

Core Provisions for the Exhibition Services Industry

The provisions from the Collective Agreement (CAO) for the Dutch Exhibition Services Industry that apply to employees of foreign companies

Duration: 1 January 2020 through 31 December 2021



COLLECTIVE AGREEMENT FOR EXHIBITION COMPANIES

1-1-2020 to 31-12-2021

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Addresses

Introduction

The coronavirus and the measures taken have an enormous impact worldwide on the exhibition sector and therefore on employers and employees in the sector. Almost immediately after the emergence of the pandemic, the industry came to a complete standstill. And although we know that the need for live contact is great and that trade fairs will again take place, there is also uncertainty. Uncertainty about the financial situation of companies due to accumulated debts, new virus variants, finding the right colleagues again, how clients, participants and visitors feel.

Despite good intentions and the social partners' common desire to find each other, it turned out to be no easy task to make collective agreements in the light of developments and persistent uncertainty. Nevertheless, we have succeeded in reaching agreements and formulating principles for the future of a healthy sector that is attractive to work in.

Besides the explicit intention to continue talks after the summer about a renewal of the collective agreement from 2022 onwards, we are already taking the first steps towards the implementation of the revised job classification system. A clear and recognisable job classification system provides clarity on result areas and competences. It therefore forms the basis of the performance and assessment cycle and also ensures objective determination of salaries and fair pay ratios between colleagues.

In this booklet, therefore, you will find a revised job classification system with job descriptions of the most common jobs in the Exhibition Sector: the reference jobs. These reference jobs have been valued and classified into job categories, which in turn correspond to one of the salary grades. Via www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven you will find a handbook and various tools to get started.

Do you have any questions, suggestions and/or remarks? We would like to hear them!

On behalf of the social partners,

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1. Entering and leaving employment

- 1.1 Employment contract
- 1.2 Job classification
- 1.3 Introduction of new employees
- 1.4 Rights and obligations of the employer and employee

1.1 Employment contract

1.1.1 Dutch Civil Code and Collective Agreement

- The rules of the Dutch Civil Code apply to the conclusion and termination of an employment contract, unless this collective agreement deviates from them.

1.1.2 A permanent or temporary contract

- The employer and the employee conclude an employment contract for an indefinite period (the employee becomes 'permanently employed').
- They may also agree on a fixed-term contract (a 'temporary contract'). They record this agreement in writing.

1.1.3 End of employment contract

- If the employer dismisses the employee for an urgent reason, he will observe the following rules:
 - the employer dismisses the employee immediately after discovering the reason for the dismissal;
 - the employer tells the employee immediately what the reason for the dismissal is;
 - he will confirm this by registered letter;
 - he will do so within 24 hours after termination of the employment contract.
- No holidays may be used for the statutory notice period.
 - If the employee has any holidays left at the end of the employment contract, the remaining holidays will be used up or paid out in consultation.

1.2 Job classification

1.2.1 Job classification

- The employer determines, based on the content of the job, to which job family the employee's job belongs. There are 5 job families: Commerce, Production, Planning, Staff and Design.
- The employer does so on the basis of the reference jobs from the job matrix (Table 1.2.1). There are 19 reference jobs.
- The employer then determines the job category by comparing the job with the reference job and using the Level Defining Characteristics. There are 12 job categories: 1 to 12.

Table 1.2.1: Job matrix

Job category	Commerce	Production	Planning	Staff	Design
1		Cleaner			
2		Production/logistics employee I	Warehouse employee I		
3		Production/logistics employee II	Warehouse employee II		
4		Skilled worker (stand builder) I	Warehouse employee III	Financial employee I	
5	Commercial employee I	Skilled worker (stand builder) II		Financial employee II	Graphic arts assistant I
		Foreman I			
6	Commercial employee II	Foreman II	Planner/work planner I	Financial employee III HR employee 258	Graphic arts assistant II
7	Commercial employee III	Project leader I	Planner/work planner II	IT employee	Designer I
				Office manager I	
				Team leader I	
8	Account manager I	Project leader II	Planner/work planner III	Office manager II Team leader II	Designer II
9	Account manager II	Project manager I		Team leader III Procurer	
10	Account manager III	Project manager II			
11				Business unit manager	
12					

Legend*Reference jobs**Jobs that appear in the matrix of Level Defining Characteristics*

1.2.2 Objection to job classification?

- If the employee disagrees with the job classification, he can raise an objection with the employer. He will do so in writing. The employer will decide on the objection in writing within four weeks.
- If the employee disagrees with that decision, he can appeal to the Standing Committee. See 9.8.2.

1.2.3 Relation to salary

- Each of the twelve job categories comes with a salary grade. The employer determines the employee's salary based on the salary grade. See 4.1.

1.3 Introduction of new employees

1.3.1 What is it about?

- The employer will introduce the employee to his new work environment. He will do so in the first working week.
- Attention is paid to:
 - introducing the employee to his immediate colleagues and the officials involved in the work;
 - information about the sector, the company and the project(s) on which the employee will work;
 - the content and application of this collective agreement;
 - all other matters that contribute to the employee's proper functioning.

1.4 Rights and obligations of the employer and employee

1.4.1 Employer: company regulations

- The employer may adopt company regulations.
- Company regulations are adopted and amended in consultation with the participation body or - if there is no such body - the employees.
- The company regulations and their provisions may not be contrary to the law or the collective agreement.

1.4.2 Employer: annual social report

- The employer will publish an annual social report once a year. He will do so no later than six months after the end of the company's financial year.
- The annual social report provides information on:
 - the company's objective,
 - the social policy principles and
 - the state of affairs in the company.

1.4.3 Employee: other work

- The employee must also carry out work that is not part of his daily work and his profession.
- This obligation only applies if the following conditions are met:
 - it is done on the employer's instructions;
 - it is limited to special cases;
 - the work is related to the work performed in the company;
 - it is plausible that the employee is able to carry out this work.
- If this work falls within the same or a lower salary grade than that of the employee, his salary will not change. If it falls within a higher salary grade, the employer will pay the corresponding higher salary for the hours during which the employee performs this work.

- Exception: If an assistant replaces his superior, the assistant will keep his normal salary for the first two consecutive months. From that moment until the end of the replacement, the employer will pay him the superior's salary.

2. Hours of employment and working hours

- 2.1 Hours of employment
- 2.2 Working hours
- 2.3 Time off in lieu
- 2.4 Overtime
- 2.5 Shift work
- 2.6 Night shift
- 2.7 Additional rules for working hours and rest periods

2.1 Hours of employment

2.1.1 Normal hours of employment and normal working week

- Employees are employed for 38 hours per week on average. This is an annual average.
- A normal working week runs from Monday to Friday. Saturdays, Sundays and public holidays are not normal working days.

2.1.2 Hours of employment per company

- The employer may determine that employees work more hours per week for the company. He shall do so in consultation with the participation body or - if there is no such body - the employees.
- A maximum of 40 hours per week on average applies.
- If the employee works longer than 38 hours per week on average for the company, he will be entitled to a number of scheduled days off. See 3.3.

2.1.3 Part-time work

- An employee works part-time if his hours of employment according to the employment contract are less than 38 hours per week on average.
- The Flexible Working Act regulates the right to work part-time. See www.overheid.nl.

2.1.4 Four-day working week for older employees

- If an older employee has a five-day working week, he has the right to convert this into a four-day working week within the framework of sustainable employability. The employer will adjust his terms and conditions of employment in proportion to his hours of employment. This will not apply to pension accrual, which remains based on full-time employment. This scheme is only possible from 10 years before the standard retirement age.
- Another possibility is that the employee works four days a week for part of the year without any change in his terms and conditions of employment. This can be done by using overtime hours, scheduled days off and/or holidays in excess of the statutory entitlement. Compensatory hours as referred to in 2.2.3 may not be used for this purpose.
- Combinations between the schemes in the first and second paragraphs are also possible. The employer and employee will decide together whether to make use of these schemes.

2.2 Working hours

2.2.1 Standard company schedule

- The employer determines a standard company schedule. This roster shows the standard hours of the week at which the employees work.
- In doing so, the employer remains within the limits of:
 - the company's weekly working hours;
 - the normal working week: Monday to Friday and
 - the normal day window: from 6:00 am to 8:00 pm.
- The standard company schedule is determined in consultation with the participation body or - if there is no such body - the employees.

2.2.2 Duty roster

- Within the limits of the standard company schedule, the employer draws up a duty roster. This duty roster is valid for at least two weeks. Before the start of this period, the employer shall notify the employee of the duty roster.
- The employer may occasionally deviate from a fixed duty roster.
- In case of a major deviation, the employer shall inform the employee at least three working days in advance. Only if the employee agrees, will the adjustment be made.
- If the deviation results in the employee having to work on a Saturday, Sunday or public holiday, the conditions of 2.2.3 or 2.2.4 will also apply.

2.2.3 Working on Saturdays

- The employer is allowed to have the employee work a number of Saturdays per year.
- This is a maximum of fourteen Saturdays per calendar year if the following conditions are met:
 - the work necessitates this according to the employer;
 - an allowance of 50% of the hourly salary applies for every hour worked on a Saturday;
 - the hours worked on a Saturday are compensated in hours off; these are compensatory hours; the employee and the employer decide together when these hours are taken, but they should always be taken as soon as possible;
 - compensatory hours may not be used for the time off in lieu scheme in 2.3; the allowance for hours worked on Saturdays is decided on jointly by the employer and the employee: it may be used to accrue hours of time off in lieu or may be paid out; the latter is done at the same time as the salary for the following payment period.
- If the employer wants the employee to work more than fourteen Saturdays per calendar year, the following - additional - conditions will apply:
 - written agreement on this has been reached beforehand with the participation body or - if there is no such body - the employees concerned;
 - the employer shall inform the employee of the extra Saturdays at least two weeks in advance.
- At company level, it is allowed to deviate from the previous rules of 2.2.3. This is subject to the condition that the participation body and the employer agree on a workable alternative.

2.2.4 Working on Sundays or public holidays

- The employee may occasionally work on a Sunday or a public holiday.
- Working on a Sunday is compulsory if the employer considers it necessary. The following conditions apply:
 - the employee's employment contract does not contain any other agreements on this;
 - the employer limits working on Sundays to a minimum;
 - the employer ensures that this work is properly divided among the employees;
 - the employer lays down the rules for working on Sundays in company regulations;

- any hours worked on Sunday count as overtime; the employee is entitled to the corresponding allowance of 100% on his hourly salary (see 2.4).
- The employer and the employee may agree that the employee will work on a public holiday. Every hour worked on a public holiday counts as overtime. The employee is entitled to the corresponding allowance of 150% on his hourly salary (see 2.4).
- If the public holiday falls on a Sunday, only the highest allowance applies, namely the allowance for working on a public holiday.

2.3 Time off in lieu

2.3.1 What is it about?

- The time off in lieu scheme allows the employer to adjust working hours to fluctuations in the amount of work. This scheme is temporary in nature and applies for the duration of this collective agreement.
- The employee accrues time off in lieu hours by working overtime (see 2.4). With regard to the overtime allowance, one can choose between: using it to accrue time off in lieu hours, paying it out or a combination of both (see 2.4). The employer shall make this choice in consultation with the participation body or - if there is no such body - the employee concerned.
- The employee may accrue a maximum of 120 time off in lieu hours per calendar year.
- The employer may use time off in lieu hours if there is less work than usual. In that case, the employee works fewer hours per week than agreed in his employment contract.
- The employer determines to which jobs this scheme applies. He shall do so in consultation with the participation body. If there is no such body, he will make the decision himself. In all cases, the employer will notify the employees of his decision in writing.
- The employer shall keep records of all arrangements laid down in 2.3. He shall do so in writing, with due care and in a verifiable manner.

2.3.2 Using time off in lieu hours

- The employer may use time off in lieu hours accrued and yet to be accrued.
- He may use a maximum of 90 hours:
 - in the form of whole days;
 - if he informs the employee at least two weeks in advance.
- He may use a maximum of 30 hours:
 - at any time he wishes;
 - in the form of hours, provided that this does not result in broken shifts;
 - if he does not deploy the employee abroad at that time.

2.3.3 Payment of time off in lieu hours

- The employer does not pay out time off in lieu hours directly to the employee. This only happens in the payment period in which the employer uses these hours to reduce the employee's working hours.
- If the employer used the maximum of 120 time off in lieu hours in a calendar year, any hours exceeding this maximum will be paid out by the employer to the employee. He will do so at the same time as the salary for the following payment period.
- If the employee still has time off in lieu hours left at the end of the calendar year, the employer will pay out those hours. He will do so at the same time as the salary for the month of January of the following year. Instead, the remaining hours (or part of them) can also be used for the time off in lieu scheme in the following year. This will only be done at the employee's request.
- ~~▪ If a company with a time off in lieu scheme goes into liquidation and the employee still has time off in lieu hours left at that time, he can file a claim with the Social Fund. Information about how this works can be found at www.sociaalfondsttb.nl.~~

2.4 Overtime

2.4.1 Main rules

- Overtime hours are all the hours worked by the employee at the employer's request:
 - in excess of the working hours laid down in his employment contract or
 - on Sundays and public holidays.Hours worked on Saturday are not overtime hours, but compensatory hours (see 2.2.3).
- An overtime allowance applies for each overtime hour. This is an allowance in time or money (salary). See table 2.4.1.
- Exception: The rules of 2.4 do not apply to employees classified in job category 8 or higher.

Table 2.4.1: Overtime allowance

overtime type	allowance per hour
- Monday to Friday: the first three overtime hours of the day	25%
- Monday to Friday: each subsequent overtime hour	50%
- Sunday: each hour worked	100%
- public holiday: each hour worked	150%

2.4.2 Taking overtime hours in time or money

- The employee takes his overtime hours and his overtime allowance in the form of time off. The employer allows for this.
- The overtime hours and the overtime allowance can also be paid out instead. The employee and the employer will decide on this together. Payment will be made at the same time as the salary for the following payment period.

2.4.3 Further overtime rules

- The employee must work overtime if the employer so deems necessary. This obligation does not apply to employees aged 55 and over.
- The employer will, as far as possible, have the employee work overtime at the start or end of the employee's normal working day.
- Was the employee late for work during the pay period in which he worked overtime? And/or was he absent without permission during that period? In that case, the employer may set off the fewer hours worked by the employee as a result thereof against the overtime hours worked.

2.5 Shift work

2.5.1 Allowance

- The employee is entitled to an allowance for each hour he worked in shifts. This is an allowance on his hourly salary. See table 2.5.1.

Table 2.5.1: Shift work allowance

type of shift	allowance per hour
two-shift work:	
- morning shift + afternoon shift between 5.00 am and 11.00 pm: for both shifts	13%
- day shift + night shift: only for night shift*	25%
three-shift work:	
- morning and afternoon shift: for both shifts	13%
- night shift	25%

* A night shift is a shift that starts after 8:00 pm.

2.5.2 Hours of employment

- The normal hours of employment apply to employees who work in shifts. See 2.1.1.
- Does the employee work in a week in which one or more public holidays fall on a working day? And does the employee work a night shift? In that case, he will work the same number of nights less in that week as the number of public holidays that fall on a working day.

2.6 Night shift

2.6.1 Allowance

- Due to special circumstances, can the employee only work during the night window, i.e. between 10 p.m. and 6 a.m.? And does the employee not work in shifts? In that case, the employee will work night shifts.
- He is entitled to an allowance for every hour worked on the night shift. This is an allowance of 50% on his hourly salary.

2.6.2 Further night shift rules

- Employees aged 50 and over are not required to work night shifts.
- The employer does not allow employees who worked a night shift to work the next day during the day.
- Exception: The preceding parts of 2.6 do not apply to employees classified in job category 8 or higher.

~~2.7 Additional rules for working hours and rest periods~~

~~2.7.1 Working Hours Act~~

- ~~▪ The Working Hours Act applies to parts of the working hours and rest periods that are not regulated in 2.1 to 2.6. See 10.2.~~

3. Days off, leave and short-term absence

- 3.1 Holidays and holiday allowance
- 3.2 Public holidays
- 3.3 Scheduled days off
- 3.4 Short-term absence
- 3.5 Leave in connection with a death
- 3.6 Unpaid leave

3.1 Holidays and holiday allowance

3.1.1 Number of holidays

- The employee is entitled to the number of holidays per year shown in table 3.1.1. The employer will continue to pay the salary for these days.
- Holidays are accrued per holiday year, which runs from 1 July to 30 June.
- If the employee works part-time, he is entitled to a number of holidays in proportion to his hours of employment.
- Has the employee not had an employment contract with the employer for the entire holiday year? In that case, he is entitled to the number of holidays in proportion to the number of months the employment contract has lasted. This is 1/12 times the number of days in the table per month.

Table 3.1.1: Number of holidays per year

standard number of days			extra days (over and above the statutory minimum)			
statutory	over and above the statutory minimum	total	years of service	days*	age **	days*
20	4	24	10-20 years	1	58 to 60 years	6
			20-25 years	2	61 years	7
			25-30 years	3	62 years	8
			30-35 years	4	63 years	9
			35 or more	5	64 years	10
					65 years	11
					66 years	12

* Totals per year.

** Employees are entitled to these extra days from the calendar year in which they reach the age limit mentioned. Employees aged 55 to 58 who were entitled to these extra days under a previous collective agreement retain this right.

3.1.2 Taking holidays

- Holidays are always taken in consultation between the employer and the employee. The rules of Article 638-2 of Book 7 of the Dutch Civil Code apply here.
- Statutory holidays and holidays over and above the statutory minimum which are not taken shall lapse five years after the calendar year in which they were accrued.
- If the employee falls ill during a continuous holiday, he may take the rest of that holiday at another time. This is subject to the condition that the illness has been medically diagnosed and confirmed by the company doctor.

3.1.3 Collective holidays

- The employer is entitled to determine a collective holiday period and collective holidays.
- The following conditions apply:

- the employer determines a collective holiday in consultation with the participation body or - if there is no such body - the employees;
 - he does so at least six months prior to that holiday;
 - a collective holiday applies to all employees in the company, unless otherwise agreed.
- Has the employee not had an employment contract with the employer for the entire holiday year? And, as a result, has he not accrued enough days for a collective holiday? In that case, the employer will continue to pay the salary for the day(s) concerned. This obligation does not apply if the employee received sufficient holiday entitlements from a previous employer to be able to participate in the collective holiday. Collective holidays may be set off by the employer against holidays that are yet to be accrued.

3.1.4 Holiday allowance

- Holiday allowance is accrued per holiday year, which runs from 1 July to 30 June. The employer pays the allowance no later than in the last month of the holiday year.
- Employees are entitled to a holiday allowance of 8% of their salary.
- Exception: Employees do not receive holiday allowance on overtime hours. This rule only applies if the sum of their salary and holiday allowance for all hours worked in that holiday year amounts to at least 108% of the statutory minimum wage. This is in derogation of Article 15 of the Minimum Wage and Minimum Holiday Allowance Act.

3.2 Public holidays

3.2.1 What is it about?

- In this collective agreement, 'public holidays' mean the following days: New Year's Day, Easter Sunday and Monday, Ascension Day, Whit Sunday and Monday, Christmas Day and Boxing Day, King's Day and the day on which 5 May is a national holiday (once every 5 years; in 2020, 2025, etc.).
- As a rule, no work is done on public holidays.

3.2.2 Payment

- If a public holiday falls on a working day, the employer will continue to pay the employee's salary, even if the employee does not work.
- If the employee works on a public holiday, the employer will pay an allowance of 150% on the hourly salary for each hour worked. The latter does not apply to employees classified in job category 8 or higher.

3.3 Scheduled days off

3.3.1 What is it about?

- If an average working week of more than 38 hours has been determined for the company, the employee will be entitled to a number of scheduled days off per year. See table 3.3.1.
- Is the average working week in the company not rounded off to whole hours? Or is the average working week more than 38 hours per week for part of the year only? In that case, employees are entitled to a proportionate number of scheduled days off.
- The employer will continue to pay the salary for the scheduled days off.

Table 3.3.1: Number of scheduled days off in relation to weekly working hours

weekly working hours in the company	number of scheduled days off
38 hours	0
39 hours	6
40 hours	12

3.4 Short-term absence

3.4.1 What is it about?

- If the employee cannot work for a short time due to special circumstances, the employer will allow him to be absent for a short term.
- Table 3.4.1 shows in which cases of short-term absence the employer continues to pay the employee's salary, for how long and which conditions apply.
- The table takes into account the employee's right to (paid) leave under the Work and Care Act. These rights are over and above the statutory entitlement only insofar as the collective agreement entitles the employee to prolonged leave and/or higher continued payment of wages.

Table 3.4.1: Short-term absence*

special circumstances	continued payment of salary	conditions
Marriage and wedding anniversaries		
- the employee giving official notice of an intended marriage	1 day	
- the employee's marriage	2 days	
- the employee's 25 or 40-year wedding anniversary	1 day	
- marriage of a parent or parent-in-law, child or grandchild, sister or sister-in-law, or brother or brother-in-law	1 day	only if the employee attends the ceremony
- 25, 40 or 50-year wedding anniversary of the parents or parents-in-law	1 day	
Birth		
- the life partner giving birth (maternity leave)	Once the weekly working hours	To be taken within 4 weeks after the birth
- additional birth leave for partners (with effect from 1 July 2020)	Five times the weekly working hours	The partner does not receive a salary, but a benefit from the UWV (70%). To be taken within 6 months after the birth
Death		
- of the life partner or a parent or parent-in-law, child, brother or sister living at home	from the day of death until the day of the funeral	
- of the employee's or life partner's parent, parent-in law or child living away from home	the day of death and the day of the funeral	only if the employee attends the ceremony
- of a grandparent, sister, sister-in-law, brother, brother-in-law or grandchild	1 day	only if the employee attends the ceremony
Medical circumstances		
- visit to a doctor or dentist for personal treatment	the time required	only if the employee can demonstrate that the visit cannot take place outside working hours

- hospitalisation and discharge of the life partner	no more than 1 day	this day may be divided into two half-days
Other circumstances		
- elections: exercising the right to vote	the time required	only if this cannot be done outside working hours
- job interviews	1 day	- only for employees who have been employed for at least three months and - are made redundant because of a decrease in work within the company
- the employee moving house	no more than 1 day per year	in consultation with the employer
- fulfilling civil obligations for which the government provides no compensation	the time required	only if this cannot be done outside working hours

* A child in this context is also considered to be a stepchild, a foster child or an adopted child. A registered partnership is legally equivalent to a marriage.

3.5 Leave in connection with a death

3.5.1 Terminal care

- Is the employee unable to work because he is caring for a dying parent, partner or child? In that case, the employer will supplement the legally required salary payment of 70% to 100% for ten days.

3.5.2 Bereavement leave

- After the death of a loved one, the employee can request to take bereavement leave.
- If the employee makes use of this scheme, the employer will be flexible in this regard, in addition to the employer's statutory obligations.

~~3.6 Unpaid leave~~

~~3.6.1 Trade union leave~~

- ~~▪ If the employee is a member of an employees' organisation and is invited to participate in a meeting, conference and/or course of that organisation, the employer will grant him unpaid leave for that purpose.~~
- ~~▪ The employees' organisation will make responsible use of this.~~
- ~~▪ If the application of this provision leads to problems in business operations, the employer and the employees' organisation will solve this in joint consultation.~~

~~3.7 Other forms of leave~~

~~3.7.1 Work and Care Act~~

- ~~▪ Under the Work and Care Act, the employee is also entitled to leave in situations other than those mentioned in 3.4 to 3.6.~~
- ~~▪ More information is available at www.overheid.nl.~~

4. Income

- 4.1 Salary
- 4.2 Application of the salary tables
- 4.3 Allowances and provisions

4.1 Salary

4.1.1 How is the salary determined?

- The employee is classified in a job category (see 1.2.3). The job category determines which salary grade the employee is in.
- The employer determines the employee's salary based on the salary grade. He does this on the basis of the tables in 4.1.2.
- How these tables are used is explained in 4.2.

