



National Offender
Management Service

NOMS HR Portfolio

HR

JES Duty Governor Review

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1 INTRODUCTION

1.1 Purpose

The purpose of this document is to test assumptions around the reward of operational managers, in particular whether they are rewarded fairly under NOMS JES. This will form the basis for further discussion and decisions around potential reward solutions and union negotiations.

1.2 Intended Audience

This document is targeted primarily at the Director of HR and the Director of PSP to enable them to make informed management decisions around the demands of the Duty Governor role.

1.3 Change History

Date	Version	Nature of Change	Sections Affected
10/03/16	0.1	Initial Draft	Initial Draft
05/05/16	0.2	Checked and amended	All
21/07/16	1.0	Baselined	
10/05/17	1.1	Final	All

1.4 Distribution List

Name/Group
Ian Mulholland – Director of PSP
Martin Beecroft – Director of HR

2 EXECUTIVE SUMMARY

The PGA have had ongoing concerns about NOMS JES and its ability to recognise operational manager demands. As a result, a full review of these demands was initiated in a joint initiative between HR and PSP with full support of the PGA. This is the second such review, the first of which indicated that the Duty Governor element of the role was not evaluated to the optimum level, although this was not significant in terms of band. Rising levels of violence in prisons has contributed to the feeling that Duty Governors workload has increased. ¹

Operational reports were obtained and questionnaires distributed to 13 prisons of differing types in a variety of geographical locations in order to gain an overall view of the current demands of the Duty Governor role. In total 49 questionnaires were completed by staff and, following receipt, a mix of telephone and face to face follow up interviews were carried out with 40 Governor grades. Comparisons were made and checked with every establishment's most recent Her Majesty's Inspectorate of Prisons (HMIP) report and Year to Date assault rates from the NOMS Performance Hub.

Results showed that Heads of Function were under significant and unusual workload pressure as a result of having to carry out Duty Governor duties and that this pressure was having a big impact on how they carry out their Functional Head role.

Whilst there was support from the Governor and Deputy Governor in this respect, many found that the support from Custodial Managers was inconsistent and variable. The vast majority of staff felt the role of Duty Governor had become more demanding over the past two years, with the following reasons given: Fewer resources, increased drug use and mental health issues amongst prisoners, more adjudications, inexperienced Custodial Managers, the removal of the Senior Officer role as a first line manager, inexperienced prison officers who require greater guidance and support, staff becoming more risk averse.

Staff came up with a number of ways the situation could improve – these are around training, resources, more delegation to Custodial Managers, having 2 Duty Governors at any one time and bringing back Senior Officers.

When asked “Do you think the role of Duty Governor is sufficiently rewarded?” **86%** said no.

A job evaluation exercise was carried out on the work of the Duty Governor based on the evidence provided to the Team. It was found that this work did not significantly impact on the JES score of their roles, when compared to earlier exercises. However, it should be recognised that the role of the operational manager has become more difficult and challenging since the inception of JES and NOMS may want to look at ways of ensuring these staff are appropriately rewarded.

¹ HM Inspectorate of Prisons Annual Report 2015-16 based on MoJ data shows that prison assaults have increased by 27% in 2015, self-harm by 25% and self-inflicted deaths by 27% when compared to the previous period

3 BACKGROUND

All Operational Heads of Functions and above within prisons are expected to undertake Duty Governor Responsibilities in addition to their primary roles. It is estimated that around 20% of their time will be taken up with duty governor responsibilities, which are divided on a rota basis. This element of their work is included in their evaluated job descriptions. However, there was a PGA challenge against the scoring of this in 2015 and as a result there was an amended job description submitted by the PGA which when evaluated, led to some increase in the evaluation score for Head of Function roles. This was not significant in terms of banding. The Director of PSP at the time stated that the scoring was for indicative purposes only and therefore the new JD and score was not implemented. Since this time, there has been a hiatus in terms of progress, with the inception of Prison Reform initiatives and further discussions with the PGA around several JES issues.

This more recent review was carried out as a result of a further challenge around the role of Duty Governor and how this element of operational managerial roles is evaluated using NOMS JES, again highlighting their concerns that operational managers are not being appropriately rewarded through JES for the Duty Governor requirement of their role. It was agreed by the Director of PSP and Director of HR that the JES team will undertake a full review of the Duty Governor role in order to conclude this issue.

3.1 Review Aims

3.1.1 What does the review aim to address?

- Outstanding union issues and concerns around the evaluation of operational manager job descriptions
- The increase in violence within prisons, the reduced resource to do the work and how this is recognised in terms of reward
- Uncertainty around whether NOMS JES is fit for purpose for operational manager roles

3.1.2 What are the consequences of not doing the review?

- Continued uncertainty around NOMS JES
- Continued TU concerns around NOMS JES and job descriptions
- Poor morale amongst operational managers who feel they are not being adequately rewarded for their work, particularly when compared to non-operational staff

3.1.3 What are the critical success factors?

- Meaningful engagement with NOMS Trade Unions, particularly PGA
- Establishment of NOMS JES as fit for purpose, or depending on outcome, identify ways in which JES can be improved
- Consideration of other innovative reward strategies if appropriate

4 METHOD OF APPROACH

4.1 Approach to the work

Initially, the team envisaged that the work would involve full research of the role including shadowing and face to face interviews. However, the strategy for this had to change as a result of the spending restrictions. A new cost effective strategy was introduced which involved collation of operational reports based on actual duty governor duties, followed by telephone interviews based on pre-completed questionnaires (see Annex B). Also researched were violence management reports to see how the increase in levels of violence in prisons may affect the demands of the role. A dedicated team from HR undertook the work, which included a Governor acting as Operational Assurance Lead and a Project Lead. The PGA did voice their concern to the new approach as they felt we may not get quality information and following discussions, a number of face to face interviews were conducted whenever possible.

4.2 Process

Duty Governors were interviewed via telephone using some set questions (see Annex B). Sufficient time was given for staff to have the opportunity to talk freely about their experiences.

There were 2 types of interview – those which were based purely on the questionnaire and those which were based on both the questionnaire and the operational report, depending on whether that member of staff was acting as Duty Governor as evidenced in the operational reports.

Statistical data around assaults in prison was also considered, for example Violence Management Reports from the NOMS Performance Hub and data gleaned from establishments' most recent HMIP Reports together with Incident Reports. Earlier research conducted by both the PGA and HR from earlier reviews was also utilised.

On completion of the interviews the data was analysed and collated for the purpose of this report, in conjunction with the other research.

4.3 Sample

In order that we captured the full range of prisons, we based our list on category and other criteria such as geographical location and complexity (See Annex A)

4.4 Trade Unions

All Trade Unions are aware of this review via the ER Team and were invited to be involved in the process. As the PGA were instrumental in bringing about this review and this review specifically affects their membership, they were invited to be actively involved in the information gathering and validation process. NOMS would like to thank them for their valued input.

4.5 Timescales

Staff in the selected prisons were given until 23 December 2015 to send their

questionnaires back directly to the Team. Interviews took place between this date and 15 January 2016. A report on these results would form the basis for discussions with the Unions.

4.6 Composition of the Review Team

Carol Carpenter	HR Director
Andrew Dickinson	HR, Operational Assurance Lead
Nick Drewett	Prison Reform HR Project Lead
Dave Hoskins	PGA
Darren Gardner	HR
Tracey Campbell	HR

4.6.1 Responsibilities

Carol Carpenter: HR Director – Senior Responsible Owner. Carol will direct the work and ensure it is resourced appropriately against competing priorities

Andrew Dickinson: Governor - Operational Assurance Lead, HR. Andrew will strategically lead the project and with his experience governing prisons, give the project senior operational assurance.

Nick Drewett: HR Project Lead - Prison Reform. JES Policy Lead, HR. Nick will manage and direct the project and ensure JES principles and integrity are upheld, reporting any issues and results to HR Exec as required.

Darren Gardner: Job Evaluation Assurance Officer, HR

Tracey Campbell: Job Evaluation Assurance Officer, HR

Darren and Tracey are trained job evaluators with operational experience and will undertake the day to day work required to gather information, including arranging and conducting interviews.

Dave Hoskins: National PGA Representative. Dave will input as required, ensuring PGA have full visibility of the process and outcomes.

