



**Fuel Cells and Hydrogen Joint Undertaking (FCH JU)**

**Multiannual Staff Policy Plan 2012-2014**

# **FCH JU - Multiannual Staff Policy Plan 2012-2014**

## **1 - GENERAL OVERVIEW OF THE CURRENT SITUATION OF THE FCH JU.**

### **1.1 General information on the FCH JU's activities.**

#### **1.1.1 Description of the FCH JU, its mission and programmed tasks:**

The FCH JU was set up following the adoption of the Council Regulation (EC) n° 521/2008 of 30 May 2008 for the implementation of the Joint Technology Initiative on Fuel Cells and Hydrogen (OJ L 153/1), based on article 187 of the Treaty on the Functioning of the EU and is defined as a Community body under article 3 of the same Council Regulation.

It is established in Brussels under European Union Law for a defined period which ends on 31 December 2017.

The FCH JU has established a public-private partnership, of which the founding members -the European Union (represented by the EC), the European Industry Grouping for Fuel Cell and Hydrogen Joint Technology Initiative (hereinafter referred to as IG)- were joined by the Research Grouping gathering the interest of the research community.

The FCH JU aims at:

- Increasing investment in the fuel cells and hydrogen sector in Europe, in the Member States and in countries associated to the 7<sup>th</sup> Framework Programme for Research, Technological Development and Demonstration Activities of the European Community;
- Providing socio-economic benefits for European citizens and increase the competitiveness of Europe in line with the objectives of the Lisbon strategy.

The objectives of the FCH JU are achieved through support of research activities by pooling resources from public and private sectors obtained by launching competitive calls for proposals.

Funding is foreseen basically for Members States' and Associated Countries' participants. Any potential development in the implementation of the objectives may have an impact on the (staff) resources and consequently on the staff policy of the FCH JU.

The FCH JU activities will be financed by its members as follows:

The maximum European Union contribution deriving from the Seventh Framework Programme for the period 2008-2013 is € 470 million covering operational and running costs;

The maximum European Union contribution to the FCH Joint Undertaking running costs is EUR 20 million. If part of this contribution is not used, it may be available for the activities of the FCH Joint Undertaking.

- Non-monetary contributions ("in kind contributions") from the participants in the projects (resources such as personnel, equipment, consumables, etc.). Industry contribution shall at least match the financial contribution of the European Union.

The running costs of the FCH JU (mainly the activities performed in and by the programme office) are covered by contributions from the Union (5/12 with the limit referred to here before), the IG (6/12) and the RG (1/12). The FCH JU personnel structure consists exclusively of temporary agents and contract agents.

	<i>Research activities (mil €)</i>	<i>Running costs (mil €)</i>	<b><i>TOTAL (mil €)</i></b>
<i>EC (in cash)</i>	453,33	max 16,67	470
<i>IG (in cash)</i>	0	max 20	20
<i>RG (in cash)</i>	0	max 3,33	3,33
<i>Industry (in kind)</i>	<i>Minimum matching of the EC contribution (Min 453,33)</i>	0	453,33
<b><i>TOTAL for FCH JU</i></b>	<i>Min 906,66</i>	<i>max 40 (in cash)</i>	<b>± 946,66</b>

Staff is engaged in the:

- a) Further development of the FCH JU, as a scheme of partnership between the European Union and Industry for research funding.
- b) Organisation of the competitive calls for proposals, evaluation and selection of projects where industry will co-fund the selected collaborative research projects;
- c) Monitoring and follow-up of financial and scientific aspects (including knowledge management) of projects having concluded a grant agreement with the FCH JU;
- d) Organisation of the calls for tender necessary to the operations of the FCH JU;
- e) Setting up and implementation of the procedures linked to the FCH JU including financial auditing;
- f) Organisation of the dissemination and communication of the activities of the FCH JU;
- g) Organisation of any other activity linked to the FCH JU.

All functions and tasks carried out by the FCH JU are limited to the duration of the Joint Undertaking.

**1.1.2 Posts filled in the current year and figures reflecting staff evolution:**

***1.1.2.1 Establishment plan posts:***

Category and grade	Establishment plan 2010		Posts actually filled at 31.12.2009		Posts filled in by external publication in 2010		Promotion / reclassification in 2010		Departures 2010		Posts actually filled at 31.12.2010	
	perm	temp	perm	temp	perm	temp	perm	temp	perm	temp	perm	temp
AD 16												
AD 15												
AD 14		1				1						1
AD 13												
AD 12												
AD 11		3				1						1
AD 10												
AD 9		1				1						1
AD 8		4				4						4
AD 7		2		1								1
AD 6												
AD 5												
<b>Total AD</b>		11		1		7						8
AST 11												
AST 10												
AST 9												
AST 8		1				1						1
AST 7		3		1		2						3
AST 6												
AST 5												
AST 4		1										1
AST 3		2				2				1		1
AST 2												
AST 1												
<b>Total AST</b>		7		1		1				1		6
<b>Total</b>		18		2		6				1		14

\* For the situation 2012-2014, see point 2 and the annex.

All 18 TA positions were published in the course of 2009. Due to the process of the selection and appointment procedures 2 TA's took up duty in 2009 (i.e. the Legal and Contractual Manager and the General Administration and HR Assistant) and 13 TA's took up duty in 2010 (i.e. the Executive Director, the Internal Audit Manager, the 2 Financial Assistants, the 4 Project Managers, the Accounting Assistant, the 2 secretaries (of whom 1 resigned from her duties as of 01.11.2010), the personal assistant to the Executive Director, the Communication and Policy Officer.

