

# Civilian Performance Management Outcomes

## 2018-19 Reporting Year

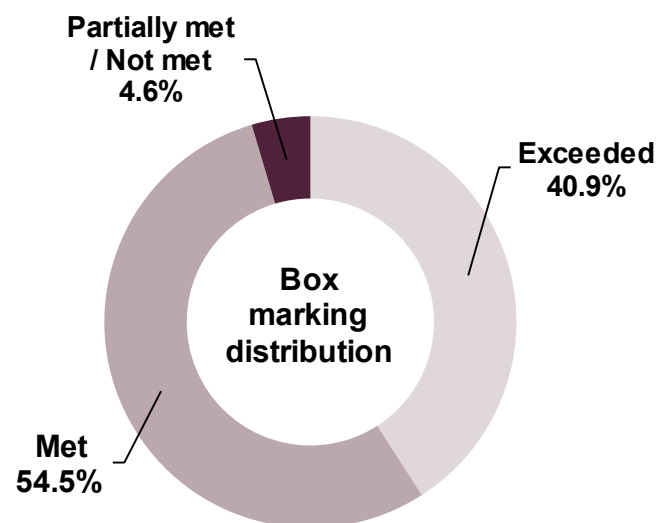
● Annual

Published: 29 August 2019

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

### Key points for 2018-19

#### Box marking distribution



#### Box markings by Gender

<u>Box marking</u>	<u>Male</u>	<u>Female</u>
Exceeded	37.5%	45.2%
Met	57.7%	50.5%
Partially met / Not met	4.8%	4.3%

#### Box markings by Ethnicity

<u>Box marking</u>	<u>White</u>	<u>BAME</u>
Exceeded	42.2%	28.6%
Met	53.6%	65.6%
Partially met / Not met	4.2%	5.8%

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

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## Introduction

In 2017/18 the MOD introduced a new performance management framework that enables performance differentiation. It is the responsibility of the line manager to assign performance ratings and to ensure that they place equal emphasis on both WHAT the job holder has done (the task completed) and HOW they have done it (the knowledge, skills and behaviours they have used/demonstrated). Any ratings will be reviewed and validated by the countersigning officer. The four ratings that can be assigned are as follows:

- **Exceeded**
- **Met**
- **Partially Met**
- **Not Met**

Due to the small numbers who received either a Partially met or Not Met box marking, these two categories have been combined for outputs in this publication.

## Coverage

MOD Main total

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

## Symbols and conventions

- ~ fewer than five or figure suppressed
- zero or rounded to zero
- \* not applicable

All percentages are calculated from raw figures. The percentage point change based on the difference between 2017-18 and 2018-19.

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

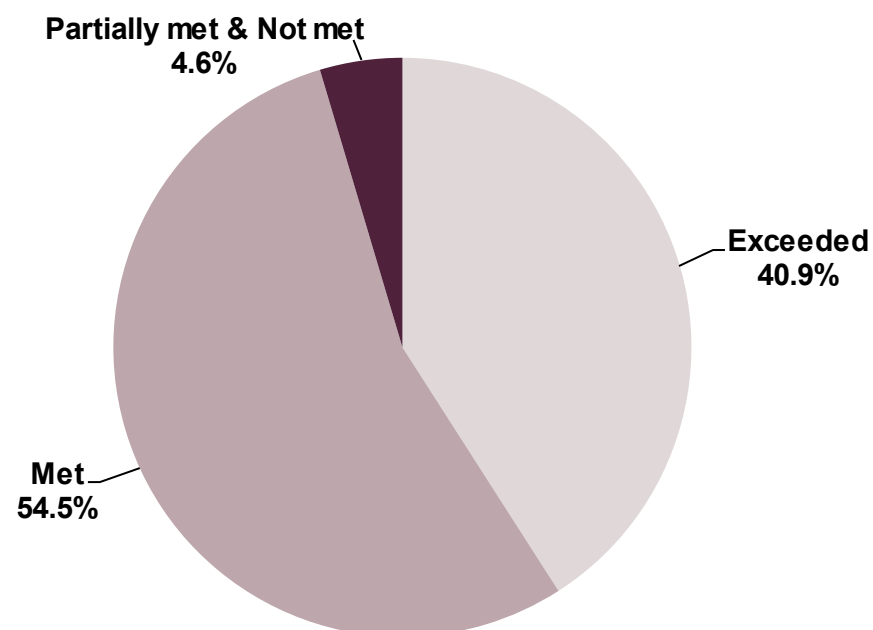
The 2018-19 appraisal process for MOD civilian personnel covered 31,320 staff, of which:

**Table 1 - Number of Job Holders by Performance Management Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Exceeded		Met		Partially met & Not met	
2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
40.9%	0.4	54.5%	0.8	4.6%	-1.2

**Figure 1 - Distribution of Performance Management Outcomes, 2018-19**



The majority of staff (54.5%) received a Met box marking in their 2018-19 performance report, with 40.9% receiving an Exceeded box marking and 4.6% receiving a Partially met or Not met box marking (this comprised of 2.5% who received a Partially met and 2.1% who received a Not met box marking).

