

RULES FOR CLASSIFICATION AND RANKING OF STAFF

Introduction

On April 1st, 2003, a new job classification system (UFO) came into force. As a result of the introduction of UFO, old job descriptions have been replaced by new job profiles. These job profiles involve several levels based on which jobs are ranked. At several levels the introduction of UFO has consequences for the classification of the tasks of staff members in job profiles and for the ranking of staff members. The focus now lies on the tasks structurally performed by a staff member, whereas in the old system the focus was on the number of years of experience and personal performance. In order to achieve uniform procedures for job classification and ranking within the units, it was necessary to formulate new rules.

Starting point for the application of UFO is the *job*. This is the ‘cluster of tasks to be performed by the employee based on and in accordance with the instructions of the employer’ (Collective Labour Agreement Dutch Universities 2004-2005, article 1.1). The content of a job is derived from a unit’s objectives and tasks. For each job the division of these tasks within a unit over the individual jobs (the structure of the unit) determines the cluster of activities. The structure of a unit is thus decisive for the remuneration perspectives that can be offered in the individual jobs.

The cluster of activities involved in a job is therefore determined by factors such as the organisational context of the function, and the job’s necessary contribution to the organisation.

The content of a job that is considered necessary from an organisational context does not necessarily correspond with the highest job level of a job profile in the UFO system. Often filling the job on this highest level is not even possible or necessary. The organisational context may for example result in the fact that it is impossible to meet the classification criteria in the higher levels of a job profile and that a lower level has to be set.

In these cases the staff member’s growth perspective within his or her own job is limited to this level. If he or she wishes to continue his or her development, he or she will need to look for another job. The staff member’s growth perspective is therefore normally limited to what the text of the advertisement relating to the vacancy refers to, unless at a later stage job-related or organisational developments are involved.

This memorandum describes the regulations relating to classification, ranking, the use of job-related criteria, classification criteria and the consequences for academic staff (WP) and support and administrative staff (OBP)

Classification and ranking

Based on the tasks assigned, it is first determined which UFO job profile and job level are applicable (see Classification). Subsequently, based on this UFO job profile and job level the staff member’s

ranking is determined (see Ranking). Normally, the ranking is equal to the level of the assigned tasks. There are 3 exceptions to this¹:

1. re **Classification**: The job profile and job level assigned have not yet been adjusted to a change in the tasks assigned (See under Classification.)
2. re **Ranking**: The staff member cannot yet completely fulfil the tasks assigned to him or her, as described in the UFO-job profile assigned – and the corresponding level. (See under Ranking.)

Classification

There are two moments on which a classification of tasks in a UFO job profile and job level takes place, namely:

1. the moment of commencement of employment or internal transfer
2. the moment of job review

Sub 1: When a vacancy arises, the UFO job profile and job level that best fit the vacant position are determined in advance. Upon commencement of employment or internal transfer the tasks of the newly to be recruited staff member are in principle classified according to this job profile and job level. There is one exception to this: the situation in which a job profile and job level chosen indicate an “end situation”. For example, if the recruitment is for a University Lecturer (UD) 1, it is possible to choose as commencement situation for activities and a setting of tasks that as yet belong to the job profile UD 2 (see also under academic staff). Or if as commencement situation a classification in the job profile of policy advisor 3 is chosen, whereas the vacancy assumes development into job profile policy advisor 2.

Sub 2: A staff member’s package of tasks may change over time. Consequently, another job profile and/or job level may be better applicable. Classification of tasks in a different job profile and/or job level is involved if the structurally assigned tasks are different from the current job profile and/or job level. *Structurally assigned tasks* refer to tasks that are carried out by a staff member at least over a period of two years and on the instruction of the superior, or tasks assigned relating to which it was clear from the start that these would not have a temporary nature. At his or her own initiative or at the initiative of the superior the administrator may update the classification of the tasks assigned and performed. The staff member himself or herself may also, if he or she feels the tasks have been classified under the wrong job profile and/or job level, submit a request to the administrator for job review. In this case the staff member is to make a reasonable case that over a period of at least two years, he or she has carried out the tasks assigned to him or her that would have fitted better in another job profile and/or job level than that or those under which his or her tasks have now been classified. As soon as it has been established that the staff member structurally performs different assigned tasks, the dean or head of service will decide to change the classification into a more fitting

¹ In addition to these exceptions a number of staff members have been ranked in a higher scale on account of the fact that at the time of introduction of the UFO system a guarantee scheme was in place that applied to those

UFO job profile and job level. The administrator's decision in response to a request for job review is a decision in the meaning of the General Administrative Law Act.

Ranking

Most job profiles have different levels. A salary scale is linked to each level. A staff member is in principle ranked in the salary scale linked to the job profile and job level in which his or her job is ranked. In other words, he or she is ranked in the job scale corresponding to the job level. There is one exception to this rule, namely the use of introduction scales as referred to in article 3.8 of the Collective Labour Agreement Dutch Universities. An introduction scale can be used if a staff member cannot yet completely fulfil a job and the corresponding level. As soon as it is established that a staff member fulfils the job and the corresponding level, he or she will be ranked in the job scale corresponding to the job. The maximum length of the ranking in an introduction scale is two years. If after expiry of this period the staff member still does not fulfil the job adequately, the superior will consult with the staff member about another career perspective either within or outside the UT.

