

Employment in the Northern Ireland Civil Service - Quarterly Report

1st April 2022

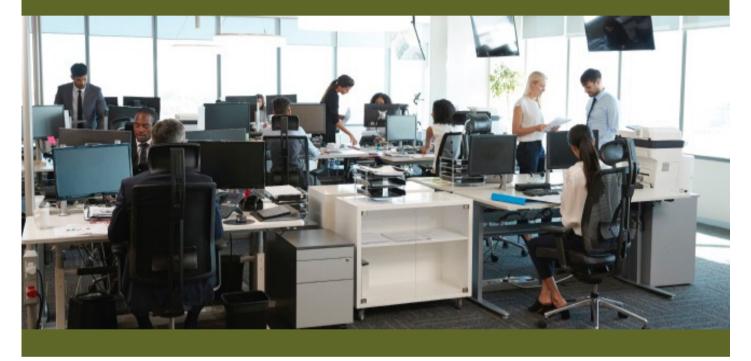




Table of Contents

Introduction	Page 1
Key Points	Page 1
Employees by Department, Headcount	Page 2
Employees by Department, Full – time Equivalent	Page 4
Employees by Analogous Grade Level	Page 6
Employees by Work Pattern	Page 7
Comparisons with GB and with NI Public Sector	Page 8
Yearly Comparison of NICS Employees (Headcount)	Page 9
Background Notes	Page 10

Introduction

This report provides details on staff numbers in the Northern Ireland Civil Service (NICS) at 1st April 2022, and comparisons with the previous quarter and the wider public sector. A comparison with the previous year is also presented. This report is provided as a resource to users requiring data on NICS staff numbers and is published on a quarterly basis.

Key Points

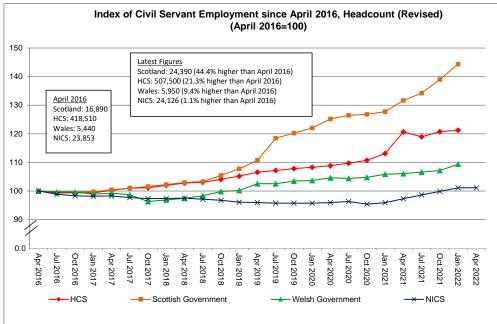
• The headcount number of staff in the NICS at 1st April 2022 was 24,126 of whom 23,974 were permanent staff and 152 were temporary/casual staff. The number of full-time equivalent staff in the NICS was 22,535.

• The headcount number of staff in the NICS represents an increase of 4 (0.0%) from the position at 1st January 2022. Full-time equivalent numbers decreased by 1 (0.0%) over the same period.

• The latest available quarterly figures show the staff headcount increased by 2,090 (0.4%) in the Home Civil Service, increased by 940 (4.0%) in the Scottish Government and by 120 (2.1%) in the Welsh Government (figures taken December 2021). The number of staff in the Northern Ireland Public Sector increased by 4,524 (2.1%).

• Over the twelve months to April 2022 staff headcount in the NICS increased by 910 (3.9%). The latest 12 month rolling figures show there were increases of 34,060 (7.2%) in the Home Civil Service, 2,810 (13.0%) in the Scottish Government and 190 (3.3%) in the Welsh Government. An increase of 4,694 (2.2%) was seen in the Northern Ireland Public Sector numbers.

• Recruitment Agency staff numbers* are not included in these NICS figures. At the end of March 2022, the number of Agency staff working in the NICS was 2,930. This figure includes 1,279 Agency staff working on contracts for the Department for Work and Pensions in Great Britain.



Commentary: The chart shows that NICS staff numbers have been rising since October 2020 and are now 1.1% higher than in April 2016. The latest available figures for Great Britain, Wales and Scotland relate to 30th December 2021. For Wales, staff numbers fell to a low in October 2017, before gradually increasing to their current level, which is 9.4% higher than the position in April 2016. For Scotland, staff numbers have increased since April 2016 and are now 44.4% higher than in April 2016. For Great Britain as a whole, staff numbers have increased gradually and are currently 21.3% higher than in April 2016.

*Agency staff figures were provided by NICS HR Resourcing Team on 1 April 2022 and provides the number (headcount) of NICS Agency Workers in post at a point in time. NICS HR records do not include Agency Workers recruited directly by Departments.