Due to the small numbers who received either a Partially met or Not met box marking, these two categories have been combined for outputs in this publication.

## Top Level Budgetary Areas (TLBs)

**Table 2 - Number of Job Holders by Top Level Budget and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Top Level Budget	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
Navy Command	44.5%	-1.3	49.1%	0.9	6.4%	0.4
Army TLB	47.0%	2.1	49.1%	-2.2	3.8%	0.0
HQ Air Command	47.6%	2.9	49.3%	4.8	3.1%	-7.7
Head Office & Corporate Services	33.8%	-0.9	59.7%	0.0	6.5%	0.9
Joint Forces Command	41.1%	1.0	54.9%	0.6	4.0%	-1.5
Defence Infrastructure Organisation	29.9%	-1.6	65.2%	1.8	4.9%	-0.2
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- The proportion of staff who received an Exceeded box marking ranged from: 29.9% for staff in the Defence Infrastructure Organisation, to 47.6% for staff in HQ Air Command. A difference of 17.8 percentage points.
- The proportion of staff who received a Partially met or Not met box marking ranged from: 3.1% for staff in HQ Air Command, to 6.5% for staff in Head office & Corporate Services. A difference of 3.4 percentage points.
- The differences between the proportion of TLBs whose staff received either an Exceeded box marking or Partially / Not met box markings were both statistically significant.
- The gap between the TLB with the lowest proportion of staff who received an Exceeded box and the TLB with the highest proportion has widened between 2017-18 and 2018-19 by 3.5 percentage points from 14.3 percentage points to 17.8 percentage points. The gap between the TLB with the lowest proportion of staff who received a Partially met & Not met box and the TLB with the highest has reduced between 2017-18 and 2018-19 by 3.6 percentage points from 7.0 percentage points to 3.4 percentage points.
- For the three service TLBs, HQ Air Command and Army TLB have increased their proportion of personnel receiving an Exceeded box, while the Navy Command proportion has fallen. Navy Command now has the lowest proportion of the three, compared to last year where it had the highest proportion overall.
- Last year HQ Air Command had the highest proportion of personnel receiving a Partially met and Not met box at 10.8%, this year they have the lowest proportion at 3.1%.

# Top Level Budgetary Areas (TLBs)

Figure 2 - Distribution of Exceeded Box Markings by Top Level Budgetary Areas (TLBs), 2018-19

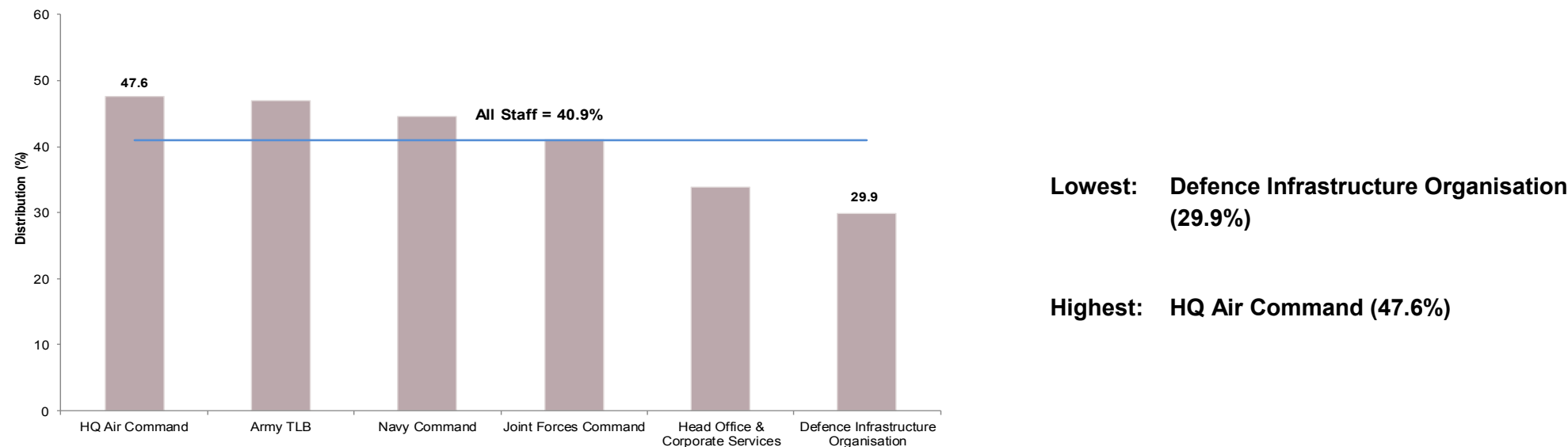
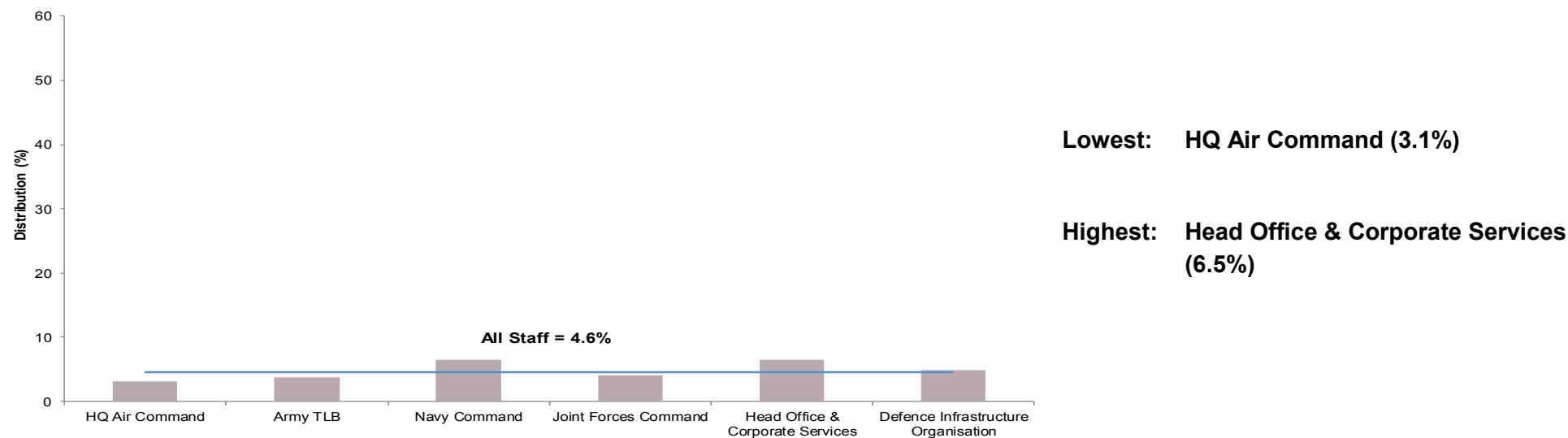


