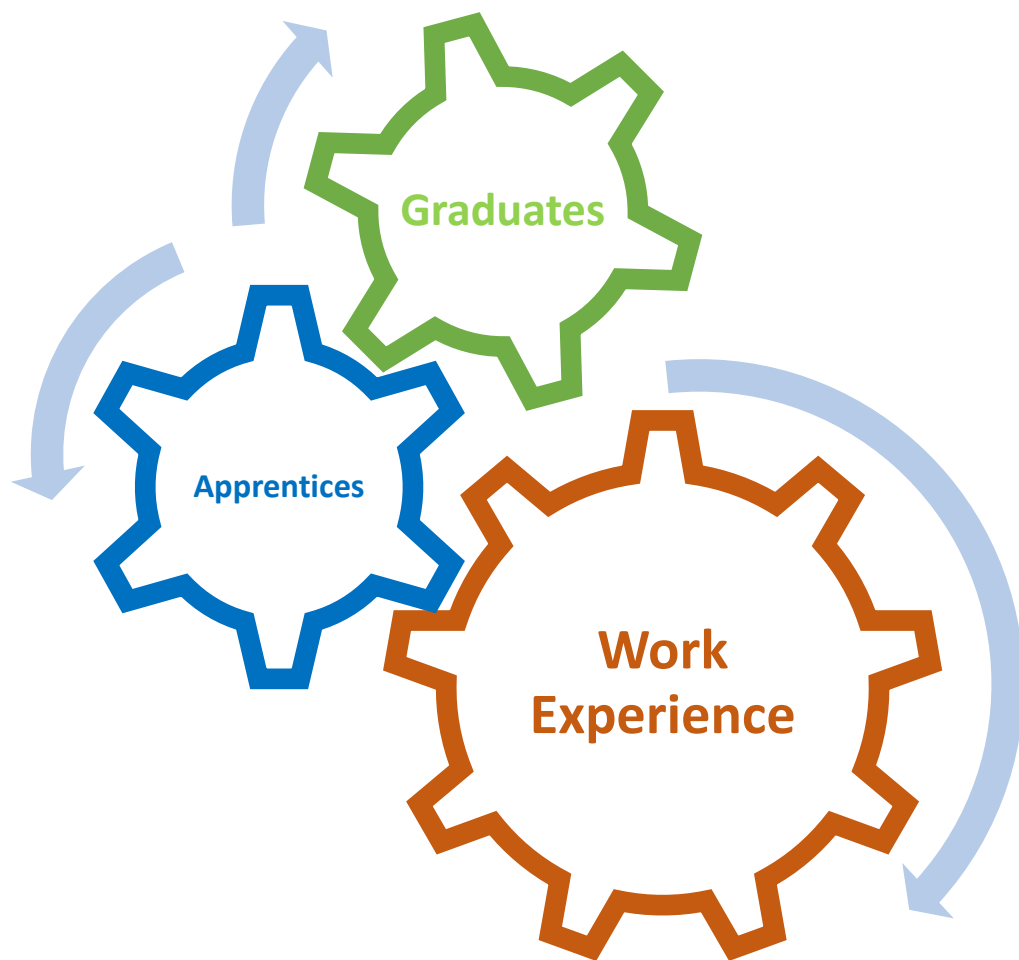


Chief Executives - People Management

Work Ready Programme 2019-21

Updated September 2019



INVESTORS
IN PEOPLE



Overview

Work Ready is an innovative project that has run successfully for six years achieving many positive outcomes for individuals and the organisation.

As the organisation and the environment in which it operates continues to change, the project has been required to adapt and now has a key role in developing the workforce of the future. On this basis it is proposed that the future focus of the project be defined as:

‘To support the organisation and services to grow their own talent’

The existence of the project has enabled the organisation to link effectively with national priorities, including the All Wales Graduate Programme being supported by the Welsh Government.

The project supports the Organisational Well-Being objectives 5 & 6:

5. Tackle poverty by doing all we can to prevent it, help people into work and improve the lives of those living in poverty
6. Create more jobs and growth throughout the county

In addition to this the project provides flexibility to support the delivery of apprenticeships through the medium of Welsh, and in doing so supports the Well-Being Objective:

14. Promote Welsh Language and Culture

In terms of other organisational priorities, the learning from the project has developed the knowledge and skills that can support the strategic planning and delivery of an effective Apprenticeship programme to support the development of the Wellness and Life science Village planned for Delta Lakes.

