

DECISION n°05
of the Administrative Board of the European Railway Agency adopting the
Multi-Annual Staff Policy Plan 2007-2009

THE ADMINISTRATIVE BOARD OF THE EUROPEAN RAILWAY AGENCY,

Having regard to Regulation (EC) No 881/2004 of the European Parliament and of the Council ⁽¹⁾ establishing a European Railway Agency (hereinafter referred to as "the Agency" or ERA);

Having regard to the European Commission Guidelines on Staff Policy Plan in Regulatory Agencies (C(2005) 5304 of 16 December 2005 ;

Having regard to the Commission advice of 15 February 2007 on the Multi-annual Staff Policy Plan 2007-2009 of the European Railway Agency ;

Whereas:

- 1) Establishing a minimum core of common principles as well as a staff policy which is consistent both among the different European regulatory Agencies and between the Agencies and the Commission is a prerequisite for improving working conditions and career development prospects for staff employed by EU agencies;
- 2) Through the adoption of a multi-annual Staff Policy Plan for the next three years the Agency, based on an analysis of the mission and institutional tasks entrusted by its funding regulation, identifies different types posts (long-term and short-term) and associated career profiles. The document serves namely thus to justify the establishment plan to the budgetary authority. Furthermore, it aims at standardising selection procedures, improving opportunities for mobility;
- 3) The plan is drawn up by the Executive Director of each Agency and, following consultation of the Commission, is submitted to the governing board for adoption,
- 4) The Commission's observations have been considered and the corresponding modifications have consequently been put forward and agreed by the ERA management, while a revised version of the document was re-submitted to the Commission on 16th April 2007;

HAS DECIDED to adopt the Multi-Annual staff policy plan 2007-2009 as detailed in Annex 1 of this decision.

Done at Lille, 19/06/2007

For the Administrative Board

The Deputy Chairman

JANOS BERENYI

Annex 1: ERA Multi- annual staff policy plan

¹ OJ L 220, 21.6.2004, p. 3



Annex 1

Multi-annual Staff Policy Plan 2007-2009

I) General overview of the situation of the Agency

a) Description of the agency, its mission and programme tasks:

In the field of railway operation, differences currently exist between national approaches, objectives and methods implemented. The technical regulations, rolling stock and certification of railway staff and undertakings differ from one Member State to another, and are not adapted to the needs of an integrated European railway area. Rail competitiveness thus suffers from these differences.

The European Commission has defined in several directives the principles of an action plan aiming at reducing all these technical barriers.

The European Rail Agency has been subsequently created in order to develop the detailed common standards defined in these directives, in the field of safety and interoperability. The Agency was established by Regulation (EC) No 881/2004, which describes its tasks, organisation and working methods.

In December 2003 the European Council decided that the European Railway Agency would have its seat in Lille/ Valenciennes, in France (its seat and offices are located in Valenciennes, while the meetings of rail sector representatives and the national authorities are held in Lille).

The Agency does not have any regulatory powers. It submits opinions and recommendations to the European Commission which, in accordance with the Safety and Interoperability Directives, transforms them into decisions applicable in the Member States of the European Union.

The Agency may send technical opinions to the European Commission or Member States' Committees at their request.

The Agency is governed by an Administrative Board composed of representatives for each Member State (one per Member State), four representatives for the Commission, and six representatives for the rail sector. These six representatives are not entitled to vote. The Agency is managed by its Executive Director and is financed by the budget of the European Union. The Executive Director is appointed by the Administrative Board, with a term of office of five years, renewable once.

The first meeting of the Administrative Board of the European Railway Agency, held on 15 July 2004 in Valenciennes (France), marked the creation of this new Community body. The Board meets two or three times a year. The Executive Director of the Agency took up his duties on 1 January 2005, and operational activities started up in June 2005.

The Agency has five Units: Safety, Interoperability, ERTMS, Economic Evaluation and Administration:

1. Railway safety

The Agency must provide the technical support necessary for the implementation of Directive 2004/49/EC of the European Parliament and of the Council on safety on the Community's railways.

The Agency has to issue recommendations to the European Commission on:

- common Safety Methods and Common Safety Targets; and
- harmonised format for safety certificates issued by the national authorities to railway undertakings.

In developing its proposals, the Agency draws on the support of working groups representing the rail sector, including the social partners and national safety authorities.