Figure 3 - Distribution of Partially / Not Met Box Markings by Top Level Budgetary Areas (TLBs), 2018-19



## Important Groups

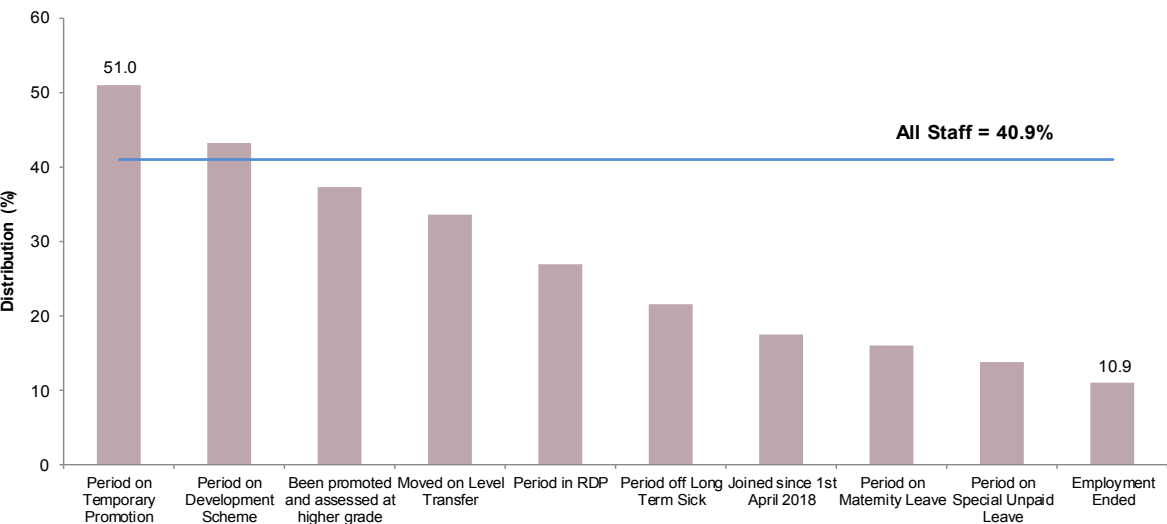
**Table 3 - Number of Job Holders by Important groups and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Important Groups	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
<b>All Staff</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>
Period on Temporary Promotion	51.0%	0.3	46.8%	-0.3	2.1%	0.1
Period on Development Scheme	43.1%	-0.7	52.0%	1.0	4.8%	-0.3
Been promoted and assessed at higher grade <sup>1</sup>	37.3%	1.6	59.7%	-0.9	2.9%	-0.8
Moved on Level Transfer	33.5%	-1.9	61.0%	1.6	5.5%	0.3
Period in Redeployment Pool	26.8%	-3.7	61.6%	5.0	11.5%	-1.3
Period off Long Term Sick	21.6%	1.3	64.9%	-0.4	13.5%	-0.8
Joined since 1st April 2018	17.5%	-1.8	74.6%	1.9	7.9%	0.0
Period on Maternity Leave	16.0%	-6.4	77.0%	8.6	6.9%	-2.2
Period on Special Unpaid Leave	13.8%	0.2	66.5%	-2.1	19.7%	1.8
Employment Ended <sup>1</sup>	10.9%	0.6	63.9%	1.8	25.1%	-2.4