Took up duty in 2011:

Head of Programme Unit (16.01.2011)  
 Head of Finance and Administration (01.03.2011)  
 Stakeholder Relationship Manager (16.01.2011)

Overview of the ongoing selection / engagement procedures for TAs:

Secretary (to replace the secretary who resigned as of 01.11.2010)- expected in Q2  
 Financial Assistant (to replace the financial assistant who resigned as of 16.01.2011)- will take up duty 1 April 2011  
 HR and GA Assistant (to replace the HR and GA assistant who resigned as of 01.02.2011)- expected in Q2

*The vacancy rate for TAs at 31.12.2010 was 22% based on the posts effectively filled. However when considering the engagements already concluded in 2010 with an effective start date set in the first quarter 2011 the rate decreases to 5.5%.*

*As indicated above the selection procedures for the 3 posts vacant due to resignation are well advanced with one start date confirmed and two offers sent out. It is thus anticipated to have the establishment table filled at 100% by the second quarter 2011..*

**1.1.2.2 Staff financed under administrative expenditure:**

Number of Contract Agents							
	Posts actually filled at 31.12.2009	Envisaged 2010	Posts actually filled at 31.12.2010	Envisaged 2011	Envisaged 2012	Envisaged 2013	Envisaged 2014
<b>GF IV</b>	0	1	0	1	1	1	1
<b>GF III</b>	0	1	0	1	1	1	1
<b>GF II</b>	0	0	1 <sup>1</sup>	0	0	0	0
<b>GF I</b>	0	0	0	0	0	0	0
<b>TOTAL</b>	0	2	0	2	2	2	2

2 selection procedures for the CA posts were launched in 2010. One was concluded in 2010 with the engagement of the FG III IT Assistant who took-up duty on 01.01.2011 and the other one was finalised beginning 2011 with the FG IV Project Manager – expected to take up duty on 1 June 2011

<sup>1</sup> because one secretary AST 3 resigned as from 01.11.2010 and the FCH JU was facing a peak period in work (autonomy at its doorstep, end of budgetary year in combination with the negotiations of the calls), it was decided to engage a secretary from the CAST CA FG II list for a period of 6 months (starting as of 01.12.2010) to cover for the period of engagement for the vacant AST 3 position.

<b>Number of Seconded National Experts</b>						
<b>Posts actually filled at 31.12.2009</b>	<b>Envisaged 2010</b>	<b>Posts actually filled at 31.12.2010</b>	<b>Envisaged 2011</b>	<b>Envisaged 2012</b>	<b>Envisaged 2013</b>	<b>Envisaged 2014</b>
0	0	0	0	0	0	0

There is no secondment foreseen for the FCH JU.

**1.1.3 Current annual staff-related expenditure, in absolute terms and as percentage of the overall annual expenditure:**

Personnel expenditures have been calculated on the basis of guidelines for the legislative financial statements provided by DG BUDG, fixing an average annual cost of about € 127 000 per temporary post and € 64 000 per contract agent post. Based on these figures and taking into account that the full establishment table is expected to be filled by mid 2011, the staff expenditure for 2011 has been estimated at 2.39 M € representing 2% of the FCH 2011 budgeted revenues (excluding in-kind contributions).

As previously mentioned, the running costs will be covered by the three members, the EC (5/12), the Industry Grouping (6/12) and the Research Grouping (1/12). As the JU was not autonomous until 15 November 2010, contribution was only paid by the Commission. The situation is being regularised from end 2010 which explains why the figures in the table below do not reflect the shares indicated here before.

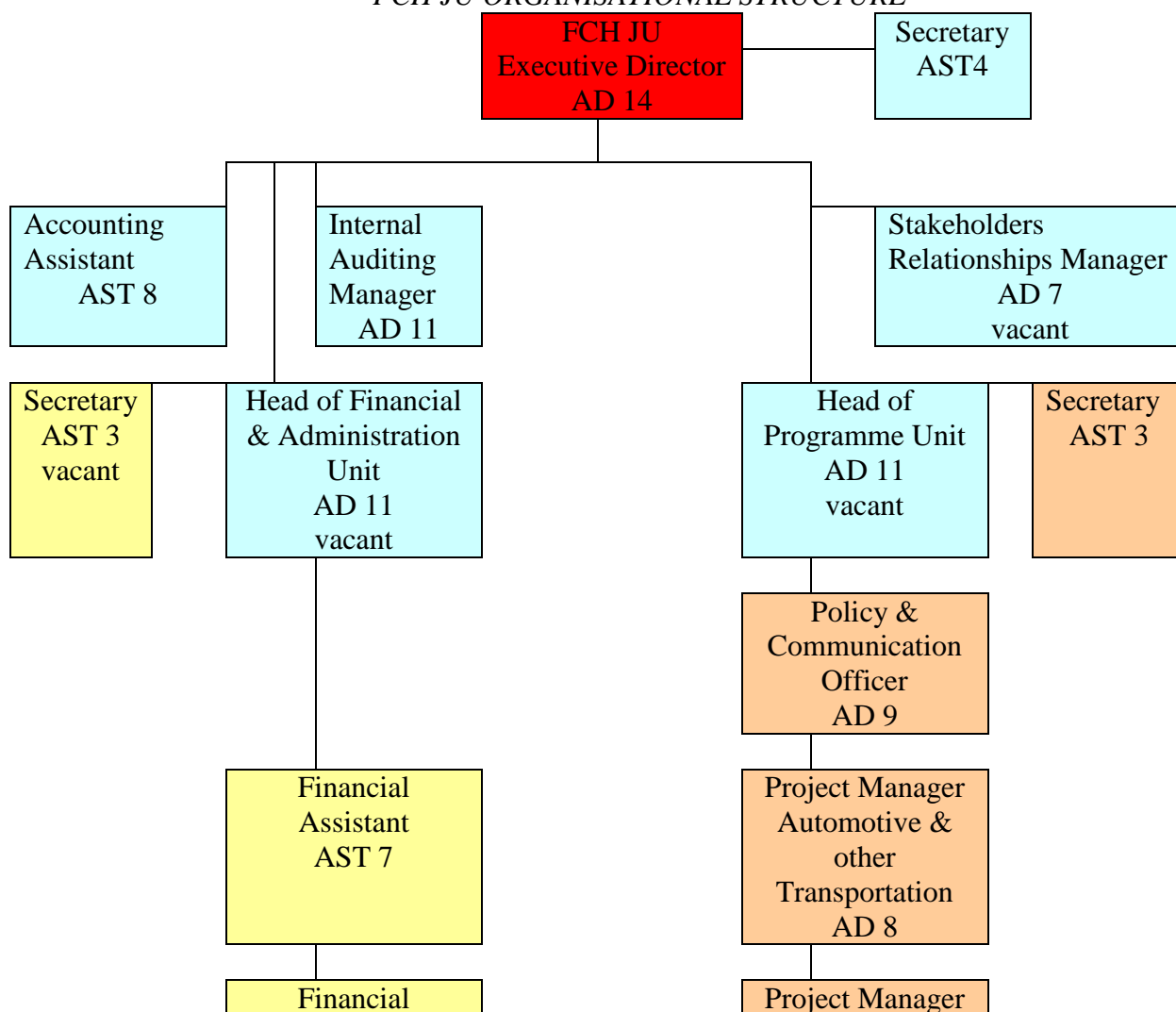
	<b>Budget for 2011</b>
<b>Number of planned staff</b>	20
<b>Indicative annual FCH JU resources in cash (EC + industry) (€ million)</b>	subsidy from EC for operational expenditures: <b>56.3 € million</b> , subsidy from EC for administrative expenses: <b>1.07 € million</b> EC contribution from IG for administrative expenditure: <b>2.6 € million</b> contribution from RG for administrative expenditure: <b>0.4 € million</b> – total of <b>60.4 € million</b>
<b>FCH JU budget (Commitment appropriations ) (€ million)</b>	<b>117.2 € million</b>
<b>Maximum total</b>	

