1. **Basic Information**
   
   **1.1 CRIS Number:** 2005/017-464.05.02
   
   **1.2 Title:**
   Improvement of working time organisation in the health sector
   
   **1.3 Sector:**
   Health (Social policy and employment))
   
   **1.4 Location:**
   Slovak Republic

2. **Objectives**

   **2.1 Overall Objective(s):**
   The overall objective of the project is to improve the structure and to increase the effectiveness of the utilisation of health professional capacities within the health sector in the Slovak Republic.

   **2.2 Project purpose:**
   The project purpose is to strengthen human capacities responsible for Human Resources within the health sector to implement the Directives No.93/104/EC, 2000/34/EC and 2003/88/EC.

   **2.3 Justification**
   
   The project is in line with the Comprehensive monitoring report on Slovakia’s preparations for membership 2003:
   Social policy and employment: “In the area of health and safety at work, most of the legislation has been adopted and is expected to be in force as from accession. However, some further adjustments are necessary in order to achieve correct transposition of the *acquis*, in particular … the introduction of measures to encourage improvements in the safety and health of workers at work (protective and preventive services, information, training and consultation of workers). … The authorities responsible for the enforcement of health and safety legislation are in place, but further strengthening, in terms of both staffing and technical facilities, is needed.”

3. **Description**

   **3.1 Background and justification:**
   
   An important task of the Slovak administration is to ensure adequate administrative capacity (trained and skilled management) for the implementation of Directives No. 93/104/EC, 2000/34/EC and 2003/88/EC in the field of working time organisation in the health sector. These Directives establish minimum requirements for encouraging improvements in working time, rest periods, annual leave and night work to ensure a better level of protection
of the safety and health of workers. They apply to all sectors of activity, both public and private.

Although the above-mentioned Directives have already been transposed into Slovak legislation (Labour Code and other relevant laws), their practical daily implementation is often very difficult, especially in the health sector. The previous Slovak health system (before transposition of the Directives) was in place for a long period of time with clearly defined conditions of working time organisation. The modification of the old system and the introduction of new definitions and requirements for working time due to the implementation of relevant Directives seem to be problematic in the health praxis.

Concerning the organization of working time, the present situation in the health sector in Slovakia is difficult. Insufficient working time organization and related enormous working pressure on personnel in the health sector are the reasons of emerging problems such as loss of qualified professionals – migration abroad or imbalance of geographical deployment of health personnel.

The Slovak Ministry of Health (MoH SR) has a special unit – the Human Resources Department (HRD) - ensuring normative, conceptual and coordinative activities in the field of development of personnel policy and salary administration within the health sector in Slovakia. One of its tasks should be the methodological support of implementation of the above-mentioned Directives into the daily praxis of health care facilities. Although, the HRD is a specialized unit, its administrators are missing the professional trainings and lack practical experience with the implementation of the Directives No. 93/104/EC, 2000/34/EC and 2003/88/EC. Lack of professional trainings and skills could be a real disadvantage. As the agenda of working time organization is wide and complex, further education of staff of HRD is essential.

On the other hand, the managers of health care facilities in Slovakia also suffer from the lack of management skills and experience concerning the management of working time. As they are responsible for the whole management of human resources within various health care facilities, they need to be familiar with all rules, procedures and methods. Internal documents and a detailed organisational structure shall be prepared for each health care facility in compliance with Directives No.93/104/EC, 2000/34/EC and 2003/88/EC. In addition, the administrators of eight local authorities dealing with health matters shall receive education in this area.

However, there is a demand to respond to these emerging tasks in a more flexible and immediate way. Generally, the management of implementation of the Directives No.93/104/EC, 2000/34/EC and 2003/88/EC has been identified as a weak point. The training capacities for the implementation of these Directives in the health sector are missing.

The presented project will therefore target and provide direct training and skills transfer to the Human Resources Department at the Ministry of Health SR, to managers of various health care facilities and to “health administrators” of eight local authorities (self-governments). Trained professionals will furthermore act as “trainers” for the next possible recipients within the health sector. They should also serve as mediators for exchange of information, thereby contributing to improvements in the implementation of the Directive No. 93/104/EC, 2000/34/EC and 2003/88/EC in the Slovak health sector, too.