In case of a transition to a higher scale the salary is established in the next higher amount in the higher scale (promotion increment). If the promotion date is the same as the increment date and there is still more room in the present salary scale, a periodical increase will also be granted. If a staff member had reached the maximum of the present salary scale, the date of transition to a higher scale will count as increment month. If there was still room in the present salary scale, the increment month will remain unchanged.

There are no rules for ranking within the scale (which level applies within a salary scale), except that this depends on the staff member's experience and background, in relation to his or her (future) colleagues.

Job related criteria

It is possible to formulate additional job related criteria for an appointment to specific jobs or certain levels. For example, for the appointment to specific jobs or job levels within jobs the staff member may be required to have a doctoral degree (see under Consequences for academic staff). Also, some jobs or job levels may be subject to a specific training programme having been completed and/or a number of years of specific experience having been acquired.

Please note: Such requirements may only be posed before the relevant job profile and job level to which these requirements pertain, are assigned to the staff member. If in the meantime tasks are performed that have been assigned on a structural basis, as indicated in the relevant job profile and job level, the ranking should take place in the corresponding job profile and job level of the staff member, also if the staff member does not (yet) meet the job related criteria.

staff members whose job was ranked lower than their salary (perspective) at the time.

Of course, the guarantees in respect of the career perspective as described in the Annex to the Collective Labour Agreement Dutch Universities 2003-2004, Academic Function/Job Classification apply to staff members already employed at the moment of establishing these rules. Also, the job related criteria are to be laid down in writing in advance in the career perspective presented. In that case agreements are to be set down regarding the way in which the staff member is enabled to acquire the required qualities.

Classification criteria

The UFO job profiles and job levels are described with a certain abstractness, as a result of which there is some limited scope for one's own interpretation of the terminology used. This interpretation is to fit in with the job profile and is not to be an extension of the job profile. This may be a further specification of the activities described, or an interpretation of terms in the classification criteria, such as the terms "more complex problems" and "highly complex problems" in the classification criterion Administrative tasks (levels 3 and 2, respectively) of the UFO job profile Administrator ICT. On the one hand one's own interpretation is to take place on the unit level, because each unit has its own points of emphasis. On the other hand, there is continuous coordination on this subject between the units on UT level.

Consequences for academic staff

The diagram below shows a number of job profiles that are distinguished for academic staff:

Salary scale	Job profiles and –level		
	Education	Education and research	Research
Professor scale B		Professor 1	
Professor scale A		Professor 2	
Scale 14		Senior University Lecturer (UHD) 1	
Scale 13	Lecturer 1	Senior University Lecturer (UHD) 2	Researcher 1
Scale 12	Lecturer 2	University Lecturer (UD) 1	Researcher 2
Scale 11	Lecturer 3	University Lecturer (UD) 2	Researcher 3
Scale 10	Lecturer 4		Researcher 4

Career perspective University Lecturer (UD) and Senior University Lecturer (UHD)

The key tasks of the university are found in the area of Education and Research. Therefore the jobs belonging to the job family of Education and Research are the key jobs for an academic career. Because of the great importance of these jobs for academic training and research at the UT, and considering the contents of the job profiles University Lecturer and Senior University Lecturer, it has been decided that in using the job profiles UD and UHD the highest job level University Lecturer 1 and Senior University Lecturer 1 will always be taken as starting point in determining the contents of the job. The job profiles University Lecturer 2 and Senior University Lecturer 2 are considered as temporary, because staff members whose job has been classified as University Lecturer 2 or Senior University Lecturer 2, are expected to develop into the respective jobs of University Lecturer 1 or Senior University Lecturer 1 within a maximum period of five years.

An example: a staff member's job has been classified in the University Lecturer 2 job profile, salary scale 11. If he is not yet able to fill the job completely, an introduction scale will be used for a maximum period of two years, salary scale 10, in accordance with article 3.8 of the Collective Labour Agreement Dutch Universities. As soon as he properly fulfills the job, this staff member will be ranked in salary scale 11. He is expected to move on to the tasks and job profile of a University Lecturer 1. This is to take place within a maximum period of five years. As soon as (however, within five years) it is established that the tasks are structurally performed at the level of University Lecturer 1, the job is classified as University Lecturer 1, including the corresponding salary.

Of each staff member whose job has been classified in a University Lecturer 2 or Senior University Lecturer 2 job profile and job level, it needs to be established at some stage whether he or she meets the conditions set by the University Lecturer 1 or Senior University Lecturer 1 job profile. It is up to the dean to determine in what way he will come to a decision on this. For example, the dean may call in a committee. As soon as it is established (however, within a period of five years) that the activities are structurally exercised at the level of job profile University Lecturer 1 or Senior University Lecturer 1, respectively, classification of the tasks in job profile University Lecturer 1 or Senior University Lecturer 1, respectively, will take place, including the corresponding ranking. If it is established that a staff member has failed to develop towards the tasks on the level of University Lecturer 1 or Senior University Lecturer 1, the superior will first consult with the staff member about another career perspective either within or outside the UT.