# Important Groups

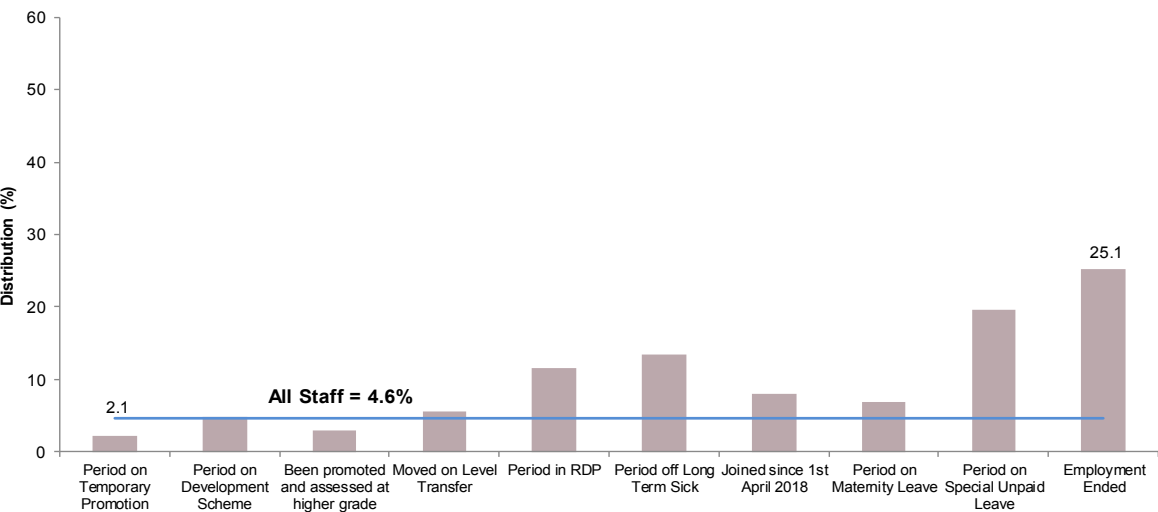
Figure 4 - Distribution of Exceeded Box Markings by Important Groups, 2018-19



**Lowest:** Employment ended (10.9%)

**Highest:** Period on temporary promotion (51.0%)

Figure 5 - Distribution of Partially / Not Met Box Markings by Important Groups, 2018-19



**Lowest:** Period on temporary promotion (2.1%)

**Highest:** Employment ended (25.1%)

## Gender

**Table 4 - Number of Job Holders by Gender and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Gender	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
Female	45.2%	0.8	50.5%	0.4	4.3%	-1.1
Male	37.5%	0.0	57.7%	1.3	4.8%	-1.3
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- A higher proportion of Females received an Exceeded box marking than Males, with a difference of 7.7 percentage points.
- A higher proportion of Males received a Partially / Not met box than Females, with a difference of 0.5 percentage points.
- The differences between Females and Males were statistically significant for both Exceeded and Partially/Not met box markings.
- The gap between the proportion of Female staff and Male staff who received an Exceeded box marking has increased between 2017-18 and 2018-19 by 0.8 percentage points from 6.9 percentage points to 7.7 percentage points. This is due to the proportion of Female personnel who received an Exceeded box marking increasing by 0.8 percentage points, while the proportion for Male personnel remains unchanged.
- The gap between the proportion of Female staff and Male staff who received a Partially met or Not met box marking has remained broadly constant between 2017-18 and 2018-19, decreasing by just 0.1 percentage points from 0.6 percentage points to 0.5 percentage points.



# Grade

**Table 5 - Number of Job Holders by Grade and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Grade	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
B1	43.9%	-1.8	50.0%	0.9	6.1%	0.9
B2	39.2%	-0.5	55.4%	0.3	5.5%	0.3
C1	41.7%	-0.4	53.7%	0.0	4.7%	0.3
C2	43.5%	1.6	52.4%	-1.1	4.1%	-0.5
D	42.7%	0.3	53.1%	0.5	4.2%	-0.8
E1	46.3%	1.2	49.6%	1.0	4.1%	-2.2
E2	25.3%	-2.6	68.8%	3.5	5.8%	-0.9
Skill Zone 4	38.6%	6.9	58.2%	6.5	3.2%	-13.4
Skill Zone 3	39.2%	-0.1	56.5%	5.4	4.3%	-5.2
Skill Zone 2	38.0%	0.8	57.3%	1.2	4.7%	-2.1
Skill Zone 1	35.5%	5.5	57.5%	-4.7	7.0%	-0.8
<b>Total *</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

The grade used is the grade as at 31st March 2019. Staff may have been promoted, or may have been on temporary promotion during the reporting year

\* Total includes other industrial grades and unknown grades

- The proportion of staff who received an Exceeded box marking ranged from: 25.3% for Band E2 staff, to 46.3% for Band B1, a difference of 21.0 percentage points.
- The proportion of staff who received a Partially met or Not met box marking ranged from: 3.2 % for Skill Zone 4 staff, to 7.0% for Skill Zone 4 staff, a difference of 3.8 percentage points.
- These differences between grades were statistically significant for both Exceeded and Partially/Not met box markings.