Benchmarking

The project has been recognised as innovative and was shortlisted for the CIPD ‘Apprenticeship Scheme of the Year’ in 2017 [CIPD - Wales People Management Awards].

When benchmarked against the Welsh Government Document ‘*Apprentices: Guide for Local Authorities*’, it can be seen that the project puts the organisation at the cutting edge, and many of the recommendations are well underway.

The Welsh Government have stated that their delivery priorities for Wales until 2021 as being:

- **Addressing acute skill shortages** through extending and developing apprenticeships, particularly in growth sectors such as Social Care and Construction as identified by the Regional Learning Partnership.
- **Developing higher level skills**, focusing on apprenticeships at level 3 and above where returns tend to be higher and where the most successful European countries deliver.
- **Improving Access, Equality and Equity of opportunity**, through supporting people into employment who are new to the workplace and focusing on progression in the workplace.
- **Deliver Apprenticeships in Welsh**, through strengthening opportunities to undertake an apprenticeship through the medium of Welsh or bilingually.
- **Increasing apprentices aged 16-19** - including raising the number of school leavers progressing onto apprenticeships.
- **Developing skill pathways** - Integrating apprenticeships into the wider education system.
- **Establish a new system for framework review and development** to ensure that Apprenticeships are designed to meet employer needs and are responsive to Industry changes.

The project already supports the majority of these objectives and is in a strong position to align to all of the priorities going forward.

Proposal

It is therefore proposed that the project is supported to deliver the following:

1. To support services to recruit and develop graduates and apprentices to fill current & future skills gaps based on workforce planning requirements through a corporate funding arrangement.
2. To support services to grow their own talent using graduate and apprentice development opportunities.
3. To support the upskilling of current staff through the use of apprenticeships and graduate programmes.
4. To offer the community (including service veterans and young people with disabilities) an insight into working for Carmarthenshire County Council via work placements.

Proposal 1 *To support services to recruit and develop graduates and apprentices to fill current & future skills gaps based on workforce planning requirements through a corporate funding arrangement.*

Over the past 6 years Work Ready has been successful in supporting the organisation to identify and fill skills gaps while offering individuals the opportunities to develop.

The two tables below illustrates the positive outcomes that have been achieved from the project, illustrating a Departmental and Organisational breakdown. Overall, 69% of the people who have been supported as graduates and apprentices remain with the organisation once they have completed their

development programme. For Graduates, where the level of investment per individual is higher, this rises to 90%.

Departmental

Department	Route	Completed	Currently Employed	Retention Rate	Department Overall Retention Rate
Chief Executive	Graduates	5	5	100%	95%
	Apprentices	14	13	93%	
Community Services	Graduates	4	3	75%	42%
	Apprentices	8	2	25%	
Corporate Services	Graduates	3	2	67%	67%
	Apprentices	3	2	67%	
Education & Children Services	Graduates	1	1	100%	92%
	Apprentices	11	10	91%	
Environment	Graduates	7	7	100%	60%
	Apprentices	8	2	25%	
Regeneration & Policy	Graduates	0	0	0%	45%
	Apprentices	11	5	45%	

Organisational

Route	Completed	Currently Employed	Retention Rate
Graduates	20	18	90%
Apprentices	55	34	62%
Overall	75	52	69%

In a recent Employer survey¹ around two -third of employers [65%] reported that all their recent apprentices were still with the organisation following a 12 to 22 month period after completing their training. Whilst three quarters [76%] have kept at least some apprentices figures tended to higher amongst employers who provided apprenticeships to existing members of staff only.

The most common reasons for apprentices deciding to leave, according to employers, were their desire to move into another sector [25%], to improve their promotion or career prospects [21%] or because they were seeking a higher salary [17%].

For the organisation to maximise return on investment, it is important that due regard is given to the roles to be filled by the graduates after completion of the programme. The project will work proactively with Directors to map this out.

