

University
System for Job Classification
(UJC)

Appendix to the Collective Labour Agreement (CAO)
for Dutch Universities 2003-2004

N.B.
Where this publication refers to "he" and "his", "she" and "her" are also implied.

CREDITS PAGE

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1. A NEW SYSTEM

A new job classification system for Dutch universities officially took effect on 1 April 2003. This new system will have been implemented everywhere by January 2005. The university system for job classification (UJC), as the new system is called, has been specially created for the universities and replaces the job evaluation system once designed by the Ministry of Home Affairs.

The introduction of the UJC is the result of an agreement between the University Executive Boards and the employees' organisations. This brochure, a joint publication by the parties involved in the Collective Labour Agreement (CAO) for the Dutch Universities, explains the introduction and what it means for university employees.

WHAT IS JOB CLASSIFICATION?

A *decaan* is somewhere near the top in the job hierarchy; a cleaner is somewhere near the bottom. That much is clear to everyone. But what about all the jobs in between? Is a *secretaresse* above, below or next to a *systeembeheerder*? Which criteria do you base this arrangement on?

Systems for classifying jobs ensure that all jobs in an organisation are arranged in order. Not the person, but the job - sometimes expressively called 'the chair' - is classified. This is first done in terms of content, usually looking at the results expected from a job. Next, the 'size' of the job is determined, based on various points of view. Finally, each job is given a position on a scale.

UJC is based on the job evaluation method designed by the international consultancy organisation, Hay Group. This Hay method has been used worldwide for many years in a variety of sectors. In close consultation with the universities, the Hay Group has now expanded its method into a university system for job classification. Hay's many years of experience, together with the universities' careful and broad contribution, ensure that this system is objective and transparent.

WHY A NEW JOB CLASSIFICATION SYSTEM?

Until 1 April 2003, job sizes at universities were determined using the job evaluation system used by central government. This system naturally contains examples of jobs that originated in central government and was therefore not directly intended for university organisations.

Under that old system, the universities had thousands of job descriptions, which had just grown over the years. It was not uncommon to find job descriptions that applied only to one or two people. And the description method was often inflexible and exclusively aimed at the duties of a person in a particular job, rather than the results that had to be achieved through that job.

In 1997 the joint universities and the employees' organisations concluded their own collective labour agreement (CAO) for the very first time. Right from the start it was clear that having one's own CAO should be accompanied by a job evaluation system geared to universities. In 1999 universities and employees' organisations agreed that

such a system ought to be implemented. Following years of preparation, the UJC was finally declared applicable to the Dutch universities on 1 April 2003.

ADVANTAGES OF THE NEW SYSTEM

An important advantage of UJC is that it originates with the universities, and is not derived from a system really intended for government officials. The new system is tailored entirely to the special kind of organisation that is unique to a university.

Moreover, UJC is an open and transparent system. This means that employees and supervisors can easily determine any particular job size. Job evaluation jargon has been avoided as far as possible.

But there are more advantages. UJC is compact: the thousands of job descriptions in the old system have been replaced by an orderly number of just over a hundred descriptions. Furthermore, the new system has been designed to enable competence profiles and performance agreements to be linked to it in the future. This will give employees a clear view of their career and what they have to do to be able to take the next steps along their career path. In addition to this, the profiles and agreements are a good steppingstone for performance interviews or result and development interviews; the quality of these interviews may thereby be boosted significantly.

MAINTENANCE

The CAO parties (universities and employees' organisations) are jointly responsible for the content and the application of UJC. That is why they will regularly be discussing developments around the introduction and maintenance of the system. In any case, in the period in which the system is introduced in the universities, close attention will be paid to the way in which the objections procedure is implemented. They will also look at the job material to see if it needs altering or supplementing. Each of the CAO parties may also introduce other topics to the joint discussions.

2. AN OUTLINE OF HOW THE UNIVERSITY SYSTEM FOR JOB CLASSIFICATION OPERATES

HOW DOES THE SYSTEM WORK?