Department	Male 1st Jan 2022	Female 1st Jan 2022	Total 1st Jan 2022	Male 1st Apr 2022	Female 1st Apr 2022	Total 1st Apr 2022	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,818	1,512	3,330	1,824	1,530	3,354	24	0.7%	90	2.8%
DfC	3,172	4,361	7,533	3,171	4,338	7,509	-24	-0.3%	516	7.4%
DfE	543	710	1,253	535	712	1,247	-6	-0.5%	46	3.8%
DE	217	316	533	220	316	536	3	0.6%	5	0.9%
DoF	1,841	1,787	3,628	1,843	1,786	3,629	1	0.0%	128	3.7%
DoH	233	335	568	240	350	590	22	3.9%	68	13.0%
Dfl	2,271	745	3,016	2,273	735	3,008	-8	-0.3%	17	0.6%
DoJ	1,602	1,751	3,353	1,582	1,746	3,328	-25	-0.7%	-12	-0.4%
TEO	136	196	332	139	199	338	6	1.8%	22	7.0%
PPS	159	299	458	161	298	459	1	0.2%	17	3.8%
Other ²	57	61	118	60	68	128	10	8.5%	13	11.3%
Total	12,049	12,073	24,122	12,048	12,078	24,126	4	0.0%	910	3.9%

Table 1(a) All Employees, Headcount

¹ As at 1st April 2021.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 1 (b) Permanent Employees, Headcount

Department	Male 1st Jan 2022	Female 1st Jan 2022	Total 1st Jan 2022	Male 1st Apr 2022	Female 1st Apr 2022	Total 1st Apr 2022	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,798	1,495	3,293	1,803	1,513	3,316	23	0.7%	56	1.7%
DfC	3,167	4,359	7,526	3,160	4,333	7,493	-33	-0.4%	500	7.2%
DfE	526	705	1,231	518	706	1,224	-7	-0.6%	24	2.0%
DE	215	312	527	218	312	530	3	0.6%	0	0.0%
DoF	1,827	1,774	3,601	1,827	1,769	3,596	-5	-0.1%	121	3.5%
DoH	233	334	567	240	349	589	22	3.9%	67	12.8%
Dfl	2,261	740	3,001	2,261	730	2,991	-10	-0.3%	6	0.2%
DoJ	1,595	1,750	3,345	1,574	1,745	3,319	-26	-0.8%	-20	-0.6%
TEO	136	194	330	139	197	336	6	1.8%	20	6.3%
PPS	158	293	451	160	292	452	1	0.2%	10	2.3%
Other ²	57	61	118	60	68	128	10	8.5%	13	11.3%
Total	11,973	12,017	23,990	11,960	12,014	23,974	-16	-0.1%	797	3.4%

¹ As at 1st April 2021.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 1 (c)
Temporary/Casual Employees, Headcount

Department	Male 1st Jan 2022	Female 1st Jan 2022	Total 1st Jan 2022	Male 1st Apr 2022	Female 1st Apr 2022	Total 1st Apr 2022	Change on last Quarter Value	Change on last Year ¹ Value
DAERA	20	17	37	21	17	38	1	34
DfC	5	2	7	11	5	16	9	16
DfE	17	5	22	17	6	23	1	22
DE	2	4	6	2	4	6	0	5
DoF	14	13	27	16	17	33	6	7
DoH	0	1	1	0	1	1	0	1
Dfl	10	5	15	12	5	17	2	11
DoJ	7	1	8	8	1	9	1	8
TEO	0	2	2	0	2	2	0	2
PPS	1	6	7	1	6	7	0	7
Other ²	0	0	0	0	0	0	0	0
Total	76	56	132	88	64	152	20	113

¹ As at 1st April 2021.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Commentary: Table 1 shows that over the last quarter, NICS headcount has increased by 4 (0.0%). There was a decrease of 16 permanent staff and an increase of 20 Temporary/Casual staff. The largest increases were in DAERA (24) and DoH (22). The largest decreases were in DfC (24) and DoJ (25). Table 1 also shows that NICS headcount figures are 910 (3.9%) greater than a year ago. The greatest increases were in in DfC (516), DoF (128), DAERA (90) and DoH (68). With a decrease of 12, DoJ was the only Department to show a smaller figure than last year.