Our organisation supports both external and internal apprenticeships and when compared to the national data has a good track record on retention and further development to meet a wide range of skill requirements including those relating to management and leadership. This can be further illustrated by highlighting individual and service impacts:

Individual	Level: Graduate
<i>SG joined CCC in 2016, as the Graduate within Modernising Education Programme. She is now the Modernisation Team Manager. SG feels the opportunities she had as a graduate allowed her to develop within the team and enabled her to apply and successfully achieve the role of manager, working on many projects throughout County [Her reflections are included in Appendix 1]</i>	
Service - Divisional Benefits - [IT]	Level: Apprentice
<i>IT have supported five apprentices to date, four of them gaining full time employment within the Division. The manager and the team have experienced first-hand the benefit of developing their own staff through an apprenticeship programme as shown in Appendix 2.</i>	

¹ [The Department for Education Apprenticeships Evaluation Employer Survey November 2017](#)

Feedback from Focus Groups

In November 2018 focus groups were held with apprentices, graduates and managers which identified benefits of the current programme and its integrated approach. These included:

- Benefits from being part of a cohort
- Being able to network with peers
- Targeted induction and CPD programme
- Support from mentors

Links to Transform, Innovate and Change Programme [TIC]

In past years graduates have been given the opportunity to work with the TIC Team. This has been of benefit to both the individuals and the organisation, providing a broad overview of the organisation while bringing new ideas and perspectives into the team.

It is proposed that all graduates are supported to experience working as part of a TIC project, as shown in **Appendix 3**.

Proposal 2 *To support services to grow their own talent using graduate and apprentice development opportunities.*

Throughout the lifetime of the project, Work Ready has supported departments who have chosen to fund additional Apprentice and Graduate posts. In the period 2017/19 the Environment Department made a large investment in their future workforce which was supported by the project.

Through effective workforce planning the Environment Department identified skills gaps and were able to embrace the principles of the Work Ready Programme. The project supported the recruitment and development of an additional 8 Apprentices and 9 Graduates who are now integral to the teams. Details of how the Department worked with the Project are shown in **Appendix 4**.

In 2018 the Project supported the Next Steps Programme leading on a supportive recruitment process that allowed school and college students to understand the requirements for robust recruitment and selection processes and to mentor them on their supporting statements. The initiative enabled 15 students to be shortlisted as part of a highly successful recruitment drive for Trade Apprentices in the Environment department.

Proposal 3 *To support the upskilling of current staff through the use of apprenticeships and graduate programmes.*

The Vision for our people as stated in the People Strategy [2014-19]:

“A workforce that is innovative, skilled, motivated, well informed, high performing, proud to work for Carmarthenshire County Council and committed to delivering high quality services to the public”.

The use of Apprenticeship and Fully Funded programmes has become a key strand in workforce development and supports the achievement of this vision.

In a period when resources are shrinking, the use of these programmes has become increasingly significant. The project also works to maximise the investment that the organisation is required to make into the Apprenticeship Levy, so maximising value for money. It is estimated that the effective management of the programme has enabled the organisation to access development with a value in excess of **£491,000**.

In the period 2017/19, 149 members of staff have been supported to complete fully funded programmes [which include Apprenticeships]. Of those, 102 are studying or have studied Leadership & Management programmes, which is a key priority for the organisation.

In March 2018 a celebration event hosted by the Chief Executive, The Leader and Deputy Leader was held to recognise the achievement of apprentices [including those who are part of the Work Ready Programme] that successfully completed their qualifications, demonstrating commitment to their continued learning and development. Several Apprentices described their experience and the impact that it has had on them and their career development.

Managers who had undertaken their own qualification as well as supporting their teams to complete an apprenticeship also spoke about the benefits. The event showcased the skills development that can be achieved from undertaking Apprenticeships.

‘I would like to express my gratitude to be given the time from my current role to pursue my ILM. The confidence that it has given me, that I can succeed, and the ability to communicate with people at different levels within the Council. I would definitely encourage anyone to take up the opportunity to do an Apprenticeship and go on learning.’ [AP]

‘It was hard to get back to learning, but I would encourage anyone to learn through an Apprenticeship as it gives you so many opportunities’ [KJ]

‘I don’t think University is for everyone, undertaking an Apprenticeship is an alternative route to gain qualifications while earning money at the same time.’ [JD]

'I didn't think I'd be eligible to be an Apprentice... I would certainly recommend it on the back of the AAT I could do the ACCA route. It's also an opportunity to go down the Professional Institute of Auditing route and there are a number of other routes to study further and an opportunity to go up the career ladder in the Authority.'