UJC will be applied in two stages. Firstly, a job profile will be identified for each employee that best fits his or her work. A job profile will be referred to with job titles like university *docent*, *secretaresse* or *beleidsmedewerker*. Once it has been decided which job title best indicates the work someone does, the second step follows: determining the job size, the job level. An employee could, for example, be *secretaresse* 4 or *secretaresse* 3. Classification criteria and classification rules determine the level of a job. The profile and level ultimately determine the salary.

It is possible for an employee to have two different sets of duties or assignments that cannot be found in a single job profile.

If the assignments have much in common and the one naturally follows from the other, we are dealing with a combination of two different job profiles within a single job: what is known as a combination profile. Both job profiles then apply and the highest salary of the two salary groups that go with the two profiles will apply to the employee involved.

If the assignments differ greatly, we may be dealing with two different jobs. These jobs will often prove to be carried out at two different locations. The employee then has or gets two separate part-time appointments, each with its own job profile, job level and salary.

WHAT IS A JOB PROFILE?

A job profile is a compact description of a job. Because the job profiles have to fit all fourteen universities, the profiles are described 'generically'. This means that only the outlines of the profile are mentioned. Consequently, specific agreements about the work that an employee is to do in the coming period are not included. These have to be made individually by the employee and his supervisor.

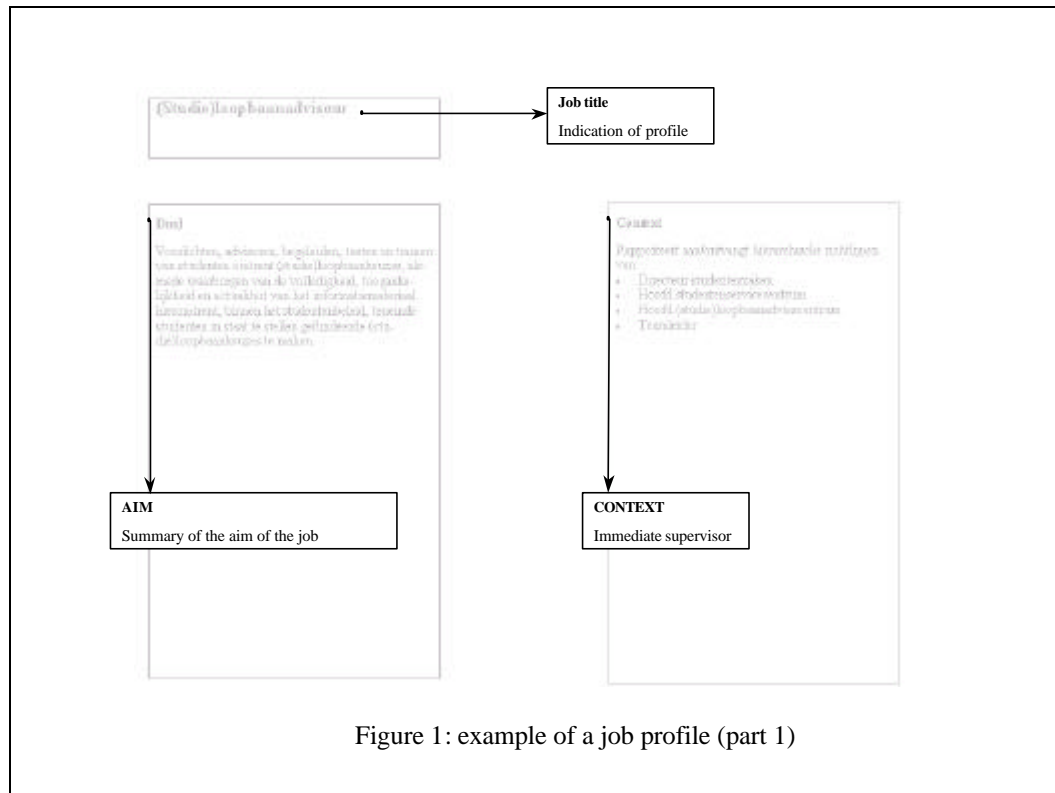
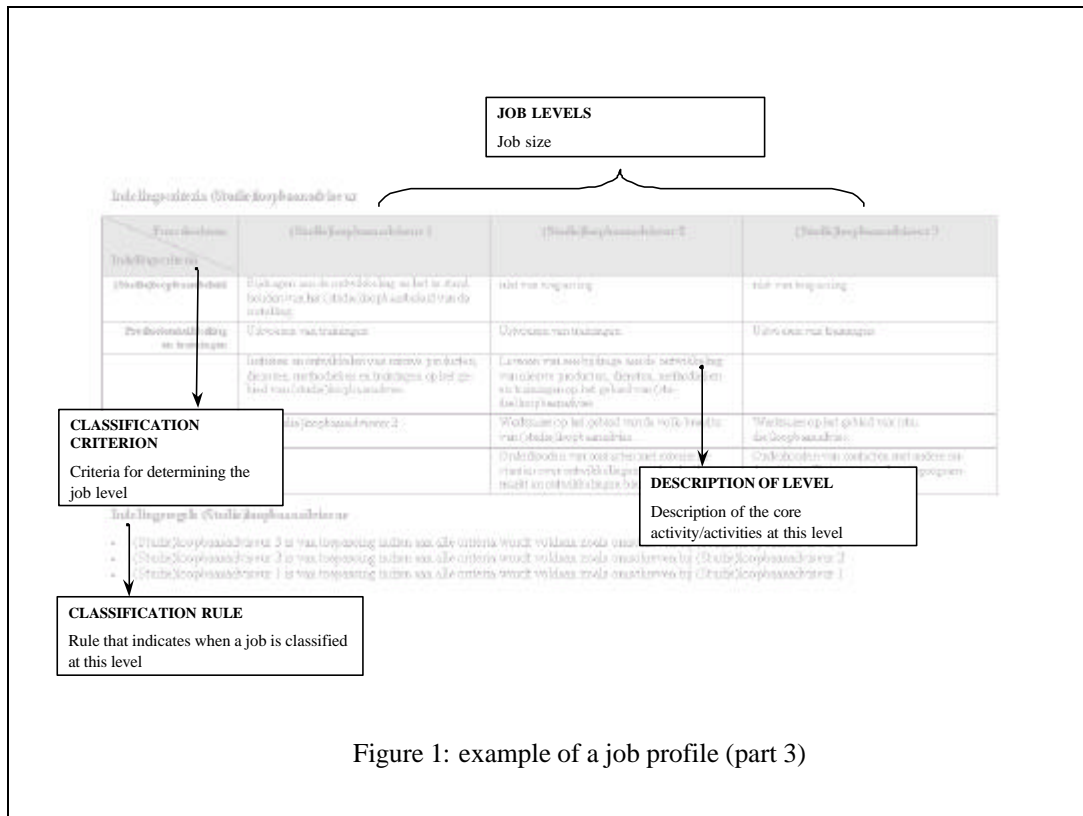


