

Key Workforce Indicators Report

HRPC April 2018

1. Workforce Profile

1.1 This section outlines key workforce profile data for UCL. Where possible, UCL data have been compared to available HESA data.

1.2 Full Time Equivalent (FTE) Staff by Employment Category:

UCL's total FTE workforce has increased from 9,250 to 11,243 between October 2013 and October 2017, showing a 21.5% FTE growth in that period. This period includes the IOE merger.

Table 1 shows the number of full time equivalent posts across UCL by employment category on 1 October 2017. Of the 11,243 FTE posts, 4,841 (43%) were in non-academic (administrative/ managerial/ manual & craft / technical) roles and 6,402 (57%) were in academic, research, teaching and NHS-related roles. These proportions are unchanged since last year and compare with a current Russell Group average of 52% of staff in similar non-academic posts.

The proportion of administrative and support roles in Faculties ranges from 19% in Arts and Humanities to 37% in Medical Sciences (see Table 1).

1.3 Age Profile:

Chart 1 shows an increase across UCL staff headcount at all age groups, with the largest proportionate increases at 16-24 and 65 and above. These age categories still have by far the fewest members of staff, as to be expected. Chart 1a shows there has been an increase in the number of staff aged 65 and over in most UCL faculties between 2015 and 2017. When the UCL default retirement age was removed in 2012, it was always anticipated that a greater number of staff would choose to remain in post rather than retire at 65. However, in some areas increases are due to new recruitment of over 65s. Overall, the number of staff aged 65 and older increased by 30% in the period between 2015 and 2017 compared to 48% from 2014 to 2016, which shows some slowing down of the rate of increase. The actual number of staff who are over 65 remains relatively small (around 4% of all staff) and almost all

departments have only one or two such staff at most. A more structured approach to voluntary retirement planning is, however, about to be rolled out across UCL, and any UCL-wide changes to age profiles resulting from that work will be reported in future KWI reports. The average age of UCL academic staff is currently 41.1, just below the average of 41.5 at Cambridge and 41.3 at Oxford. The average age at Imperial is 39.9, at King's 39.8 and LSE 38.3. The average age across the Russell Group is 41.9.

Actions:

- a. Deans and Vice-Provosts should ensure that conversations take place with staff in their areas, about personal career plans and aspirations to aid workforce and succession planning.
- b. HR will develop voluntary retirement planning guidance to aid discussions between managers and staff at or around the state pension age. HR will also continue to review and evaluate retirement policies at other institutions and advise HRPC should any major new issues arise.

1.4 Gender Profile:

Chart 2 illustrates the proportion of female staff at all grades across UCL. The proportion of female staff stands at almost 53% at the 2017 census date, up 1% since last year and equivalent to the Russell Group average. On 1st October 2017 (as in previous years) the lowest proportion of women were employed in the MAPS faculty, although there has been an increase here over the past few years. The IOE and Faculty of Population Health Sciences had the highest proportions of women overall.

UCL Gender Equality: UCL aims to achieve a 50:50 balance of men and women at the two most senior grades (9 and 10). The proportion of women at 9 and 10 across UCL has once again slightly increased over the past year, as can be seen in Chart 2a. The overall proportion of female staff in grades 9 and 10 across UCL had risen from 36.2% last year to 36.4% in October 2017. This increase is lower than the target 1% per annum but does maintain the upward trend over many years. The IOE, and Provost and Vice-Provost Offices are the only areas surpassing the 50:50 target.

Academic pipeline data is included in Chart 2b. Across UCL there continues to be a steady fall in the proportion of women through the academic grades, although this has improved very slightly since being first recorded in 2010: the latest female data show a reduction from 51% at Postdoctoral level to 28% at Professor in 2017. The proportion of female professors has increased from 20% in 2010. The data include equivalent teaching and research staff at each point in the academic pipeline, and do include clinical grades not included in pay data later in this report. The largest overall fall is in SLMS (60% at postdoctoral level down to 28% at professorial level) although it does start from having the highest proportion of early career female researchers.

We are currently in the process of renewing the University's institutional Athena SWAN Silver award (the deadline to re-submit is the end of November

2018). A new 4 year action plan will be brought to HRPC in July 2018 for discussion and endorsement. This plan will include targeted actions for faculties.

Actions:

- a. Deans and Vice-Provosts should ensure they up an up-to-date equality action plan that takes into account the aim to increase the proportion of women in grades 9 and 10 in each faculty and in Professional Services each year.
- b. Faculty-level reports to Deans will include local breakdowns of the academic pipeline data.

1.5 Ethnicity Profile:

UCL is showing slow progress in terms of increasing the proportion of BME staff across all grades. Chart 3 illustrates the proportion of Black and Minority Ethnic (BME) staff at all grades across UCL. The only areas with over 20% BME staff are, as last year, Engineering Sciences, Medical Sciences, Population Health Sciences and Professional Services. Overall, the proportion of BME staff across UCL stood at around 19% in 2017 (up around 1% from 2016), and compared to a current Russell Group average of 13%, which is unchanged since last year.

UCL Race Equality: Across UCL, the proportion of BME staff in support roles in grades 1-8 has increased this year from 23% to 24%, continuing the 1% per annum trend of recent years. Professional Services and Brain Sciences now join Medical Sciences and Population Health Sciences as areas with over 25%, as can be seen in Chart 3a.

The proportion of BME staff at grades 9 and 10 can be seen in Chart 3b, although the numbers involved are low in many areas. Medical Sciences has the highest proportion (20%) in these senior grades. These are mainly clinical staff. The BME rate across UCL has stayed at around the 11% mark since 2012.

Action:

A new Race Equality Toolkit has been developed by the Equality, Diversity and Inclusion (EDI) Team. Some Deans have already been introduced to this (in a meeting with Prof Ijeoma Uchegbu) and Deans and Vice-Provosts are encouraged to engage with the practical suggestions and recommendations in the toolkit.

1.6 Disability Disclosure:

After last year's decrease in staff disclosing a disability, this year's figure shows an encouraging increase to almost 4% across UCL. The Russell Group average disclosure rate is also around 4%. Chart 4 shows disclosure rates by faculty.

Action:

Deans and Vice-Provosts should continue, on at least an annual basis, to ask their staff to review their personal equalities information held by UCL, on the basis of a template message provided by HR. UCL is currently undertaking a Disability Standard self-assessment and disclosure is one target area we must improve upon.

1.7 Net Diversity:

'Net diversity' changes at grade 9 and 10 are provided again in this year's report, in line with the target 1% increase per annum (culminating in at least a 5% improvement over five years) in the Equalities and Diversity Strategy 2015-2020. Net diversity measures the changing proportion of senior staff with one of the following three equality characteristics: Female, BME or Declared Disabled. This measure was chosen in recognition of the fact that in a single year, any one of these areas may decrease, although more diversity overall might be happening. Likewise a 5% increase over five years was seen as more flexible than a 1% increase each year as there may be year-on-year variations. The net diversity rate across UCL has increased from 45% to 46% over the last year, and up from 41% in 2014. The target 5% increase has therefore been achieved within four years since first recorded in 2014.

The EDI Team are reviewing equality targets and strategy and will bring a new strategy to HRPC in due course.

1.8 LGBT Staff:

This is a new reporting category this year and current LGBT staffing profiles can be seen in Chart 5. UCL recently was successful in entering the Stonewall Top 100 employers, which is the definitive list of the most LGBT-inclusive employers in the country.

1.9 Part-Time Staff:

Chart 6 provides a breakdown of part-time staff at 1 October 2016, showing the proportion of male and female staff on part-time contracts by staff category. Across all staff groups, 14% of female staff and 8% of male staff were on part-time contracts, both the same as last year. The highest proportion of part-time contracts are for teaching-only staff. As can be seen in Charts 6a and 6b, overall the proportion of female staff on part-time contracts falls in grades 9 and 10 compared to grades 1-8. The opposite is true for male staff, where the proportion of part-time contracts increases in grades 9 and 10.

2. Staff Recruitment and Turnover**2.1 Recruitment**

Whilst online recruitment enables detailed reporting on the numbers of job applicants, those shortlisted and those appointed across UCL, it should be

recognised that the accuracy of the data is dependent upon vacancies being properly progressed through the recruitment process on the online system.

As Chart 7 shows, there was an overall increase in the number of posts advertised: from 2,614 in 2015/16 to 2,941 in 2016/17. The largest increase was in administrative/managerial roles.

As can be seen in Chart 7a, whilst total applications continue to climb, the average number of applicants per post has come down very slightly, although this varies across occupational groups. Areas with fewer applicants per post than last year are for manual and craft, technical, academic, research and teaching roles.

Chart 7b compares recruitment data for male and female applicants. Whilst women represent 58% of the total applicants, this increases to 59% of those appointed. School and Professional Services breakdowns are shown in Chart 7c, showing a varied picture across UCL, although only Engineering and MAPS have female appointment rates below 50%, resulting from continued higher proportions of male applicants in these areas.

Chart 7d compares recruitment data for BME and White applicants across UCL. Data have again been carefully checked this year following some concerns expressed in previous years, but accuracy does of course depend on information being accurately submitted on the recruitment system by departments. The outcome once again suggests that BME applicants remain less likely than White applicants to be both shortlisted and appointed. Chart 7e, which provides a School and Professional Services-level breakdown, shows that this situation exists across every area of UCL. The generally low proportion of BME appointments remains a key obstacle towards UCL achieving its race equality targets.

Charts 7f and 7g are new to this year's report and aim to add more detail to the BME indicators. As can be seen in Chart 7f, the main drop from application to appointment rates for academic staff is for non-UK nationals. Whilst they make up 30% of all applications, they represent only 15% of those appointed. White UK nationals represent 35% of applicants and 39% of appointments, BME UK nationals represent 12% of applicants and 10% of appointments. Chart 7g shows that for professional services staff, white UK nationals represent 31% of applicants and 50% of appointments, whilst BME UK nationals also represent 31% of applicants but only 23% of appointments.

Actions:

- a. Recruitment data will continue to be monitored by HR across a longer time period.
- b. Vice-Provosts, Deans and Directors of Professional Services should consider the reasons in their own particular areas for these trends and take actions locally to ensure recruitment practices are seen to be as fair and balanced as possible, including BME staff participating on appointment panels as long as this is not an extra burden placed on just a few members of staff.

2.2 Voluntary and Involuntary Turnover

Voluntary staff turnover rates, which mainly cover resignations and retirements, remain generally very low at UCL, although there has been another small increase to 10.2% this year. The equivalent benchmark across all HEIs in the UK is 8.9%. A breakdown by Faculty and Professional Services can be seen in Chart 8. Most areas have some increased turnover although there are decreases in MAPS, Population Health, SSEES, Social & Historical Sciences, and the IOE. Where there are known retention difficulties, HR Business Partners have been working with departments and divisions to address specific issues.

Chart 8a shows the voluntary turnover rates by employment category, indicating that any changes are relatively small. As in previous years, academic turnover (including academic, teaching and research) remains lower than support roles, at 8.5% compared to a UK HEI benchmark of 7.9%. The overall UCL academic turnover rate has fallen slightly over the last year, although research turnover increased slightly. Non-academic turnover at UCL was 12.7% compared to a UK HEI benchmark of 10.4%.

Charts 8b and 8c provide voluntary turnover rates for BME and female staff. For UCL as a whole, BME and female voluntary turnover rates did increase over the last year but these are largely in line with UCL-wide increases. There are differences in the rate of voluntary turnover amongst female and BME staff across the institution but the numbers involved are relatively small. The largest increases in BME turnover were in IOE, the Vice-Provost Offices, and Engineering Science. The largest increases in female turnover were in Brain Sciences, Engineering Science, Medical Sciences, and Vice Provost Offices.

The proportion of involuntary turnover, which has been defined to include all leavers excluding voluntary resignations and retirements, is shown by Faculty/Service area in Chart 9. For the purpose of this report, involuntary leavers include the ending of fixed term contracts, TUPE transfers out, the end of funding for the post, ill health retirements and other redundancies and dismissals. Across UCL, involuntary turnover is just under 6% and has been at around that level for some years.

Chart 9a shows a breakdown by staff category of involuntary leavers. Unsurprisingly, due mainly to end of research funding for posts, researchers had the highest number of involuntary leavers.

Action:

Redeployment data will continue to be monitored by HR, in liaison with the trade unions, to test whether there are any particular issues that need to be addressed.

3. Reward

3.1 Market Supplements

At 1st October 2017, there were 319 market supplements paid to staff, the same as in 2016.

Market supplements are discretionary payments made in exceptional circumstances to individual staff for attraction and retention reasons. The average (mean) supplement has decreased marginally to £17,225 (down from £17,471 the previous year). The proportion of female recipients has decreased slightly this year from 31.4% to 31.1%. The highest proportions of supplements remain in Engineering Science, Social and Historical Sciences and Brain Sciences. This can be seen in Chart 10.

3.2 Additional Increments: Grades 1-9

The number of additional increments (made to staff on the basis of sustained excellent performance) has increased from 251 last year to 264 and were paid to around 2.5% of staff in grades 1-9. This remains a relatively low number of performance related awards.

Additional increments were split at approximately 50/50 between men and women a few years ago but the proportion awarded to women has since continued to increase, and stands at 59% this year. This proportion of female staff receiving additional increments is the highest in the six years of monitoring. The proportion of additional increments to BME staff has also increased, currently standing at 17%. This is the highest proportion of additional increments given to BME staff in the six years of monitoring.

3.3 Base Pay

There are no substantial equal pay issues in Grades 1 to 9.

There are no significant pay gaps at professional services Grade 10 bands C and D (where most senior staff are placed). The gaps in those bands are well under 3%. There are too few staff at bands A and B to analyse meaningfully (just 4 and 6 staff respectively).

The overall professorial pay gap is at 3% at median and 4.5% at mean. This represents a rise on last year's median figure of 2.6% but a reduction from last year's mean figure of 5.7%. This remains a significant reduction from the 8.4% figure recorded back in 2011, just after professorial banding was introduced to address equal pay concerns.

The proportion of female non-clinical professors has increased from 28% last year to 29% this year. This is largely due to the relatively high proportion of promotees who were female compared to the current population - 39% of those promoted to professor were female. In common with the rest of the Russell Group there continues to be a lower representation of females than

males at professorial level but it is improving gradually. The uneven distribution of male and female professors across the bands, particularly on the UCL banding structure, continues to be the overwhelming reason for the 4.5% pay gap overall at mean.

Comparisons in the overall professorial gender pay gap between faculties can be seen in Chart 11.

The only significant professorial pay gap is within band 3 at 7.7% mean, 4% median. This is largely caused by a higher proportion of female professors being promoted to band 3 in the last re-banding round. While this has had a positive effect on the pay gap across all professors it has caused the gap at band 3 as the newly promoted female professors have moved towards the bottom of the band 3 pay range and therefore dragged down the female average. While this is natural and to be expected it should be monitored and perhaps considered by Deans as part of any cases coming forward in the 2018 professorial pay review.

3.4 Gender Pay Gap Reporting

The government has introduced gender pay reporting legislation which requires employers with 250 or more employees to publish statutory calculations every year showing how large the pay gap is between their male and female employees across the whole organisation. UCL has therefore been required to publish the gender pay gap as of 31 March 2017 and did this in March 2018 prior to the statutory reporting deadline. UCL's mean gender pay gap at this point was 17.5%. This has fallen from 19.5% in 2013 and is close to the UK average of 18%. UCL's median gap is 8.9% compared with the Russell Group average of 14.9%. UCL's gender pay gap report is here: <https://tinyurl.com/y8pqayl8>

Actions:

- a. Deans have been asked to ensure their own equalities action plans address the need to close the overall mean professorial gender pay gap of 4.5% and the median gap of 3%. They should also look to close any in-band equal pay gaps that might exist in their area.
- b. HR will provide latest pay information to Deans to inform pay decisions which take place each year.
- c. HR will oversee progress against the overall gender pay gap action plan.

4. Staff Appraisal and Development

4.1 Appraisal Completion Rates

Table 2 documents the proportion, by faculty, of staff appraisals recorded on the MyView system as having been completed in the relevant appraisal cycle. There has been an increase (from 76% to 79%) in appraisals recorded as completed across UCL over the past year, although some areas have lower completion rates. No area met UCL's agreed target 95% completion rate, although Brain Sciences and Life Sciences were very close as they were last year. UCL has moved to compulsory annual appraisal from 2017 and intends to introduce a new online training module for appraisers and appraisees in 2018, with a plan is to introduce online appraisal for all staff as soon as possible in 2018 or 2019. This will help with monitoring completion rates. A review of appraisal practices across UCL has been undertaken and it is planned to introduce a simplified and improved scheme for all staff to be ready for the new online system.

Actions:

- a. All areas of UCL should be aiming for at least a 95% completion rate.
- b. HR will focus on introducing a new online appraisal training module as soon as possible. The aim is still to negotiate an improved appraisal system, including better guidance and support for managers, for implementation in 2018/19.

4.2 Professional Development

This report provides some details of attendances at UCL training events. Chart 12 shows training attendance by Professional Service provider and also by course type.

4.3 Online Diversity Training

For many years, all new starters at UCL have been required to complete an online equalities and diversity training module. However, recently this requirement has been extended to all current staff at UCL who have not previously completed the module. The current completion rates are shown in Chart 12a, showing at 58% that UCL still has some way to go to reach 100% completion.

- 4.4 Chart 12b shows the proportion, by faculty, of relevant academic and teaching staff who are known from UCL systems to hold a relevant teaching qualification. The current rate is across UCL is only 29% and probably represents a good deal of under-recording.

Action:

Deans and Directors of Professional Services to ensure all staff have completed the online diversity training as soon as possible and academic departments should ensure that relevant staff record any teaching qualifications held.

5. Academic Promotions

- 5.1 Table 3 outlines the number of senior academic promotion applications and outcomes across UCL. The overall number of applications and successful outcomes decreased slightly from 2016 and 2017, although there was an increase in applications from female staff. The proportion of applications from female staff increased from 37% in 2016 to 42% in 2017, and female successes improved from 38% to 43%, which is a significant amount. Women represented 39% of promotions to Professor in 2017, compared to 33% in the previous two rounds. This is very encouraging in terms of closing the overall pay gap and ensuring more women move through to senior grades at UCL.
- 5.2 Chart 13 illustrates annual female applications and successful outcomes at School level against the current percentage of senior academics who are female. The current female application and success rates are higher than the existing proportions of females in senior posts in all Schools. Whilst the situation is slowly improving UCL-wide, the proportion of females at grades 9 and 10 continues to be well below the target 50:50 level, as indicated for all UCL posts earlier in this report.

Action:

- a. HR will monitor any impact that the new academic careers framework has on improving female progression rates even further.

6. Sickness Absence Reporting

- 6.1 UCL's effectiveness in developing a workforce capable of delivering its key objectives relies on a high level of organisational wellbeing, including a duty of care for all staff. Reporting of sickness absence is crucial in this respect and, like last year, has increased in most areas. This could mean an increase in actual sickness absence, of course.
- 6.2 Chart 14 shows the average reported days of sickness by staff by faculty and for Professional Services. Whilst staff in Professional Services average 5.7 days per annum per person, the average number of days' sickness across UCL is 2.2 days per person. This compares to national benchmark figures of 6.2 days in HEIs and 7.7 days across the UK economy more generally. It is likely that UCL still has an under-recording issue with regard to sickness absence in most, if not all, areas of UCL.
- 6.3 Whilst reported sickness absence levels at UCL have remained generally stable and low over a number of years, there has been a changing pattern of absence with long-term (over 20 days) absence increasing. Long-term absence is taken by around 2% of staff, but accounts for just over a half of the recorded time lost. Chart 14a provides a breakdown of long term absence causes in 2015/16. As can be seen, the most common cause of long-term absence is mental health, which includes stress-related illnesses.

Actions:

- a. Faculties and Professional Services should ensure that all sickness absence is recorded and managed according to UCL policy, and that this requirement is communicated at the local level.

7. Employment Casework

7.1 Overall Profile

This report includes a section on employment casework, which includes formal disciplinary, grievance, capability, sickness and probation actions. As can be seen in Chart 15, over the last year there has been a rise in the number of formal disciplinary cases with falls in formal casework around sickness absence, capability and grievance (including harassment and bullying). There has been an increase in the number of hearings to consider termination of contract during probation. In addition to these formal cases there is a considerable amount of activity undertaken at an informal level to try and resolve employment relations matters.

It is possible that recording of activity is incomplete, whilst systems are being brought together and therefore we may see an increase in future years.

Whilst informal casework continues to take up much management time across UCL, formal casework loads recorded here do remain low, compared to the UCL population. Therefore any statistical analysis needs to take this into account.

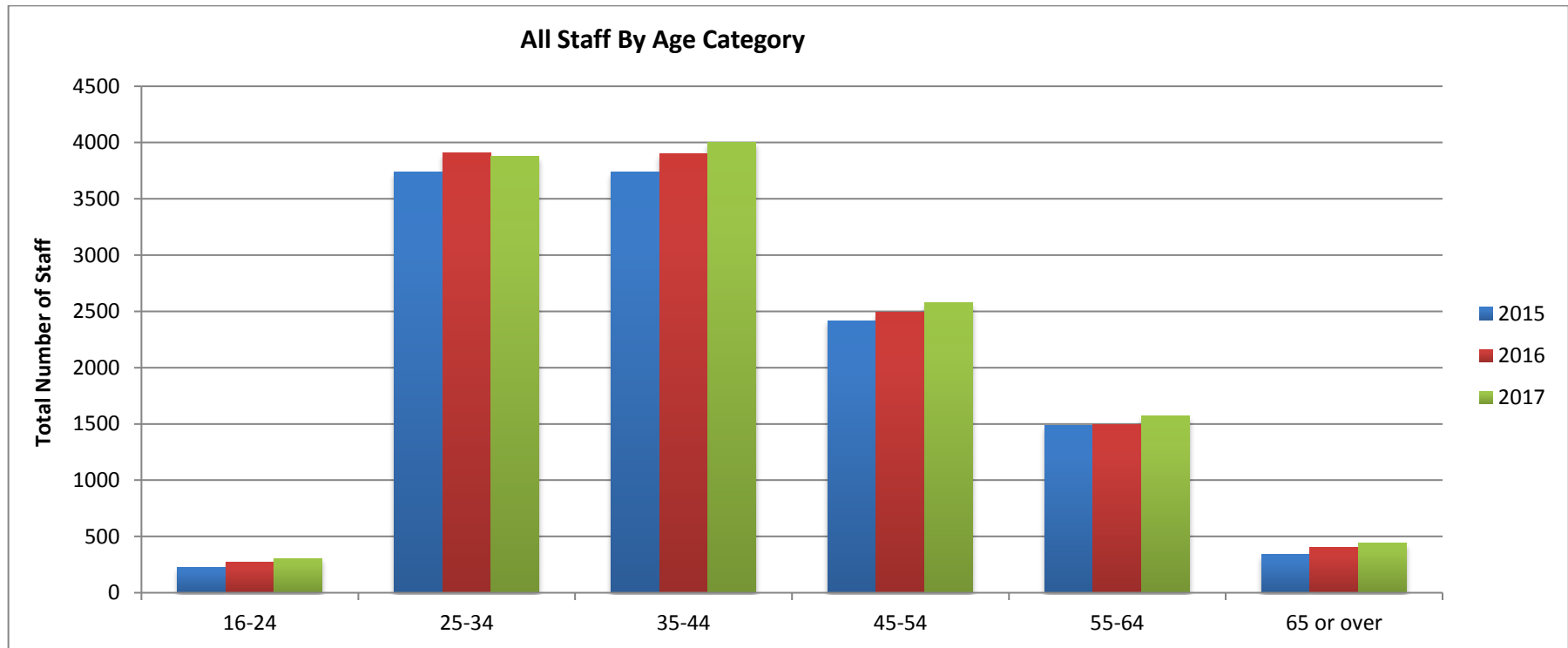
Geoff Lang
Director of HR Strategy and Planning
April 2018

Key Workforce Indicators 2015 – 2017

Table 1. Staff FTE by Faculty/Service Area and Employment Category as at 1 October 2017

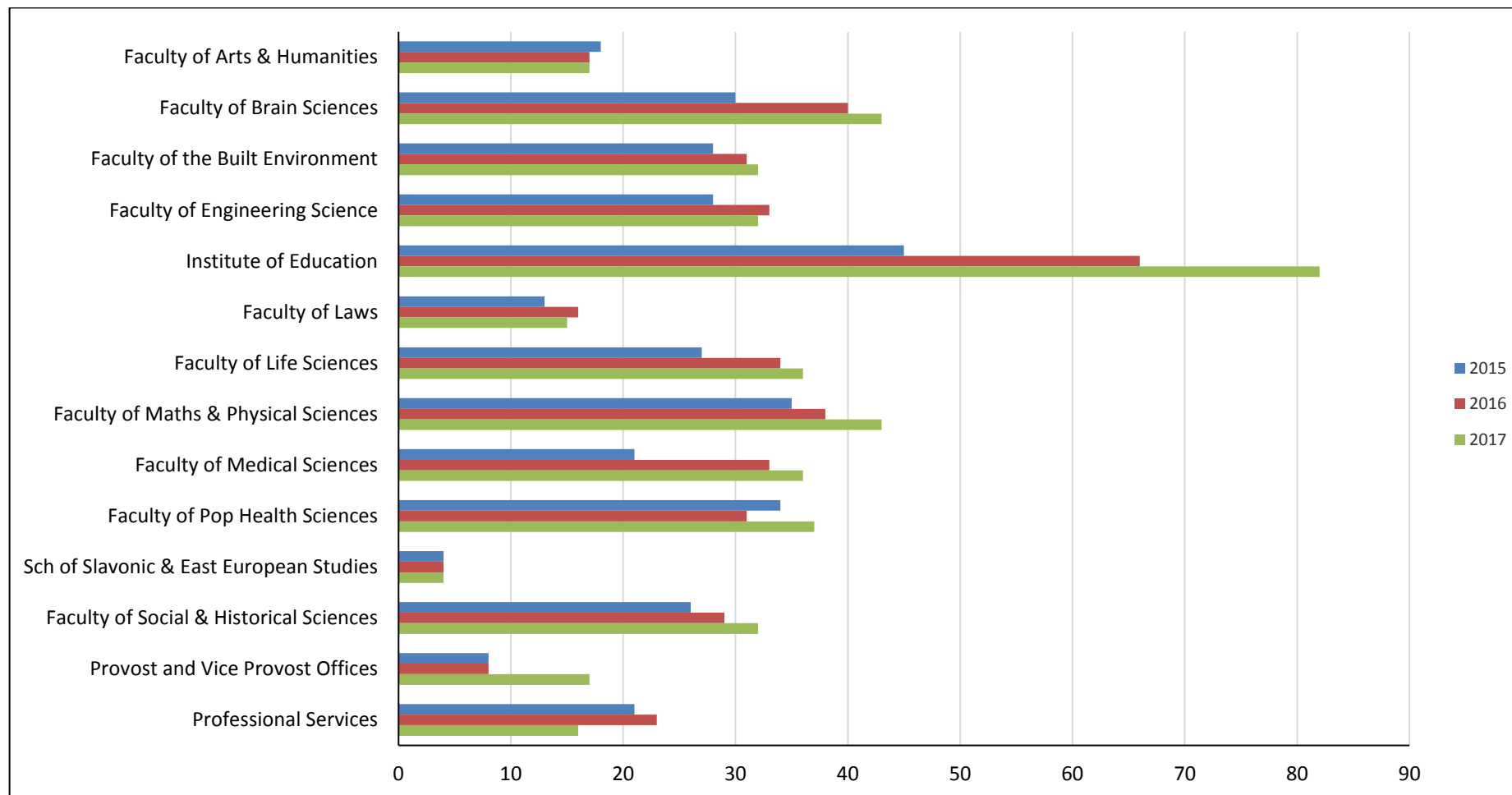
	Academic FTE			Non-Academic FTE				Total FTE	Non-academic as % of Total	Academic to Non-academic
	Academics	Researchers	Teaching	NHS Related	Administration/M anagerial	Manual and Craft	Technical			
Faculty of Arts & Humanities	170.5	26.8	41.8		52.5		5.2	296.7	19 %	4.1
Faculty of Brain Sciences	285.1	769.9	33.2	15.0	243.0	6.0	157.1	1,509.3	28 %	2.6
Faculty of the Built Environment	174.2	102.7	44.8		102.6		4.9	429.2	25 %	3.0
Faculty of Engineering Science	313.0	423.8	74.9	1.0	192.3		59.0	1,064.0	24 %	3.2
Institute of Education	315.5	91.4	52.8	1.0	257.6		4.5	722.1	37 %	1.7
Faculty of Laws	62.3	6.3	18.8		32.8			120.2	27 %	2.7
Faculty of Life Sciences	171.3	375.8	25.6	1.0	105.6	5.7	120.5	805.5	29 %	2.5
Faculty of Maths & Physical Sciences	279.4	320.3	26.1		122.0	2.0	82.2	832.0	25 %	3.0
Faculty of Medical Sciences	222.3	501.3	21.2	35.6	303.8	7.0	155.2	1,246.4	37 %	1.5
Faculty of Pop Health Sciences	231.1	551.0	14.8	17.4	392.5		56.1	1,262.9	33 %	1.7
Sch of Slavonic & East European Studies	43.0	5.0	17.6		16.5			82.1	20 %	4.0
Faculty of Social & Historical Sciences	257.0	112.1	55.5		107.5	1.0	112.3	645.4	34 %	1.9
Provost and Vice Provost Offices	14.5	19.2	127.4		530.2		3.0	694.3	77 %	0.3
Professional Services		2.0	1.0	5.7	1325.6	84.6	112.0	1,530.9	100 %	0.0
All UCL	2539.1	3307.6	555.4	76.8	3784.4	106.3	872.0	11242.9	42%	1.3