Proposal 4 *To offer the community an insight into working for Carmarthenshire County Council via work placements.*

Historically the Project has supported work experience placements across the organisation. This has provided individuals with valuable opportunities. The way in which vocational learning is being delivered is changing however and schools are developing 'World of Work' days, during which they invite employers to give an overview of the careers that are available within their sector, highlighting the skills that are needed to undertake the roles. The organisation has contributed and supported these event highlighting the role of apprenticeships within the Local Authority. Over 250 students have been involved, enabling them to see the alternative routes that Apprenticeships can provide to university and college.

As mentioned earlier the Project provided support to the Next Steps Programme by attending schools and colleges supporting and mentoring students in the completion of job application forms. The Coordinator and HR staff engaged with over 200 students, which lead to a real impact on the number and quality of applications received.

A project to ensure the effectiveness of work experience for service veterans and young people with disabilities will be developed.

Resources Required

At the planned level of expenditure, a balance of **£234,950** is available at the end of the financial year 2018-19, with a further **£107,685** to be committed from the year-end balance to account for continuing corporate placements across departments rolling into 2019-20, together with **£41,023** for the Work Ready Co-ordinator post, as illustrated in **Table 1** below.

* based on corporately funded MA & GT learners projected end dates, subject to changes in end dates, leavers, transfers etc.

Table 1 – Work Ready 2019-20

Expenditure [2019-20]	£	£
Balance [18-19] ^{b/f}		234,950
Existing learners commitment to projected end-dates [inc on-costs]	107,685	
Work Ready Co-ordinator [2019-20] [inc on-costs]	41,023	
Closing Work Ready Budget		86,242

Apprentice & Graduate Pay Structure

Currently, higher level apprentices at Level's 4 and 5, together with Graduate Trainees are paid on former fixed spinal points 10, 14 and 18 respectively.

The Council's Pay Policy Statement 2019-20 [March 2019] made changes to the lower spinal points. This represented overall increases across all levels in the programme, with higher level apprenticeships [Levels 4 and 5] narrowing the pay variances of those entering the scheme as Graduate Trainees, representing 7%, 6.3% and 3.7% increases across these spinal points respectively, as shown in **Appendix 5**.

Level 2 and 3 apprentices also receive a minimum 2% pay increase on the current pay grade for those entering the Intermediate [L2] and Advanced [L3] routes, ensuring new learners receive a starting salary of £12,485 from 1st April '19.

To ensure sustainability of the project, reflecting other apprenticeship salaries offered nationally, the National pay grades for Apprentices and the National Living Wage, costing models **Option A** and **Option B** [**Appendix 6**] are presented for consideration. **Option A** is preferred, demonstrating a moderate differential between Apprenticeships Levels 4–5 and Graduates.

Proposal

It is proposed to continue with the delivery of the Work Ready programme using the closing Work Ready Budget as illustrated in funding **Table 2 Work Ready 2 Year Proposal**. This requires a continued investment to secure development of the project over the next 2 years, based on the following:

- **Work Experience** – to continue Work Experience placements of up to 1 month with further development of longer term placements and the facilitation of volunteering.

- **Apprentices** – to fund **10 apprentices** [Level 2–3 for 18 months] or **5 apprentices** [Level 4-5 for 2 years] aligned with departmental workforce plans and to continue to support all departmentally funded Apprentices.
- **Graduates** – to fund and support **15 graduates** [for 2 years] aligned with workforce plans, and to continue to support any departmentally funded graduates.

It is proposed that the pay rates are based on **Option A** identified above, for a number of reasons:

- The reduced differential with non-training posts may have an adverse impact on other staff, so affecting the support for individuals and the project as a whole
- The reduced differential between the levels will reduce the incentive to progress
- The new pay scales will take us out of line with other apprenticeships on offer across the country.
- The additional costs would affect the sustainability of the project.