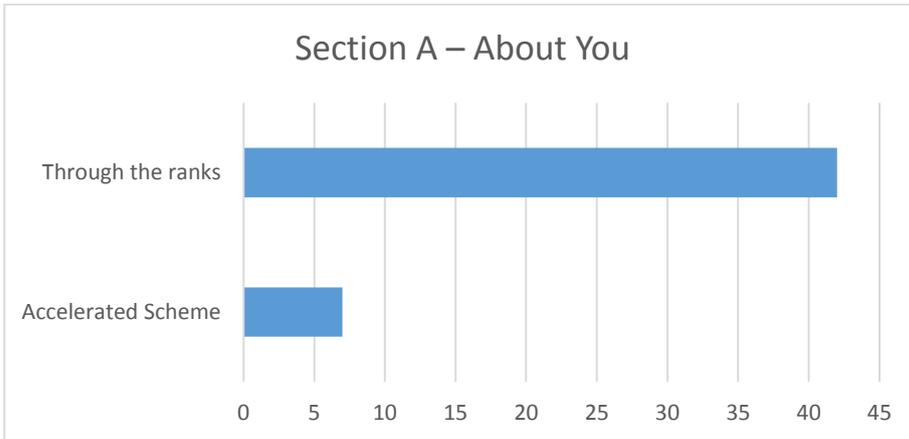
Note: National and Local TUs to observe as required – this will be brokered through the Employee Relations Team.

5 RESULTS

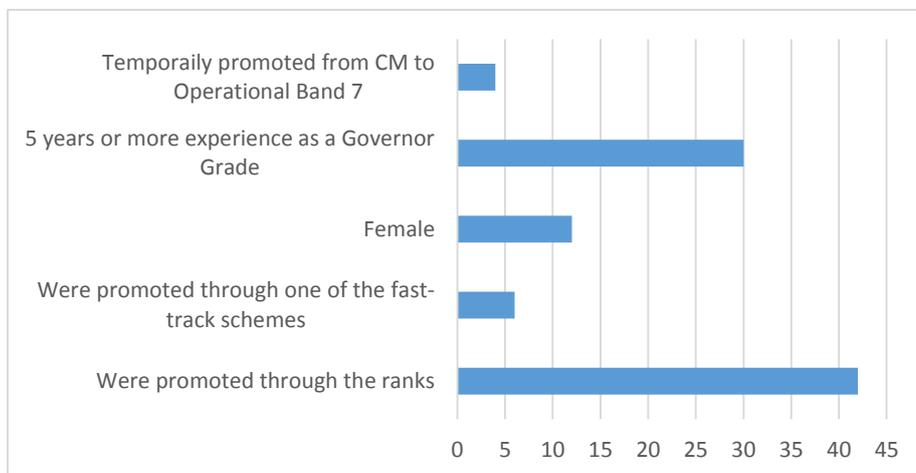
5.1 Key Results

Section A 'About You'

1) Were you promoted through the ranks or were/are you on one of the accelerated schemes such as Direct Entrant, Cross Hierarchical, APS/IDS or Senior Prison Manager Programme?



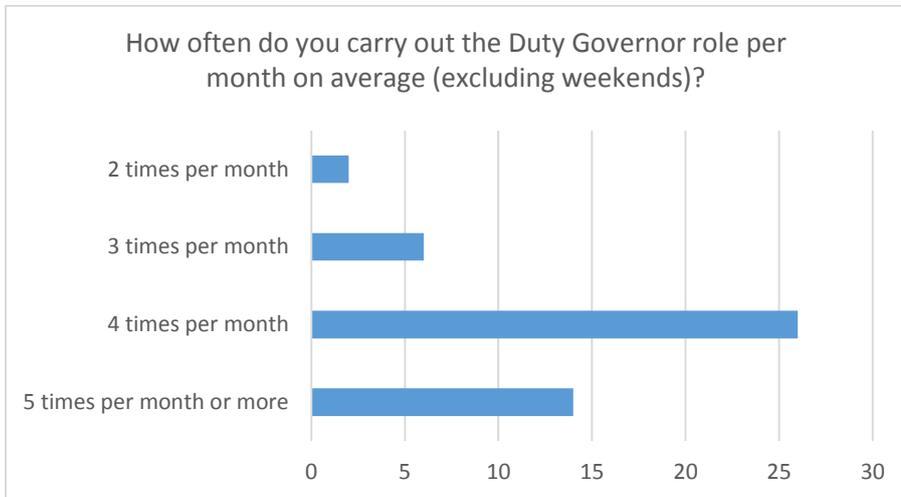
- 12% (6) of respondents were promoted to governor grade through one of the fast-track schemes. The remainders were promoted through the ranks.
- 24% (12) of the respondents were female.
- 61% (30) of respondents had five years or more experience as a Governor grade.
- 8% (4) of respondents were temporarily promoted from Custodial Manager to operational Band 7.



Section B 'The Role of the Duty Governor'

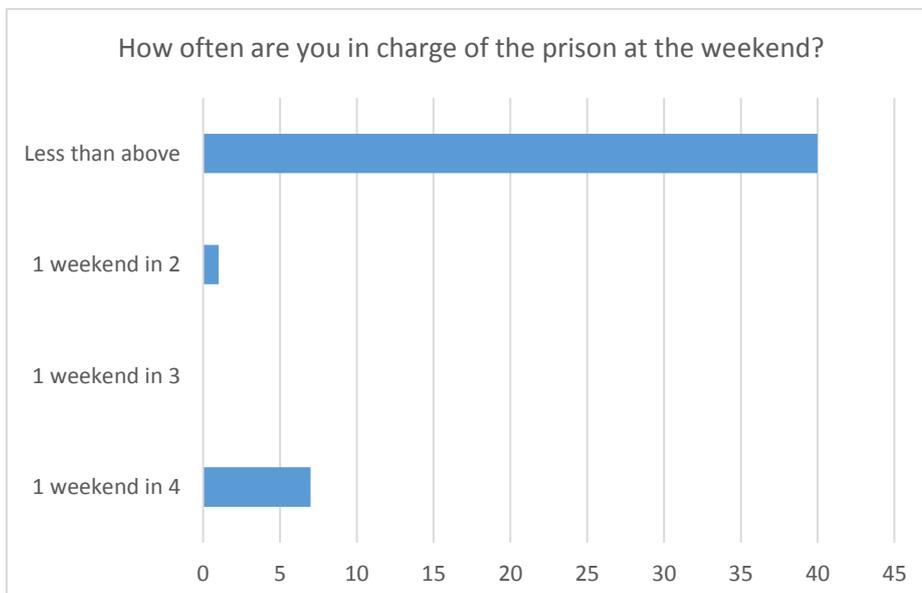
2) How often do you carry out the Duty Governor role per month on average (excluding weekends)?

As shown in the graph, the number of times the Duty Governor was required to cover the role was on average 4 to 5 times per month. This was dependant on the size/complexity of prison and subsequent number of Operational Managers available to cover the role.



3) How often are you in charge of the prison at the weekend?

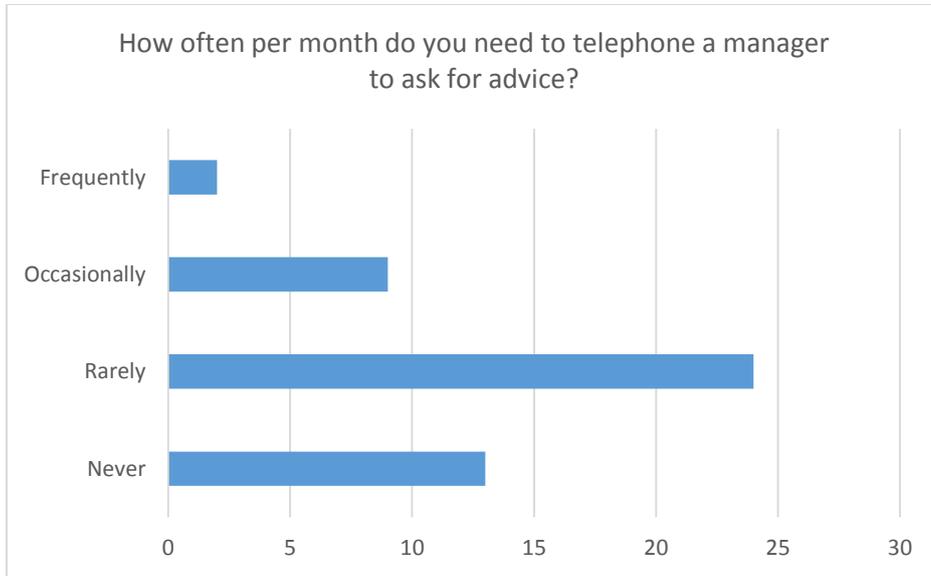
Information given from the Duty Governors was that on average they were completing 1 weekend in 4/5. The Deputy Governor interviewed stated that they were in charge of the prison alternative weekends with the I/C Governor in charge although they were not on the DG rota to attend the prison as the Band 7 Operational Managers completed the weekend duty.