## Grade and Gender

**Table 6 - Number of Job Holders by Grade, Gender and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Grade	Gender	Exceeded		Met		Partially met & Not met	
		2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
B1	Female	48.1%	-4.3	48.1%	6.0	3.8%	-1.7
	Male	41.9%	-0.7	50.9%	-1.5	7.2%	2.1
B2	Female	42.2%	2.9	53.0%	-2.2	4.8%	-0.7
	Male	37.3%	-2.6	56.8%	1.8	5.9%	0.8
C1	Female	43.1%	1.7	51.8%	-2.3	5.1%	0.7
	Male	40.8%	-1.6	54.8%	1.5	4.4%	0.1
C2	Female	45.5%	2.0	50.4%	-2.0	4.1%	0.1
	Male	42.0%	1.3	53.8%	-0.4	4.1%	-0.8
D	Female	45.6%	-0.8	50.7%	1.7	3.7%	-0.9
	Male	40.2%	1.2	55.1%	-0.4	4.7%	-0.8
E1	Female	48.7%	0.8	47.4%	1.2	3.8%	-2.0
	Male	40.7%	2.1	54.6%	0.7	4.7%	-2.8
E2	Female	36.6%	-2.3	57.6%	4.6	5.8%	-2.3
	Male	19.9%	-2.5	74.3%	2.7	5.9%	-0.2
Skill Zone 4	Female	~	~	-	-	-	-
	Male	38.4%	6.5	58.4%	6.9	3.2%	-13.5
Skill Zone 3	Female	45.3%	-7.3	50.0%	12.8	~	~
	Male	38.8%	0.3	56.9%	4.9	4.3%	-5.2
Skill Zone 2	Female	34.0%	5.1	61.6%	-3.3	4.4%	-1.8
	Male	39.1%	-0.3	56.2%	2.5	4.7%	-2.1
Skill Zone 1	Female	35.4%	6.8	52.8%	-8.5	11.8%	1.7
	Male	35.5%	4.7	59.3%	-3.4	5.3%	-1.3
<b>Total *</b>		<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

\* Total includes other industrial grades and unknown grades

# Ethnicity

**Table 7 - Number of Job Holders by Ethnicity and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Ethnicity	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
White	42.2%	0.0	53.6%	1.0	4.2%	-1.0
BAME	28.6%	-2.0	65.6%	4.3	5.8%	-2.2
Undeclared	37.3%	1.8	56.1%	-0.5	6.6%	-1.3
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- A higher proportion of White staff received an Exceeded box marking than BAME staff, with a 13.6 percentage point difference between the two groups.
- A higher proportion of BAME staff received a Partially / Not met box marking than White staff, with a 1.5 percentage point difference between the two groups.
- The differences between staff who declared as White and BAME were statistically significant for both Exceeded and Partially/Not met box markings.
- The gap between White staff and BAME staff receiving an Exceeded box marking widened by 2.0 percentage between 2017-18 to 2018-19, from 11.5 percentage points to 13.6 percentage points. This is because the proportion of BAME personnel who received an Exceeded box marking decreased by 2.0 percentage points whilst the proportion of White personnel who received an Exceeded box remained constant.
- The gap between White staff and BAME staff receiving a Partially Met or Not met box narrowed by 1.2 percentage points between 2017-18 to 2018-19, from 2.8 percentage points to 1.5 percentage points. This is because whilst the proportion of staff receiving a Partially / Not met box decreased across both White and BAME personnel, it decreased by more for BAME personnel.

## Sexual Orientation

**Table 8 - Number of Job Holders by Sexual Orientation and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Sexual Orientation	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
Heterosexual/Straight	41.8%	-0.0	53.9%	0.6	4.3%	-0.6
LGB & Other	35.2%	-0.0	59.1%	1.2	5.7%	-1.1
Undeclared	38.5%	0.3	55.8%	1.7	5.7%	-2.0
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- A higher proportion of Heterosexual/Straight staff received an Exceeded box marking than LGB & Other staff, with the difference remaining the same as last year at 6.6 percentage points. This difference is statistically significant.
- A higher proportion of LGB & Other staff received a Partially / Not met box marking than Heterosexual/Straight staff, however the difference is not statistically significant.