4.1.2 Salary tables

The following wage structure is in force until 1 September 2021:

Salary grade	1	2	3	4	5	6	7	8	9	10	11	12
Step												
1	€ 1,692.05	€ 1,783.46	€ 1,897.23	€ 2,019.13	€ 2,149.16	€ 2,289.80	€ 2,440.54	€ 2,590.19	€ 2,762.05	€ 2,946.18	€ 3,142.61	€ 3,353.35
2	€ 1,714.31	€ 1,824.11	€ 1,940.70	€ 2,065.66	€ 2,198.98	€ 2,343.69	€ 2,498.24	€ 2,651.63	€ 2,827.76	€ 3,016.52	€ 3,217.84	€ 3,433.84
3	€ 1,753.21	€ 1,865.75	€ 1,985.29	€ 2,113.34	€ 2,250.59	€ 2,398.93	€ 2,557.21	€ 2,714.57	€ 2,895.11	€ 3,088.58	€ 3,294.96	€ 3,516.33
4	€ 1,793.06	€ 1,908.42	€ 2,030.95	€ 2,162.23	€ 2,303.54	€ 2,455.59	€ 2,617.93	€ 2,779.10	€ 2,964.17	€ 3,162.46	€ 3,373.95	€ 3,600.92
5	€ 1,833.96	€ 1,952.23	€ 2,077.79	€ 2,212.53	€ 2,357.77	€ 2,501.96	€ 2,667.55	€ 2,845.20	€ 3,034.93	€ 3,238.15	€ 3,454.98	€ 3,687.58
6	€ 1,875.85	€ 1,997.04	€ 2,125.75	€ 2,264.46	€ 2,413.38	€ 2,561.16	€ 2,730.90	€ 2,912.98	€ 3,107.46	€ 3,315.79	€ 3,537.99	€ 3,776.42
7	€ 1,910.17	€ 2,033.76	€ 2,165.08	€ 2,307.05	€ 2,458.93	€ 2,621.84	€ 2,795.85	€ 2,982.49	€ 3,181.78	€ 3,395.32	€ 3,623.13	€ 3,867.48
Nieuwe 8	€ 1,953.99	€ 2,080.68	€ 2,215.51	€ 2,361.43	€ 2,517.07	€ 2,684.05	€ 2,862.38	€ 3,053.71	€ 3,257.99	€ 3,476.86	€ 3,710.35	€ 3,960.83
9	€ 1,998.88	€ 2,128.75	€ 2,267.52	€ 2,417.09	€ 2,576.62	€ 2,747.82	€ 2,930.62	€ 3,126.72	€ 3,336.11	€ 3,560.48	€ 3,799.77	€ 4,056.54
10	€ -	€ -	€ 2,320.87	€ 2,474.19	€ 2,637.72	€ 2,813.15	€ 3,000.52	€ 3,201.55	€ 3,416.15	€ 3,646.16	€ 3,891.43	€ 4,154.60
11	€ -	€ -	€ -	€ -	€ 2,700.29	€ 2,880.10	€ 3,072.21	€ 3,278.23	€ 3,498.24	€ 3,733.93	€ 3,985.35	€ 4,255.10
12	€ -	€ -	€ -	€ -	€ -	€ -	€ 3,145.68	€ 3,356.84	€ 3,582.34	€ 3,823.96	€ 4,081.64	€ 4,358.13
13	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 3,437.43	€ 3,668.54	€ 3,916.21	€ 4,180.34	€ 4,463.77
14	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 3,756.94	€ 4,010.80	€ 4,281.50	€ 4,570.12
15	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4,404.14	€ 4,679.02
16	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4,827.47

Employees are entitled to at least the minimum wage. The government adjusts the amounts of the minimum wage twice a year to the development of the average negotiated wages in the Netherlands. This is always done on 1 January and 1 July.

As from 1 September 2021, the following wage structure applies:

Salary grade	1	2	3	4	5	6	7	8	9	10	11	12
Step												
1	€ 1,713.20	€ 1,805.75	€ 1,920.95	€ 2,044.37	€ 2,176.02	€ 2,318.42	€ 2,471.05	€ 2,622.57	€ 2,796.58	€ 2,983.01	€ 3,181.89	€ 3,395.27
2	€ 1,735.74	€ 1,846.92	€ 1,964.96	€ 2,091.48	€ 2,226.46	€ 2,372.98	€ 2,529.47	€ 2,684.78	€ 2,863.11	€ 3,054.23	€ 3,258.06	€ 3,476.76
3	€ 1,775.13	€ 1,889.60	€ 2,010.11	€ 2,139.76	€ 2,278.73	€ 2,428.91	€ 2,589.18	€ 2,748.50	€ 2,931.30	€ 3,127.18	€ 3,336.15	€ 3,560.28
4	€ 1,815.48	€ 1,932.28	€ 2,056.34	€ 2,189.26	€ 2,332.34	€ 2,486.28	€ 2,650.66	€ 2,813.84	€ 3,001.22	€ 3,201.99	€ 3,416.13	€ 3,645.93
5	€ 1,856.88	€ 1,976.63	€ 2,103.77	€ 2,240.19	€ 2,387.24	€ 2,533.24	€ 2,700.90	€ 2,880.77	€ 3,072.87	€ 3,278.63	€ 3,498.17	€ 3,733.68
6	€ 1,899.29	€ 2,022.00	€ 2,152.33	€ 2,292.77	€ 2,443.54	€ 2,593.17	€ 2,765.03	€ 2,949.40	€ 3,146.30	€ 3,357.23	€ 3,582.21	€ 3,823.62
7	€ 1,934.04	€ 2,059.19	€ 2,192.14	€ 2,335.89	€ 2,489.67	€ 2,654.61	€ 2,830.80	€ 3,019.77	€ 3,221.55	€ 3,437.77	€ 3,668.42	€ 3,915.83
8	€ 1,978.41	€ 2,106.69	€ 2,243.20	€ 2,390.95	€ 2,548.54	€ 2,717.60	€ 2,898.16	€ 3,091.88	€ 3,298.72	€ 3,520.32	€ 3,756.73	€ 4,010.34
9	€ 2,023.86	€ 2,155.36	€ 2,295.87	€ 2,447.30	€ 2,608.83	€ 2,782.17	€ 2,967.25	€ 3,165.81	€ 3,377.81	€ 3,604.99	€ 3,847.27	€ 4,107.24
10	€ -	€ -	€ 2,349.88	€ 2,505.12	€ 2,670.69	€ 2,848.32	€ 3,038.02	€ 3,241.57	€ 3,458.85	€ 3,691.73	€ 3,940.07	€ 4,206.53
11	€ -	€ -	€ -	€ -	€ 2,734.04	€ 2,916.10	€ 3,110.61	€ 3,319.21	€ 3,541.97	€ 3,780.61	€ 4,035.17	€ 4,308.29
12	€ -	€ -	€ -	€ -	€ -	€ -	€ 3,185.00	€ 3,398.80	€ 3,627.12	€ 3,871.76	€ 4,132.66	€ 4,412.60
13	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 3,480.40	€ 3,714.40	€ 3,965.16	€ 4,232.59	€ 4,519.56
14	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 3,803.90	€ 4,060.93	€ 4,335.02	€ 4,627.25
15	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4,459.19	€ 4,737.51
16	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4,887.81

Employees are entitled to at least the minimum wage. The government adjusts the amounts of the minimum wage twice a year to the development of the average negotiated wages in the Netherlands. This is always done on 1 January and 1 July.

4.2 Application of the salary tables

4.2.1 General

- The tables in 4.1.2 show monthly salaries per salary grade. Each salary grade has a number of salary steps. These steps together form a salary scale.
- Each salary scale has:
 - a starting salary: the lowest amount of the scale (step 1);
 - increments: salary increases (the amounts in bold);
 - a standard salary: the maximum job salary after application of the preceding increments (the highest amount in bold);
 - additional increments: additional salary increases for employees who perform very well according to the evaluation (the highest amounts of the scale not in bold).
- The salary within this salary structure is determined according to 4.1.1.

4.2.2 Employees aged 21 or over

- The amounts from the salary tables in 4.1.2 apply to:
 - employees aged 21 or over,
 - with normal working hours (full-time).
- In case of shorter working hours (part-time), a proportionate amount applies. Longer working hours are compensated with extra scheduled days off (see 3.3).

4.2.3 Employees aged 15 to 20

- Table 4.2.3 shows how the salary of employees aged 15 to 20 is derived from the salary of employees aged 21 and over from 4.2.2.

Table 4.2.3: Salary of employees aged 15 to 20

age of employee	percentage of monthly salary for employees aged 21 and over
15	50%
16	50%
17	60%
18	70%
19	80%
20	90%

4.2.4 Conversion of monthly salary to weekly and hourly salary

- From monthly salary to weekly salary: multiply the monthly salary by 3 (one quarter) and divide the result by 13 (the number of weeks per quarter).
- From weekly salary to hourly salary: divide the weekly salary by 38 (normal weekly working hours), even if different weekly working hours apply within the company.

4.2.5 Increments

- The employer may make the granting of increments dependent on a (personnel) appraisal. In that case:
 - the employer will appraise the employee annually in January;
 - he will use an appraisal system for this.
- The employer can choose between:
 - an appraisal system that he adopts in consultation with the participation body or - if there is no such body - the employees;
 - the system of 10.4.
- If the employer appraises the employee's performance as inadequate, he need not grant a periodic salary increase. Two conditions apply:
 - the employer applies the appraisal system used to all employees;
 - he gives the employee a written substantiation of the appraisal.
- If the employer does not use an appraisal system, he will grant the employee an annual increment. He will do so until the standard salary of the position is reached.

4.2.6 Salary increases agreed in the collective agreement

- Salaries will be increased during the term of this collective agreement. Employees also receive a one-off payment. See table 4.2.6.
- The amounts in the table apply to normal working hours (full-time). In case of shorter working hours (part-time), a proportionate amount applies.
- The structural salary increases in the table are incorporated in the tables of 4.1.2.

Table 4.2.6: Salary increases and one-off payment

start date	percentage or amount	what is it about?
1 September 2021	1.25%	structural increase
1 December 2021	€ 150	one-off sum

4.2.7 Salary for waiting time

- Is the employee at the place where he is supposed to work at the agreed time? But can he not yet start the work through no fault of his own? In that case, the employer continues to pay the employee's salary for the waiting hours. A maximum of eight hours per day applies.
- Exception: This scheme does not apply to employees classified in job category 8 or higher if this occurs occasionally and does not have a fixed scope.

4.2.8 Payslip and annual income statement

- The employer sends the employee a salary statement (payslip) with every salary payment.
- The employer sends the employee an annual income statement for the previous calendar year before 1 March each year. This shows the employee's gross annual salary and the payroll tax and social security contributions withheld.
- If the employment contract ends before the end of the year, the employer will send the employee an annual income statement with the last salary payment.

4.3 Allowances and provisions

4.3.1 Indexation

- The following bonuses and allowances are adjusted annually to price increases:
 - company emergency response (BHV) (4.3.3);
 - tools and equipment (4.3.4);
 - work clothes (4.3.11).
- This indexation is done as follows: on 1 July, these amounts are raised by the percentage increase of the derived consumer price index (CPI) for all households in the month of April for the current year in relation to the month of April a year earlier.

4.3.2 Block or day release, level 2

- If an employee aged 15-21 follows a level-2 block or day release (BBL) course that is relevant to the exhibition sector, he will be entitled to the salary of an employee who is one year older.
- If this employee obtained a diploma for that course, he will be entitled to the salary of an employee who is two years older.

4.3.3 Company emergency response

- If the employee has a valid company emergency response certificate and has been appointed by the employer as a company emergency response team member, he will be paid a company emergency response allowance. ~~As of 1 July 2020 the allowance is € 4.62 per week and as of 1 July 2021 the allowance is € 4.71 per week.~~ This allowance is increased annually on 1 July. See 4.3.1.

4.3.4 Tools and equipment

- If employees require tools or equipment to work, the employer will provide them. Employees handle the tools and equipment carefully. If the tools or equipment are lost or damaged through the fault of an employee, the employer will replace them at the employee's expense. If the tools or equipment are lost or damaged through no fault of the employee, the employer will replace them at the employer's own expense.
- If the employer does not provide the required tools or equipment, the employer will pay employees an allowance for using their own tools or equipment. See table 4.3.4. If the employee's own tools or equipment are lost or damaged through no fault of the employee, the employer will compensate the employee for the costs of their replacement.
- Exception: The previous paragraphs of 4.3.4 and table 4.3.4 do not apply to employees classified in job category 8 or higher.

Table 4.3.4: Tools and equipment allowance

employee's department	allowance per week (until 30 June 2021)	(1 July 2021—30 June 2022)*
carpentry	€ 5.09	€ 5.19
painting	€ 2.28	€ 2.32
studio	€ 2.28	€ 2.32

* This allowance is increased annually on 1 July. See 4.3.1.

4.3.5 Commuting expenses

- The employer will reimburse the travel expenses for commuting from home to work and vice versa. The allowance is calculated on the basis of the travel distance one way using the most common route. See table 4.3.5.
- Exception: This allowance does not apply to employees classified in job category 8 or higher.

Table 4.3.5: Commuting allowance

travel distance one way	monthly allowance (allowance for a maximum of 4 days per week)			
	1 day per week	2 days per week	3 days per week	4 or more days per week
0 to 10 km	€ 00.00	€ 00.00	€ 00.00	€ 00.00
11 to 15 km	€ 16.25	€ 32.50	€ 48.75	€ 65.00
16 to 20 km	€ 22.75	€ 45.50	€ 68.25	€ 91.00
21 km or more	€ 32.50	€ 65.00	€ 97.50	€ 130.00

4.3.6 Work trip expenses

- The employer will reimburse the travel expenses for work trips.
- If the employer finds that employees should use their own car, the employer will pay a kilometre allowance of € 0.28.
- Exception: This allowance does not apply to employees classified in job category 8 or higher.

4.3.7 Work trip travel hours

- If an employee needs to travel for work and it does not concern commuting, the employer will reimburse the travel hours.
- The employer will pay an allowance for travel hours according to table 4.3.7 if it concerns:
 - work in the Netherlands and
 - work abroad that requires an employee to travel a maximum of nine hours a day.
- Exceptions:

- Table 4.3.7 does not apply to employees working abroad who must travel more than nine hours per day. The employer will reimburse such employees a maximum of twelve hours per day. The allowance for a travel hour is one hourly salary.
- This allowance does not apply to travel hours of an employee classified in job category 8 or higher.

Table 4.3.7: Allowance for hours travelled

hours involved	allowance in salary per hour
within the standard company schedule:	
- all travel hours	100%
outside the standard company schedule:	
<i>Monday to Friday:</i>	
- the first 1.5 travel hours	100%
- the next 1.5 travel hours	125%
- all subsequent travel hours	150%
<i>Saturday, Sunday, public holiday:</i>	
- the first 1.5 travel hours	100%
- all subsequent hours on a Saturday	150%
- all subsequent hours on a Sunday	200%
- all subsequent hours on a public holiday	250%
only for the driver and the co-driver: *	
- all travel hours within and outside the standard company schedule	100% + the usual overtime allowance from table 2.4.1

* Or whoever relieves the driver instead of the co-driver.

4.3.8 Trade union membership fee

- The employee can pay his trade union membership fee through the employer. If the employer is willing to cooperate, he will deduct the membership fee from the employee's gross salary. This will result in a tax advantage for the employee.
- An equal advantage can be gained by the employee paying the trade union membership fee himself. He will give the employer proof of payment. The employer will then set off the membership fee against the employee's gross salary and will compensate the employee for the full amount of the membership fee, whether or not via the Work-related Expenses Scheme. The employer will pay the compensation once a year.
- In both cases, the tax advantage for the employee will be the same as when the membership fee is deducted in the income tax return.

4.3.9 Working far from home

- If employees have to work so far from home that it would be unreasonable to have them commute, the employer will reimburse the expenses of food and accommodation within reason, as well as other necessary subsistence expenses. The employer will bear the costs.
- The employer will include this in the company regulations or will agree on this with the participation body.

4.3.10 Accommodation expenses

- The employer will reimburse accommodation expenses (e.g. parking fees) that employees incur for their work.

4.3.11 Work clothes

- The employer will provide employees with the necessary work clothes.
- If the employer does not do so, the employer will pay employees an allowance for using their own work clothes. ~~As of 1 July 2020, the allowance is € 3.42 per week~~

~~and as of 1 July 2021,~~ the allowance is € 3.48 per week. This allowance is increased annually on 1 July. See 4.3.1.

- Exception: The previous paragraphs of 4.3.11 do not apply to employees classified in job category 8 or higher.

4.3.12 Health insurance

- The employer pays the employee an allowance for the costs of supplementary health insurance. This should include physiotherapy.
- The allowance is € 9 per month.

4.3.13 Other allowances

- Night shift: see 2.6;
- Severance pay: see 8.4.1;
- Overtime: see 2.4;
- Shift work: see 2.5;
- Holiday allowance: see 3.1.4.

5. Career, education and training

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| 5.1 Career development
5.2 Education and training |
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5.1 Career development

5.1.1 Sustainable employability

- Sustainable employability is an important goal of this collective agreement. The exhibition sector requires employees who develop in their profession and stay healthy and motivated in the process. Employees who keep up with new techniques and technologies and other ways of working, and therefore practice their profession with pleasure and in good health for longer.
- Sustainable employability is a shared responsibility. The employer facilitates and supports, the employee makes use of the facilities and makes an active effort to ensure his sustainable employability. The following principles are determined by collective agreement.

5.1.2 Employee rights

- To promote his sustainable employability, the employee is entitled to:
 - independent career advice;
 - an annual performance review;
 - a personal development plan (PDP).
- The employer pays the costs of the career advice. He will reimburse the associated travel expenses in accordance with 4.3.6.
- In the annual performance review, the employee talks to the manager about his career. Together they assess:
 - how the employee can continue to work in his position;
 - whether the workplace needs to be adjusted;
 - the employee's further career opportunities, and
 - how education and training can contribute to this; agreements about this are laid down in his personal training plan.The employer tailors the career discussion to the possibilities, wishes, ambitions and expectations of the employee.

5.1.3 Accreditation of prior learning (APL)

- If an employee has a lot of practical experience, but no vocational certificate yet, he can obtain a certificate of prior learning through an APL procedure. This allows him to demonstrate his knowledge and skills. Each employee has the right to an APL procedure. The certificate of prior learning can be converted into an MBO (senior secondary vocational education) diploma. Sometimes this requires additional training.
- The employer pays the costs of obtaining a certificate of prior learning. He will reimburse the associated travel expenses in accordance with 4.3.6.
- The employer may ask the Social Fund to reimburse part of the costs. The reimbursement amounts to 50% with a maximum of € 1,000 per APL procedure. The number of APL procedures to be reimbursed per company depends on the size of the workforce. See table 5.1.3. The Social Fund has a budget available for this purpose. For the years 2018–2019 this amounts to € 5,000 per year. Once this budget is exhausted, there is no longer any entitlement to reimbursement. Applications are processed in order of receipt.

Table 5.1.3: Maximum number of APL reimbursements per company

size of the workforce	maximum number of APL procedures to be reimbursed
less than 50 employees	1
50 to 100 employees	2
100 to 150 employees	3
150 to 200 employees	4
200 or more employees	5

5.2 Education and training

5.2.1 Training courses

- If an employee needs a training course to be able to do his job properly, the employer will pay the training costs. During the training course, the employer will continue to pay the employee's salary.
- If the employee follows a block or day release (BBL) course and is under 19 years of age, he will get 1 day of paid leave per week for attending that course.
- If the employee is 18, 19 or 20 years of age and follows a level-2 BBL course that is relevant to the exhibition sector, or obtained a diploma for that course, he will be entitled to additional salary. See 4.3.2.

5.2.2 Training and education based on a PDP

- If the employee attends training or a course based on his personal development plan, the employer will pay half of the education or training costs. The employee will pay the other half. During the training/course, the employer will continue to pay the employee's salary.
- In case of dismissal, the employer will not deduct his contribution to the education or training costs from the employee's transition payment.

5.2.3 Compulsory training day

- The employee follows a vocational training day every year. The employer offers the training day. He pays the training costs and he pays the employee the salary for that day.

5.2.4 Training leave

- The employee may take three days of paid training leave per year.
- This training leave is meant for forms of training other than those mentioned in 5.2.1 to 5.2.3. The employee decides which training to attend. If the training is for work outside the exhibition sector, the employee and the employer will decide together.
- The employer will reimburse the employee's travel expenses in accordance with 4.3.6.

5.2.5 Extra training leave for employees aged 58 or older

- If the employee is 58 years of age or older, he will be entitled to extra training leave. During this leave, the employer continues to pay the salary.
- It concerns leave for participation in:
 - a course to prepare for retirement or
 - an open school project
- The leave is equal to the duration of the course or project, with a maximum of fifteen days.

6. Working conditions and health

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|---|
| <ul style="list-style-type: none">6.1 Working conditions and absence policy6.2 Health6.3 Accidents6.4 Death |
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6.1 ~~Working conditions and absence policy~~

~~6.1.1 Health and safety officer~~

- ~~▪ The employer will appoint one or more health and safety officers as required by law. He shall do so in consultation with the participation body or if there is no such body the employees.~~
- ~~▪ A health and safety officer performs his statutory duties. He also gives directions and instructions to the employees in the company.~~

~~6.1.2 Occupational Health and Safety Catalogue and RI&E~~

- ~~▪ The parties to the collective agreement endorse the contents of the Occupational Health and Safety Catalogue and the Risk Inventory and Evaluation (RI&E) for exhibition companies.~~
- ~~▪ Companies that apply these tools properly meet the statutory requirements for health and safety at work.~~
- ~~▪ The Occupational Health and Safety Catalogue can be found at www.arbocatalogus-ttb.nl. The RI&E can be found at www.humatix.nl/rie/start/tentoonstellingsbedrijven.~~

6.2 Health

6.2.1 Periodic medical examination

- The employer will offer the employee a medical examination at least once every three years. In consultation with the occupational health and safety physician, the employer may decide to do this more often.
- The examination takes place during working hours. The employer continues to pay the employee's salary. He also pays the costs of the examination.
- The purpose of the periodic medical examination is to timely identify any health risks and problems the employee may have. The results are important for the promotion of sustainable employability of the employee.

6.3 Accidents

6.3.1 Insurance

- The employer participates in the group accident insurance scheme of the Social Fund.
- This insurance scheme guarantees the employee a one-off payment in the event of an accident - during or outside of working hours - that results in:
 - permanent disability (€ 65,000 in case of total disability; a lower amount in case of partial disability) or
 - death (€32,500).
- More information on the group accident insurance scheme can be found at www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven.
- If the employer prefers to take out his own accident insurance policy for his employees, he must first apply to the Social Fund for dispensation from participation in the group insurance scheme. The employer's own insurance policy

must be at least equivalent to the group insurance scheme. The employer will then receive a refund from the Social Fund ~~as described in Article 10 of the Social Fund Collective Agreement.~~

- If the employee asks for a copy of the policy schedule and general terms and conditions of the applicable accident insurance, the employer will provide him with a copy.
- In the event of death, there is also a right to payment in accordance with 6.4.

6.4 Death

6.4.1 Death benefit paid by the employer

- In the event of the employee's death, the employer pays the surviving relatives a one-off death benefit.
- This benefit is equal to the employee's salary for the period from the day of death until the end of that month and for the two months following that month. This is in derogation of Section 674 of Book 7 of the Dutch Civil Code. The payment is made - as far as possible - in a lump sum.
- In this context, 'surviving relative' shall mean:
 - the life partner from whom the employee was not living permanently separated at the time of death;
 - if there is no such partner: the minor legitimate or recognised natural children of the employee.
- In the event of death due to an accident, there is also a right to a payment in accordance with 6.3.

6.4.2 Transport of mortal remains

- If the employee dies while commuting or working, the employer will pay for the transport of the mortal remains to the place of residence.
- This does not apply if these costs are reimbursed under a life insurance policy taken out by the employee.

6.4.3 Surviving Dependents Act shortfall insurance

- After a death, the partner can rely on the Surviving Dependents Act (*Algemene nabestaandenwet*, Anw). This Act provides for temporary and limited financial support.
- In order to limit the loss of income in that situation, the employee can take out Surviving Dependents Act shortfall insurance. This is a voluntary insurance of the Industrial Pension Fund for the Furniture Industry and Furnishing Companies (*Bedrijfstakpensioenfonds voor de Meubelindustrie en Meubileringsbedrijven*).
- See www.meubelpensioen.nl.

7. Employee participation

- 7.1 Trade union work in the business
- 7.2 Employee representative body
- 7.3 Merger and company closure

7.1 Trade union work in the business

~~7.1.1 Trade union contact person~~

- ~~▪ The employees' organisations FNV (Construction & Housing Sector) and CNV Vakmensen can each appoint a trade union contact person within the company.~~
- ~~▪ The trade union contact person is an employee of the company and a member of the organisation that appoints him. He represents the interests of the members of his organisation within the company.~~
- ~~▪ The employees' organisation will inform the employer of the appointed trade union contact person.~~

7.1.2 Rights and obligations

- ~~▪ The employer will enable the trade union contact person to spend a maximum of one hour a month during working hours to the promotion of interests. He will continue to pay the salary for this hour.~~
- The employer will ensure that the employee who acts as a trade union contact person is not disadvantaged in his position within the company as a result. For example, when it comes to promotion or remuneration.
- If the trade union contact person has any complaints about the application of these rights, he can ask the Standing Committee for an opinion.

7.2 Employee representative body

7.2.1 What is it about?

- An employee representative body (ERB) is mandatory for all companies employing more than 10 and less than 50 employees
- 7.2.2 applies in addition to the Works Councils Act.
- ~~▪ An example of ERB regulations for the exhibition sector is given in 10.5.~~

7.2.2 Rights

- The rights of an ERB or ERB member are equal to the rights granted to a works council or works council member under the Works Councils Act in the following respects:
 - powers of the ERB;
 - legal protection of ERB members;
 - facilities of ERB members.
- The employer will enable ERB members to spend a maximum of sixty hours per year on their duties during working hours. He will continue to pay the salary for these hours.
- The employer will enable ERB members to spend at least five days a year on training. The employer will continue to pay the salary for these days. He will also pay the training costs.

7.3 Merger and company closure

7.3.1 Obligations of the employer

- If the employer is considering a merger or is thinking of closing down the company or part of it, he will take the social consequences of this into account when making his decisions. He will abide by the relevant SER rules of conduct.

- The employer will consult FNV (Construction & Housing Sector) and CNV Vakmensen about its plans, the measures he is considering and the consequences thereof for employees. He will do so at a joint meeting. Consultations will take place as soon as possible, but in any event before any final decisions are made.
- If the merger or company closure is likely to affect employees, the employer will draw up a social plan. He will do so in cooperation with FNV (Construction & Housing Sector) and CNV Vakmensen. The social plan will indicate which particular interests of the relevant employees are to be taken into account and how this is to be done.

8. Illness, unemployment, pension

- 8.1 Illness: rules for employees
- 8.2 Illness and income
- 8.3 Incapacity for work
- 8.4 Unemployment
- 8.5 ~~Pension~~

8.1 Illness: rules for employees

8.1.1 Reporting ill

- If the employee is unable to work due to illness, he will report:
 - That he is ill
 - How long he expects to be ill
 - The telephone number at which he can be reached
 - The address where he is staying during his illness
 - Current work and appointments
 - Whether the illness is the result of a work or traffic accident
 - Whether the employee falls under one of the safety net provisions of the Sickness Benefits Act. He does not have to mention which safety net provision.
- The employee will first report ill to his or her immediate superior by telephone, after which he will confirm his report by e-mail. If the immediate superior is not present, the employee will report ill to the administrative department. The confirmation by e-mail is sent by the employee to the administrative department, cc'ing his/her immediate superior.
- The employee should preferably report ill before starting work. If that is not possible, he should report ill no later than 2 hours after the time he would normally have started working.

8.1.2 Staying at home

- During the first 5 days of illness, the employee must be present at the accommodation address he has provided. If this address changes, the employee will immediately report this by telephone and by e-mail to his or her immediate superior. If the immediate superior is absent, the employee will report to the administrative department.
- After the first 5 days of illness, the employee must be present at the accommodation address for 2 weeks until 10:00 am and from noon to 2:30 pm.
- The employee may ask the employer to deviate from the above.

8.1.3 Attend consultations

- The occupational health and safety service or the employer can call the employee to attend the company doctor's consultation.
- The employee must comply with this call, unless he has already fully returned to work or has a valid reason, for example a hospital admission. No transport is not a valid reason.
- If the consultation is not scheduled on a working day, the employee will immediately inform the employer or occupational health and safety service and make a new appointment.

8.1.4 Staying abroad

- If the employee falls ill abroad, he will immediately report to his immediate superior. If the immediate superior is absent, he will report to the administrative department.

- The employee must confirm his sick report by e-mail to his immediate superior. If the immediate superior is absent, the employee will send the e-mail to the administrative department, cc'ing his immediate superior.
- In order to substantiate his illness, the employee must submit a written statement from a foreign doctor or controlling body. If the employee does not have a written statement, he is deemed to be not ill.
- The employee should:
 - Be contactable by telephone by the employer, the Dutch company doctor and the controlling body abroad
 - Have himself checked by a controlling body abroad within 3 days during his stay abroad
 - Return to the Netherlands as soon as possible. This is the case as soon as:
 - The holiday period is over, and
 - The doctor of the controlling body deems this possible
 - If the employee does not return to the Netherlands although he can, the employer may stop the payment of wages and eventually dismiss the employee, summarily or otherwise.
- After returning to the Netherlands, the employee must be available for a check by the Dutch company doctor. See 8.1.3.
- If the employee wants to go abroad for a holiday during illness, he will ask permission from the company doctor and the employer. The employee may depart only after permission has been granted.

8.1.5 Resuming work when recovered

- When the employee has recovered, he will notify his immediate superior of his recovery. He will do so as soon as possible and in any event before 9.00 a.m. on the next working day. If the immediate superior is absent, the employee will notify the administrative department of his recovery.
- The employer will forward the notification of recovery to the occupational health and safety service.

8.1.6 Second opinion/ expert opinion

- If the employee disagrees with the opinion of the company doctor, the employee may:
 - Get a second opinion from another company doctor at the employer's expense
 - Request an expert opinion from the UWV Employee Insurance Agency
- If the employer disagrees with the opinion of the company doctor, he too may request an expert opinion from the UWV.
- The employee is required to perform his work until a different company doctor or the UWV gives a different opinion than the first company doctor. If the employee fails to do so, he will not be entitled to a salary until he performs his work, unless it follows from the second opinion or the expert opinion that the employee was ill after all.

8.1.7 Authorisation

- The employee authorises the company doctor to obtain information about his state of health from the doctor treating him. This is not a legal obligation, but helps the company doctor to form an opinion about the illness and capabilities of the employee.

8.1.8 Illnesses caused by a third party

- If the illness is caused by a third party, the employee must provide the employer with all the information about this party.

8.2 Illness and income

8.2.1 Continued payment of wages and supplements

- The income during illness consists of two parts: the continued payment of wages as required by law and a supplement under this collective agreement.
- According to the law, the employer continues to pay 70% of the salary during 104 weeks. This is done according to Section 629 of Book 7 of the Dutch Civil Code. This section provides that the wages that are continued to be paid during the first 52 weeks must be at least equal to the statutory minimum wage.
- Under the collective agreement, the employer pays the following enhanced supplements:
 - during the first 26 weeks: supplement to 100%;
 - during the next 78 weeks: supplement to 80%.
- The total amount of wages and the enhanced supplement will never exceed the maximum wage within the meaning of the Social Insurance (Funding) Act.

8.2.2 Exceptions to 8.2.1

- Rehabilitation: If the employee is actively rehabilitating or is working a number of hours on an occupational therapy basis, the employer will pay him 100% of the salary for the hours worked.
- Waiting days: If the employee reports ill more than twice in a calendar year, a waiting day will apply to all subsequent sick reports in that year. The employer does not have to continue to pay wages for a waiting day. Two sick reports with less than four weeks in between count as one sick report. The waiting days do not apply to sick reports caused by a workplace accident.
- Suspending payment of wages: If the employee does not cooperate with the company doctor's examination of his illness, the employer may suspend payment of wages. Payment of wages is suspended until the employee has been examined. The employer may impose this measure, for example if:
 - the employee is not at home (8.1.2)
 - the employee does not show up at the consultation (8.1.3)
 - the employee does not undergo an examination abroad or cannot be contacted (8.1.4)
- No entitlement to wages: In accordance with Section 629 of Book 7 of the Dutch Civil Code, the employee is not entitled to wages if he:
 - intentionally caused his illness
 - has given false information for a pre-employment medical examination
 - for the time that he hinders or delays his recovery, for example by going on holiday without the company doctor's permission (8.1.4)
 - for the time that he does not perform suitable work for the employer or a third party without good reason
 - for the time that he refuses to follow the employer's reasonable instructions
 - for the time that he refuses to cooperate in drawing up, evaluating and adjusting a plan of action
 - for the time that he is late in submitting the application for any WIA benefit without good reason
- Stopping / suspending payment of wages: The employer can only stop payment of wages after he:
 - has announced the suspension or cessation of wages in writing immediately after a violation of the regulations/law
 - has allowed the employee a reasonable period of time to fulfil his obligation
- Dismissal (summary or otherwise): If the employee stays abroad after the warning or leaves after permission to go on holiday has been refused, the employer may dismiss the employee, summarily or otherwise.

8.2.3 Calling in a rehabilitation firm

- If the employer has still not called in his rehabilitation firm after thirteen weeks of illness, the employee may do this himself. The employer will pay the costs.

8.3 Incapacity for work

8.3.1 Supplements from the pension fund

- The employer must participate in the group scheme for enhanced income provisions in the event of incapacity for work. This is a scheme of the Industrial Pension Fund for the Furniture Industry and Furnishing Companies (*Bedrijfstakpensioenfonds voor de Meubelindustrie en Meubileringsbedrijven*, hereinafter referred to as "the Pension Fund"). The employer is responsible for deducting and paying the employee and employer contributions. The scheme consists of the following components.
- WIA, waiver of pension contribution: If the employee receives a WIA benefit and is at least 35% incapacitated for work, he may ask the Pension Fund:
 - to continue his pension accrual in full, and
 - grant a (partial) waiver of contribution for that.
- IP-plus scheme: If the employee receives a WAO benefit or a full WIA benefit, he may be entitled to a supplement to that benefit. This is a supplement in the form of an invalidity pension from the Pension Fund's IP-plus scheme.
- More information about the above schemes can be found at www.meubelpensioen.nl.

8.3.2 WGA shortfall

- The employer takes out insurance for his employees to cover the WGA shortfall (shortfall under the Return to Work (Partially Disabled Persons) Regulations).
- This insurance provides a supplement to the income of a partially disabled employee who:
 - receives a WGA benefit;
 - cannot earn more than 65% of the reference income per hour, and
 - is not permanently unfit for work.
- The employer makes use of the group insurance scheme taken out by the Social Fund for this purpose. The employer pays 50% of the contribution. The other 50% is deducted from the employee's salary. This deduction only takes place if the salary to be paid does not fall below the level of the statutory minimum wage as a result of the deduction.
- More information can be found at www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven.

8.3.3 WIA additional income insurance

- The employer can take out WIA additional income insurance with the Pension Fund.
- If the employer has taken out this insurance, employees receiving a WIA benefit may be eligible for additional income.
- More information can be obtained from the employer and at www.meubelpensioen.nl.

8.4 Unemployment

8.4.1 Severance pay

- If the employer dismisses an employee who has a permanent employment contract, he will pay the employee severance pay. This is a one-off payment of € 400. This amount is in addition to the statutory transition payment.
- Exceptions: the employee is not entitled to this severance pay in the following cases:
 - if the UWV considers it to be voluntary unemployment;
 - if the employee receives a higher amount on the basis of a social plan, a ruling by the subdistrict court or a settlement agreement with the employer.

8.4.2 Unemployment and pension accrual

- If the employee has an employment contract for an indefinite period and becomes unemployed, he may opt for voluntary continuation of his pension accrual.
- If the employee opts for this, the employer will pay the employer's and employee's share in the pension contributions for three months.

8.4.3 Supplementary unemployment or WGA benefit

- If an employee becomes unemployed, he may qualify for an unemployment benefit or a wage-related WGA benefit. ~~These statutory benefits are paid for no more than 24 months.~~
- After that, the employee may qualify for a benefit under the Regulations governing Private Unemployment Benefit Supplements and Wage-Related WGA Benefits (PAWW). ~~This benefit is paid for no more than 14 months and its amount is the same as the previous statutory benefit. The employee may apply for a PAWW benefit one month before his statutory benefits are discontinued.~~
- This is provided for in a 'PAWW collective agreement', which the parties to the collective agreement in the Exhibition Sector have joined, among others. The regulations are implemented by the PAWW Foundation.
- More information is available at www.spaww.nl.

8.5 Pension

8.5.1 The scheme

- ~~Employees aged 21 or older are obliged to participate in the pension scheme of the Industrial Pension Fund for the Furniture Industry and Furnishing Companies (*Bedrijfstakpensioenfonds voor de Meubelindustrie en Meubileringsbedrijven*, hereinafter referred to as "the Pension Fund").~~
- ~~This scheme entitles the employee to an old age pension and a partner's pension.~~
- ~~The pension accrual is determined annually by the Board of the Pension Fund. The employer and employee each pay half of the contributions.~~

8.5.2 Old age pension

- ~~The standard retirement age is 68 years. The Board of the Pension Fund may determine a different age.~~
- ~~The employee can retire early. The commencement date and benefit level then depend on the number of years the employee has participated in the Pension Fund.~~
- ~~The employee can make use of the part-time pension scheme. The employer may only refuse this if substantial business interests dictate otherwise.~~

8.5.3 Information about the pension scheme

- ~~See www.meubelpensioen.nl~~

9. About this collective agreement

- 9.1 Features of this collective agreement
- 9.2 Definitions and terms
- 9.3 Who is subject to the collective agreement?
- 9.4 Hiring temporary agency workers
- ~~9.5 Self-employed person without employees~~
- 9.6 Working abroad
- 9.7 Complying with and deviating from the collective agreement
- 9.8 Industry organisations
- ~~9.9 Working arrangements between the parties to the collective agreement~~

9.1 Features of this collective agreement

~~9.1.1 Parties to the collective agreement~~

- ~~▪ This collective agreement is a collective agreement between the employers' organisation
– CLC VECTA Centre for Live Communication (hereinafter referred to as "CLC-VECTA")
and the employees' organisations:
– FNV (Construction & Housing Sector) and
– CNV Vakmensen.~~

~~9.1.2 Term~~

- ~~▪ This collective agreement is valid for the period from 1 January 2020 to 31 December 2021.~~

9.1.3 Terminology and principles

- Employer/employee: In the collective agreement, these terms are referred to as being male. However, they can be male as well as female.
- Sums of money: All amounts in this collective agreement are gross amounts, unless explicitly stated to be a net amount.
- Full-time and part-time: This collective agreement assumes that employees have a normal number of working hours in a week, which is 38 hours on average (full-time). If an employee is working fewer hours a week according to their employment contract (part-time), the collective agreement provisions apply in which this fact is expressly stated in proportion to their weekly working hours.
- Appendices: The appendices form part of this collective agreement.

~~9.1.4 Renegotiating the collective agreement~~

- ~~▪ The collective agreement can be renegotiated in the following cases:
– if a collective agreement provision is not declared universally applicable and it concerns pay and hours;
– in case of changes in laws and regulations or in case of court rulings affecting pay and hours.~~
- ~~▪ In those cases, the parties to the collective agreement will renegotiate the relevant parts of the collective agreement.~~

~~9.1.5 Strike and lock-out~~

- ~~▪ FNV (Construction & Housing Sector) and CNV Vakmensen will not call or support any strike against CLC VECTA during the term of this collective agreement.~~
- ~~▪ CLC VECTA will not apply or support a lock-out of members of FNV (Construction & Housing Sector) and/or CNV Vakmensen during the term of this collective agreement.~~

9.2 Definitions and terms

- **Block or day release (BBL):** A block or day release (*beroepsbegeleidende leerweg*, BBL) course. This is a learning pathway in senior secondary vocational education according to the Adult and Vocational Education Act, in which a participant has both an employment contract and an apprenticeship contract.
- **Payment period:** The usual in-company frequency with which the employer pays the salary.
- **DCC:** Dutch Civil Code.
- **Collective agreement:** The term 'the collective agreement' or 'this collective agreement' refers to the applicable Collective Agreement for Exhibition Companies.
- **Parties to the collective agreement** (Exhibition Companies): the employers' organisation CLC-VECTA Centre for Live Communication and the employees' organisations FNV (Construction & Housing Sector) and CNV Vakmensen.
- **Part-time (or part-time work):** Working less than 38 hours per week on average under an individual employment contract.
- **Life partner:** The person with whom the employee:
 - a. is married or
 - b. has a registered partnership or
 - c. has a notarial cohabitation contract, in which property matters are arranged, and
 - d. from whom he is not permanently separated,
 - e. or - if a, b or c does not apply - the person with whom he has demonstrably run a joint household for five years or more.For c and e, the condition is that the employee and the life partner are not related by blood or marriage in the direct line.
- **Participation body:** The works council or - if there is no works council - the employee representative body as referred to in the Works Councils Act.
- **Minimum wage, statutory:** The wage as referred to in the Minimum Wage and Minimum Holiday Allowance Act (*Wet minimumloon en minimumvakantiebijslag*, Wml).
- **Salary:** the gross remuneration per hour or per payment period agreed between the employer and the employee, plus structural allowances.
- **Social fund:** *Stichting Sociaal Fonds Tentoonstellingsbedrijven* (Social Fund for Exhibition Companies). See 9.8.1. (~~reference to amended article~~)
- **Foundation for Compliance with the Collective Agreement for Exhibition Companies** (*Stichting Naleving cao Tentoonstellingsbedrijven*, SNTB): see 9.8.3.
- **Temporary agency worker:** An employee as referred to in Article 690 of Book 7 DCC.
- **Temporary employment agency:** An employer as referred to in Article 690 of Book 7 DCC.
- **Standing Committee:** see 9.8.2.
- **Employer:** A company operating a business within the exhibition sector as described in 9.3.
- **Employee:** Someone who works at the employer under the terms of an employment contract under civil law, with the exception of temporary agency workers, interns and/or trainees, holiday staff and members of the management board.
- **Wml:** *Wet minimumloon en minimumvakantiebijslag* or Minimum Wage and Minimum Holiday Allowance Act.
- **Ill/Illness:** Being unable to perform the agreed work due to a bodily or mental defect.

9.3 Who is subject to the collective agreement?

9.3.1 Scope

- The provisions of this collective agreement apply to the employment contract between the employer and the employee in the exhibition sector.
- The exhibition sector is understood to mean the businesses or business departments that pay over 50% of the wage bill to employees who are involved in realising stand construction/exhibition projects.
- This collective agreement also applies to businesses or business departments that pay at least 20% but no more than 50% of the wage bill to employees who are involved in realising stand construction/exhibition projects, in so far as these businesses or business departments are not subject to another collective agreement registered with the Ministry of Social Affairs and Employment or one that has been declared universally applicable by the Ministry.
- This collective agreement also applies to businesses:
 - whose actual activities play a supporting role for the businesses mentioned in the previous paragraphs, and
 - which belong to the same group of businesses according to tax legislation, pension legislation or the Works Councils Act (*Wet op de ondernemingsraden*).

9.3.2 Who is not subject to the collective agreement?

- A temporary employment agency which meets all of the following requirements does not fall under the scope of this collective agreement:
 - ~~- the full business activities of the temporary employment agency involve making workers available in the sense of Article 690 of Book 7 DCC;~~
 - at least 25% of the workers whom the temporary employment agency deploys fall outside the scope of this collective agreement;
 - for 15% or more of the total annual wage liable to social insurance contributions, the temporary employment agency works with employees who are made available to third parties based on temporary employment agency contracts with a temporary employment clause as referred to in Article 691(2) of Book 7 DCC; the business has met this criterion if and when the Dutch Tax and Customs Administration has established this fact.
 - the applicable ABU or NBBU collective labour agreement for temporary agency workers is directly applicable to the temporary employment agency;
 - the temporary employment agency is not part of a group of companies that is bound to the collective agreement for exhibition companies either directly or by having been declared universally applicable, and
 - the temporary employment agency is not an employment pool by joint agreement.
- This collective agreement does not apply to employers using the collective agreement for technical installation companies or applying the latter's provisions which have been declared universally applicable.

9.4 Hiring temporary agency workers

9.4.1 Compliance with collective agreement provisions

- The employer who hires the temporary agency worker (the hirer) ensures that the temporary employment agency complies with the following provisions of this collective agreement: 1.1.3 (2nd paragraph with the exception of 2nd indent), 1.2, 2.1 to 2.7, 3.1, 3.2.1, 3.2.2 (1st paragraph), 3.3, 4.1, 4.2.1 to 4.2.6, 4.3.1 to 4.3.6, 4.3.8 to 4.3.10, 5.1, 5.2.1 (1st paragraph), 5.2.2 to 5.2.5 ~~and 6.1.2~~.
- Does the hirer use a temporary employment agency that is bound to the ABU or NBBU collective agreement either directly or by having been declared universally applicable? And does it cover the effect of one or more provisions from the previous paragraph? In that case, the hirer is deemed to have fulfilled his obligations in respect of those provisions.

9.4.2 Skilled worker

- A skilled worker is a temporary agency worker who has carried out work as defined in this collective agreement for at least twelve months within a period of two years.

9.4.3 Foreign temporary agency worker

- In addition to 9.4.1 and 9.4.2, a hirer who hires a foreign temporary agency worker must ensure that:
 - Dutch laws and regulations in the area of minimum employment conditions and the obligation to report and provide documentation are applied to this temporary agency worker;
 - the temporary agency worker knows and applies the applicable requirements in the area of working conditions, health and safety.

9.5 Self-employed person without employees

9.5.1 Laws and regulations

- ~~▪ If the company hires a self-employed person without employees (in Dutch: zzp'er), he will comply with the applicable laws and regulations.~~

9.5.2 Foreign self-employed person without employees

- ~~▪ If the company hires a foreign self-employed person without employees to perform work in the Netherlands, the following obligations will also apply to the employer:

 - the employer complies with the Dutch laws and regulations on reporting and documentation requirements;
 - the employer ensures that the self-employed person without employees knows and applies the applicable working conditions, health and safety requirements.~~

9.6 Working abroad

9.6.1 Obligations of the employer

- ~~▪ If the employee works abroad on the employer's instructions, the employer will observe the following rules.~~
- ~~▪ The laws and regulations of the host country on minimum working conditions and reporting and documentation requirements apply. The collective agreement is the lower limit here.~~
- ~~▪ The employer will ensure that the employee's working conditions at least comply with the Dutch laws and regulations in this area.~~

9.6.2 Other collective agreement rules for working abroad

- See also 2.3.2 (Time off in lieu) and 4.3.7 (Travel hours).

9.7 Complying with and deviating from the collective agreement

9.7.1 Applying and deviating

- The employer will in any case apply the provisions of this collective agreement.
- The employer may deviate from the collective agreement if:
 - it is advantageous for the employee; or
 - this option is stated in a specific provision of the collective agreement; this can only be done in consultation with the participation body or - if there is no such body - the employees, or
 - ~~- the Standing Committee has granted the employer dispensation from the application of one or more provisions of this collective agreement; this is only done at the employer's request.~~

9.7.2 Demonstrating compliance

- ~~▪ The employer is at all times obliged to demonstrate to the Foundation for Compliance with the Collective Agreement for Exhibition Companies (*Stichting*~~

Naleving Cao Tootoonstellingsbedrijven, SNTB) that it complies faithfully with the provisions of this collective agreement.

- This obligation includes that the employer keeps proper payroll and working hours records and provides the employee with a salary slip with each salary payment.

9.8 Industry organisations

9.8.1 Social fund

- The parties to the collective agreement have in addition to this collective agreement concluded a social fund collective agreement for exhibition companies.
- The Articles of the Social Fund can be found at www.sociaalfondsttb.nl. This allows any interested party to check whether the Social Fund budget is being well spent. The funding regulations show the activities funded by the Social Fund and how to apply for funding.
- The employer is obliged to pay annual contributions to the Social Fund. This is a percentage of the wage for social insurance purposes paid by him in the previous year, with a maximum of the daily wage assessable for social insurance under the Unemployment Insurance Act (WW). The contribution is 0.49%. This includes the employee's share for the group WGA shortfall insurance (0.09%). If necessary, the parties to the collective agreement may increase the contribution for the Social Fund in the interim.

9.8.2 Standing Committee

- The parties to the collective agreement have set up a Standing Committee. Its main tasks are:
 - resolving differences in interpretation of the collective agreement between an employer and an employee or participation body;
 - assessing appeals lodged against a job classification;
 - deciding on requests for dispensation from the collective agreement or from collective agreement provisions.
- The Standing Committee consists of representatives of CLC-VECTA, FNV (Construction & Housing Sector) and CNV Vakmensen. The secretariat is run by CLC-VECTA.
- The regulations of the Standing Committee can be found in 10.6.

9.8.3 Foundation for Compliance with the Collective Agreement for Exhibition Companies

- The parties to the collective agreement have formed a Foundation for Compliance with the Collective Agreement for Exhibition Companies (*Stichting Naleving Cao Tootoonstellingsbedrijven, SNTB*).
- Its main task is to monitor compliance with the collective agreement. This is to promote fair competition (no competition based on employment conditions).
- The SNTB's Articles and board regulations can be found at , the regulations in 10.6. The rules laid down by the SNTB for the application of collective agreement provisions are also part of this collective agreement.

9.9 Working arrangements between the parties to the collective agreement

9.9.1 Extension of the collective agreement from 2022 onwards

- The parties will continue timely discussions on the extension of the collective agreement from 1 January 2022.
- The guiding principle will be the future of a sustainably organised and attractive sector to work in, the interests of employees and employers being properly balanced.
- For this purpose, the parties will draw up indicators that will serve as a basis for the new agreements.

9.9.2 Remuneration survey

- ~~— The parties will commission a remuneration survey.~~
- ~~— The results of the remuneration survey will be taken into account by the parties when making the new agreements.~~

9.9.3 Monitoring compliance

- ~~▪ The parties consider it important to continue to promote compliance, to carry out compliance checks and to impose sanctions if it is found that collective agreements are not being complied with.~~
- ~~▪ The parties will appoint a Technical Compliance Committee in order to adequately anticipate developments and to carry out careful and independent research.~~
- ~~▪ The SNTB will transfer its tasks to this Technical Compliance Committee, after which the SNTB as a foundation will be dissolved at some point.~~

10. Appendices

- 10.1 Reference jobs
- ~~10.2 Working Hours Act: working hours and rest periods~~
- ~~10.3 Personal development plan: model form~~
- 10.4 Personnel appraisal: model form
- ~~10.5 Employee representative body: sample regulations~~
- 10.6 Standing committee: regulations
- ~~10.7 Regulations of the Foundation for Compliance with the Collective Agreement
for Exhibition Companies (*Stichting Naleving cao tentoonstellingsbedrijven*,~~

10.1 Reference job

General concepts

Reference job

A reference job is an example of a job that may exist in practice, but has been stripped of specific company characteristics. A reference job serves as a 'marker' for drawing up and/or classifying business functions. The reference job description includes the context, the place within the company, the most important results/contributions, the added value of the job including result indicators, the arduous working conditions and the required knowledge and experience.

NOK

The Dutch abbreviation for *Niveau-Onderscheidende Kenmerken* or Level Defining Characteristics. An NOK matrix provides an overview of the differences between jobs in a series, which lead to a different level/job category. The level differences have been made transparent on the basis of specific characteristics and are a summary of the differences between the underlying reference job descriptions.

Concepts in the reference job descriptions

Context

Explanation in order to get an idea of the situation in which the reference job operates. Examples are a characterisation of the company and/or (sub)department, specific frameworks (such as legislation and regulations, policy from other disciplines), contacts/collaboration (internal/external), role and contribution of the job, demarcation, complicating or simplifying factors (tools), specification of responsibility, etc.