At the request of the Commission and the Committee of Member States' representatives set up by the Safety Directive, the Agency may have to:

- propose other measures in the field of railway safety; and
- make recommendations for the transitional period before the adoption of these texts.

The Agency plays a general role in providing technical expertise for the Commission and the Member States in accordance with the procedures laid down by the Regulation. It ensures the continuous monitoring of safety performance, and must submit a biennial public report. It will keep a database of railway safety documents.

Last, the Agency has to organise and manage the networking and cooperation of the national railway safety authorities and investigation bodies in order to promote exchange of experience and the development of a common railway safety culture.

2. Railway interoperability

The technical fragmentation of the rail networks is a major handicap hindering the development of this mode of transport. Community legislation comprises Directives 96/48/CE and 2001/16/EC on the interoperability of the trans-European rail system, which seek to gradually establish harmonisation through the adoption of mandatory Technical Specifications for Interoperability.

The first set of Technical Specifications for Interoperability was adopted in 2002 for high-speed systems. Specifications for conventional systems still need to be fully developed; as priority was given to freight, a first set of Technical Specifications for Interoperability is now enforced; the Agency is in charge of completing these provisions by proposing Specifications for passenger carriages and locomotives, and for infrastructure.

The Agency must also develop and propose a system for the certification of rolling stock maintenance workshops and a system for the registration of rolling stock. It will also formulate recommendations on professional competences and the accreditation of training centres.

The Agency relies on the support of groups of experts in the sector, under the management of the Agency's own experts. Where provided for in the Regulation, it must also consult social partners and organisations representing rail freight customers and passengers at European level.

The Agency is also responsible for monitoring the progress of interoperability and producing a report on this every two years.

3. **ERTMS** – *European Rail Traffic Management System*

The ERTMS concept encompasses the ETCS (European Train Control Systems) and the GSM-R (Global System for Mobile Communications – Railway).

The GSM-R is a new RADIO system for communication (voice and data) between infrastructure and trains, based on public GSM cellular technology and adapted to the constraints of rail transport.

The ETCS is a new train command-control system with three different levels of application, depending on whether or not the GSM-R is used and whether or not the track occupancy information from the existing signalling systems is reused.

The use of the ERTMS will provide a single European train management and command system instead of the twenty plus systems currently existing within Europe, thus enabling technical interoperability throughout the European rail network in this crucial domain of signalling.

The ERTMS should enable cost reductions to be made regarding the installation of signalling and its maintenance and should boost market competition. Industrial suppliers, using economies of scale and standardisations throughout Europe, could also benefit from this standardisation to propose adequate solutions on rail markets worldwide.

ERA is the system manager, in charge of controlling the adoption of the functional specifications in order to reach stable versions, on which the industry can develop and install technical solutions. As the development programmes straddle several years, it is important that the successive stable versions should allow maximum compatibility between them; it is one of the crucial responsibilities for ERA to ensure this.

4. **Economic evaluation**

Economic evaluation is common to all activities of the Agency. Its objectives are:

- to avoid any decrease of the competitiveness of railway transport, in line with the ultimate objectives of European legislation;
- to help identifying the key technical parameters in terms of either costs or benefits, on which the Agency should focus its activities;
- to clarify the stakes, especially in the field of interoperability, by providing decision-makers with economic estimates of technical alternatives.

Economic studies are led by a small unit placed under the authority of the Executive Director. Its activities are tightly linked with the different work groups set up by the Agency. The Economic Evaluation Unit will attempt to merge the traditional, rather technically-oriented culture of the railway sector, with economic points of view that are becoming increasingly vital.

These studies will be conducted taking into account both of the following constraints:

- transparency and traceability, in particular towards the decision-makers; and
- respecting the confidentiality of certain economic or commercial data that might prove necessary.

Moreover, at the request of the Commission, the Agency will provide technical opinions on railway investment projects requesting European funding. These technical opinions, that will address the conformity of the projects to the European legislation, will generally include an economic aspect, since some non-conformity may indeed be justified by economic constraints.