Table 2 – Work Ready 2 Year Proposal [Option A]

Expenditure [2 Years] – OPTION A	£*	£
Closing Work Ready Budget ^{b/f}		86,242
WRL Coordinator [2020-21]	42,031	
Apprentices **	231,546	
Graduates ***	732,765	
Total		920,100
Funding		
Additional Funding Required		833,858

* subject to 20-21 NI rates and NJC pay increase. Includes on-costs

** Apprentices - levels subject to workforce plans. Estimated on a maximum cost of 10 Level 2/3, 18 month contracts

*** Graduates - levels subject to workforce plans. Estimated on a SP6 [2 year contracts – 19/20 and 20/21]

Timetable

The full benefits of the Project can only be achieved by ensuring early identification of qualification requirements and suitable provisions are in place. In order for this and the benefits identified from the focus group to be achieved the following timeline will be required for effective project management and recruitment:

Date	Activity
10th, 17th or 20th June 2019	Briefing for Managers
26th June 2019	Expression of interests returned
w/c 1st – 20th July 2019	All Job Profiles to be finalised & JE (qualification to be included)
25th July 2019	CEO Sign Off
29th July 2019	Preliminary Executive Board
30th July 2019	CMT
29th July - 27th August 2019	Advert
27th August 2019	Closing date
w/c 2nd September 2019	Shortlisting (centralised panel)
w/c 9th September 2019	Online Assessments
16th – 17th September 2019	Assessment Centre / Interviews (centralised panel)
18th September 2019	Tele/E-mail References
w/c 30th September 2019	All Graduates to be in post

Monitoring and Evaluation

A revised approach to monitor the effectiveness of the programme and its evaluation aligned to strategic outcomes will include:

- Progress of the project to be reported to the People Strategy Group Board, who will take an oversight of progress.
- Managers will be supported to identify a relevant qualification before the recruitment stage, to ensure an effective match and timely enrolment.
- The impact of Work Ready will be included in regular CMT workforce reports as part of the People Management Dashboard.

Appendices

Appendix 1 – Case Study SG

Background

I began my career with Carmarthenshire County Council in January 2016 after a successful appointment as a Graduate Trainee Project Officer within the School Modernisation team. Following my appointment, I was subsequently “thrown in the deep end” and was allocated a range of different projects including: School Reorganisations Proposals, Capital Investment Projects and Minor Works Projects. Having been allocated these projects, it was inevitable that I would need to learn the processes and procedures as I went along as each project or reorganisation progressed with the help of knowledgeable and very supportive colleagues and manager.

Benefits of working as part of a team

- **Regular team meetings** – regular team meetings were important because they made sure that workload was allocated fairly and as evenly as possible. Moreover it meant that everyone was aware of each other’s projects and what was going on as a section and not just within our own individual projects. It also ensured that any decisions arising from team meetings were actioned promptly. Any arising issues were also discussed and resolved during team meetings.
- **Helpful and supportive colleagues** – having very helpful and supportive colleagues was so important as it meant that we were truly working as a team and helping each other. Every member of the team is always willing to help and provide knowledge advice and support as needed and we frequently helped each other out on each other’s projects depending on the need. We found that every member of the team had expertise in various aspects of project management and that it was important to utilise each other’s skills as often as possible.
- **Annual appraisals** - annual appraisals with my manager helped to ensure that I was meeting my targets and objectives project wise, but also confirmed that I was happy in my role. It also provided an opportunity to discuss further learning and development opportunities within my role and as part of the team.
- **Building friendships** – working as part of a team helped in building invaluable friendships with work colleagues, which subsequently has a positive effect not only on the working environment but also on your personal life. I definitely feel that it’s important that you get along with your work colleagues as best as you can, as you spend more time in work than you do at home. This is also a benefit of the graduate trainee programme with the other graduates and officers that you work with.

Benefits of the Graduate Trainee Programme

- **Communication with other graduates** – being part of a graduate trainee programme meant that I was not alone in being a new employee and that we all had access to speak with someone who was also new in their role. Whilst we had communication with each other through the graduate trainee meetings, we were also able to phone / email each other if needed. Sometimes, our roles would interlink in different projects which meant that we also learnt more about what our fellow graduate's roles entailed.
- **Graduate trainee meetings** – the graduate trainee meetings were very beneficial as it meant that we not only regularly met with fellow graduates but also work related and learning & development officers who were able to provide advice and support on learning/thinking methods as well as also providing an impartial perspective. The meetings ensured that we were keeping on top of our work and provided an open forum to discuss different issues etc as a group.
- **Support of a mentor** – the support of a mentor was extremely helpful, especially as my mentor was not related to my day to day work. Regular meetings with my mentor ensured that I gained knowledge on other sections and departments within the Council [which is just as important] and not just the section that I worked within. It also helped to speak with someone who had a different perspective and was able to provide help and advice impartially [separately to that received from my colleagues or manager].
- **PRINCE 2 Project Management course** – this course was invaluable in helping me understand the Project Management principles that are applied to projects, especially as I was involved in numerous different schemes. Following my return to work, I was able to feed back to colleagues on certain elements that were relevant to our work that we were already implementing and other elements which we may have wished to consider. I undertook this intensive [1 week] course in July 2016, 6 months into my appointment which I believe was extremely beneficial as I had had enough time to imbed into the team and understand the strategy of our work and projects, but had enough time following the course to implement any new methods/knowledge.

Second Appointment

During April 2017, 16 months into my graduate trainee contract, I was interviewed and appointed the School & Communities Development Project Officer within the Modernisation Team. I definitely believe that my success in being appointed in this role was down to the positive impact of the Graduate Trainee Programme and the learning opportunities that I had been provided with as part of the programme but also as part of my role.

Training

Following my role as Graduate Trainee Project Officer and School & Development Project Officer I undertook the following training:

- SNAP surveys;
- EXCEL advanced;
- UMBRACO website training;
- Continuous improvement; and
- All compulsory e-learning modules.

Current Position

Following 14 months in my role as School & Communities Development Project Officer I was appointed the Modernisation Team Manager [secondment for 1 year] with responsibility for 4 staff; 3 School Development Project Officers and a Graduate Trainee Project Officer within the Modernisation Team. Again, I completely believe that my appointment in this role was due to the success of the Graduate Trainee Programme and the opportunities for learning development and career progression that I have been provided with since my original appointment.

The Graduate Trainee Programme provides graduates with learning and career opportunities that probably wouldn't be accessible to them other than through the Local Authority as it is often difficult to secure similar positions within the private sector. It provides graduates with opportunities to enhance current skills, develop new skills and share knowledge with others, along with gaining valuable experience in working within a local government environment. Whilst the graduate trainee programme has provided me with an opportunity to progress my career within the Local Authority, I'm sure that it also provides other with the opportunity to further develop their career and skills within the private sector following the end of their contract.

I must admit that, I'm not quite sure what role I'd be doing now if it wasn't for the opportunity I had been provided with through the Graduate Trainee Programme. With the passion I have developed for my job throughout my career, I certainly can't see myself doing anything else.

Appendix 2 – Case Study IT

ICT Services has found the Work Ready apprentice scheme beneficial in supporting us in delivering the Council's Digital Transformation Strategy. This strategy which out the Council's digital priorities and aspirations and outlines what we plan to do to achieve our vision for a Digital Carmarthenshire, and in aiding us in supporting day to day requests from customers relating to their IT systems.

The apprentices spend time working across the Division, including:

- applications team developing websites and learning coding skills,
- technical delivery, supporting our network and data centres,
- Service delivery providing front line technical support direct to our customers
- IT Procurement team.

Over six years, we have accepted five apprentice from the scheme, with four having been successful in securing jobs within the department following the completion of their apprenticeships. Three are working in our front line support team as Digital Support Engineers, providing technical support to customers and working on our ICT Service Desk with the fourth working as an ICT Purchasing Officer in our busy ICT Procurement section. The fifth apprentice starting with us in September 2018 and has already settled well into the technical delivery team.

The IT industry is continuously evolving, with newer technologies being released and used at a faster pace than ever before. It is essential that we 'keep with the times' and the younger generation will be the technical experts and inventors of the future, supporting the digital worlds we will all live and come to rely on. It is fundamental that we as a service continue to support this scheme to ensure we plan for our future.

Appendix 3 – Transform, Innovate and Change Programme [TIC] – Graduate Placement Scheme

- The schemes provides an opportunity for the Council's Graduate Trainees to gain experience of working with the Council's TIC team in support of the Council's change, efficiency and improvement objectives.
- All graduate trainees are offered the opportunity to spend a placement of around 3 to 4 months with the TIC team as part of their graduate trainee programme.
- For the graduates, this represents an opportunity to work on an exciting initiative which is looking to create significant change and transformation across the organisation. It will provide an opportunity to acquire and further develop a range of skills and broaden their knowledge and understanding of Council services through working on a number of corporate and service based projects.
- For the organisation, this will assist in bringing in additional skills and capacity into the TIC team to help deliver their challenging work programme.
- To date, five of the Graduate Trainees have taken up this opportunity and they all been very positive about their experience of working as part of the TIC Programme.

"I enjoyed my time working in the TIC team. I was involved in a variety of projects and I felt involved as I was working with different members of the team on different projects. It was good to have that variation and not just work on the same project all the time. I have learnt many new skills from working in TIC. Overall I had a great experience and the four months I was working in the TIC team went very quickly."

JR [Graduate Trainee Social Care Commissioning]

"I thoroughly enjoyed my time working with the TIC team with Carmarthenshire County Council. They tailored my workload to the skills that I needed to develop, and also gave me the opportunity to attend TIC reviews. This gave me an insight into how change methodology works. The team was very supportive, friendly and passionate. The whole experience really exceeded my expectations and without my time with the TIC team I would not have been considered for my current role."

MB [Graduate Trainee Electoral Services]

Appendix 4 – Case Study working with Environment Department

Following the Environment department's decision to recruit a number of graduates and apprentices over the last six months, a coordinated approach was developed in partnership with OD/HR to address and improve previous processes. The support the department received from our corporate partners was extremely effective and provided the department with a very positive and successful outcome to the recruitment process. This improvement was achieved through:

- Identifying service needs well in advance of recruitment;
- Arranging briefing sessions with recruiting managers;
- Creating value added profiles to ensure service needs were met;
- Creating a support programme for potential apprentices to upskill in relation to job applications;
- Competency based interviews and manager engagement;
- Coordinated supervision for apprentices at corporate and departmental level;
- Increase in number and quality of applications;
- Valuable support with preparation for job profiles; interview questions; undertaking interviews; feedback; training and development arrangements.

The department is very pleased with the success of this latest recruitment programme and hopes to continue with this partnership approach.

Appendix 5 – Work Ready Pay Variances 2019-20

ROUTE	LEVEL	DURATION	TYPE OF GRADE	GRADE	2018-19			2019-20			Existing Variance*
					SPINAL POINT	SALARY	TOTAL*	SPINAL POINT	SALARY	TOTAL*	
MA	2	18 MONTHS	FIXED	MA002	0	12,240	14,946	0	12,485	15,264	+318
MA	3	18 MONTHS	FIXED	MA003	0	12,240	14,946	0	12,485	15,264	+318
MA	4	24 MONTHS	FIXED	C	10	16,881	21,053	3	18,065	22,619	+1,566
MA	5	24 MONTHS	FIXED	C	14	17,681	22,105	5	18,795	23,580	+1,475
GT	6	24 MONTHS	FIXED	E	18	18,870	23,671	7	19,554	24,581	+910

* total includes NI and Sup.

Appendix 6 – Work Ready Pay Options 2019-20

Option A

ROUTE	LEVEL	DURATION	TYPE OF GRADE	OPTION A REVISED GRADE	Option A			Proposed Variance*
					SPINAL POINT	SALARY	TOTAL*	
MA	2	18 MONTHS	FIXED	MA002	0	12,485	15,264	+318
MA	3	18 MONTHS	FIXED	MA003	0	12,485	15,264	+318
MA	4	24 MONTHS	FIXED	MA004	0	15,839	19,684	-1,369
MA	5	24 MONTHS	FIXED	C	1	17,364	21,695	-410
GT	6	24 MONTHS	FIXED	D	6	19,171	24,076	+405

* total includes NI and Sup.

Option B

ROUTE	LEVEL	DURATION	TYPE OF GRADE	OPTION B REVISED GRADE	Option B			Proposed Variance*
					SPINAL POINT	SALARY	TOTAL*	
MA	2	18 MONTHS	FIXED	MA002	0	12,485	15,264	+318
MA	3	18 MONTHS	FIXED	MA003	0	12,485	15,264	+318
MA	4	24 MONTHS	FIXED	A	1	17,364	21,695	+642
MA	5	24 MONTHS	FIXED	C	4	18,426	23,095	+990
GT	6	24 MONTHS	FIXED	D	6	19,171	24,076	+405

* total includes NI and Sup.