

Transparency Data



HMPPS Unlocked Graduates Scheme Prison Officer Retention Outcomes

Background

This document contains information relating to the retention outcomes for cohorts of participants in the Unlocked Graduates (UG) Scheme for Prison Officers.

The UG scheme is a two-year graduate development scheme, designed to recruit graduates and develop them into outstanding prison officers whilst building capability of attaining more senior positions within HMPPS.

This release supports a requirement in the Service Level Agreement with UG to produce a retention report.

Measurement

Retention rates are measured at 6-monthly intervals from when an individual participating in the scheme started employment, and refer to whether a participant, at the specified interval, has been retained in either:

- A frontline Prison Officer or OSG (PO/OSG) role (OSG, Prison Officer, Senior Officer, or Custodial Manager), or
- Any civil servant role within the Ministry of Justice.

Retention rates are presented for three groups:

1. **UG participants without exclusions:** The UG cohorts, with no individuals excluded based on leaving reason.
2. **UG participants with exclusions:** The UG cohorts, with the individuals who left during the scheme (two-years) for a reason considered exclusionary in the KPIs set out in the UG scheme provider contract (e.g., Personal Reasons, Mental Health, Working Environment).
3. **Comparison group:** The comparator group, consisting of Band 3 Prison Officer new starters within a comparable timeframe as the UG cohort, starting

at one of the prisons involved in the UG scheme.

The initial contract of employment for UG participants in 2019 was fixed term, which changed to permanent from the 2020 UG cohort onwards. Consequently, the outcome analysis in this release has been separated out between the 2019 cohort and 2020-2024 cohorts.

More detail on the approach is contained within the accompanying Excel workbook.

Retention outcomes

The overall pattern of results indicates that the UG scheme participants were retained

at higher levels than comparator Prison Officer new starters while enrolled in the scheme (up to and shortly after 24 months), but not subsequently.

In the 2020-2024 combined results, retention rates at 12 months and 24 months were

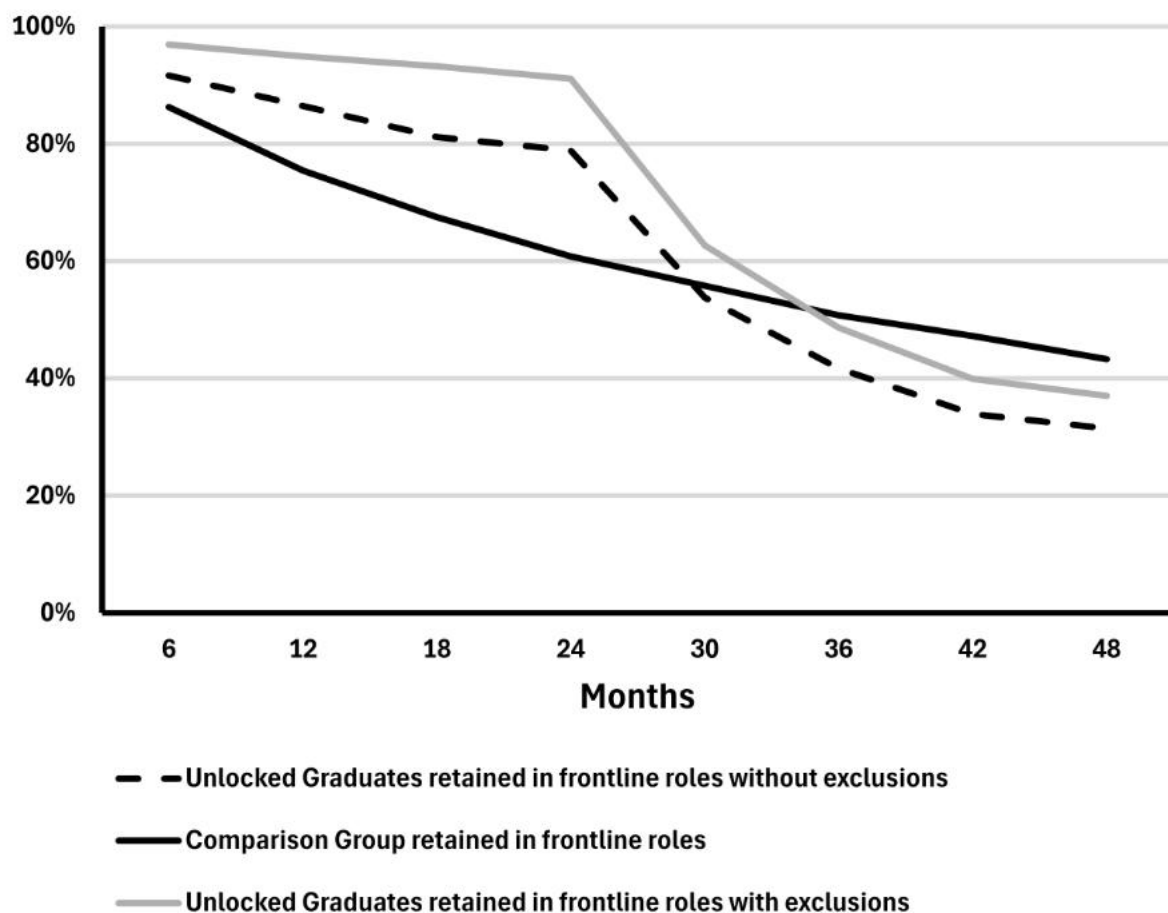
higher in the UG cohorts than the comparison group, specifically:

- **Frontline PO/OSG role:** retention rates were 86.5% (12 months) and 78.9% (24 months) for the UG cohorts (without exclusions), compared to 75.4% and 60.8% for the comparison group.
- **Any MoJ role:** retention rates were 87.3% (12 months) and 81.1% (24 months) for the UG cohorts (without exclusions), compared to 76.4% and 63.6% for the comparison group.