Chart 1. Staff by Age Category



	2015	2016	2017	Increase 2015-2017
16-24	228	268	305	34%
25-34	3736	3907	3878	4%
35-44	3738	3897	4004	7%
45-54	2418	2492	2580	7%
55-64	1484	1497	1570	6%
65 or over	338	402	441	30%

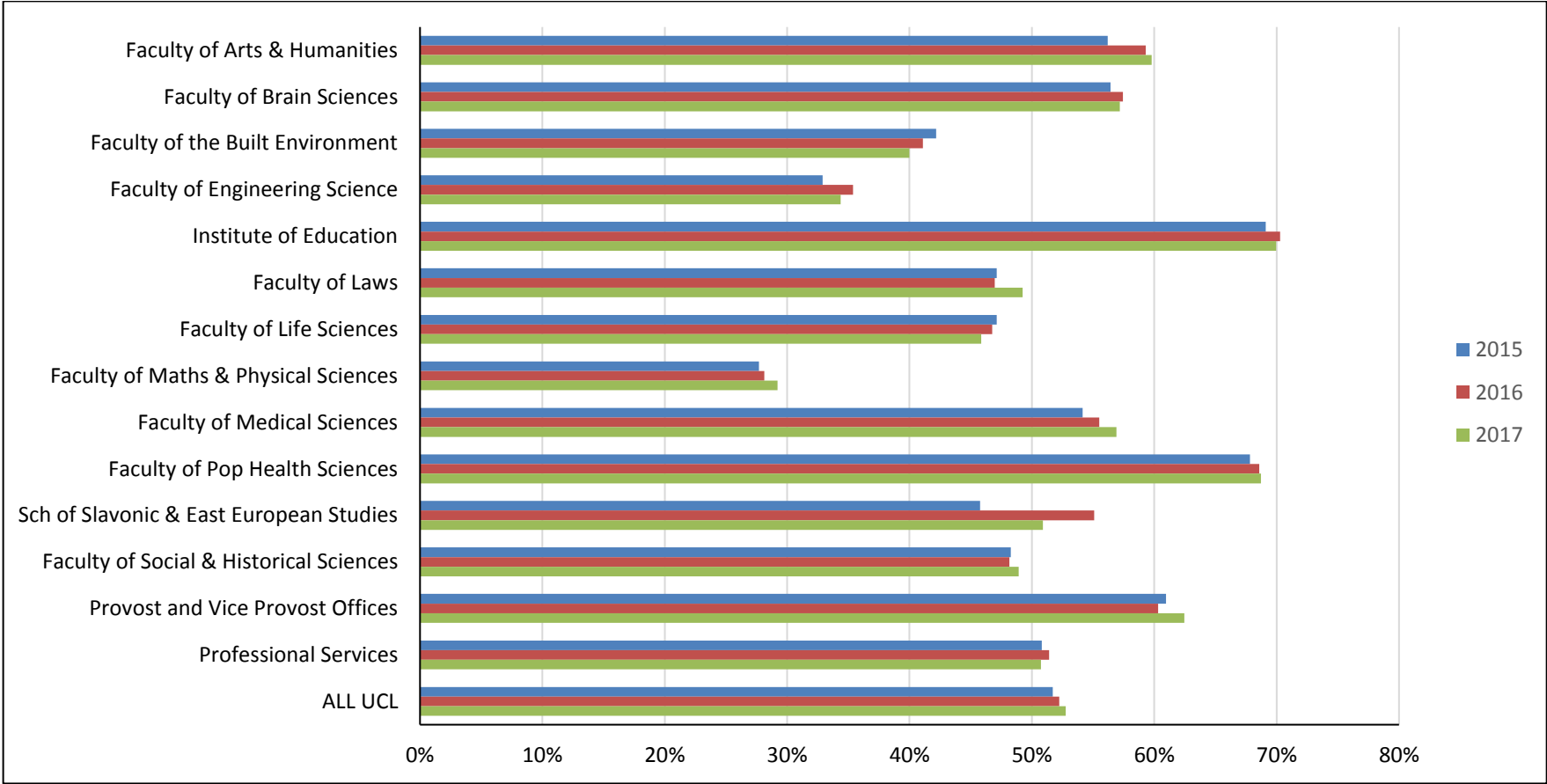
Chart 1a. Number of Staff aged 65 or over



Staff in all grades	2015	2016	2017		2015	2016	2017
Faculty of Arts & Humanities	18	17	17	Faculty of Medical Sciences	21	33	36
Faculty of Brain Sciences	30	40	43	Faculty of Pop Health Sciences	34	31	37
Faculty of the Built Environment	28	31	32	Sch of Slavonic & East European Studies	4	4	4
Faculty of Engineering Science	28	33	32	Faculty of Social & Historical Sciences	26	29	32
Institute of Education	45	66	82	Provost and Vice Provost Offices	8	8	17
Faculty of Laws	13	16	15	Professional Services	21	23	16
Faculty of Life Sciences	27	34	36				
Faculty of Maths & Physical Sciences	35	38	43	All UCL	338¹	403¹	442¹

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

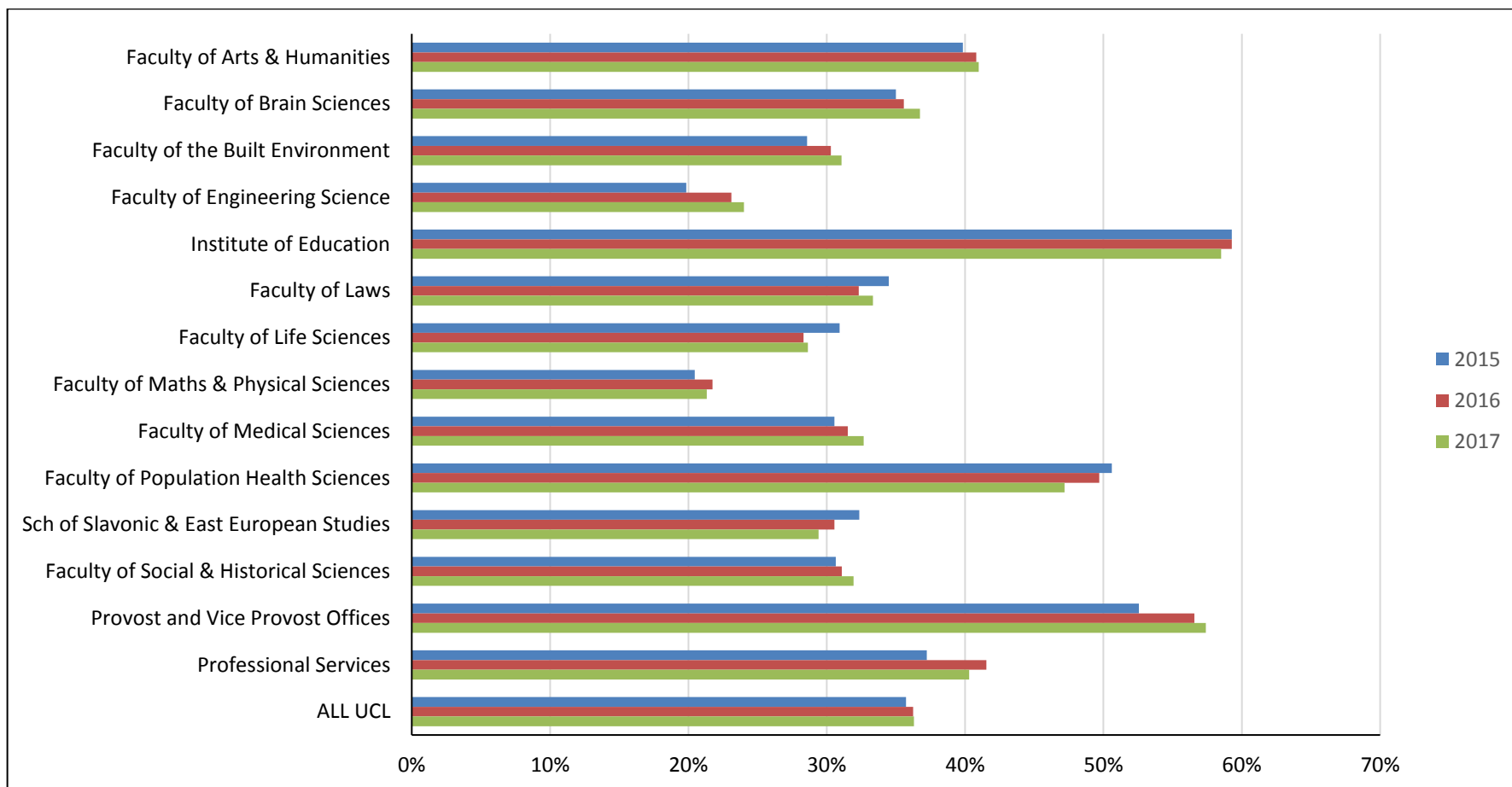
Chart 2. Proportion of Female Staff in all grades



Staff in all grades	2015 (F/M)	2016 (F/M)	2017 (F/M)		2015 (F/M)	2016 (F/M)	2017 (F/M)
Faculty of Arts & Humanities	204/159	271/186	272/183	Faculty of Medical Sciences	750/635	760/609	774/586
Faculty of Brain Sciences	821/634	873/647	931/697	Faculty of Pop Health Sciences	1018/483	1006/461	964/439
Faculty of the Built Environment	205/281	219/314	216/324	Sch of Slavonic & East European Studies	1018/483	1006/461	964/439
Faculty of Engineering Science	338/689	402/734	399/762	Faculty of Social & Historical Sciences	54/42	65/53	430/449
Institute of Education	526/235	551/233	682/293	Provost & Vice Provost Offices	74/83	266/175	514/309
Faculty of Laws	74/83	93/105	98/101	Professional Services	959/928	966/913	807/783
Faculty of Life Sciences	384/431	395/450	394/465				
Faculty of Maths & Physical Sciences	249/650	256/654	267/647	ALL UCL	6174/5768 ¹	6532/5974 ¹	6716/6062 ¹

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 2a. Proportion of Females in all posts at Grade 9 & 10



Staff in grades 9 & 10	2015 (F/M)	2016 (F/M)	2017 (F/M)		2015 (F/M)	2016 (F/M)	2017 (F/M)
Faculty of Arts & Humanities	49/74	51/74	50/72	Faculty of Medical Sciences	99/225	98/213	97/200
Faculty of Brain Sciences	120/223	127/230	133/229	Faculty of Pop Health Sciences	170/166	162/164	134/150
Faculty of the Built Environment	34/85	40/92	41/91	Sch Slavonic & East European Studies	11/23	11/25	10/24
Faculty of Engineering Science	51/206	64/213	67/212	Faculty of Social & Historical Sciences	65/147	69/153	79/171
Institute of Education	147/101	147/101	148/105	Provost & Vice Provost Offices	41/37	43/33	66/49
Faculty of Laws	20/38	21/44	23/46	Professional Services	83/140	98/138	85/126
Faculty of Life Sciences	64/143	62/157	63/157				
Faculty of Maths & Physical Sciences	55/214	60/216	58/214	ALL UCL	1009/1816 ¹	1053/1853 ¹	1041/1818 ¹

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 2b. UCL Female Academic Pipeline

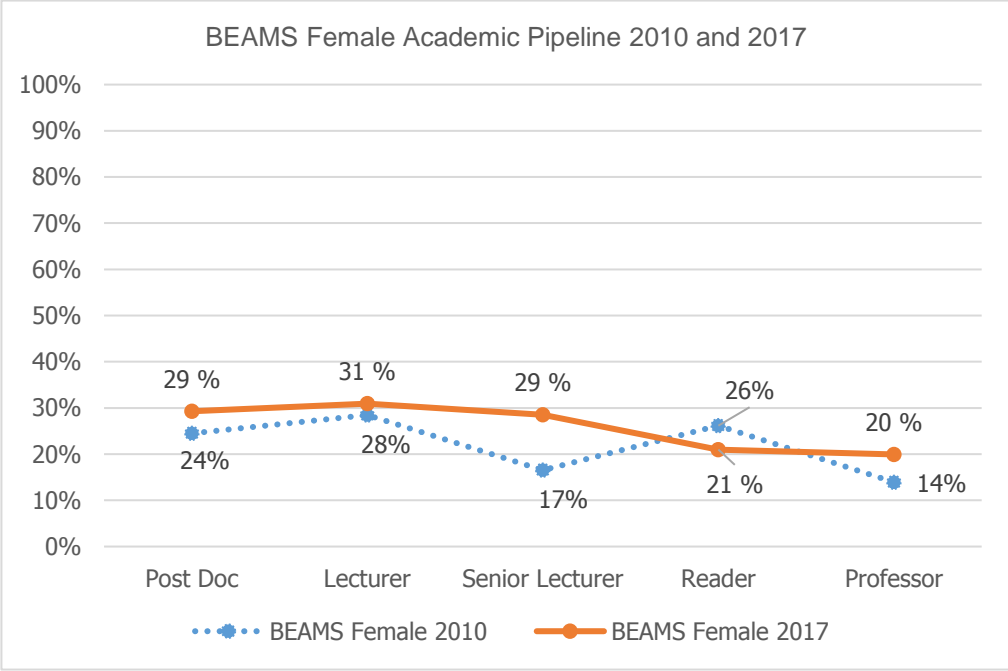
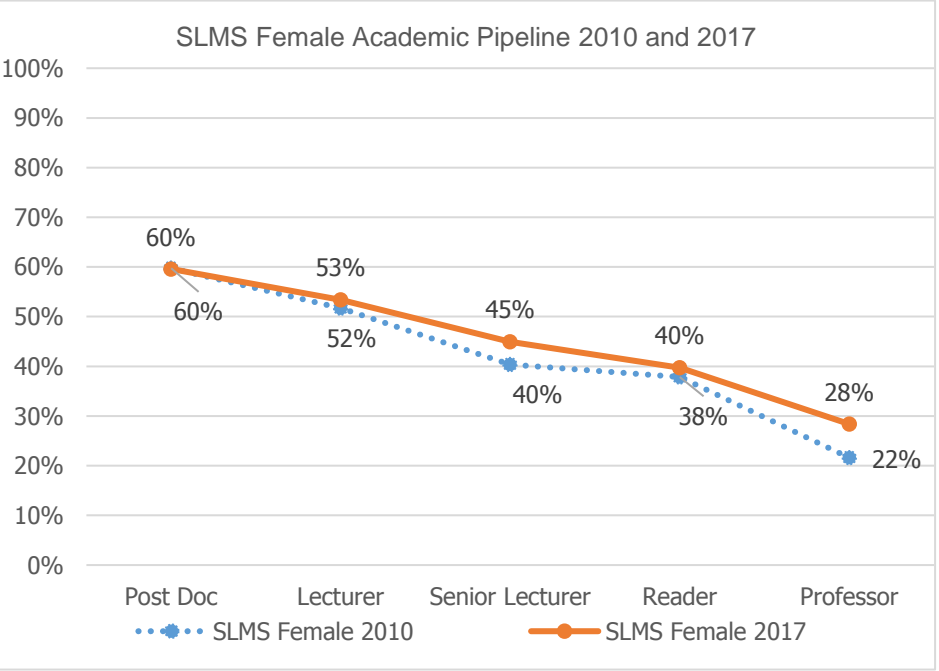
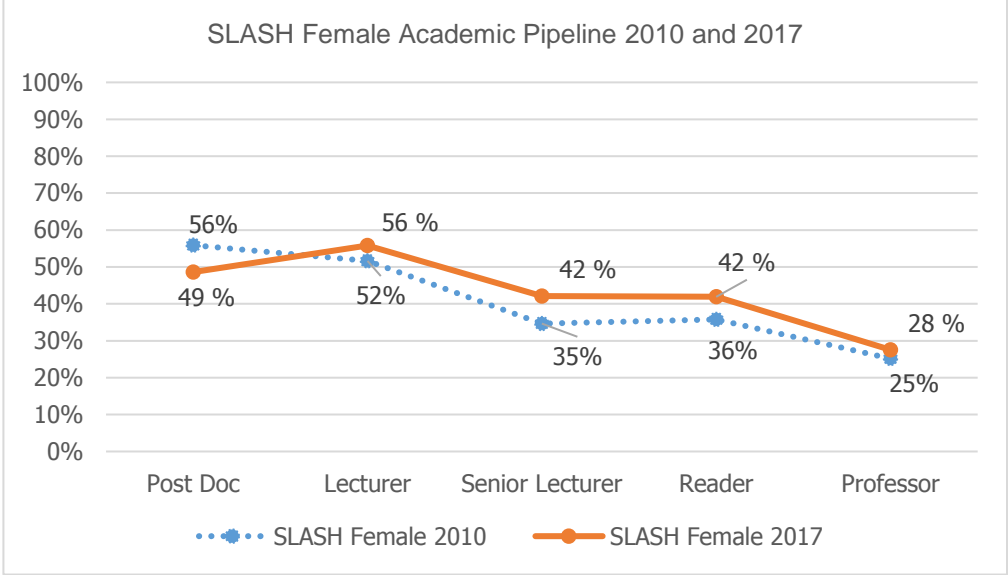
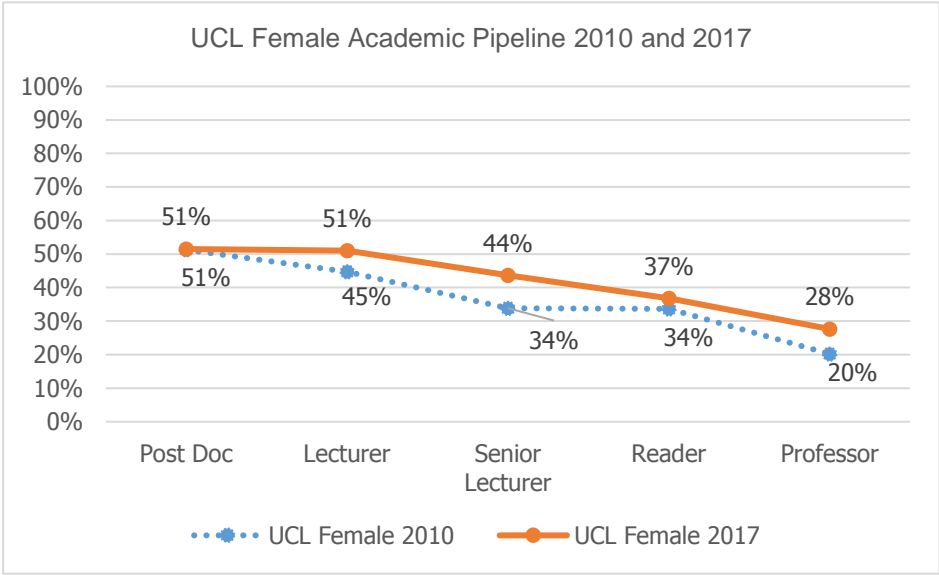
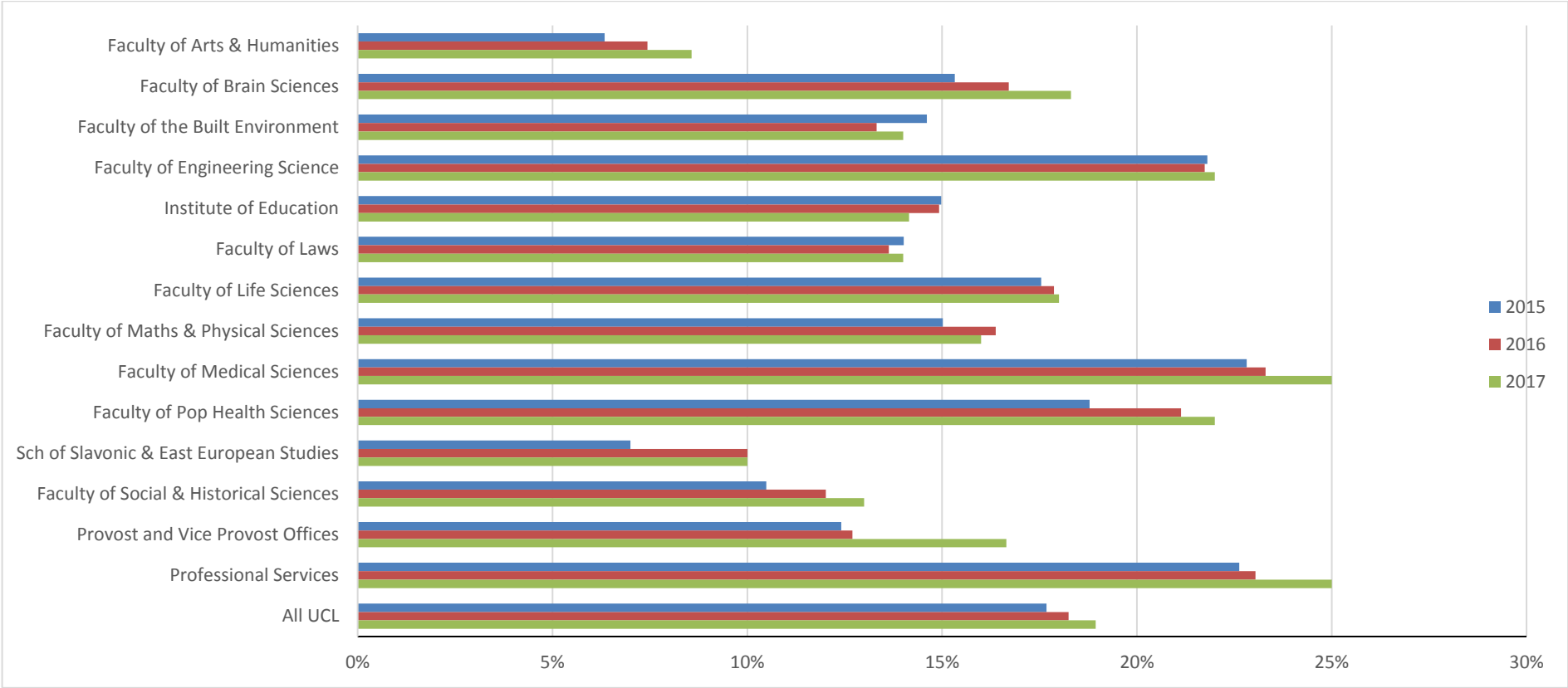


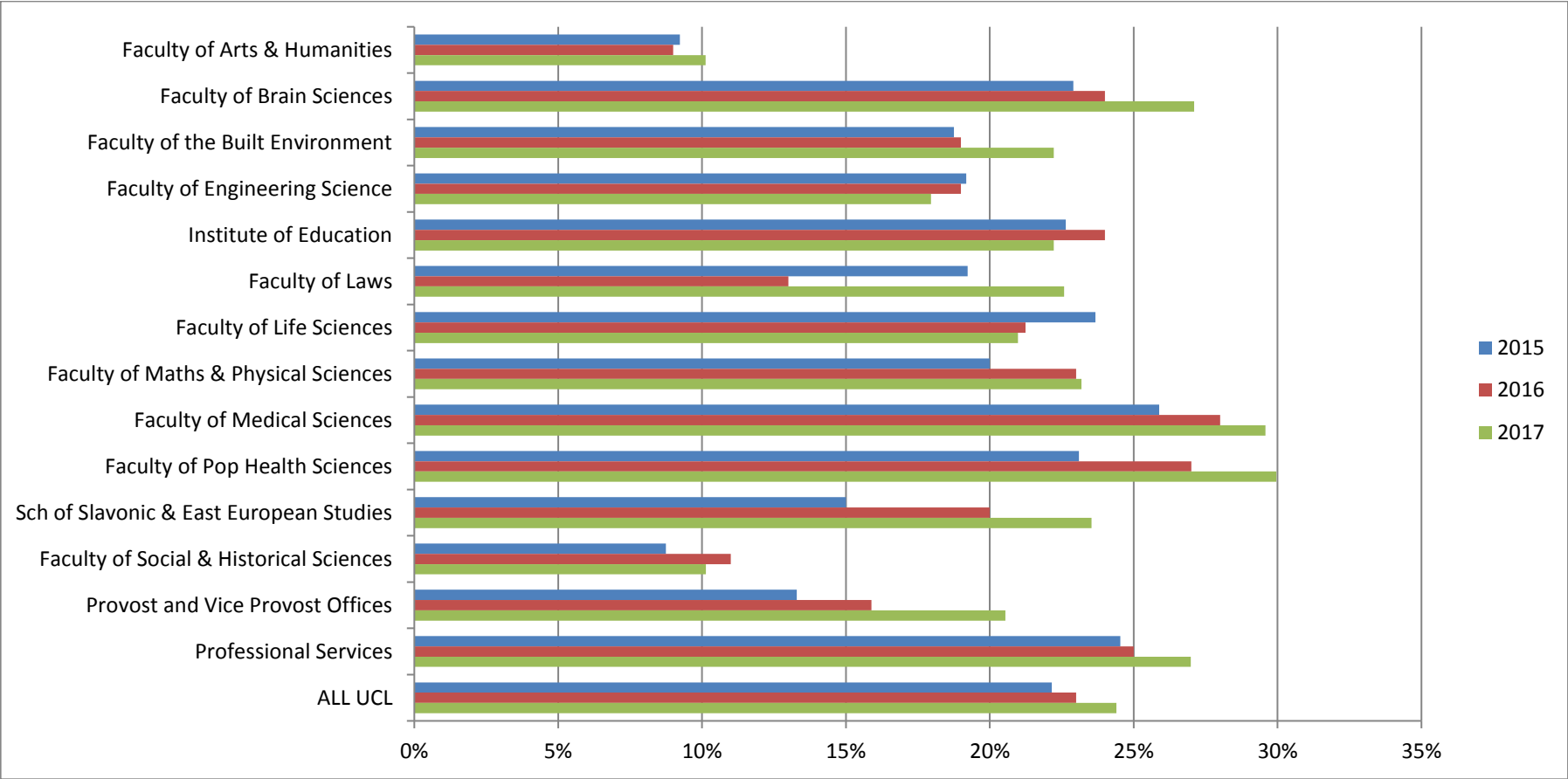
Chart 3. Proportion of BME Staff in all grades