Figure 1: example of a job profile (part 1)

Figure 1, part 1 shows parts of the job profile for a *(studie)loopbaanadviseur*. A job profile consists of the following parts:

- Job title
The name chosen for this job.
- Aim
A short description of the aim of the job.
- Context
The organisational context of the job, which mainly indicates the supervisors in respect of the job described in the profile.
- Result areas (See figure 1, part 2)
These are the different parts of a job. A result area comprises:
 - a core activity that characterises the result area;
 - a framework: the guidelines that apply to a particular core activity;
 - a result: achievements that have been agreed;
 - activities: examples of activities to be carried out.



The classification tool can be consulted digitally on the website www.universitairfunctieordenen.nl. This tool is exclusively intended for employees of the universities. For this reason, the website can only be accessed using an access code, which every employee receives from his or her own university. Appendix C (job level matrix, attached in the middle of this brochure) includes a summary of all the jobs with the levels associated with them.

AN EXAMPLE: HOW WOULD A MANAGEMENTASSISTENTE BE CLASSIFIED?

The supervisor of a group or a department is responsible for classifying the jobs. He decides which job profile fits a job best. The starting point is the content of the job: the assignment associated with the job. Let's say that a *managementassistente* works for a certain department. This job has to be classified in UJC. How exactly is that done?