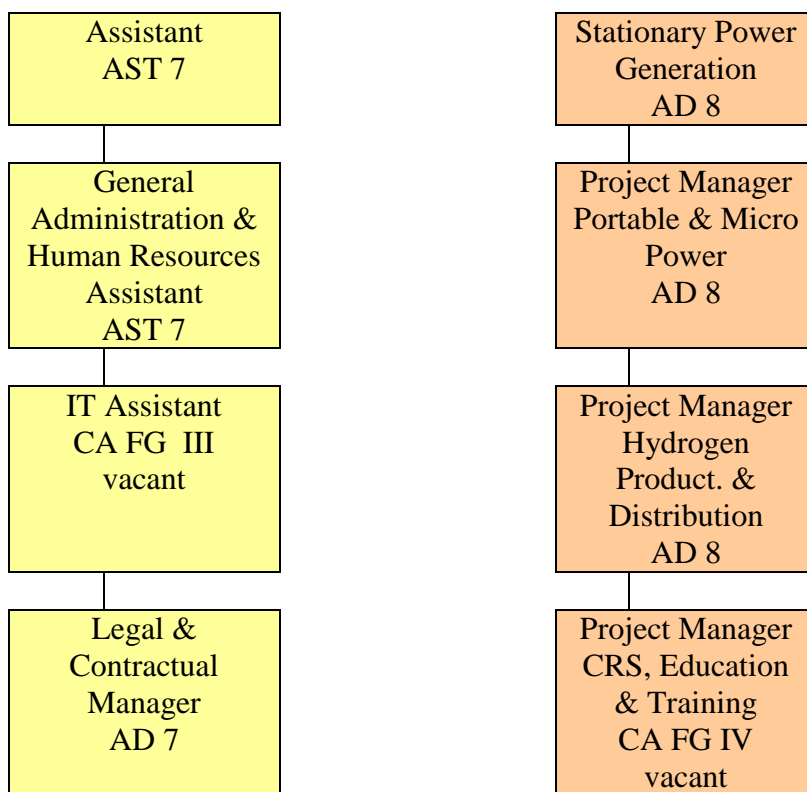
staff expenditures of the FCH JU (€ million)	2.390 € million
staff expenditure as % of revenues	2
Staff expenditure as % of payment appropriations	4

**1.1.4 Organisation and organisational chart at 31.12.2010:**

According to the Council Regulation setting up the FCH JU, the Executive Director of the FCH JU submits to the Governing Board for approval his/her proposal(s) concerning the organisational structure and organises, directs and supervises the staff of the FCH JU.

*FCH JU ORGANISATIONAL STRUCTURE*





*Colour legend FCH JU organisational structure:*

*Reporting to the Executive Director*

*Reporting to the Head of Programme Unit*

*Reporting to the Head of Administration and Finance Unit*

*The vacant posts refer to the situation as of 31.12.2010, please see section 1.1.2.1 and 1.1.2.2 for details on recruitments concluded in 2010 with starting date in Q1 2011.*

## **1.2 General presentation of the staff policy followed by the FCH JU.**

### **1.2.1 The FCH JU's recruitment policy as regards the selection procedures, the entry grades of different categories of staff, the type and duration of employment and different job profiles.**

The staff of the FCH JU consists of temporary agents and contract agents engaged for a fixed period of 3 years renewable no more than once for a fixed period of 4 years for temporary agents. The total period of engagement shall not exceed seven years and shall not in any case exceed the lifetime of the Joint Undertaking.

These temporary and contract posts are not financed from the administrative credits foreseen in the Framework Programme budget, but originate from the operational "research budget" lines as well as from cash provided by the other members of the Joint Undertaking. Thus no supplementary budget is requested for the Establishment Plan of the FCH JU.

In order to be attractive for potential candidates with the required experience and knowledge and considering the large amount to manage (493.33 million € excluding



in-kind contributions ), the FCH JU mainly offers temporary agent contracts for management/officer (AD grades) and assistant (AST grades) positions.

**- *Temporary agents on short-term employment:***

In principle, temporary agents are offered a contract with duration of three years, renewable for an additional 4 years. The contract foresees a termination of contract in line with the Conditions of Employment of Other Servants of the European Communities, title II, chapter 9. In exceptional cases the appointing authority may decide on a different duration of a contract, while remaining within the limit of a maximum period of employment of 7 years (Article 7 of the FCH Regulation).

The high skills, competences and – often – advanced seniority of potential candidates for the specialised temporary posts require matching grades. Staff hired at the start of the FCH JU in 2009, 2010 and 2011 constitute a core of experienced temporary agents.

**- *Contract agents on short-term employment:***

In principle, contract agents are offered a contract with duration of three years, renewable. In exceptional cases the appointing authority could decide on a different duration of a contract, while remaining within the limit of a maximum period of employment of 7 years (Article 7 of the FCH Regulation).

**- *Type and number of posts, job titles, duration of employment, grade corresponding to the tasks and functions:***

The Commission guidelines on Staff Policy in Regulatory Agencies describe, under 2.1.4, the flexibility an Agency has regarding its recruitment grades. This is particularly relevant in order to reflect the Public-Private Partnership aspect of the FCH JU.

For the FCH JU, the grading needs to be sufficiently high to offer appropriate contracts and interesting conditions to the very qualified temporary agents as, there is a very limited market in Europe with people with the appropriate profile for certain positions.