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. The names of Departments and corresponding abbreviations are given in the Background Notes. Excludes staff on a Career Break.

Due to small numbers, percentages are not presented in Table 1 (c).

Department	Male 1st Jan 2022	Female 1st Jan 2022	Total 1st Jan 2022	Male 1st Apr 2022	Female 1st Apr 2022	Total 1st Apr 2022	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,755	1,400	3,155	1,758	1,416	3,174	19	0.6%	85	2.8%
DfC	3,063	3,764	6,827	3,063	3,743	6,806	-21	-0.3%	539	8.6%
DfE	527	637	1,164	519	638	1,157	-7	-0.6%	44	4.0%
DE	213	294	507	216	294	510	3	0.6%	6	1.2%
DoF	1,772	1,621	3,393	1,775	1,617	3,392	-1	0.0%	132	4.0%
DoH	228	312	540	234	327	561	21	3.9%	65	13.1%
Dfl	2,218	670	2,888	2,219	660	2,879	-9	-0.3%	18	0.6%
DoJ	1,581	1,628	3,209	1,559	1,625	3,184	-25	-0.8%	1	0.0%
TEO	133	183	316	136	186	322	6	1.9%	23	7.7%
PPS	154	274	428	156	274	430	2	0.5%	18	4.4%
Other ²	54	55	109	57	63	120	11	10.1%	13	12.1%
Total	11,698	10,838	22,536	11,692	10,843	22,535	-1	0.0%	944	4.4%

Table 2(a)All Employees, Full Time Equivalent (FTE)

¹ As at 1st April 2021.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 2(b) Permanent Employees, Full Time Equivalent (FTE)

Department	Male 1st Jan 2022	Female 1st Jan 2022	Total 1st Jan 2022	Male 1st Apr 2022	Female 1st Apr 2022	Total 1st Apr 2022	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
DAERA	1,735	1,383	3,118	1,737	1,399	3,136	18	0.6%	51	1.7%
DfC	3,058	3,762	6,820	3,052	3,738	6,790	-30	-0.4%	523	8.3%
DfE	510	632	1,142	502	632	1,134	-8	-0.7%	22	2.0%
DE	211	290	501	214	290	504	3	0.6%	1	0.2%
DoF	1,758	1,608	3,366	1,759	1,600	3,359	-7	-0.2%	125	3.9%
DoH	228	311	539	234	326	560	21	3.9%	64	12.9%
Dfl	2,208	665	2,873	2,207	655	2,862	-11	-0.4%	7	0.2%
DoJ	1,574	1,627	3,201	1,551	1,624	3,175	-26	-0.8%	-7	-0.2%
TEO	133	181	314	136	184	320	6	1.9%	21	7.0%
PPS	153	268	421	155	268	423	2	0.5%	11	2.7%
Other ²	54	55	109	57	63	120	11	10.1%	13	12.1%
Total	11,622	10,782	22,404	11,604	10,779	22,383	-21	-0.1%	831	3.9%

¹ As at 1st April 2021.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 2 (c)	
Temporary/Casual Employees, Full Time Equivalent (FTE))

Department	Male 1st Jan 2022	Female 1st Jan 2022	Total 1st Jan 2022	Male 1st Apr 2022	Female 1st Apr 2022	Total 1st Apr 2022	Change on last Quarter Value	Change on last Year ¹ Value
DAERA	20	17	37	21	17	38	1	34
DfC	5	2	7	11	5	16	9	16
DfE	17	5	22	17	6	23	1	22
DE	2	4	6	2	4	6	0	5
DoF	14	13	27	16	17	33	6	7
DoH	0	1	1	0	1	1	0	1
Dfl	10	5	15	12	5	17	2	11
DoJ	7	1	8	8	1	9	1	8
TEO	0	2	2	0	2	2	0	2
PPS	1	6	7	1	6	7	0	7
Other ²	0	0	0	0	0	0	0	0
Total	76	56	132	88	64	152	20	113

¹ As at 1st April 2021.

² Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Commentary: Table 2 shows that over the last quarter, NICS full-time equivalent (fte) staff numbers have decreased by 1 (0.0%). There was a decrease of 21 permanent staff and an increase of 20 Temporary/Casual staff. The largest increases were in DAERA (19) and DoH (21). The largest decreases were in DfC (21) and DoJ (25). Table 2 also shows that NICS fte figures are 944 (4.4%) higher than a year ago, with increases of 539 in DfC, 132 in DoF and 85 in DAERA together with smaller increases in other departmental figures.

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. The names of Departments and corresponding abbreviations are given in the Background Notes. Excludes staff on a Career Break.

Due to small numbers, percentages are not presented in Table 2 (c).

Figures may not sum due to rounding

Table 3(a)

Permanent Employees, Headcount, 1st Apr 2022

				•						
Department	G5+	G6/7	DP	SO	EOI/EOII	AO	AA	Industrial	Prison Grades	Total
DAERA	30	316	532	773	1,000	435	40	190	0	3,316
DfC	25	148	392	555	3,379	2,848	118	28	0	7,493
DfE	25	131	255	241	378	166	28	0	0	1,224
DE	18	97	101	75	128	96	15	0	0	530
DoF	47	417	661	626	994	780	62	9	0	3,596
DoH	34	100	145	141	110	49	10	0	0	589
Dfl	21	133	311	376	687	860	66	537	0	2,991
DoJ	19	159	253	260	637	669	45	17	1,260	3,319
TEO	24	49	81	67	74	39	2	0	0	336
PPS	9	75	106	17	85	133	27	0	0	452
Other ¹	4	22	39	10	36	14	3	0	0	128
Total	256	1,647	2,876	3,141	7,508	6,089	416	781	1,260	23,974

¹ Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Table 3 (b)Permanent Employees, Headcount, 1st Jan 2022

Department	G5+	G6/7	DP	SO	EOI/EOII	AO	AA	Industrial	Prison Grades	Total
DAERA	30	317	510	746	1,007	449	41	193	0	3,293
DfC	25	157	368	571	3,335	2,936	106	28	0	7,526
DfE	26	130	252	235	389	171	28	0	0	1,231
DE	18	98	91	78	124	100	18	0	0	527
DoF	47	415	661	634	973	800	62	9	0	3,601
DoH	33	100	137	134	103	50	10	0	0	567
Dfl	20	131	315	376	696	859	68	536	0	3,001
DoJ	21	155	249	262	625	693	43	17	1,280	3,345
TEO	25	49	75	70	67	41	3	0	0	330
PPS	8	75	107	18	83	133	27	0	0	451
Other ¹	4	23	35	13		15	3	0	0	118
Total	257	1,650	2,800	3,137	7,427	6,247	409	783	1,280	23,990

¹ Figures include staff in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland.

Commentary: Table 3 provides a breakdown of permanent NICS headcount by grade level for the current and previous quarters. The greatest increase in numbers is at DP (76) and EOI/EOII (81), while the greatest decreases are at AO (158 down) and Prison Grade (20 down).

Notes:

Data sourced from HRConnect and additional DoJ databases.

In the table, abbreviations are used. The names of Departments, analogous grade levels and corresponding abbreviations are given in the Background Notes.

Excludes staff on a Career Break.

Table 4

Permanent Employees, Headcount, 1st Apr 2022

	1st Jan 2022 F/T	1st Jan 2022 P/T	1st Apr 2022 F/T	1st Apr 2022 P/T			Change on last Quarter P/T Value	last Quarter		last Year ¹	Change on last Year ¹ P/T Value	Change on last Year ¹ P/T %
Male	10,912	1,061	10,880	1,080	-32	-0.3%	19	1.8%	432	4.1%	14	1.3%
Female	7,924	4,093	7,921	4,093	-3	0.0%	0	0.0%	502	6.8%	-151	-3.6%
Total	18,836	5,154	18,801	5,173	-35	-0.2%	19	0.4%	934	5.2%	-137	-2.6%

¹ As at 1st April 2021.

Commentary: Table 4 shows that over the last quarter, for both males and females, the number of full-time staff has decreased. The number of part-time staff has increased for males and remained unchanged for females. The table also shows that over the last year the number of full-time staff has increased for males and females. Male part-time staff have increased while female part-time numbers have decreased.

Notes:

Data sourced from HRConnect and additional DoJ databases. In the table, abbreviations are used. F/T relates to full-time staff and P/T relates to part-time staff. Excludes staff on a Career Break.