Job title

The job's current name is not really relevant. The title '*managementassistente*' does not appear in UJC anyway so a new job title will have to be found in any case. Even if a person's current title does appear in UJC, it might still be the case that a different title is more appropriate. One could, for example, imagine that someone who is currently an '*administrateur*' might be better classified in the new UJC profile as a '*controller*', based on the content of his job, than in the UJC profile '*administrateur*'. In short, it is the content of the job - and not the name - which determines the choice of job profile and the job title.

Job profile

First we have to decide which job profile is the most suitable for the *managementassistente*. The job profiles are arranged in ten groups, called job families. It would be logical to look in the job family Administrative and Secretarial Support for a place for the job of *managementassistente*. The job title *secretaresse* would seem to be the most appropriate in this job family. To determine whether this really is the right profile, we then look at the aim of the job. If this aim corresponds to the aim of the job of *managementassistente* we are dealing with, it is most probably the correct job profile.

Result areas/core activities

The supervisor's next task is to look at the responsibilities and, in particular, at the core activities described for the job profile for a *secretaresse*. He will discover that there are eleven core activities mentioned for the job of *secretaresse*. But not all these core activities need apply to the *managementassistente* in his department. When describing the job profiles, all the core activities for *secretaresses* were included in this summary for all fourteen universities. When classifying the job, the supervisor chooses a selection from the activities mentioned. It may also be the case that the *managementassistente* in question has not (yet) been asked to take the minutes at meetings, but may have to do so in the future. All this fits into the same job profile. In performance interviews, the supervisor will discuss with the *managementassistente* which core activities are (or will be) appropriate.

Job level

Once it is clear which job profile and which result areas apply to the job of *managementassistente*, the supervisor must decide the job level. He bases this on the classification criteria and classification rules indicated for each job profile. There are five job levels associated with the job profile of *secretaresse*. The "lightest" level is level 5, the "heaviest" is level 1. Assignments for a *secretaresse* at level 5 are limited to relatively simple support activities; assignments for a *secretaresse* at level 1 include activities related to policy-making. Most *secretaresses* will be at level 4 or 3.

Salary scale

Every job level is linked to a certain salary scale. The CAO parties fix the salary scales. Once it is clear that a certain job level applies to a job, the salary scale associated with it then follows automatically.

3. CONSEQUENCES FOR EMPLOYEES

THE BASIS FOR JOB CLASSIFICATION

All employees' jobs are classified in one of the UJC job profiles.

This job classification is based on the activities carried out by the employee in question. The benchmark date chosen for this is the official date on which the UJC was implemented: 1 April 2003. The basis is therefore the normal activities associated with the employee's own job that he was doing around that time. If, by chance, an employee was temporarily doing other work at that time for a particular reason, that work will not be relevant to his job classification.

The employer must demonstrably have assigned the work associated with the job. This may be evidenced by letters of appointment, job descriptions, written assessments and suchlike, or may follow from the employer's policy. Regardless, it is an analysis of the nature of the work assigned to the employee (and thus of his result areas) and not a quality assessment of the way in which he carries out this work.

Finally, all the employees will be informed by their employer of the new classification of their jobs. This is done by way of a 'classification decision', mentioning:

- the job profile (or profiles) considered applicable
- the applicable result areas
- the classification criteria used
- the job level determined in line with the classification rules.

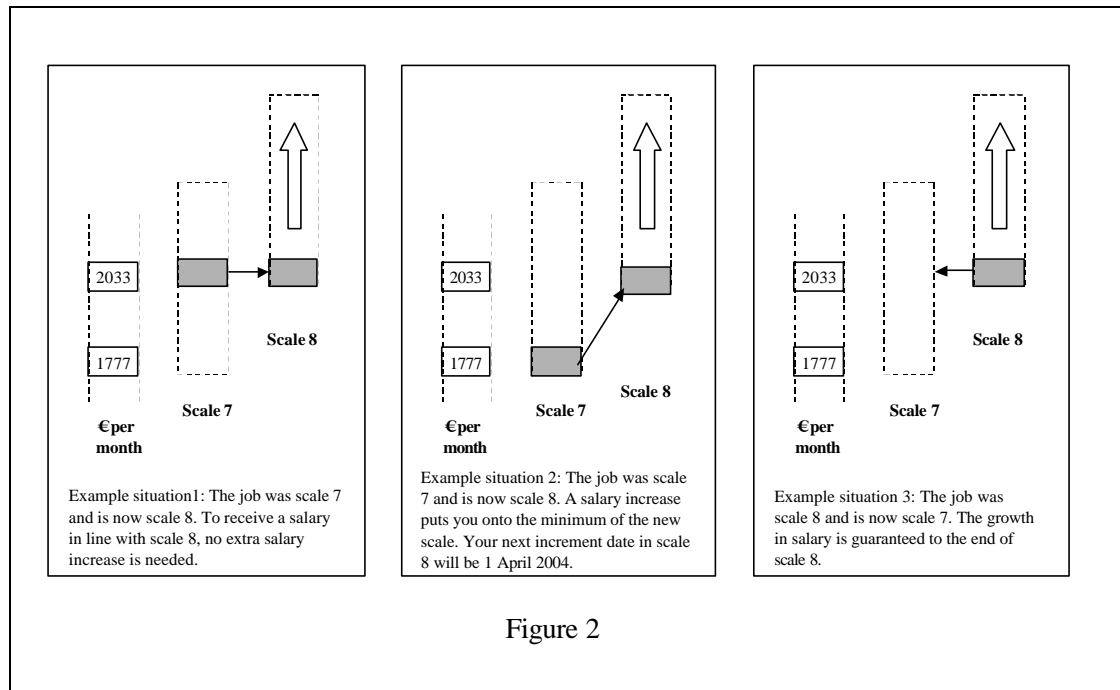
Employees who want more information about the classification of their jobs can contact their supervisors, who are the first people to be queried about the procedure followed and about the information used from the classification tool. The P&O department may also be asked for information or advice.

GUARANTEED SALARY AND PROSPECTS

What consequences will the introduction of UJC have for salaries? For most jobs, the answer is: none. The new system is introduced within the framework of the CAO and therefore the salary structure contained within the CAO applies. In most cases the salary scale for a job will remain the same, but there will be certain jobs in the new system that is given a higher or lower value.

If a person's job is rated higher, there are two possibilities:

- The current salary amount, or a slightly higher amount, also appears in a higher scale. In that case, the current salary will become the starting point in coming years for further development within the new salary scale (the first diagram in figure 2). The salary level then transfers horizontally to the new scale.
- The current salary is below the new scale. In that case, the employee in question can expect a salary increase back-dated to 1 April 2003, which will put him on the lowest level of the new scale (the second diagram in figure 2). The starting date of 1 April 2003 will also be his new increment date for future development in the new scale: he can expect the next annual increment on 1 April 2004.



There is one exception to this rule: if the employee in question was still on an initial scale on 1 April 2003 because he was not yet carrying out his job fully, he will be put on an appropriate new initial scale (one scale number lower than the new job scale). As soon as the agreed period for the initial scale has ended (maximum of two years) - and as long as he is then carrying out his job fully - or if the employee was already carrying out his job fully on 1 April 2003, he will be appointed to the scale for the job.

If a person's job is rated lower due to the introduction of UJC, a guarantee rule comes into effect. The employee will not personally be worse off. The salary a person received before the system was implemented remains intact, collective salary increases continue to apply and the possibility of further growth up to the end of the salary scale remains intact. This is shown in the last diagram in figure 2.

This guarantee applies to the salary and to the fixed salary prospects as of 1 April 2003:

- For the extent of the appointment applicable at that time. If a part-timer increases his hours in the future, the salary guarantee does not automatically continue into the salary he receives for the extra hours.
- For the remaining term of the employment contract applicable at that time. If a temporary employee is given a new appointment, the salary guarantee does not automatically continue for the new appointment. If, however, the continuation of the appointment can be seen as a normal continuation, in view of the content of the job, the guarantee will apply.