The Economic Evaluation Unit will also try to avoid a mere “accountant’s” vision of the railway system. It will therefore take into account, as far as possible, its qualitative aspects and its potential for development, i.e. the long-term interests of railway clients and third parties. As indicated by the White Paper (2001) on the European transport policy, “a modern transport system must be sustainable from an economic and social as well as an environmental viewpoint”, which basically sums up the concerns of the Agency as a whole, and of its Economic Evaluation Unit in particular.

b) Overview of the establishment plan (2006-2008):

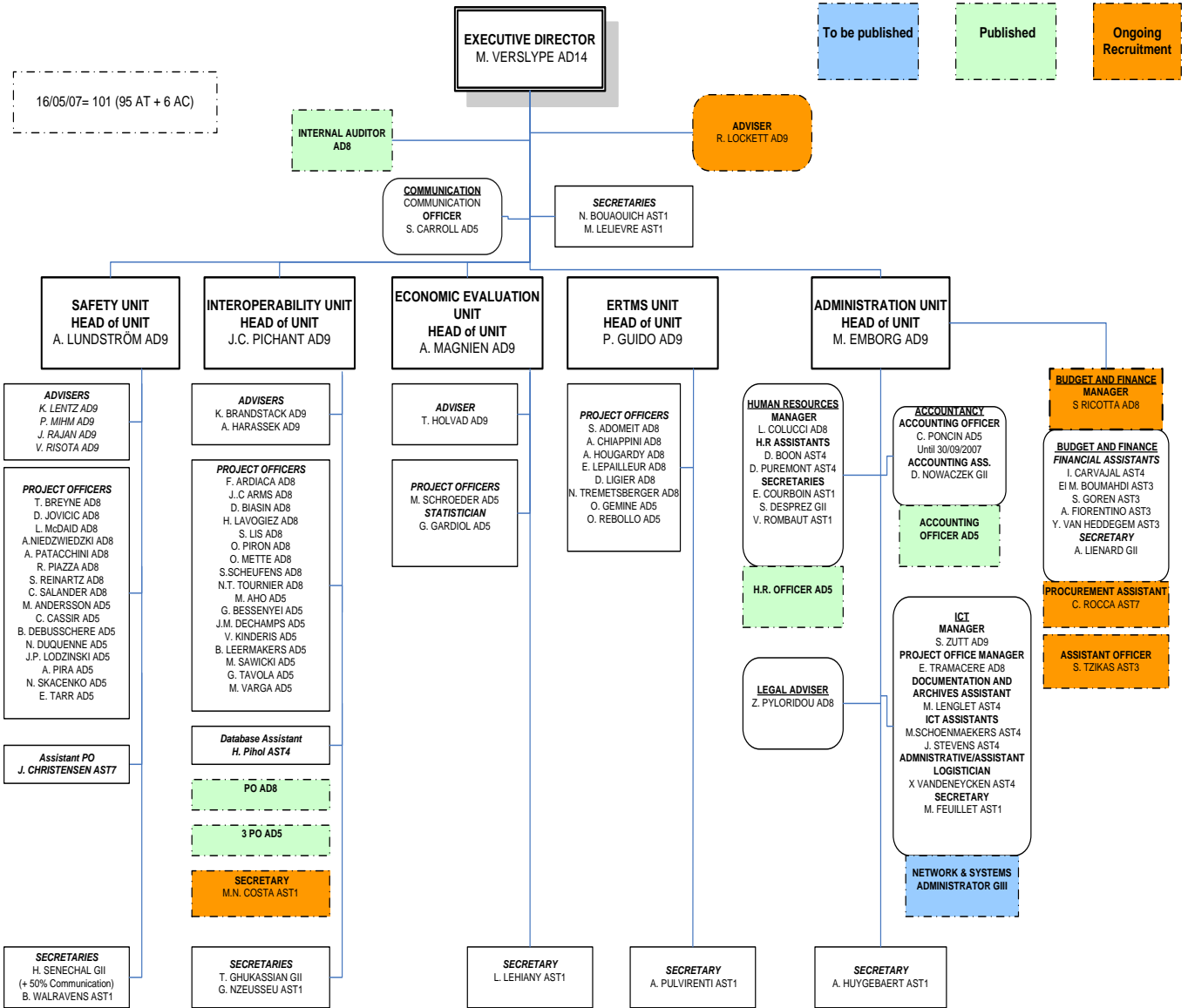
Function group and grades	2006				2007		2008	
	Actually occupied 31/12/2006		Authorised in the general Community budget		Authorised in the general Community budget		ERA Statement of estimates	
	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.	Perm.	Temp.
AD 16								
AD 15								1
AD 14		1		1		1		
AD 13								
AD 12				6				
AD 11								
AD 10				2				3
AD 9		13		11		16		17
AD 8		25		27		34		31
AD 7				25		1		
AD 6						1		9
AD 5		18				32		21
Total grade AD	0	57	0	72	0	85	0	82
AST 11								
AST 10								
AST 9								
AST 8								
AST 7		1				2		2
AST 6								
AST 5				2				2
AST 4		8		6		9		10
AST 3		4		5		4		3
AST 2				5				5
AST 1		10		5		10		12
Total grade AST	0	23	0	23	0	25	0	34
Total		80		95		110		116
Total authorised Staff		80		95		110		116