# Religion or Belief

**Table 9 - Number of Job Holders by Religion/Belief and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Religion or Belief	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
Christian	42.9%	0.5	53.0%	0.2	4.1%	-0.7
Non Christian	34.9%	-0.1	60.4%	1.5	4.7%	-1.4
Secular	40.6%	-1.3	54.8%	1.5	4.7%	-0.2
Undeclared	38.4%	0.4	56.1%	1.7	5.5%	-2.1
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

Notes:

Non Christian refers to all those declaring religious beliefs other than Christian denominations.

Secular refers to all those declaring that they have no religious beliefs.

- A higher proportion of Christian staff received an Exceeded box marking than Non Christian staff, with a 7.9 percentage point difference.
- A lower proportion of Christian staff received a Partially / Not met box marking than Non-Christian staff, with a 0.6 percentage point difference.
- The differences between Christian staff and Non-Christian staff were statistically significant for both Exceeded and Partially/Not met box markings.
- The gap between the proportion of Christian staff who received an Exceeded box marking compared with Non Christian staff has increased between 2017-18 and 2018-19 by 0.6 percentage points from 7.3 percentage points to 7.9 percentage points.
- The gap between the proportion of Christian staff who received a Partially met or Not met box marking compared with Non Christian staff has decreased between 2017-18 and 2018-19 by 0.8 percentage points from 1.3 percentage points to 0.6 percentage points.

## Disability status

**Table 10 - Number of Job Holders by Disability status, 2018-19**

*\* Percentage Point Change Since 2017-18*

Disability	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
No Disability	43.5%	-0.2	52.8%	0.7	3.7%	-0.5
Disabled	33.2%	1.7	58.9%	-0.8	7.9%	-0.9
Undeclared	37.2%	-0.7	57.2%	2.5	5.6%	-1.8
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- A lower proportion of staff with a Disability received an Exceeded box marking than those with No Disability, with a gap of 10.2 percentage points.
- A higher proportion of staff with a Disability received a Partially / Not met box marking compared to those with No Disability, with a gap of 4.1 percentage points.
- The differences between staff who declared as having No disability compared with those who declared as having a Disability were statistically significant for both Exceeded and Partially/Not met box markings.
- The gap between the proportion of Disabled staff who received an Exceeded box marking compared with Non Disabled staff has narrowed between 2017-18 and 2018-19 by 1.9 percentage points from 12.2 percentage points to 10.2 percentage points. This is because the proportion of personnel with No Disability who received an Exceeded box decreased whilst the proportion of Disabled staff who received an Exceeded box increased since 2017/18.
- The gap between the proportion of Disabled staff who received a Partially / Not met box marking compared with Non Disabled staff has narrowed between 2017-18 and 2018-19 by 0.4 percentage points from 4.5 percentage points to 4.1 percentage points. This is because while the proportion of Non Disabled personnel who received a Partially / Not met box fell 0.5 percentage points, the proportion of Disabled personnel who received a Partially / Not met box fell further by 0.9 percentage points.

## Age group

**Table 11 - Number of Job Holders by Age group and Outcome, 2018-19**

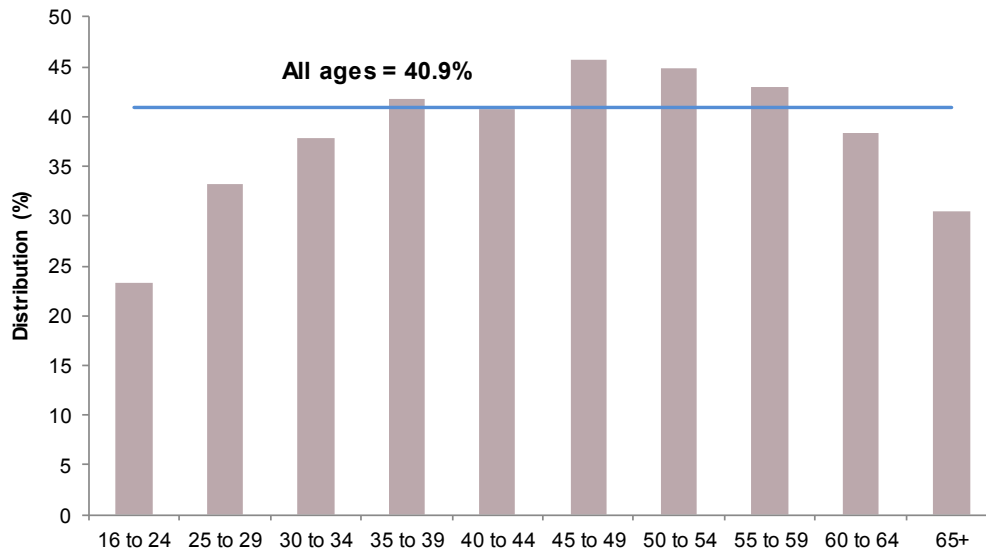
*\* Percentage Point Change Since 2017-18*