Comparisons with GB and with NI Public Sector

Table 5

Comparison with Great Britain, Headcount of Civil Servants

Organisation	1st Oct 2021 (Revised) Total	1st Jan 2022 Male	1st Jan 2022 Female	1st Jan 2022 Total	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ %
NICS	23,825	12,049	12,073	24,122	297	1.2%	1,239	5.4%
Home Civil Service, GB	505,410	230,860	276,640	507,500	2,090	0.4%	34,060	7.2%
Scottish Government	23,450	11,360	13,030	24,390	940	4.0%	2,810	13.0%
Welsh Government	5,830	2,420	3,540	5,950	120	2.1%	190	3.3%

Table 6

Comparison with Northern Ireland Public Sector, Headcount

	1st Oct 2021 (Revised) Total	1st Jan 2022 Male	1st Jan 2022 Female	1st Jan 2022 Total	Change on last Quarter Value	Change on last Quarter %	Change on last Year ¹ Value	Change on last Year ¹ Value
NICS	23,825	12,049	12,073	24,122	297	1.2%	1,239	5.4%
NI Public Sector	213,930	69,636	148,818	218,454	4,524	2.1%	4,694	2.2%

¹ As at January 2021

Commentary: Tables 5 and 6 compare NICS staff headcount with civil service headcount for Scotland, Wales and Great Britain as a whole (taken December 2021), and with the Northern Ireland Public Sector. Over the latest comparable quarter, the 3.6% increase in NICS headcount compares with increases of 0.4%, 4.0% and 2.1% in Great Britain, the Scottish and Welsh Governments respectively, and an increase of 2.1% in the NI Public Sector. Over the latest comparable 12 months, the NICS staff headcount increased by 5.4%. All the other comparators presented in the tables also increased, the largest increase being 13.0% in the Scottish Government.

Notes:

Data for NICS sourced from HRConnect and additional DoJ databases.

Home Civil Service, Scottish Government and Welsh Government totals may not sum due to rounding.

Home Civil Service, Scottish Government, Welsh Government and NI Public Sector figures relate to the latest available figures; December 2021. NI figures for January 22 have been retained here

to allow a more contemporaneous comparison.

Data and other relevant information for Home Civil Service, Scottish Government and Welsh Government, from 'Public Sector Employment' dataset, published by the Office for National Statistics which

can be found on the ONS website.

Data for the Northern Ireland Public Sector sourced from the NISRA 'Quarterly Employment Survey'. For further information about this survey, please visit the Nisra website.

The tables are sourced from the Quarterly Employment Survey

The Northern Ireland Public Sector comprises central government (including bodies under the aegis of central government), local government and public corporations.

Latest Northern Ireland Public Sector figures are always provisional.

Please note these figures are not seasonally adjusted.

Yearly Comparison of NICS Employees (Headcount)

Table 7

		tary) of NICS EI		eaucou
Year	Male	Female	Total	
2000	14784	13507	28291	
2001	14830	13988	28818	
2002	15211	14688	29899	
2003	15582	15287	30869	
2004	15951	15745	31696	
2005	15921	15799	31720	
2006	15762	15662	31424	
2007	15178	15091	30269	
2008	13389	14485	27874	
2009	13303	13828	27131	
2010	13265	13669	26934	
2011	13083	13934	27017	
2012	14050	13944	27994	
2013	13961	14008	27969	
2014	13832	14104	27936	
2015	13557	13962	27519	
2016	12325	12739	25064	
2017	11580	11842	23422	
2018	11509	11727	23236	
2019	11346	11578	22924	
2020	11307	11537	22844	
2021	11367	11516	22883	
2022	12049	12073	24122	

Yearly Comparison (January) of NICS Employees, Headcount

* Figures as at 1st January.

Commentary: The number of civil servants rose from 28,291 in 2000 to a peak of 31,720 in 2005 before decreasing to 22,844 in 2020, recently increasing again to 24,122 in 2022. Over the period 2000-2015 several parts of the NICS changed their status and ceased to be part of the civil service, while other staff were included in civil service figures as a result of changes related to policing and justice.