BONUSES

Bonuses awarded for an unlimited period and payments in connection with irregular working hours remain unaffected.

Temporary performance and labour market bonuses remain in effect for the period for which they were awarded. They are not, however, considered to be a permanent

feature of the current salary when the rules regarding income consequences are applied. When the period for which they were agreed ends, it will be considered whether there are still grounds for extending them. This will depend, among other things, on the revaluation of the job and the aim and the nature of the bonus.

If the new classification leads to a higher salary scale than the current one, this may be a reason for an intermediate change in the bonus awarded. The bonus may then be entirely or partly converted into a normal part of the new (higher) salary. The CAO-NU 2003-2004 indicates when this may be applicable. In essence, this can only take place if an employee receives a labour market bonus or another bonus for the purposes of recruitment, retention or binding. If the inclusion of the bonus or bonuses means that the maximum salary on the salary scale is exceeded, the excess will remain as a bonus.

If an employee is assigned to a higher salary scale as a result of the classification and this would mean that he would lose the right to a specific bonus, the guarantee that he should not be any worse off as a result will always apply.

CAREER PROSPECTS

The introduction of UJC also carries with it a guarantee for retention of career prospects. This means that every employee retains the prospect of further development within the salary scale applicable on the introduction of UJC, naturally on condition that he performs adequately.

In addition to this, promised prospects of promotion to a higher scale remain intact. The employee must be able to provide written proof that the employer has held out the prospect of promotion - either personally or based on a general rule. If there were certain conditions attached to this promise - for example a positive evaluation or a promotion - these remain in effect.

TWO EXAMPLES: HOW DO THE GUARANTEED SALARY AND PROSPECTS WORK?

An employee is currently assigned to salary scale 8, step 2. This means that he has a gross monthly salary (according to the situation on 1 April 2003) of €2238. If he performs satisfactorily he can move through salary scale 8 to the maximum (step 10). He will then earn a monthly salary of €2726.

Now, according to the UJC classification, his job is rated as salary scale 7. The maximum salary in salary scale 7 is €2410.

Due to the agreed guaranteed salary and prospects, this employee will remain in scale 8 and, if he continues to perform satisfactorily, he will also be able to move through salary scale 8 to the level of step 10 and thus to a monthly salary of €2726. He also retains the right to the salary increases agreed under the terms of the CAO.

An employee is currently assigned to salary scale 8, step 5. He has been given the assurance that, once he completes a particular course of study, he will be promoted to salary scale 9 in the coming year. This is laid down in the report of his last performance evaluation.

Now, according to the UJC classification, his current job is rated as salary scale 7.

Due to the agreed salary and prospects guarantee, this employee will remain in scale 8 as agreed and, if he completes his course of study within the period agreed, he will also be promoted to salary scale 9.

4. WHAT HAPPENS IF THERE IS A DIFFERENCE OF OPINION?

Some employees may not agree with the classification of their job in one of the new job profiles. How will employers and employees then deal with this? This is an important aspect of introducing a new job classification system. Employers and employee organisations have recognised the importance of this and have agreed an objections procedure. This procedure are included as Appendix A to this brochure.

In principle, objections can be made against two aspects of the job classification. It may be that an employee believes that his work belongs in quite a different job profile than the one in which his supervisor has classified the job. But it could also be that his job has been classified in the correct profile, but that he thinks that the wrong level has been chosen for this job. Objections can be made in both situations.

However, objections can only be made against the application of the new system to individual employees' situations. Objections to the nationally agreed general job descriptions in the system are not admissible.

Neither is it possible to object to the salary level linked to the job level. If one agrees to the job level, the job's salary level automatically follows suit.

The objections procedure aims to remove objections at the level of one's own university. This means that if an employee raises objections against the classification of his job, the first step is that the university reconsiders the job classification. Only if the employee and the employer cannot come to terms in that step, will step two be taken. The employer then calls in the national objections committee, set up jointly by employers and employees' organisations. The two steps are explained in detail below.