***Temporary agents:***

**- *1 TA – AD 14: Executive Director***

- *The Executive Director shall be the chief executive responsible for the day-to-day management of the FCH JU in accordance with the decisions of the Governing Board. In that context, he/she shall regularly inform as well as respond to any specific ad hoc requests for information from the Governing Board and the Scientific Committee. The Director shall exercise, in respect of the staff, the powers laid down in Article 7(2) of the Regulation<sup>2</sup>.*

*The Executive Director shall be the legal representative of the FCH JU. He/she shall perform his/her tasks with complete independence, and shall be accountable to the Governing Board.*

*The Executive Director shall be appointed by the Governing Board for a period of up to three years following a call for expressions of interest published in the Official Journal of the European Union and in other periodicals or on internet sites. After an evaluation of the Executive Director's performance, the Governing Board may extend the term of office once for a further period of no more than four years.*

*The Executive Director shall in particular:*

- *Manage and monitor appropriately the public and private funds;*
- *Recommend to the Governing Board, arrangements and guidelines for evaluation and selection of the project proposals for approval. These guidelines shall include procedures, composition, duties of the peer review committees that evaluate the project proposals and the rules for dissemination of research results;*
- *Supervise the management of the launch of the calls for project proposals, the evaluation and selection of the project proposals, the negotiation of the selected project proposals, the follow-up of the project proposals and the administration of the grants, including the co-ordination of the funded research activities;*
- *Provide the Governing Board and the Scientific Committee with relevant documentation and logistical support;*
- *Prepare the Multi Annual Implementation Plan (MAIP) and the Annual Implementation Plan (AIP) and the corresponding expenditure estimates;*
- *Prepare the annual budget proposal, including the staff Establishment Plan;*
- *Prepare the annual activity report, including the corresponding expenditure;*
- *Manage invitations for tenders for FCH JU goods/services requirements according to the financial rules of the FCH JU;*
- *Perform tasks entrusted or delegated to it by the Governing Board;*
- *Submit to the Governing Board any change to the Research Agenda as recommended by the Scientific Committee;*
- *Submit to the Governing Board his/her proposal(s) concerning the organisation structure of the Programme Office and organise, direct and supervise the staff of the FCH JU;*
- *Convene meetings of the Governing Board;*
- *Call the annual meeting of the Stakeholder Forum, to ensure openness and transparency of the activities of the FCH JU with its stakeholders;*
- *Attend as appropriate the meetings of the Governing Board, of the Scientific Committee and of the Stakeholder Forum as observer;*
- *If appropriate, set up scientific ad hoc/subsidiary bodies/committees decided by the Governing Board and gather experts scientific advice;*
- *Be responsible for risk assessment and risk management;*
- *Propose to the Governing Board any insurance that it may be necessary for the FCH JU to take out in order to meet its obligations;*
- *Be responsible for the communication activities related to the FCH JU.*

*The Executive Director of the FCH JU will be expected to have experience in project management and/or research funding processes at national, EU or international level, a good understanding of and relevant experience in the Fuel Cells and Hydrogen industry, as well as a good understanding of public-private collaborations in these technologies.*

### ***- 1 TA – AD 11: Head of Financial and Administration Unit***

*He/she will be in charge of the financial & administrative management of the JU, controlling and risks management, legal issues, IT, Human Resources and office facilities.*

*He/she shall be responsible for advising the Executive Director on budgetary, financial and procurement issues.*

*He/she will supervise and coordinate the financial team as well as the Legal and Contractual Manager and the General Administration and Human Resources Assistant.*

*In particular, the Head of Financial and Administration Unit will perform the following tasks and activities:*

- *Supervising the accountancy and financial systems (maintaining records of assets, liabilities, profit and loss, payments and other accounting activities);*
- *Assisting the Executive Director in the preparation, presentation and follow-up of the budget of the FCH JU;*
- *Defining the budgetary and financial procedures;*
- *Controlling and supervising the financial transactions;*
- *Supervising the management of the staff contracts and related rights and obligations;*
- *Advising on general human resources policy aspects in accordance with the Staff Regulations;*
- *Submitting to the Executive Director the staff establishment plan;*
- *Determining individual rights of staff;*

- *Establishing relationships with the different social security schemes (EU-27 and Joint Sickness Insurance Scheme).*

*In this context, he/she shall report directly to the Executive Director.*

### **- 1 TA – AD 11: Head of Programme Unit**

*The Head of Programme Unit will be responsible for coordinating the Projects Managers in charge of the different policy areas. Notably, he/she should supervise the implementation of the policy areas and the communication strategy, the respective organisation of evaluations of project proposals and the follow-up of projects.*

*The Head of Programme Unit will be in charge of the operational management of the JU. He/she should manage large budgets, part of which will be in the form of in-kind contributions.*

*He/she will contribute to the strategic orientation and to the development of relevant FCH programmes or policies.*

*In particular, he/she will be responsible for:*

- *Ensuring the publishing, managing and monitoring calls for proposals, evaluation and selection of projects;*
- *Facilitating the scientific discussions between interested parties leading to the Project and Grant Agreements;*
- *Contributing to regular communication on projects status supporting the Executive Director in his interaction with decision bodies;*
- *Dealing with horizontal activities, co-ordination and networking aspects of the research program and its projects;*
- *Following up relevant programmes at national and regional level.*
- *Conducting conceptual reflections and participating in elaborating work programmes, strategic documents and new approaches;*
- *Providing management input for FCH JU documents concerning the FCH JU objectives;*
- *Co-operating and implementing the scientific priorities for the Annual Implementation Plan according to the Multi Annual Implementation Plan;*
- *Reporting on evaluation activities of FCH JU and preparing input to the Annual Progress Report.*

### **- 1 TA – AD 11: Internal Auditing Manager**

*The Controlling and Auditing Manager shall provide independent, objective assurance and consulting services to add value to and to improve the organisation's operations allowing it to accomplish its objectives by bringing a systematic disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.*

- *Ascertaining the nature of a process, identifying risks and evaluating adequacy and effectiveness of internal control, risk management and governance processes;*
- *Determining most appropriate procedures, methods and resources;*
- *Identifying key control points and evaluating their efficiency and effectiveness against standards;*
- *Developing and performing tests of transactions to ascertain the application of key controls;*
- *Analysing and appraising pertinent data to formulate objective opinion on systems / performances;*
- *Preparing reports and presenting findings and recommendations;*
- *Following up and reviewing corrective actions taken by management;*
- *Obtaining feedback from auditees on the conduct of the audit;*
- *Promoting the quality and methodological coherence of the audit activities within the FCH JU;*
- *Promoting the development of guidelines in relation to specific audit objectives.*

### **- 1 TA – AD 9: Policy and Communication Officer**

*The Policy and Communication Officer will be responsible for the follow up of the political, economic and social aspects and developments in the area of Fuel Cells and Hydrogen, including existing EU policies and legislation, and for the implementation of the Communication strategy.*

