the major organisational groupings of the MOD directly responsible for the planning, management and delivery of departmental capability.

Further Information

Contact Us

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