Manager

This shows whether the reference job has a manager with or without subject matter expertise.

- manager with subject matter expertise: the jobholder can fall back on the manager for substantive issues of a non-routine nature. This limits the independence and necessary substantive expertise of the jobholder;
- manager without subject matter expertise: the jobholder cannot, or can only to a limited extent, fall back on the manager for substantive issues. This sets requirements on the degree of independence and substantive expertise of the jobholder.

Added value

A logical clustering of results to be achieved, often based on processes (what is the sequence of the work, e.g. prepare, execute, administer) within a job. It is a defined part of a job for which an explicit result (added value) can/must be determined and achieved.

Result indicator

Indicates which aspects are important for achieving a certain result. These are also the criteria based on which an opinion on performance in the result area can be substantiated. Result indicators can be used to formulate specific targets.

Arduous conditions

Conditions in jobs which are physically and/or psychologically stressful or which entail certain dangers for the jobholder. Arduous conditions are only included if they constitute a substantial factor in the performance of the job.

Overview of reference jobs and associated NOKs

C.01 Commercial employee II - Job profile
C.01 Commercial employee II - Job requirements and competence profile
C.01 Commercial employee - Level Defining Characteristics
C.02 Account manager II - Job profile
C.02 Account manager II - Job requirements and competence profile
C.02 Account manager - Level defining characteristics
P.01 Cleaner - Job profile
P.01 Cleaner - Job requirements and competence profile
P.02 Production/logistics employee (stand builder) II - Job profile
P.02 Production/logistics employee (stand builder) II - Job requirements and competence profile
P.02 Production/logistics employee (stand builder) - Level defining characteristics
P.03 Skilled worker (stand builder) II - Job profile
P.03 Skilled worker (stand builder) II - Job requirements and competence profile
P.03 Skilled worker (stand builder) - Level defining characteristics
P.04 Foreman I - Job profile
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C.01 Commercial employee II - Job profile

Job family: Commerce

COMMERCIAL EMPLOYEE II	
<p>Context A commercial employee II works in stand design, stand construction, interior construction, rental and (national) event organisations and suppliers. A commercial employee II is responsible for the (commercial and administrative) support of the commercial manager(s) in the organisation, so that they can achieve the commercial objectives.</p> <p>Commercial employees are distinguished at three levels. The differences between commercial employees I, II and III are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. (Administrative) support account management Appointments, plans and or ideas with (potential) customers, made by the account manager/commercial director, are prepared in the form of quotations, sent after approval and recorded in the appropriate systems.</p>	<ul style="list-style-type: none"> - correctness, completeness and up-to-dateness of the CRM system; - quality of support provided; - stakeholder satisfaction; - correctness and completeness of files, records, contracts.
<p>2. Order processing Incoming orders/accepted quotations are handled independently, initiated internally and processed in order to provide the customer with the desired order/confirmed cooperation as quickly as possible.</p>	<ul style="list-style-type: none"> - accuracy and completeness of data input; - customer satisfaction.
<p>3. Acquisition (Potential) customers are proactively informed about the portfolio, promotions, offers etc. in order to promote the realisation of commercial objectives.</p>	<ul style="list-style-type: none"> - as ordered/instructed; - realisation of conversion/sales.
<p>4. Customer management Relations with customers are maintained by the office staff through periodic contacts and by discussing the state of affairs (including the handling of complaints), and special circumstances are reported to the account manager/commercial director for follow-up.</p>	<ul style="list-style-type: none"> - frequency of contact as agreed; - insight into the current state of affairs of customers; - degree of sales promotion; - timely, correct reporting to account manager; - customer satisfaction.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 6	

C.01 Commercial employee II - Job requirements and competence profile

Job family: Commerce

COMMERCIAL EMPLOYEE II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level (preferably specialising in commerce); - knowledge of the exhibition industry; - experience with and knowledge of automated systems (MS-office, ERP etc.); - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations; - knowledge of spoken and written Dutch and English.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - is precise in the completion of tasks; - sees things that others overlook; - has an eye for detail and guards against mistakes in his own work.
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - commits to the agreed targets, is accountable for them and can be held accountable; - knows what needs to be done and how it needs to be done; - acts according to orders and instructions.
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - puts the customer's interests first while remaining efficient and goal-oriented; - inquires about the customer's wishes and needs; - checks whether expectations, wishes or needs have been met, opens up the possibility for correction or asks for suggestions for improvement.
Result orientation Focusing actions and decisions on the actual achievement of intended results. <ul style="list-style-type: none"> - makes an effective planning and sticks to it; - identifies and actively responds to opportunities to achieve the set goals; - translates goals into concrete measurable or visible results.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - shares information and experiences with others and promotes mutual communication; - actively seeks feedback from internal customers and exchanges experiences; - is a binding factor and a spider in the web that monitors joint actions.

This document (job requirements and competence profile) does not affect the job level.

C.01 Commercial employee - Level Defining Characteristics

Job family: Commerce

CHARACTERIST IC	-	COMMERCIAL EMPLOYEE I	COMMERCIAL EMPLOYEE II	COMMERCIAL EMPLOYEE III	+
Focus	No reference job available	<ul style="list-style-type: none"> - performing supportive (administrative) work from the back office (visiting appointments, writing reports, etc.); - drawing up quotations; - recording agreed orders (received by phone, fax, e-mail etc.) in terms of price, delivery time, delivery terms. 	<ul style="list-style-type: none"> - drawing up and recording quotations from the back office; - taking care of order intake (asking questions/specifying customer demand) and monitoring/ order follow-up. 	<ul style="list-style-type: none"> - in addition to II: <ul style="list-style-type: none"> . drawing up quotations outside the standard formats; . checking and improving existing support formats/processes. 	See reference job and NOK appendix for account manager
Complexity		<ul style="list-style-type: none"> - quotations are drawn up on the basis of existing formats and set frameworks; - orders have already been agreed. 	<ul style="list-style-type: none"> - quotations are drawn up on the basis of outlined agreements, plans and/or ideas of the account manager/commercial director; - order intake is handled independently. 	<ul style="list-style-type: none"> - in addition to II: <ul style="list-style-type: none"> . quotations are also drawn up on the basis of his own insight and substantive knowledge; . acting as an expert and order coordinator (between customers, field staff, internal organisation); . monitoring accounts receivable balance/credit terms. 	
Customer contact		<ul style="list-style-type: none"> - providing general information about the organisation and its products and services - answering (reactive/inbound) customer queries and stimulating upselling activities. 	<ul style="list-style-type: none"> - in addition to I: <ul style="list-style-type: none"> . promoting and stimulating sales by proactively informing customers about portfolio, promotions, offers etc.; . handling complaints and monitoring follow-up. 	<ul style="list-style-type: none"> - in addition to II: the (independent) maintenance of customer contacts with existing relations. 	
Administration & registration		<ul style="list-style-type: none"> - recording customer information and details. 	<ul style="list-style-type: none"> - in addition to I: timely identification and reporting of particulars in existing relations. 	<ul style="list-style-type: none"> - in addition to II: advising on opportunities based on his own area of expertise and detailing proposals for improvement. 	
SALARY GRADE		5	6	7	
Indicative professional and intellectual ability*		<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO/HBO 	

* part of the competence profile, does not affect the job level

C.02 Account manager II - Job profile

Job family: Commerce

ACCOUNT MANAGER II	
<p>Context An account manager II works in stand design, stand construction, interior construction, rental and event organisations and suppliers. An account manager II mainly focuses on analysing, building and maintaining (new) customer relationships. He makes (customised) contract agreements on cooperation, delivery and service levels and coordinates the internal quotation process in order to achieve the organisation's commercial objectives.</p> <p>Account managers are distinguished at three levels. The differences between account managers I, II and III are elaborated in the appendix with Level Defining Characteristics (Niveau-onderscheidende Kenmerken, NOK).</p>	
<p>Organisation Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Account plan Based on insight into the needs of the market/of customers and insight into the planning of trade fairs and events, an account plan is drawn up with concrete commercial objectives, as well as an estimate of the related activities, revenues and costs.</p>	<ul style="list-style-type: none"> - substantiated elaboration from the level of the individual customer to the market level; - in line with the objective of resource availability (manpower, material, etc.); - support/acceptance of account plan; - timely and correct registration in the CRM system.
<p>2. Account/market approach Existing and potential accounts: the market is proactively analysed, approached and advised, resulting in concrete quotation processes and name recognition in the market.</p>	<ul style="list-style-type: none"> - active approach to (potential) accounts; - number of quotation requests from (new) accounts; - name recognition/reputation.
<p>3. Quotation processes In cooperation with the customer, there is coordination about the (potential) cooperation, providing insight into the possible designs/services, and the agreements (together with the office staff) are laid down in the form of a quotation with clear agreements on the delivery of the (custom) design and the services.</p>	<ul style="list-style-type: none"> - correct (tailor-made) solutions/costs; - timely and correct follow-up of commitments; - realisation of sales.
<p>4. Relationship management Relationship management with (potential) customers is designed effectively, with the aim of securing the continuity of the relationship and thereby customer loyalty (on at least two levels), also in the longer term.</p>	<ul style="list-style-type: none"> - stable customer relationship with fixed customer contacts at multiple levels in the customer organisation; - effective response to and handling of (impending) issues; - extent to which customers are prepared to accept advice; - customer satisfaction.
<p>5. Market information Relevant market information (developments, particulars), as input for adjusting the market approach, product structure, commercial actions etc., is recognised and shared internally.</p>	<ul style="list-style-type: none"> - usability and relevance of market information; - timely sharing of market knowledge; - basis for adjustment, substantiation of policy.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - risk of injury caused by road traffic accidents. 	
SALARY GRADE 9	

C.02 Account manager II - Job requirements and competence profile

Job family: Commerce

ACCOUNT MANAGER II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at higher professional education (HBO) level (preferably specialising in commerce); - experience with a commercial role in the exhibition industry; - knowledge of privacy laws and regulations; - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of spoken and written Dutch and English.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - comes up with proposals that respond to the customer's wishes and needs and delivers customised work; - is able to think along with the customer's (latent) wishes and needs and to anticipate them; - makes clear agreements with the customer about the performance to be delivered, and then also honours those agreements.
Networking Establishing and maintaining contacts with others smoothly and effectively for work purposes. Moving easily in all kinds of company. <ul style="list-style-type: none"> - visits events where he sees an opportunity for networking; - initiates meetings with relations that may be useful in achieving objectives; - knows the main players/parties that have an impact in the field/policy area.
Entrepreneurship Identifying business opportunities, actively influencing them and daring to take responsible risks. <ul style="list-style-type: none"> - knows the developments in the market and the strengths and weaknesses of competitors; - decides on his own strength, based on his own imagination and insight, which direction to take; - combines vision with high action-orientation.
Persuasiveness Convincingly presenting ideas, positions and plans to others in such a way that they are accepted, even after initial doubts. <ul style="list-style-type: none"> - gets others so excited about his views (cooperation/design) that they adopt and propagate those views; - knows how to convince others of his arguments; - can pass on his own insights to colleagues from other fields.
Result orientation Focusing actions and decisions on the actual achievement of intended results. <ul style="list-style-type: none"> - identifies and actively responds to opportunities to achieve the set goals; - comes up with a proposal or an idea for a solution based on the data and information collected; - is visibly committed to achieving the set commercial goals.

This document (job requirements and competence profile) does not affect the job level.

C.02 Account manager - Level defining characteristics

Job family: Commerce

CHARACTERIST IC	-	ACCOUNT MANAGER I	ACCOUNT MANAGER II	ACCOUNT MANAGER III	+
Focus	See reference job and NOK appendix for commercial employee	- focus is on maintaining direct customer contact, based on customer orders from an existing customer base.	- focus is on achieving commercial targets in his customer base and new leads.	- focus is on achieving commercial targets in his own (large) customer base and at (potential) key accounts.	No reference job available
Customer focus		- aimed at existing customer base with a focus on sustaining customer relations; - focus on upselling (more extensive), cross selling (additional/other), deepselling (more); - maintaining/sustaining customer relations at at least one level; - identifying (potential) leads in practice and bringing them to the attention of colleagues.	- in addition to I: focus on generating leads based on competition analysis, market exploration and brand/organisation profiling for name recognition purposes; - maintaining/sustaining customer relations at at least two levels; - is considered by clients to be an expert with knowledge and experience.	in addition to II: - (potential) key accounts; - maintaining/sustaining customer relations at least also at management level and with stakeholders in the chain.	
Project potential		- relatively limited in nature, scope and price.	- regular in nature, scope and price.	- also extensive in nature, scope and price.	
Portfolio		- focus on existing product portfolio where customisation variables include price, delivery conditions, quantities, types.	- in addition to I: customisation that requires design/engineering activities based on known problem-solving approaches.	- in addition to II: customisation that also requires design/engineering activities based on new insights/product innovations.	
Room for negotiation		- limited room on the basis of price lists, quantity discounts, product portfolio and delivery conditions; - (substantial) deviation in consultation with manager.	- due to customisation, cost prices/calculations, the jobholder has a relatively large freedom when it comes to margins.	- as a result of (innovative) customisation, there is a relatively high degree of uncertainty that requires thorough analysis and substantiation with regard to pricing and margins.	
Market information		- timely identification and reporting of particulars.	- recognising and exploiting opportunities on the basis of one's own analysis.	- in addition to II: translating market information into (commercial) policy (positioning, profiling, pricing, portfolio etc.).	
SALARY GRADE		8	9	10	
Indicative professional and intellectual ability*		- HBO	- HBO	- HBO/university education	

* part of the competence profile, does not affect the job level

P.01 Cleaner - Job profile

Job family: Production

CLEANER	
<p>Context</p> <p>A cleaner works in stand design, stand construction, interior construction, rental and event organisations and suppliers, where general cleaning work and the cleaning of tools and equipment, elements and systems in the primary process are not outsourced to third parties.</p> <p>A cleaner performs cleaning work in the office building (general areas, workplaces, canteens, sanitary facilities, etc.) and in the production area(s). A cleaner also performs cleaning work on the tools and equipment, elements and/or systems returned from live events and stored for reuse. The work is performed in cooperation with immediate colleagues, under the direction of an assistant manager. Within these frameworks, the employees perform the cleaning work and, in doing so, are responsible for compliance with time and quality standards. Regular cleaning products and materials/equipment are used (cloths, mops, vacuum cleaner, etc.).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise</p> <p>Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Cleaning of premises/areas</p> <p>General areas, workplaces, canteens/kitchens and sanitary facilities are cleaned according to repetitive standard working methods, using regular cleaning products and materials/equipment.</p>	<ul style="list-style-type: none"> - compliance with time and quality standards; - use of correct working methods; - (internal) customer satisfaction.
<p>2. Cleaning of equipment</p> <p>The materials, elements and/or systems received for storage/reuse have been cleaned in accordance with standard repetitive working methods, using regular cleaning products and materials/equipment and reporting irreparable damage/defects to the warehouse manager.</p>	<ul style="list-style-type: none"> - compliance with time and quality standards; - use of correct working methods; - timely reporting of damage/defects.
<p>3. Cleaning products</p> <p>Products, materials and equipment used during the cleaning work are used properly and stocks are replenished and defects reported to the manager.</p>	<ul style="list-style-type: none"> - proper use of materials, equipment; - timely reporting of stock replenishments; - timely escalation, reporting to manager.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - exertion when performing cleaning work, handling tools and disposing of waste etc; - working while walking and standing and sometimes stooping or reaching, with one-sided muscle load during some cleaning movements; - unpleasant work when cleaning sanitary facilities. 	
SALARY GRADE 1	

P.01 Cleaner - Job requirements and competence profile

Job family: Production

CLEANER
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at prevocational secondary education (VMBO) level; - knowledge of and experience with the working methods used; - knowledge of applicable (organisation-specific) hygiene and other protocols; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - sees things that others overlook; - uses a checklist to support the performance of work; - works according to agreed procedures;
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - acts according to orders and instructions; - knows what needs to be done and how it needs to be done; - handles tools, equipment and materials with care.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - effectively allocates the workload over time, taking into account the priorities of internal and external customers; - plans and organises the work in such a way that the agreements made are achieved; - makes the necessary arrangements to be able to perform his own work as well as possible.
Monitoring progress Effectively monitoring progress in his own work and the work of others, with the time and resources available. <ul style="list-style-type: none"> - monitors the work to be performed, work procedures according to the planning; - checks his own work; - identifies deviations in a timely manner.

This document (job requirements and competence profile) does not affect the job level.

P.02 Production/logistics employee (stand builder) II - Job profile

Job family: Production

PRODUCTION/LOGISTICS EMPLOYEE (STAND BUILDER) II	
<p>Context A production/logistics employee (stand builder) II works in stand design, stand construction, interior construction, rental and event organisations and suppliers and is mainly employed on projects in the field. The jobholder works in a project team and focuses on performing (technical) assembly work for stand construction and/or the independent installation of components (e.g. furniture, soft furnishings).</p> <p>Production/logistics employees (stand builders) are distinguished at two levels. The differences between production/logistics employees (stand builders) I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparing work The assembly, loading and unloading work is carried out as ordered/instructed, whether or not using a forklift truck, within the safety and other requirements set.</p>	<ul style="list-style-type: none"> - as ordered/instructed; - in accordance with safety criteria; - in accordance with speed requirements.
<p>2a. Stand construction Routine (also technical) stand construction work is carried out and checked as ordered/instructed, and minor defects are solved independently and larger defects are reported to the supervisor (foreman or project leader).</p>	<ul style="list-style-type: none"> - as ordered/instructed; - in accordance with safety criteria; - in accordance with speed requirements; - quality of execution.
<p>2b. Moving/placement Components (e.g. furniture, soft furnishings) are moved and placed within the specified locations and according to the agreed terms and conditions.</p>	<ul style="list-style-type: none"> - as ordered/instructed; - in accordance with safety criteria; - in accordance with speed requirements; - quality of execution.
<p>3. Disassembly The materials and means used for the stand are assembled as ordered/instructed, checked for user damage and are ready for transport, within the safety and other requirements set.</p>	<ul style="list-style-type: none"> - as ordered/instructed; - in accordance with safety criteria; - in accordance with speed requirements.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - exertion when moving and stacking components and elements; - experiencing time pressure, tight deadlines; - risk of injury caused by road traffic accidents. 	
SALARY GRADE 3	

P.02 Production/logistics employee (stand builder) II - Job requirements and competence profile

Job family: Production

PRODUCTION/LOGISTICS EMPLOYEE (STAND BUILDER) II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level; - knowledge of and experience with the working methods used; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Adaptability Adapting easily to changing circumstances (environment, working methods or people). <ul style="list-style-type: none"> - is open to other ways of working if there are signs that they could increase efficiency; - maintains the desired work pace in case of changes; - easily switches from one activity to another.
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - acts according to orders and instructions; - knows what needs to be done and how it needs to be done; - handles tools, equipment and materials with care.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - shares information and experiences with others; - adapts to the group when it comes to achieving a common result; - is a good colleague and is cooperative.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - remains calm and effective in the face of setbacks and acts in the best interests of the business; - continues to work in a structured way when several people ask for his services at the same time; - keeps a cool head in stressful situations and is able to reflect and put things into perspective.

This document (job requirements and competence profile) does not affect the job level.

P.02 Production/logistics employee (stand builder) - Level defining characteristics

Job family: Production

CHARACTERIST IC	-	PRODUCTION/LOGISTICS EMPLOYEE (STAND BUILDER) I	PRODUCTION/LOGISTICS EMPLOYEE (STAND BUILDER) II	+
Focus	No reference job available	- the job focuses on the performance of simple, routine, often preparatory, stand construction work (e.g. loading/unloading, installing components/materials), possibly using a forklift truck.	- additional: · the job focuses on the performance of routine (also technical) stand construction work.	See reference job and NOK appendix for skilled worker
Independence		- work as instructed by the supervisor (foreman or project leader).	- additional: · work and check as ordered/instructed; · minor defects are solved independently.	
Inherent risks		- in order to guarantee the progress and timely completion of the stand construction work, requirements are set on: · accuracy of execution of the work; · dealing with time pressure; · anticipating changing circumstances.	- additional: product knowledge (of the installation and assembly of stand constructions).	
SALARY GRADE		2	3	
Indicative professional and intellectual ability*		- VMBO	- MBO	

* part of the competence profile, does not affect the job level.

P.03 Skilled worker (stand builder) II - Job profile

Job family: Production

SKILLED WORKER (STAND BUILDER) II	
<p>Context A skilled worker (stand builder) II works in stand design, stand construction, interior construction, rental and event organisations and suppliers. A skilled worker (stand builder) II works in the workshop and on projects in the field. A skilled worker (stand builder) II uses a basic design/customer specifications to produce a detailed design and perform technical work for stand and/or interior construction, based on a technical specialism (e.g. carpentry work, paintwork, electrical work, milling work and/or upholstery work).</p> <p>Skilled workers (stand builders) are distinguished at two levels. The differences between skilled workers (stand builders) I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparing work On the basis of the information obtained (basic design, customer specifications), the necessary additional information is gathered, and the required measurements are taken, drawings are made and the necessary materials are recorded.</p>	<ul style="list-style-type: none"> - according to basic design/customer specifications; - in accordance with safety criteria; - timely and complete reporting of defects; - independence and quality solutions for material/measurement problems.
<p>2. Job-related work The all-round/generic technical repair and manufacturing work most common for stand construction (including traditional specialisms such as carpentry, welding, applied machining techniques, installation, setting/adjusting of electronics or automated production material to be programmed) is carried out independently, checked and reported to the foreman or project leader on the basis of professional knowledge, personal insight and general guidelines.</p>	<ul style="list-style-type: none"> - according to basic design/customer specifications; - in accordance with safety criteria; - in accordance with planning/speed requirements; - quality of execution.
<p>3. Working environment The auxiliary structures/protection materials used for stand and/or interior construction are completed and waste and residual materials are removed, so that the working environment is available for further (stand and/or interior construction) work.</p>	<ul style="list-style-type: none"> - in accordance with safety criteria; - in accordance with speed requirements.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - exertion when carrying out specialist technical work; - exertion when moving and stacking components and elements; - nuisance from dirt, dust or paint fumes; - risk of injury caused by road traffic accidents. 	
SALARY GRADE 5	

P.03 Skilled worker (stand builder) II - Job requirements and competence profile

Job family: Production

SKILLED WORKER (STAND BUILDER) II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level (specialising in technology); - knowledge of and experience with the working methods used; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - is precise in the completion of tasks; - has an eye for detail and guards against mistakes in his own work; - works according to agreed procedures and is driven to deliver optimal quality.
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - acts according to orders and instructions; - knows what needs to be done and how it needs to be done; - handles tools, equipment and materials with care.
Focus on quality Setting high standards for the quality of his own and the work of others. Aiming for continuous improvement. <ul style="list-style-type: none"> - suggests improvements; - remains a constant performer despite time pressure; - identifies opportunities to improve quality.

This document (job requirements and competence profile) does not affect the job level.

P.03 Skilled worker (stand builder) - Level defining characteristics

Job family: Production

CHARACTERIST IC	-	SKILLED WORKER (STAND BUILDER) I	SKILLED WORKER (STAND BUILDER) II	+
Focus	See reference job and NOK appendix for	- the job focuses on the performance of all-round/generic technical repair and manufacturing work.	- the job focuses on the performance of specialist technical work that requires a thorough knowledge of trade, equipment and materials (e.g. carpentry, welding, installation, setting/adjusting electronics, application of machining techniques).	See reference job and NOK appendix for foreman
Independence		- work on the basis of clear assignments and work instructions ((detailed) drawings and resources/materials are a given).	- work on the basis of expert knowledge/own insights and general guidelines.	
Inherent risks		- in order to guarantee the progress and timely completion of the stand and/or interior construction, requirements are set on <ul style="list-style-type: none"> professional and product knowledge; accuracy of execution of the technical/construction work; dealing with time pressure; anticipating changing circumstances. 	- in addition to I: <ul style="list-style-type: none"> technical traditional specialism; or knowledge of (automated) production equipment to be programmed for machining. 	
SALARY GRADE		4	5	
Indicative professional and intellectual ability*		- MBO	- MBO	

* part of the competence profile, does not affect the job level

P.04 Foreman I - Job profile

Job family: Production

FOREMAN I	
<p>Context A foreman I works in stand design, stand construction, interior construction, rental and event organisations and suppliers. A foreman I mainly works on projects in the field, manages (a part of) a project team and cooperates in the execution aimed at performing (technical) assembly work for stand construction and/or the installation of components (e.g. furniture, soft furnishings). A foreman I is responsible for the (on-site) management of and helps realise the execution of projects (or parts of projects), usually under the (remote) direction of a project leader/project manager.</p> <p>Foremen are distinguished at two levels. The differences between foremen I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation Immediate manager: manager with subject matter expertise Manages: up to approximately 10 production/logistics employees/skilled workers (stand builders) (functional)</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparing work Based on the personnel, material and time planning, the assembly, loading, unloading and construction work to be carried out is prepared.</p>	<ul style="list-style-type: none"> - according to operational plan; - according to planning.
<p>2a. Performance of stand and/or interior construction work The stand and/or interior construction work is effectively managed and co-executed, so that the agreements with and expectations of the client are realised and disruptions are promptly recognised and resolved in consultation with the project leader/project manager.</p>	<ul style="list-style-type: none"> - in accordance with safety criteria, result, planning; - nature/scope of disruptions; - timely escalation to project leader/project manager.
<p>2b. Moving/placement The moving/placement of components (e.g. furniture, soft furnishings) is effectively managed and co-executed, so that the agreements with and expectations of the client are realised and disruptions are promptly recognised and resolved in consultation with the project leader/project manager.</p>	<ul style="list-style-type: none"> - in accordance with safety criteria, result, planning; - nature/scope of disruptions; - timely escalation to project leader/project manager.
<p>3. Functional leadership The internal and external employees participating in the execution phase are effectively managed and adjusted to changing circumstances, but also motivated and held accountable for their efforts, contributions, behaviour, compliance with safety regulations, etc.</p>	<ul style="list-style-type: none"> - commitment/contribution in line with agreements; - cooperation/atmosphere during execution.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - exertion when moving and stacking components and elements; - risk of injury caused by road traffic accidents. 	
SALARY GRADE 5	

P.04 Foreman I - Job requirements and competence profile

Job family: Production

FOREMAN I
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level; - knowledge of and experience with the working methods used; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Decisiveness Making decisions and taking positions at the right time and committing to them by expressing them and/or acting on them. Even when things are uncertain or risky. <ul style="list-style-type: none"> - makes decisions even if not all the required information is available; knows when information is sufficient in order to make a responsible decision; - takes action to implement the decision made; - is a quick thinker and sees cause and effect in decisions.
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - puts the customer's interests first while remaining efficient and goal-oriented; - comes up with proposals that respond to the customer's wishes and needs and delivers customised work; - checks whether expectations, wishes or needs have been met, opens up the possibility for correction or asks for suggestions for improvement.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - plans and organises a wide variety of work, with a high volume, in such a way as to respond promptly to current and urgent matters; - creates preconditions for effective and efficient functioning; - sets clear objectives for tasks performed by others, indicates what is expected in terms of results to be achieved.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - shares information and experiences with others and promotes mutual communication; - takes into account the impact of decisions on others; - responds actively and constructively to other people's ideas.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - knows how to get third parties to intervene quickly and effectively in case of emergencies; - remains calm and effective in the face of setbacks and acts in the best interests of the business; - can handle deadlines and knows how to prioritise work in such a way that these deadlines are met.