Discontinuity*

-	+
Years 2002-04	Year 2010
Size of Reduction: 400	Size of Increase: 1,000
Industrial Development Board	NI Court Service & Youth Justice Agency
(creation of Invest NI)	(Devolution of Policing and
	Justice)
Year 2006	
Size of Reduction: 700	
Department of Agriculture and	Year 2012
Rural Development Science	Size of Increase: 1,700
Service (became part of Agri- Food & Biosciences Institute)	Inclusion of Prison Grade staff
,	Stati
Year 2007	
Size of Reduction: 1,700	Year 2015
Water Service (became NI	Size of Increase: 130
Water)	Legal Services Agency
	became part of the NICS
Year 2008	
Size of Reduction: 1,200	
Civilian staff seconded to	
PSNI (became PSNI staff)	
Year 2015	
Size of Reduction: 430 Planning Office staff became	
employees of the Local	
Councils	

Background Notes

Permanent Employees, Headcount,

The Northern Ireland Civil Service (NICS)

1. The NICS is the civil service of the devolved administration. It includes staff working in the 9 Northern Ireland ministerial departments and staff working in the Public Prosecution Service for Northern Ireland (which is a non-ministerial Government department). Civil servants in the Health and Safety Executive for Northern Ireland and the Office of the Attorney General for Northern Ireland are also included.

Coverage of NICS Staff

2. Figures relate to employees with an employment contract who are being paid by the Organisation. Employees can be permanent, on a fixed-term contract or employed on a casual basis. Self-employed, contract workers and agency workers are excluded. Staff on career breaks or on secondment outside the NICS are also excluded.

Permanent and Temporary/Casual staff

3. Permanent employees are employees with a contract with no agreed expiry date or a fixed-term contract of more than 12 months. Temporary/casual employees are those with a fixed term contract of twelve months or less, or employed on a casual basis.

Headcount Figures

4. Headcount figures count each employee as one member of staff, irrespective of whether they work full or part-time.

5. FTE figures are calculated by expressing each part-time employee's hours as a proportion of a full time employee's hours. Thus, for example, someone working 18.5 hours per week counts as 0.5 staff, since a full-time employee is considered to work 37 hours per week.

Full-Time and Part-Time Staff

6. Full-time staff are employees who are considered to work 37 hours per week and so have an FTE of 1.0. Part-time staff have an FTE of less than 1 and represent staff who over the course of a year work an average of less than 37 hours per week. As such, job share and term time staff are deemed to be part-time.

7. Names and abbreviations of Departments

Name	Abbreviation
Department of Agriculture, Environment and Rural Affairs	DAERA
Department for Communities	DfC
Department for the Economy	DfE
Department of Education	DE
Department of Finance	DoF
Department of Health	DoH
Department for Infrastructure	Dfl
Department of Justice	DoJ
The Executive Office	TEO
Public Prosecution Service for Northern Ireland	PPS

Analogous Grade Levels

Each grade in each occupational group has an associated grade level. The titles of the grade levels are actual grades in the General Service; in other occupational groups the grade names would be different. The table below lists the grade levels in descending order of seniority.

Grade Level	Abbreviation
Grade 5 (Assistant Secretary) and higher	G5+
Grade 6 (Senior Principal) & Grade 7 (Principal)	G6/G7
Deputy Principal	DP
Staff Officer	SO
Executive Officer I & Executive Officer II	EOI/EOII
Administrative Officer	AO
Administrative Assistant	AA

Voluntary Exit Scheme

8. The NICS launched a Voluntary Exit Scheme (VES) in March 2015. The first tranche of staff to leave under the scheme did so at the end of September 2015 with subsequent tranches leaving at the end of November 2015, January 2016 and March 2016.

The final tranche left at the end of May 2016. Visit the DOF Website for details on the VES.

Information on Quality

Background Quality Report

9. The Background Quality Report is available on the NISRA website.

Next Publication: August 2022

Further Information

15. All media enquiries should be directed to DoF Communications Office:-Telephone: 028 90816 724 or 028 90816 895.

Further statistical information can be obtained from: Danielle Clarke NISRA Human Resource Consultancy Services, Colby House, Stranmillis Court, Belfast, BT9 5RR

Telephone:028 9038 8439E-mail:Danielle.Clarke@nisra.gov.uk

Data Supplied by:



