

## ORGANISATION-END REQUEST FOR CHANGE TEMPLATE

<b>Organisation name</b>		<b>Is this change urgent?</b>	<b>Yes / No</b>
<b>Change name:</b>	<b>ENTRY LEVEL PACKAGE (ROSTERING SOFTWARE 'AS IS' PLUS SINGLE DAY ASSESSMENT OF ROSTERING PRACTICES)</b>	<b>Change number (office use)</b>	

**Description of Request:** *(brief description of change including the reasons for making the change)*

### The request in a nutshell

Formal end-to-end rostering comprises a number of modules, starting with an assessment of rostering need, then having a process for planning rosters (greenfield rosters, core rosters and posted rosters, all discussed later), then having a process for managing worked rosters, and finally, if an organisation feels sufficiently confident to take that step, to push the worked rosters into the local payroll system.

We recommend that the scope for the current 'request for change' should be a 'walk and chew' ('entry level rostering software package plus best practice rostering assessment') entry level package that:

1. Rostering **software**: delivers immediate improvements in effectiveness and efficiency with a minimum of risk (via a 'baby step'); plus
2. Assessment of rostering **practices**: helps the organisation decide whether or what additional amount of 'product' it may or may not need, via a formal assessment of rostering need.

The two modules that we recommend within the current scope to meet these aims are:

1. Products #3 and #4, see below: implement online rostering 'as is', that is, as used by the Department of Human Services (DHS) across approx 200 houses and units, at [www.RosterCoster.com](http://www.RosterCoster.com) for 'posted and worked rosters only' on a six month trial; and
2. Product #2, see below: Implement our formal single day 'assessment of need workshop'.

## Preamble

Managing an effective workforce to deliver high quality human services involves a complex set of tasks that must consider strategic as well as operational issues. The process can be condensed to three fundamental strategic aspects:

- Personal outcomes for people accessing services
- Human resources
- Financial responsibility.

Best practice rostering involves consideration of all these aspects to maximise outcomes for individuals accessing services while addressing staff issues and maintaining a fiscally viable service. Whilst personal outcomes are of particular importance to satisfy the purview of each human service sector, it is not possible to simply focus on this area without considering the workforce and financial realities. Structuring rosters without considering the needs of employees is likely to result in a workforce that is neither engaged nor motivated which will impact on service delivery. Similarly, funded organisations must operate within the funding patterns allocated to each program.

Among the various considerations and nuances specific to each program, we have identified four unique stages which make up best practice rostering as well as a set of purpose built tools to help us move successfully through each stage.

The illustration on the page following this one highlights the relationship between each of the processes of best practice rostering and the corresponding tools available to support the process.

**A recommended process (these are not products!)**

Greenfield Roster	Core Roster	Posted Roster	Worked Roster
<p>The ideal roster you would put in place where you to start from scratch. Most organisations never actually achieve this ideal.</p> <p><b>(THINK TENDERING)</b></p>	<p>= GREENFIELD ROSTER + HR &amp; budget constraints</p> <p>The planned roster that as at June is your best estimate of the roster that you will run in the coming financial year to fit within the allocated budget and staffing available.</p>	<p>= CORE ROSTER + Planned Variations</p> <p>The planned roster that as at the start of the pay period is your best estimate of the roster that you will run in the coming pay period.</p>	<p>= POSTED ROSTER + Unplanned Variations</p> <p>The posted roster, except with unplanned variations (for example, sick leave, swapped shifts etc.) included.</p>

**Products that can drive that process home**

Roster Review Resource (RRR)	RosterCoster.xls	RosterCoster.com
<p>A virtual exercise that takes your organisation back to a “greenfield”, with no staff hired yet. An assessment of your rostering needs creates an ideal (greenfield) roster that is a benchmark for your core, posted and worked rosters. N.b. if you are actually in a greenfield situation, then the exercise is not virtual. Rather, it is likely to be part of a tender process.</p>	<p>This high tech and robust Excel-based layout (greenfield, core and posted). Then, the instant a posted roster is signed off by the manager, it is uploaded to the web (RosterCoster.com), which can micromanage staff availability and shift replacement much better than any Excel based system.</p>	<p>Staff availability and shift replacement should, we recommend, be done online. Anybody who has ever done this on paper, or in Excel or Word, will probably well know how complicated planned rosters can look by the end of the fortnight, if <b>not</b> done online. Colour coding everywhere, the initials of casuals sketched in all over the place, arrows and comments everywhere.</p>

Comment: the products described in the illustration above are all applications accessed via our convenient (free) ‘catch-all’ information management platform *EMSONline*, which your organisation may well have already acquired, and which is mentioned later.