This document (job requirements and competence profile) does not affect the job level.

P.04 Foreman - Level defining characteristics

Job family: Production

CHARACTERISTIC	-	FOREMAN I	FOREMAN II	+
Focus	See reference job and NOK appendix for skilled worker	<ul style="list-style-type: none"> - the job focuses on carrying out one or more (on-site) assignments; - focus is on directing and monitoring, cooperating where necessary. 	<ul style="list-style-type: none"> - the job focuses on carrying out several assignments simultaneously, or one more complex assignment. 	See reference job and NOK appendix for project leader
Nature of assignments/projects		<ul style="list-style-type: none"> - assignments are made concrete and are carried out on the basis of agreements (made by the manager) with the client, frameworks (manpower, resources and planning) and procedures; - assignments/(sub)projects are relatively small and manageable and the jobholder can rely on previous similar assignments/projects. 	<ul style="list-style-type: none"> - assignments are made concrete and are carried out on the basis of customer agreements (made by the manager or additional agreements made by the foreman independently), frameworks (manpower, resources and planning) and procedures; - assignments/(sub)projects are of substantial size and/or complex in terms of composition (cooperation with third parties, multidisciplinary), management, innovation. 	
Managing		<ul style="list-style-type: none"> - functionally supervising the work of (up to approx. 10) employees; to this end, dividing the work, giving instructions, monitoring the quality and progress of the execution, and monitoring compliance with safety regulations; - identifying and correcting any deviations and deficiencies found. 	<ul style="list-style-type: none"> - identical to I, but functionally supervising 10 or more employees. 	
Inherent risks		<ul style="list-style-type: none"> - in order to guarantee the progress and timely completion of the stand and/or interior construction, requirements are set on completion on schedule. 	<ul style="list-style-type: none"> - in addition to I: anticipating the client's (changing) wishes and/or unforeseen circumstances on site. 	
SALARY GRADE		5	6	
Indicative professional and intellectual ability*		<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO 	

* part of the competence profile, does not affect the job level

P.05 Project leader I - Job profile

Job family: Production

PROJECT LEADER I	
<p>Context</p> <p>A project leader I works in stand design, stand construction, interior construction, rental and event organisations and suppliers. A project leader I mainly works in the office (project preparation) and on projects in the field. A project leader I manages a project team aimed at realising the project work and taking care of the preconditions. Assignments/projects have already been acquired and customer specifications are known in outline. A project leader I is responsible for the realisation of projects. The job focuses on the realisation of (sub)projects with a relatively limited complexity in terms of scope, multidisciplinary, management and innovation. To this end, a project leader focuses on managing the team (whether or not through a foreman) and anticipating and solving (potential) problems with stakeholders (authorities, customers, subcontractors, etc.). These are projects of a similar nature and scope that have been worked out and realised by the organisation before. Project leaders are distinguished at two levels. The differences between project leaders I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise Manages: 20-30 project team members</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Project preparation</p> <p>The project plan is translated into a personnel, material and time planning for the operational project work and the preconditions (hiring, finances) have been realised.</p>	<ul style="list-style-type: none"> - timeliness and accuracy of operational project plan; - feasibility of plan/planning.
<p>2. Coordination with the client</p> <p>If necessary, there is coordination with the client on site in the event of changing circumstances/customer requirements, so that the quality requirements and customer specifications are met.</p>	<ul style="list-style-type: none"> - insight into customer requirements; - customer satisfaction.
<p>3. Project realisation</p> <p>The operational and preconditional project work is effectively managed and adjusted so that the project plans are realised and possible disruptions are picked up and resolved in a timely manner.</p>	<ul style="list-style-type: none"> - in accordance with customer agreements, project plan; - timely, effective adjustment; - client satisfaction; - (financial) project result.
<p>4. Managing</p> <p>The internal and external employees are effectively managed (possibly via a foreman) so as to ensure optimal use of the employees' contributions to the results and their development, engagement and motivation.</p>	<ul style="list-style-type: none"> - actual contributions, development of employees in relation to agreements; - employee motivation and engagement.
<p>5. Project report</p> <p>There is continuous insight into the (operational and financial) progress and customer perception of the progress and quality of the project, so that adjustments can be made in a timely manner.</p>	<ul style="list-style-type: none"> - completeness of project documentation; - insight into costs incurred; - basis for invoicing; - timeliness and quality of progress reports.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - risk of injury caused by road traffic accidents. 	
SALARY GRADE 7	

P.05 Project leader I - Job requirements and competences

Job family: Production

PROJECT LEADER I
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO)/higher professional education (HBO) level; - knowledge of and experience in the exhibition sector; - experience in leading projects; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Decisiveness Making decisions and taking positions at the right time and committing to them by expressing them and/or acting on them. Even when things are uncertain or risky. <ul style="list-style-type: none"> - makes decisions even if not all the required information is available; knows when information is sufficient in order to make a responsible decision; - takes action to implement the decision made; - is a quick thinker and sees cause and effect in decisions.
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - puts the customer's interests first while remaining efficient and goal-oriented; - comes up with proposals that respond to the customer's wishes and needs and delivers customised work; - checks whether expectations, wishes or needs have been met, opens up the possibility for correction or asks for suggestions for improvement.
Managing Giving direction and guidance to employees. Stimulating, establishing and maintaining partnerships to achieve an intended goal. <ul style="list-style-type: none"> - monitors from a distance, gives effective guidance through result agreements and supports the work and the development of competences where necessary; - organises effective cooperation within the team and with other departments; - organises the decision-making process in such a way that everyone can/must contribute, thereby creating a good base of support.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - plans and organises a wide variety of work, with a high volume, in such a way as to respond promptly to current and urgent matters; - creates preconditions for effective and efficient functioning; - sets clear objectives for tasks performed by others, indicates what is expected in terms of results to be achieved.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - knows how to get third parties to intervene quickly and effectively in case of emergencies; - remains calm and effective in the face of setbacks and acts in the best interests of the business; - can handle deadlines and knows how to prioritise work in such a way that these deadlines are met.

This document (job requirements and competence profile) does not affect the job level.

P.05 Project leader - Level defining characteristics

Job family: Production

CHARACTERIST IC	-	PROJECT LEADER I	PROJECT LEADER II	+
Focus	See reference job and NOK appendix for foreman	<ul style="list-style-type: none"> - the job focuses on the realisation of (sub)projects with a relatively limited complexity in terms of scope, degree of composition, multidisciplinaryity, management, innovation; - managing, anticipating and solving (potential) problems with stakeholders (authorities, customers, subcontractors, etc.). 	<ul style="list-style-type: none"> - additionally, on the understanding that it concerns the realisation of major/complex (sub)projects with a relatively high degree of complexity in terms of scope, degree of composition, multidisciplinaryity, management, innovation. 	See reference job and NOK appendix for project manager
Nature of assignments/projects		<ul style="list-style-type: none"> - assignments/projects have already been acquired, customer specifications are known in outline; - projects of a similar nature and scope that have been worked out and realised by the organisation before. 	<ul style="list-style-type: none"> - additionally: it also concerns projects of a similar nature/scope that have not been worked out and realised by the organisation before and therefore require a high degree of creativity and inventiveness from the project leader. 	
Managing		<ul style="list-style-type: none"> - managing internal and external employees/parties (20 to 30 project team members), monitoring the quality and progress of various project activities and managing and adjusting project activities on site. 	<ul style="list-style-type: none"> - same as I, on the understanding that there are 30 to 40 project team members. 	
Inherent risks		<ul style="list-style-type: none"> - limited loss or limited reputational damage due to incorrect use of materials, deployment of people or late delivery. 	<ul style="list-style-type: none"> - loss due to failure to keep to the schedule, inefficient deployment of people and resources can be reasonable (claims, reputational damage). 	
SALARY GRADE		7	8	
Indicative professional and intellectual ability*		<ul style="list-style-type: none"> - MBO/HBO 	<ul style="list-style-type: none"> - HBO 	

* part of the competence profile, does not affect the job level

P.06 Project manager I - Job profile

Job family: Production

PROJECT MANAGER I	
<p>Context A project manager I works in stand design, stand construction, interior construction, rental and event organisations and suppliers. A project manager I mainly works in the office (project preparation). A project manager I focuses on the acquisition of projects and subsequently the alignment and coordination of internal and external parties/employees. A project manager is responsible for the management (possibly via a foreman) and realisation of projects (of a similar nature/scope as previously worked out by the organisation), as well as the associated preconditions (financial, legal contractual, materials, personnel, external parties).</p> <p>Project managers are distinguished at two levels. The differences between project managers I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation Immediate manager: manager without subject matter expertise Manages: up to approximately 50 project team members</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Acquisition/design Targeted and proactive coordination with (potential) clients leads to clear substantive and financial agreements about the project, laying down lead times, partnerships, etc. and including the expected bottlenecks in the designs on the basis of previous project experience.</p>	<ul style="list-style-type: none"> - quality input; - number of proposals accepted by the client; - nature/scope of commercial opportunities exploited; - nature and scope of issues due to unclear agreements.
<p>2. Project preparation The project is translated into a project plan, which includes the required capacity (material, personnel), planning, budgets, necessary permits and potential risks.</p>	<ul style="list-style-type: none"> - timeliness and accuracy of project plan; - feasibility of plan/planning.
<p>3. Project realisation Projects are completed in accordance with the qualities and planning agreed with the client and the budget and cost structure established.</p>	<ul style="list-style-type: none"> - project result (financial, substantive, quality); - degree of realisation of project agreements; - satisfaction of project participants; - client/customer satisfaction.
<p>4. Personnel management Projects are properly staffed in terms of quality and quantity. The contributions to results, development, engagement and motivation of internal and external employees are effectively managed (possibly via a foreman on site).</p>	<ul style="list-style-type: none"> - availability of staff in terms of quantity and quality; - actual contributions, development of employees in relation to agreements; - perception/engagement of (individual) employees.
<p>5. Project accountability Executed projects are settled organisationally and financially, providing insight into the (financial) project results.</p>	<ul style="list-style-type: none"> - availability of project file/documentation; - insight into incurred costs and margin; - basis for invoicing.
<p>6. Stakeholder management Through relationship management, the (commercial) interests of the organisation are optimally promoted and represented and (imminent) disruptions in the (commercial) cooperation are dealt with effectively.</p>	<ul style="list-style-type: none"> - degree of representation of interests; - degree to which (imminent) relationship problems have been resolved; - quality and effectiveness of relationship network; - effectiveness of perpetuating the relationship.
<p>7. Project evaluation Completed projects are evaluated with the client and the insights obtained from this evaluation (results, particulars, etc.) serve as input for future projects and the preparation and execution of future projects.</p>	<ul style="list-style-type: none"> - insight into results, particulars; - basis for preparation and execution of future projects.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - risk of injury caused by road traffic accidents. 	
SALARY GRADE 9	

P.06 Project manager I - Job requirements and competences

Job family: Production

PROJECT MANAGER I
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at higher professional education (HBO) level; - insight into developments in the exhibition and/or live events sector; - experience in managing projects; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Decisiveness Making decisions and taking positions at the right time and committing to them by expressing them and/or acting on them. Even when things are uncertain or risky. <ul style="list-style-type: none"> - makes decisions even if not all the required information is available; knows when information is sufficient in order to make a responsible decision; - takes action to implement the decision made; - is a quick thinker and sees cause and effect in decisions.
Managing Giving direction and guidance to employees. Stimulating, establishing and maintaining partnerships to achieve an intended goal. <ul style="list-style-type: none"> - monitors from a distance, gives effective guidance through result agreements and supports the work and the development of competences where necessary; - organises effective cooperation within the team and with other departments; - organises the decision-making process in such a way that everyone can/must contribute, thereby creating a good base of support.
Entrepreneurship Identifying business opportunities, actively influencing them and daring to take responsible risks. <ul style="list-style-type: none"> - translates developments in the environment (market, competitors, etc.) into new opportunities for the organisation; - takes into account both costs and benefits and monitors budgets and work processes; - decides on his own strength, based on his own imagination and insight, which direction to take.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - plans and organises a wide variety of work, with a high volume, in such a way as to respond promptly to current and urgent matters; - creates preconditions for effective and efficient functioning; - sets clear objectives for tasks performed by others, indicates what is expected in terms of results to be achieved.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - knows how to get third parties to intervene quickly and effectively in case of emergencies; - remains calm and effective in the face of setbacks and acts in the best interests of the business; - can handle deadlines and knows how to prioritise work in such a way that these deadlines are met.

This document (job requirements and competence profile) does not affect the job level.

P.06 Project manager - Level defining characteristics

Job family: Production

CHARACTERIST IC	-	PROJECT MANAGER I	PROJECT MANAGER II	+
Focus	See reference job and NOK appendix for project leader	<ul style="list-style-type: none"> - the job focuses on the acquisition, agreement and realisation of projects; - in consultation with the client, filling in (legally contractual) terms and conditions and translating them into a project plan, all this in cooperation with internal colleagues. 	<ul style="list-style-type: none"> - additional: <ul style="list-style-type: none"> . devising and participating in new concepts and forms of service; . playing a key role in the commercial process in order to win over the customer with innovative concepts. 	No reference job available
Nature of projects		<ul style="list-style-type: none"> - projects of a similar nature/scope that have been worked out by the organisation before. 	<ul style="list-style-type: none"> - additional: <ul style="list-style-type: none"> - also/particularly projects of a similar nature/scope that have not been worked out by the organisation before; . above-average/large(er) project complexity (e.g. hybrid projects); . creativity and inventiveness during implementation is required. 	
Managing		<ul style="list-style-type: none"> - managing internal and external employees/parties (up to 50 project team members) in various disciplines, monitoring the quality and progress of various project activities and adjusting project activities (mainly remotely). 	<ul style="list-style-type: none"> - additionally: stakeholder management (event location, cooperation partners, etc.) within the framework of the application for and realisation of the required sub-designs, coordination of planning, etc. 	
Inherent risks		<ul style="list-style-type: none"> - loss due to failure to keep to the schedule, inefficient deployment of people and resources can be reasonable (claims, reputational damage). 	<ul style="list-style-type: none"> - loss due to failure to keep to the schedule, inefficient deployment of people and resources can be considerable (large financial impact, damage to the image of important stakeholders). 	
SALARY GRADE		9	10	
Indicative professional and intellectual ability*		<ul style="list-style-type: none"> - HBO 	<ul style="list-style-type: none"> - HBO/university education 	

* part of the competence profile, does not affect the job level

PL.01 Warehouse employee II - Job profile

Job family: Planning and logistics

WAREHOUSE EMPLOYEE II	
<p>Context A warehouse employee II works in stand design, stand construction, interior construction, rental and event organisations and suppliers, in the warehouse and on the loading docks. The warehouse is well-organised and has fixed storage locations. A warehouse employee II focuses on the correct and timely processing and storage, warehousing and/or distribution of goods. To this end, he receives specific (work) assignments, for which he can fall back on a (remote) manager with subject matter expertise. Within the work area, the focus is on administrative and visual (quality) control, preparation of transport for the most efficient possible loading, thereby maintaining the quality of the goods. He/she is authorised to independently adjust (and administratively implement) storage locations based on experience and turnover ratios.</p> <p>Warehouse employees are distinguished at three levels. The differences between warehouse employees I, II and III are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Storage and warehousing Incoming goods are checked (physically and administratively) in accordance with instructions and on the basis of available documents, stored and/or made ready for transport immediately, whereby imperfections are identified and recorded.</p>	<ul style="list-style-type: none"> - shortages of delivery identified or not identified; - proper storage/processing (location, conditions, etc.); - number of damaged goods; - according to safety regulations and occupational health and safety regulations.
<p>2. Collection and issuing In accordance with instructions (such as pick list, loading plan) items are collected, packed and prepared for transport.</p>	<ul style="list-style-type: none"> - accuracy and completeness of collection; - correct location, order of preparation of goods; - timely availability for transport.
<p>3. Warehouse management The performance of various supporting activities (e.g. periodic stock-taking, moving products, simple repairs) contributes to effective warehouse and material management.</p>	<ul style="list-style-type: none"> - in accordance with procedures, processes; - effective use of warehouse space; - retrievability of products; - order and cleanliness of the warehouse.
<p>4. Records and registration Relevant data are recorded in the system, stating any deviations and particulars so as to gain insight into the (current) condition of products.</p>	<ul style="list-style-type: none"> - correct, complete records and registrations; - correct, timely processing.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - working in a straining position when carrying out checks and acceptance inspections and taking products from racks (stooping, bending, reaching); - exertion when moving and stacking components and elements; - risk of injury due to being trapped, collisions. 	
SALARY GRADE 3	

PL.01 Warehouse employee II - Job requirements and competence profile

Job family: Planning and logistics

WAREHOUSE EMPLOYEE II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level (specialising in logistics); - knowledge of applied processes, procedures, administrative systems for various logistic sub-processes; - has a forklift certificate; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - is precise in the completion of tasks; - uses a checklist to support the performance of work; - makes few mistakes.
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - acts according to orders and instructions; - knows what needs to be done and how it needs to be done; - handles tools, equipment and materials with care.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - actively exchanges experiences with colleagues; - pursues a common goal without putting self-interest first; - is a good colleague and is cooperative.
Monitoring progress Effectively monitoring progress in his own work, with the time and resources available. <ul style="list-style-type: none"> - plans and organises the work in such a way that the agreements made are achieved; - checks his own work; - identifies deviations in a timely manner.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - remains calm and effective in the face of setbacks and acts in the best interests of the business; - continues to work in a structured way when several people ask for his services at the same time; - continues to perform well under rapidly changing or stressful conditions.

This document (job requirements and competence profile) does not affect the job level.

PL.01 Warehouse employee - Level Defining Characteristics

Job family: Planning and logistics

CHARACTERIST IC	-	WAREHOUSE EMPLOYEE I	WAREHOUSE EMPLOYEE II	WAREHOUSE EMPLOYEE III	+
Nature of the work	No reference job available	<ul style="list-style-type: none"> - the focus is on the movement of goods; - routine work based on fixed procedures; - administrative checks (matching the consignment note) of incoming and outgoing goods. 	<ul style="list-style-type: none"> - the focus is on the storage, warehousing and/or distribution of the warehouse range of products (furniture, assembled goods etc.); - administrative checks of incoming and outgoing goods; - the warehouse is well-organised and has fixed storage locations; - has specialist (substantive) additional responsibility such as: management/maintenance of resources, stock records, etc. 	<ul style="list-style-type: none"> - takes care of the entire physical flow of goods; - administrative checks of incoming and outgoing goods; - the warehouse is divided into several spaces, distributed across the site/building. 	No reference job available
Degrees of freedom		<ul style="list-style-type: none"> - is assigned tasks/work in sequence (based on lists or system notification); - can always fall back on a more experienced (managerial) warehouse employee. 	<ul style="list-style-type: none"> - receives specific (work) assignments; - can fall back on a (remote) manager with subject matter expertise. 	<ul style="list-style-type: none"> - has no manager with subject matter expertise; - manages the entire operation (from inbound to outbound); - sets priorities, gives directions and follows the planning of the production department. 	
Quality and optimisation		<ul style="list-style-type: none"> - limited to reporting obvious deficiencies in working methods or procedures. 	<ul style="list-style-type: none"> - administrative and visual (quality) checks; - prepares transport for the most efficient loading, thereby maintaining the quality of the goods; - independently adjusts (and administratively implements) storage locations based on experience and turnover ratios. 	<ul style="list-style-type: none"> - additional: focuses on optimising the logistics process (returns, storage and distribution, but also the management system), not only identifies deficiencies, but also makes suggestions. 	
SALARY GRADE		2	3	4	
Indicative professional and intellectual ability*		<ul style="list-style-type: none"> - VMBO 	<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO 	

* part of the competence profile, does not affect the job level

PL.02 Planner/Work planner II - Job profile

Job family: Planning and logistics

PLANNER/WORK PLANNER II	
<p>Context</p> <p>A planner/work planner II works in stand design, stand construction, interior construction, rental and event organisations and suppliers. A planner/work planner II is responsible, on the instructions of the project leader/manager or commercial manager, for providing (financial) optimum support for the quotation process (calculations). He/she is also responsible for the (administrative, organisational) planning and work preparation of concrete projects, taking into account agreements with customers, critical moments in the work, lead times, required and available resources, as well as solving disruptions (calamities) during an event, all within the given framework agreements and available resources.</p> <p>Planners/work planners are distinguished at three levels. The differences between planners/work planners I, II and III are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Calculation and sub-design</p> <p>Based on the input of the account manager, calculations are elaborated including substantiated content solutions (sub-designs by means of technical drawings), in line with the customer's request, specific circumstances and making use of known technical solutions and quantity discounts.</p>	<ul style="list-style-type: none"> - in line with the customer's request, specifications, (site-)specific conditions; - use of known substantive frameworks, standards; - reliable cost.
<p>2. Planning</p> <p>The activities of projects are planned, taking into account agreements or wishes/needs of customers, lead time and critical moments of completion, available capacity in relation to needs and priorities set by the project managers.</p>	<ul style="list-style-type: none"> - effective planning of project work; - internal and external support/acceptance in terms of work planning.
<p>3. Work preparation</p> <p>The execution of a 'project' has been prepared, and:</p> <ul style="list-style-type: none"> - substantive details of the work (manufacturing, assembly, loading plan, etc.) have been worked out; - necessary manpower, resources, equipment, materials are defined, (internally) used/reserved and/or ordered from suppliers with contractual agreements; - stakeholders have been informed. 	<ul style="list-style-type: none"> - in line with the assignment agreed with the customer; - correct application of norms, standards, procedures, working methods; - on schedule (time, deadlines) and within the allocated budget; - effective cooperation and communication with internal and external stakeholders; - identification and effective handling of issues.
<p>4. Calamities</p> <p>During the execution (construction, during, completion), (imminent) disruptions in terms of time phasing, availability of manpower and resources are identified and followed up with appropriate actions to resolve (further) disruptions in consultation/cooperation with internal stakeholders and suppliers.</p>	<ul style="list-style-type: none"> - actual availability of resources during execution; - effectiveness of actions to prevent/resolve disruptions; - effective communication and cooperation with internal and external parties; - timely escalation of issues.
<p>5. Evaluation and registration</p> <p>Relevant information and documentation relating to the preparation, execution and follow-up of projects is available and accessible to all stakeholders. Contract variations are defined and, based on evaluation, input has been provided for future improvements.</p>	<ul style="list-style-type: none"> - necessary information/documentation is available in time; - number of adopted suggestions for improvement; - accessibility of information, documentation at project/object level.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 7	

PL.02 Planner/Work planner II - Job requirements and competence profile

Job family: Planning and logistics

PLANNER/WORK PLANNER II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO)/higher professional education (HBO) level; - knowledge of and experience with working methods, resources and materials used for exhibition construction; - insight into factors influencing the effective planning of live events; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - works in an orderly fashion and checks his own work; - is punctual in the delivery, modification and creation of data; - ensures that stakeholders have correct and complete information in a timely manner and anticipates this if desired.
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - keeps his agreements and ensures the availability of systems; - commits to agreed targets, is accountable for them and can be held accountable; - knows what needs to be done and how it needs to be done.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - effectively allocates the workload over time, taking into account the priorities of internal and external customers; - plans and organises the work in such a way that the agreements made are achieved; - makes the necessary arrangements to be able to perform his own work as well as possible.
Monitoring progress Effectively monitoring progress in his own work and the work of others, with the time and resources available. Actively setting up and using procedures aimed at this and anticipating future developments. <ul style="list-style-type: none"> - is aware of the course of events at critical moments in the execution in the time schedule. - reacts in a timely manner by taking appropriate measures in case of deviations from the planning; - asks for input from others of his own accord.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - can handle deadlines and knows how to prioritise work in such a way that these deadlines are met; - continues to perform well under rapidly changing or stressful conditions; - knows how to remain effective in the dynamics of the work, the numerous contacts and the diversity of points of contact.