*In particular, the duties include the following tasks:*

- *Analysing and assessing relevant data and information in order to develop, support, implement and monitor policy-making, European strategies and planning decisions;*
- *Preparing, carrying out and managing studies, consultations, extended ex-ante impact assessments;*
- *Producing policy guidelines and policy strategy papers;*
- *Studying results of stakeholder consultations and integrating them into the policy guidelines and policy strategy;*
- *Drafting and updating comprehensive analysis reports, annual reports, synthesis reports and briefings;*
- *Replying to requests for information from the public in general;*
- *Creating an identity and branding for the FCH JU and defining the Communication approach with stakeholders and possible Influencers; supervising the organisation of the stakeholders General Assembly;*
- *Creating and managing the necessary communication tools including the website and ensure the presence of the FCH JU at key events; explaining the activities of the FCH JU to the public in general, through presentations at conferences, seminars, workshops, etc.;*
- *Ensuring the packaging and transfer of knowledge to the right audience; creating databases and media monitoring;*
- *Disseminating and promoting dialogue on best practices in the assigned policy area through publications, articles, papers and workshops;*

#### **- 4 TA – AD 8: Project Managers**

*Each project Manager shall be responsible for projects in one or more of the application areas described below:*

- *Automotive and other Transportation*
- *Stationary Power Generation*
- *Hydrogen Production and Distribution*
- *Portable and Micro Power*
- *Codes, Regulations and Standards; Education and Training*

*The Project Managers shall, under the supervision of the Head of Programme Unit, be responsible for the implementation of the Multiannual and Annual Implementation Plans, for the organisation of competitive calls and evaluations of project proposals, as well as for the management of the entire project cycle. They shall deal with several Community procedures. The post will also entail contacts with Industry and the Research Community.*

*The Project Managers shall in particular be responsible for:*

- *Contributing to the Annual Implementation Plan;*
- *Ensuring publishing, managing and monitoring calls for proposals, evaluating and selecting projects;*
- *Negotiating the Grant Agreements linked to the preparation and implementation of the projects with the support of financial and legal administrative staff;*
- *Facilitating the discussions between interested parties leading to the Grant Agreements;*
- *Ensuring the follow-up of project implementation and monitoring contractual obligations.*

#### **- 1 TA – AD 7: Stakeholders Relationships Manager**

*The Stakeholders Relationships Manager shall in particular be responsible, under the supervision of the Executive Director, for:*

- *Relationships with stakeholders including the Industry Grouping and the Research Grouping;*
- *Contributing to integrating stakeholders' input on their needs into FCH JU policies;*
- *Contributing to communication aspects (articles, press releases, media-briefings, etc) of FCH JU;*
- *Organizing meetings of the stakeholders General Assembly, in coordination with the Policy & Communication Officer;*
- *Organizing meetings of the FCH State Representatives Group and of the Scientific Committee;*
- *Drafting analysis reports and minutes of meetings;*
- *Contributing to analysis of results of stakeholder consultations, the Member States and the regions (HYRAMP);*
- *Contributing to the production of policy guidelines and annual policy strategy papers;*
- *Replying to requests for information from the public in general.*

### ***-I TA – AD 7: Legal and Contractual Manager)***

*The Legal and Contractual Manager is responsible for all legal aspects related to the FCH JU.*

*He/she shall report directly to the Head of Financial and Administration Unit and interface with the Executive Director, Head of Programme Unit and Project Managers, as the case may be.*

*The Legal and Contractual Manager shall in particular be responsible for:*

- *Dealing with all legal issues within the FCH JU;*
- *Providing legal support to the Project Managers in the contract negotiation stage and project management;*
- *Monitoring the implementation of applicable rules, regulations and procedures within the FCH JU;*
- *Advising on matters related to Intellectual Property Rights;*
- *Advising management on the validity and conformity of procedures in accordance with the standing rules and regulations;*
- *Establishing legally consistent formats and templates for Grants Agreements, contracts and procedures;*
- *Legally supervising the management of grant award decisions and procurement contracts and establishing all necessary procedures;*
- *Monitoring and improving the quality and consistency of the FCH JU's output from a legal standpoint;*
- *Preparing replies to legal interpretation requests and legal analysis and advising within the FCH JU in support of the preparation and implementation of the FCH JU programme and actions;*
- *Advising the Executive Director on risk management issues.*

### ***- I TA – AST 8: Accounting Assistant***

*The Accounting Assistant will set up, structure and maintain the accountancy and financial system of the FCH JU. He/she will maintain records of assets, liabilities, profit and loss, payments and other accounting activities. He/she shall report directly to the FCH JU Executive Director.*

*In particular, the duties include:*

- *Executing payments and treasury management (managing bank accounts and transactions);*
- *Preparing the annual accounts, including the annual closure of accounts;*
- *Assisting in the preparation of the Annual Activity report, including the corresponding costs (in cash and matching in-kind contribution );*
- *Managing the administrative, procedural and accounting aspects of financial operations;*
- *Establishing and validating the IT accounting systems and tools, ensuring that the IT accounting systems applied meet the standards set by the Commission Accountant;*
- *Producing periodic financial reports and other financial documents for the management of the FCH JU in accordance with the FCH Financial Regulation;*

- *Following up relevant accounting regulations and instructions, and their modifications;*
- *Sending and following up debit notes, VAT certificates and recovery orders;*
- *Assisting the Court of Auditors during their control and audit visits.*

**- 1 TA – AST 7: General Administration and Human Resources Assistant**

*He/she will assist the Head of Financial and Administration Unit responsible for the management of the Human Resources and office facilities. He/she shall report directly to the Head of Financial and Administration Unit.*

*He/she will support the development and management of HR, including the administration of staff contracts and related rights and obligations in line with the FCH JU objectives. He/she will contribute to the development of a sound and efficient management of the resources available for the FCH JU through advice and assistance.*

*Specifically, the General Administration and the Human Resources Assistant will be responsible for:*

- *Following up the Personnel Budget;*
- *Establishing a training programme and organising training sessions for FCH staff;*
- *Assisting in the preparation and submission of the staff Establishment Plan to the Executive Director;*
- *Assisting in the organisation and management of recruitment procedures;*
- *Assisting in the management of leave and absences;*
- *Establishing, updating and maintaining personal files according to statutory provisions;*
- *Salaries administration;*
- *Acting as a help desk for staff regarding their rights and obligations;*
- *Assisting in all other HR daily management issues;*
- *Ensuring that all the necessary HR procedures are carried out by the job-holder under the supervision of the hierarchy.*