# Our suite of products

## Product #1: *EMSONline*

### In scope? Yes (optional free platform for your consideration).

A convenient (free) disability-specific platform that host many apps and projects by Jandapac, well beyond rostering, *EMSONline* (since 1999) is a sophisticated, robust, intranet-based platform that can be used to hosts apps (tools) within your own firewall.

Deliberately coded in Microsoft Office to allow for ease of installation, *EMSONline* nevertheless interfaces with the highest quality online and other systems, [RosterCoster.com](#), [RosterCoster.xls](#), [Greenfield Rostering](#) ...

The core business of *EMSONline* is end-to-end Rostering performance, a set of Rostering modules and consulting developed over a period of more than a decade. However, the platform is quite generic, and able to host any business system. Key business areas that have taken advantage of this include OHS, WorkCover and a large number of stakeholders concerned with the business of formal client care systems.

*EMSONline* is also a useful vehicle via which you can access a wide range of useful resources and people within a well organised contracting and supply framework that contains all the necessary business infrastructure, project management processes, risk management and insurances that allow us to deliver a significant number of projects to both government and the funded sector, and to the private sector as well.

Finally, behind *EMSONline* is a [team of people](#) that comprises a significant skill-set with wide experience in government and beyond, and can deliver high quality technology and professional outcomes in our chosen field, human services, and in other sectors as well.

- *EMSONline* is an intranet-based platform that nevertheless links into the many advantages of a web-based platform (for example, access to online user manuals shared by many organisations, or to [RosterCoster.com](#)) but which also has the security and other advantages of a platform loaded on your intranet (for example, ability to run workflows via your local email system).
- Once you have one app at *EMSONline*, other apps get to leverage off the work trail-blazed by that app, for example, lists of client details, house details, user permissions and anything else you add to the *EMSONline* databases to service your first app.
- Bolt your *EMSONline* onto your local HR or client management system, if you like, and have it inherit client details, house details, user

permissions ... almost anything. We promote the idea that sometimes it is better for us to data share with competitors, rather than have you seek the often more expensive option of being dependent on one provider for all your systems needs. Put simply, some tools are just better at some things than others. For example, we do Rostering very well.

- *Your Microsoft Word and Excel templates decommissioned.* At *EMSONline*, you can design your own template (sketch it up in Excel, perhaps?) and have it converted into an app: *EMSONline* is pre-code for your own apps, which can be converted into genuinely networked interfaces much quicker than if you were to start from scratch. The benefit is that the pre-code fast tracks the early stages of the development of your apps, and the cost is split between pre-code and coding specific to your app.
- *Reducing administrative burden.* For every template processed via *EMSONline*, this is one less template that a user needs to think about or even know about. It's also one less file for a user to 'lose', either accidentally or via a hard drive crash. In short, there is no such thing as a blank template to download, say, from the internet or your intranet.
- *Keeping development costs very low.* We recommend use pre-existing templates close to 'as is', and then engage users help you upgrade them to *EMSONline* the tool 'live'. In a large population of users, you will get sufficient feedback, even if most users do not respond. Further, this approach maximises user acceptance, minimises change management, and minimises training. In short, this is an alternative to a large development team, and a formal specification that might, in ordinary circumstances, cost more than your entire budget, even before coding starts. The starting spec. is your existing system, and the testing team is you and your users.

## Product #2: Assessment of Rostering Need Workshop

### In scope? Yes.

Our Assessment of Rostering Need Workshop encourages an organisation to dedicate a single full day to carefully consider its options via a formal process. Thoughts to consider:

- A large amount of consideration can be achieved in a single day, if that day is free of distractions, and is well planned.
- Many organisations make big decisions that will affect them for months and years to come, absorbing countless days of lost time, based on proposals that on paper look good, but which would, in hindsight, have benefited from a formal workshop, to allow managers to take a deep breath before 'jumping'.