Section C 'Your experience of being a Duty Governor'

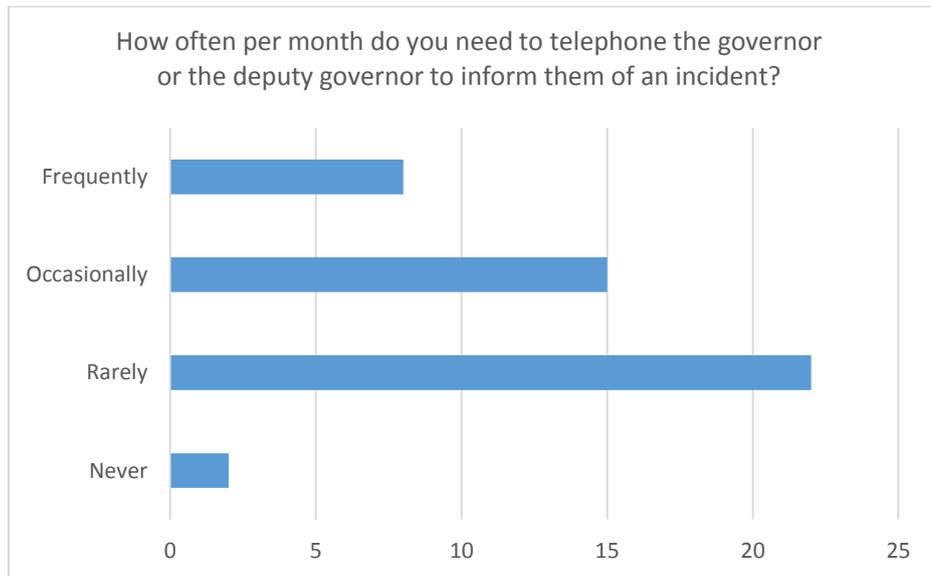
4) How often per month do you need to telephone a manager to ask for advice?

As shown in the graph below, the majority of Duty Governors rarely or never contacted their Manager for advice as they felt they had sufficient experience and skills to deal with incidents.



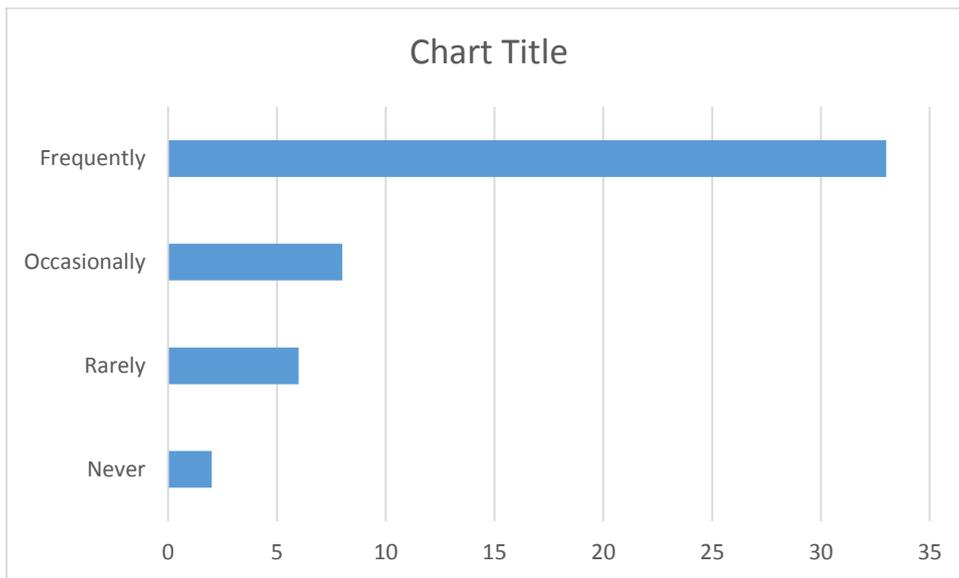
5) How often per month do you need to telephone the governor or the deputy governor to inform them of an incident?

The majority of Duty Governors stated that they rarely contacted the Governor or Deputy Governor to inform them of an incident and if they did it was a courtesy call to brief them in terms of the incident and action taken.



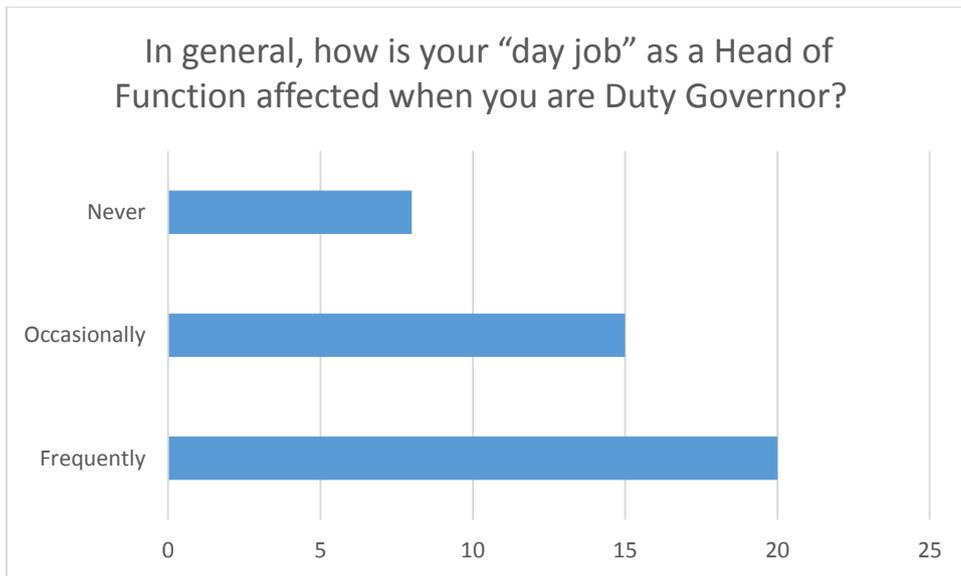
6) In general, how is your “day job” as a Head of Function affected when you are Duty Governor?

- 67% (33) responses stated that it was “greatly affected”, mainly due to dealing with incidents throughout the day, with there being very little time to allocate to their Head of Function work.
- 16% (8) respondents said that, while the Head of Function role was substantially affected, they could give “some time” to the day job, however this normally only consists of a couple of hours.
- All 6 respondents from both the open prisons said that they “generally had time to do the day job” or that their day job was “hardly affected” by the Duty Governor role.
- 4% (2) respondents from other establishments said that they could manage their functional work while acting as Duty Governor.



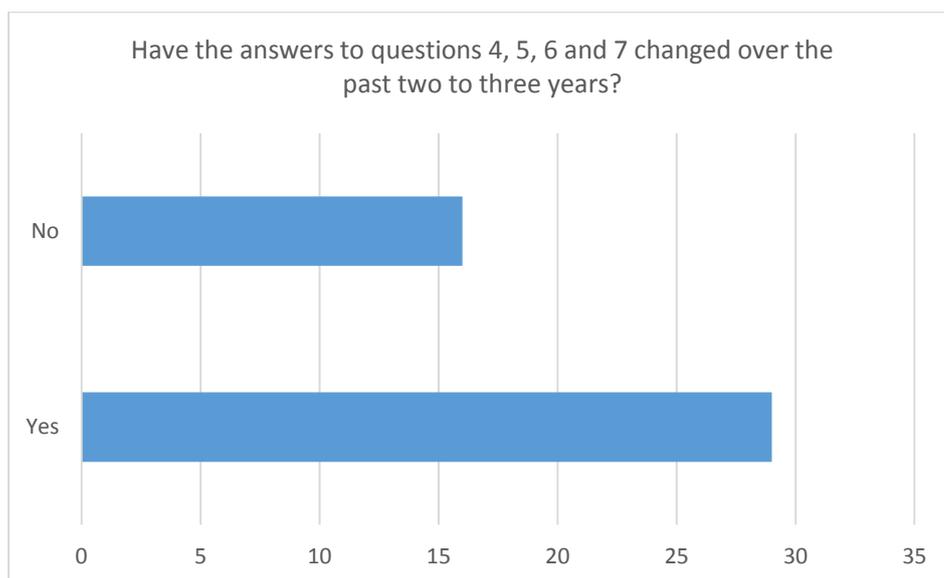
7) In general, how is your “day job” as a Head of Function affected when you are in charge at weekends?

- 16% (8) said that they were able to carry out their Head of Function work when acting as in-charge at weekends, 5 of whom worked in open jails and three of whom were from Category C establishments; three were Deputy Governors who didn't work weekends.
- 37% (15) said they weren't able to carry out their Head of Function work to any meaningful extent while in-charge at weekends
- 41% (20) said they were only able to carry out a small amount of functional work.



8) Have the answers to questions 4, 5, 6 and 7 changed over the past two to three years?

The majority of Duty Governors stated ‘Yes’ due to a number of reasons which they expanded on in Question 9



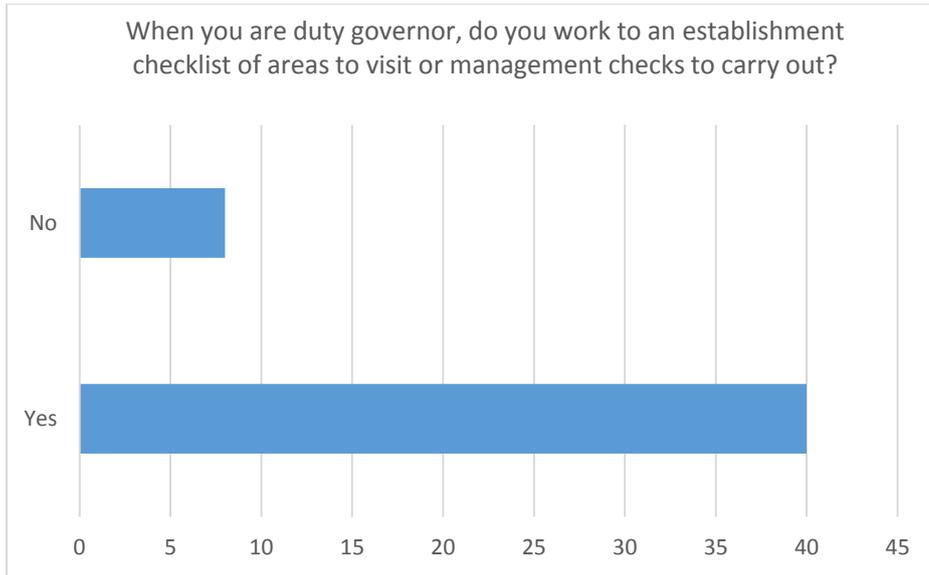
9) If yes, in what way?

The majority of Duty Governors stated that they had seen a change and cited a number of reasons for this including:

- “Decrease in the number of Managers”
- “Increase in the number of incidents/NPS/investigations/prisoners with mental health issues”
- “Increase in the DG duties as a result of non-operation Heads of function”
- “Increased workload as we become more business driven”
- “Managers requiring more support due to the removal of Senior Officers”
- “New core day resulting in offenders out of cell all day”
- “Newly promoted CM’s lacking in confidence in terms of decision making and therefore referring to the DG”
- “VEDS resulted in losing experienced staff”
- “Greater call on duty governors for advice and decision-making and to assist with problems brought about by staff shortage”
- “Clustering arrangements means on, on weekends as duty Governor we have to manage both prisons, they are around 35 miles apart. I therefore have to demonstrate skills and knowledge of a female local/trainer and an open prison.”
- 55% of those who answered “yes” were from establishments with an HMIP “Safety” score of 2 or 1 (not sufficiently good or poor) and 45% were from establishments with a “Safety” score of 3 or 4 (reasonably good or good)
- 29% said that things had not changed and the remainder did not answer the question. Of the 14 who said that things had not changed, 8 were from establishments with the most recent HMIP “Safety” scores of 3 or more (reasonably good or good). There appears to be only a slight correlation on this measure against HMIP “Safety” scores although there is a leaning towards the positive with the higher HMIP scores.
- When measured against the HMIP scores for “respect”, of those who answered that things had not changed, all were from prisons with scores of 3 or 4. Of the 31 respondents who said that things **had** changed, 22 were from prisons with scores of 3 or 4.
- There didn’t appear to be a correlation between numbers of assaults in the prisons surveyed and the perception by governor grades of things having changed. The top three prisons for assaults during the year to date, (Feltham, Werrington and Nottingham) showed a split between those who thought things had changed and those who didn’t of 10 to 6 whereas the lowest three, (Kirklevington, Sudbury and New Hall) showed a split of 7 to 3.
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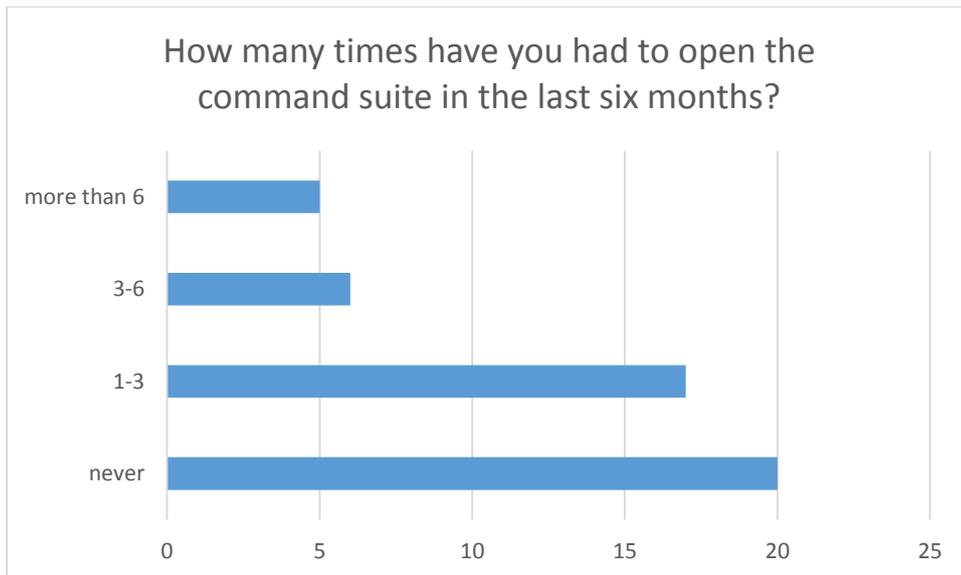
10) When you are duty governor, do you work to an establishment checklist of areas to visit or management checks to carry out?

- 84% (40) said that they worked to an establishment checklist of areas to visit and/or management checks to carry out although there was little consistency between establishments as to what the checklist contained or why it was in any particular format.
- 16% (8) said they did not work to a checklist although some establishments the Governor grades had answered “yes and no” to there being a checklist in their establishment.



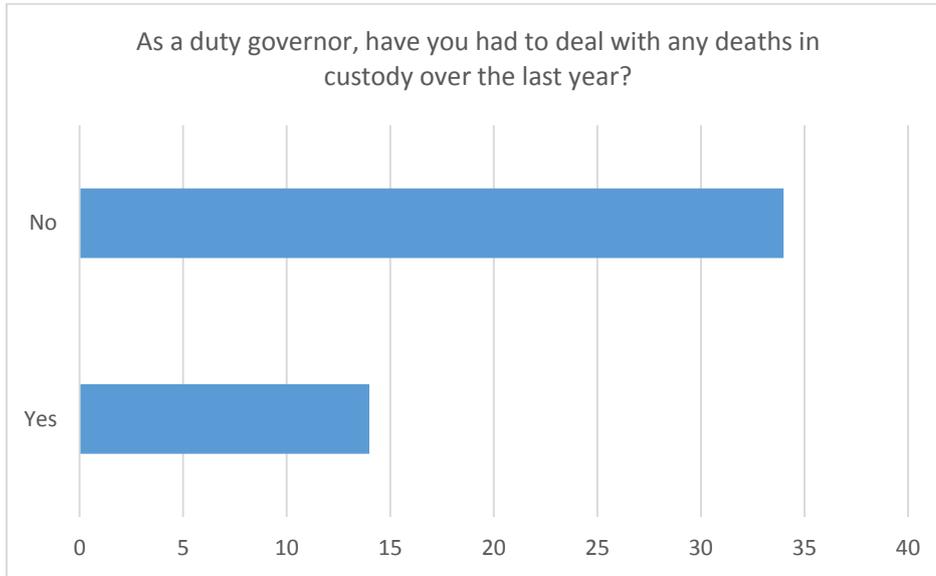
11) How many times have you had to open the command suite in the last six months?

A number of Duty Governors had opened the Command suite or assisted colleagues if the command suite was opened. Several Governors could not state the exact number of times as there had been so many incidents and stated comments such as “too many to count”. The majority of times the Command Suite was opened was due to barricades and incidents at height.