**- 2 TA – AST 7: Financial Assistants**

- *The Financial Assistant will assist the Head of Financial and Administration Unit in the preparation, presentation and follow-up of the budget of the FCH JU. He/she will define the budgetary and financial procedures, as well as control and supervise the financial transactions.*

*The Financial Assistant shall be responsible for:*

- *Advising the Head of Financial and Administration Unit on the budgetary, financial and procurement issues;*
- *Assisting in the development of reporting of finance and budgetary activities;*
- *Financial preparation of global commitments as well as individual commitments for project proposals.*

*He/she will in particular carry out:*

- *Necessary checks (legal entities, bank accounts, financial standing of potential beneficiaries, projects costs) prior to FCH JU Financing decisions, and contract preparation;*
- *Preparation of global or individual commitments;*
- *Financial monitoring of the implementation of FCH JU decisions granting aid, including inter alia: pre-financing, intermediary and final payment requests, on-the-spot control visits, identification of problems and proposals for action; keeping up-to-date information on the state of implementation;*
- *Implementation of audit results;*
- *Follow-up of the budget execution under his/her responsibility;*
- *Ensure strict implementation of the FCH JU Financial Rules and related procedures.*

**- 1 TA – AST 4: Personal Assistant to the Executive Director**

*The overall purpose of this post is to support and provide administrative assistance to the Executive Director.*

*In particular, the duties include:*

- *General administrative support to the Executive Director;*
- *Communicating and providing information internally and externally to assist and enable organisational operations;*
- *Coordinating and contributing to administrative quality checks and files within the FCH JU;*
- *Providing administrative and documentation support in the preparation of the meetings;*
- *Drafting minutes and preparing routine correspondence and presentations;*
- *Organising and maintaining the Fuel Cells and Hydrogen archives and filing system;*
- *Proofreading and copywriting of documents in English;*
- *Secretarial tasks.*

### **-2 TA – AST 3: Secretary**

*He/she will provide administrative support, including document and information management, internal communication, organisation of meetings, and logistical support.*

*The duties and responsibilities related to this post include:*

- *Assisting the Head of Financial and Administration Unit and the Head of Programme Unit in general;*
- *Assisting the Financial Managers in follow-up of projects: financial aspects of contract negotiation and amendments;*
- *Assisting the Project Managers in calls for proposals and evaluation: management of the evaluation and reviewing expert contracts and payments, organising the experts evaluation panel meetings;*
- *Assisting the Policy and Communication Officer;*
- *Assisting the General Administration and Human Resources Assistant in organising selection procedures for new staff, and payment of travel fees and related costs;*
- *Assisting the Legal and Contractual Manager;*
- *Assisting in meeting organisation, press events, conferences, publications;*
- *Proofreading and copywriting of documents in English;*
- *Standard secretarial tasks: administration of the mail; handling travel bookings; handling phone calls; reception of visitors; drafting of routine correspondence; electronic archiving of documents.*

**Year 2011 - Temporary Agents**

<b>JU's activities and tasks</b>	<b>Function / Job title</b>	<b>Type and duration of employment / contract</b>	<b>Functions Group and Grade of recruitment</b>	<b>Number of Staff employed</b>
General Management and legal representation	Executive Director	TA 3 years, renewable once for 4 years	AD 14	1
Budget preparation and follow-up, reporting, financial tools and risks management, human resources management	Head of Financial & Administration Unit	TA 3 years, renewable once for 4 years	AD 11	1
Strategy, Planning, Benchmark, Evaluation and follow-up of research projects, preparation of reports and plans	Head of Programme Unit	TA 3 years, renewable once for 4 years	AD 11	1
Risk Management, control and governance processes	Internal Auditing Manager	TA 3 years, renewable once for 4 years	AD 11	1
Follow-up of the political, economic and social aspects and developments in the area of Fuel Cells and Hydrogen, production of policy guidelines and policy papers and implementation of the Communication Strategy.	Policy & Communication Officer	TA 3 years, renewable once for 4 years	AD 9	1
Implementation of a policy area, organisation of evaluations of project proposals, contract negotiation	Project Manager	TA 3 years, renewable once for 4 years	AD 8	4
Relationship with stakeholders, contribution to the production of policy guidelines and policy papers	Stakeholders Relationships Manager	TA 3 years, renewable once for 4 years	AD7	1
Legal affairs, IPR, contracts and procedures	Legal & contractual Manager	TA 3 years renewable once for 4 years	AD7	1
Accounting and book keeping, preparation of financial reports, budgeting and payments	Accounting Assistant	TA 3 years, renewable once for 4 years	AST 8	1
Assist in the preparation, presentation and follow-up of the budget of the FCH JU; define the budgetary and financial procedures; control and supervise the financial transactions.	Financial Assistant	TA 3 years, renewable once for 4 years	AST7	2
Assistance with the management of human resources and office facilities	General Administration & Human Resources Assistant	TA 3 years, renewable once for 4 years	AST7	1



Support and provide administrative assistance to the Executive Director	Personal Assistant to the Executive Director	TA 3 years, renewable once for 4 years	AST 4	1
General secretariat and administrative assistance	Secretary	TA 3 years, renewable once for 4 years	AST 3	2

***Year 2011 - Contract agents***

JU's activities and tasks	Function / Job title	Type and duration of employment / contract	Functions Group and Grade of recruitment	Number of Staff employed
Implementation of a policy area, organisation of evaluations of project proposals, contract negotiation	1 Project Manager	TA 3 years, extendable once for 4 years	FG IV	1
Organisation and management of IT and infrastructures	IT Assistant	CA 3 years, extendable once for 4 years	FG III	1

***- Engagement policy:***

Staff is engaged directly by the FCH JU and employed under the Staff Regulations of Officials of the European Communities and the Conditions of employment of others servants of the European Communities. The FCH JU has adopted the appropriate implementing rules ("General Implementing Provisions") for giving effect to these Staff Regulations, after approval by the Commission.

Selection of temporary and contract agents:

Apart from the engagement of the Executive Director of the FCH JU which is subject to the procedure defined in Article 6 of the Annex to the Regulation setting up the FCH JU, the recruitment procedures (notably publication of the vacancy notices and dealing with the pre-selection and selection procedures) are launched by the FCH JU. However, some engagement procedures were launched by the Interim Executive Director before the FCH JU was fully operational, in compliance with Article 16 of the Regulation setting up the FCH JU.

***- Career profiles in regard to the different types of employment:***

At this stage no reclassification is foreseen. It should be highlighted however that the FCH JU will face a challenge given the short term nature of the contracts. In this context different options will be considered to ensure staff retention and motivation.