THE TWO STEPS

1. The first phase (within the university): objection and reconsideration

The first step is for the employer to notify the employee of the draft job classification. This means that the employee receives a letter (the 'proposed decision') explaining which job profile and result areas apply to his job, the job level in which his job has been classified and what consequences this will have for his salary.

If the employee does not agree with the job profile or job level chosen for his job, he can make his objections known in writing. At the same time, he can ask his supervisor for an explanatory meeting about the arguments for the proposed job classification and at that meeting he can indicate why he objects to the proposed classification.

The employer is now obliged to 'reconsider' his own opinion. After having weighed up all the arguments again, he takes a final decision on the classification of the job. He informs the employee of this decision in writing, with an explanation.

(If the employee has expressed no objections, the employer naturally does not have to reconsider his decision; in that case the final classification decision will be

the same as the 'proposed decision' sent out earlier.)

2. The second phase (national test): formal objection

It may be that an employee does not agree with his employer's classification decision even after the first phase. He can then submit a written notice of objection to his employer explaining his reasons. (See Appendix A for the objections procedure).

The employer will send this notice of objection on to be processed by the national objections committee. This committee consists of one representative from the employers, one representative from the employees' organisations and an independent chairman. The UJC classification criteria will form an important touchstone for the committee, which will use it to give the employer extremely weighty advice as regards the accuracy of the classification. The employee's own university will inform him of the decision.

Please note: both phases (objection & reconsideration and formal objection) may be subject to certain administrative rules applicable to individual universities. Employees are advised to make sure that they are well informed of these.

APPENDICES

A. PROCEDURE FOR OBJECTIONS TO JOB CLASSIFICATION AT DUTCH UNIVERSITIES

Section 1 General

Article 1 Definitions

1. Employer: the Executive Board, or the Board of the Association/Foundation, respectively.
2. Employee: the individual employed at the university on the basis of the CAO for Dutch Universities.
3. National Committee: the national Objections Committee for job classification at sector level, being a committee as referred to in Section 7:13 of the General Administrative Law Act and in Article 11.1.2, second paragraph, of part 2 of the CAO for Dutch Universities, which advises the employer on a notice of objection regarding job classification.
4. Parties: CAO parties involved in the CAO for Dutch Universities.
5. The classification tool: generic job profiles and classification criteria.
6. Objection: objection in accordance with Section 1: 5 paragraph 1 of the General Administrative Law Act.

Article 2 Scope

The employee may make his complaint and/or objections known against a proposed decision or a decision by the employer with regard to the classification of his work in a particular job profile and/or with regard to the job level chosen.

Section 2 Objection and reconsideration phase

Article 3 Objections to a proposed decision

1. The employee who objects to a proposed decision by the employer with regard to the job profile and/or job level may ask the employer to reconsider the proposed decision.
2. The objections referred to in paragraph 1 must be submitted to the employer within four weeks after receipt of the proposed decision, in writing and with an explanation.
3. The employer establishes administrative rules for the submission and treatment of objections as referred to in this article.

Article 4 Reconsideration

1. After receiving the objections referred to in Article 3, the employer reconsiders the proposed decision.
2. At the request of the employee, a meeting to explain the job classification will be held.
3. The employer may ask for advice from an expert on the application of the university system of job classification.
4. The employer takes a reasoned decision on the job classification within six weeks of receiving the objections or after the period mentioned in Article 3, paragraph 2.
5. The employer informs the employee in writing of this decision.

Section 3 Objection phase

Article 5 Objection

1. The employee may make an objection to the employer about the decision referred to in Article 4, paragraph 4.
2. The employee submits his objection in writing, stating his reasons, within six weeks following the date of the decision referred to in Article 4, paragraph 4.

Article 6 The employer deals with the notice of objection

1. The employer may establish further administrative rules for dealing with the notice of objection referred to in Article 5.
2. The employer is responsible for the formal treatment of the notice of objection.
3. If the objection meets the formal requirements, the employer asks for advice on dealing with this objection from the national committee, which is exclusively authorised to do so.
4. The employer presents the notice of objection, accompanied by the relevant documents, to the national committee within six weeks of receiving the notice of objection referred to in paragraph 3.