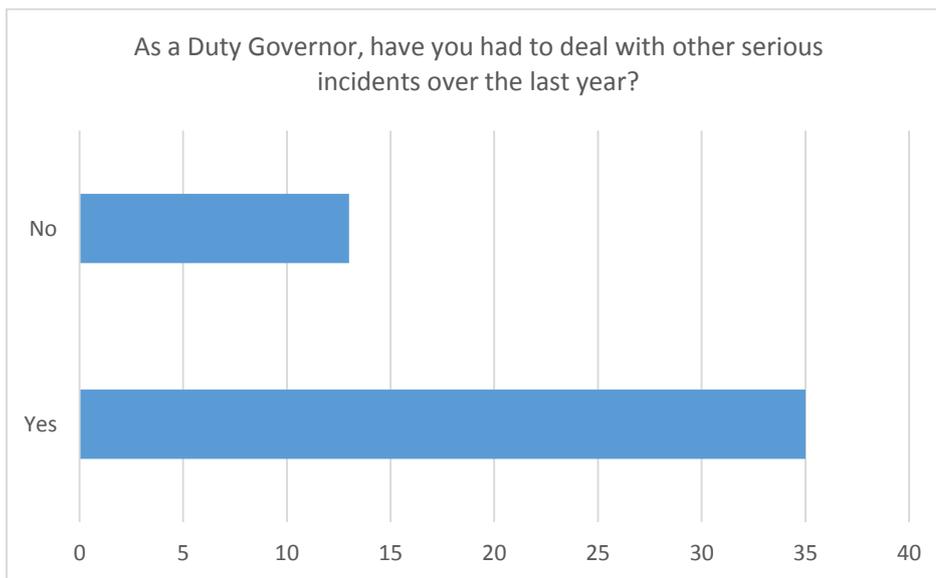


12) As a duty governor, have you had to deal with any deaths in custody over the last year?

30% (14) had to deal with a death in custody over the previous 12 months and all agreed that it meant a great deal of extra work further down the line.



13) As a Duty Governor, have you had to deal with other serious incidents over the last year?



The majority of Duty Governors interviewed had dealt with a number of incidents to include:

Assaults – Fire – Barricade - Concerted indiscipline – Hostage - Incident at height – Murder - Multiple prisoners affected by NPS

14) When did the incidents occur and what happened? (please summarise)

A variety of dates were submitted and Duty Governors listed the incidents with a brief summary of each incident. These ranged from assaults, Death in Custody, Fire, Barricades, Hostage Incidents, Incidents at height, Drug related NPS which resulted in numerous offenders being hospitalised. The full details can be found in the Questionnaires

15) How the incidents resolved and what was your role in this? (please state)

Interviewees stated they as a Duty Governor they were responsible for managing incidents to resolution, and had covered a variety of roles from Silver Commander to whatever was required, examples include:

- Silver Commander role until the I/C Governor arrived
- Attend ECR and take charge
- Incident debriefs
- Duty governor / manager ensuring necessary actions were taken ensuring paperwork was collated and staff briefed
- Organising and supervising the relocation of prisoners.
- Ensuring the welfare of staff and prisoners.
- Managed the collection of evidence ensuring all departments are involved where appropriate.
- Ensured Police were called at earliest opportunity if appropriate
- Ensure staff were supported, including follow up calls and liaison with staff care team to carry on support.
- Ensure any Prisoners that are put on segregation are seen and the appropriate paperwork is done.
- Ensure use of force paperwork is completed

16) Have you had to seek advice from other organisations such as healthcare or the police when dealing with an incident? (If so, please provide details below)

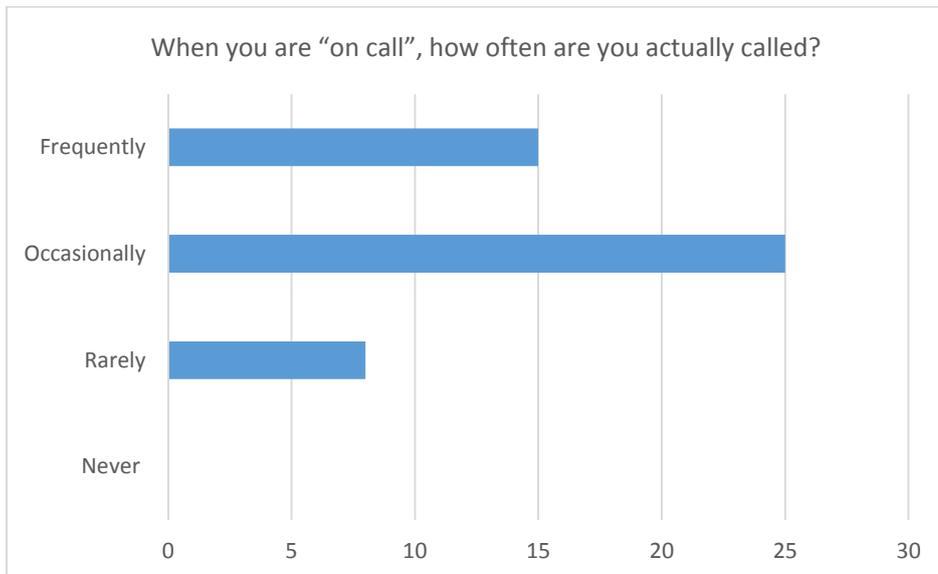
73% (38) said that they'd had to deal with other serious incidents over the past year and most said they'd had to seek advice from other organisations such as the police or healthcare when dealing with incidents.



Section D –Work Pressures

17) When you are “on call”, how often are you actually called?

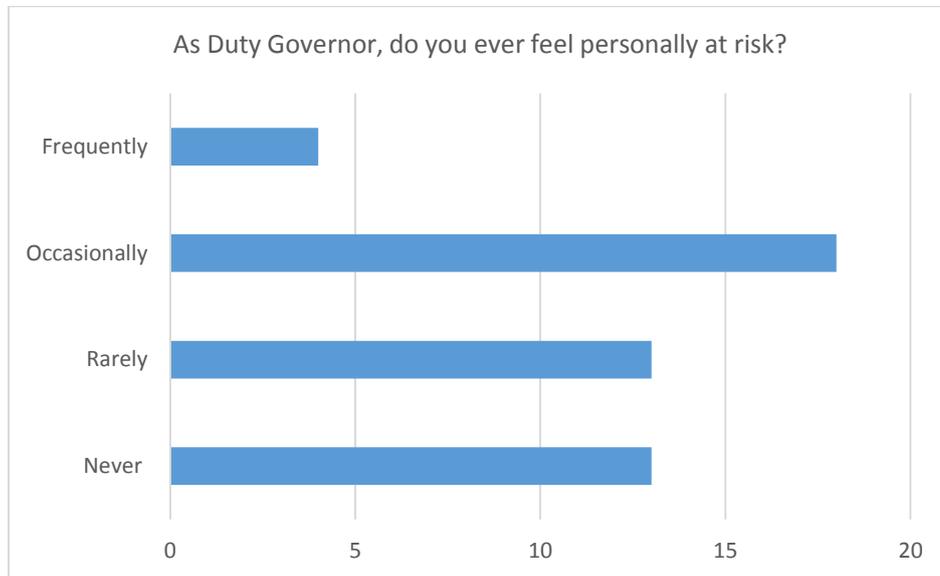
In response to the question “When you are on call, how often are you actually called?” 55% (25) answered “Occasionally”, 29% (15) answered “Frequently” and 16% (8) answered “Rarely”. Nobody responded with “Never”. Of those who responded with “frequently”, most were from the two local prisons and Risley.



18) As Duty Governor, do you ever feel personally at risk?

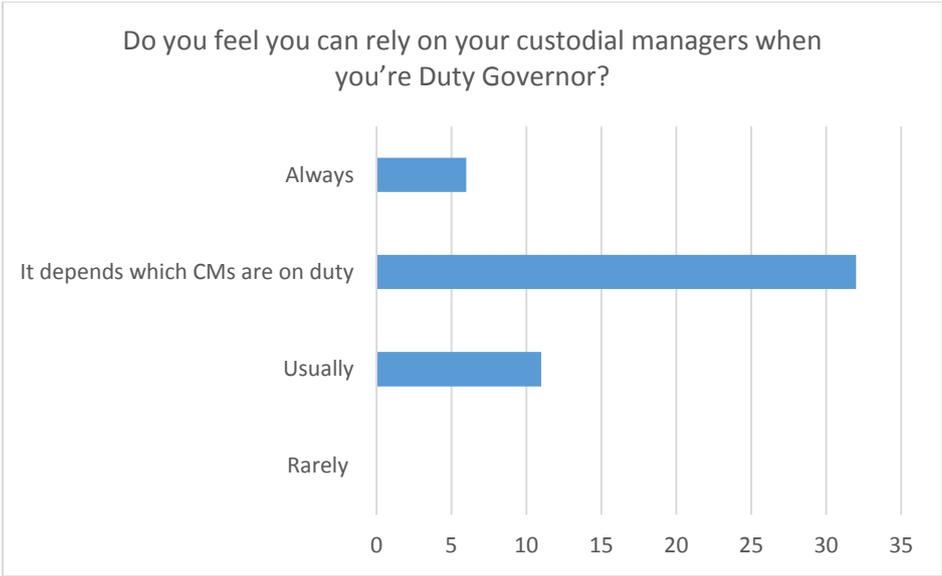
In response to the question “As Duty Governor, do you ever feel personally at risk?” 27%

(13) answered “Never”, 30% (13) answered “Rarely”, 35% (18) answered “Occasionally” and 8% (4) answered “Frequently”. As expected, the open prisons responses were all “Never” although we should bear in mind that some of the other responses referred to the emotional risk involved in decision-making. Out of the top three establishments for numbers of assaults on staff (Feltham, Nottingham and Werrington) 6 out of 16 respondents said they felt personally at risk “occasionally” and the remainder responded with either “rarely” or “never”.