Age group (years)	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
16 to 24	23.3%	-1.0	68.4%	0.8	8.3%	0.2
25 to 29	33.2%	0.4	59.8%	0.6	7.0%	-1.0
30 to 34	37.8%	-1.1	57.1%	3.0	5.1%	-1.9
35 to 39	41.7%	2.1	53.8%	-0.8	4.5%	-1.3
40 to 44	40.8%	-0.8	54.7%	1.9	4.5%	-1.1
45 to 49	45.8%	-0.1	50.2%	0.9	4.0%	-0.9
50 to 54	44.9%	0.5	51.7%	0.7	3.4%	-1.2
55 to 59	42.9%	1.0	53.3%	0.2	3.8%	-1.1
60 to 64	38.4%	1.7	55.9%	-0.8	5.7%	-0.9
65+	30.4%	2.3	63.0%	2.6	6.7%	-4.9
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- The proportion of staff who received an Exceeded box marking ranged from: 23.3% for staff aged 16 to 24 years, to 45.8% for staff aged 45 to 49 years.
- The proportion of staff who received a Partially met or Not met box marking ranged from: 3.4% for staff aged 50 to 54 years, to 8.3% for staff aged 16 to 24 years.
- The differences in the proportions by Age group were statistically significant for both Exceeded and Partially/Not met box markings.

## Age Group

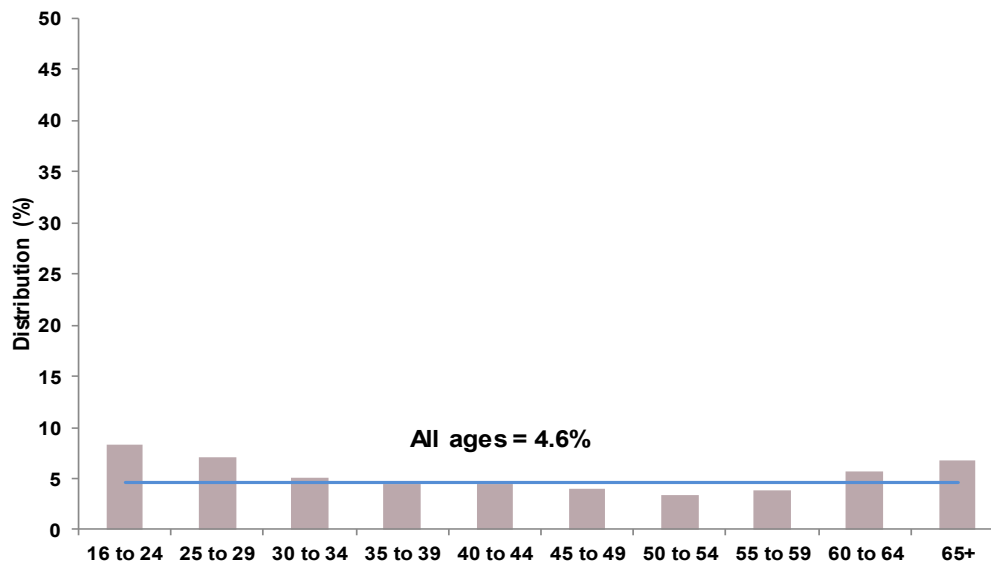
Figure 6 - Distribution of Exceeded Box Markings by Age Group, 2018-19



**Lowest: 16 to 24 years (23.3%)**

**Highest: 45 to 49 years (45.8%)**

Figure 7 - Distribution of Partially / Not Met Box Markings by Age Group, 2018-19



**Lowest: 50 to 54 years (3.4%)**

**Highest: 65 years or more (8.3%)**



## Length of Service

**Table 12 - Number of Job Holders by Length of Service and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Length of Service (years)	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
0 to 4	34.8%	-1.2	59.2%	1.3	6.1%	-0.1
5 to 9	45.5%	1.0	50.0%	0.5	4.6%	-1.5
10 to 14	42.8%	2.7	53.0%	-1.5	4.2%	-1.2
15 to 19	41.4%	0.6	54.5%	1.1	4.1%	-1.8
20 to 24	45.3%	2.4	50.9%	-0.6	3.8%	-1.8
25 to 29	43.1%	-0.5	53.4%	2.5	3.5%	-1.9
30 to 34	45.1%	1.3	51.2%	0.6	3.7%	-1.9
35 to 39	47.5%	3.7	49.8%	-0.5	2.7%	-3.2
40 or more	36.7%	-1.0	57.8%	3.4	5.5%	-2.5
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- The proportion of staff who received an Exceeded box marking ranged from: 34.8% for staff with 0 to 4 years of service, to 47.5% for staff with 35 to 39 years of service.
- The proportion of staff who received an Partially met or Not met box marking ranged from: 2.7 % for staff with 35 to 39 years of service, to 6.1% for staff with 0 to 4 years of service.
- The differences between the length of service groups were statistically significant.

## Working Patterns

**Table 13 - Number of Job Holders by Full-time / Part-time status and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Full-time / Part-time	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
Full-Time	41.5%	0.2	53.8%	0.9	4.6%	-1.2
Part-Time	35.9%	1.6	59.8%	0.0	4.3%	-1.6
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- A lower proportion of Part-Time staff received an Exceeded box marking than Full-Time staff, with a gap of 5.6 percentage points. This difference is statistically significant.
- A higher proportion of Part-Time staff received a Partially or Not met box marking than Full-Time staff but this difference is not statistically significant.

**Table 14 - Number of Job Holders by Weekly Hours and Outcome, 2018-19**

*\* Percentage Point Change Since 2017-18*

Hours Per Week	Exceeded		Met		Partially met & Not met	
	2018/19 (%)	pp change *	2018/19 (%)	pp change *	2018/19 (%)	pp change *
0 - 23	28.2%	3.1	66.6%	0.0	5.2%	-3.0
24 - 30	40.9%	0.5	55.5%	0.4	3.5%	-0.9
31 - 35	41.9%	3.2	54.2%	-2.8	3.9%	-0.4
36+	41.5%	0.2	53.8%	0.9	4.6%	-1.2
<b>Total</b>	<b>40.9%</b>	<b>0.4</b>	<b>54.5%</b>	<b>0.8</b>	<b>4.6%</b>	<b>-1.2</b>

- The proportion of staff receiving an Exceeded box marking ranged from 28.2% for staff who worked 0 to 23 hours per week, to 41.9% for staff who worked 31 to 35 hours per week. This difference is statistically significant.
- The proportion of staff receiving a Partially / Not met box marking ranged from 3.5% for staff who worked 24 to 30 hours per week, to 5.2% for staff who worked 0 to 23 hours per week but this difference is not statistically significant.

## 2018-19 Performance Framework

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In 2017/2018, the MoD introduced a new Performance Management framework. The objective of the review was to introduce a new Performance Management process which was fairer, more effective and more motivating. The framework introduced in 2017/18 remained in place with no substantial changes in 2018/19.

The introduction of the new process saw the removal of guided distribution and relative assessment as the primary means of assigning performance ratings. Instead, managers and countersigning officers\* have been empowered to assign performance ratings based solely on their view of a job holder's performance, against their objectives, throughout the year.

Under the new process, there continues to be an equal focus on both WHAT the job holder has done (the outcomes they have achieved) and HOW they have done so (the knowledge, skills and behaviours that they have demonstrated). Performance assessments cannot be weighted towards one element at the expense of the other and all staff are expected to demonstrate positive behaviours throughout the performance year. Where staff have not been able to demonstrate positive behaviours (even when they have achieved the desired outcome(s)) managers are expected to reflect this in their performance assessment.

The four performance ratings which can be assigned under the new framework are as follows:

1. Exceeded
2. Met
3. Partially Met
4. Not Met

No expectation for the distribution of performance ratings was set prior to the end of the year, either centrally or within the MoD's top-level business units (TLBs) and the distribution of performance ratings result solely from the decisions taken by individual management chains.

There is no longer a relationship between performance ratings and performance awards (under the previous framework, staff who received the highest rating ('Box 1') were guaranteed an award). Instead, the MoD introduced an In-Year Reward Scheme as part of the new framework which allows managers to reward staff for high performance against their objectives throughout the performance year. Where individuals receive either a Partially Met or Not Met rating, they are required to work with their managers to agree ways of improving performance.

Line managers and countersigning officers must undertake Equality & Diversity 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 after each performance year.

*\*Individuals senior to the manager who are responsible for providing senior level oversight and assurance of the performance management process*

# 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.

Data for MOD Main 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 **Ethnicity, Sexual Orientation, Religion/Belief** or **Disability status**. Civilian personnel complete these fields based on their self-perceptions, but are under no obligation to complete these fields. It is not possible for Defence Statistics 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.

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
<b>Senior Management</b>	<b>Senior Management</b>
SCS - Senior Civil Service	SCS - Senior Civil Service
<b>Other Management Grades</b>	<b>Other Management Grades</b>
B1 & equivalents	Grade 6
B2 & equivalents	Grade 7
C1 & equivalents	SEO - Senior Executive Officer
C2 & equivalents	HEO - Higher Executive Of- ficer
D & equivalents	EO - Executive Officer
<b>Administrative Grades</b>	<b>Administrative Grades</b>
E1 & equivalents	AO - Administrative Officer
E2 & equivalents	AA - Administrative Assistant

## Glossary

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### **Core MOD Total :**

Includes: Top Level Budgetary Areas (TLBs)

Excludes: DE&S Bespoke Trading Entity, Royal Fleet Auxiliary, Trading Fund, Executive Agencies 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 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.

## Glossary (cont)

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**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.

**Army TLB:** 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.

## Glossary (cont)

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**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.

### Background Quality Report

The background quality report provides more detailed information about the quality of data used to produce this publication and any statistics derived from that data.

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

## Further Information

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