3.2. Linked activities:

The project is related to projects already completed, such as:
Project PHARE No.SR9913.04 “Reinforcement of institutional and administrative capacity - Improved Labour Protection System in the Slovak Republic” – already concluded.

Adoption of the acquis communautaire in the field of Labour Protection was the project objective.
The main results of this project were:
Improved labour protection legislation and development of education and training system
Implementation of labour protection management system in enterprises
Development of Labour protection information system
Support for Labour protection public information and publication centre
Support for preparation of system of social and vocational rehabilitation of disabled workers after occupational accidents and illnesses.

The main beneficiary of this project was the Ministry of Labour, Social Affairs and Family of the Slovak Republic (MoLSAF SR). The MoH SR participated in the project with other institutions such as the Occupational Safety Office of the Slovak Republic, Employers Unions and Corporations Association SR and the Trade Unions Confederation of the SR.
The aim was to integrate and enforce occupational health and safety regulations in enterprises and to introduce labour protection in line with EU standards.
The total budget of this project was 3,45 MEUR and Phare contribution was 2,5 MEUR.

The presented project is targets the improvement of working time organisation, building on the principles of labour protection, so it is not directly linked with the previous project.

3.3. Results:

3.3.1. Personnel of the MoH, regional self-governments and health care facilities, dealing with the HRD in the health sector trained

A set of seminars as well as workshops will be provided for two target groups (created within Activity 3.4.1.).
Training for TG 1 will cover issues as valid EC/EU legislation, policy influencing the employment and HR in health sector, personnel management in EU countries and creation of internal personnel strategy.

Trainings for TG 2 are dealing with personal policy and their realisation in the daily praxis and HR management in health care facilities.

3.3.2. Internal documents up-graded

The existing internal materials (system of rules, responsibilities, competencies and duties) and detailed organisational structures of the individual health care facilities, will be up-graded by TG 2 participants – for their own organisation, with the help and assistance of MS experts.
Employees of health care facilities participating in TG 2 will bring their own existing internal materials, mentioned above, on seminars that will be revised with the assistance of MS experts.
3.3.3. Guidebook produced

The TWL expert shall (during the realisation of activities 1 and 2) prepare and produce a guidebook of recommendations for the management of human resources within the Slovak health sector. This guidebook shall be one of the final results of the project and shall contain the following information:

- Detailed comments to the particular articles of the Directives No.93/104/EC, 2000/34/EC and 2003/88/EC;
- valid rules and procedures in EU countries on working time organization within the health sector;
- practical case studies and best practice examples form other EU countries
- New trends and approaches in personnel management within EU countries

3.4. Activities:

3.4.1. Provision of a set of specialized trainings – 45 working days

Target group 1 (TG1) will be created. It will consist of:

- administrators of the HRD of the Ministry of Health SR (approx. 20);
- directors (high management) of various health care facilities (approx. 300);

The aim of the training will be the familiarisation of TG 1 with the valid EC/ EU legislation and the case law of the European Court of Justice concerning the organisation of working time of health workers through a set of specialized seminars.

The topics of the seminars for TG 1 will be:

1. The valid EC/EU legislation and the case law of the European Court of Justice concerning the organisation of working time of health workers.
2. Different approaches to the regulation of migration of health workers; Policies designed to stimulate the immigration of physicians, reducing flows of physicians out of the workforce, physicians’ turnover and retirement.
3. Policies affecting the geographical distribution of practising physicians, policies affecting the speciality composition of the physician workforce, policies affecting the productivity of practising physicians.
4. The practical implementation of the Directives No.93/104/EC, 2000/34/EC and 2003/88/EC in health care facilities. Active utilization of personnel policy for achieving of the strategic objectives of the organization. Methods and procedures implemented in EU Member States.
5. New trends and approaches in personnel management within EU countries.
6. Discussions on topics:
   - task and importance of personnel strategy;
   - human as the most valuable element/component when running the organisation.

Each of the above-mentioned 6 seminars shall last at least two days. There will be flexibility to adapt the topics of the seminars (or parts of them) according to the actual needs and feedback of the participants.
Target group 2 (TG 2) will consist of:
administrators of HRD of Ministry of Health SR (approx. 20);
Human Resources managers (low management) of various health care facilities
(approx. 300).

The aim of the training for TG 2 is to improve knowledge and know-how related to the
management of human resources within health care facilities through a set of specialized
workshops.

The topics of the trainings and workshops for TG 2 will be:
1. Up-grading of own internal materials (system of rules, responsibilities, competencies and
duties) and detailed organisational structure of participant’s organisation – health care
facility.
   Workshop:
   - simulation of case studies from praxis;
   - modification of internal documents

2. Management of human resources; methods of organisation of the working time.
   Workshop:
   - simulation of case studies from praxis;
   - team – training for “goal orientation”;
   - management of processes and changes in health care facilities;
   - solution of various model situations in HR management and organisation of working time
   - modification of internal documents

3. Personal strategy and personal marketing as an instrument for achieving of strategic
objectives of the organization.
   Workshop:
   - simulation of case studies from praxis;
   - team – training for “goal orientation”;
   - task and importance of personal strategy;
   - definition of personal strategy;
   - personal marketing.
   - modification of internal documents

4. Effective designing, applying and using of systematic instruments for human resources
management (increasing of motivation, stimulation and satisfaction of employees,
development of their skills, decline of fluctuation, improvement of working conditions, …)
   Workshop:
   - simulation of case studies from praxis;
   - team – training for “goal orientation”;
   - personal policy and its instruments;
   - motivation and stimulation of employees
   - modification of internal documents

5. Division of competences and responsibilities of employees.
   Workshop:
   - simulation of case studies from praxis;
   - team – training for “goal orientation”;


- education;
- increasing of competences of employees;
- assessment of effectivity
- modification of internal documents

6. Description of functions and tasks – creation of cards related to work positions (designing individual jobs).
Workshop:
- simulation of case studies from praxis;
- team – training for “goal orientation”;
- adaptation plan for new employees;
- assessment of adaptation plan;
- career plan
- modification of internal documents

7. Systemization of work positions.

8. Various methods and approaches to ensure protection of health and safety at work in relation to working time.
Workshop:
- simulation of case studies from praxis;
- team – training for “goal orientation”;
- evaluation of productivity of an employee;
- education of managers;
- personal provisions/reserves;
- positive atmosphere in organisation;
- transfer of information, skills and experience.
- modification of internal documents


10. Achieving compatibility of work and family life of health workers.
Workshop:
- simulation of case studies from praxis;
- team – training for “goal orientation”;
- enabling and support of part-time jobs;
- phasing-out of working time;
- harmonising of working time of an employee with working situation of his/her partner
- modification of internal documents

Workshop:
- simulation of case studies from praxis;
- team – training for “goal orientation”;
- human as the most valuable source of organisation;
- key results in relation to employees;
- key results in relation to patients, quality of provided health care and productivity of organisation;
- discussion to above-mentioned topics, comparison of results and experience of participants of workshop;
- brief presentation of final drafts of internal documents and organisational structures prepared by participants from various health care facilities

Each seminar/workshop shall last at least three days. There will be a flexibility to adapt the topics of seminars/workshops (or their parts) according to actual needs and feedback of participants.

Target group 2 will be trained after the end of the trainings for target group 1. The trainings of TG1 and TG2 will be held consecutively (not in parallel) to ensure the MoH administrators of the HRD will be able to attend the seminars and workshops of both TGs. Also, the directors of various health care facilities must receive the trainings before their HR managers.

The task of the directors of various health care facilities is to create conditions for changes in the working time organisation within his/her organisation and to define its own aims and priorities. When the directors absolve the trainings as first they become able to manage and coordinate the process of internal documents preparation (the task of the TG 2).

After passing the trainings the members of the two target groups shall be able to:
- use the personnel strategy and personnel marketing to achieve the goals of the organisation;
- change and optimise the organisational structure; to create and apply systematic instruments for human resources management e.g. education, motivation and stimulation of employees;
- ensure high level protection of health and safety at work in relation to working time;
- increase the flexibility in management of working time;
- ensure the compatibility of work and family life of health workers.

3.4.2. Up-grading of internal documents and organisational structures for health care providers - done during the same 45 working days as activity 3.4.1

In the framework of the workshops (starting with workshop No 1) participants will up-grade their present internal documents. TG2 participants will bring their own present internal materials and documents to the workshops to modify them according to the newly gained knowledge. They will consult not compliant regulations and articles of their present documents with MS experts and will be clarified. Particular articles of the original internal documents will be consulted with the MS experts during all workshops, according to the topics, that the workshop is dealing with. So, during the workshops the problems will be identified and eliminated.

After absolving the seminars and workshops the participants/members of TG 2 shall be able to finalize own internal materials (system of rules, responsibilities, competencies and duties) and detailed organisational structure of their organisation – health care facility. These shall be fully in compliance with Directives No.93/104/EC, 2000/34/EC and 2003/88/EC. The first drafts including the amendments of the documents shall be produced within the first seminar/workshop of TG2. During the other planned on-going seminars and workshops, the documents shall be finalised by relevant members of TG 2 with help of TWL expert (regular consultations will be provided to help participants to fulfil their task)

3.4.3. Summarisation of recommendation – 20 working days
TWL expert after provision of trainings will summarize acquired knowledge and skills concerning the implementation of the Directives No.93/104/EC, 2000/34/EC and 2003/88/EC in Slovak health sector and prepare and issue a complete guidebook. This will comprise all information about valid rules and procedures for the working time organization within the health sector. It shall contain practical case studies; best practices principles and new trends and approaches in personnel management within EU countries. The guidebook will be prepared in Slovak language and the number of copies will be about 500.

Means

In the framework of a Twinning Light arrangement, one TWL expert (Project leader) is envisaged with support of pool of STE. The TWL Expert would be responsible for overall co-ordination of the MS inputs and co-operation with Slovak Project leaders at MoH SR. The Short-term Expert/-s is/are envisaged supporting TWL expert in his/her activities.

Experts are expected to co-operate with the relevant employees of the MoH SR and will be responsible for:
- organisation of seminars and workshops for both target groups (1 and 2) according to before agreed time–schedule (organisational matters e.g. invitations included);
- elaboration and preparation of presentation materials for all participants of above mentioned seminars and workshops, their printing and distribution;
- consultation help by develop of internal materials and detailed organisational structures of organisations – health care facilities – of participants;
- preparing and issuing complete guidebook of recommendations for management of human resources within Slovak health sector and distribution to all relevant stakeholders.

Experts’ profile

The experts required must be civil/public servants of the relevant MS administration or permanent staff of its authorised mandated bodies.

The TWL expert – Project leader:
- Should have a university education in a relevant field (e.g. human resources, psychology, law,……);
- Must have 10 years of professional experience in the area of health human resources;
- Should have knowledge and practical experience in implementing Directives No.93/104/EC, 2000/34/EC and 2003/88/EC;
- Must be fluent in English;
- Should have excellent communication skills;
- Must have lecturer skills and experience.

The Short term expert/-s:
- Should have a university education in a relevant field (e.g. human resources, psychology, law,……);
- Must have 10 years of professional experience in the area of health human resources – active working in this area (preferably in organization with complex professional structure);
• Must have experience in management of big health care facilities (preferably university hospitals);
• Should have knowledge and practical experience in implementing Directives No.93/104/EC, 2000/34/EC and 2003/88/EC;
• Must be fluent in English;
• Should have excellent communication skills;
• Must have lecturer skills and experience.

Twinnig partner will prepare division of the required experts on particular activities. Some of the experts might lead more seminars in accordance of his/her specialisation.

3.5. Lessons learned:
The MoH SR has extensive experience in managing and coordinating PHARE projects. The managing structure that was successfully tested is to have overall coordination at the ministerial level (also because the recipient institutions are subordinate of the MoH SR) and the professional guidance is on the recipient level. Project managers from Project Unit of Foreign Aid of MoH SR actively manage and in closely cooperation with MS experts and Slovak recipient institutions prepare and ensure all activities and organizational issues. Projects, which MoH managed were successfully finished and objectives and results were achieved, e.g. PHARE No. 2002/000.610-02 “Ensuring Preparedness of the Slovak Public Health Insurance System to apply to Acquis on Coordination of Social Security Schemes” etc. There were no recommendations made during previous interim evaluation that might be applied to this project.