For the understanding of the above table it should be noted that in 2007 budget 95 posts were originally authorised without the reserve. However, since the execution of the work programme requires 110 positions, additional financial resources (foreseen as reserve in the 2007 budget) were requested to the budgetary Authority. Although all the 110 positions are to be filled by statutory staff, due to the current budgetary constraints, 9 positions are planned to be filled during 2007 either by Contract staff or by Seconded National Experts. It is the Agency's intention to remedy this situation by requesting the necessary additional funds as of 2008.

c) Current annual staff-related expenditure:

Title 1 is 9 497 100 € (57%) on a total budget of 16 645 000 € for 2007 (reserve not included).

d) Organisation:



II) General presentation of the staff policy followed by the agency

a) Type and number of staff required to fulfil the missions and tasks:

For the time being, there is no permanent posts, but exclusively temporary agent positions in the organigramme of the Agency.

At the creation of the Agency, the total number of temporary agents had been set at 72 for 2005 and 95 for 2006. Owing to the increase of the workload resulting from the tasks mandated to the Agency, this number has been reviewed and fixed at 110 in the PDB 2007, subject to the release of the reserve from the budgetary Authority. As regards 2008, the increased budget will enable the Agency to fully match the requirements of the corresponding Work Programme, by setting the establishment plan at 116 positions, subject to approval from the budgetary Authority.

However, this revised working organisation will possibly require further adjustments in order to cope with new mandates which could be entrusted to the Agency; the corresponding increased workload will have to be assessed and eventual additional resources (including staff) will have to be granted to the Agency.

b) Type and number of posts, job titles, duration of employment, grade corresponding to the tasks:

[See table A]

c) Recruitment policy and different types of employment:

Selection procedure for Temporary Staff. This procedure covers the following steps:

- publishing a notification of job vacancy, mentioning the criteria for eligibility and those which are essential for final selection. The notification mentions also the nature and duration of the contract, as well as the grade for the position;
- nominating a recruitment panel, with representatives from the recruiting unit, the Human Resources, and the staff committee;
- pre-selection by the panel, based on CVs + motivation letters received, using internal evaluation grids;
- selection interviews. The interviews are based on series of questions prepared in advance by the panel, with predefined weighting. These questions cover issues related to the European Institutions, the languages competences, the specific requirements for the job, and the applicant personal aptitudes and behavioural attitudes;
- written tests might be phased in for temporary agents on long-term employment, upon decision by the Authority empowered to conclude contracts (AHCC), in order to comply with "EPSO standards";
- filling of the evaluation grid by the panel and drawing up of a final report sent to the Executive Director acting in his capacity as AHCC, with the short-list of successful recommended candidates, by name order ;
- decision by the AHCC, on the candidate/s to be appointed;
- sending of contract proposals to successful candidate/s.

Contract duration. The regulation establishing the agency (881/2004) rules that the temporary agent contracts are limited to a maximum of 5 years for the operational positions in the railway sector. Accordingly, the contracts have been limited to 4 years, with the possibility of extension for one more year (**short-term employed temporary staff**).

So far as the administrative, technical and support functions are concerned, the same regulation does not state any time limitation; it is why the Agency has decided to make use of contracts of 4 years, with a possible extension of 2 more years, without excluding the possibility of further renewal for an indefinite period (**long-term employed temporary staff**).

Selection procedure for Contract Staff. The same procedure as for Temporary Staff applies, with the exception of written tests.

Contract duration. For contract staff, contracts are signed for a maximum duration of two/three years, extendable once

d) Career profiles with regard to the different types of employment:

Evaluation, promotion or reclassification

A 'model decision relative to the career of temporary staff' working in EU regulatory agencies has been finalised in February 2007, according to the relevant 'Guidelines on staff policy', under the supervision of DG ADMIN (EU Commission). On this basis, the Agency will now adopt its annual performance appraisal scheme and related procedures, as part of the implementation of its internal control standards. These procedures will follow closely the model developed by the Commission, with some possible adaptations to reflect ERA's specificities (duration of the contracts, size, etc.).

The initial probationary period report, based on the same model and procedure adopted for Commission's officials, is already in force.

e) General orientations to promote equal opportunities and concrete measures planned in order to ensure equal treatment among staff members, in particular between men and women:

- There is no discriminatory requirement in the vacancy notice;
- As much as practicable, there is a gender balance in the selection panels;
- The present gender balance achieved within the Agency's staff, (31% women for 69% men) is not fully satisfactory. However, the prevailing unbalance in the transport sector, where most of the Agency's operational staff come from, has to be taken into account.

f) Mobility policy in regard to the different types of employment:

- The agency has not limited in the past its offers only to the staff of the other agencies or the institutions; notwithstanding this, agents coming from these two sources have been recruited.

- Mobility within the agency:

Up to now, considering that the Agency is still in a start-up phase, no positions have been exclusively advertised internally. For the future, for positions falling vacant, publication of internal vacancies open to temporary staff in post might be envisaged, in order to cope with the issues of sensitive posts, compulsory mobility and career development.

- Mobility to/from the other agencies (Interagency Job Market):

The agency is willing and determined to operate within the framework of the 'Interagency Job Market' as soon as possible, in accordance with the rules laid down in the agreement to be signed by the different Agencies.

- Mobility between the agency and the institutions:

The Agency wishes also to develop such mobility, although the absence of permanent posts in ERA's establishment plan does clearly represent a major obstacle.

III) Various types of posts deriving from the analysis of the tasks and requirements of the agency

a) Officials/ temporary agents on long term employment:

Temporary agents recruited to cover administrative, technical and support functions benefit from 4-year-duration contracts, with a possible extension of 2 more years and eventually a further renewal for an indefinite period.

b) Temporary agents on short term employment:

For operational staff in the railway sector, temporary agent contracts are limited to a maximum of 5 years (4 + 1).

c) Contract agents on long term employment:

Non applicable.

d) Contract agents on short term employment:

At the ERA, this type of contract is normally utilised in order to meet specific needs:

- to fill limited duration functions and cope with temporary peak workloads;
- to launch pilot-projects or new activities, whose weight, implications or duration is unclear;
- to replace staff during long absences (maternity leave, CCP, long sick leave, etc.);
- to overcome temporarily the establishment plan's staffing constraints, allowing nevertheless the Agency to meet its commitments.

IV) Overview of the situation over next three years

a) Workload:

the work programme of the agency is essentially fixed by the relevant directives, the regulation of the agency and the corresponding mandates issued by the Commission. Two new mandates are under preparation in relation to cross-acceptance and train drivers licensing. Taking into account these new mandates, for which budget fiches have already been established by the Commission, its workload is increasing until 2009. From that date, some of the non-recurring present activities will have delivered their proposals; the staffing is likely to recede, but this depends on the level of follow-up activities : for instance, the setting up of databases of safety documents (that involves a significant amount of externalized tasks) will be followed by the day-to-day maintenance of said database, which is more Title 1-intensive. In order to establish a forecast, beyond 2009, ERA has made reasonable assumptions.

b) Turnover due to retirement or termination of employment (and career):

- turn-over in the agency because of retirement:

1 departure foreseen in 2009: 1 adviser in the safety unit – grade: AD 9

- turn-over in the agency because of termination of employment:

current forecast are based on the assumption that no extension will be granted at the end of employment contracts. Termination of the first round of contracts is due in 2009.

Due to the fact that ERA is a newly created Agency, we do not have historical trends based on which staff resignations can be estimated.

V) Adaptation of the establishment plan following the staff policy and the evolution foreseen for the next 3 years

See Table II.

VI) Schooling

No specific arrangements have been deemed necessary, thanks to the available facilities both in Lille and in the Brussels area.

Table I - Staff Policy = type and level of post corresponding to the tasks (situation at 31/12/2006)

Service	Job title	Type and duration of employment / contract	Recruitment grade / FG	
Executive Directorate	1 Executive Director	TA Short-term of 5 years extendable once	1 AD 14	
	1 Strategy and Research Adviser	TA Short-term (4 + 1 years)	1 AD 9	
	1 Accountant	TA Long-term (4 + 2 years)	1 AD 5	
	2 Secretaries	TA Long-term (4 + 2 years)	AST1	
	1 Accounting Assistant	CA Short-term (2/3 years, extendable)	FG II	
	0,5 Secretary	CA Short-term (2/3 years, extendable)	FG II	
	0,5 Secretary	CA Short-term (2/3 years, extendable)	FG II	
Administration Unit	1 Head of Administration Unit	TA Long-term (4 + 2 years)	AD 9	
	1 Admin./Financial Assistant	TA Long-term (4 + 2 years)	AST3	
	0,5 Secretary	CA Short-term (2/3 years, extendable)	FG II	
	Human resources Sector	1 Head of HR Sector	TA Long-term (4 + 2 years)	AD 8
		2 HR Assistants	TA Long-term (4 + 2 years)	AST 4
		2 Secretaries	TA Long-term (4 + 2 years)	AST 1
		1 Secretary	CA Short-term (2/3 years, extendable)	FG II
	IT and Facility Management Sector	1 Head of IT and Facility Management Sector	TA Long-term (4 + 2 years)	AD 9
		1 Office Project Manager	TA Long-term (4 + 2 years)	AD 8
		2 IT Assistants	TA Long-term (4 + 2 years)	AST 4
		1 Documentation & Archives Assistant	TA Long-term (4 + 2 years)	AST 4
		1 Administrative Assistant / Logistician	TA Long-term (4 + 2 years)	AST 4
	Legal Sector	1 Secretary	TA Long-term (4 + 2 years)	AST 1
		1 Legal Adviser	TA Long-term (4 + 2 years)	AD 8
		0,5 Secretary	TA Long-term (4 + 2 years)	AST 1
	Budget and Finance Sector	2 Budget and Finance Assistants	TA Long-term (4 + 2 years)	AST 4
		0,5 Secretary	TA Long-term (4 + 2 years)	AST 1
	Safety Unit	1 Head of Safety Unit	TA Short-term (4 + 1 years)	AD 9
		4 Advisers	TA Short-term (4 + 1 years)	AD 9
		8 Project Officers	TA Short-term (4 + 1 years)	AD 8
6 Project Officers		TA Short-term (4 + 1 years)	AD 5	
1 Assistant Project Officer		TA Short-term (4 + 2 years)	AST 7	
1 Admin./Financial Assistant		TA Long-term (4 + 1 years)	AST 3	
1 Secretary		TA Long-term (4 + 2 years)	AST 1	
0,5 Secretary		CA Short-term (2/3 years, extendable)	FG II	
Interoperability Unit	1 Head of Interoperability Unit	TA Short-term (4 + 1 years)	AD 9	
	1 Adviser	TA Short-term (4 + 1 years)	AD 9	
	8 Project Officers	TA Short-term (4 + 1 years)	AD 8	
	7 Project Officers	TA Short-term (4 + 1 years)	AD 5	
	1 Admin./Financial Assistant	TA Long-term (4 + 1 years)	AST 3	
	1,5 Secretaries	TA Long-term (4 + 2 years)	AST 1	
ERTMS Unit	1 Secretary	CA Short-term (2/3 years, extendable)	FG II	
	1 Head of ERTMS Unit	TA Short-term (4 + 1 years)	AD 9	
	6 Project Officers	TA Short-term (4 + 1 years)	AD 8	
	2 Project Officers	TA Short-term (4 + 1 years)	AD 5	
	0,5 Admin./Financial Assistant	TA Long-term (4 + 2 years)	AST 3	
Economic evaluation Unit	1 Secretary	TA Long-term (4 + 2 years)	AST 1	
	1 Head of Economic evaluation Unit	TA Short-term (4 + 1 years)	AD 9	
	1 Adviser	TA Short-term (4 + 1 years)	AD 9	
	1 Project Officer	TA Short-term (4 + 1 years)	AD 5	
	1 Economist/Statistician	TA Short-term (4 + 1 years)	AD 5	
	0,5 Admin./Financial Assistant	TA Long-term (4 + 2 years)	AST 3	
0,5 Secretaries	TA Long-term (4 + 2 years)	AST 1		