This document (job requirements and competence profile) does not affect the job level.

PL.02 Planner/Work planner - Level Defining Characteristics

Job family: Planning and logistics

CHARACTERISTIC	-	PLANNER/WORK PLANNER I	PLANNER/WORK PLANNER II	PLANNER/WORK PLANNER III	+
Focus		<ul style="list-style-type: none"> - the job focuses on planning/preparing work during the quotation process and the preparatory phase of a project. 	<ul style="list-style-type: none"> - in addition to I: dividing visualisations into sub-designs; - translating the overall planning into concrete agreements/moments of completion. 	<ul style="list-style-type: none"> - in addition to II: detailing constructions that are (more) complex and (more) large-scale in terms of structure. 	
Calculation		<ul style="list-style-type: none"> - not applicable 	<ul style="list-style-type: none"> - based on relative standards (variation in e.g. numbers based on (graduated) prices, products to be assembled, logistics costs). 	<ul style="list-style-type: none"> - customised offers that require a high degree of (technical) insight and market/supplier knowledge. 	
Complexity	No reference job available	<ul style="list-style-type: none"> - work to be planned/prepared is characterised by: <ul style="list-style-type: none"> · there is sufficient 'room/capacity' in terms of resources, equipment and manpower to adjust the planning without serious consequences/detriment; · limited fluctuations in the demand for resources, equipment, manpower based on the planning (stable purchase pattern); · critical moments of completion are really critical; any deviations lead to serious detriment (customer loss and reputational damage). 	<ul style="list-style-type: none"> - in addition to I: <ul style="list-style-type: none"> · diversity of factors that make the planning uncertain and may disrupt it (strong dependency on e.g. weather, suppliers etc.); · serious fluctuations in the demand for resources, equipment and manpower based on the planning due to, for example, seasons; · elaboration of sub-designs (technical drawings) based on sketches and specifications provided by the account manager. 	<ul style="list-style-type: none"> - in addition to II: <ul style="list-style-type: none"> · coordinating complex/integrated project planning; · supervising fellow planners/work planners in large-scale projects. 	No reference job available
Calamities		<ul style="list-style-type: none"> - not under the responsibility of the jobholder. 	<ul style="list-style-type: none"> - the timely identification and resolution of changes/disruptions requires considerable creativity and inventiveness. 	<ul style="list-style-type: none"> - same as II 	
Evaluation & registration		<ul style="list-style-type: none"> - recording all information used for the planning; - recording of price agreements, costs and benefits; - registering projects/contracts. 	<ul style="list-style-type: none"> - in addition to I: identifying opportunities and contributing to the development of a more effective process. 	<ul style="list-style-type: none"> - in addition to II: based on insights and experiences, structural improvements/optimisations (systems, methods) for the process are identified, worked out and implemented in the ongoing business operations. 	
SALARY GRADE		6	7	8	

Indicative professional and intellectual ability*		- MBO	- MBO/HBO	- HBO	
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** part of the competence profile, does not affect the job level*

S.01 HR employee - Job profile

Job family: Staff/management

HR EMPLOYEE	
Context An HR employee works in stand design, stand construction, interior construction, rental and event organisations and suppliers. The company has its own sectoral collective agreement and also its own supplementary HR regulations. An HR employee is part of a (small) HR team. He/she focuses on carrying out the informative and administrative work of human resources in such a way as to provide optimal support to HR colleagues, managers and employees.	
Organisation Immediate manager: manager with subject matter expertise Manages: not applicable	
RESULT AREAS	RESULT INDICATORS
1. Providing HR information By being provided with targeted information, managers and employees are informed about (changes in) general HR regulations, in line with the employee's specific individual situation.	<ul style="list-style-type: none"> - quality of information, in line with question, situation; - in accordance with applicable regulations, ensuring uniformity; - timely escalation to personnel adviser/manager; - management and employee satisfaction.
2. Administrative support of operational HR processes The operational HR processes (inflow, turnover, outflow) are administratively, substantively (within given frameworks), and/or organisationally effectively and efficiently supported in accordance with applicable procedures and in line with the desired support from line management, individual employees and/or HR colleagues.	<ul style="list-style-type: none"> - correct in terms of content, in accordance with frameworks, regulations; - correct follow-up of process steps; - timely deployment/escalation to stakeholders; - providing correct and timely information to internal and external stakeholders; - correctness, completeness and up-to-dateness of registrations.
3. Operational process optimisation The operational HR processes are modified on the basis of the wishes and needs of the users and in line with effective and efficient business operations.	<ul style="list-style-type: none"> - insight into recurring disruptions; - substantiated and supported proposals for improvement; - correct and timely implementation in ongoing business operations.
4. Availability of HR management information The periodic management information, drawn up on the basis of frameworks/work instructions, gives the advisors and (line) management insight into HR results, so that they can make well-founded decisions to control/adjust HR plans and processes.	<ul style="list-style-type: none"> - availability within the applicable time frame; - in line with information requirements; - basis for control/adjustments.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 5	

S.01 HR employee - Job requirements and competence profile

Job family: Staff/management

HR EMPLOYEE
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level (specialising in administration); - experience with and knowledge of automated systems (MS-office, ERP etc.); - knowledge of and experience with various HR administrations (including time recording and/or payroll records); - basic knowledge of employment law and wage tax; - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - works according to agreed procedures; - answers questions as precisely as possible and ensures that the message conveyed is understood; - works in an orderly fashion and checks his own work.
Integrity Maintaining social and ethical standards in the workplace, even when tempted or under pressure to compromise. Inspiring confidence in one's own professionalism and integrity. <ul style="list-style-type: none"> - treats confidential information with care; - indicates when things expected of him go beyond his personal norms and/or professional and organisational standards; - takes responsibility for his own actions.
Situational awareness Showing that he is well informed about developments and/or other external influences. Recognising interrelationships within an organisation and using this knowledge effectively. <ul style="list-style-type: none"> - knows what consequences decisions and/or changes in working methods have for his own and other departments; - looks beyond the walls of his own team and his own location; - has an overview of how work is done in the various locations and applies best practices.
Result orientation Focusing actions and decisions on the actual achievement of intended results. <ul style="list-style-type: none"> - indicates in a timely manner when bottlenecks in the work occur; - works towards agreed times with regard to reporting and accountability etc; - is productive in the execution of his work.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - actively seeks and provides feedback from internal customers and exchanges experiences; - works in a very structured way and monitors joint actions; - is able to listen well to internal customers.

This document (job requirements and competence profile) does not affect the job level.

S.02 Financial employee II - Job profile

Job family: Staff/management

FINANCIAL EMPLOYEE II	
<p>Context</p> <p>A financial employee II works in stand design, stand construction, interior design, rental and event organisations and suppliers, where financial records are kept by several people, which means that the work can be divided into several different functions (such as accounts payable, accounts receivable, payroll, general ledger, etc.). The department provides financial information and overviews/reports for truthful accounting. A financial employee II is responsible for taking care of various sub-accounts, for which purpose the jobholder processes, checks and interprets data. A financial employee II also prepares the periodic closures and financial reports.</p> <p>Financial employees are distinguished at three levels. The differences between financial employees I, II and III are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Taking care of various specific sub-accounts</p> <p>By collecting, checking, editing and processing relevant (financial) data, various sub-accounts (accounts receivable, accounts payable, project accounts, stock accounts, VAT accounts, fixed asset accounts) are taken care of, and any ambiguities and imperfections are coordinated with internal and external stakeholders in order to arrive at a correct interpretation and processing.</p>	<ul style="list-style-type: none"> - timely processing (no backlog); - compliance with rules, guidelines; - correct follow-up of ambiguities, imperfections, both internally and externally; - number of subsequent corrections.
<p>2. Periodic closure</p> <p>The closure of various sub-accounts and the general ledger accounts is taken care of, and any differences found during audits are investigated and rectified.</p>	<ul style="list-style-type: none"> - differences identified and resolved; - within set time frame.
<p>3. Preparation of parts of the periodic reports</p> <p>Parts of the periodic financial reports are delivered by the system, including numerical explanations (differences found between budget and realisation).</p>	<ul style="list-style-type: none"> - reliability of reports; - within set time frames.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - one-sided posture and strain of eye and back muscles when working with a computer 	
SALARY GRADE 6	

S.02 Financial employee II - Job requirements and competence profile

Job family: Staff/management

FINANCIAL EMPLOYEE II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level (specialising in accounting); - knowledge of and experience with the accounting system and applications, as well as applicable rules, procedures and working methods; - insight into the financial aspects of the business operations; - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - treats confidential information with care; - keeps promises and agreements, stands by what he says; - acts consistently.
Eye for detail Paying attention to details. Being able to handle detailed information effectively for a long time. <ul style="list-style-type: none"> - checks his own work carefully, remaining critical and alert; - finds errors in his own work that have been overlooked by others; - handles routine work with sufficient attention and care.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - actively seeks and provides feedback from internal customers and exchanges experiences; - works in a very structured way and monitors joint actions; - is able to listen well to internal customers.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - remains calm and effective in the face of setbacks and acts in the best interests of the business; - continues to work in a structured way when several people ask for his services at the same time; - continues to perform well under rapidly changing or stressful conditions.
Monitoring progress Effectively monitoring progress in his own work and the work of others, with the time and resources available. Actively setting up and using procedures aimed at this and anticipating future developments. <ul style="list-style-type: none"> - oversees all actions to be taken and monitors progress; - adapts goals, priorities and work planning when the situation demands it; - checks his own work and/or that of others.

This document (job requirements and competence profile) does not affect the job level.

S.02 Financial employee - Level defining characteristics

Job family: Staff/management

CHARACTERIST IC	-	FINANCIAL EMPLOYEE I	FINANCIAL EMPLOYEE II	FINANCIAL EMPLOYEE III	+
Taking care of sub-accounts	No reference job available	- taking care of one or more clear sub-accounts. Processing and checking data for this purpose.	- same as I, but for various sub-accounts involving interpretation of data.	- same as II, including follow-up on demands for payment and initiation of collection procedures (accounts receivable management).	No reference job available
Periodic closure and reports		- closing the assigned sub-account(s), checking reconciliations; - generating periodic overviews from the system and identifying/detecting deviations from forecasts/budgets.	- same as I, but for various sub-accounts and investigation/follow-up of differences found (internal/external enquiries).	- same as II, involving analysis of data (e.g. with respect to project accounts) and assessment of plausibility and explanation of results.	
Degrees of freedom		- ambiguities/imperfections are discussed with internal and external stakeholders and followed up after instructions.	- same as I and independently handling and investigating any reconciliation discrepancies and correcting them.	- same as II, involving a complex system of accounts (e.g. various turnover and cost categories for different entities and international cash flows).	
SALARY GRADE		5	6	7	
Indicative professional and intellectual ability*		- MBO	- MBO	- MBO/HBO	

* part of the competence profile, does not affect the job level

S.03 IT employee - Job profile

Job family: Staff/management

IT EMPLOYEE	
Context An IT employee works in stand design, stand construction, interior construction, rental and event organisations and suppliers. An IT employee focuses on managing and maintaining the IT infrastructure and/or systems and/or applications and thus ensuring their availability and adequate performance. An IT employee supports users in solving problems and takes care of the installation and configuration of IT facilities. For complex issues, he/she can fall back on IT colleagues and/or external service providers.	
Organisation Immediate manager: manager with subject matter expertise Manages: not applicable	
RESULT AREAS	RESULT INDICATORS
1. Performance IT infrastructure and application The IT infrastructure and applications function at such a level that the internal processes that use them can proceed without interruption.	<ul style="list-style-type: none"> - frequency and extent of disruptions (downtime); - application availability; - infrastructure functioning (data availability, connectivity).
2. Incident management Regular incidents reported by employees are properly handled and resolved. More complex incidents are forwarded to suppliers according to procedure and agreements and then monitored as regards progress, with employees being informed of the status.	<ul style="list-style-type: none"> - % of self-handled reports; - timely escalation of more complex incidents; - insight into the status of handling incidents; - user satisfaction with helpdesk.
3. Availability of IT facilities At the request of employees, IT facilities (desktop, smartphone, laptop, etc.) are provided, installed and configured in accordance with applicable rules and agreements	<ul style="list-style-type: none"> - timely and correct follow-up of requests; - availability of IT facilities in accordance with agreements; - compliance with rules and agreements.
4. Registration and documentation Data required for the work are recorded in appropriate systems. System documentation is adequately maintained and available.	<ul style="list-style-type: none"> - correctness and completeness of records, documentation; - up-to-dateness and availability of documentation.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - one-sided posture and strain of eye and back muscles when working with a screen. 	
SALARY GRADE 7	

S.03 IT employee - Job requirements and competence profile

Job family: Staff/management

IT EMPLOYEE
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO)/higher professional education (HBO) level (specialising in IT); - knowledge of and experience with managing the hardware, software, databases, systems and networks used within the organisation; - insight into the contributions of external service providers and agreements made in this respect regarding deployment, contributions, etc; - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Analysing Unravelling problems and examining their components in a systematic way. <ul style="list-style-type: none"> - distinguishes appropriately between main and minor issues, between important and urgent and between symptoms and causes; - actively uses the sources of information necessary for the functioning.
Integrity Maintaining social and ethical standards in the workplace, even when tempted or under pressure to compromise. Inspiring confidence in one's own professionalism and integrity. <ul style="list-style-type: none"> - treats confidential information with care; - indicates when things expected of him go beyond his personal norms and/or professional and organisational standards; - takes responsibility for his own actions;
Focus on quality Setting high standards for the quality of his own and the work of others. Aiming for continuous improvement. <ul style="list-style-type: none"> - evaluates (the performance of) hardware and software against quality norms and standards; - identifies opportunities to improve quality; - makes detailed proposals for improvement.
Cooperation Making an active contribution to work for common goals, even when it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - shares information and experiences with others; - takes into account the impact of decisions on others; - works in a team spirit and helps and supports colleagues.

This document (job requirements and competence profile) does not affect the job level.

S.04 Office manager I - Job profile

Job family: Staff/management

OFFICE MANAGER I	
<p>Context</p> <p>An office manager I works in stand design, stand construction, interior construction, rental and event organisations and suppliers. An office manager I focuses on ensuring that the work within the organisation proceeds efficiently and carefully, facilitates and supports various internal clients and acts as a contact point for external contacts. The 'what' is a given. The 'how' is done independently for their own field after consultation/coordination with the client.</p> <p>Office managers are distinguished at two levels. The differences between office managers I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Operational secretarial support and services</p> <p>The various operational, secretarial activities are effectively and efficiently implemented and carried out, in order to ensure that business operations run as efficiently and effectively as possible.</p>	<ul style="list-style-type: none"> - quality of support in terms of: <ul style="list-style-type: none"> . correct assessment of priorities; . proper balancing of interests; . drawing attention to relevant issues in a timely manner; . follow-up of agreements.
<p>2. Planning and organisation</p> <p>Project and other activities are effectively planned and organised, agreements are communicated and actions are followed up, with contributions from others being monitored and/or promoted.</p>	<ul style="list-style-type: none"> - accessibility/retrievability of agreements; - efficiency of travel and accommodation organisation; - satisfied contact persons of the client/customer.
<p>3. Internal and external information provision</p> <p>The internal and external provision of information is carried out effectively, so that all internal and external stakeholders have timely access to the project and other information relevant to them (including preparation of actions to be undertaken, preparation of quotations, designs, plans for efficient project realisation).</p>	<ul style="list-style-type: none"> - quality of information provision in terms of: <ul style="list-style-type: none"> . correctness (meeting needs); . completeness (in terms of content, to the right people); . timeliness; - proper consideration of whether to handle it independently, priorities, interests.
<p>4. Project assistance</p> <p>Project meetings are scheduled and prepared and minutes of what has been discussed are kept and distributed, project accounts are kept and complete, so that the responsible project leader/project manager can focus on his own contribution.</p>	<ul style="list-style-type: none"> - client satisfaction; - timely, complete and correct project accounts; - completion according to schedule; - quality of contribution made.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 7	

S.04 Office manager I - Job requirements and competence profile

Job family: Staff/management

OFFICE MANAGER I
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO)/higher professional education (HBO) level (specialising in secretarial work); - experience with and knowledge of automated systems (MS-office, ERP etc.); - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations; - knowledge of spoken and written Dutch and English.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully for a longer period of time, with an eye for detail, aimed at preventing errors and inaccuracies, both in his own work and that of others. <ul style="list-style-type: none"> - works in an orderly fashion and checks his own work; - ensures that stakeholders have correct and complete information in a timely manner and anticipates this if desired; - answers questions as precisely as possible and ensures that the message conveyed is understood.
Communicating Communicating ideas and information in clear and concrete language, in such a way that the essence comes across and is understood by others. <ul style="list-style-type: none"> - is able to listen carefully and to find out the question behind the question; - adapts communication to the language spoken by the interlocutor; - is correct, clear and polite towards various internal and external customers/relations.
Integrity Maintaining social and ethical standards in the workplace, even when tempted or under pressure to compromise. Inspiring confidence in one's own professionalism and integrity. <ul style="list-style-type: none"> - treats confidential information with care; - indicates when things expected of him go beyond his personal norms and/or professional and organisational standards; - takes responsibility for his own actions.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - plans and organises the work in such a way that urgent matters can be dealt with promptly; - distinguishes between main and minor issues, as well as important and urgent issues; - takes appropriate action, on his/her own initiative, when unexpected events occur.
Situational awareness Showing that he is well informed about developments and/or other external influences. Recognising interrelationships within an organisation and using this knowledge effectively. <ul style="list-style-type: none"> - is aware of important developments within the organisation; - demonstrates awareness of different interests within the organisation; - understands and uses the informal organisation, knows who to address and how to address them.

This document (job requirements and competence profile) does not affect the job level.

S.04 Office manager - Level defining characteristics

Job family: Staff/management

CHARACTERISTIC	-	OFFICE MANAGER I	OFFICE MANAGER II	+
Operational secretarial support and services	No reference job available	- Facilitating and supporting (administratively and secretarily) the management/company for the business operations and project leaders/project managers.	- additionally: coordinating various activities for an efficient and effective office organisation (e.g. building management, facility, vehicle fleet, IT).	No reference job available
Planning and organisation		- anticipating processes, support needs; - internal steering, external cooperation.	- taking the initiative in anticipation of activities and anticipating developments, issues; - informal management of internal and external processes and stakeholders.	
Frameworks		- the 'what' is a given. The 'how' is done independently for their own field after consultation/coordination with the client.	- additionally: strongly focused on adjusting/improving working methods in order to improve efficiency and effectiveness.	
Project assistance		- planning, organising and administering work and peripheral issues involving projects; - taking minutes and distributing minutes of project meetings.	- coordinating (project management) work to promote internal and external cooperation and smooth coordination.	
SALARY GRADE		7	8	
Indicative professional and intellectual ability*		- MBO/HBO	- HBO	

* part of the competence profile, does not affect the job level

S.05 Procurer - Job profile

Job family: Staff/management

PROCURER	
<p>Context A procurer works in stand design, stand construction, interior construction, rental and event organisations and suppliers. Framework agreements for procurement are prepared but negotiated by the manager. The availability of products is guaranteed by spreading them over different suppliers; however, the continuous fulfilment of high quality requirements is a point of attention. A procurer is therefore keen on monitoring delivery performance and processes procurement data into management reports. He supports the project leader/project manager in the procurement of various product groups (materials, equipment, services and subcontracting), tailored to the needs, on optimal procurement conditions and within the framework of the strategic procurement policy and concluded framework agreements.</p>	
<p>Organisation Immediate manager: manager without subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Exploring suppliers and product range Through a proactive exploration of the national and international markets, identification and interpretation of developments, opportunities, risks and threats, well-substantiated input is provided for:</p> <ul style="list-style-type: none"> - changing, tightening agreements, conditions with suppliers; - the use of alternative suppliers; - adjustment of the product range. 	<ul style="list-style-type: none"> - the degree of insight into providers and competitors; - the availability of an information network.
<p>2. Preparing for the conclusion of a contract The manager is optimally supported in concluding procurement contracts with existing and new suppliers on optimum procurement conditions (availability, quality, reliability, price, legal frameworks, risks, etc.) through orientation, requesting and assessing quotations, substantiating selections, conducting negotiations and evaluating contracts.</p>	<ul style="list-style-type: none"> - financial contribution: savings on purchases, market prices, contributions to promotion; - procurement conditions: guaranteed quality, delivery reliability; - timely identification of risks and legal contractual consequences; - spreading of suppliers: reduction of dependency, risk management.
<p>3. Contract compliance The relationship with suppliers is managed in such a way that the operational performance is safeguarded and issues relating to the fulfilment of procurement agreements on delivery reliability, quality, etc. are resolved in a timely and effective manner.</p>	<ul style="list-style-type: none"> - supplier performance (% of SLA compliance); - timely detection of (imminent) disruptions; - effective handling of issues, timely escalation to manager.
<p>4. Reporting and information processing Up-to-date relevant supplier information is secured in systems. The procurement performance of suppliers is reported and accounted for, providing insight into the cause of deviations from agreements, and stating and substantiating relevant developments and trends.</p>	<ul style="list-style-type: none"> - up-to-date supplier data; - availability, correctness and completeness of reports; - insight into the cause of deviations, developments.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 9	

S.05 Procurer - Job requirements and competence profile

Job family: Staff/management

PROCURER
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at higher professional education (HBO) level; - knowledge of and experience with procurement processes; - extensive market knowledge and corresponding procurement conditions and developments; - knowledge of contract and liability law - knowledge of safety and occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Integrity Maintaining social and ethical standards in the workplace. Inspiring confidence in one's own professionalism and integrity. <ul style="list-style-type: none"> - takes responsibility for his own actions; - is regarded internally and externally as having integrity; - indicates when things expected of him go beyond his personal norms and/or professional and organisational standards.
Judgement Weighing possible courses of action, and the information about them, against each other in the light of relevant criteria. Making realistic assessments and choices based on that. <ul style="list-style-type: none"> - names the consequences of various alternatives; - shows which alternative provides the organisation with the best possible returns and which alternative minimises any risks; - dares to express a clear and well-founded preference after a thorough analysis.
Persuasiveness Convincingly presenting ideas, positions and plans to others in such a way that they are accepted, even after initial doubts. <ul style="list-style-type: none"> - comes up with logical and relevant arguments at the right time (also in negotiations); - is clear and sharp in his judgement; - presents his views with power and impact.
Cooperation Making an active contribution to work for common goals, even if it does not serve a direct personal interest. Promoting mutual communication to this end. <ul style="list-style-type: none"> - takes into account the impact of actions, initiatives and decisions on others; - responds actively and constructively to other people's ideas and actions; - knows how to establish effective cooperation relationships, both internally and externally.
Monitoring progress Effectively monitoring the progress of his own work and the work of others, with the time and resources available. Actively setting up and using procedures aimed at this and anticipating future developments. <ul style="list-style-type: none"> - monitors a process or a project and designs verifiable working procedures for that purpose; - checks his own work and/or that of others; - requests feedback or reports from others of his own accord.

This document (job requirements and competence profile) does not affect the job level.

