



Ministry  
of Defence

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Ref: FOI2020 / 12733

16 December 2020

Dear [REDACTED]

Thank you for your email of 15 September 2020 to the Ministry of Defence (MOD) requesting the following information:

*"I would like to make an FOI request for the following information relating to the civil servant joiners process (otherwise known as 'Street to Seat')."*

- 1. Could you please explain the department's joiner process? Any line manager process or checklist documents relating to this would be greatly appreciated.*
- 2. How many days (on average) does it take an individual to complete the joiner/onboarding process?*
- 3. How many tasks are typically involved in the process?*
- 4. How many new joiner exits do you have each year? By joiner exit, I mean the churn of people hired by the department who decide to drop out pre or post-hiring*
- 5. What is the financial cost of a new joiner exit?*
- 6. What is the average tenure of a colleague within the department before the joiner exits or changes departments?*
- 7. What is the departments total staff turnover per year? (including both joiners and leavers)*

*If any of this information is outside the scope of the FOIA or exceeds the costs permitted by the FOIA, please answer what you can and advise on how to best refine the request."*

Your second email of 28 October 2020 clarified that you required the following information:

*"Only for the Ministry of Defence, not the executive agencies."*

Thank you as well for your email dated 19 November 2020 clarifying the period of time for question 4 and 6:

*"Q4) the suggested last 12 months is fine by me - October 2019-2020.*

*Q6) if you could provide the average figures for the date range you suggested - 2015-2020 that would be amazing, but if not, I'm happy for you to provide the figures for the last 12 months (October 2019-20)."*

I am treating your correspondence as a request for information under the Freedom of Information Act 2000 (FOIA). A search for the information has now been completed within the Ministry of Defence and I can confirm that some information within the scope of your request is held subject to the caveat noted.

The answers to Q1 – 3 are provided in Annex A attached to this letter. Recruitment into MOD is undertaken using the civil service wide Civil Service (CS) Jobs website which is run by the Cabinet Office.

Q4: The number of people who decided to drop out pre-hiring for the period 1 November 2018 to 31 October 2020 is 531. This information has been taken from the CS Jobs resourcing system and is a count of individuals who applied for an externally advertised vacancy. In addition, the number of people who decided to drop out post-hiring for the period 1 November 2018 to 31 October 2020 is 29. This figure has been taken from the MOD's Human Resources Management System (HRMS) and is a count of individuals who have a record set up for them, but they are terminated on the same day as the hire date with the reason of: 'Did Not Show'.

For Q5, unfortunately, the MOD does not have any visibility of the financial cost of a new joiner exit as this information is not held locally or centrally by the MOD. Therefore, no information is held.

Q6: The average tenure of an employee within the department before they leave or change departments is as follows:

	2015-16	2016-17	2017-18	2018-19	2019-20	Overall
Years	9.3	8.8	7.7	7.6	7.5	8.2

This is based on periods of 1 November to 31 October of each year, with the overall figure covering the period 1 November 2015 to 31 October 2020. An individual is included in these figures if they have either terminated employment, retired or transferred from one internal MOD department into another with a different Unit Identification Number (UIN).

	2015-16	2016-17	2017-18	2018-19	2019-20	Overall
Years	14.6	14.3	14.0	13.4	13.1	13.8

In addition, the above table represents the average tenure of an employee before their employment is terminated, retired or transferred to another government department.

#### Caveat

- Results have been taken from records contained in the departments Human Resources Management System (HRMS). HR records were migrated to HRMS in stages throughout 2003, however, very limited service history was included in this process meaning that transfers prior to migration were not included in the new service records. As a result, there will be records used to derive the results above where employees have service of 20+ years prior to HRMS going live that have been deemed not to have changed departments because we have no visibility of any transfers that may have happened prior to 2003. As a result, the averages above may be overstated.

The information you have requested for Q7 concerning the Department's total staff turnover per year (including both joiners and leavers) falls entirely within the scope of an absolute exemption under Section 21 of the FOIA as it is reasonably accessible by other means. As Section 21 is an absolute exemption, there is no requirement to consider the public interest in making the decision to withhold the information.

Under Section 16 (Advice and Assistance) you may be interested to know the MOD publish biannual statistics on the strength, intake and outflow of Ministry of Defence civilian personnel on the Gov.uk website. The link below will take you to relevant reports for the last three years.

<https://www.gov.uk/government/statistics/mod-biannual-civilian-personnel-report-2020>

<https://www.gov.uk/government/statistics/mod-biannual-civilian-personnel-report-2019>

<https://www.gov.uk/government/statistics/mod-biannual-civilian-personnel-report-2018>

If you have any queries regarding the content of this letter, please contact this office in the first instance.

If you wish to complain about the handling of your request, or the content of this response, you can request an independent internal review by contacting the Information Rights Compliance team, Ground Floor, MOD Main Building, Whitehall, SW1A 2HB (e-mail [CIO-FOI-IR@mod.gov.uk](mailto:CIO-FOI-IR@mod.gov.uk)). Please note that any request for an internal review should be made within 40 working days of the date of this response.

If you remain dissatisfied following an internal review, you may raise your complaint directly to the Information Commissioner under the provisions of Section 50 of the Freedom of Information Act. Please note that the Information Commissioner will not normally investigate your case until the MOD internal review process has been completed. The Information Commissioner can be contacted at: Information Commissioner's Office, Wycliffe House, Water Lane, Wilmslow, Cheshire, SK9 5AF. Further details of the role and powers of the Information Commissioner can be found on the Commissioner's website at <https://ico.org.uk/>.

Yours sincerely

Defence Business Services (Secretariat)