***- Statistics and 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:***

The FCH JU (will) adhere(s) to the SR, art. 1d, par. 2 and 3.

FCH JU applies a policy of equal opportunity for men and women and accepts applications without distinction on grounds of sex, race, colour, ethnic or social origin, genetic characteristics, and language, religious, political or other convictions or opinions, financial situation, disability, age, sexual orientation, marital status or family situation

The FCH JU wants to ensure good employment conditions and equal treatment of staff, as well as to attract specialised scientific and technical staff of the highest calibre. The FCH JU applies the Staff Regulations for all staff engaged under its responsibility and has adopted / is in the process of adopting implementing rules of the Staff Regulations in agreement with the Commission (article 110 of the SR). The equal opportunities policy is applied at recruitment. State of play on 31.12.2010: out of the 14 TA posts filled recruited (5 male and 9 female) –

**- *Statistics on geographical balance:***

Geographical balance will be sought to a certain extent in accordance with Articles 27 of the Staff Regulation and 12 and 82(1) of the Conditions of Employment of Other Servants, bearing in mind the small size of the FCH JU and the fact that search for the best qualified staff is the first priority.

State of play on 31.12.2010: 14 TA posts filled: 3 BE; 1 BU; 1 AU; 1 IR; 1 FR ; 3 ES, 1 ROM, 1 DE; 1 IT; 1 NL/IT.

**- *Mobility policy in regard to the different types of employment:***

- Mobility within the agency: NA
- Mobility among agencies (Inter-agency Job Market: the FCH JU is not in a position to sign the agreement on the IAJM).
- Mobility between the agencies and the institutions: NA

**- Secondment:**

There is no secondment foreseen for the FCH JU.

**1.2.2 The agency's policy as regards performance appraisal and promotion/reclassification.**

The FCH JU carries out an annual review of staff performance. Currently no promotion/reclassification exercise has been carried out (see also section 1.2.1 "Career profiles)

## **2 - OVERVIEW OF THE SITUATION OVER NEXT THREE YEARS.**

### **2.1 Turnover due to retirement or termination of employment.**

#### **2.1.1 Turnover in the agency because of retirement:**

None foreseen

#### **2.1.2 Turnover in the agency because of termination of employment:**

The FCH JU anticipates an average of 1.5 resignations per year.

### **2.2 Workload.**

The nature of the tasks to be undertaken by the FCH Joint Undertaking is unlikely to vary over time. However, the workload for the personnel of the FCH Joint Undertaking could increase in the coming years, as a result of the increasing number of projects to manage, follow-up and review. Indeed the implementation of each annual call leads to grant agreements with durations of average 3 years and thus a higher number of outstanding projects to monitor. More detailed information will be provided in the updated MSPP 2013-2015 in particular if it impacts the staffing requirements of the FCH JU.

### **2.3 Consequences of 2.1. and 2.2. on the number of staff in the agency for the next 3 years.**

In principle a total of 18 temporary positions and 2 posts for contract agents should enable the FCH JU to cope with the full-scale of the JTI operations during its existence provided no new tasks or activities are assigned to it.

<b>Annual requirements</b>	<b>2011</b>	<b>2012</b>	<b>2013</b>	<b>2014</b>
Temporary staff	18	18	18	18
Contract staff	2	2	2	2
Total number of staff (FTEs)	20	20	20	20

However, one must also bear in mind that the needs and requirements for the FCH Joint Undertaking may be adapted notably should the FCH JU face unexpected scenarios in terms of staff shortage / staff replacements. In this case, the FCH JU envisages engaging extra CA's if feasible within the budget constraints.

## **3. SCHOOLING.**

European Schools are there to meet the educational needs of children of the FCH Joint Undertaking staff.

#### **4. STATE OF PLAY OF IMPLEMENTING RULES ADOPTED BY THE AGENCY CONSISTENT WITH ITS STAFF POLICY.**

The Staff Regulations require that the implementing rules for these Staff Regulations are adopted by the FCH JU after obtaining the European Commission's agreement to the draft rules.

The following implementing rules have already been adopted in accordance with Article 110 of Staff Regulations of the European Communities

- The general implementing provisions on the procedure governing the engagement and the use of temporary agents;
- The general implementing provisions on the procedures governing the engagement and the use of contract staff;
- General implementing provisions on the procedure governing the middle management staff;
- Decision of the FCH JU Governing Board adopting a set of 23 implementing rules to be applied by analogy with those of the Commission.

- Commission decision on general implementing provisions for Article 4 of Annex VIII to the Staff Regulations concerning the taking into account, for purposes of calculating pension rights, of periods of activity previously completed by staff before they resume active employment (C(2004) 1364 of 15.04.2004)
- Commission decision on general implementing provisions for Articles 11 and 12 of Annex VIII to the Staff Regulations on transferring pension rights (C(2004) 1588 of 28.04.2004)
- Commission decision on general implementing provisions for Article 26 of Annex XIII to the Staff Regulations on transferring pension rights – transitional provisions(C(2004) 1588 of 28.04.2004)
- Commission decision on general implementing provisions for Article 22 (4) of Annex XIII to the Staff Regulations (C(2004) 1588 of 28.04.2004)
- Commission decision on general implementing provisions on granting the household allowance by special decision (C(2004) 1364 of 15.04.2004)
- Commission decision on general implementing provisions concerning persons to be treated as dependent children (Article 2(4) of Annex VII to the Staff Regulations) (C(2004) 1364 of 15.04.2004)
- Commission decision on general implementing provisions for giving effect to Article 7(3) of Annex VII to the Staff Regulations on determining the place of origin (C(2004) 1364 of 15.04.2004)
- Commission decision on general implementing provisions for giving effect to Articles 67 and 68 of the Staff Regulations and Articles 1, 2 and 3 of Annex VII thereto (C(2004) 1364 of 15.04.2004)
- Commission decision on general implementing provisions on the conduct of administrative inquiries and disciplinary procedures (article 2(3) and 30 of Annex IX (C(2004)1588 of 28.04.2004)
- Commission decision on general implementing provisions for the grant of education allowance (article 3 of annex VII to the Staff Regulations) (C(2004) 1313 of 07.04.2004)
- Commission decision general provisions giving effect to Article 8 of Annex VII to the Staff Regulations (C(2004) 1588 of 28.04.2004)
- Commission decision on general implementing provisions for Article 42a of the Staff Regulations concerning parental leave (C(2004) 1364 of 15.04.2004)
- Commission decision on Article 42b of the Staff Regulations concerning family leave (C(2004) 1314 of 14.04.2004)

- Commission decision on transitional measures required by the revision of the Staff Regulations of Officials and the Conditions of Employment of Other Servants of the European Communities (C(2004) 1613 of 28.04.2004)
- Commission Decision implementing Article 1d (4) of the Staff Regulations (C(2004) 1318 of 7.4.2004)
- Commission Decision introducing implementing provisions on absences as a result of sickness or accident (C(2004) 1597 of 28.04.2004)
- Commission decision on general implementing provisions adopting the Guide to missions for officials and other servants of the European Commission (C(2008) 6125 of 18.11.2008)
- Commission decision on introducing implementing provisions on leave (C(2004) 1597 of 28.04.2004)
- Commission decision on outside activities and assignments (C(2004) 1597 of 28.04.2004)
- Commission decision measures concerning leave on personal grounds for officials and unpaid leave for temporary and contract staff of the European Communities (C(2004) 1597 of 28.04.2004)
- Commission Decision on Article 55b of the Staff Regulations concerning job sharing (C(2004) 1314 of 14.04.2004)
- Commission Decision on Article 55a and Annex IV a of the Staff Regulations concerning part-time work (C(2004)1314 of 14.04.2004)
- Commission decision on general implementing provisions concerning the criteria applicable to classification in grade and step on appointment and engagement (C(2004) 1313 of 07.04.2004)

The remaining implementing rules to be adopted by the Joint Undertaking (mainly the setting up of a staff committee, harassment, and evaluation of staff) will be subject to consultations with and approval by the Commission taking into account the specific features of the Joint Undertaking and its staff.

The expected date for adoption of these remaining rules is uncertain due to the complexity of adapting current Commission models to the reduced size of JU's (e.g. in terms of staff committees). This, in turn, involves ongoing legal discussions regarding the limits set by the Staff Regulations. Having this in mind, adoption could take place in the second half of 2011..

Adopted by the FCH JU Governing Board by written procedure on 30 March 2011.

For the Governing Board

Gijs van Breda Vriesman, Chairman

**ANNEX – Adaptations to the establishment plan in the year 2012 and indicative adaptations in 2013 & 2014**

Grade	Establishment plan 2011			Year 2012														
				Staff evolution									Organisational evolution			Establishment Plan		
				Promotion / Career advancement						Turn-over (departures/arrivals)			New posts (per grade)			Requested (Provisional Draft Budget)		
				PERM	TEMP	TOTAL	Officials		TA - LT	TA - ST	Officials		TA - LT	Perm	Temp - LT	Temp - ST	Perm	Temp
AD16	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD15	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD14	0	1	1	0		0		0		0		0	0	0	0	1	1	
AD13	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD12	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD11	0	3	3	0		0		0		0		0	0	0	0	3	3	
AD10	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD9	0	3	1	0		0		0		0		0	0	0	0	3	3	
AD8	0	4	4	0		0		0		0		0	0	0	0	4	4	
AD7	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD6	0	0	0	0		0		0		0		0	0	0	0	0	0	
AD5	0	0	0	0		0		0		0		0	0	0	0	0	0	
<b>Total AD</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>11</b>	
AST11	0	0	0	0		0		0		0		0	0	0	0	0	0	
AST10	0	0	0	0		0		0		0		0	0	0	0	0	0	
AST9	0	0	0	0		0		0		0		0	0	0	0	0	0	
AST8	0	4	4	0		0		0		0		0	0	0	0	4	4	
AST7	0	0	0	0		0		0		0		0	0	0	0	0	0	
AST6	0	0	0	0		0		0		0		0	0	0	0	0	0	
AST5	0	0	0	0		0		0		0		0	0	0	0	0	0	
AST4	0	1	1	0		0		0		0		0	0	0	0	1	1	
AST3	0	2	2	0		0		0		0		0	0	0	0	2	2	
AST2	0	0	0			0		0		0		0	0	0	0	0	0	
AST1	0	0	0	0		0		0		0		0	0	0	0	0	0	
<b>Total AST</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	
<b>Overall Total</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>18</b>	

Grade	2012			Year 2013														
	Establishment plan			Staff evolution									Organisational evolution			Establishment Plan		
	Requested (Draft Budget)			Promotion / Career advancement in global figures			Turn-over in global figures (departures/arrivals)			New posts			Provisional planning					
	PERM	TEMP	TOTAL	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total			
AD16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD14	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AD13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD11	0	3	3	0	0	0	0	0	0	0	0	0	3	3	3			
AD10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD9	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AD8	0	4	4	0	0	0	0	0	0	0	0	0	4	4	4			
AD7	0	2	2	0	0	0	0	0	0	0	0	0	2	2	2			
AD6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>Total AD</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>11</b>			
AST11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST8	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AST7	0	3	3	0	0	0	0	0	0	0	0	0	3	3	3			
AST6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST4	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AST3	0	2	2	0	0	0	0	0	0	0	0	0	2	2	2			
AST2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>Total AST</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>7</b>			
<b>Overall Total</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>18</b>			



Grade	2013			Year 2014														
	Establishment plan			Staff evolution									Organisational evolution			Establishment Plan		
	Provisional planning			Promotion / Career advancement in global figures			Turn-over in global figures (departures/arrivals)			New posts			Provisional planning					
	PERM	TEMP	TOTAL	Officials	TA - LT	TA - ST	Officials	TA - LT	TA - ST	Perm	Temp - LT	Temp - ST	Perm	Temp	Total			
AD16	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD15	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD14	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AD13	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD12	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD11	0	3	3	0	0	0	0	0	0	0	0	0	3	3	3			
AD10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD9	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AD8	0	4	4	0	0	0	0	0	0	0	0	0	4	4	4			
AD7	0	2	2	0	0	0	0	0	0	0	0	0	2	2	2			
AD6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AD5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>Total AD</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>11</b>	<b>11</b>			
AST11	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST10	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST9	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST8	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AST7	0	3	3	0	0	0	0	0	0	0	0	0	3	3	3			
AST6	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST5	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST4	0	1	1	0	0	0	0	0	0	0	0	0	1	1	1			
AST3	0	2	2	0	0	0	0	0	0	0	0	0	2	2	2			
AST2	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
AST1	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0			
<b>Total AST</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>7</b>	<b>7</b>	<b>7</b>			
<b>Overall Total</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>18</b>	<b>18</b>			