TABLE II - STAFF POLICY PLAN

FG / Grade	Year N-1 (2007)							Year N (2008)									
	Staff				Establishment Plan			Staff evolution (indicative)				Organisational evolution			Establishment Plan		
	Employed on 31.12. 2007 (estimated)				Requested			Promotion / Career advancement (indicative*)		Turn-over (indicative based on historical trends)		New posts / replacement			Requested (Provisional Draft Budget)		
	Officials	TA - long term	TA - short term	Total	Permanent	Temporary	Total	Officials	TA	Officials	TA	Permanent	Temporary - long	Temporary - short	Permanent	Temporary	Total
AD16																	
AD15								1							1	1	
AD14			1	1													
AD13																	
AD12																	
AD11																	
AD10								2							2	2	
AD9		2	12	14				8					1		21	21	
AD8		3	31	34									3		29	29	
AD7																	
AD6								7				1	1		9	9	
AD5		1	26	27								1			21	21	
Total AD	0	6	70	76	0	0	0	0	18	0	0	0	2	5	0	83	83
AST11																	
AST10																	
AST9																	
AST8								1							1	1	
AST7		1	1	2											1	1	
AST6																	
AST5								2							2	2	
AST4		7	1	8				1							7	7	
AST3		4		4								3			6	6	
AST2								3							3	3	
AST1		11		11								5			13	13	
Total AST	0	23	2	25	0	0	0	0	7	0	0	0	8	0	0	33	33
Overall Total	0	29	72	101	0	0	0	0	25	0	0	0	10	5	0	116	116

FG / Grade	Year N (2008)			Year N+1 (2009)									
	Establishment Plan			Staff evolution (indicative)				Organisational evolution			Establishment Plan		
	Requested (Provisional Draft Budget)			Promotion / Career advancement (indicative)		Turn-over (indicative based on historical trends)		New posts / replacement			Provisional planning		
	Permanent	Temporary	Total	Officials	TA	Officials	TA	Permanent	Temporary - long	Temporary - short	Permanent	Temporary	Total
AD16													
AD15		1	1									1	1
AD14													
AD13													
AD12													
AD11													
AD10		2	2		3							5	5
AD9		21	21		6		-7		1	5		23	23
AD8		29	29				-9		1	15		30	30
AD7													
AD6		9	9		5		-1		1	10		24	24
AD5		21	21				-6					10	10
Total AD	0	83	83	0	14		-23	0	3	30	0	93	93
AST11													
AST10													
AST9													
AST8		1	1		1							2	2
AST7		1	1									0	0
AST6													
AST5		2	2		1		-1					2	2
AST4		7	7				-5		6			7	7
AST3		6	6						1			7	7
AST2		3	3		3							6	6
AST1		13	13									10	10
Total AST	0	33	33	0	5		-6	0	7	0	0	34	34
Overall Total	0	116	116	0	19		-29	0	10	30	0	127	127

FG / Grade	Year N+1 (2009)			Year N+2 (2010)									
	Establishment Plan			Staff evolution (indicative)				Organisational evolution			Establishment Plan		
	Provisional planning			Promotion / Career advancement (indicative)		Turn-over (indicative based on historical trends)		New posts / replacement			Provisional planning		
	Permanent	Temporary	Total	Officials	TA	Officials	TA	Permanent	Temporary - long	Temporary - short	Permanent	Temporary	Total
AD16													
AD15		1	1				-1			1		1	1
AD14													
AD13													
AD12													
AD11													
AD10		5	5		1		-2					4	4
AD9		23	23		3		-8			7		24	24
AD8		30	30				-10		2	11		30	30
AD7					1							1	1
AD6		24	24		3		-5			8		29	29
AD5		10	10				-5					2	2
Total AD	0	93	93	0	8	0	-31	0	2	27	0	91	91
AST11													
AST10													
AST9													
AST8		2	2				-1					1	1
AST7		0	0						1			1	1
AST6													
AST5		2	2		1							3	3
AST4		7	7		1		-2		1			6	6
AST3		7	7				-3		4			7	7
AST2		6	6		1		-3					4	4
AST1		10	10				-7		10			12	12
Total AST	0	34	34	0	3	0	-16	0	16	0	0	34	34
Overall Total	0	127	127	0	11	0	-47	0	18	27	0	125	125