BME staff in all grades	2015 (BME/ALL)	2016 (BME/ALL)	2017 (BME/ALL)	2017%		2015 (BME/ALL)	2016 (BME/ALL)	2017 (BME/ALL)	2017%
Faculty of Arts & Humanities	23/363	34/457	39/455	9%	Faculty of Maths & Physical Sciences	135/899	149/910	149/914	16%
Faculty of Brain Sciences	223/1455	254/1520	298/1628	18%	Faculty of Medical Sciences	316/1385	319/1369	338/1360	25%
Faculty of Built Environment	71/486	71/533	77/540	14%	Faculty of Pop Health Sciences	282/1501	310/1467	315/1403	22%
Faculty of Engineering Science	224/1027	247/1136	250/1161	22%	Sch of Slavonic & East European Studies	7/96	12/118	11/112	10%
Institute of Education	114/761	117/784	138/975	14%	Faculty of Social & Historical Sciences	73/696	102/849	113/879	13%
Faculty of Laws	22/157	27/198	27/199	14%	Provost and Vice Provost Offices	55/443	56/441	137/823	17%
Faculty of Life Sciences	143/815	151/845	153/859	18%	Professional Services	427/1887	433/1879	398/1590	25%
					ALL UCL	2111/11942 ¹	2282/12506 ¹	2443/12778 ¹	19%

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

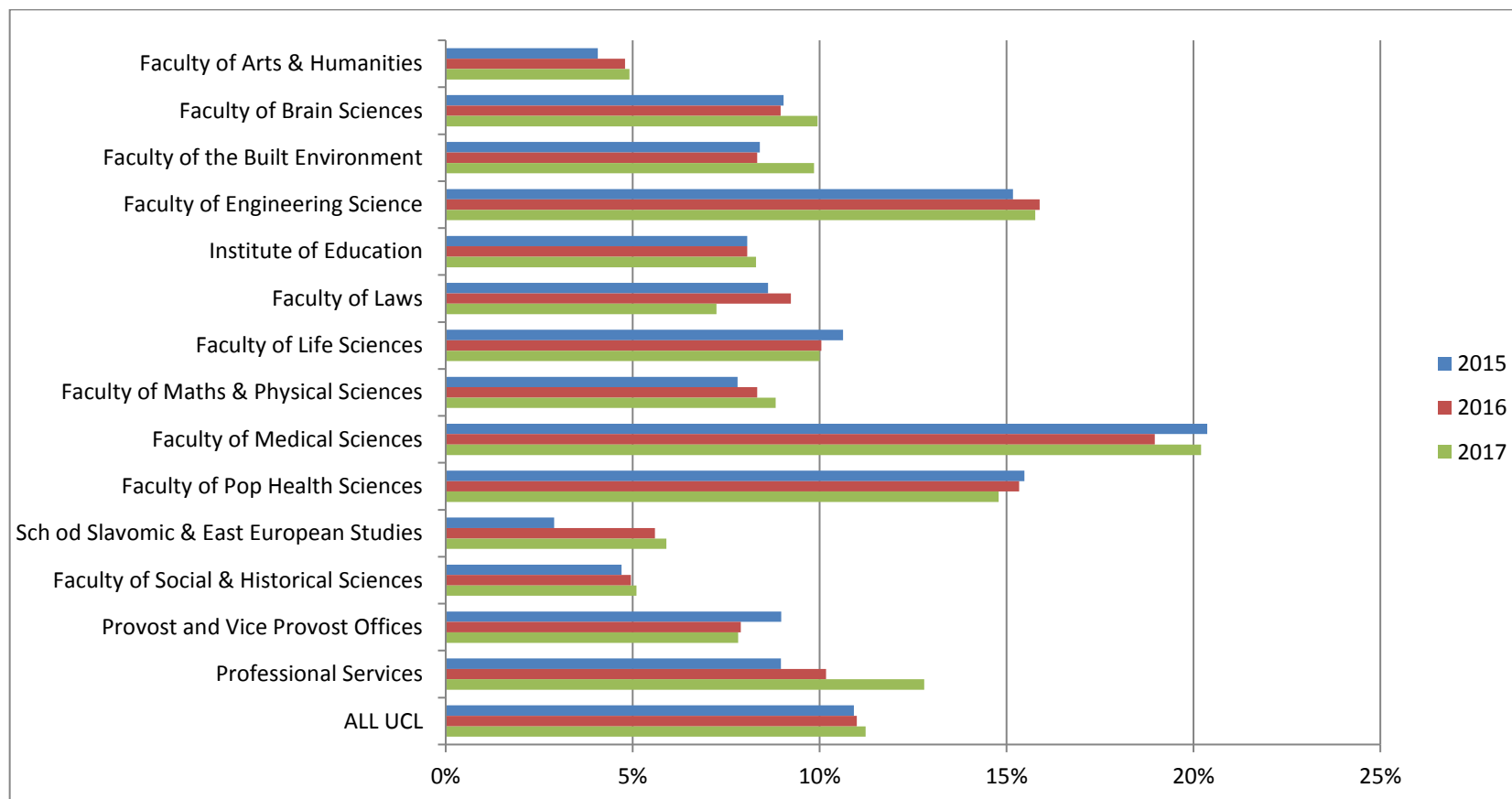
Chart 3a. Proportion of BME Staff employed in support posts at Grades 1 to 8



BME Staff in grades 1 to 8	2015 (BME/ALL)	2016 (BME/ALL)	2017 (BME/ALL)	2017%		2015 (BME/ALL)	2016 (BME/ALL)	2017 (BME/ALL)	2017%
Faculty of Arts & Humanities	6/65	7/82	8/79	10%	Faculty of Medical Sciences	124/479	131/465	139/470	30%
Faculty of Brain Sciences	82/358	87/359	103/417	27%	Faculty of Pop Health Sciences	112/485	124/464	143/484	30%
Faculty of the Built Environment	18/96	21/109	24/108	22%	Sch of Slavonic & East European Studies	3/20	4/20	4/17	24%
Faculty of Engineering Science	42/219	45/233	44/245	18%	Faculty of Social & Historical Sciences	18/206	24/218	24/237	10%
Institute of Education	60/265	59/247	60/270	22%	Provost and Vice Provost Offices	23/173	27/170	107/521	21%
Faculty of Laws	5/26	Apr-30	7/31	21%	Professional Services	406/1655	408/1635	369/1371	27%
Faculty of Life Sciences	49/207	48/226	47/224	23%					
Faculty of Maths & Physical Sciences	39/195	48/207	48/207	23%	ALL UCL	984/4442 ¹	1037/4465 ¹	1133/4673 ¹	24%

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

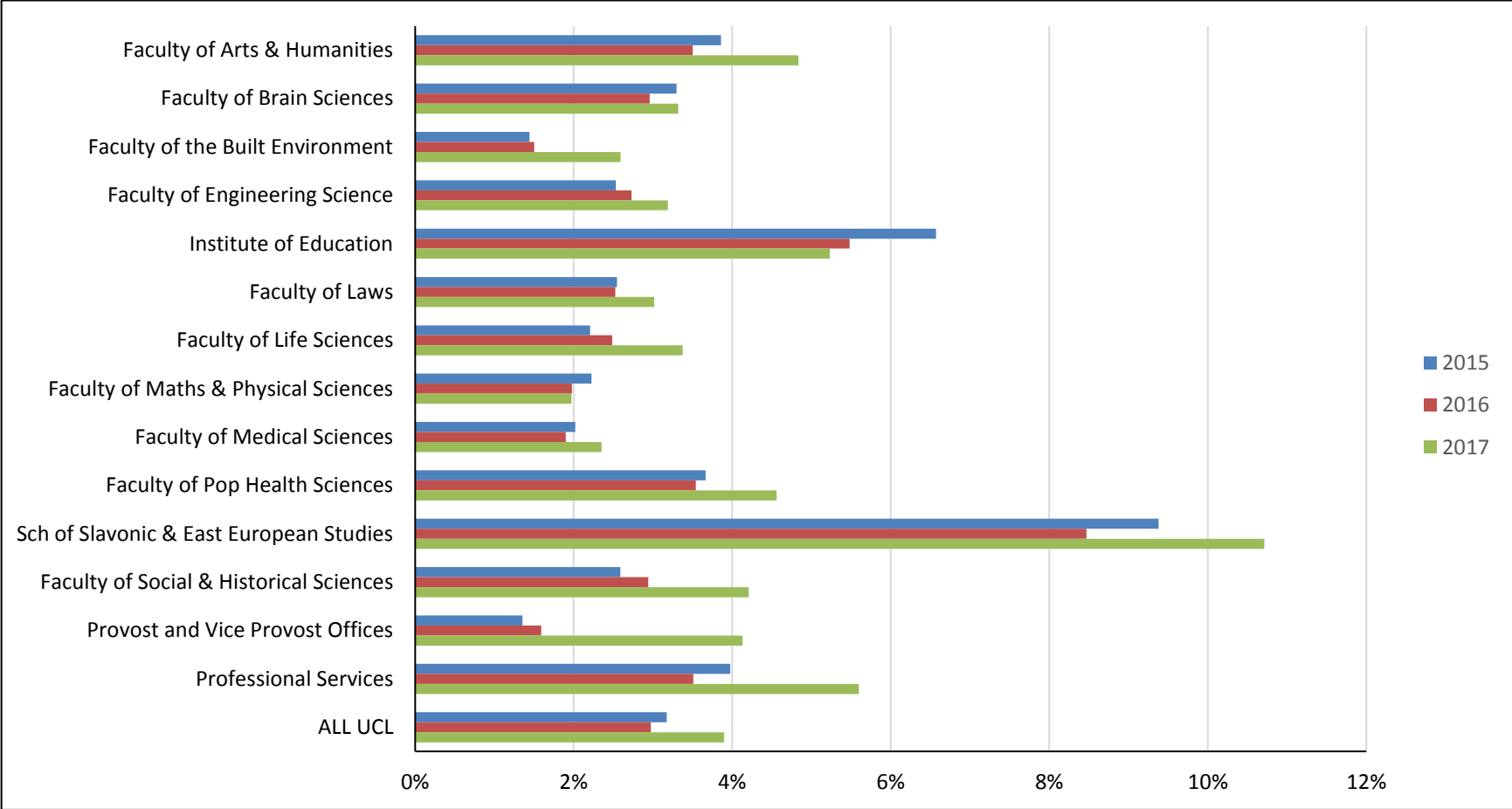
Chart 3b. Proportion of BME Staff employed in all posts at Grades 9 and 10



BME Staff in grades 9 and 10	2015	2016	2017	2017%		2015	2016	2017	2017%
Faculty of Arts & Humanities	5	6	6	5%	Faculty of Medical Sciences	66	60	60	20%
Faculty of Brain Sciences	31	33	36	10%	Faculty of Pop Health Sciences	52	51	42	15%
Faculty of the Built Environment	10	10	13	10%	Sch of Slavonic & East European Studies	1	2	2	6%
Faculty of Engineering Science	39	44	44	16%	Faculty of Social & Historical Sciences	10	11	13	5%
Institute of Education	20	20	21	8%	Provost and Vice Provost Offices	7	6	9	8%
Faculty of Laws	5	5	5	7%	Professional Services	20	22	27	14%
Faculty of Life Sciences	22	22	22	10%					
Faculty of Maths & Physical Sciences	21	24	24	9%	ALL UCL	309 ¹	320 ¹	322 ¹	11.2%

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

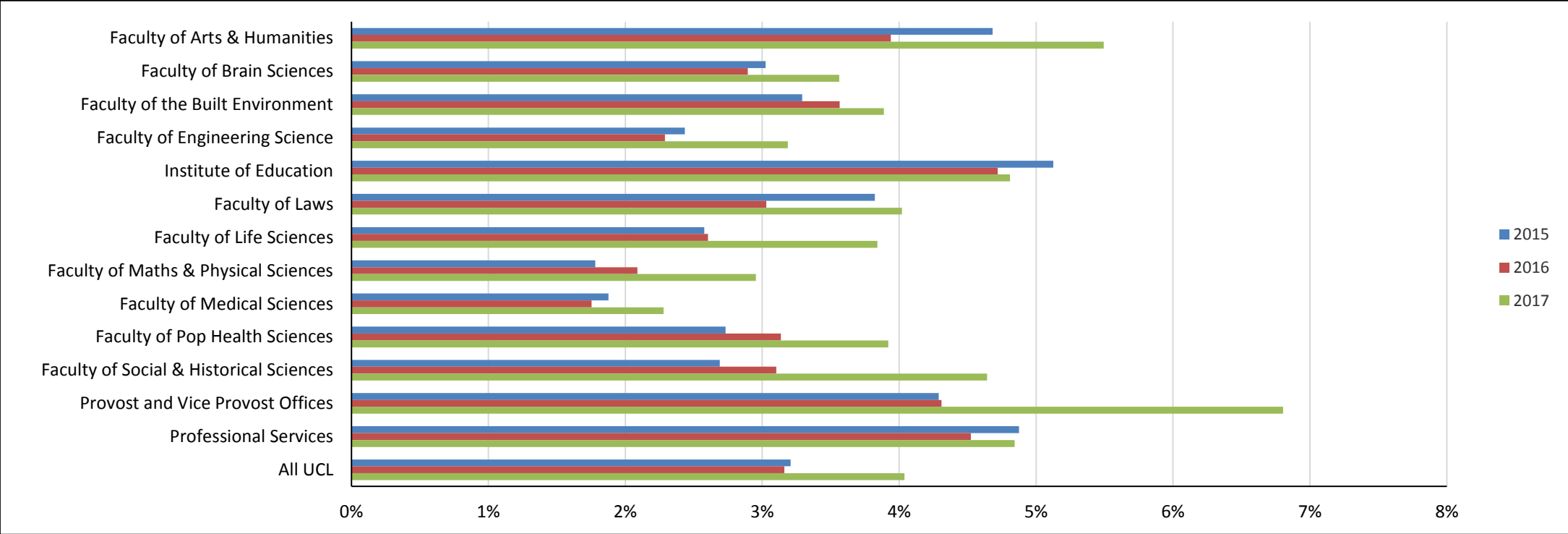
Chart 4. Disability Disclosure Rates



Declared Disability	2015 (D/All)	2016(D/All)	2017(D/All)	2017%		2015 (D/All)	2016(D/All)	2017(D/All)	2017%
Faculty of Arts & Humanities	14/363	17/457	22/455	5%	Faculty of Medical Sciences	28/1385	26/1369	32/1360	2%
Faculty of Brain Sciences	48/1455	45/1520	54/1628	3%	Faculty of Pop Health Sciences	55/1501	52/1467	64/1403	5%
Faculty of the Built Environment	7/486	8/533	14/540	3%	Sch of Slavonic & East European Studies	9/96	10/118	12/112	11%
Faculty of Engineering Science	26/1027	32/1136	37/1161	3%	Faculty of Social & Historical Sciences	27/792	35/967	49/991	4%
Institute of Education	50/761	43/784	51/894	6%	Provost and Vice Provost Offices	6/443	7/441	34/823	4%
Faculty of Laws	4/157	5/198	6/199	3%	Professional Services	75/1887	67/1879	89/1590	6%
Faculty of Life Sciences	18/815	21/845	29/859	3%					
Faculty of Maths & Physical Sciences	20/899	18/910	18/910	2%	ALL UCL	376/11942 ¹	376/12506 ¹	498/12778 ¹	4%

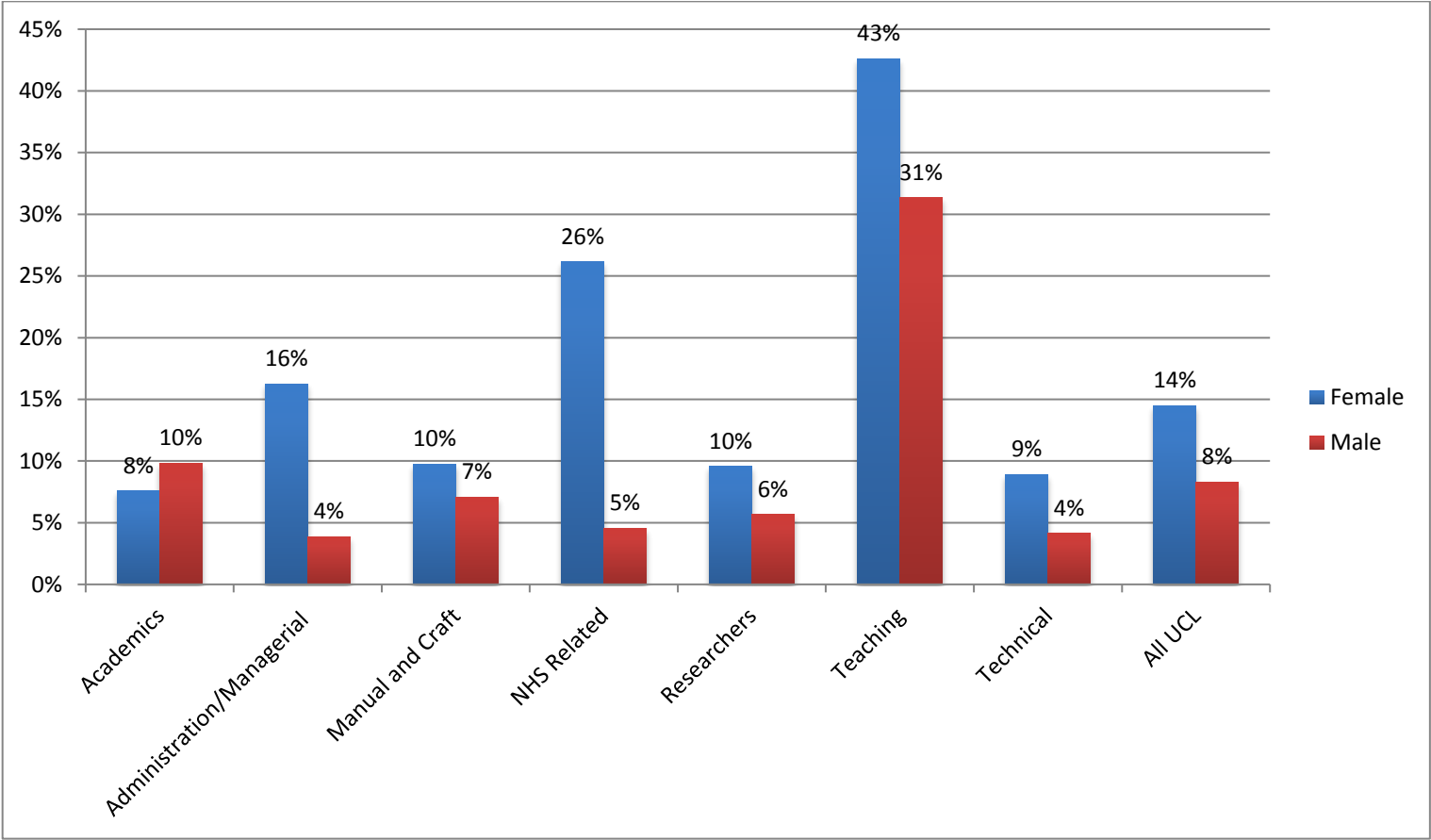
¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 5. LGBT in Faculties



	2015	2016	2017		2015	2016	2017
Faculty of Arts & Humanities	17	18	25	Faculty of Medical Sciences	26	24	31
Faculty of Brain Sciences	44	44	58	Faculty of Pop Health Sciences	41	46	55
Faculty of the Built Environment	16	19	21	Sch of Slavonic & East European Studies	6	9	12
Faculty of Engineering Science	25	26	37	Faculty of Social & Historical Sciences	17	21	34
Institute of Education	39	37	43	Provost and Vice Provost Offices	19	19	56
Faculty of Laws	6	6	8	Professional Services	92	85	77
Faculty of Life Sciences	21	22	33				
Faculty of Maths & Physical Sciences	16	19	27	All UCL	383	394	516

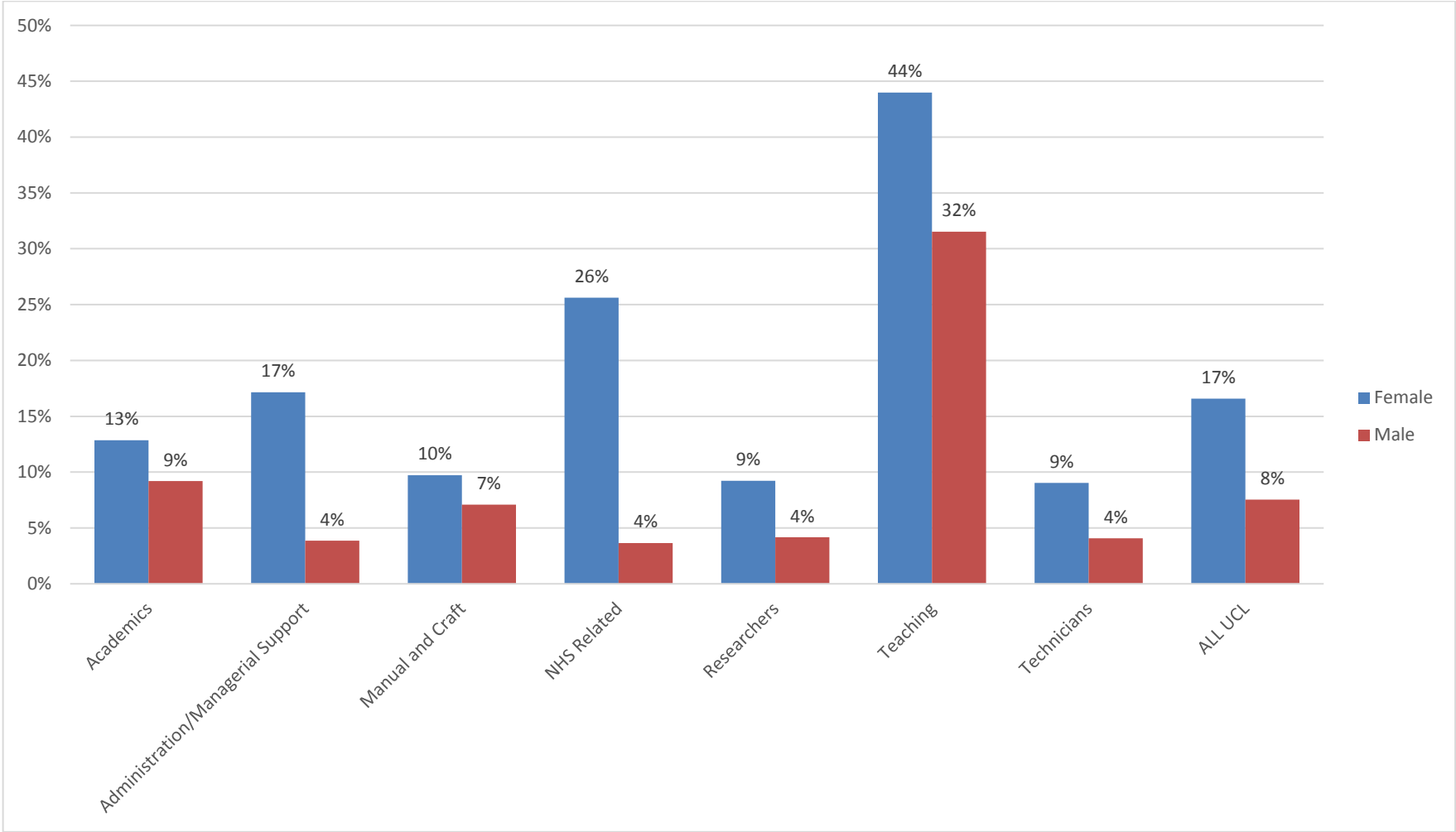
Chart 6. Part-Time Staff by Staff Category



Staff Category	Female	Male	All Staff
Academics	209	271	2764
Administration/Managerial	668	159	4108
Manual and Craft	11	8	113
NHS Related	23	4	88
Researchers	340	201	3559
Teaching	545	401	1280
Technical	82	38	923
All UCL	1851 ¹	1057 ¹	12778 ¹

¹Some staff will have posts in more than one staff category but will only be counted once in the Headcount figure