4. Institutional Framework

The Ministry of Health SR is the beneficiary institution – as well as one of the recipients together with various health care facilities (those under competences of MoH SR, local self-governments and municipalities) and eight local self-governments in Slovak Republic (VÚC Bratislava, VÚC Nitra, VÚC Trnava, VÚC Trenčín, VÚC Žilina, VÚC Banská Bystrica, VÚC Košice, VÚC Prešov). MoH SR will have the overall responsibility for the management and control of the project. At the level of the Ministry, Mrs. Miloslava Kováčová, director of Human Resources Department, will be responsible for professional content of the project.

Monitoring and supervision over the progress and development of the entire project will be provided by a Steering committee (SC), which will include representatives of the MoH SR, the Twinning Light partner, Central Finance and Contracting Unit (Ministry of Finance SR), Government Office of the SR together with representatives of other beneficiaries (self-governments) if possible. However, there are about 160 health care facilities in the Slovak Republic and it is not possible to have their representatives present at SC meetings, therefore only the representatives of institutions, that are founders of health care facilities will be present (MoH, VÚCs). The SC will meet once a quarter or more frequently as needed.

MoH Slovak project leader:
Ms. Zuzana Škublová
Project Unit for foreign aid
Ministry of Health of the Slovak Republic
5. Detailed Budget

<table>
<thead>
<tr>
<th>€M</th>
<th>Transition Facility support</th>
<th>Co-financing</th>
<th>Total cost (TF plus co-financing)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Investment Support</td>
<td>Institution Building</td>
<td>Total Transition Facility (=I+IB)</td>
</tr>
<tr>
<td>1 TWL Contract</td>
<td>-</td>
<td>0,200</td>
<td>0,200</td>
</tr>
<tr>
<td>Total</td>
<td>0,200</td>
<td>0,200</td>
<td></td>
</tr>
</tbody>
</table>

(*) contributions form National, Regional, Local, Municipal authorities, FIs loans to public entities, funds from public enterprises
(**) private funds, FIs loans to private entities

6. Implementation Arrangements

6.1 Implementing Agency
Central Finance and Contracting Unit
Ms. Silvia Czuczorová - PAO
Ministry of Finance of SR
Štefanovičova 5
817 82 Bratislava 15, Slovakia
E-mail: cfcusczuczorova@mfsr.sk

6.2 Twinning
The institutional twinning light partner will be the Ministry of Health of the Slovak Republic, responsible for the overall supervision of the project.
National Contact Point for Twinning involved in Twinning projects management:
Mrs. Jana Minarovičová
Office of Government SR
Námestie slobody 1
813 70 Bratislava
Tel.: 00421/2 57 295 514
E-mail: jana.minarovicova@government.gov.sk

The Ministry of Health will cooperate in project implementation with the health care facilities and eight local self-governments, which will be the recipients of the project, too. The twinning light experts will be deployed at the office of the Ministry of Health.

Mrs. Miloslava Kováčová
Director - Human Resources Department
Ministry of Health Slovak Republic
Limbová 2
837 52 Bratislava, Slovakia
Tel: 00421/2 593 73 160, Fax: 00421/2 547 72 958
E-mail: miloslava.kovacova@health.gov.sk

6.3 Non-standard aspects
N/A

6.4 Contracts
The project will be implemented with the following contract:
Twinning Light contract 0,200 Mil. €

7. Implementation Schedule

7.1 Start of tendering/call for proposals
October 2005
7.2 Start of project activity
November 2005
7.3 Project Completion
June 2006

8. Sustainability
Relevant policies and regulations of the Slovak Government ensure that all activities funded under the scheme will yield results that comply with the European Union norms and standards. Governmental funding of the operation and maintenance of the project is ensured.