S.06 Business unit manager - Job profile

Job family: Staff/management

BUSINESS UNIT MANAGER	
Context A business unit manager works in stand design, stand construction, interior construction, rental and event organisations and suppliers. A business unit manager focuses on managing all activities of the respective business unit and is a member of the management and participates in the planning and coordination of ongoing business with commercial, logistics and financial managers. The focus is also on optimisation.	
Organisation Immediate manager: manager without subject matter expertise Manages: 40 – 70 employees of the business unit	
RESULT AREAS	RESULT INDICATORS
1. Strategy and BU planning Insight into relevant internal and external developments provides input for the strategy. For the BU, in line with the strategy, a BU plan was developed with results, budget, staffing, resources etc., but also optimisation.	<ul style="list-style-type: none"> - in line with developments and organisational goals. - input as a basis for forming opinions/making decisions; - BU plan in line with objectives and frameworks.
2. BU management The various processes within the BU are effectively managed and adjusted in order for the intended results in terms of productivity, service, quality and budget to be actually achieved.	<ul style="list-style-type: none"> - realisation of KPI processes in the BU; - effective adjustment in the event of (imminent) deviations.
3. Relationship management At key accounts and in acquisition processes, the organisation's full-service capability is promoted optimally and (imminent) disruptions in the (commercial) cooperation with (potential) customers and cooperation partners are dealt with effectively.	<ul style="list-style-type: none"> - effective deployment in acquisition processes; - degree of service expansion at key accounts; - degree to which (imminent) relationship problems are resolved.
4. Personnel management The contributions to results, development, engagement and motivation of employees are effectively managed, possibly also through operational or functional managers within the BU.	<ul style="list-style-type: none"> - actual contributions of employees compared to agreements; - actual use/development of qualities compared to agreements; - perception/engagement of (individual) employees; - compliance with core values, culture within the BU.
5. Preconditions The BU has the preconditions (processes, procedures, resources, systems, staffing, etc.) to realise effective and efficient business operations within the BU or to realise its contributions to the organisation's objectives.	<ul style="list-style-type: none"> - nature/scale of process disruptions, ineffectiveness, etc. due to lack of preconditions; - timely adjustment and/or escalation in case of (impending) issues.
6. Optimisation In line with the BU plan and intended changes, (project-based) optimisation processes (substantive and organisational) are set up and effectively managed with the input and involvement of internal and external parties.	<ul style="list-style-type: none"> - (project) plans as a basis for forming opinions/making decisions; - realisation of plans in relation to goal, intended result, planning, budget, etc.
7. Reporting and accountability The BU's results are reported and accounted for internally, providing insight into the cause of deviations from plans, targets, KPIs and budget.	<ul style="list-style-type: none"> - availability of reports; - insight into results and cause of deviations; - basis for adjusting operations.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 11	

S.06 Business unit manager - Job requirements and competence profile

Job family: Staff/management

BUSINESS UNIT MANAGER	
Knowledge and experience	<ul style="list-style-type: none"> - professional and intellectual ability at university level; - knowledge and understanding of the connection with and dependency of his own field of work with other fields/disciplines; - knowledge of his own fields of work for planning and policy development purposes; - experience in managing a large group of employees working within various processes; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES	
Managing	<p>Giving direction and guidance to employees. Stimulating, establishing and maintaining partnerships to achieve an intended goal.</p> <ul style="list-style-type: none"> - organises effective cooperation within the department; - gives clear and constructive feedback at the right moment; - aligns the results of individuals so that common goals are achieved.
Entrepreneurship	<p>Identifying business opportunities, actively influencing them and daring to take responsible risks.</p> <ul style="list-style-type: none"> - translates developments in the environment (market, competitors, etc.) into new opportunities for the organisation; - takes into account both costs and benefits and monitors budgets and work processes; - combines strategic insight and a helicopter view with high action orientation.
Situational awareness	<p>Showing that he is well informed about developments and/or other external influences. Recognising and acknowledging interrelationships within an organisation and using this knowledge effectively.</p> <ul style="list-style-type: none"> - is aware of important developments within the field/area of work; - translates developments into application within his own organisation; - looks beyond the walls of his own department(s).
Persuasiveness	<p>Convincingly presenting ideas, positions and plans to others in such a way that they are accepted, even after initial doubts.</p> <ul style="list-style-type: none"> - deals with resistance and objections in an effective manner and approaches them in a positive manner wherever possible; - demonstrates that he is well informed and prepared; - presents views with power and impact.
Result orientation	<p>Focusing actions and decisions on the actual achievement of intended results.</p> <ul style="list-style-type: none"> - prepares himself well for the performance to be delivered; - is visibly committed to achieving set goals; - get the most out of it, use the best opportunities.

This document (job requirements and competence profile) does not affect the job level.

S.07 Team leader II - Job profile

Job family: Staff/management

TEAM LEADER II	
<p>Context</p> <p>A team leader II works in stand design, stand construction, interior construction, rental and event organisations and suppliers. Three 'management layers' are distinguished in the organisation. The management is organised from the board (strategic level), the management takes care of the tactical level. The team management realises the operational (homogeneous/uniform) processes. A team leader II focuses on coordinating and directing the operational processes and realising the operational results with commitment and involvement of employees. There is coherence with adjacent sub-processes or impact on primary services (also in interaction with external parties). The chance of disruption requires fast (re)action in connection with the impact on other sub-processes and/or (external) services. Solutions are mostly known, standardised or manageable with some flexibility.</p> <p>Team leaders are distinguished at three levels. The differences between team leaders I, II and III are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise Manages: approx. 5-10 employees</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Input to planning</p> <p>Insight into the developments and performance of his own team is used to provide input to the planning of the department.</p>	<ul style="list-style-type: none"> - input as a basis for forming opinions/making decisions; - acceptance, support for team plan.
<p>2. Operational result</p> <p>The operational processes within his own team are effectively managed and adjusted in order for the intended results in terms of productivity, service, quality and budget to be actually achieved.</p>	<ul style="list-style-type: none"> - realisation of operational KPIs for own process; - effective adjustment in the event of (imminent) deviations.
<p>3. Operational preconditions</p> <p>The operational preconditions (processes, procedures, resources, systems, instructions, staffing, etc.) for the undisrupted progress and effective implementation of the operational process are available, also for specifically assigned (clear) areas of attention.</p>	<ul style="list-style-type: none"> - minimisation of nature/scale of process disruptions through optimisation of operational preconditions.
<p>4. Improvement & optimisation</p> <p>Based on insight into developments and structural disruptions, substantive and organisational contributions are made to the elaboration and implementation of improvements in the operational (sub)process, also for specifically assigned areas of attention.</p>	<ul style="list-style-type: none"> - input as a basis for forming opinions/making decisions; - substantive contributions to elaboration in line with the question/problem definition; - effective implementation in operational process.
<p>5. Managing</p> <p>The internal and external employees are effectively managed so as to ensure optimal use of the employees' contributions to the results and their development, engagement and motivation.</p>	<ul style="list-style-type: none"> - actual contributions, development of employees in relation to agreements; - employee motivation and engagement.
<p>6. Reporting & accountability</p> <p>The operational results of the team are reported and accounted for internally, providing insight into the cause of deviations from KPIs, standards and budget.</p>	<ul style="list-style-type: none"> - availability of reports; - insight into results and cause of deviations.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 8	

S.07 Team leader II - Job requirements and competence profile

Job family: Staff/management

TEAM LEADER II
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at higher professional education (HBO) level; - knowledge of the operational process and understanding of factors influencing the effectiveness of the operational process; - experience in operational management; - several years of relevant work experience in a similar position; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Communicating Communicating ideas and information in clear and concrete language, in such a way that the essence comes across and is understood by others. <ul style="list-style-type: none"> - uses language appropriate to the target group and knows how to differentiate appropriately; - responds constructively to what is said/requested; - verifies that the information taken over and provided is correct and understood.
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - puts the customer's interests first while remaining efficient and goal-oriented; - comes up with proposals that respond to the customer's wishes and needs and delivers customised work; - checks whether expectations, wishes or needs have been met, opens up the possibility for correction or asks for suggestions for improvement.
Managing Giving direction and guidance to employees. Stimulating, establishing and maintaining partnerships to achieve an intended goal. <ul style="list-style-type: none"> - coordinates the results of individuals in order to achieve the common goal; - uses available resources (funds, time, manpower) effectively and efficiently; - oversees project flows and goals and sets derived goals for the team.
Planning and organising Effectively setting goals and priorities and using the necessary actions, time and resources to achieve the goals set. <ul style="list-style-type: none"> - creates preconditions for effective and efficient functioning; - sets clear objectives for tasks performed by others, indicates what is expected in terms of results to be achieved; - adheres to the agreed deadlines, completion periods and timely responses to questions.
Result orientation Focusing actions and decisions on the actual achievement of intended results. <ul style="list-style-type: none"> - comes up with a proposal or an idea for a solution based on the data and information collected; - prepares himself well for the performance to be delivered; - sees opportunities and challenges rather than problems.

This document (job requirements and competence profile) does not affect the job level.

S.07 Team leader - Level defining characteristics

Job family: Staff/management

CHARACTERISTIC	-	TEAM LEADER I	TEAM LEADER II	TEAM LEADER III	+
Complexity of focus area / process	No reference job available	Process characterised by: - clear focus area/process with defined activities; - regular, stable processes; - effect of disruptions is quite immediate and also solvable with known solutions; - coordinates decisions with the manager (when necessary).	Process characterised by: - clear (homogeneous) focus area/process; - coherence with adjacent sub-processes or impact on primary services (also in interaction with external parties) is dynamic with a chance of disruptions; - chance of disruption requires fast (re)action in connection with the impact on other sub-processes and/or (external) services; - solutions are mostly known, standardised or manageable with some flexibility.	Process characterised by: - various (heterogeneous) focus areas; - explicit connection with other sub-processes within the organisation or effect on direct services to external parties; - chance of disruptions with large(r) impact, requires a constant response to changing circumstances and situations; - solution selection requires interpretation of the circumstances and consideration of the specific situation, often with conflicting interests; - (mainly) decides independently, comes up with solutions independently.	No reference job available
Degrees of freedom		- follows given plans, objectives and policies in which preconditions (manpower, means, materials) are largely given.	- provides input for plans with attention to the impact on preconditions.	- provides input to and (co-)implements plans and policies with substantiation of the impact on preconditions.	
SALARY GRADE		7	8	9	
Indicative professional and intellectual ability*		- MBO/HBO	- HBO	- HBO	

* part of the competence profile, does not affect the job level

V.01 Graphic arts assistant I - Job profile

Job family: (Graphic and technical) design

GRAPHIC ARTS ASSISTANT I	
<p>Context</p> <p>A graphic arts assistant I works in stand design, stand construction, interior construction, rental and event organisations and suppliers, where graphic design is not (entirely) outsourced. A graphic arts assistant I focuses on the quality (checking, editing and printing) of supplied graphic documents and offers support in graphic design, where everything is fully documented.</p> <p>Graphic arts assistants are distinguished at two levels. The differences between graphic arts assistants I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager with subject matter expertise Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Checking files</p> <p>The graphic files required for the project are checked after delivery for file type and format and corrected where necessary (layout, size, resolution, etc.), so that they meet the quality requirements for further processing.</p>	<ul style="list-style-type: none"> - quality of graphic files; - number of corrections.
<p>2. Design/design support</p> <p>On request, support is provided with graphic design, in which material, system and/or equipment knowledge is used to design the materials required for the project within the predetermined format, in line with the material and the desired look.</p>	<ul style="list-style-type: none"> - quality of graphic files; - quality of (material) specifications; - timely availability of graphic materials.
<p>3. Documentation</p> <p>The files delivered for/by various customers and used for production are stored and retrievable.</p>	<ul style="list-style-type: none"> - file availability; - file retrievability; - correct file format.
ARDUOUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - nuisance from printing odour and noise. 	
SALARY GRADE 5	

V.01 Graphic arts assistant I - Job requirements and competence profile

Job family: (Graphic and technical) design

GRAPHIC ARTS ASSISTANT I
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level (specialising in graphic arts); - experience with Adobe Photoshop, Adobe Illustrator etc; - knowledge of and experience with design; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Adaptability Adapting easily to changing circumstances (environment, working methods or people). <ul style="list-style-type: none"> - easily switches to a different style or approach in order to achieve a goal; - anticipates the desired contribution and offers tailor-made solutions; - is open to other ways of working if there are signs that this could improve customer satisfaction.
Reliability Keeping agreements and accepting the consequences. In case of faults, accepting the consequences for oneself and eliminating adverse consequences for others to the best of his ability. <ul style="list-style-type: none"> - acts according to orders and instructions; - knows what needs to be done and how it needs to be done; - handles tools, equipment and materials with care.
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - shows interest in (internal) customer issues; - avoids statements like "no, that's not possible" or "I'm busy" without explanation; - investigates how to help customers adequately and optimally.
Eye for detail Paying attention to details. Being able to handle detailed information effectively for a long time. <ul style="list-style-type: none"> - handles routine work with sufficient attention and care; - is accurate in terms of dimensions, work order, work method, compliance with instructions, etc; - interprets, checks details and is critical of deviations.
Stress resistance Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or opposition. Reacting calmly and in the best interests of the business. <ul style="list-style-type: none"> - can handle deadlines and knows how to prioritise work in such a way that these deadlines are met; - continues to perform well under rapidly changing or stressful conditions; - knows how to remain effective in the dynamics of the work, the numerous contacts and the diversity of points of contact.

This document (job requirements and competence profile) does not affect the job level.

V.01 Graphic arts assistant - Level defining characteristics

Job family: (Graphic and technical) design

CHARACTERISTIC	-	GRAPHIC ARTS ASSISTANT I	GRAPHIC ARTS ASSISTANT II	+
Checking/printing files	No reference job available	<ul style="list-style-type: none"> - checking and repairing supplied graphic documents; - printing graphic documents (or having them printed). 	<ul style="list-style-type: none"> - additional: <ul style="list-style-type: none"> · directing/coordinating the necessary graphic documentation for the project; · ensuring the timely delivery of graphic documentation, appropriate to the project schedule. 	See reference job and NOK appendix for
Design/design support		<ul style="list-style-type: none"> - on-demand support for graphic design, based on knowledge of materials, systems and/or equipment under the responsibility of the in-house/external graphic designer. 	<ul style="list-style-type: none"> - the independent graphic design (colour, font, supporting visual material) of required graphic documentation, based on the given design. 	
SALARY GRADE		5	6	
Indicative professional and intellectual ability*		<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO 	

* part of the competence profile, does not affect the job level

V.02 Designer I - Job profile

Job family: (Graphic and technical) design

DESIGNER I	
<p>Context</p> <p>A designer I works in stand design, stand construction, interior construction, rental and event organisations and suppliers.</p> <p>A designer I focuses on elaborating (sub-)designs based on specifications provided and/or modifying existing designs using materials and/or systems that are already known.</p> <p>Designers are distinguished at two levels. The differences between designers I and II are elaborated in the appendix with Level Defining Characteristics (<i>Niveau-onderscheidende Kenmerken</i>, NOK).</p>	
<p>Organisation</p> <p>Immediate manager: manager without subject matter expertise</p> <p>Manages: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparation</p> <p>The up-to-dateness and completeness of the information required for the elaboration/adjustment of the design are checked and any missing (detailed) data are requested (internally or externally).</p>	<ul style="list-style-type: none"> - completeness of data required; - number of corrections; - effective cooperation with the commerce department and project management.
<p>2. Design</p> <p>Data provided (quotation, basic design, data, system specifications, etc.) are worked out into an (updated) (sub-)design or existing designs are modified, using known materials/systems (e.g. by means of technical drawings).</p>	<ul style="list-style-type: none"> - in line with the defined substantive design; - correct application of applicable standards, norms and practices; - degree of 'perfectibility'; - timely detection and identification of imperfections in design, data, etc.
<p>3. Information and documentation</p> <p>The information and drawings produced for/by various customers and used for production are up to date, available and accessible to all stakeholders.</p>	<ul style="list-style-type: none"> - availability of used information and drawings; - retrievability of used information and drawings; - correct file formats.
ARDUOUS WORKING CONDITIONS	
not applicable	
SALARY GRADE 7	

V.02 Designer I - Job requirements and competence profile

Job family: (Graphic and technical) design

DESIGNER I
Knowledge and experience <ul style="list-style-type: none"> - professional and intellectual ability at senior secondary vocational education (MBO) level/higher professional education (HBO) level (specialising in graphic arts); - experience with Adobe Photoshop, Adobe Illustrator etc; - knowledge of and experience with design; - knowledge of safety and occupational health and safety instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Adaptability Adapting easily to changing circumstances (environment, working methods or people). <ul style="list-style-type: none"> - easily switches to a different style or approach in order to achieve a goal; - anticipates the desired contribution and offers tailor-made solutions; - is open to other ways of working if there are signs that this could improve customer satisfaction.
Communicating Communicating ideas and information in clear and concrete language, in such a way that the essence comes across and is understood by others. <ul style="list-style-type: none"> - is able to listen carefully and to find out the question behind the question; - verifies that the information taken over and provided is correct and understood; - knows how to present a message and adapts the content of the presentation to the target group and expectations.
Innovative capacity Coming up with original solutions to problems related to the job. Devising new ways of working. Being independent of mind, and having the guts to come up with a new idea. <ul style="list-style-type: none"> - recognises good ideas (of others) and builds on them; - sees new application opportunities for existing constructions; - sees new development opportunities for existing products and knows how to translate these into concrete proposals.
Customer focus Assessing the wishes and needs of customers and showing that one can think and act from that perspective, taking into account the costs and benefits for his own organisation. <ul style="list-style-type: none"> - comes up with proposals that respond to the customer's wishes and needs and delivers customised work; - is able to think along with the customer's (latent) wishes and needs and to anticipate them; - inquires about the customer's wishes and needs.
Eye for detail Paying attention to details. Being able to handle detailed information effectively for a long time. <ul style="list-style-type: none"> - handles routine work with sufficient attention and care; - is accurate in terms of dimensions, work order, work method, compliance with instructions, etc; - interprets, checks details and is critical of deviations.

This document (job requirements and competence profile) does not affect the job level.

V.02 Designer - Level defining characteristics

Job family: (Graphic and technical) design

CHARACTERISTIC	-	DESIGNER I	DESIGNER II	+
Customer relations and commerce	See reference job and NOK appendix for graphic arts assistant	- focusing on elaborating a design on the basis of a quotation prepared by a colleague and objectives/frameworks set.	- focusing on taking stock of customer wishes/needs and, to that end, working out the options and possibly the related pricing; - maintaining customer relations based on his own discipline.	No reference job available
Design		- elaborating (sub-)designs based on specifications provided and/or modifying existing designs; - design of materials/systems etc. already known to the designer/organisation;	- developing new concepts/designs based on trends in line with customer requirements, possibly using new materials/systems; - modelling (2D/3D) designs from which automated calculations are made.	
SALARY GRADE		7	8	
Indicative professional and intellectual ability*		- MBO/HBO	- HBO	

* part of the competence profile, does not affect the job level

10.2 Working Hours Act: working hours and rest periods

		Standard	Exhibition-sector (if deviating)
Working time	per shift	12 hours	
	per week	60 hours	72 hours
	per week per 4 weeks	55 hours on average	
	per week per 16 weeks	48 hours on average	
	per week per year		45 hours on average
Rest periods	daily rest	11 hours (consecutive) once a week 8 hours if necessary	11 hours (consecutive) 4 x per 4 weeks 8 hours if necessary
	weekly rest	36 hours (consecutively) or 72 hours per 14 days (to be divided into periods of at least 32 hours)	36 hours (consecutive) to be replaced 8 times a year by an uninterrupted rest period of 60 hours in 2 weeks
Breaks	if shift is over 5.5 hours	30 minutes (optionally 2 x 15) or 15 minutes if there is a collective scheme	
	if shift is over 10 hours	45 minutes (optionally 3 x 15)	
Sunday rest	Sunday work	no work on Sundays, unless: <ul style="list-style-type: none"> — in accordance with the type of work <u>and</u> agreed — necessary due to type of work or operating conditions — agreed with works council or employee representative in its absence; — individual consent 	
	Sundays off	13 (per 52 weeks) or if there is a collective scheme, only with consent, fewer than 13 Sundays off per year	
Night work <i>Night shift = > 1 hour of work between midnight and 6.00 am</i>	working time per shift	10 hours 12 hours, provided: <ul style="list-style-type: none"> — rest after shift of 12 hours — 5 times per 2 weeks — maximum of 22 times per 52 weeks 	
	working time per week	40 hours (per 16 weeks) if > 16 times per 16 weeks on night duty	
	rest period after night shift (for	14 hours (once a week: 8 hours if necessary)	

	night shifts ending after 2.00 a.m.)		
	rest time after > 3 night shifts	46 hours	
	maximum length of series (if at least one of the shifts in the series is a night shift)	7 or 8 if there is a collective scheme	
	maximum number (for night shifts ending after 2.00 a.m.)	<ul style="list-style-type: none"> — 36 night shifts per 16 weeks or — 140 night shifts per 52 weeks (if there is a collective scheme) or — 38 hours between midnight and 6.00 a.m. per 2 consecutive weeks (if there is a collective scheme) 	
On-call duty	on-call duty prohibition	<ul style="list-style-type: none"> — 14 days per 4 weeks without on-call duty — 2 times 2 days per 4 weeks no on-call duty and no work — no on-call duty 11 hours before and 14 hours after a night shift 	
	working time per 24 hours	13 hours	
	working time per week in case of on-call duty for night shifts	<ul style="list-style-type: none"> — 40 hours on average (per 16 weeks) or — 45 hours on average (per 16 weeks), provided: <ul style="list-style-type: none"> • 8 hours of consecutive rest before the new shift (if last call was between midnight and 6:00 a.m.) or • 8 hours of consecutive rest in the 18 hours following 6:00 a.m. (if last call was between midnight and 6:00 a.m., immediately followed by a new shift) 	

10.3 Personal development plan: model form

The personal development plan (PDP) is preferably a concise document of no more than three pages. This document can be used as an example. Based on the topics in this form, you can determine which aspects are relevant or not.

Personal development plan

Employee: _____

Job: _____

Manager: _____

1. Future developments and long term goals of the organisation

2. Long term goals of the employee

3. Plan of action

- Current situation of the employee (job description, competences, estimation of professional ability)
- Short term goals of the employee (approx. 1 year)
- Activities and training to achieve short term goals (activities per goal, with an indication of when these activities should take place)
- Required support and guidance
- Mentor/mentors
- Dates by which (sub-)goals must be achieved
- Date of next career interview

4. Interim evaluation

- Evaluation method
- Evaluation frequency
- Who evaluates?

5. Budget and time spent

- Budget for activities
- Time the employee can spend on development

6. Remuneration when the goals are achieved

Date: _____

Employee's signature: _____ Manager's signature: _____

10.4 Personnel appraisal: model form

Use this form throughout the entire interview cycle of planning, performance and appraisal. During the appraisal interview, you note the final result under the heading 'result'. In this sample form, the result is graded under the heading "appraisal".

Appraisal form

Name of employee:

Job:

Department:

Name of manager:

Date of performance review:

Date of 2nd performance review (optional):

Date of appraisal interview:

- **Performance agreements**

(Which concrete and measurable results must be achieved by the end of the year?)

Objective 1 (incl. target and indicator)	Result	Appraisal

Objective 2 (incl. target and indicator)	Result	Appraisal

Objective 3 (incl. target and indicator)	Result	Appraisal

Objective 4 (incl. target and indicator)	Result	Appraisal

Objective 5 (incl. target and indicator)	Result	Appraisal

Objective 6 (incl. target and indicator)	Result	Appraisal

Appraisal: 0 = Not achieved, 1 = Achieved, 2 = More than achieved

- **Competences**

(What competences are necessary for achieving the performance agreements made?)

Competence (name level if applicable)	Appraisal

Appraisal: 0 = Competence is not mastered, needs to be developed, 1 = Appropriate for the job, normal/good, 2 = Better than necessary, strength

- Development agreements**

(What competences, knowledge or skills are being developed? How will they be developed and when?)

Agreement	Result

- Other agreements**

Agreement	Action	Completion date

- Appraiser's conclusion**

Explanation	Final appraisal

D = employee has not yet performed well, will have to work harder
 C = employee has performed well, as expected
 B = employee has performed very well in several areas
 A = employee has made an exceptional contribution and has performed at a very high level

- Employee’s comments**

Signed on

Employee

Appraiser

~~10.5 Employee representative body: sample regulations~~

Definitions

Article 1

The following definitions apply to these regulations:

- a. the employer:
- b. the company:
- c. the act: the Works Councils Act (*Wet op de ondernemingsraden*, WOR);
- d. the [joint sectoral committee](#):

Composition and term of office

Article 2

1. The employee representative body shall consist of ... members, who shall appoint a chairman and a deputy chairman from among their number.
2. The members of the employee representative body shall retire simultaneously every ... years. They shall be immediately eligible for re-election.

Election preparations, right to vote and stand for election, nomination of candidates

Article 3

1. The organisation of the election of the members of the employee representative body shall take place under the responsibility of the employee representative body.
2. The date of the election shall be determined and announced by the employee representative body in good time before the end of its term of office.
3. The employee representative body may assign the organisation of the election to a committee.

Article 4

1. Every person employed by the company is entitled to vote and can be elected as a member of the employee representative body.
2. The employee representative body shall set the start and end dates for the nomination of candidates and shall make them known within the company in good time.
3. Nomination of candidates for membership shall take place by registering with the employee representative body.
4. The employee representative body shall make the list of candidates known within the company in good time before the election date.
5. If the number of candidates does not exceed the number of seats to be filled on the employee representative body, no election shall take place and the candidates nominated shall be deemed elected.

Voting arrangements, determination and publication of results

Article 5

1. The election shall be by secret written ballot.
2. The employee representative body shall ensure that each person entitled to vote receives a certified ballot paper which lists the candidates. Immediately after completing it, the person entitled to vote shall deposit the completed ballot paper in a box provided for that purpose, unless the ballot paper is sent by (internal) post.
3. Any person entitled to vote may fill in a ballot paper for a maximum of two other persons entitled to vote, provided he has been authorised to do so in writing by those persons.

Article 6

1. Each person entitled to vote shall cast ... votes, on the understanding that he may cast only one vote for each candidate.
2. At the end of the vote, the employee representative body shall establish the number of valid votes cast for each candidate.
3. Invalid ballot papers are ballot papers:
 - a. which have not been certified by or on behalf of the employee representative body;
 - b. which do not clearly show the voter's choice;
 - c. on which the voter has not cast the number of votes required in paragraph 1;
 - d. which show any notes other than the votes cast.