Comparative results, when considering longer durations (i.e., post-scheme), depend on whether we consider 'any role' retention or retention in a frontline PO/OSG role:

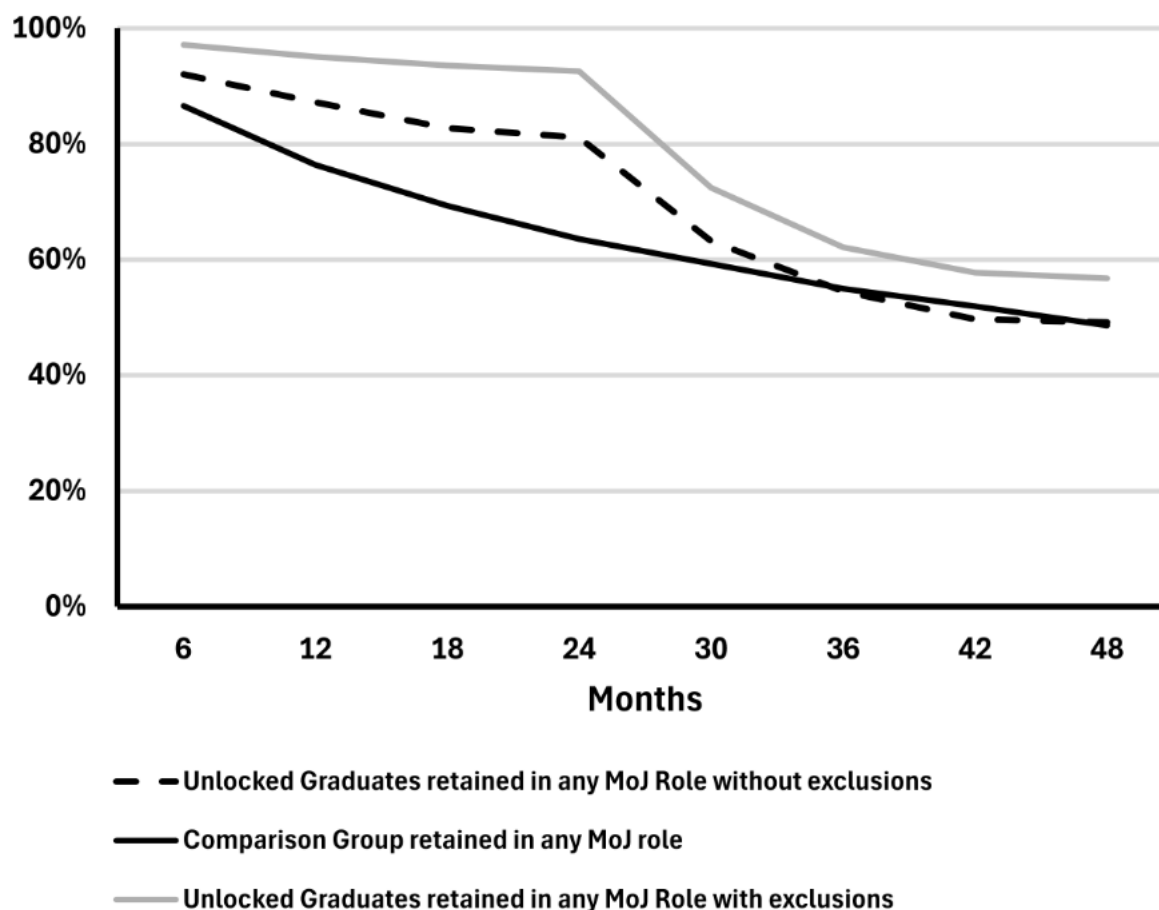
- **Frontline PO/OSG role:** UG scheme participants' frontline PO/OSG role retention dropped considerably after course completion. In the 2020-2024 combined results, from 36 months onwards, it was lower than the matched Band 3 Prison Officer comparator group. At 36 months, the retention rate was 50.7% for the Band 3 Prison Officer comparator group, versus 41.7% for the UG group (without exclusions). At 42 months, this was 33.9% for UG participants and 47.2% for the comparison group.

Figure 1 – Frontline Role Retention Outcomes, 2020-2024 Cohorts



- Any MoJ role (Figure 2):** At 30 months and beyond (after the end of the scheme), the UG scheme participants were retained within the organisation (in any civil servant role) at a similar rate to the Band 3 Prison Officer comparator group. In the 2020-2024 combined results, at 36 months, the retention rate was: 55.0% for the Band 3 Prison Officer comparator group and 54.6% for the UG group (without exclusions). At 42 months, this was 49.7% for UG participants and 51.9% for the comparison group.

Figure 2 – Any MoJ Role Retention Outcomes, 2020-2024 Cohorts



These findings suggest that over longer timeframes Band 3 Prison Officers recruited through the UG scheme were similarly retained in the organisation but in different roles, when compared to Band 3 Prison Officer starters not involved in the scheme. However, over longer durations the UG participants were less well retained as Band 3-5 Prison Officers or OSGs.

Accompanying files

Data tables.

Contacts

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

enquiries

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