9. Conditionality and sequencing
- Set of specialised trainings provided Months 1-6
- Internal documents and organisational structures for health care providers developed Months 1-6
- Summarisation of recommendation finished, complete guidebook – manual issued  
  Months 5-8
ANNEXES TO PROJECT FICHE

1. Logical framework matrix in standard format (compulsory)
2. Detailed implementation chart (compulsory)
3. Contracting and disbursement schedule by quarter for full duration of programme (including disbursement period) (compulsory)
## Transition Facility log frame

<table>
<thead>
<tr>
<th>LOGFRAME PLANNING MATRIX FOR</th>
<th>Programme name and number</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project:</td>
<td>2005/017-464.05.02</td>
</tr>
<tr>
<td>Improvement of working time organisation in the health sector</td>
<td>Contracting period expires 15th of December 2007</td>
</tr>
<tr>
<td></td>
<td>Total budget: € 200 000</td>
</tr>
</tbody>
</table>

### Overall objective

**To improve the structure and to increase effectiveness of utilization of health professional capacities within the health sector in Slovak Republic.**

<table>
<thead>
<tr>
<th>Objective Verifiable Indicators</th>
<th>Sources of Verification</th>
</tr>
</thead>
<tbody>
<tr>
<td>Reorganization of the working time in the health care facilities in line with the relevant paragraphs of Directives No.93/104/EC, 2000/34/EC and 2003/88/EC</td>
<td>Control reports made by Labor Inspectorate of SR</td>
</tr>
</tbody>
</table>

### Project purpose

**Strengthening of human capacities responsible for Human Resources within the health sector to implement the Directives No.93/104/EC, 2000/34/EC and 2003/88/EC.**

<table>
<thead>
<tr>
<th>Objective Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>The principles of the Directive introduced in the health care facilities tackled by this project by the end of the 2006</td>
<td>Decision of the Hospital Directors</td>
<td>Utilization of project generated knowledge in all health care facilities in Slovakia</td>
</tr>
</tbody>
</table>

### Results

1. Personnel of the MoH, regional self governments and health care facilities dealing with the HRD in the health sector trained

<table>
<thead>
<tr>
<th>Objective Verifiable Indicators</th>
<th>Sources of Verification</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>20 administrators of MoH SR, 20 representatives of 8 local authorities and 300 directors and HR managers of health care facilities trained in the end of the</td>
<td>Minutes, Presence list, Regular project progress reports, Final report, Monitoring reports</td>
<td>Implementation of the developed internal documents in health institutions daily praxis</td>
</tr>
</tbody>
</table>
2. Internal documents (system of rules, responsibilities, competencies and duties, detailed organisational structures) up-graded

3. Guidebook produced

<table>
<thead>
<tr>
<th>Activities</th>
<th>Means</th>
<th>Assumptions</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Provision of a set of specialized trainings</td>
<td>Twinning Light contract (one TWL expert + short term expert/-s)</td>
<td>Ministry of Health SR, health care facilities and 8 local authorities appoint adequate and qualified staff for trainings</td>
</tr>
<tr>
<td>2. Up-grading of internal documents and organizational structures for health care providers</td>
<td></td>
<td>Qualified and experienced twinning light partners will be available</td>
</tr>
<tr>
<td>3. Summarization of recommendation</td>
<td></td>
<td>Effective cooperation between all stakeholders</td>
</tr>
</tbody>
</table>

Preconditions
- Availability of qualified twinning light partners
Time Implementation Chart

Project number **2005/017-464.05.02**

Project title: **Improvement of working time organisation in the health sector**

<table>
<thead>
<tr>
<th>Institution Building</th>
<th>2005</th>
<th>2006</th>
<th>2007</th>
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<tbody>
<tr>
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<td>X X</td>
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<tr>
<td>Up-grading of internal documents and organizational structures for health care providers</td>
<td>X X X X</td>
<td>X X</td>
<td></td>
</tr>
<tr>
<td>Guide book development</td>
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<td></td>
</tr>
</tbody>
</table>

The chart details the implementation of the project over the years 2005, 2006, and 2007, with specific activities and their corresponding months.
Cumulative Contracting and Disbursement Schedule

Project number 2005/017-464.05.02

Project title: Improvement of working time organisation in the health sector

<table>
<thead>
<tr>
<th></th>
<th>2005</th>
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<th>2007</th>
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<tr>
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