Article 7

1. The candidates who successively obtained the highest number of votes shall be elected. If there are more candidates with an equal number of votes for the last seat to be filled, lots shall be drawn.
2. The results of the election shall be determined by the employee representative body and fully

- announced within the company. The employer shall receive a copy of the announcement.
- ~~3.—The ballot papers used shall be kept by (the secretary of) the employee representative body in a sealed envelope for at least three months.~~

Filling of interim vacancies

Article 8

- ~~1.—In the event of an interim vacancy, the employee representative body shall appoint the candidate who is the first to succeed the member concerned according to the results of the last election held.~~
- ~~2.—The appointment shall be made for the remainder of the current term of office of the employee representative body and shall take place within one month of the occurrence of the vacancy. Article 7(2) of these regulations shall apply mutatis mutandis.~~
- ~~3.—If no successor as referred to in paragraph 1 of this article is available, the vacancy shall be filled by an interim election, unless a general election is held within six months.~~

Objection regulations

Article 9

- ~~1.—Any interested party may, within one week of its publication, object to a decision of the employee representative body regarding:~~
- ~~a.—the organisation of the election;~~
 - ~~b.—the nomination of candidates;~~
 - ~~c.—the determination of the results of the election;~~
 - ~~d.—the filling of an interim vacancy.~~
- ~~2.—The employee representative body shall decide on the objection as soon as possible and shall take the necessary measures.~~

Procedure of the ERB; secretarial work

Article 10

- ~~1.—The employee representative body shall meet upon proposal by the chairman. Any member may request the chairman to hold a meeting.~~
- ~~2.—For a meeting of the employee representative body to be held, the majority of its members must be present.~~
- ~~3.—The employee representative body shall decide by a majority of votes. Blank votes shall not be counted in determining whether this requirement has been met.~~

Article 11

- ~~1.—The employee representative body shall draw up an agenda for and a report on its meetings.~~
- ~~2.—The employee representative body shall make an annual report of its activities during the past year.~~
- ~~3.—The employee representative body shall ensure that the documents referred to in paragraphs 1 and 2 are sent to the members and to the employer and shall make these documents known to the employees within the company.~~

Final provisions

Article 12

- ~~1.—These regulations may be amended and supplemented by a resolution adopted by a majority vote of the employee representative body.~~
- ~~2.—Prior to adopting the amendment or supplement, the employee representative body shall give the employer the opportunity to express his view on it.~~
- ~~3.—The employee representative body shall announce the amendment or supplement to the regulations to the persons employed by the company and shall provide a copy to the employer.~~

10.6 Standing committee: regulations

Tasks and powers

Article 1

Article 9.8.2 of the Collective Agreement for Exhibition Companies provides for the establishment of a Standing Committee with duties and powers in the field of:

- Resolving differences in interpretation of the collective agreement between an employer and an employee or employee representative body.
- Assessing appeals lodged against a job classification.
- ~~— Expressing an opinion on requests for dispensation from the collective agreement or from collective agreement provisions.~~
- If necessary, explaining the provisions of the collective agreement in the form of general regulations or binding decisions.
- Making proposals to the parties to this collective agreement in all cases for which the collective agreement does not provide.
- Promoting the subjects delegated by the contracting parties to the Standing Committee.
- Setting up one or more subcommittees from among its members, to which it may delegate one or more of its tasks under conditions to be set by it.
- And also performing all acts assigned to it by the collective agreement.

Composition

Article 2

1. The Standing Committee shall consist of three members, of whom the following shall be appointed:
 - a) one member and one substitute member by the employers' organisation that is party to this collective agreement;
 - b) one member and one substitute member by the employees' organisations that are party to this collective agreement;
 - c) one independent chairman by the employers' organisation and employees' organisations that are party to this collective agreement.
2. The secretariat shall be run by the employers' organisation.
3. Membership or substitute membership of the Standing Committee shall terminate:
 - a. by withdrawal of the appointment by the organisation that appointed the relevant member or substitute member;
 - b. by retirement;
 - c. if the member no longer works for an employer affiliated with the employers' organisation (applies to representation of employers' organisation);
 - d. if the member is no longer a member of the employees' organisation he or she represents (applies to representation of employees' organisation);
 - e. if the independent member no longer has the support of both employers' and employees' organisations;
 - f. in the event of death.

Meeting of the Standing Committee

Article 3

1. The Standing Committee shall meet whenever one or more of its members deem it desirable or necessary.
2. The secretariat shall determine the date and time of the meeting.
3. The notice convening the meeting shall include an agenda drawn up by the secretariat and a specification of the matters to be discussed.

Quorum requirement

Article 4

The Standing Committee shall only be authorised to deliberate and adopt resolutions if all members or their substitute members are present at the meeting, whether by video link or other means of communication. Voting by proxy shall be allowed in exceptional cases.

Invitations to the meeting

Article 5

A member who is unable to attend the meeting shall inform the secretary of this immediately and shall arrange for replacement by the substitute member of the organisation that appointed him.

~~Handling of disputes / competence~~

~~Article 6~~

~~The Standing Committee shall have the right to rule on its own competence. If the Standing Committee declares itself incompetent to hear a dispute, or if the Standing Committee fails to reach a unanimous decision, the parties may submit a dispute to the civil courts.~~

Dispensation from the collective agreement or derogation from the collective agreement provisions

Article 7

1. Applications for dispensation from the collective agreement or for a derogation from the provisions of this collective agreement must be submitted in writing to the secretariat of the committee (c/o CLC-VECTA) by or on behalf of the employer or employee concerned (hereinafter referred to as "the applicant").
2. The application shall at least contain:
 - a. Name and address of the applicant;
 - b. Signature of the applicant;
 - c. An accurate description of the nature and scope of the application for dispensation;
 - d. An overview of facts and arguments as to why dispensation should be granted;
 - e. The date
3. The secretariat of the committee shall send the applicant an acknowledgement of receipt, stating when the Standing Committee will handle the application.
4. The Standing Committee shall handle the application at its next meeting. If the application is urgent, the secretariat may decide to ask the Standing Committee to handle the application (possibly by means of a written round).
5. If the Standing Committee considers that the application contains an inaccurate description or is insufficiently substantiated or documented, the applicant will be informed within 2 weeks on which points and with which documents the application must be supplemented. The applicant shall be given 2 weeks to submit the additional information to the Standing Committee.
6. The application will not be handled if the additional information is not provided or if the additional information provided is insufficient. The applicant will be informed of this in writing.
7. In assessing whether dispensation can be granted, the parties to the collective agreement will apply the following criteria:
 - a. Whether there are (temporary) special circumstances, deviating from what is usual in the sector, based on which it cannot reasonably be demanded of the applicant that the collective agreement (or its provisions) be applied in full; and

- b. Whether there is another arrangement which is at least equivalent to this collective agreement (or its provisions) and which has been made in consultation with an employees' organisation that is independent of the employer; and
 - c. Whether the employment conditions of employees after dispensation are sufficiently guaranteed and do not conflict with the statutory provisions.
- 8. The Standing Committee shall render its decision within 8 weeks of the application being submitted to the secretariat. If a further written response is requested or a hearing is scheduled, the Standing Committee may decide to extend the decision period by 2 x 2 weeks.
- 9. No later than 2 weeks after handling the application, the Standing Committee shall inform the applicant and any other person concerned of its decision. This shall be done in writing. The decision shall contain the grounds on which it is based.
- 10. The procedure for requesting dispensation from the collective agreement (or its provisions) shall be governed by the same provisions as for submitting a dispute (Articles 8 to 28).

Submitting disputes

Article 8

- 1. A dispute shall exist when one of the disputing parties states that such is the case.
- 2. Disputes shall be submitted by submitting a written request to the secretariat of the Standing Committee for a decision on the dispute. This request shall contain a proper explanation stating the name and address of the other party, the facts and circumstances giving rise to the dispute, the conclusions which in the opinion of the complainant should be drawn from these facts and circumstances, and the opinion requested from the committee on this basis.
- 3. Disputes must be brought before the Standing Committee as soon as possible and no later than one year after they arose or were identified.

Challenge

Article 9

- 1. A member (or substitute member) of the Standing Committee may be challenged if there is a justified doubt as to his impartiality.
- 2. The challenging party shall bring the challenge to the attention of the Standing Committee, giving reasons, no later than at the beginning of the (oral) hearing of the case. The Standing Committee shall decide immediately whether they consider the challenge to be well-founded.
- 3. By definition, a valid reason to challenge is present if a member of the committee is directly involved in the dispute.

Method of handling disputes

Article 10

- 1. When a dispute is submitted, the secretariat shall immediately inform the other party of the dispute by sending a copy of the complainant's letter.
- 2. The other party shall be entitled to respond in writing within 14 days after dispatch by the secretariat of the letter referred to in the preceding paragraph. In its response, the other party may present its own view and state the grounds on which it disagrees with the opinion requested from the committee.
- 3. The secretariat shall immediately send a copy of the defence referred to in the preceding paragraph to the party that submitted the dispute.

4. The disputing parties shall be entitled to respond once more in writing to the secretariat after the exchange of the documents referred to in the previous Article, taking into account the 14-day period. In all cases, the written presentation of the parties' respective positions shall be concluded after that.
5. After concluding the written presentation of the respective positions, the committee shall handle the dispute. Unless any parties involved in the dispute inform the committee in writing within 7 days of the end of the exchange of the written documents that they would like a further oral explanation of the position taken. In that case, the committee shall determine the place, date and time of the oral hearing. The secretariat shall inform both parties and the members of the committee at least one week before the chosen date.
6. The disputing parties may bring one or more witnesses and/or experts to the oral hearing in order for them to be heard by the committee.
7. The name, place of residence and position of the witnesses or experts to be brought, along with the written request for an oral explanation (Article 8 paragraph 2) must be submitted to the secretariat.
8. The committee may, before giving its opinion, first obtain additional information from parties involved in the dispute or third parties. It may also independently summon parties, witnesses and experts to give a further explanation or to appear at its meeting. A period of one week shall be observed for such summons.
9. The committee may, if circumstances so require, deviate from the periods referred to in Article 10.
10. The Standing Committee may choose how to handle the dispute, as long as the provisions of these regulations are complied with.

Documentary evidence

Article 11

The Standing Committee shall be authorised to ask for documentary evidence from the parties at any time during the dispute proceedings. The parties shall be obliged to submit such evidence.

Rules of evidence

Article 12

The Standing Committee itself shall decide how it will apply the rules of evidence and will assess any evidence submitted.

Non-appearance and default

Article 13

1. If the party submitting the dispute fails to properly substantiate its request, despite having been duly given the opportunity to do so, and without having put forward any well-founded reasons, the Standing Committee may declare the request as manifestly unfounded.
2. If a defendant fails to put forward a defence despite having been duly given the opportunity to do so and without having put forward any well-founded reasons, the Standing Committee may issue an opinion even without an oral hearing.
3. In the opinion as described in Article 13(2), the complaint described in the request shall be upheld, unless the Standing Committee believes it to be unlawful or unfounded. The Standing Committee may, before rendering a decision, require the claimant to prove one or more of its statements.

Decision-making

Article 14

1. The Standing Committee shall decide on the dispute submitted to it as soon as possible. Only the Standing Committee may set the date by which the decision on the content of the opinion is made.
2. If the majority of the members of the Standing Committee are of the opinion that the facts or circumstances of the dispute are not sufficiently clear or that there is insufficient time for deliberation, the handling of the dispute shall be postponed until the next meeting.
- ~~3. The decision of the Standing Committee shall be binding.~~

Confidentiality

Article 15

1. The members and substitute members of the Standing Committee shall maintain secrecy concerning the facts and details of which they become aware as a result of their membership of the Standing Committee, even if they have left the Standing Committee.
2. Communications concerning the matters discussed at meetings of the Standing Committee or votes cast in the course of deliberations shall never be made either orally or in writing, unless approved by the Standing Committee.

Dispute handling costs

Article 16

The Standing Committee shall be authorised to charge the costs of handling a dispute in whole or in part to one or both disputing parties, if and to the extent that these costs were incurred as a result of intent, unwillingness or negligence on the part of the disputing party or parties to whom the costs are charged.

Vote

Article 17

1. All members of the Standing Committee shall have one vote.
2. The Standing Committee shall decide by unanimous vote.
3. Voting shall be conducted orally, both on persons and on matters, unless a member requests a written vote.
4. If the votes are tied when a decision is made, another vote shall be taken, preferably after other matters have been dealt with. The matter shall be deemed to be undecided if the votes are tied again.

Written decision

Article 18

1. The opinion shall be drawn up in writing by the secretariat and signed by the chairman.
2. The opinion shall contain, in addition to the decision on the dispute, at least:
 - a. the grounds for the decision given in the opinion;
 - b. the names and domiciles of the disputing parties;
 - c. the date of dispatch of the written decision to the disputing parties;
 - d. the date of the meeting at which the dispute was dealt with.
3. The Standing Committee shall ensure that the opinion is sent, in writing and signed by the chairman, to the disputing parties or, if they have acted on their behalf, to their authorised representatives, as soon as possible and no later than thirty days after the decision was reached.

Implementation

Article 19

4. An opinion given by the Standing Committee shall be final once it has been sent to the disputing parties.

5. The opinion given by the Standing Committee shall be implemented immediately.
6. The Standing Committee may extend the deadline by which the opinion must be implemented.

Correcting an opinion

Article 20

1. A disputing party may, up to 30 days after the opinion has been sent to it, ask the Standing Committee to correct a manifest calculation or clerical error in the opinion.
2. A copy of the request referred to in the previous paragraph shall be sent to the other party.
3. If the Standing Committee decides to correct the error, this correction will be recorded in a separate document and, after being signed by the chairman and the secretary, will be sent to the disputing parties. The relevant document shall form part of the opinion.
4. If the Standing Committee rejects the request for correction, it shall inform the disputing parties accordingly.
5. The Standing Committee may, if so requested, decide that the term within which the opinion is to be implemented will be suspended during the handling of the request referred to in this Article.

Special provisions

Article 21

The opinions given by the Standing Committee shall be sent by its secretariat to the employers' and employees' organisations that are party to the collective agreement.

~~10.7 Regulations of the Foundation for Compliance with the Collective Agreement for Exhibition Companies (*Stichting Naleving cao tentoonstellingsbedrijven*, SNTB)~~

Definitions

Article 1

- ~~1.— Collective agreement: Collective Agreement for Exhibition Companies.~~
- ~~2.— Parties: the parties to the Collective Agreement for Exhibition Companies, namely the employers' organisation CLC VECTA and the employees' organisations CNV Vakmensen and FNV Meubel & Hout.~~
- ~~3.— SNTB: Stichting Naleving CAO Tentoonstellingsbedrijven (Foundation for Compliance with the Collective Agreement for Exhibition Companies).~~
- ~~4.— The board: the SNTB board.~~
- ~~5.— The secretary: the first secretary of the SNTB.~~
- ~~6.— Interested party: one or more of the following organisations or bodies:
 - ~~— the employers' organisation and the trade unions that are party to the collective agreement;~~
 - ~~— the Works Council or Employee Representative Body set up in the company, on behalf of the persons employed by that company;~~~~
- ~~7.— Employer: the employer as referred to in Article 1 of the collective agreement.~~
- ~~8.— Company: the company as referred to in article 2(2) of the collective agreement.~~
- ~~9.— Wherever these regulations speak of "he" or "his", this may also be read as "she" or "her".~~
- ~~10.— Complainant: the interested party submitting a complaint.~~
- ~~11.— Defendant: the person against whom a complaint has been submitted to the SNTB.~~

Tasks and powers

Article 2

- ~~1.— In accordance with its Articles and Article 3(4) of the collective agreement, the SNTB's task is to promote general and full compliance with the provisions of the Collective Agreement for Exhibition Companies (hereinafter to be referred to as the 'collective agreement') using all means available to it.~~
- ~~2.— The SNTB is authorised to order a check on compliance with the collective agreement based on a well-founded suspicion of non-compliance.~~
- ~~3.— The SNTB is authorised to impose sanctions in the event of non-compliance with the collective agreement and these regulations.~~
- ~~4.— The parties to the collective agreement have transferred their powers to lodge claims as referred to in Article 15 of the Collective Agreements Act and Article 3(4) of the Collective Agreements (Declaration of Universally Binding and Non-Binding Status) Act to the SNTB insofar as it concerns claims relating to damage or loss suffered by them.~~

Own-initiative investigation

Article 3

- ~~1.— Investigations aimed at ensuring proper compliance with the collective agreement and ordered by the SNTB on the basis of a well-founded suspicion of non-compliance may be conducted in writing or at the employer's premises.~~
- ~~2.— The start of each new examination shall be announced in writing at least two weeks in advance, after which a telephone appointment shall be made with the employer to agree on the start date and the place where the investigation will be conducted.~~
- ~~3.— The SNTB shall confirm this telephone appointment in writing to the employer.~~
- ~~4.— In the event of a written investigation, the employer shall be clearly informed of the data to be made available to the SNTB within a specified period.~~
- ~~5.— With regard to possible follow-up phases of an investigation, the SNTB shall always make agreements with the employer on the next phase upon completion of part of the investigation. These agreements shall be confirmed in writing by the SNTB.~~

Complaint submitted by an interested party

Article 4

- 1.—An interested party may submit a complaint about non-compliance with the collective agreement to the SNTB board.
- 2.—A complaint must relate to systematic and structural non-compliance with the collective agreement. "Structural" means for a period longer than 3 months.
- 3.—The complaint must be addressed in writing to the SNTB secretariat.
- 4.—A complaint shall contain the following information:
 - name and address of the complainant;
 - name and address of the defendant;
 - a substantiated description of the violation of the collective agreement.
- 5.—Upon receipt of the complaint, the secretary shall send an acknowledgement of receipt to the complainant.
- 6.—If paragraphs 2, 3 and 4 of this Article are not complied with, the SNTB may decide not to handle the complaint, provided that the complainant has been given the opportunity to rectify the omission within a term set by the SNTB.

Defence

Article 5

- 1.—The SNTB shall inform the defendant of the complaint made against him.
- 2.—During a period of three weeks the defendant has the possibility to submit a written defence.
- 3.—The complainant shall receive a copy of the defendant's defence as soon as possible.

Complaint inadmissible or manifestly unfounded

Article 6

- 1.—The SNTB board shall decide whether the complaint is admissible.
- 2.—If the complaint is inadmissible, the SNTB will not handle the complaint.
- 3.—The SNTB will also not handle the complaint if the complaint is manifestly unfounded.

Investigation following a complaint

Article 7

- 1.—After dealing with the complaint, the SNTB may decide to launch an investigation.
- 2.—The SNTB may request in writing both the complainant and the defendant to provide written information and to submit documents within a period of time to be set by the SNTB.
- 3.—The SNTB may conduct a factual investigation of the defendant.
- 4.—The SNTB may appoint one or more experts to carry out a factual investigation on behalf of the SNTB at the defendant's premises and request them to submit their report within a period of time to be set by the SNTB.

Cooperation in an investigation

Article 8

- 1.—The defendant or the employer shall be obliged to assist the SNTB as much as possible in carrying out the investigation.
- 2.—The defendant or the employer shall provide the SNTB with all requested information and documents that may be necessary within the framework of the investigation.
- 3.—The defendant or the employer shall give the SNTB access to the information it considers necessary for the investigation.
- 4.—If the defendant or the employer fails to comply with the provisions of this Article, Article 13(2) shall apply.

Request for postponement

Article 9

Requests for postponement submitted by the defendant or the employer will be assessed by the SNTB on a case-by-case basis and may be granted or rejected, whether or not under certain conditions.

Preparations for a hearing

Article 10

1. The SNTB will, upon conclusion of the investigation, give the complainant and the defendant the opportunity to explain their position orally at a hearing of the board and, if necessary, to respond to the findings of the investigation.
2. The SNTB shall determine the place, date and time of the hearing at least three weeks in advance.
3. The complainant and the defendant shall be informed of this at least three weeks in advance.
4. Before the hearing, the SNTB shall send the complainant and the defendant copies of all documents relating to the handling of the complaint.
5. If it is not possible to send them a copy, all documents relating to the handling of the complaint shall be made available for inspection at the SNTB's secretariat for at least one week.
6. If the complainant or the defendant wishes to be assisted or represented, they must inform the other party and the SNTB of this in writing at least 7 days before the hearing.

Hearing

Article 11

1. The hearing shall be conducted by the chairman of the board.
2. A board member or substitute board member who is or has been directly involved in the complaint submitted to the board may not participate in the handling of the complaint or the decision on the complaint.
3. The board may decide to call witnesses or experts.
4. The board may decide for compelling reasons, on its own initiative or at the request of the complainant or the defendant, to hear the parties separately or to hear witnesses without the parties being present.
5. The secretary shall draw up a record of the hearing.
6. Based on the hearing and/or investigation, the board shall decide whether the defendant is given notice of default.
7. The complainant and the defendant shall be informed within 6 weeks after the hearing whether the defendant is given notice of default.

Notice of default

Article 12

1. If the SNTB concludes, based on the hearing and/or facts found during the investigation, that the defendant or the employer has systematically failed to comply with the collective agreement, he will be given notice of default, subject to the provisions of Article 14(1) of these regulations.
2. Before the SNTB sends a notice of default to the defendant or the employer regarding non-compliance with the provisions of the collective agreement, it shall inform the parties thereof.

Sanctioning

Article 13

1. If the defendant or the employer is given notice of default by the SNTB, the SNTB will impose one or a combination of sanctions on him, namely:
 - a. A warning, granting him a time limit for remedying the default. This warning will not be made public.
 - b. A reprimand which will be made public.
 - c. Payment of the costs of the investigation with a minimum of € 113.45.

- d. ~~Payment of compensation as referred to in Article 15 of the Collective Agreements Act and Article 3(4) of the Collective Agreements (Declaration of Universally Binding and Non-Binding Status) Act.~~
- e. ~~Payment of flat-rate compensation as referred to in Article 15 of these regulations.~~
- f. ~~Publication of the decision by the defendant or the employer.~~
- 2. ~~If the defendant or the employer fails to comply with the obligations imposed in Article 8, the SNTB may impose one or a combination of the sanctions referred to in paragraph 1.~~
- 3. ~~The SNTB may decide not to impose a sanction in whole or in part if special circumstances give rise to this.~~
- 4. ~~The amounts obtained by the SNTB by virtue of the application of paragraph 1 c to e shall be added to the resources of the SNTB.~~

~~Claims by parties to the collective agreement~~

~~Article 14~~

- 1. ~~Each of the parties to the collective agreement may, within 14 days of being informed of the notice of default, state separately that it wishes to bring a claim for compensation against the defendant concerned or the employer. As a result, the delegation referred to in Article 2(4) will lapse in respect of the relevant claim before the SNTB has instituted proceedings itself.~~
- 2. ~~If one or more of the parties decide to bring a claim independently, they must notify the SNTB.~~

~~Calculation of compensation~~

~~Article 15~~

~~The flat-rate compensation (C) as referred to in Article 13(1)(e) of these regulations shall be calculated as follows: $C = A \times W \times \text{€ } 0.45$;~~

~~A = the most recent annual contributions to the Social Fund for Exhibition Companies (converted into euros) set for the employer concerned, or, in default thereof, 0.6% of the company's annual wage bill (converted into euros), or, in default thereof, an amount to be determined by the SNTB on a flat-rate basis, based on an estimate of the most recent contributions to the Social Fund for Exhibition Companies assumed for the employer concerned (converted into euros), on the understanding that A shall amount to at least € 111.75.~~

~~W = the number of weeks the employer is in default.~~

~~Inspection after sanction~~

~~Article 16~~

~~If a sanction is imposed on a defendant or an employer, an inspection may take place in the year following the year in which the non-compliance with the collective agreement was established.~~

~~Legal action~~

~~Article 17~~

- 1. ~~The SNTB may decide to take legal action in order to oblige the employer by legal means to comply with the collective agreement and/or to pay damages.~~
- 2. ~~The SNTB may report fraud.~~

~~Entry into force~~

~~Article 18~~

~~These regulations came into force on 19 February 2002.~~

Addresses

~~Secretariat of the parties to the collective agreement~~

~~c/o CLC-VECTA Centre for Live Communication
De Corridor 5C
3621 ZA Breukelen
Telephone: 0346—352444
E-mail: info@clcvecta.nl
Internet: www.clcvecta.nl~~

~~Employers' organisation~~

~~CLC-VECTA Centre for Live Communication
De Corridor 5C
3621 ZA Breukelen
Telephone: 0346—352444
E-mail: info@clcvecta.nl
Internet: www.clcvecta.nl~~

~~Employees' organisations~~

- ~~* FNV (Construction & Housing Sector)
Postbus 9208
3506 GE Utrecht
Telephone: 088-3680368
E-mail: hout@fnv.nl
Internet: www.fnv.nl~~
- ~~* CNV Vakmensen.nl
Postbus 2525
3500 GM Utrecht
Telephone: 030—7511007
E-mail: info@cnvvakmensen.nl
Internet: www.cnvvakmensen.nl~~

~~Social fund~~

~~Stichting Sociaal Fonds Tentoonstellingsbedrijven
Postbus 693
4200 AR Gorinchem
Telephone: 0183—822925
E-mail: info@sociaalfondsttb.nl
Internet: www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven/sociaal-fonds-tentoonstellingsbedrijven~~

~~Compliance with the collective agreement~~

~~Stichting Naleving Cao Tentoonstellingsbedrijven
c/o CLC-VECTA Centre for Live Communication
De Corridor 5C
3621 ZA Breukelen
Telephone: 0346—352444
E-mail: info@sntb.nu
Internet: www.sntb.nu~~

~~Standing Committee~~

~~c/o CLC-VECTA Centre for Live Communication
De Corridor 5C
3621 ZA Breukelen
Telephone: 0346—352444
E-mail: info@clcvecta.nl
Internet: www.clcvecta.nl~~

Pension fund

Bedrijfstakpensioenfonds voor de Meubelindustrie en Meubileringsbedrijven

Postbus 41160

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