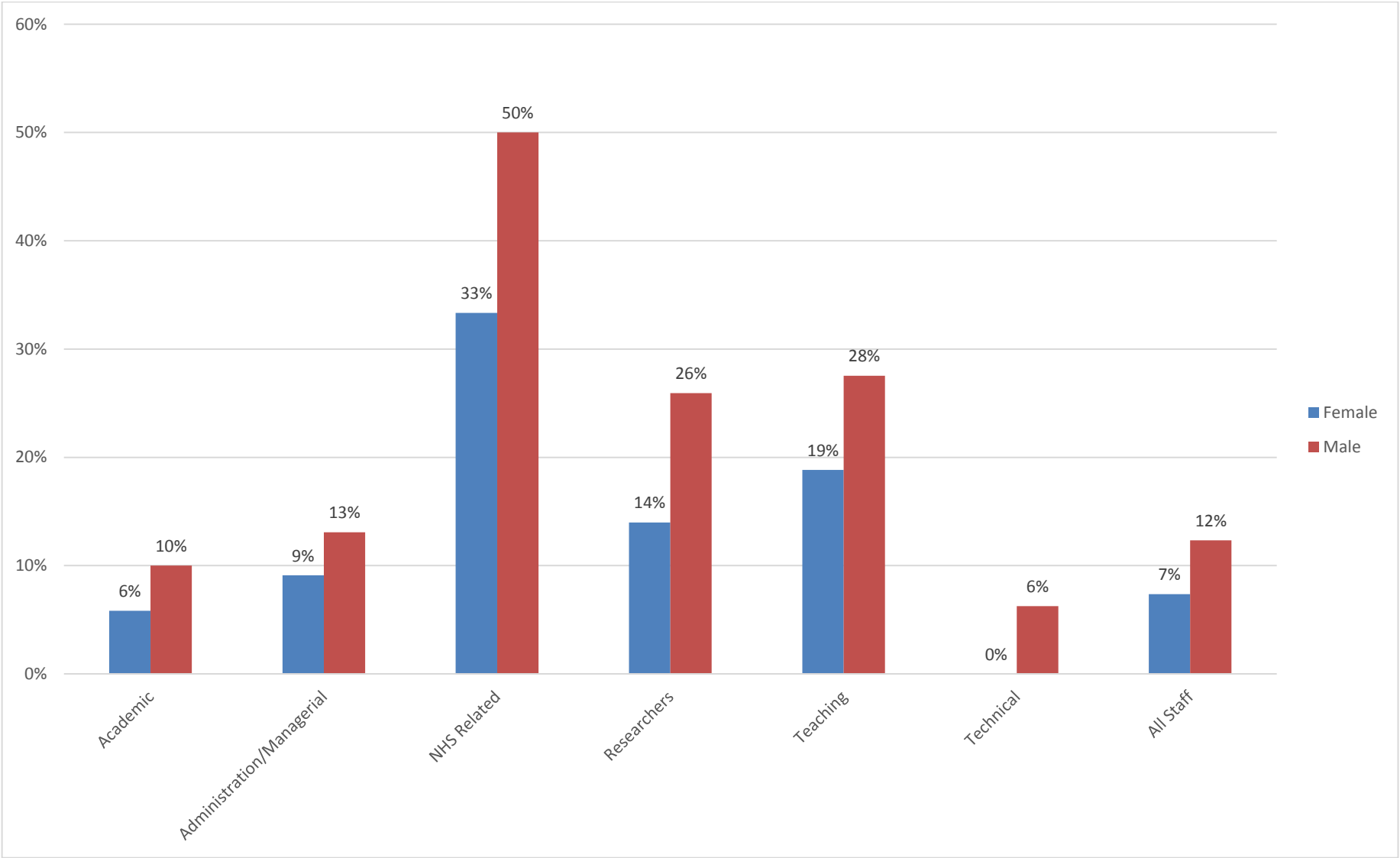
Chart 6a. Part-Time Staff by Staff Category Grades 1 – 8



	Academic	Administration/Managerial	Manual and Craft	NHS Related	Research	Teaching	Technical	All UCL
Total Part-Time Staff Grades 1 - 8	151	768	19	24	444	915	119	2395 ¹

* Some staff will have posts in more than one staff category but will only be counted once in the ALL UCL Headcount figure

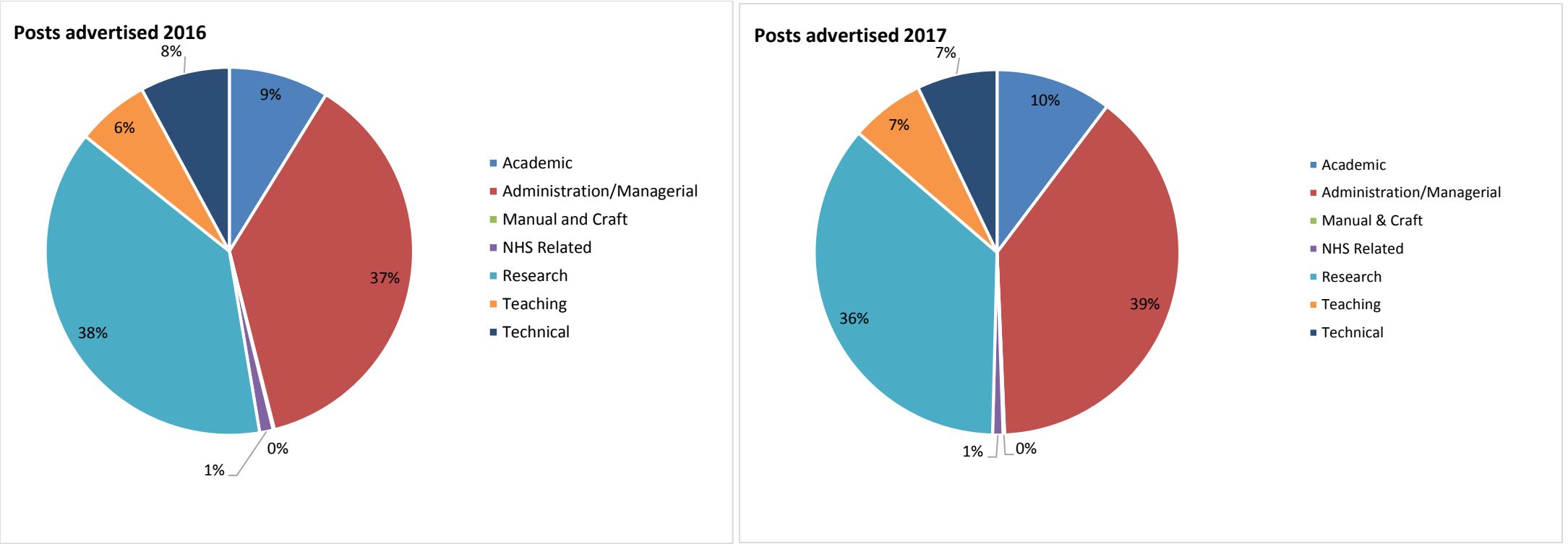
Chart 6b. Part-Time Staff by Staff Category Grades 9 – 10



	Academic	Administration/Managerial	NHS Related	Research	Teaching	Technical	All UCL
Total Part-Time Staff Grades 9 – 10	329	100	5	97	32	1	515 ¹

* Some staff will have posts in more than one staff category but will only be counted once in the ALL UCL Headcount figure

Chart 7. Recruitment: Posts Advertised

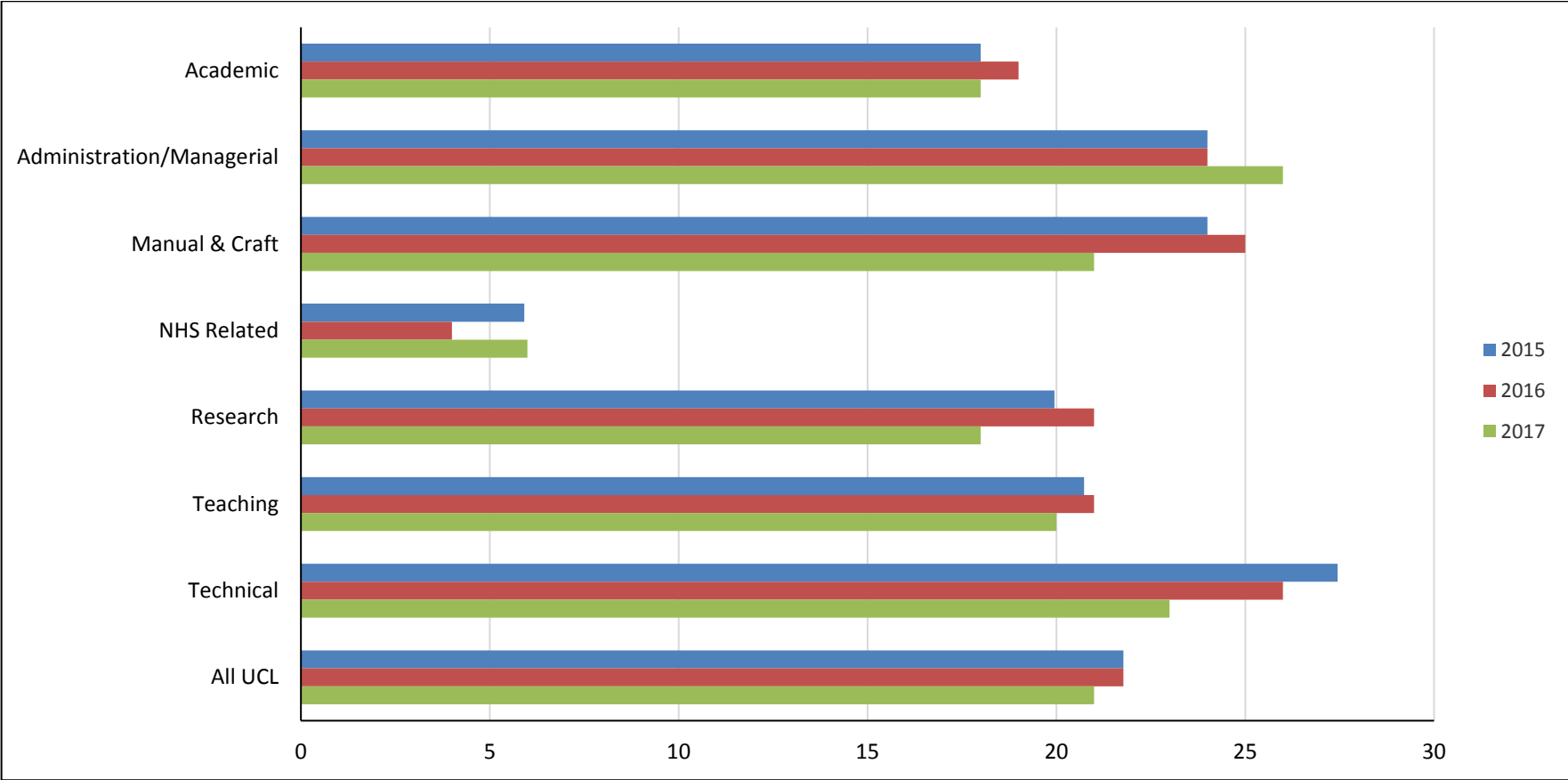


Total Number of Posts Advertised 2016 = 2614

		Total Number of Posts Advertised 2017 = 2941							
Year		Academic	Administration/Managerial	Manual & Craft	NHS Related	Research	Teaching	Technical	UCL
2016	Posts Advertised	230	974	3	31	1003	167	206	2614*
	Total Applications	4304	23830	76	119	20996	3587	5451	58363*
2017	Posts Advertised	302	1149	4	27	1057	193	209	2941*
	Total Applications	5408	29470	85	150	19176	3933	4875	63097*

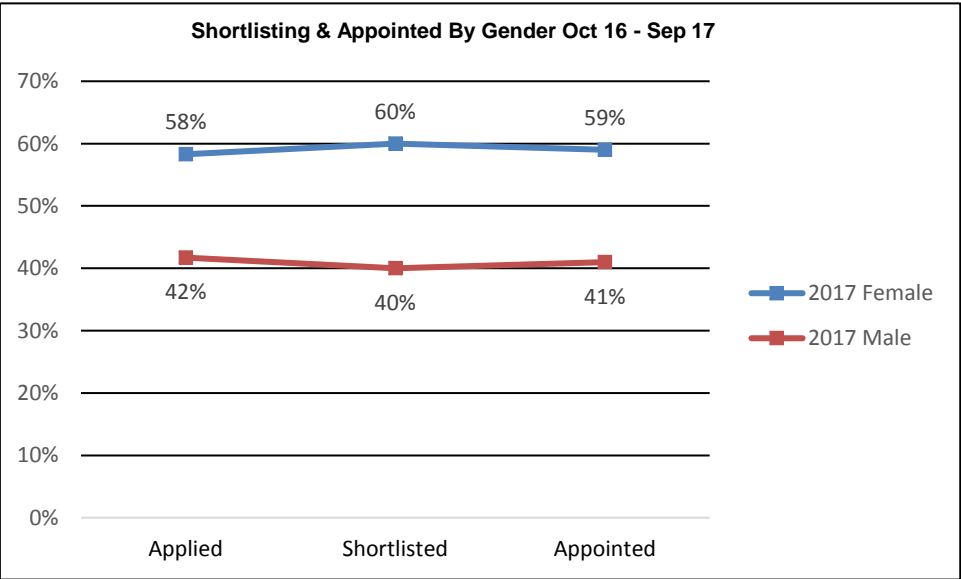
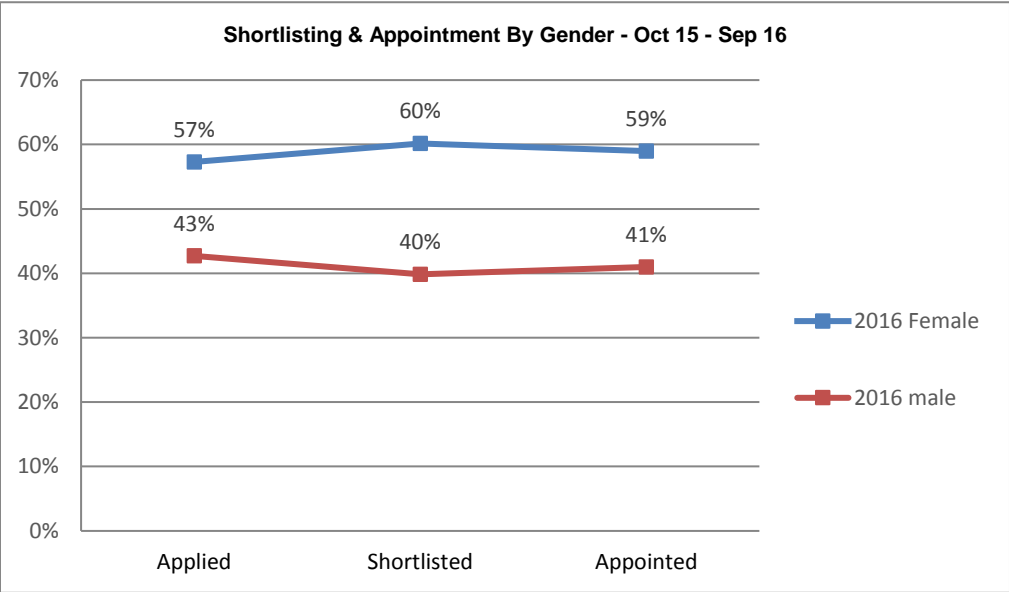
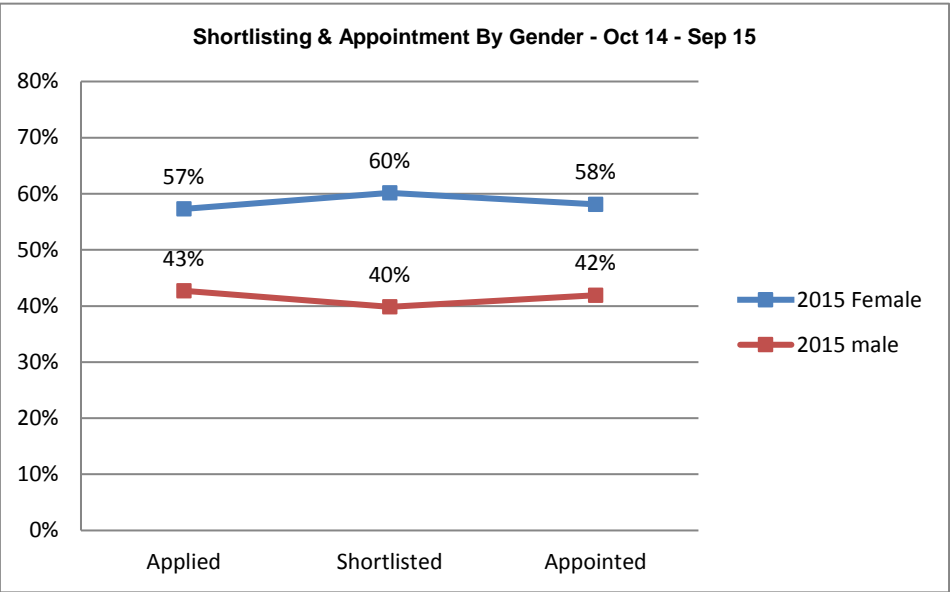
*Where staff category was not assigned by department, vacancy title was used to determine staff category

Chart 7a. Applications per Posts Advertised.



	Year	Academic	Administration/ Managerial	Manual & Craft	NHS Related	Research	Teaching	Technical	All UCL
Posts Advertised	2015	274	850	4	35	947	179	218	2507
	2016	230	974	3	31	1003	167	206	2614
	2017	302	1149	4	27	1057	193	209	2941
Total Applications	2015	4895	20798	94	207	18892	3711	5984	54581
	2016	4304	23830	76	119	20996	3587	5451	58363
	2017	5408	29470	85	150	19176	3933	4875	63097
Average No. of applicants/post	2015	18	24	24	6	20	21	27	22
	2016	19	24	25	4	21	21	26	22
	2017	18	26	21	6	18	20	23	21

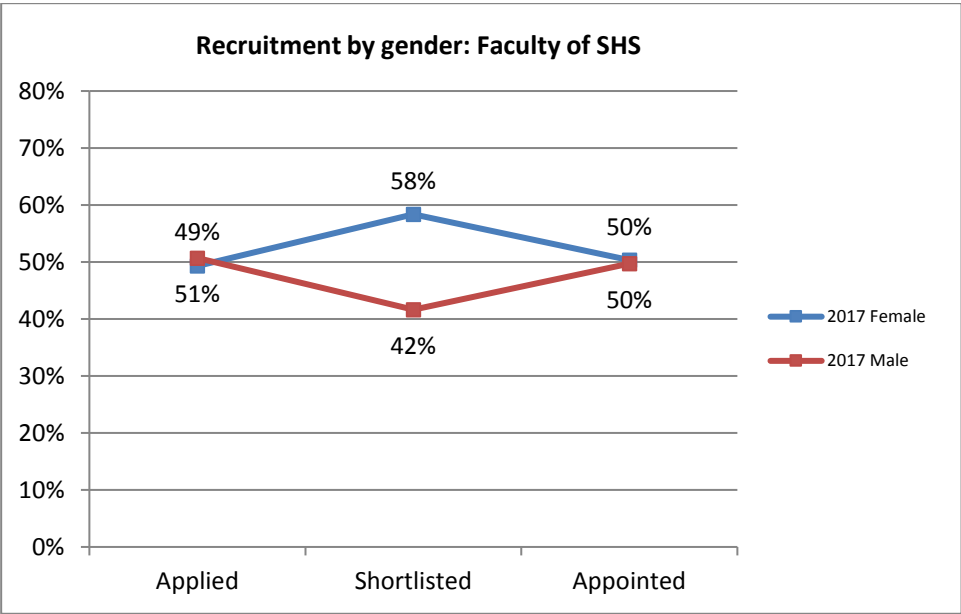
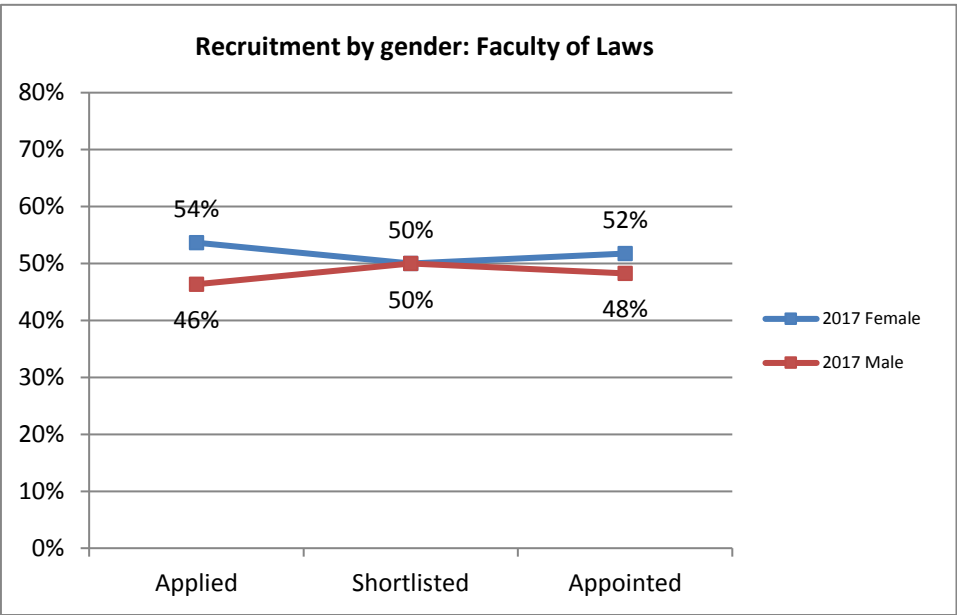
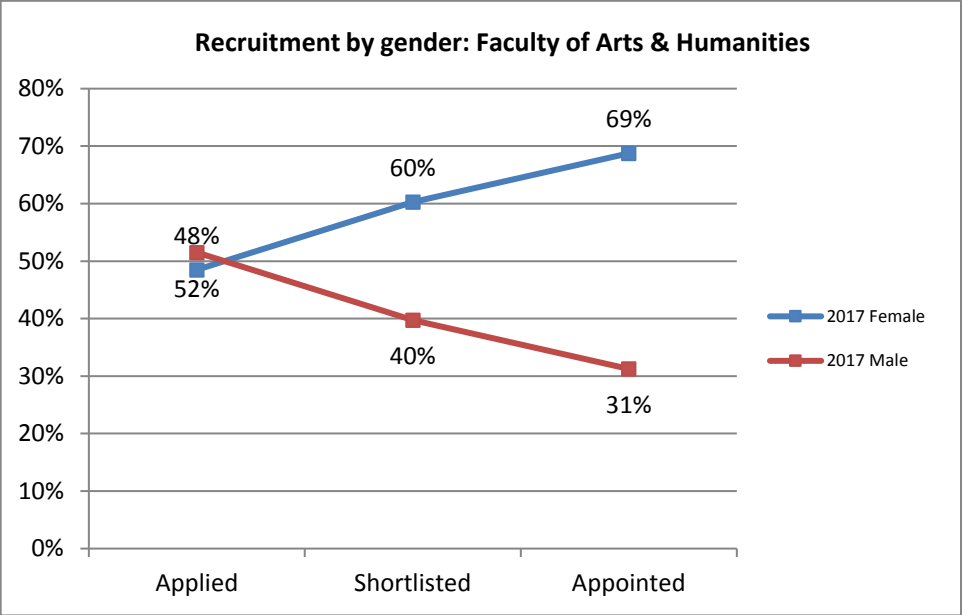
Chart 7b. Recruitment: advertising and appointment of Female and Male staff *Excludes Withdrawn and Withheld Applications*



	Year	Applicants	Shortlisted	Appointed
Female	2014-15	30471	4888	1376
	2015-16	32361	4856	1324
	2016-17	34573	5478	1628
Male	2014-15	22725	3238	992
	2015-16	24548	3185	935
	2016-17	25450	3586	1109

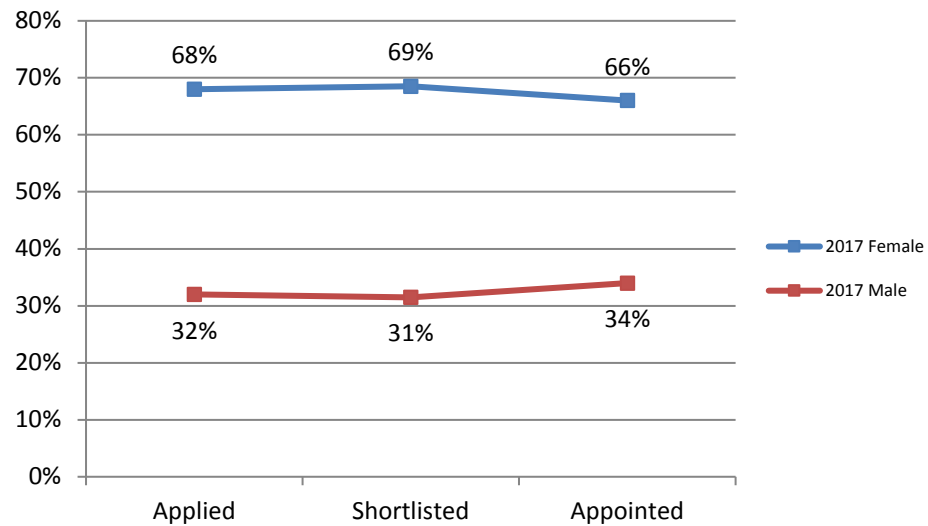
Chart 7c. Recruitment: advertising and appointment by Faculty for Female and Male staff 2017 **Excludes Withdrawn and Withheld Applications*

UCL SLASH

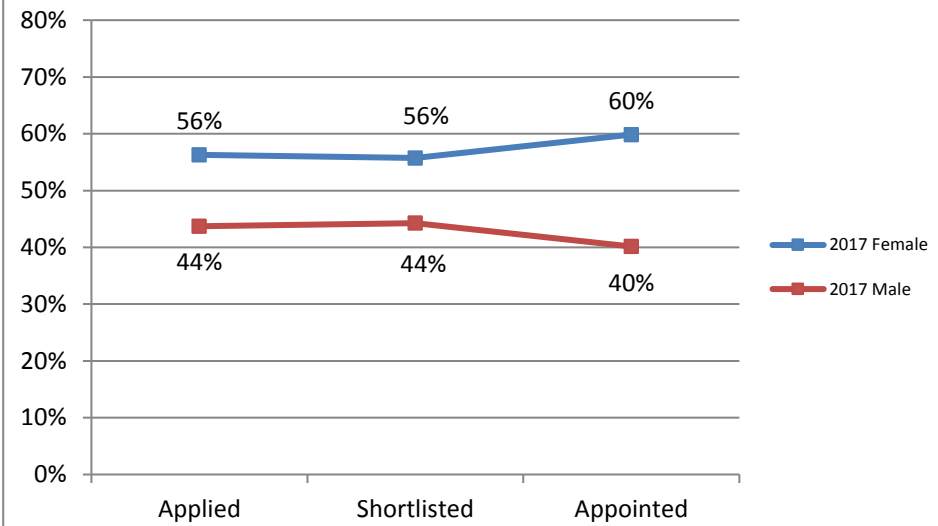


UCL SLMS

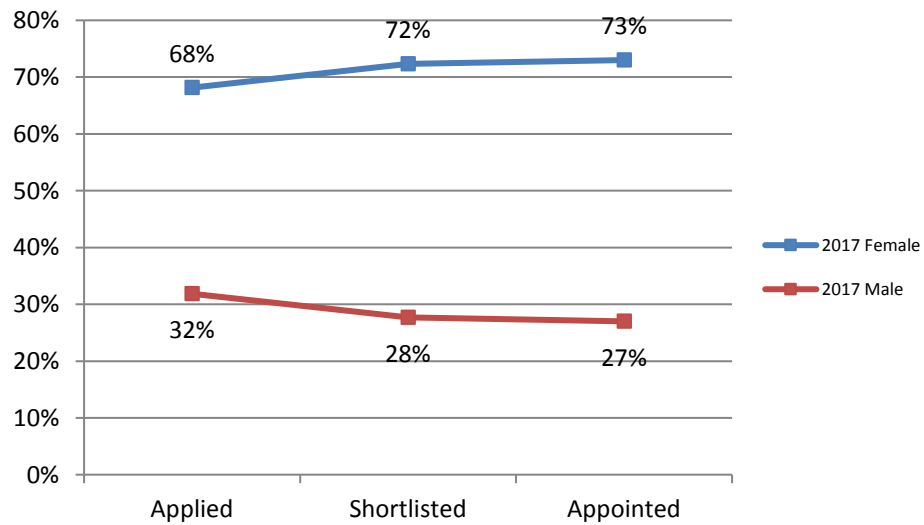
Recruitment by gender: Faculty of Brain Sciences



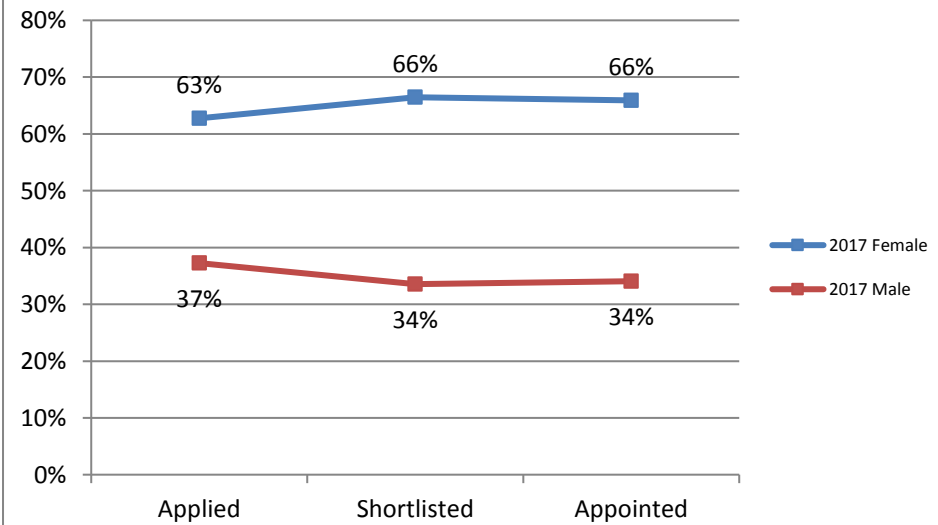
Recruitment by gender: Faculty of Life Sciences



Recruitment by gender: Faculty of Population Health

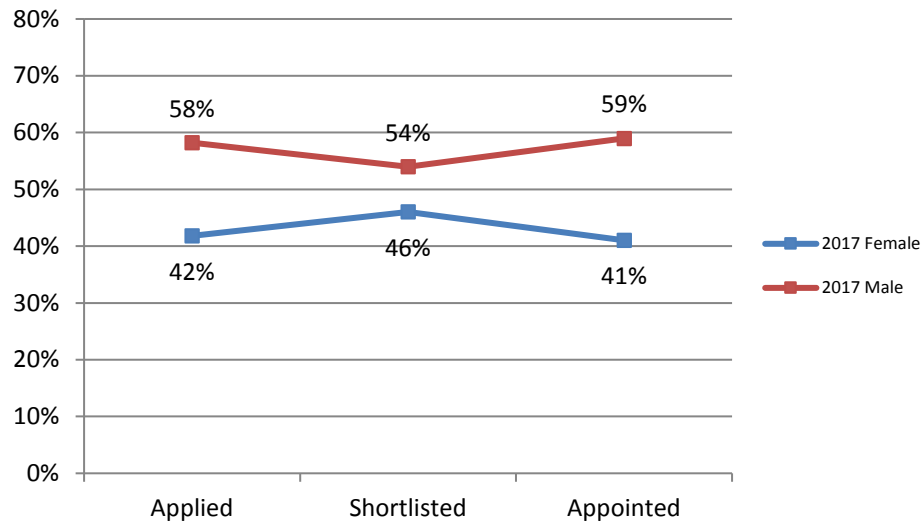


Recruitment by gender: Faculty of Medical Sciences

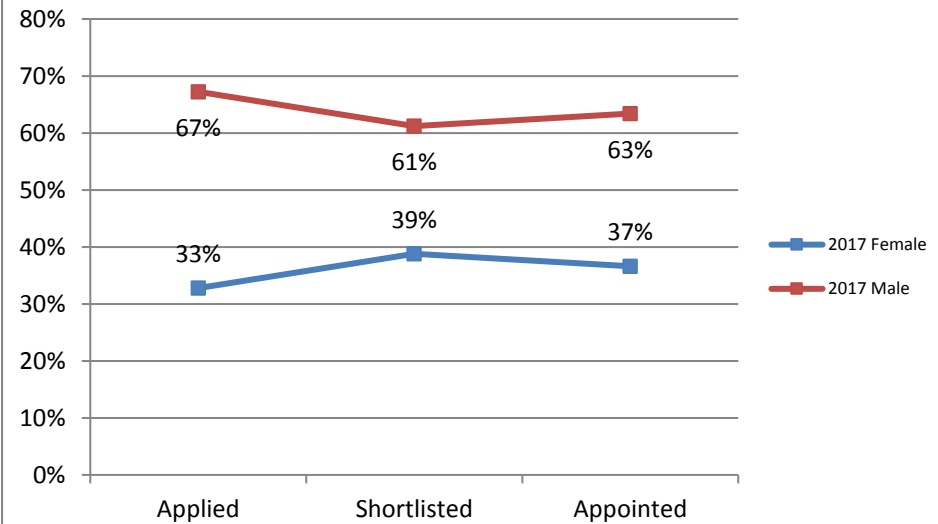


UCL BEAMS

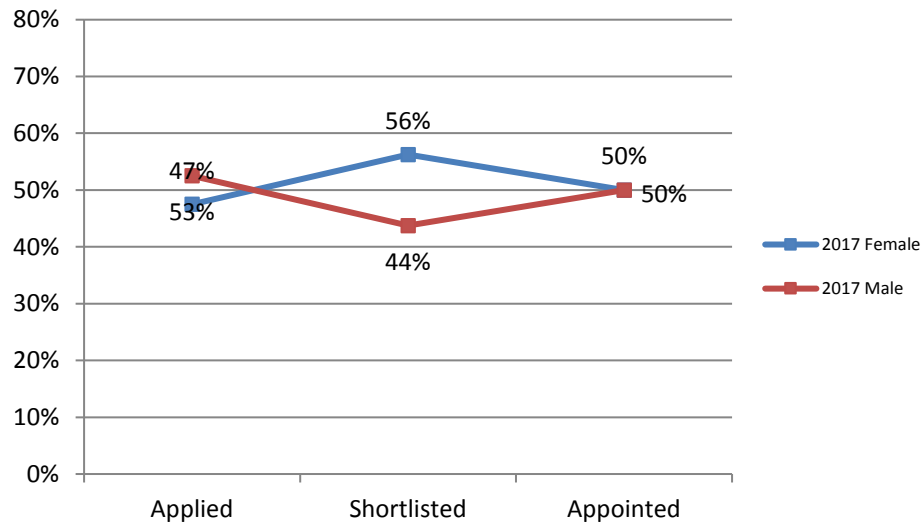
Recruitment by gender: Faculty of Engineering



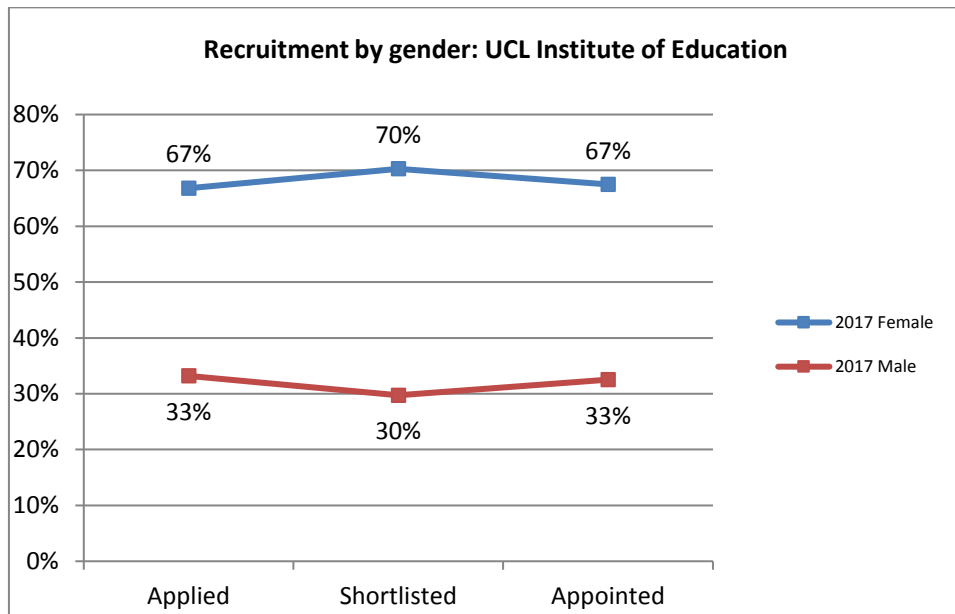
Recruitment by gender: Faculty of Maths & Physical Sciences



Recruitment by gender: Faculty of Built Environment



UCL IOE



Professional Services

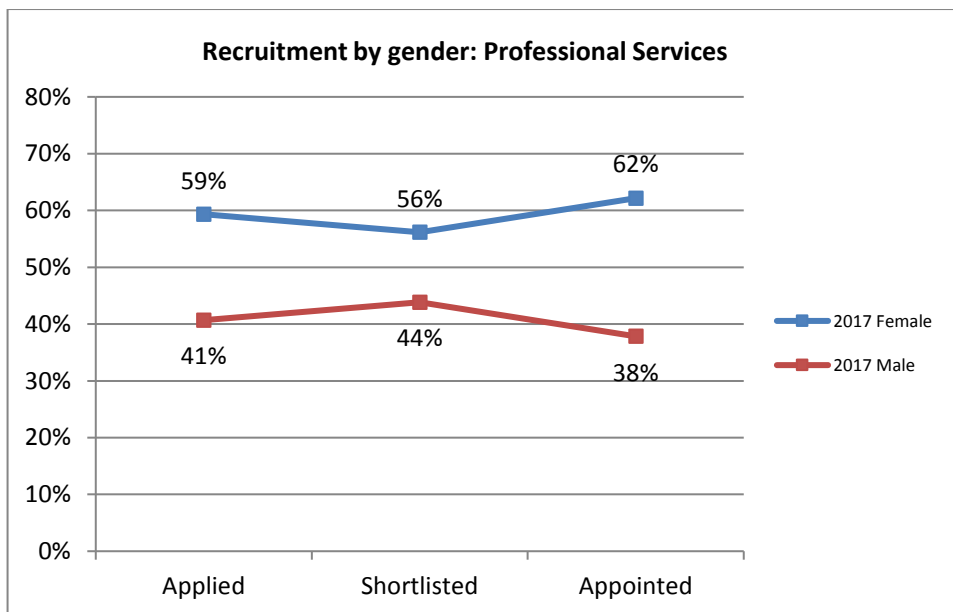
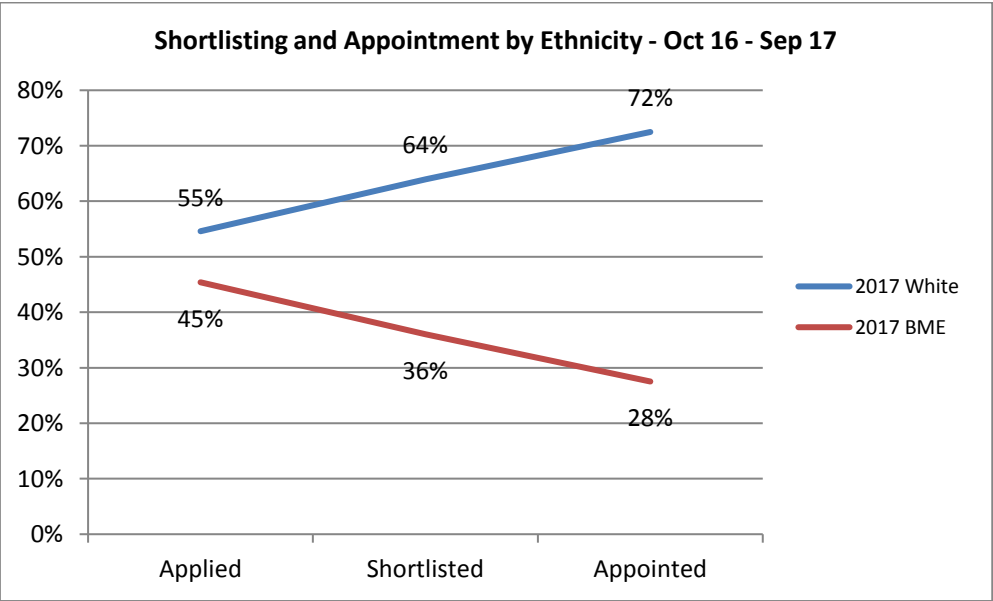
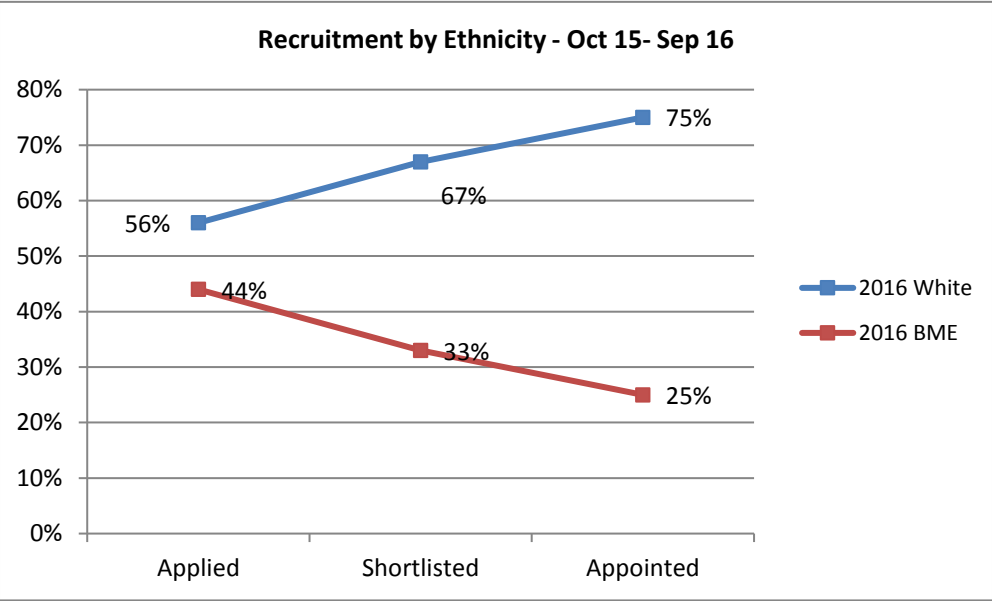
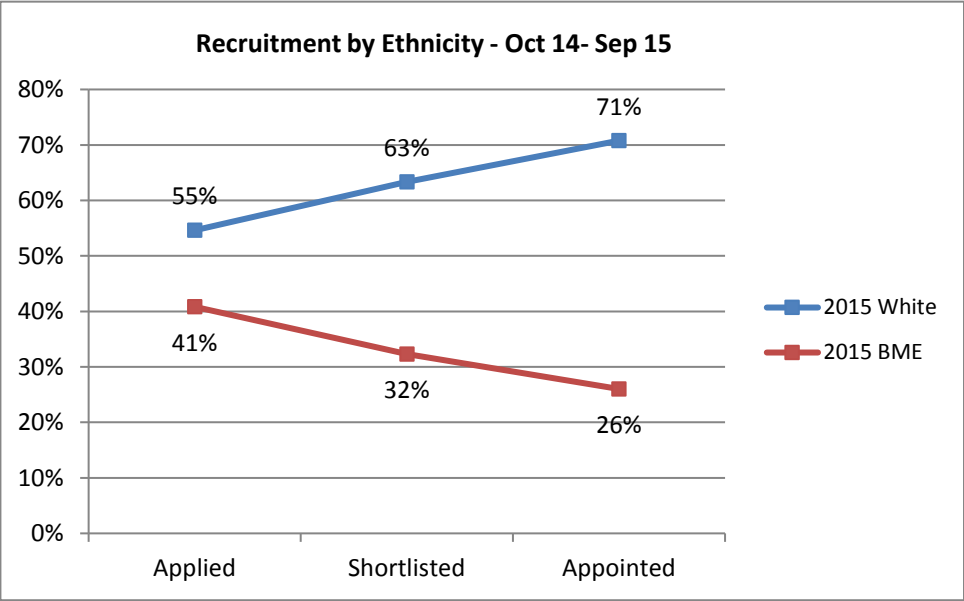


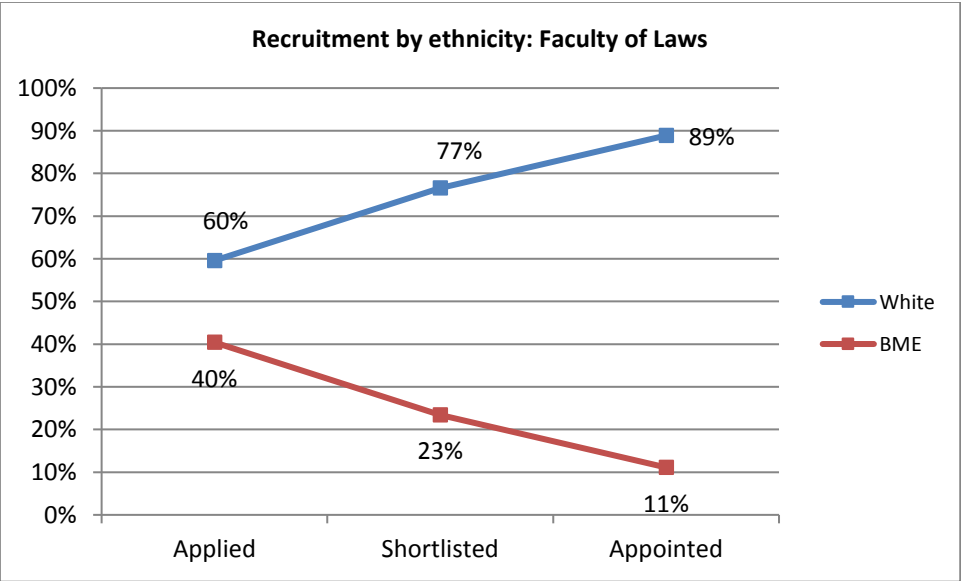
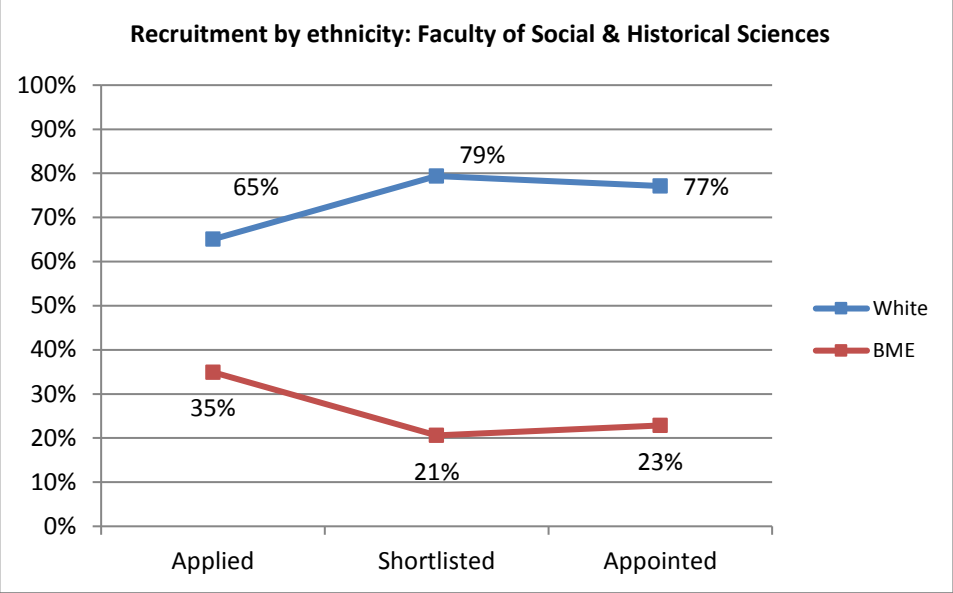
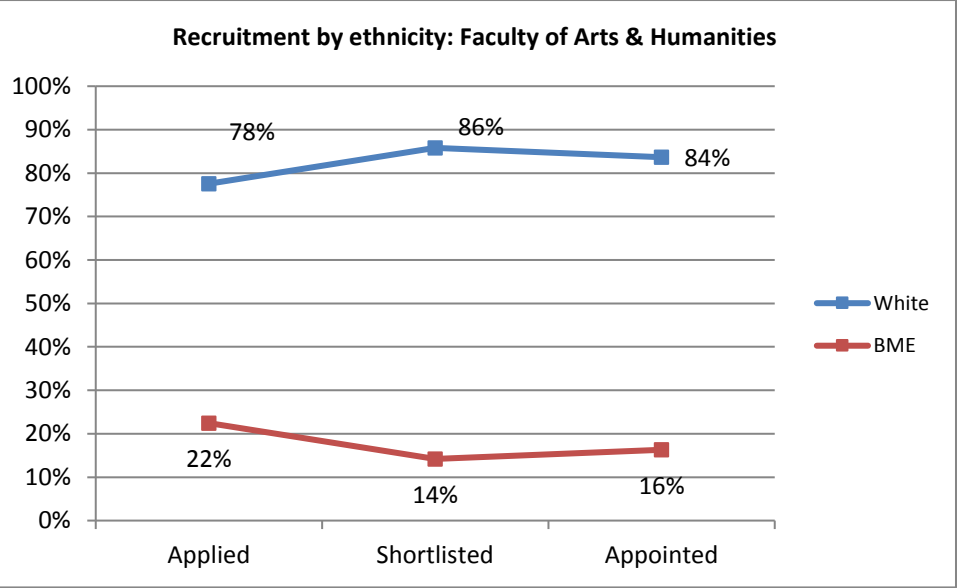
Chart 7d. Recruitment: advertising & appointment of BME & White staff 2014-15, 2015-16 & 2016-17 **Excludes Withdrawn and where Ethnicity not stated*



	Year	Applicants	Shortlisted	Appointed
BME	2014-15	22651	2721	628
	2015-16	24949	2639	562
	2016-17	26581	3211	735
WHITE	2014-15	30280	5341	1713
	2015-16	31640	5350	1679
	2016-17	31971	5703	1936

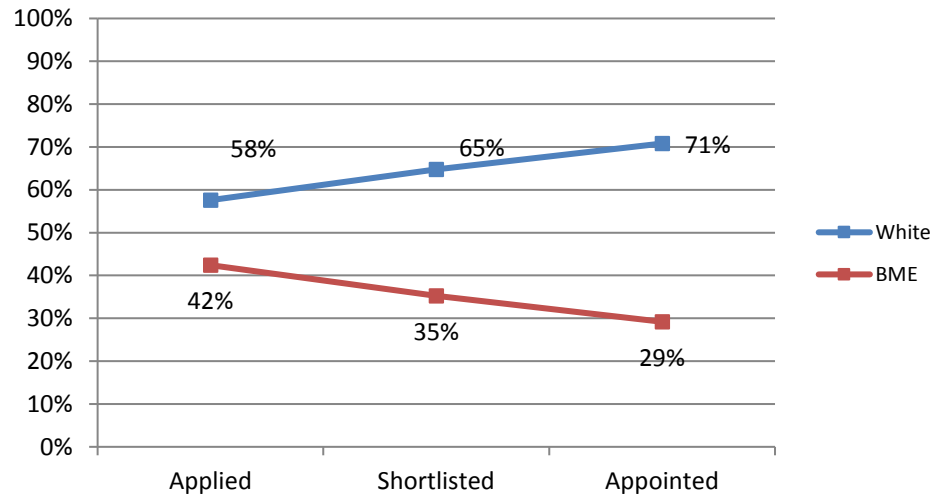
Chart 7e. Recruitment: advertising and appointment by Faculty for BME and White staff 2017 **Excludes Withdrawn Applications and where BME not stated*

UCL SLASH

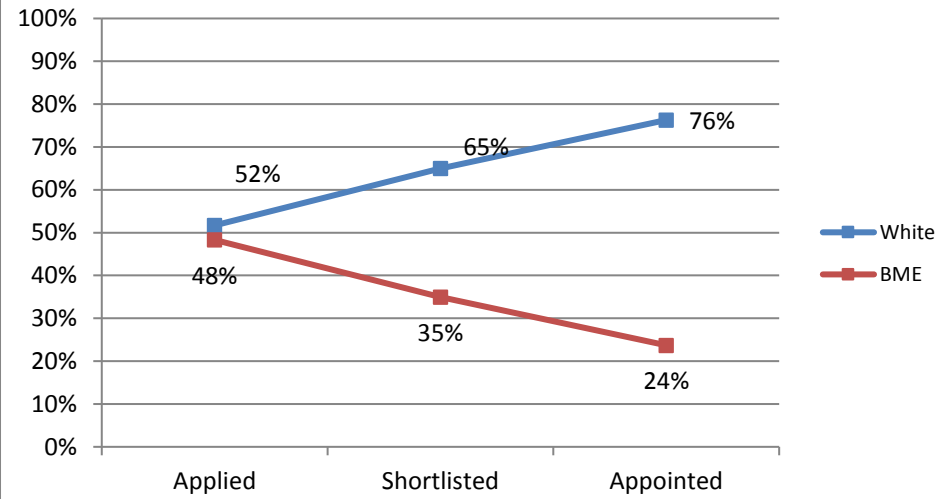


UCL SLMS

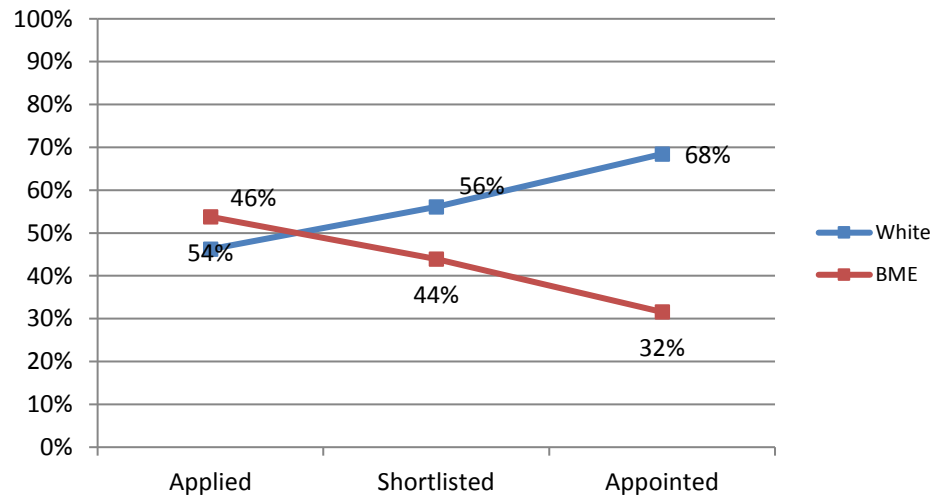
Recruitment by ethnicity: Faculty of Brain Sciences



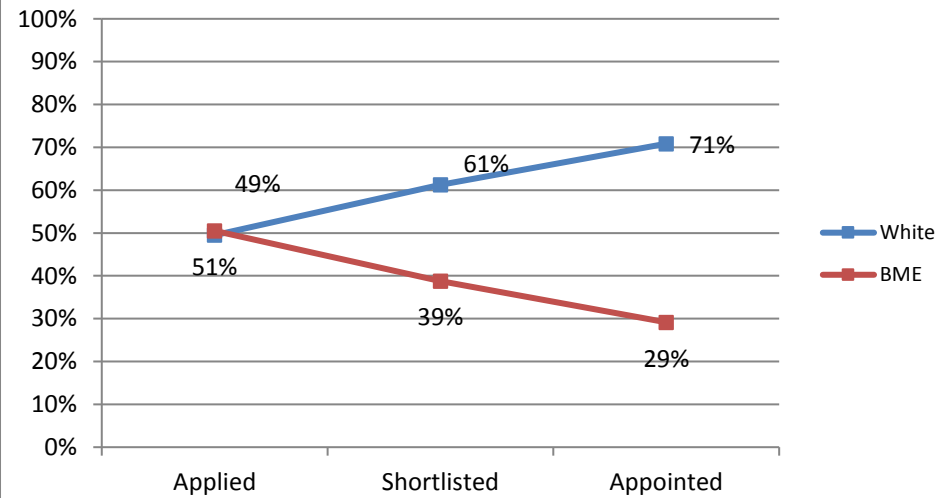
Recruitment by ethnicity: Faculty of Life Sciences



Recruitment by ethnicity: Faculty of Medical Sciences

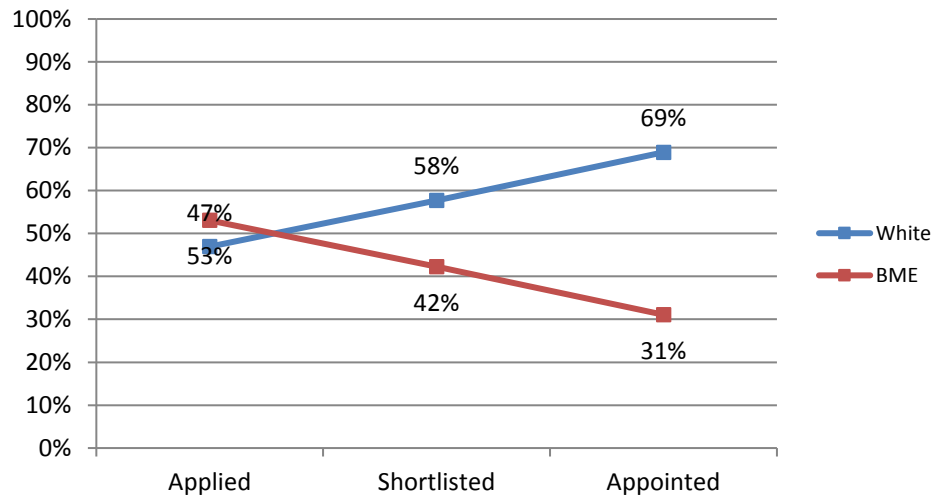


Recruitment by ethnicity: Faculty of Population Health

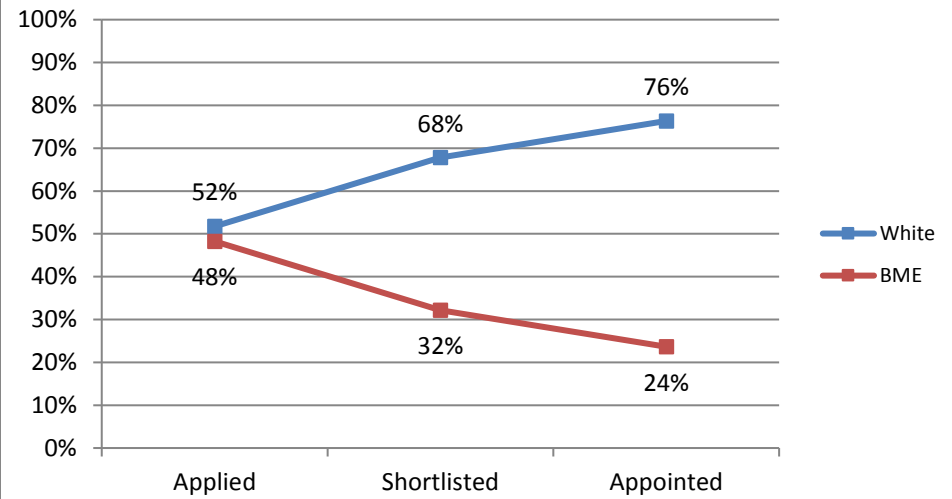


UCL BEAMS

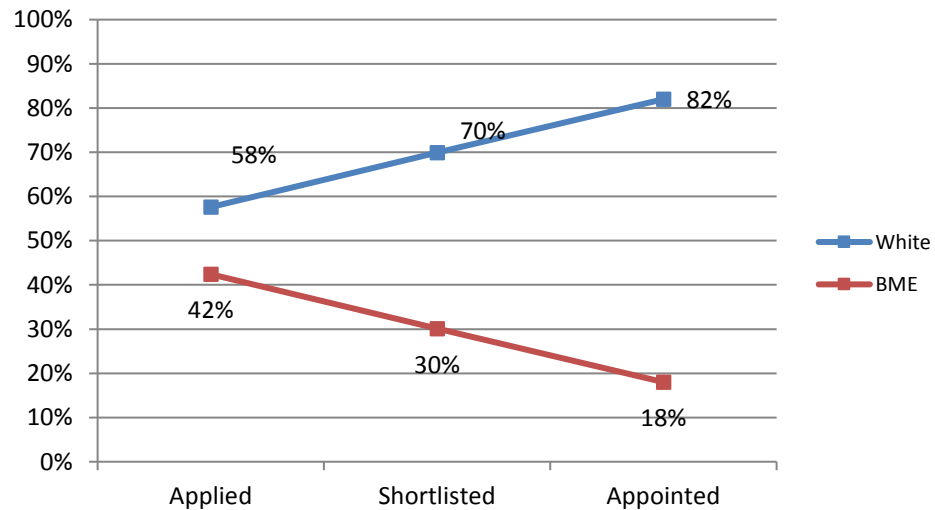
Recruitment by ethnicity: Faculty of Engineering



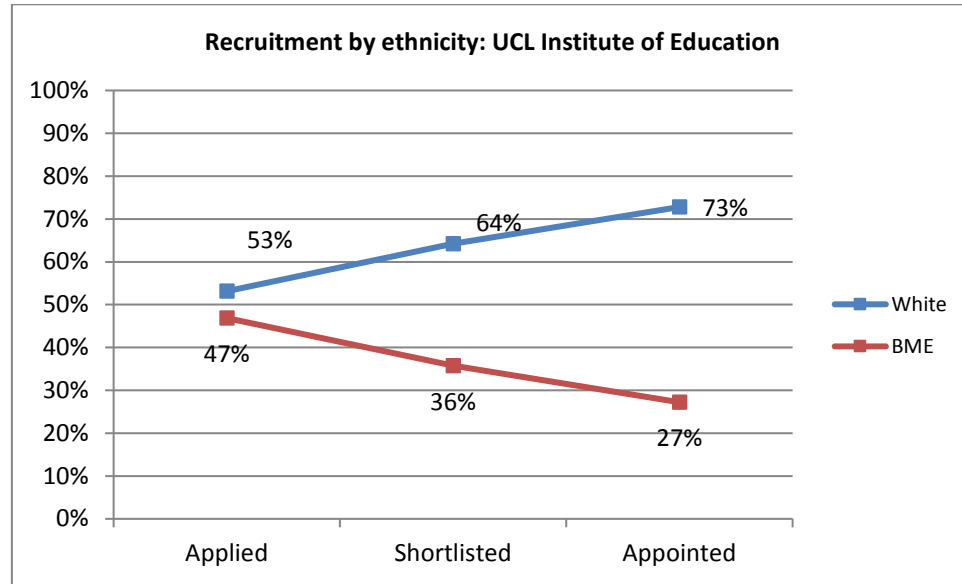
Recruitment by ethnicity: Faculty of Maths & Physical Sciences



Recruitment by ethnicity: Faculty of Built Environment



UCL IOE



Professional Services

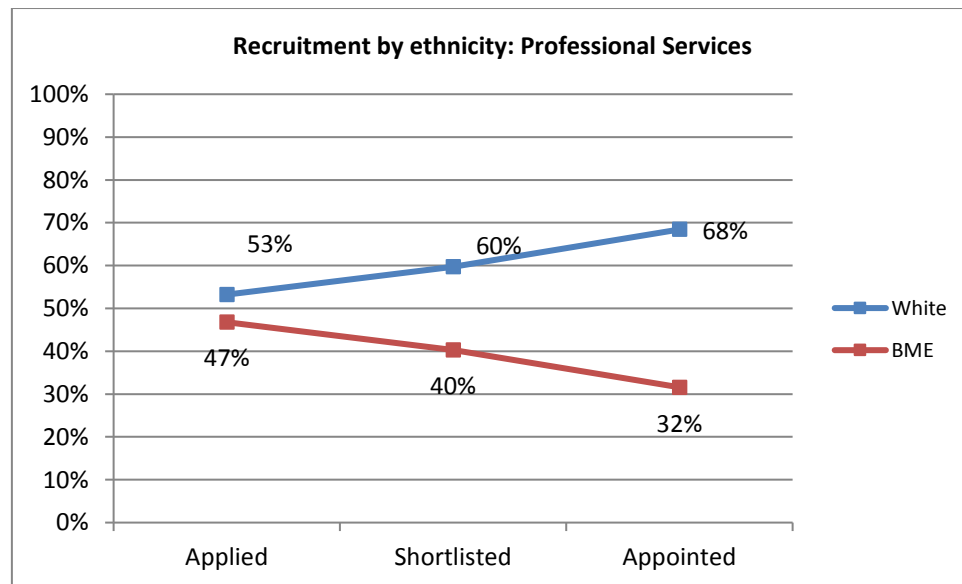
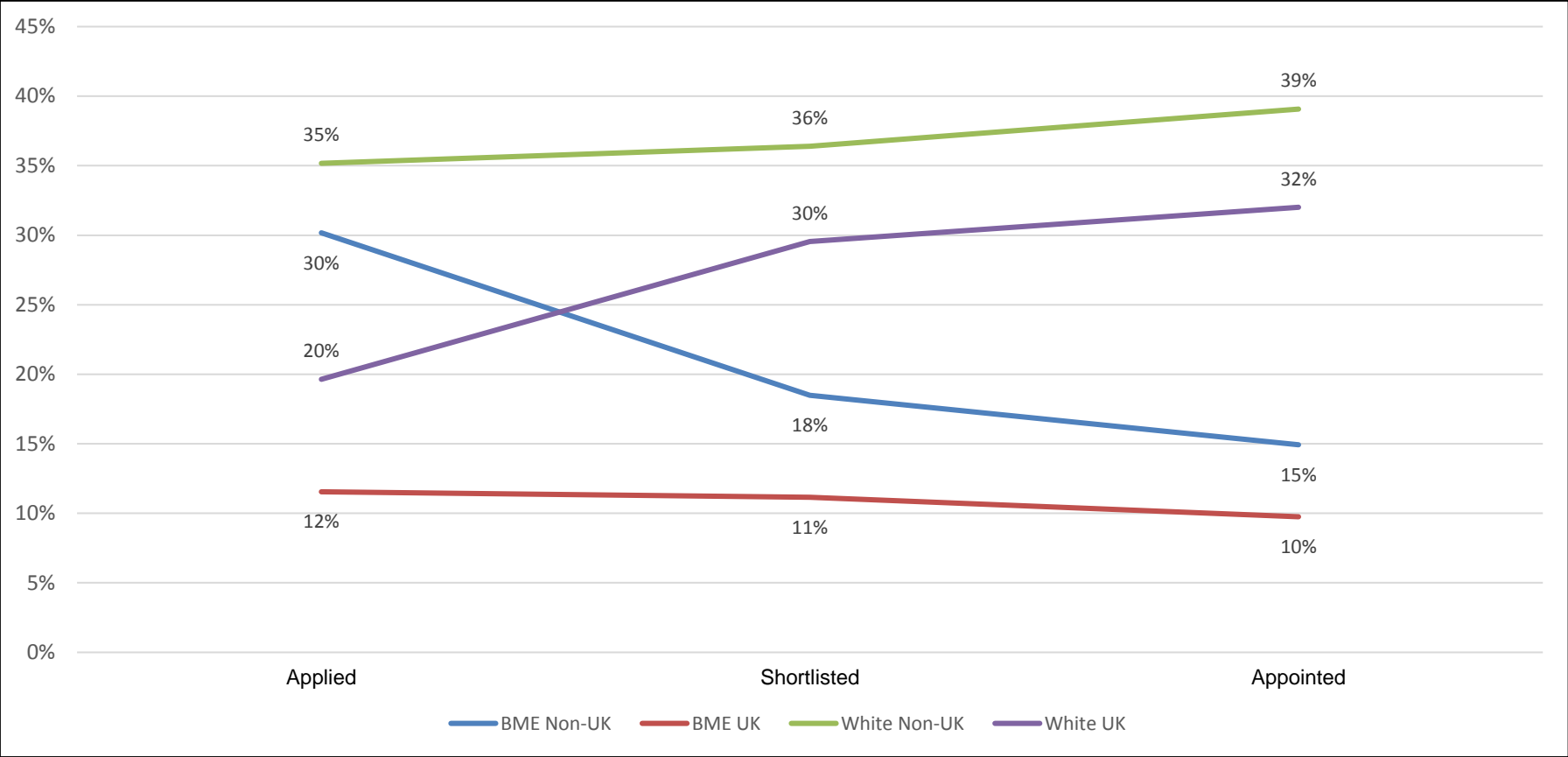


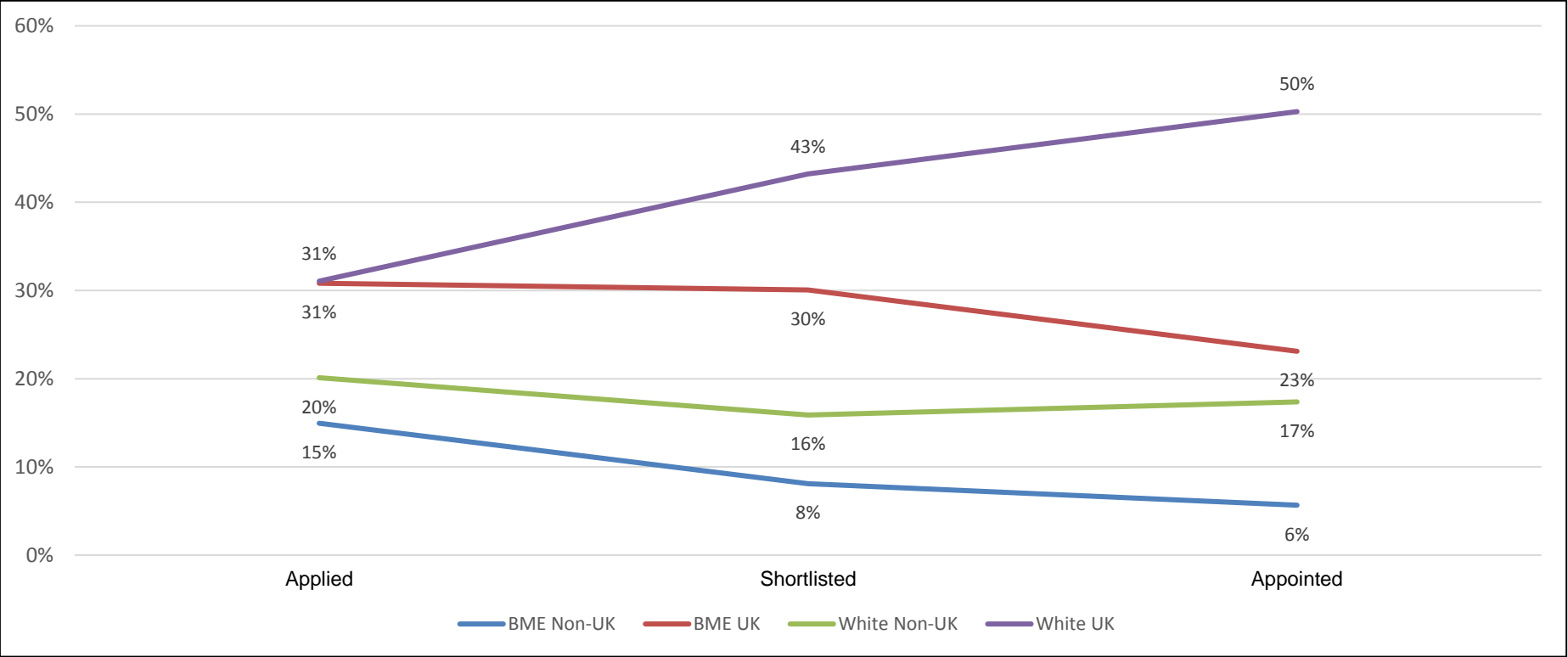
Chart 7f. Recruitment: BME Academic Staff UK/Non UK 2017



Academic year 16-17

	BME Non-UK	BME UK	White Non-UK	White UK
Applied	8332	3189	9712	5423
Shortlisted	624	377	1229	998
Appointed	222	145	581	476

Chart 7g. Recruitment: BME PS Staff UK/Non UK 2017

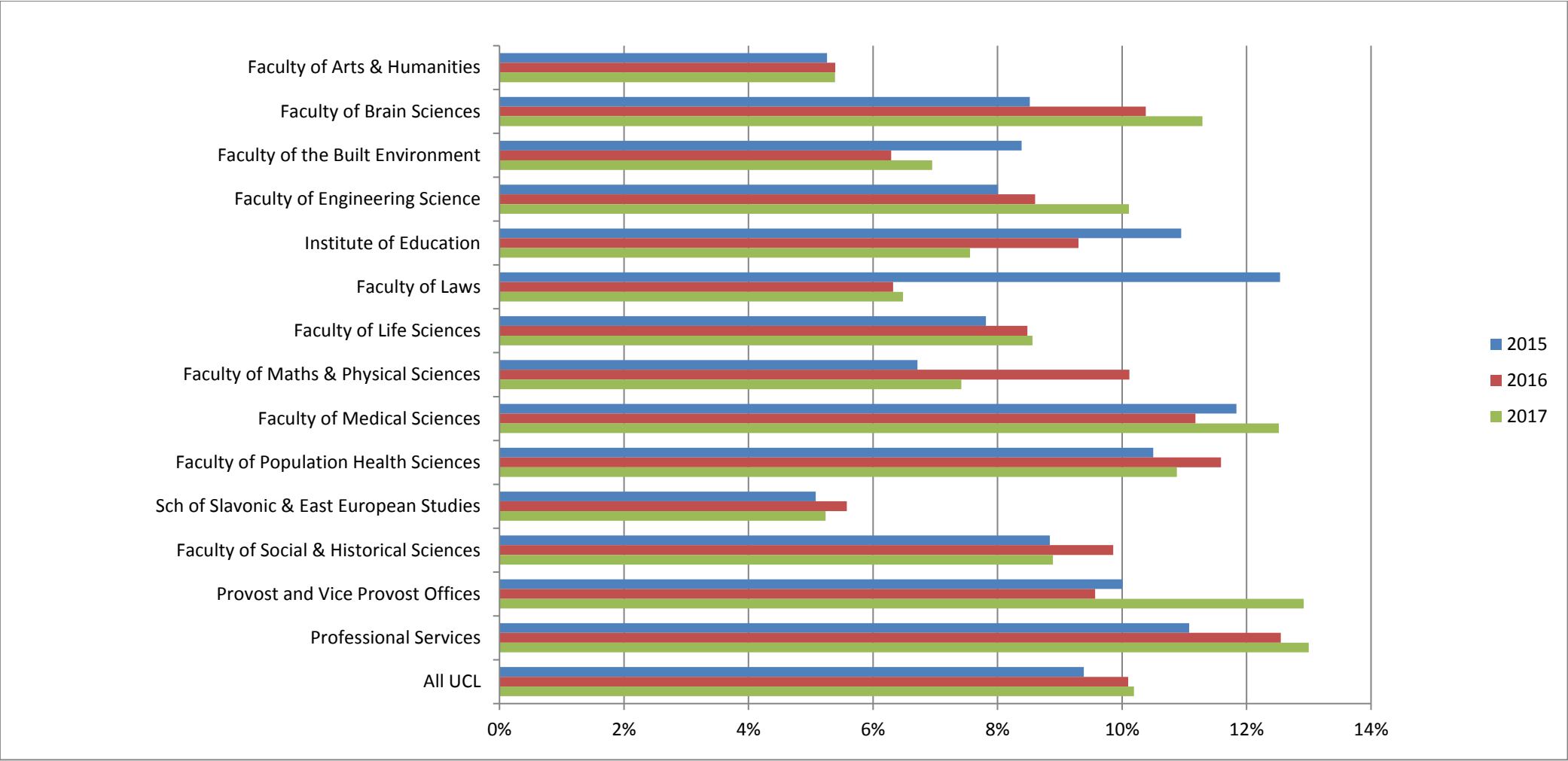


Academic year 16-17

	BME Non-UK	BME UK	White Non-UK	White UK
Applied	4815	9928	6478	10006
Shortlisted	460	1705	901	2452
Appointed	71	290	218	631

Chart 8. Voluntary Turnover – All Staff

*reasons relating to resignation or retirement, except resignations within the notice period for those at risk of redundancy and ill health retirement

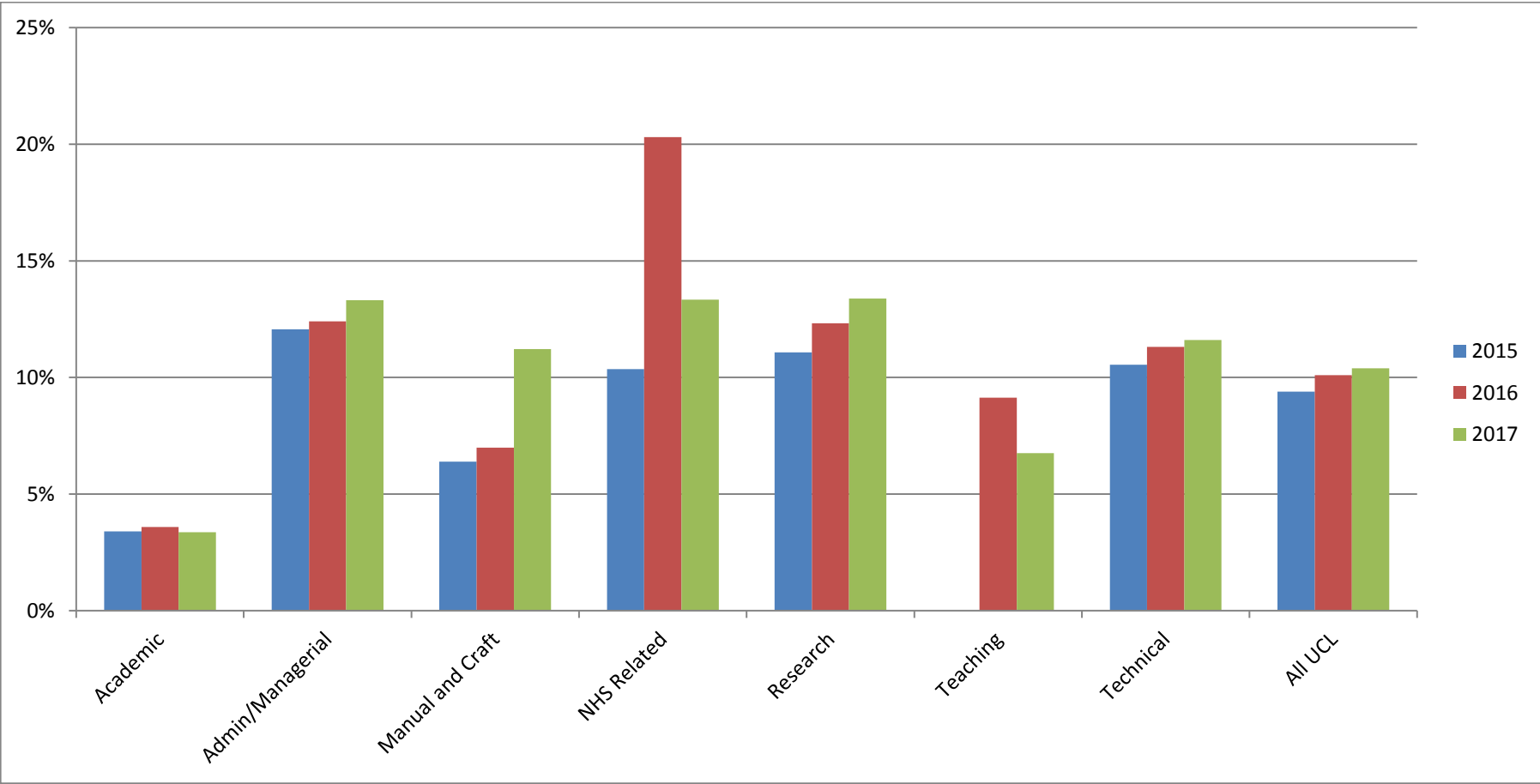


Total Voluntary Leavers	2015	2016	2017	Total Voluntary Leavers	2015	2016	2017	Total Voluntary Leavers	2015	2016	2017
Faculty of Arts & Humanities	22	23	25	Faculty of Laws	20	11	13	Sch of Slavonic & East European Studies	6	6	6
Faculty of Brain Sciences	122	154	178	Faculty of Life Sciences	65	70	75	Faculty of Social & Historical Sciences	72	80	75
Faculty of the Built Environment	40	32	39	Faculty of Maths & Physical Sciences	61	91	71	Provost and Vice Provost Offices	45	42	109
Faculty of Engineering Science	80	93	118	Faculty of Medical Sciences	166	157	181	Professional Services	199	235	202
Institute of Education	42	70	71	Faculty of Population Health Sciences	157	172	164	ALL UCL	1094 ¹	1235 ¹	1298 ¹

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 8a. Voluntary Turnover by Staff Category

*reasons relating to resignation or retirement, except resignations within the notice period for those at risk of redundancy and ill health retirement