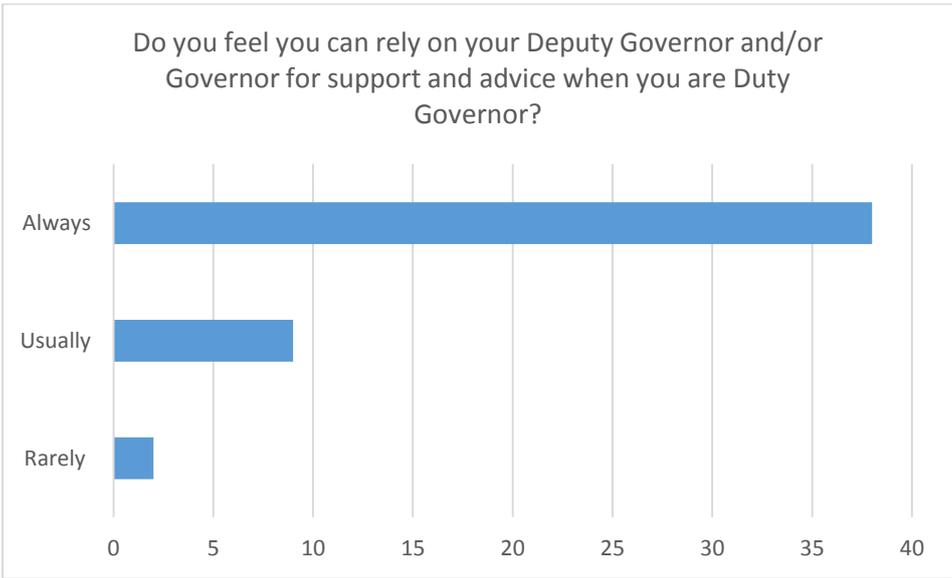
19) Do you feel you can rely on your custodial managers when you're Duty Governor?

In response to the question “Do you feel you can rely on your Custodial Managers when you're Duty Governor?” a significant majority of respondents 69% (32) replied with “It depends which CMs are on duty” and only 12% (6) responded with “Always”. 18% (11) responded with “Usually” and no responses were received with “Rarely”. These responses were consistent with many of the narrative responses around the sometimes problematic nature of the Duty Governor role. Many complained about the inconsistent nature of Custodial Managers with some lacking experience, training, confidence and general capability issues as against some being confident, experienced and knowledgeable.



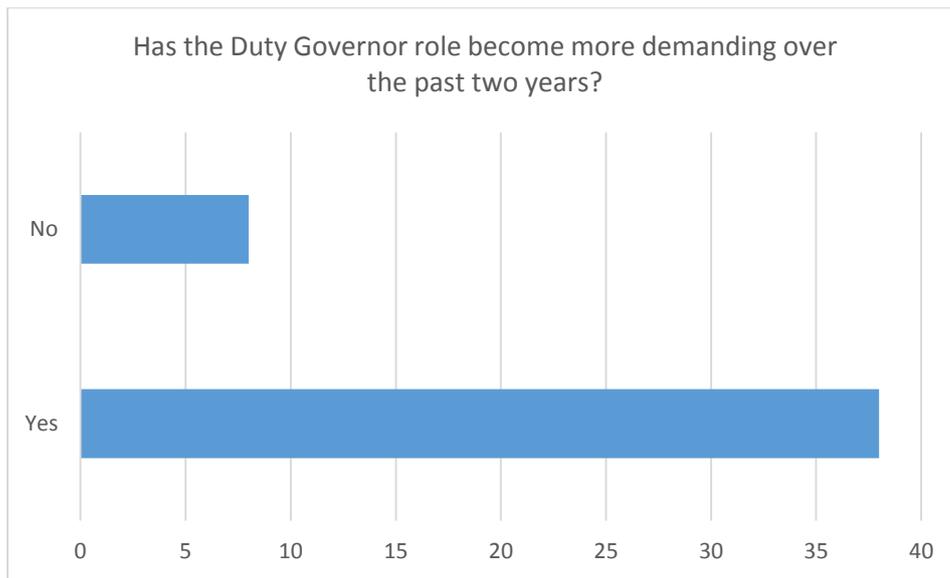
20) Do you feel you can rely on your Deputy Governor and/or Governor for support and advice when you are Duty Governor?

In response to the question “Do you feel you can rely on your Deputy Governor and/or Governor for support and advice when you are Duty Governor?” the vast majority 78% (38) responded “Always” with 16% (9) responding with “Usually” and only 4% (2) responding with “Rarely”. One responded with “Don’t know”.



21) Has the Duty Governor role become more demanding over the past two years?

80% (38) of respondents thought that the Duty Governor role had become more demanding over the past two years, 4% (2) did not answer and only 16% (8) thought that it had not.



22) If yes, why do you think this is? (please state)

When asked to express why they thought the role had become more demanding, most respondents were consistent around the following issues:

- Fewer operational managers following Benchmarking therefore a greater number of Duty Governor duties required
- The advent of NPS use amongst prisoners
- A greater prevalence of mental health issues amongst prisoners
- More adjudications
- Newly promoted, inexperienced Custodial Managers
- Custodial Managers working nights, therefore being away from their functional responsibilities for significant periods of time
- The removal of the Senior Officer role as a first line manager therefore routine first line management issues often escalated straight to governor grades in the absence of Custodial Managers
- A large number of new, inexperienced prison officers who require greater guidance and support
- Staff becoming more risk averse
- Staff not embracing benchmarking
- External pressure including from trades unions

23) What would make the role of Duty Governor easier or better? (please state)

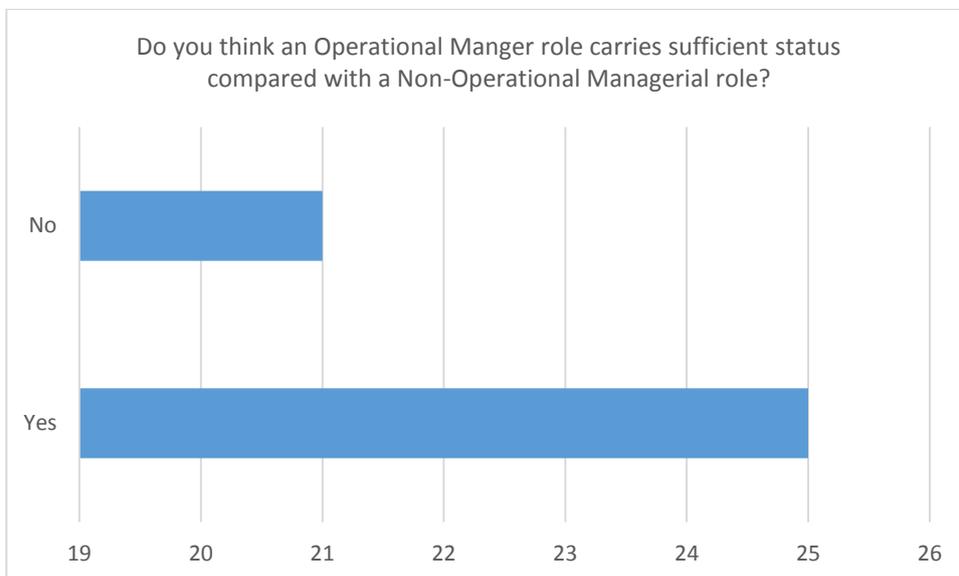
- More resources
- Less pressure
- Two Duty Governors on duty at any one time
- Better training and confidence building for Custodial Managers
- Fewer emails to deal with

- Fewer Duty Governor shifts
- More tasks delegated either to Custodial Managers or to non-operational managers such as adjudications
- Remove Custodial Managers from nights' commitments
- Bring back Senior Officers as first line managers
- Cluster arrangements for being on-call
- Clarification around the expectation that governor grades are expected to perform equally as well in their functions as non-operational managers despite having a Duty Governor commitment

8% (4) of Governor grades said that they were content with the role and wouldn't suggest any changes (3 from Wealstun and one from Werrington, both with HMIP Respect, Purposeful Activity and Resettlement scores of 3 or more)

24) Do you think an Operational Manager role carries sufficient status compared with a non-operational managerial role?

In response to the question "Do you think an Operational Manager role carries sufficient status compared with a non-operational managerial role?" 3 respondents did not provide an answer. 51% (25) answered yes and 43% (21) answered no.