Our Assessment of Rostering Need Workshop steps your management team through the following concepts, some of which you may concentrate more on in the long term, and some of which you may concentrate less on. All organisations are engaged in all of these steps, to one extent or another, though few engage in them in any formal way.

#### 1. Establish and cost multiple [Greenfield rosters](#)

Your organisation will most likely have a historical allocation for each roster that was based on some assessment of need back when your organisation was still, let's say, a "green field" (that is, not yet built, and no so far staff hired). We call this initial roster your greenfield roster.

All the other organisations we have so far worked with have created their greenfield rosters long after they first started operations (one service we work with, after all, commenced in 1877!): the usefulness is the same - a baseline is a baseline, whenever you set it (and may well even show up the original allocation is flawed, or out of date in the face of changing client need, if the original rationale for the allocation and the original roster have been lost in time.

#### 2. Your [projected \(core\) roster](#).

In June each year, create a projected roster for the coming financial year.

Your projected roster should differ from your greenfield roster ONLY if short to medium term atypical client and / or staff needs apply to

the coming financial year, in which case, managers should formally apply as part of this "June review" for the additional or lower funds as special needs funding or savings.

3. Your posted roster.

Before the start of each fortnight, create a "posted roster".

The term posted refers to the fact that it is this roster that tends to be "posted" (virtually, or by email or print) out to a staff member ... it's the one that ends up on the front of a staff member's fridge.

We note that you can do this directly into our interface for this at [www.RosterCoster.com](http://www.RosterCoster.com). Alternatively, if a manager happens to "like Excel" (and after all, Microsoft Excel is a very handy interface), it can be typed into our high tech RosterCoster.xls template, and then exported into [www.RosterCoster.com](http://www.RosterCoster.com) ready for staff replacement.

4. Your working roster.

The instant a posted roster hits [www.RosterCoster.com](http://www.RosterCoster.com), staff and managers tend to start varying it, even before the fortnight starts (e.g. swap shifts, requests for leave, etc.).

At this point, [www.RosterCoster.com](http://www.RosterCoster.com) is a 'live snapshot' of who is working where and when, and who is available for extra hours, should anyone call in sick, or should a client special need arise.

5. Your worked roster.

The instant the fortnight finishes (i.e. at midnight), the 'live snapshot' that is [www.RosterCoster.com](http://www.RosterCoster.com) is, by definition, the set of timesheets that should\* be exported to payroll.

\*At this point in time we are always at pains to note that every step prior to this one is relatively risk free, but that this step warrants serious risk management and care in the implementation. It is this 'interfacing' between rostering and payroll systems that has brought many of our competitors, even the largest software companies dealing with the largest customers with the largest budgets (case study: [Queensland Health](#)) unstuck, and we welcome the chance to discuss how you can avoid this.

## **Product #3: RosterCoster.xls (convenient Excel-based platform)**

**In scope? Yes, in the current scope, for the creation of a 'posted' rosters 14 days before the start of a given pay period, and upload of these to RosterCoster.com.**

We note that in the future, this convenient, high tech template can be extended to:

- Design and cost *Greenfield Rosters*
- Design and cost *Core Rosters*
- *Annual costing functionality*: RosterCoster.xls contains benchmark annual cost predictions, and is linked to [RosterCoster.com](http://RosterCoster.com), [Greenfield Rostering](http://Greenfield Rostering) and other rostering tools.
- At the heart of Rostering software is clock-on-clock-off, just like in the old days prior to computers (punch cards). However, in addition to knowing what time a staff member clocked on and clocked off, it may well be vital for you to know which clients the staff member provided 'individual support' to during the shift. [RosterCoster.xls](http://RosterCoster.xls) and [RosterCoster.com](http://RosterCoster.com) treat these as shifts within a shift (out of scope for current package).

Originally a standalone tool built in 1993 by our principal Damien Ryan-Green (and maintained by Damien and the rest of our team ever since for the Department of Human Services and beyond), this Excel-based tool has survived, even against our own predictions, and even in the face of our [online version](#), which we designed to supersede the Excel tool. We put this down to the fact that many people simply 'like Excel'.

Nowadays, we recommend the best of both worlds: work up your planned rosters in RosterCoster.xls, and then submit these (the Excel tool is, in its latest version, networked to data-share with web) into [RosterCoster.com](http://RosterCoster.com), our recommended platform for staff availability and shift replacement.



## **Product #4: RosterCoster.com (online rostering)**

**In scope? Yes, in the current scope, for the management of 'posted' and 'worked' rosters.**

We note that in the future, this latest technology site can be extended to:

- Export shifts to payroll (see previous comments regarding the need for this to be carefully risk managed)
- Export shifts to *EMSONline* for flexible local reporting

Since 1999, we have been delivering apps and projects to the disability services and like sectors. In our first decade our major focus was directly-managed DHS services, but we are now extending ourselves in the funded sector. We are experts in operational management in disability services, project management, best practice Rostering, software development and working with people with disabilities. We supply apps to all DHS directly-managed youth justice centres and disability accommodation services, and to an increasing number of CSOs (funded sector).

We employ the latest technologies (in particular via our valued partnerships with [Loop Software](#) and [Net Dynamics](#)) to keep apps ultra-simple for the user. For example, whether you are a casual, or a staff replacement officer with 1,000+ staff (be your own agency), your rostering / availability / staff replacement interface is the same single screen for all (anything more, and you're talking formal training programs). A shift, be it filled, unfilled, or an I'm available "shift", is painted onto a simple 2D grid, and it floats to the top of the screen or not depending on how useful it is to the person currently logged in. Offer one casual multiple shifts, or consider multiple staff for a single shift. Try it out: [online demonstration](#).

Includes convenient shift cost estimates to assist with decision-making when filling shifts (if an organisation in the future extends online rostering for export to its local payroll system, these cost estimates are extended to rigorous costings, via a risk managed validation process: staff pays must be precisely correct, and delivered in a precisely timely fashion, with no room for the possibility of delay).

## ***Product #5: Extend best practice rostering program to include planning and review, implement the Roster Review Resource (RRR)***

### ***In scope? Not currently.***

The 'in scope' package for the purposes of the **current** request puts certain 'runs on the board' in the short term, and flags some of the many 'best practice' improvements that can be added on afterwards, either with or without our support (organisations will, after all, continue to 'plan and review' rosters whether we are involved or not).

Product #5 is a partnership between us an organisation, comprising either:

- A discrete on-off project (for example, a snapshot in time roster review using our Roster Review Resource, integration of RosterCoster with whatever payroll system the organisation is running); or
- Ongoing support, such as we have been providing to the Department of Human Services (DHS) since 1999.

The range of services that fall into this consulting product is wide, however, following is a sample of the type of service that other organisations have found to be beneficial over the past decade.

### ***Standardisation and publication of rostering business rules***

All organisations have extensive sets of rostering business rules. These are typically a combination of:

- Whatever is laid down in Awards
- Additional local business rules that are published
- Additional local business rules that are not published, but which are "local practice"

All three matter, and typically, those that are not written down are just as powerful as those that are not.

Our focus is to assist an organisation to not only identify, review, standardise and, most importantly, **publish these for the ready reference of all managers and staff**, but to also **code as many as possible into rostering tools**. We note that the more coding you do, the more these business rules are 'forced' by software, and the less you need to publish. That is, the less of these a manager or staff member needs to

remember to adhere to.

Our standard methodology comprises:

- Step 1: Assist an organisation to publish, in easy to read, access and maintain format (we recommend in database form\*) all local business rules on a single site (which eliminates the problem of "version control" that arises when, for example, these sorts of things are done in print, or in files distributed).
- Step 2: Ensure that as many of these business rules are coded as "compulsory" or "recommended" conditions in your Rostering software - as it turns out, if a piece of software blocks an illegal shift, this is much more powerful than demanding that such shifts not be created.
- Step 3: Assist an organisation to publish, as a subset of the database in Step 1, any items that could not be covered in Step 2. The net count of business rules thus created, the business rules that a manager needs to be actively mindful of, and remember, then, becomes a much shorter list.

\*As part of our promotion of best practice between organisations, we maintain a master database of all business rules we collect as we move around organisations. This is a valuable resource, as it allows an organisation to browse business rules that have perhaps never occurred to them, or which they actually follow, but have forgotten to "switch on" in their own business rules database.

### ***Some typical business rules***

Just to get some momentum going, as "non-software" as the following seem, all of these can be databased and / or workflowed, in line with our mantra that as little as possible in the world of Rostering should be "manual", relying on local roster coordinators to manually control functions such as:

- Roster design must be in accordance with the Award and local best practice guidelines, which are in turn developed with reference to sector-wide benchmarks.
- For each accommodation setting, ensuring that there is a roster model that is based solely on an assessment of client need, before individual staff considerations are taken into account. While this roster may never be worked, it sits behind the core roster (which does take into account individual staff needs) as an ideal.

### ***The Roster Review Resource (RRR)***

Our team walks your team through our [Roster Review Resource](#) (the "RRR", [click here](#) for more information). This walk-through is a necessary 'tick' to allow us to put our name to the results, and to allow you to defend your costings internally and externally, horizontally and vertically.

Then, once all the surveys are done, we press a button, and the software pumps out greenfield rosters and costings, whether you need two (in the case of our smallest client) or hundreds (in the case of our largest client).

What sorts of organisations might be most interested in a set of greenfield rosters and costings? For a start, funding bodies like government. "Greenfield Rostering" is an output-based funding model and allocation tool.

And it models down to the level of a single "house", unlike all the others we've worked with in our projects inside government. These others all relied on batching houses into a (very) few roster *models*, rather than creating a different roster model for each individual house. Not because batching is better, but because in the absence of the right technology, batching is the only feasible option. To create hundreds of rosters manually, with all of them consistent in look and feel, but all different, would take ... well, you just couldn't do it.

OK then, how is is an output based funding model, when one of the tools used is a rostering tool, which is more commonly viewed as a tool to manage inputs? Well, the answer is that the 'data in' is an assessment of client need. The 'data out' is a dollar figure. Everything in between is a black box doing data crunching, even if it happens to include a Rostering tool\*.

\*Which happens to produce a set of Greenfield rosters, as a *by-product*. Such a useful by-product! So useful, in fact, that this by-product is often the thing that managers want more than the modeling benefits previously discussed. For example, managers who need:

- A point-in-time baseline. The rationale for the funding of one high profile org we once worked with, which was 7 years old, had never been written down. There was talk of a whiteboard session. Then, client numbers and complexity increased, but there was no "original" client count / client complexity baseline against which an argument for an increased allocation could be launched. And the funding body, of course, stated that the allocation was "sufficient", even in the absence of evidence. So, the manager called us in, just so he could have a point-in-time baseline at date X, so he could be armed from then on.
- To support a funding submission. This is perhaps the most obvious use of a greenfield Rostering exercise. When you are tendering for new services, a greenfield exercise is not "as if" you were starting again: you *are* starting again.
- A benchmark. A benchmark roster pattern to just "have" as a benchmark. 2% over the benchmark might then be seen as efficient, but

10% over might be seen as unacceptable. That fact real rosters might never achieve the ideal is not the point.

- Coal face roster improvement. Greenfield rosters, laminated on the wall, so to speak, are something to work towards every time you review a roster for changing client need, or staff attrition. And the closer you get to the ideal patterns, the more the various roster lines between your houses will start to look the same. Great for flexibility, and industrially, and in terms of not disrupting the family life of staff, if a person can shift from one house to another without getting a whole new roster line!
- Healthy checks and balances. Between, for example, direct service areas ("WeSay") and finance teams ("FinanceSay"). Or even between your costing tools (nearly every org has these, whether they are spreadsheets or multi-million dollars systems purchased) and ours. This is not a game of **either-or**, nor is it about the more expensive tools being *necessarily* the best. It's about **evidence**, and the more evidence you can get your hands on, the better.

## Outro: why is such a formal approach important?

All organisations cover all the steps in our end-to-end rostering process, some of which is in scope in the current document.

Even 'greenfield rostering': managers tend to have an idea of the ideal roster in their heads, even if this is as informal as a gut feeling that certain shifts are rostered at times when staff are not doing enough, and others are rostered at times when staff are doing too stretched.

And even 'the shifts being worked today' are technically accessible: all a manager needs to do is ring the house and find out who is on duty.

Having said that, few organisations have all this information at everyone's fingertips, documented, online, live and so on. And it is this 'formal' approach that makes all the difference, in allowing a manager to 'see', at any time of the day, the interaction between:

- Purview (nature of work we've been asked to deliver – addressing client need)
- Finance (how much we're funded to deliver services)
- Human Resources (the people we have to deliver such services within the allocated budget).

With this in mind, sound rostering practice is the heart of an **efficient** (maximises performance of funded \$) and **effective** (delivers on identified support needs) organisation.

Without these business rules as part of your operational framework, an organisation tends to operate its rosters as they have always operated (without much knowledge of how they evolved from your initial allocation), and tends to wait for an end of year result before it can know whether it should have acted during the year, in managing issues arising.

**Impact of Change:** *(list the areas of the system that will be affected by the change)*

Ongoing, the change represents managers and staff doing things differently, with extra tasks taken on (for example, staff having to log 'availability' online, and supervisors and staff having to log 'shift replacement' online) being offset by saved effort on other tasks that are no longer required, or as required (for example, a greatly reduced 'ring around' seeking available staff).

Beyond that, the business rules that are built into online systems, and even the fact that staff know that everyone can 'see' who is on and where at all times, and who is replacing whom and at what hours, invariably has a positive impact on practices.

Finally, staff receive significant benefits that accrue from any improvements in efficiency, especially in terms of being able to 'set' their working conditions, in large part, via the resource of online availability.

**Impact of not doing the Change:** *(what are the consequences of not doing this change)*

Current rostering practices would continue, and the benefits of the package as described above would not be realised. We always note that even if less than optimal practices have operated for many years, this does not mean that the need for change is not urgent: it can well be the case that the need for change has been urgent for years.

**Resources:** *(What resources are needed to do the change? List people and equipment)*

Our standard rollout process follows, and involves 'the consultants' to drive the project management, 'the organisation's project team' to steer the project and receive training, one or more key 'rostering coordinators' to set permissions, maintain staff names etc., the line managers to engage in training delivered by the consultants and staff to receive 'as required training', typically, via 'train the trainer'.

10.10 Presentation of product to customer

10.20 Sign off on scope, price (using 'online quotation' screens)

10.30 Agree on rollout plan

20.10 Provide customer with a home page with permissions (includes rollout plan and communications)

30.10 Set up team roles on home page

30.20 Set up links to user manuals on home page

30.30 Set up online help desk / change request process on home page

40.10 Set up internal marketing on home page (link to slideshow summary of progress)

- 40.20 Set up team meeting schedule, internal marketing presentation schedule
- 50.10 Collect starting data from customer (using 'starting data' template)
- 50.20 Load starting data into software and confirm 'correct' with customer
- 50.30 Load shift costing parameters into software in consultation with customer
- 50.40 Handover of software and to customer for pre-go-live practice, confirm 'go live' date
- 50.50 'Welcome to software' letters to staff incl. usernames and password (invitation to 'practice' pre-training)
- 60.10 Confirm training schedule with customer (needs based: some staff will not require, arising from 'practice')
- 60.20 Deliver training program to managers (any 'new ideas' arising to be logged online at help desk for next team meeting)
- 70.10 Negotiate (if required) any software enhancements raised during training
- 80.10 Deliver (if required) any follow up training (typically, carried out by the customer via train the trainer)
- 90.10 Create continuous improvement program (incl. any tasks for us, e.g. regular uploads of data from non-web templates)
- 90.20 Review project and final presentation (using slideshow summary of progress, updated)
- 90.30 Sign off rollout and close

'Using the software' requires no additional equipment beyond staff having access to the internet, however, the training program does require access to 'training PCs' for the project team, managers, and any staff that are identified as requiring onsite training (rare: typically staff receive train the trainer support from local supervisors 'in the workplace')

**Timeframe** *(What time frame is the change required and are there any restrictions on this)*

The timeframe for the software rollout (see above) is typically two months from 'go ahead' to 'go live', with a further four months of 'live testing' as the organisation beds confirms and fine tunes its requirements in a live environment.

The assessment of need workshop (future best practice rostering and business rules) is single day, typically carried out within the first two months.



<b>Total Cost:</b> (estimated)	<p>See attached 'scope and price buildup' document, which allows your organisation to alter scope and price. As drafted, the estimated cost is as follows:</p> <ul style="list-style-type: none"><li>• Startup (one-off) price, online rostering implementation and rollout: See attached 'scope and price buildup' document</li><li>• Monthly licence, online rostering: See attached 'scope and price buildup' document.</li><li>• Assessment of Rostering Need Workshop (non-software, relates to actual rostering practices): See attached 'scope and price buildup' document</li></ul> <p>Cost of travel (if applicable) not included.</p>
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