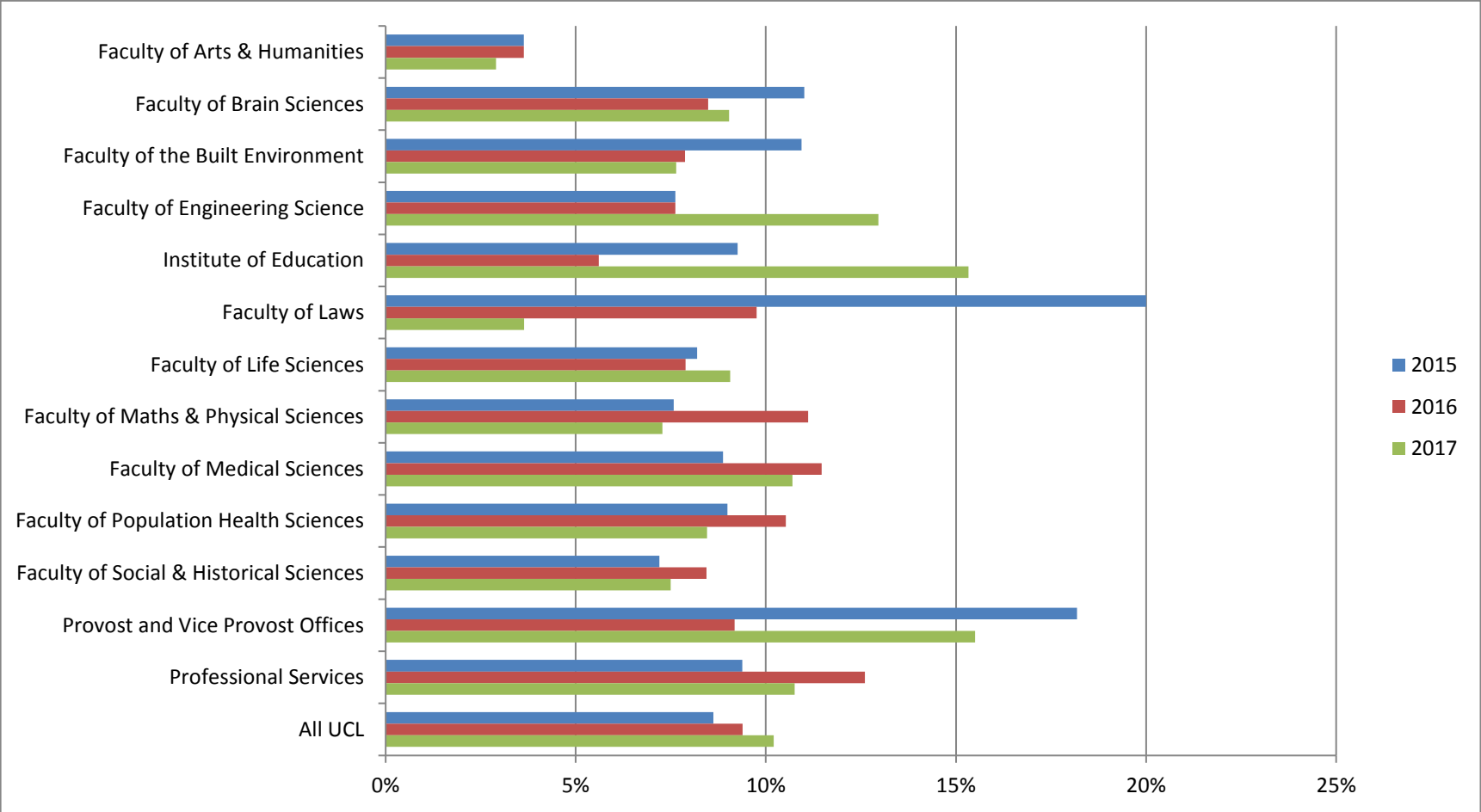
TOTAL VOLUNTARY LEAVERS BY STAFF CATEGORY

	Academic	Administration/ Managerial	Manual and Craft	NHS Related	Researchers	Teaching	Technical	All UCL
2015	85	441	7	10	374	89	94	1094
2016	97	482	8	20	432	99	102	1235
2017	93	538	13	12	478	88	106	1325

¹Some staff will have posts in more than one staff category but will only be counted once in the Total Headcount figure

Chart 8b. Voluntary Turnover by BME Staff

*reasons relating to resignation or retirement, except resignations within the notice period for those at risk of redundancy and ill health retirement

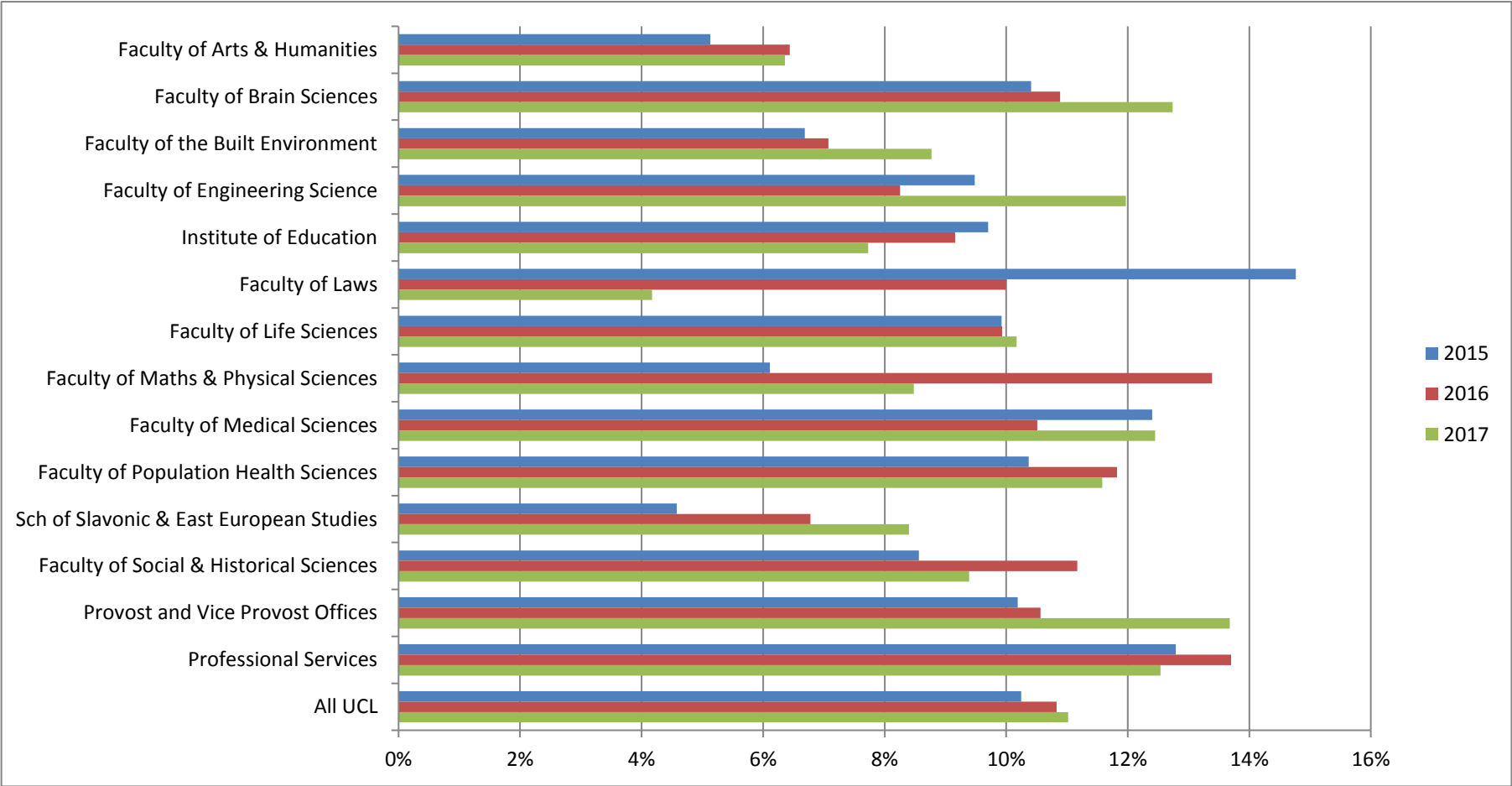


Voluntary Leavers	2015	2016	2017	Voluntary Leavers	2015	2016	2017	Voluntary Leavers	2015	2016	2017
Faculty of Arts & Humanities	1	1	1	Faculty of Laws	4	2	1	Faculty of Social & Historical Sciences	11	14	10
Faculty of Brain Sciences	24	19	25	Faculty of Life Sciences	12	11	14	Provost and Vice Provost Offices	11	5	21
Faculty of the Built Environment	7	5	5	Faculty of Maths & Physical Sciences	10	15	11	Professional Services	38	52	42
Faculty of Engineering Science	16	17	32	Faculty of Medical Sciences	28	36	32				
Institute of Education	5	6	21	Faculty of Population Health Sciences	25	30	26	ALL UCL	192	212	241

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 8c. Voluntary Turnover by Female Staff

*reasons relating to resignation or retirement, except resignations within the notice period for those at risk of redundancy and ill health retirement

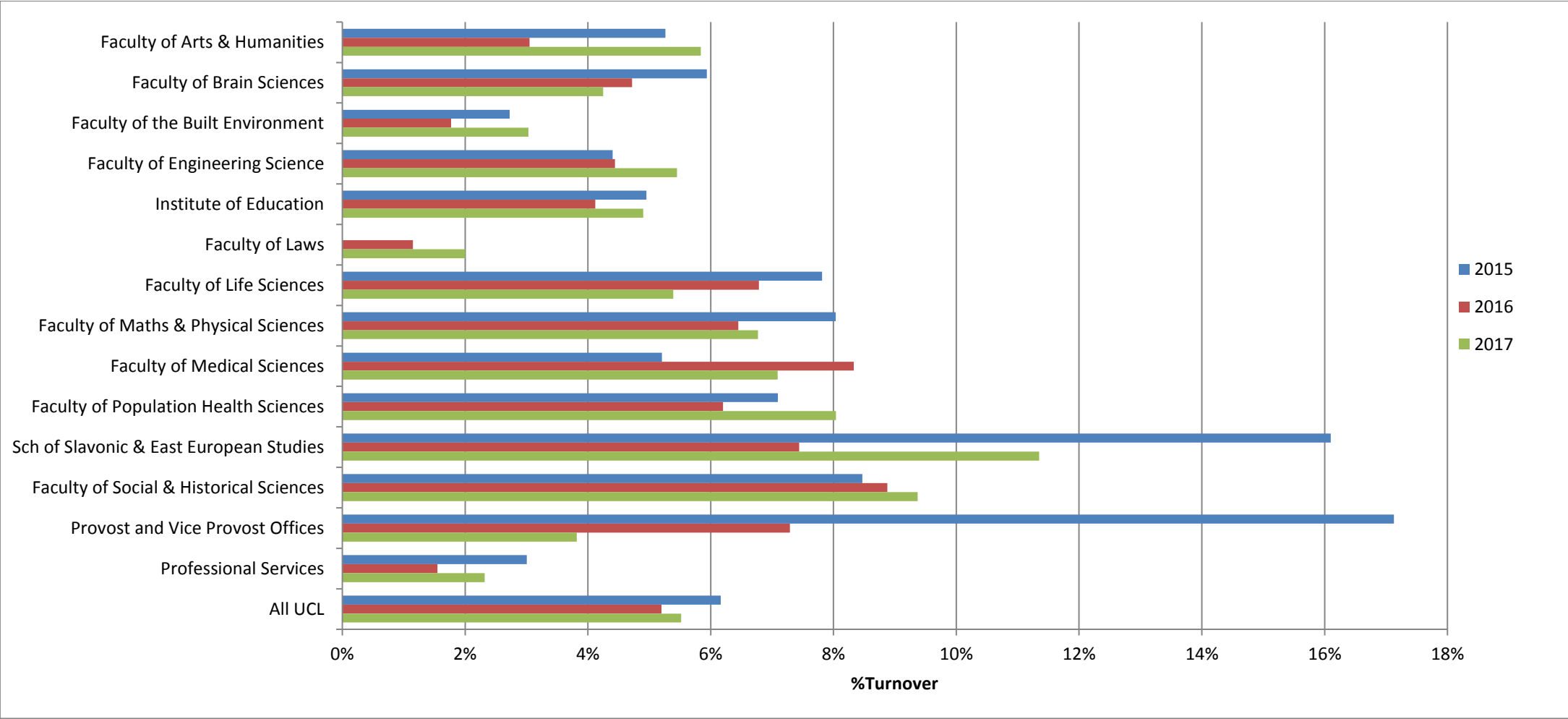


Voluntary Female Leavers	2015	2016	2017	Voluntary Female Leavers	2015	2016	2017	Voluntary Female Leavers	2015	2016	2017
Faculty of Arts & Humanities	12	16	17	Faculty of Laws	11	8	4	Faculty of Social & Historical Sciences	34	44	38
Faculty of Brain Sciences	84	92	115	Faculty of Life Sciences	39	38	40	Provost and Vice Provost Offices	27	28	69
Faculty of the Built Environment	13	15	20	Faculty of Maths & Physical Sciences	15	33	22	Professional Services	115	131	97
Faculty of Engineering Science	32	31	47	Faculty of Medical Sciences	94	81	96				
Institute of Education	26	48	51	Sch of Slavonic & East European Studies	3	4	5	All UCL	608	688	736

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 9. Involuntary Turnover - All Staff

* Reasons relate to dismissal (including redundancy), TUPE transfer or ill health retirement

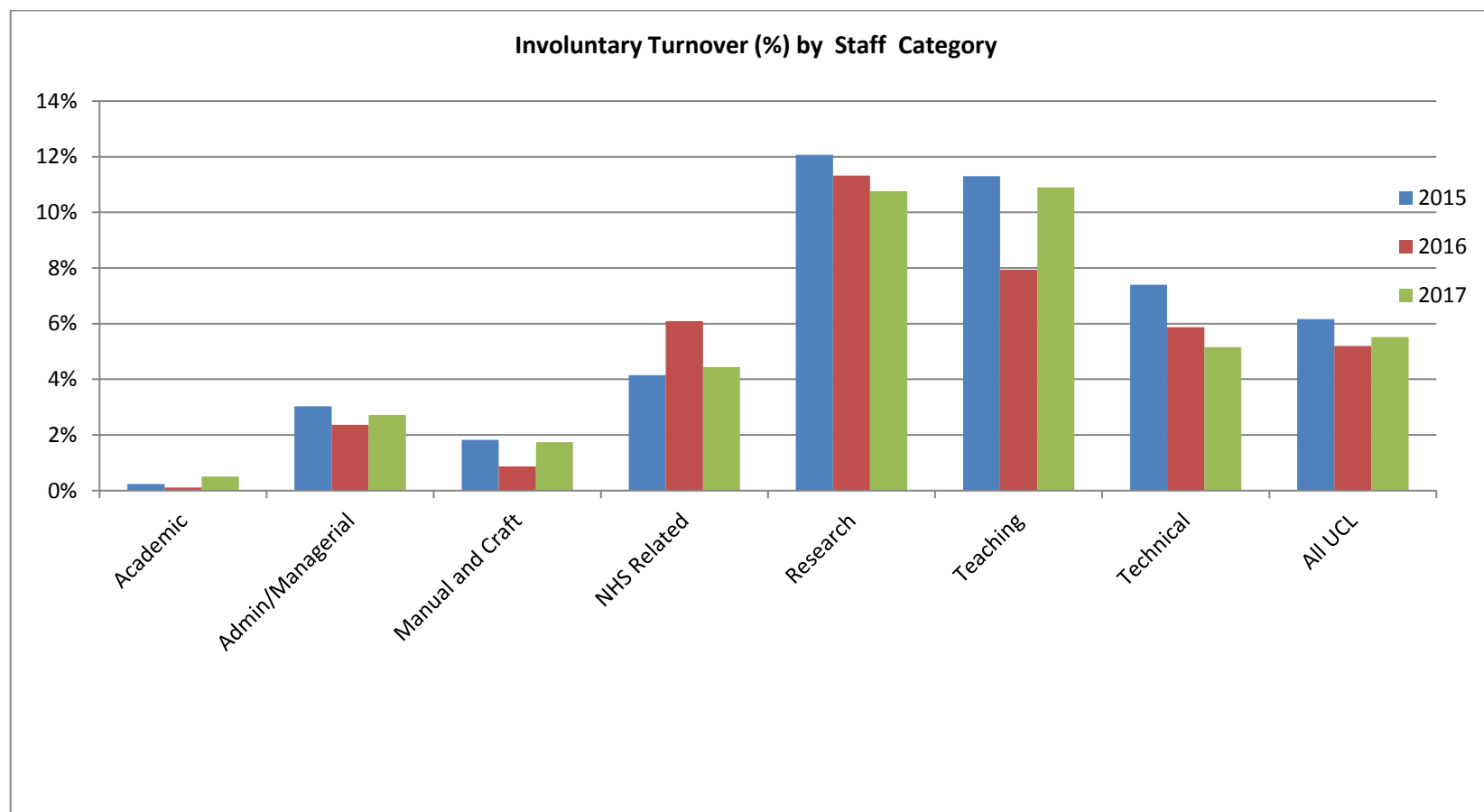


Involuntary Leavers	2015	2016	2017	Involuntary Leavers	2015	2016	2017	Involuntary Leavers	2015	2016	2017
Faculty of Arts & Humanities	22	13	26	Faculty of Laws		2	4	Sch of Slavonic & East European Studies	69	72	13
Faculty of Brain Sciences	85	70	67	Faculty of Life Sciences	65	56	46	Faculty of Social & Historical Sciences	69	72	79
Faculty of the Built Environment	13	9	17	Faculty of Maths & Physical Sciences	73	58	62	Provost and Vice Provost Offices	77	32	31
Faculty of Engineering Science	44	48	62	Faculty of Medical Sciences	73	117	98	Professional Services	54	29	36
Institute of Education	19	31	46	Faculty of Population Health Sciences	106	92	116	ALL UCL	718 ¹	636 ¹	703 ¹

¹Some staff will have posts in more than one faculty but will only be counted once in the Total Headcount figure

Chart 9a. Involuntary Turnover* – All Staff by Staff Category

* reasons relate to dismissal (including redundancy), TUPE transfer or ill health retirement

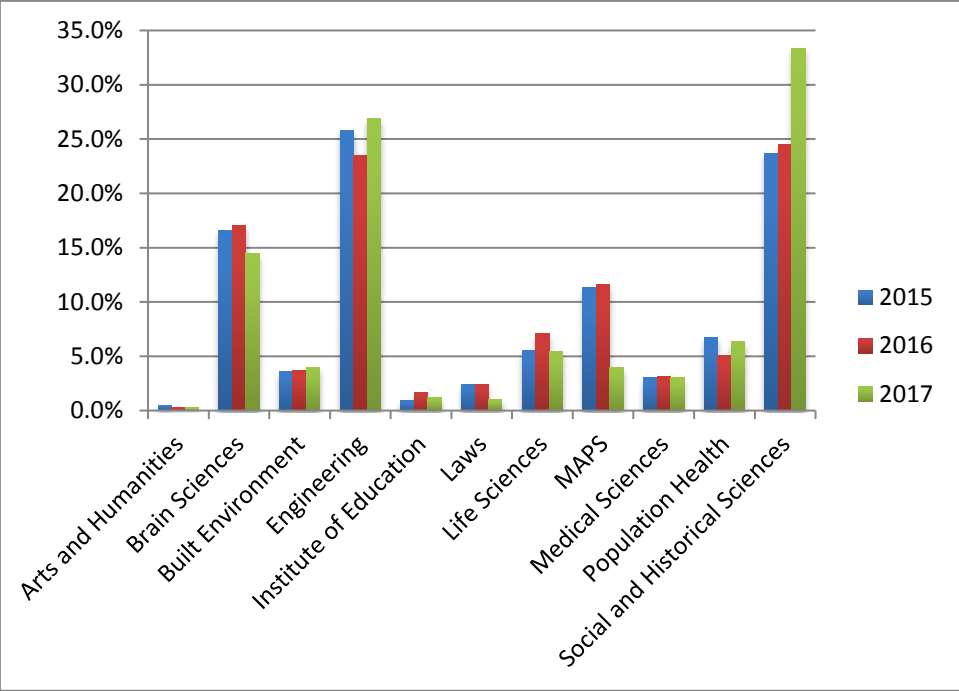


	Academics (inc. Clinical)	Administration/Managerial	Manual and Craft	NHS Related	Researchers	Teaching	Technical	All UCL Employees
2015	6	111	2	4	408	122	66	718 ¹
2016	3	92	1	6	397	86	53	636 ¹
2017	14	110	2	4	385	141	47	721 ¹

¹Some staff will have posts in more than one staff category but will only be counted once in the Total Headcount figure

Chart 10. Reward, Market Supplements & Additional Increments Grades 1-9

Percentage of market supplements by Academic Faculty



Grades 1-9. Additional increments

Additional Increments-Sex	2015%	2016%	2017%
Female	56.3%	58.6%	59.1%
Male	43.7%	41.4%	40.9%
Total	277	251	264

Additional Increments-Ethnicity	2015%	2016%	2017%
BME	16.2%	16.7%	17.4%
White	76.9%	75.7%	75.8%
Unknown	6.9%	7.6%	6.8%
Total	277	251	264

Market Supplements (all grades)	2015	2016	2017
Number	326	319	319
Male	67.7%	68.6%	68.9%
Female	32.3%	31.4%	31.1%

Market Supplement (average amount)	2015	2016	2017 Mean	2017 Median
Male	£18,107	£19,284	£ 19,353	£11,000
Female	£13,599	£13,500	£ 11,987	£10,000
All Staff	£16,637	£17,471	£17,225	£10,028

Chart 11. Gender Pay Gap: Non Clinical Professors by Faculty

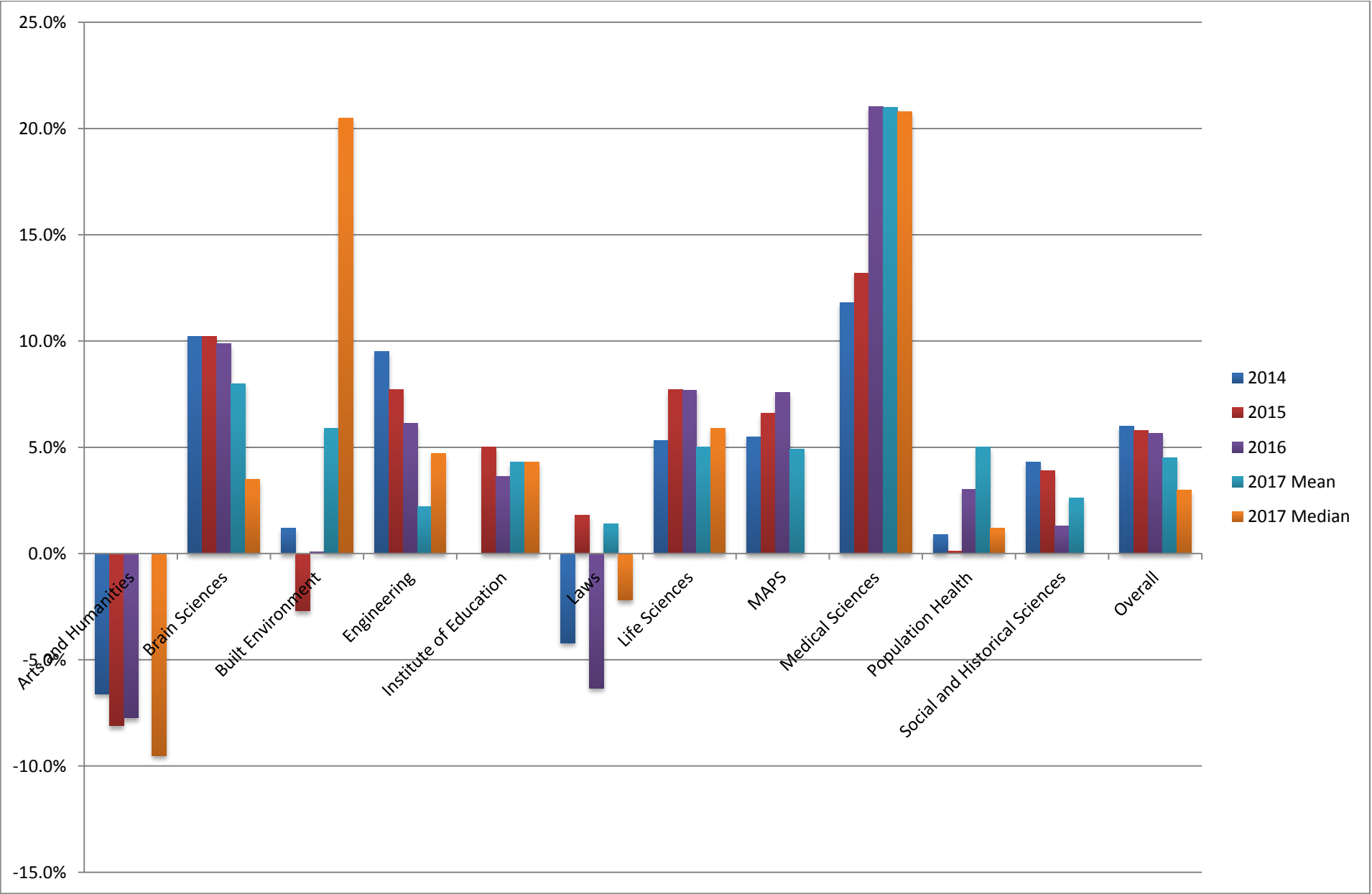
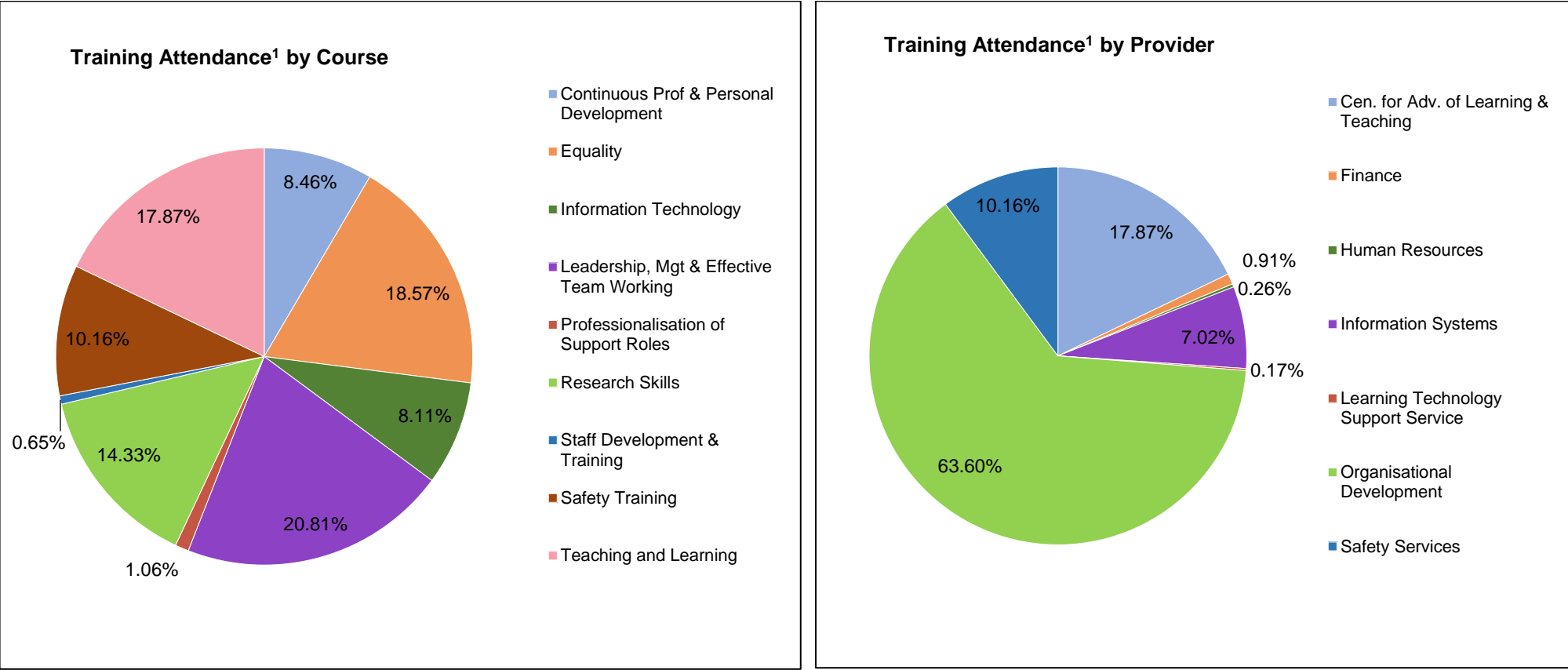


Table 2. Appraisal Completion Rates (position at 1st October 2017)

	2014 % completed	2015 % completed	2016 % completed	2017% completed
Faculty of Arts & Humanities	84%	83%	87%	82%
Faculty of Brain Sciences	88%	90%	92%	91%
Faculty of the Built Environment	66%	82%	79%	72%
Faculty of Engineering Science	77%	75%	75%	77%
Institute of Education		45%	43%	65%
Faculty of Laws	93%	78%	52%	53%
Faculty of Life Sciences	91%	96%	93%	92%
Faculty of Maths & Physical Sciences	77%	77%	76%	78%
Faculty of Medical Sciences	74%	78%	74%	84%
Faculty of Population Health Sciences	81%	83%	83%	80%
Sch of Slavonic & East European Studies	71%	63%	64%	60%
Faculty of Social & Historical Sciences	73%	81%	75%	66%
Provost and Vice-Provost Offices	51%	50%	75%	78%
Professional Services	83%	73%	75%	73%
ALL UCL	80%	77%	76%	79%

Chart 12. Training Attendance 2016/2017



¹'Attendance' are the number of times a participant attends a training event. If one individual attends a course of four training events this is reported as four attendances.