Article 7 The national committee deals with the notice of objection

1. The national committee gives the employer and the employee the opportunity of being heard.
2. Questioning of the employer and the employee may be denied if:
 - a. the objection is apparently non-admissible
 - b. there are apparently no grounds for the objection
 - c. the employer and/or employee have stated that they have no wish to use the right to be heard
 - d. the objection has been fully met in the meantime.
3. The employer and the employee may submit more detailed documents up until ten days before the hearing.
4. The national committee sends the notice of objection and all other relevant documents to the employer and the employee at least a week before the hearing.
5. At the request of the employer and/or employee, witnesses and experts they bring to the hearing may also be questioned.
6. The national committee may decide to include documents that do not meet the requirements set in paragraph 3 in the assessment of the objection.
7. The national committee will review the employer's decision in full.

Article 8 Advice from the national committee

1. The national committee advises on the accuracy of the classification and uses the classification tool to do so.
2. The national committee's advice is published in writing and contains a report of the hearing if parties have been heard.
3. The national committee reports within six weeks of receiving the notice of objection from the employer.
4. The national committee may decide to extend the period referred to in paragraph 3 by a maximum of four weeks.

Article 9 Employer's decision on objection

1. The employer takes a decision on the objection within ten weeks of receiving the notice of objection that meets the formal requirements.
2. The period referred to in paragraph 1 may be extended by a maximum of four weeks. Further postponement is possible if the person who submitted the notice of objection agrees.
3. The employer's decision on the objection may be to confirm the original decision or to revoke the original decision and replace it with a new one.
4. The decision on the objection must be explained thoroughly. The employer will accept the advice of the national committee unless this cannot be reasonably or fairly expected. If the decision on the objection differs from the national committee's advice, the reasons for the difference must be explained in the decision.
5. The national committee's advice will be sent together with the decision.

Section 4 National Committee

Article 10 Composition of the national committee

1. The committee has three members: one represents the employers, one represents the employees' organisations and one is an independent chairman, and each has a deputy.
2. An expert in applying the university system of job classification may join the national committee as an advisor.
3. The members of the national committee are appointed for four years. The members will be appointed for the first time until 31 December 2005. An evaluation will take place before 31 December 2005. The members of the committee will step down jointly; they may all be re-appointed.
4. If a vacancy in the committee is filled during the four-year period, the member who fills the vacancy will serve on the committee for the time the member he is replacing would have served.

Article 11 Secretariat

The national committee has access to a secretariat.

Article 12 Payment

1. The members of the national committee receive financial compensation for their participation in the advisory committee.
2. The members of the national committee will be reimbursed for necessary travel and accommodation expenses.
3. The institution involved bears the cost of the national committee's treatment of objections.

Section 5 Final clause

Article 13 Validity

The CAO parties have laid down this procedure for the period up to 31 December 2005. The parties may make interim alterations to the periods referred to in Articles 8 and 9 during this time if the number of objections and the pressure of work that results from this make this necessary.

This procedure will be reviewed once every two years to see whether adjustments are necessary. Interim changes must have the approval of the CAO parties.

B. EXPLANATION OF THE JOB LEVEL MATRIX

The job level matrix contains a list of the levels for all the jobs featured in the classification tool for the universities. The vertical axis shows the scales of the university salary system. The horizontal axis shows the job families. The cells contain the titles of the jobs described with their job size. An example is the university *docent 1* and the university *docent 2*. The lowest number indicates the heaviest job.

The job families are given in the order of their contribution to the primary process. The job family Education and Research is therefore at the top, followed by the family Education and Research Support. The rest of the job families are shown in alphabetical order.

The supervisory jobs in the OBP are shown in the column 'Management and Administrative Support'. Examples of such jobs are the '*directeur dienst*', the head of department and the team leader. The supervisory jobs in the job family Education and Research are shown in the column 'Education and Research'.

C. APPENDIX

Appendix C, the job level matrix, is attached to the centre of this brochure. You can carefully pull it out and unfold it.