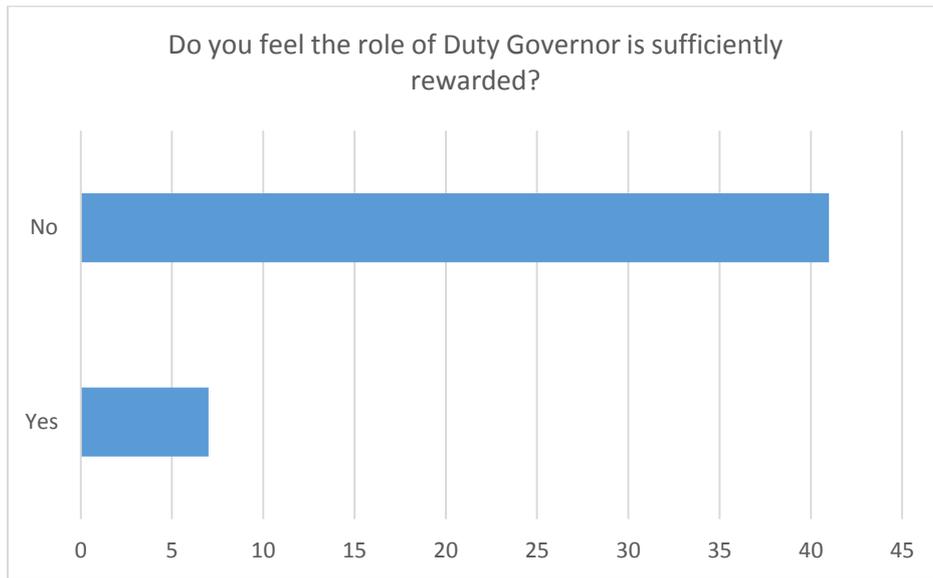
25) Do you feel the role of Duty Governor is sufficiently rewarded?

When asked "Do you think the role of Duty Governor is sufficiently rewarded?" 86% (41) said no and only 14% (7) said yes. Of the 7 who said "yes", 3 were from open prisons, 2 from adult Cat C and 2 from the Young People's Estate. All establishments had HMIP "Respect" scores of 3 or 4 however.

There was no correlation, however, between numbers of assaults and responses.

Most of the respondents finished by commenting on governor grades' pay or the overall working hours and reward package. Some comments included the following:

- Pay doesn't reflect the responsibility
- RHA does not compensate
- We have to work excessive hours
- The private sector is better rewarded
- The complexity of the role is not recognised
- It's busier in a local prison
- It's not just about pay



5.2 Job Evaluation Scores

The following table shows the current JES scores of a typical Head of Function role (Band 8 Head of Reducing Reoffending), the scores from the first Duty Governor Review (1), scores from the second Review (2) and the whether this review made any difference to those scores. You can see from the table below that the second review validates the score increase from the earlier PGA review. It should be noted, however, that this remains for illustrative purposes only – all documents that include the Duty Governor role have not been amended to reflect this revised scoring and there is no impact on the banding of roles as a result.

Figure 1: Table to show indicative scores, using 'Head of Reducing Reoffending' Role

	Original	Review 1	Review 2
Factor 1	4.5	4.5	4.5
Factor 2	4	4.5	4.5
Factor 3	4	4.5	4.5
Factor 4	4.5	4	4
Factor 5	4.5	4.5	4.5
Factor 6	4	4	4
Factor 7	4	4.5	4.5

Factor 8	4	4.5	4.5
Factor 9	2.5	2.5	2.5
Total	36	37.5	37.5

Note: Band 8 range is 35-38.5, Band 9 range 39.5-42.5

5.3 Other Notable Findings

Although most establishments worked to some kind of Duty Governor checklist, there was little consistency in this and many were based on historical checks.

In some establishments, the Duty Governor of the day also undertook adjudications, in other establishments adjudications were undertaken on a separate day from the Duty Governor role.

In most establishments, the duty governor undertook segregation unit rounds. In some establishments, this work was consistently undertaken by the Heads of Residence.

It remains true that, if all grades perform to their best at every level and carry out their daily duties as they should, the load on the duty governor of the day is much reduced although, even where staff approach this, the role remains highly demanding and carries significant responsibility.

In a lot of cases, if Custodial Managers are not present or if they are not fully undertaking their responsibilities, issues are escalated very quickly to the governor grades and, in many cases, directly to the duty governor which has a significant impact on their workload. Similarly, historically, tasks such as segregation unit rounds fell by default to the duty governor to undertake thereby adding to the duty governor workload.

6 CONCLUSION

There is predominantly a higher volume of work whilst carrying out Duty Governor tasks than there was several years ago. This is due to a number of variables - the main ones being the reduced resources to do the work, the change in behaviour of prisoners and the use of NPS resulting in an increase of adjudications and incidents within establishments.

In terms of job evaluation, there are no notable differences in scores provisionally given for the job description originally scored as part of the initial Duty Governor review. What has been established however, is that the volume of work has increased and the challenges Duty Governors face are real and significant.

There is a relationship between governor grades satisfaction levels and the general performance of the prison as reflected in HMIP scores, although this does not appear to be significant. It is not clear, though, whether the scores reflect satisfaction levels or satisfaction levels reflect the scores. Numbers of assaults do not appear to have a significant effect on satisfaction levels.

In a lot of cases, if Custodial Managers are not present or if they are not fully undertaking their responsibilities, issues are escalated very quickly to the governor grades and, in many cases, directly to the duty governor which has a significant impact on their workload. Similarly, historically, tasks such as segregation unit rounds fell by default to the duty governor to undertake thereby adding to the duty governor workload.

Consideration should be given as to how the daily work is organised in establishments to try to establish what is necessary, when it should be done and at what level. It may be that more effective cover arrangements can be put in place to mitigate against the absences of Custodial Managers for example which, in turn would potentially lighten the workload on Duty Governors.

Steps need to be taken to ensure that the increase in work carried out by Duty Governors is appropriately rewarded, if this continues to be undertaken without any further resource.

ANNEX A – LIST OF PRISONS WHERE STAFF WERE INTERVIEWED

Establishment	Area	Categories	DDC	Gov	HR Lead
Woodhill	HS	HS Cat A Core Local	Richard Vince	Rob Davis	Darren
Newhall	Y&H	Women's Estate Complex	Neil Richards	Julia Spence	Darren
Wealstun	Y&H	Complex Cat C Resettlement	Neil Richards	Diane Pellew	Darren
Risley	NW	Complex Cat C Resettlement	Alan Scott	Jerry Spencer	Darren
Liverpool	NW	Complex & Diverse	Alan Scott	Pete Francis	Darren
Guys Marsh	SW	Standard Complexity Cat C Resettlement	Andy Rogers	Paul Millett	Darren
Nottingham	EM	Complex Cat B Local	Paul Baker	Dave Bamford	Tracey
Kirklevington	NE	Standard Open Prisons	Alan Tallentire	Angie Petit	Tracey
Low Newton	NE	Women's Estate Complex	Alan Tallentire	Alan Richer	Tracey
Werrington	YP	YP Estate	Paul Foweather	Pete Gormley	Tracey
Maidstone	K&S	Standard Complexity	Michelle Jarman-Howe	Dave Atkinson	Tracey
Feltham	YP	YP Estate	Paul Foweather	Glenn Knight	Tracey

ANNEX B - JES DUTY GOVERNOR REVIEW QUESTIONNAIRE

Key Points and Guidance

- Thank you for taking the time to fill out this questionnaire and for agreeing to discuss this with us over the telephone. Please can you fill this out electronically and return by **23 December 2015**, using the details at the end of the form.
- The aim of this questionnaire is to find out from you how you feel about the duty governor role and whether you think it's changed recently. We're also studying daily operational reports, looking at data on the Hub and interviewing governor grades as well as governing governors in order to try to build as full a picture as we can of the risks and demands a duty governor faces.
- The first section is about you. We'd like to find out how you came to be a governor grade - you don't need to put your name if you don't want to.
- The second section is about how often you have to be duty governor. We know that, post-benchmarking, some prisons have fewer governor grades than they used to.
- The third section is about your personal experience of the duty governor role. We know that we all have different ways we feel about the role and we'd like to capture as honest a view as possible from everyone.
- Most of the questions are self-explanatory. Questions 6 and 7 are about whether you're able to carry on with your head of function role and how that's affected when you're duty governor or in-charge at weekends.
- This section also asks you to detail incidents you've had to deal with and how they were resolved. Please give as full answers as you're able – use additional sheets if you need to.
- The final section is about how you feel about the pressures and demands of the duty governor role. Again, we'd like you to be totally honest in your views and use extra sheets if you need to.
- This is an important piece of work and we're grateful for your cooperation.