Chart 12a. Online Diversity Training

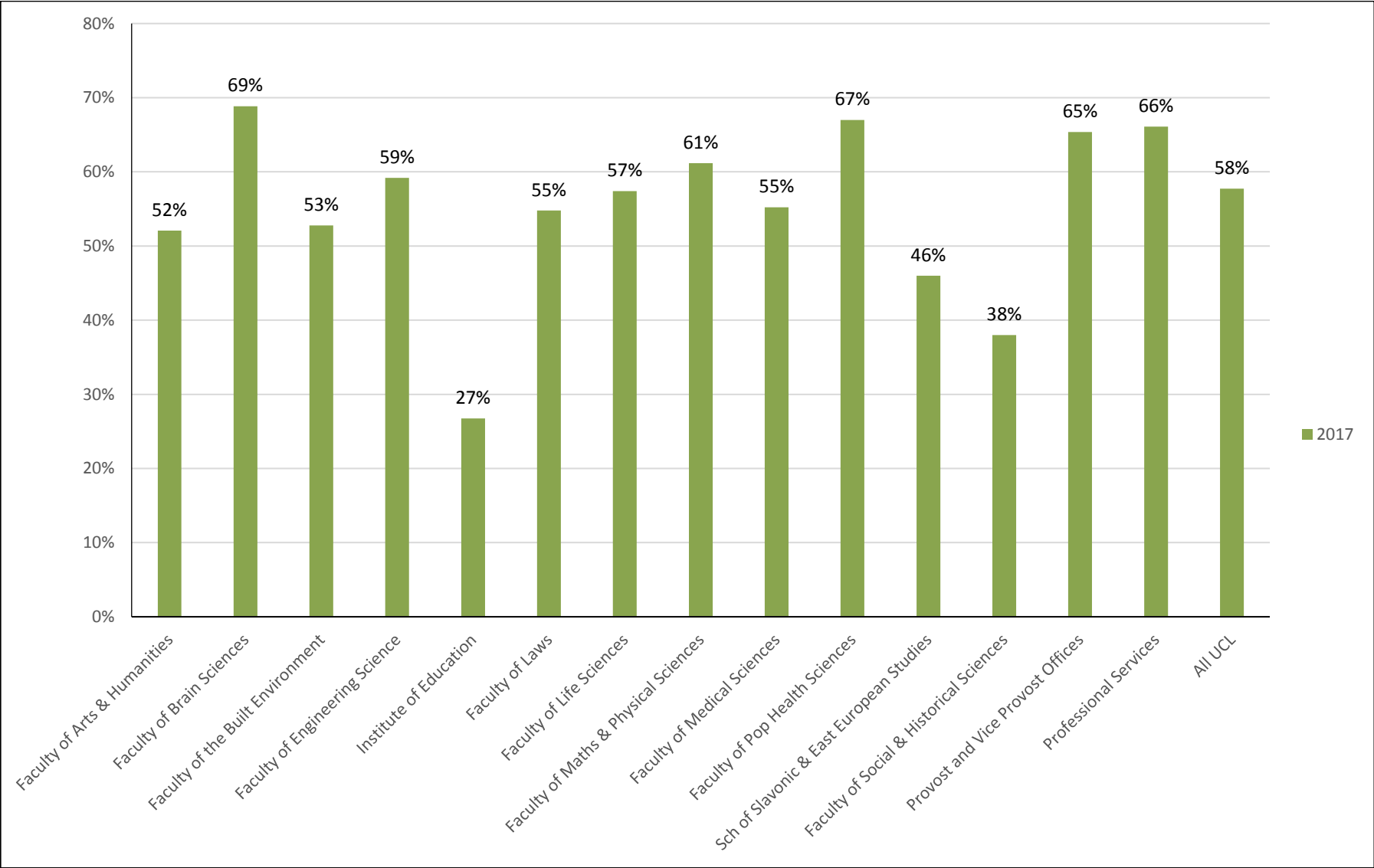
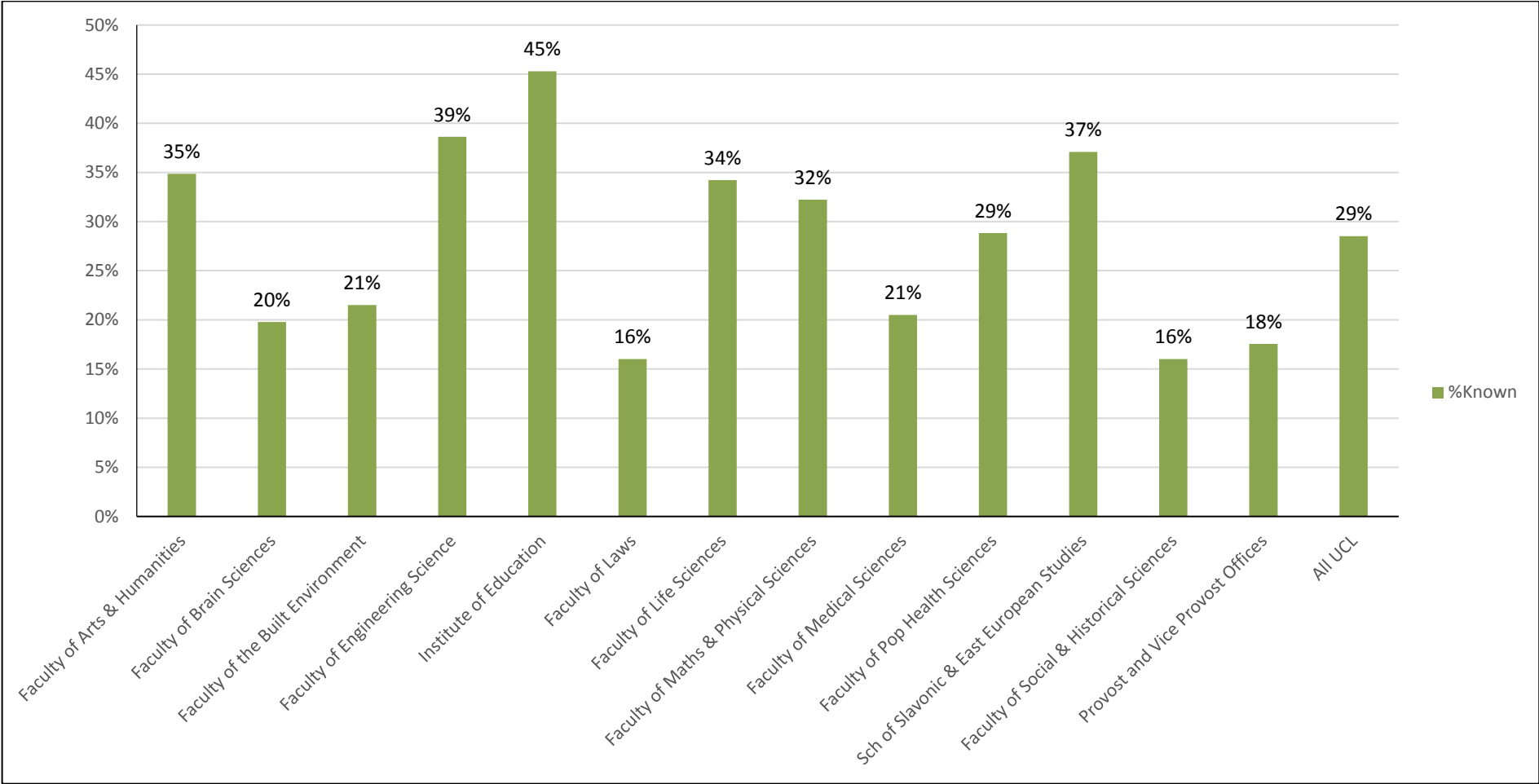


Chart 12b. Academic Teaching Qualification (only required for Academic and Teaching staff)



	Headcount	Known%		Headcount	Known%
Faculty of Arts & Humanities	347	35%	Faculty of Medical Sciences	312	21%
Faculty of Brain Sciences	359	20%	Faculty of Pop Health Sciences	274	29%
Faculty of the Built Environment	307	21%	Sch of Slavonic & East European Studies	89	37%
Faculty of Engineering Science	448	39%	Faculty of Social & Historical Sciences	512	19%
Institute of Education	479	45%	Provost and Vice Provost Offices	188	18%
Faculty of Laws	156	16%			
Faculty of Life Sciences	225	34%			
Faculty of Maths & Physical Sciences	363	32%	All UCL	4060	29%

Table 3. Senior Academic Promotions

GENDER	2015		2016		2017		Successful 2015		Successful 2016		Successful 2017	
Job Type	Total	% M/F	% M/F	% M/F	% M/F	% M/F	Total	%	Total	%	Total	%
Professors												
Male	68	68%	49	69%	48	62%	60	67%	45	67%	46	61%
Female	32	32%	22	31%	29	38%	29	33%	22	33%	30	39%
Total	100	100%	71	100%	77	100%	89	100%	67	100%	76	100%
Readers, Senior Lecturers, Principal Teaching Fellows/Researchers												
Male	99	60%	105	60%	84	55%	88	58%	98	60%	81	56%
Female	67	40%	69	40%	68	45%	65	42%	66	40%	64	44%
Total	166	100%	174	100%	152	100%	153	100%	164	100%	145	100%
Overall	Total	% M/F	Total	% M/F	Total	% M/F	Total	%	Total	%	Total	%
Male	167	63%	154	63%	132	58%	148	61%	143	62%	127	57%
Female	99	37%	91	37%	97	42%	94	39%	88	38%	94	43%
Total Senior Promotions	266	100%	245	100%	229	100%	242	100%	231	100%	221	100%

Chart 13. Senior Academic Promotions- Female applications and success rates by School 2017

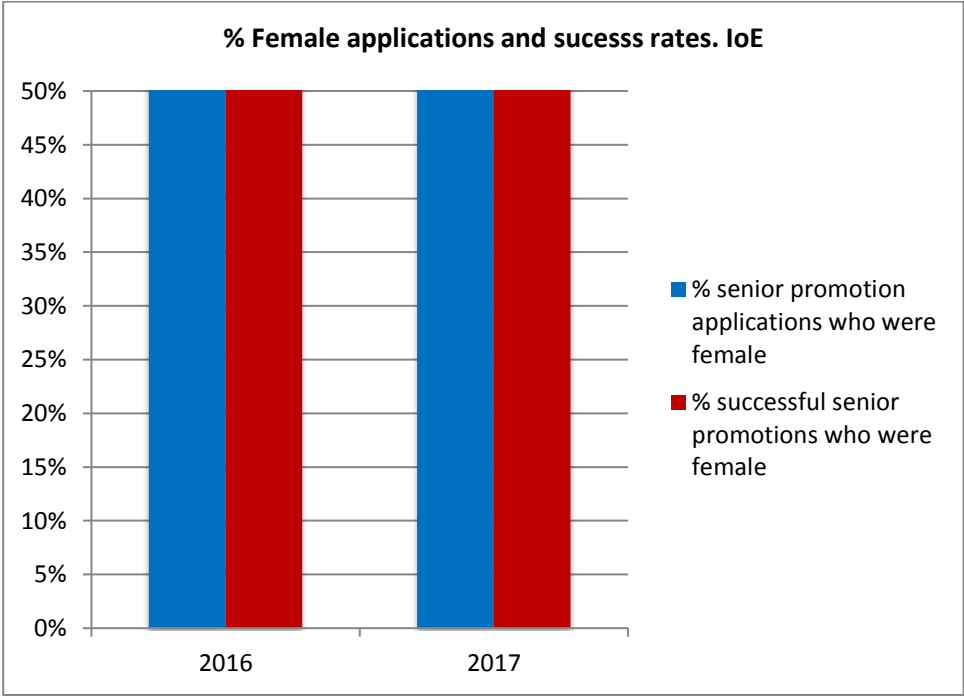
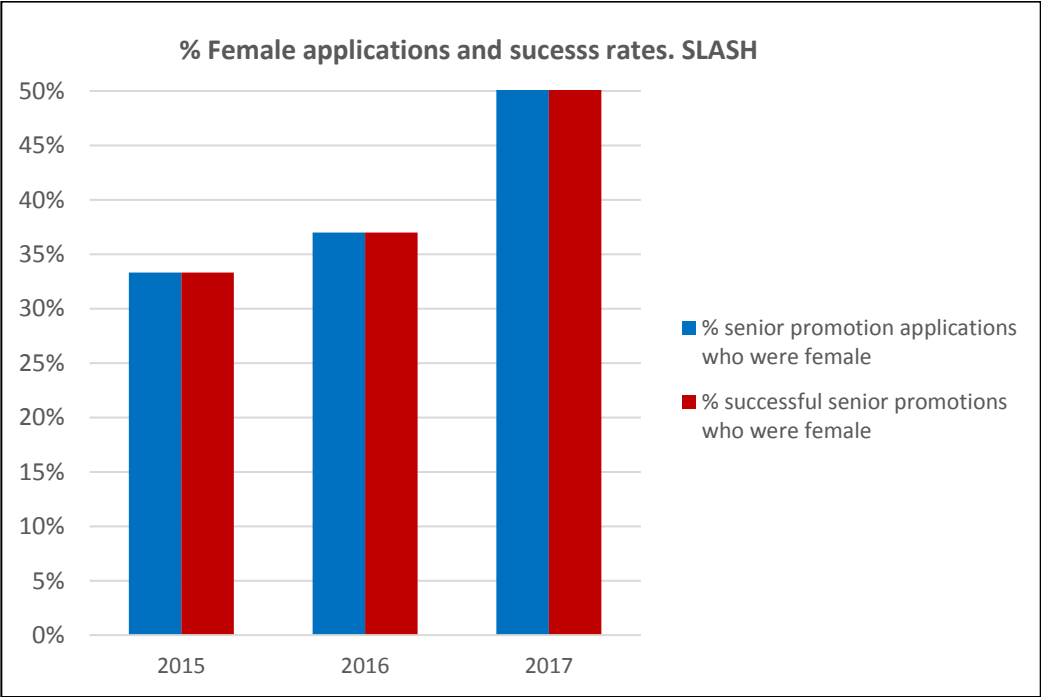
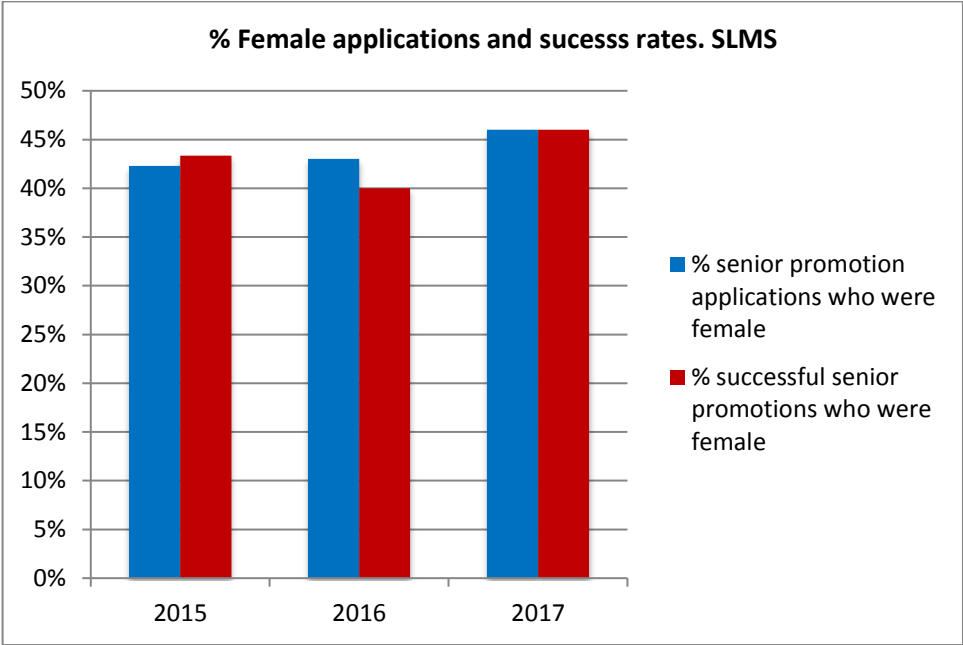
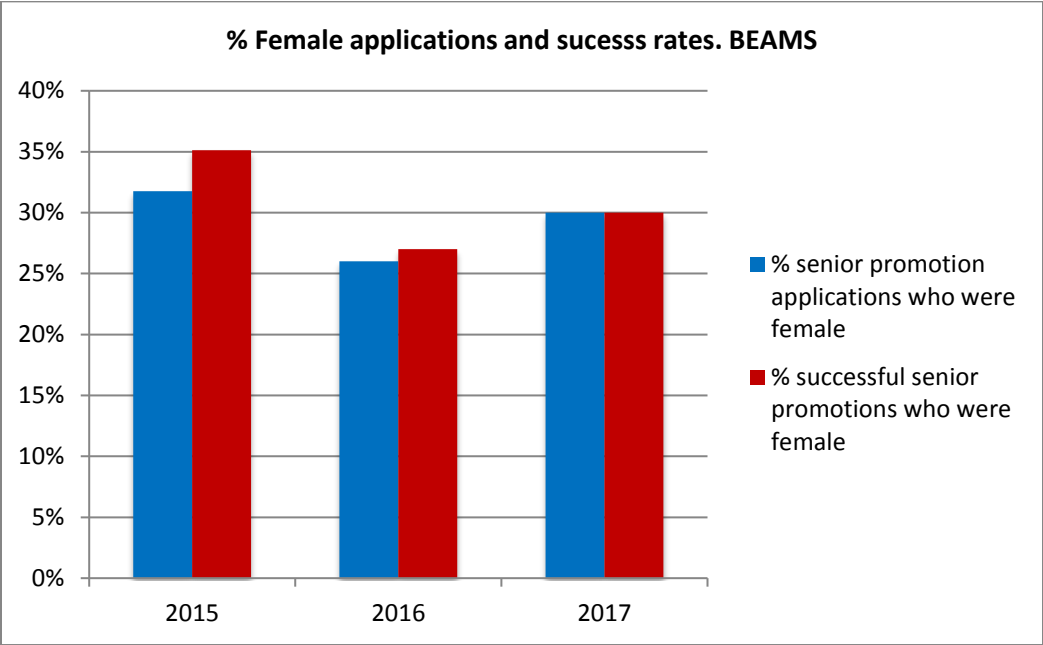


Chart 14. Average Reported Days Sickness/Person: Oct 2014—Sep 2017

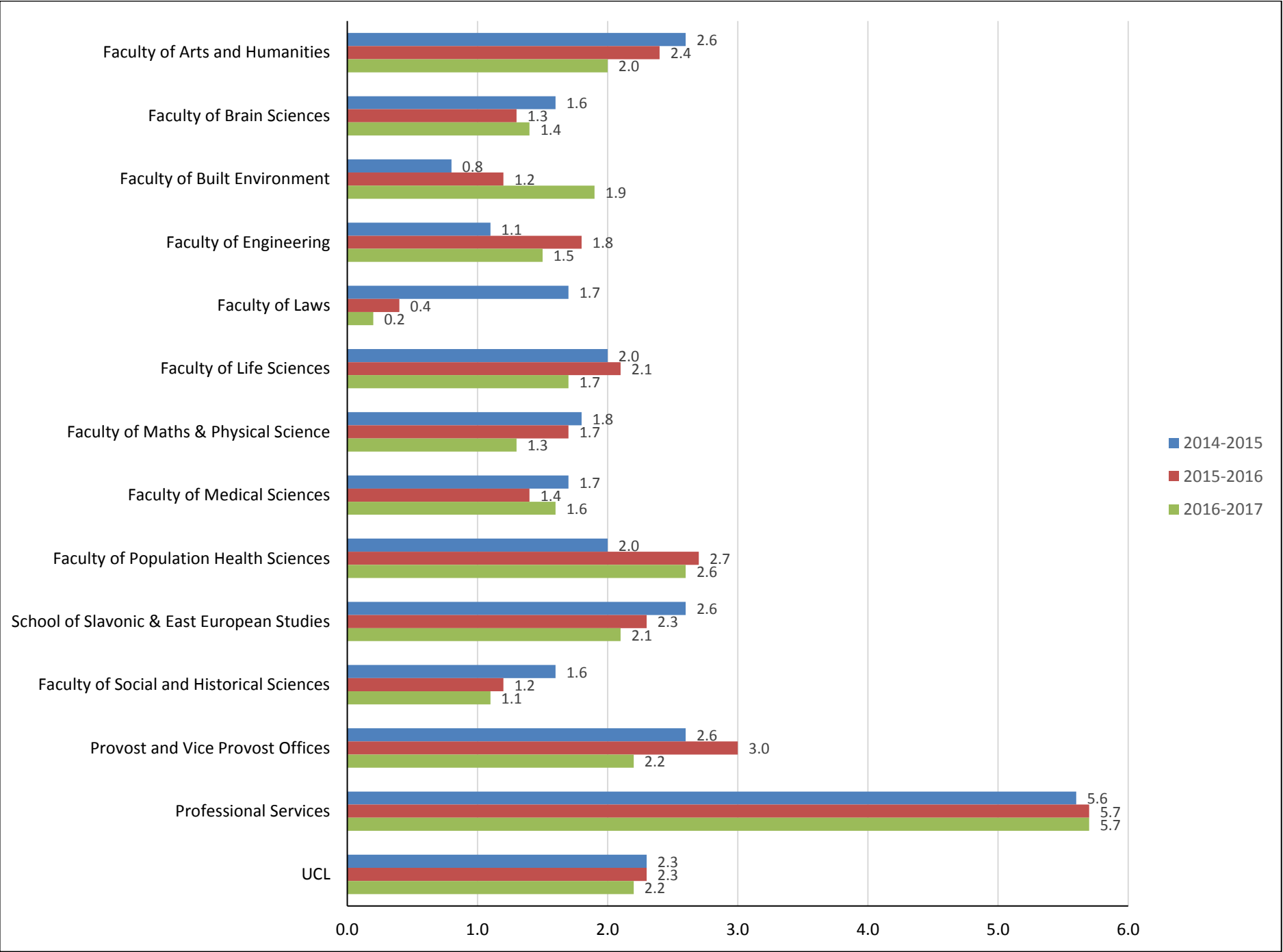


Chart 14a. Long Term Sick Absence (over 20 days) by reason 2016-17

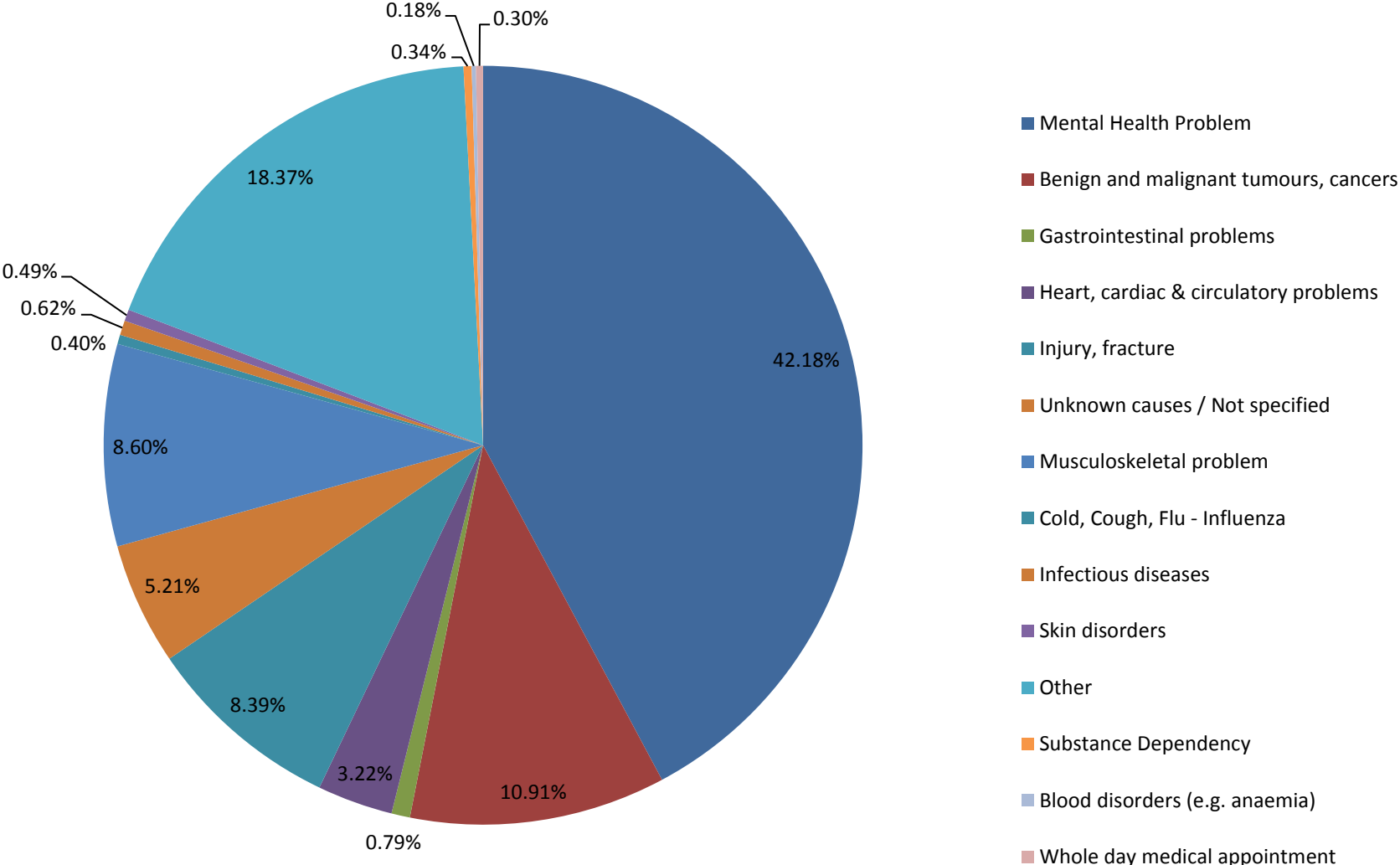


Chart 15. Employment Casework