Note: This information will inform an interview you will have with a member of the JES Project Team, due to take place at a convenient time over the telephone. Please let us know if you are uncomfortable talking about these sorts of issues and do not wish to be interviewed.

Your interviewer will be able to answer any questions you may have when they call. If you have any issues in the meantime, please email the following function mailbox:

jobevaluationassurance@noms.gsi.gov.uk

Job Evaluation Review - Duty Governor Questionnaire

Name: (Optional)

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Role:

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Establishment:

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Section A – About You

- 1) Were you promoted through the ranks or were/are you on one of the accelerated schemes such as Direct Entrant, Cross Hierarchical, APS/IDS or Senior Prison Manager Programme? (please mark 'x' in the box)

Accelerated Scheme	
Through the ranks	

Section B – The Role of Duty Governor

- 2) How often do you carry out the Duty Governor role per month on average (excluding weekends)? (please mark 'x' in the box)

5 times per month or more	
4 times per month	
3 times per month	
2 times per month	

- 3) How often are you in charge of the prison at the weekend? (please mark 'x' in the box)

1 weekend in 4	
1 weekend in 3	
1 weekend in 2	
Less than above	

Section C – Your Experience of being Duty Governor

4) How often per month do you need to telephone a manager to ask for advice? (please mark 'x' in the box)

Never	
Rarely	
Occasionally	
Frequently	

5) How often per month do you need to telephone the governor or the deputy governor to inform them of an incident? (please mark 'x' in the box)

Never	
Rarely	
Occasionally	
Frequently	

6) In general, how is your “day job” as a Head of Function affected when you are Duty Governor?

7) In general, how is your “day job” as a Head of Function affected when you are in charge at weekends?

8) Have the answers to questions 4, 5, 6 and 7 changed over the past two to three years? (please mark 'x' in the box)

Yes	
No	

9) If yes, in what way?

--

10) When you are duty governor, do you work to an establishment checklist of areas to visit or management checks to carry out? (please mark 'x' in the box)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

11) How many times have you had to open the command suite in the last six months?

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12) As a duty governor, have you had to deal with any deaths in custody over the last year? (please mark 'x' in the box)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

13) As a Duty Governor, have you had to deal with other serious incidents over the last year? (please mark 'x' in the box)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

14) When did the incidents occur and what happened? (please summarise)

Roughly when? e.g. a week ago, a month ago	Incident details, e.g. serious assault, hostage, fire

--	--

15) How were the incidents resolved and what was your role in this? (please state)

Incident (as per q. 14 above)	Your role in incident resolution

16) Have you had to seek advice from other organisations such as healthcare or the police when dealing with an incident? (If so, please provide details below)

Section D –Work Pressures

17) When you are “on call”, how often are you actually called? (please mark ‘x’ in the box)

Never	
Rarely	
Occasionally	
Frequently	

18) As Duty Governor, do you ever feel personally at risk? (please mark 'x' in the box)

Never	
Rarely	
Occasionally	
Frequently	

19) Do you feel you can rely on your custodial managers when you're Duty Governor?
(please mark 'x' in the box)

Rarely	
Usually	
It depends which CMs are on duty	
Always	

20) Do you feel you can rely on your Deputy Governor and/or Governor for support and advice when you are Duty Governor? (please mark 'x' in the box)

Rarely	
Usually	
Always	

21) Has the Duty Governor role become more demanding over the past two years? (please mark 'x' in the box)

Yes	
No	

22) If yes, why do you think this is? (please state)

23) What would make the role of Duty Governor easier or better? (please state)

24) Do you think an Operational Manager role carries sufficient status compared with a non-operational managerial role? (please mark 'x' in the box)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

25) Do you feel the role of Duty Governor is sufficiently rewarded? (please mark 'x' in the box)

Yes	<input type="checkbox"/>
No	<input type="checkbox"/>

Is there anything else you'd like to add about the Duty Governor role? (Please state)

Thank you for taking the time to complete this questionnaire.

Please can you email this form to the following functional mailbox by **23 December 2015**:

jobevaluationassurance@noms.gsi.gov.uk

When the form has been received back, a member of the JES Team will be in contact with you to arrange an interview. For this purpose, please can you provide your contact details here so this can be arranged:

Telephone:	
Best time to contact you:	
Email:	

ANNEX C – INTERVIEWEE LIST

Reference	Establishment	Area	Date of interview	Interviewer	Telephone Interview	Face to Face Interview
NOMS-JES-036	Woodhill	HS	20/01/2015	Darren	x	
NOMS-JES-036	Woodhill	HS	07/01/2015	Darren	x	
NOMS-JES-036	Woodhill	HS	13/01/2015	Darren	x	
NOMS-JES-037	Newhall	Y&H	18/01/2016	Andrew		x
NOMS-JES-037	Newhall	Y&H	18/01/2016	Andrew		x
NOMS-JES-037	Newhall	Y&H	18/01/2016	Andrew		x
NOMS-JES-037	Newhall	Y&H	18/01/2016	Andrew		x
NOMS-JES-038	Wealstun	Y&H	Currently acting up	Andrew		x
NOMS-JES-038	Wealstun	Y&H	11/01/2016	Andrew		x
NOMS-JES-038	Wealstun	Y&H	On leave	Andrew		x
NOMS-JES-038	Wealstun	Y&H	11/01/2016	Andrew		x
NOM-JES-038	Wealstun	Y&H	On leave	Andrew		
NOMS-JES-033	Risley	NW	07/01/2015	Darren	x	
NOMS-JES-033	Risley	NW	N/A	N/A		
NOMS-JES-033	Risley	NW	19/01/2015	Darren	x	
NOMS-JES-033	Risley	NW	N/A	Darren	x	

NOMS-JES-033	Risley	NW	19/01/2015	Darren	x	
NOMS-JES-034	Liverpool	NW	07/01/2015	Darren	x	
NOMS-JES-034	Liverpool	NW	18/01/2015	Darren	x	
NOMS-JES-034	Liverpool	NW	13/01/2015	Darren	x	
NOMS-JES-031	Guys Marsh	SW	18/01/2015	Darren	x	
NOMS-JES-032	Nottingham	EM	05/01/2016	Tracey	x	
NOMS-JES-032	Nottingham	EM	06/01/2016	Tracey	x	
NOMS-JES-039	Kirklevington	NE	07/01/2016	Tracey	x	
NOMS-JES-039	Kirklevington	NE	07/01/2016	Tracey	x	
NOMS-JES-039	Kirklevington	NE	07/01/2016	Tracey	x	
NOMS-JES-039	Kirklevington	NE	07/01/2016	Tracey	x	
NOMS-JES-040	Low Newton	NE	15/01/2016	Tracey	x	
NOMS-JES-040	Low Newton	NE	18/01/2016	Tracey	x	
NOMS-JES-040	Low Newton	NE	13/01/2016	Tracey	x	
NOMS-JES-041	Werrington	YP	13/01/2016	Tracey	x	
NOMS-JES-041	Werrington	YP	12/01/2016	Tracey	x	
NOMS-JES-041	Werrington	YP	12/01/2016	Tracey	x	
NOMS-JES-041	Werrington	YP	12/01/2016	Tracey	x	
NOMS-JES-042	Maidstone	K&S	20/01/2015	Darren (Was not face to face as he has moved to HMP Ford)	x	

				Darren (Was not face to face as he was on training course and contacted me in the lunch hour)		
NOMS-JES-042	Maidstone	K&S	20/01/2015		x	
NOMS-JES-043	Feltham	YP	14/01/2016	Tracey	Not interviewed as 5 DG's already interviewed from Feltham, however questionnaire was completed and returned.	
NOMS-JES-043	Feltham	YP	13/01/2016	Tracey	x	
NOMS-JES-043	Feltham	YP	11/01/2016	Tracey	x	
NOMS-JES-043	Feltham	YP	14/01/2016	Tracey	x	
NOMS-JES-043	Feltham	YP	14/01/2016	Tracey	Not interviewed as 5 DG's already interviewed from Feltham, however questionnaire was completed and returned.	
NOMS-JES-043	Feltham	YP	14/01/2016	Tracey	x	
NOMS-JES-043	Feltham	YP	11/01/2016	Tracey	Not interviewed as 5 DG's already interviewed from Feltham, however questionnaire was completed and returned.	
NOMS-JES-043	Feltham	YP	11/01/2016	Tracey	Not interviewed as 5 DG's already interviewed from Feltham, however questionnaire was completed and returned.	
NOMS-JES-043	Feltham	YP	14/01/2016	Tracey	x	
NOMS-JES-044	Sudbury	D	19/01/2016	Tracey		x
NOMS-JES-044	Sudbury	D	19/01/2016	Tracey		x