A transition from University Lecturer to Senior University Lecturer can be effected by an application or by a change of the activities assigned. Under article 31 of the Management and Administrative Regulations a Senior University Lecturer is appointed by the Executive Board. In case of a change of the tasks assigned there is a situation whereby the University Lecturer structurally gets assigned tasks that fit the Senior University Lecturer job profile, at a certain level. It is up to the dean to determine how to interpret and decide these issues; the appointment is done by the Executive Board. Also regarding this appointment, as soon as it is established that the activities are structurally carried out at the level

of Senior University Lecturer, the activities will be classified in the Senior University Lecturer job profile including the corresponding ranking.

Appointment as a Senior University Lecturer is possible if with regard to both Education and Research (and, of course, with regard to Organisation) the requirements formulated in the UFO profile of Senior University Lecturer have been met. However, there can be a difference of emphasis between the activities related to education and those related to research. In practice, the advisory committee on appointments often place more value on research activities. In order to avoid a difference now or in the future between the appreciation of education and research, the Executive Board emphasises its policy that it is also possible to appoint someone to Senior University Lecturer who renders a relatively greater contribution to education. For example, University Lecturers performing excellently who as a result of their appointment to Senior University Lecturer in addition to developing and modernising education are also assigned research tasks. These cases involve educational research and/or the execution of research in their own discipline.²

Career perspective Researcher and Lecturer

For researcher 4 and lecturer 4 the situation is similar to that for University Lecturer 2 and Senior University Lecturer 2. The fulfilment of these jobs is considered a temporary situation. Staff members whose job has been classified as researcher 4 or lecturer 4 are expected to develop to another job either within or outside the university within a maximum period of five years. If they wish to move on to jobs in Education and Research, they are required to obtain a PhD and/or to meet the requirement as regards the Didactical UT Induction trajectory (DUIT).

Of each staff member whose job has been classified into that of a researcher 4 or lecturer 4 job profile and job level, it should at some stage be determined whether he or she meets the conditions set by the job profile and job level of researcher 3, lecturer 3 or University Lecturer 2. It is up to the dean to determine how to interpret this. As soon as it is established (however, within a period of five years) that the tasks assigned are structurally at a higher level, the job will be classified in that higher level, including the corresponding salary. If it is established that a staff member has failed to rise up to the level of researcher 4 or lecturer 4, in the first place the superior will consult with the staff member about another career perspective either within or outside the UT.

The possibility of being classified into jobs or job levels higher than Researcher 4 and Lecturer 4 depends of course on the nature of the structurally assigned tasks and the formative (im)possibilities of the unit concerned. It is therefore important that the superior and the staff member properly discuss with one another which (im)possibilities there are in order for these to be responded to in time

² This paragraph should NOT be read in the sense that meeting the educational criteria only or the research criteria only would be sufficient for an appointment as Senior University Lecturer. Of course these two criteria are to be met, but there may be a difference of emphasis between the education and research activities.

(whether by looking for another job, or by ensuring that the staff member qualifies for the job related criteria associated with the career perspective that the unit can offer the staff member).

Please note: providing academic training as described on the level of Lecturer 2 and Lecturer 1 is not possible without a clear interaction with regularly to be performed research activities. In fact, this can therefore only be carried out by staff members classified in the University Lecturer or Senior University Lecturer profile. The policy of the Executive Board is therefore aimed at preventing situations where this interaction is lacking. Classification at the level of Lecturer 1 and/or 2 is therefore only sporadically found. The administrator is to report such classifications to the Executive Board stating reasons.

Career perspective Professors

For vacancies for professors the applicable job profiles and job levels are determined in advance, i.e. job profile Professor 1 or Professor 2. In this situation also, if a Professor 2 structurally performs activities that belong to the job profile of Professor 1, he or she will be classified at the higher level. It is up to the deans to determine how to establish such a situation. It is noted in this context that formally under article 31 sub b of the Management and Administrative Regulations UT 2003 (BBR) the Executive Board has the power to move professors from salary scale professor A to salary scale professor B.

PhD requirement

Classification in the job profile University Lecturer 2 and higher, from Lecturer 2 and higher and from Researcher 3 and higher, is subject to the requirement of obtaining a PhD. A staff member who does not have a doctoral degree cannot be assigned the tasks belonging to University Lecturer 2 and higher, Lecturer 2 and higher and Researcher 3 and higher. If these tasks are structurally assigned, classification in the corresponding job profile and job level will follow, as indicated under Job related criteria.

The PhD requirement does not apply to professors of professional practice.

Requirement concerning Didactical UT induction trajectory (DUIT)

The requirement for classification in the job profiles University Lecturer 2 and higher, Lecturer 3 and higher is that the staff member has successfully passed the DUIT course competence tests. To this end the staff member may be required to carry out one or more parts of the DUIT course. Without this qualification a staff member cannot be assigned the tasks of University Lecturer 2 and higher, and Lecturer 3 and higher.

If these tasks are structurally assigned, classification in the corresponding job profile will follow, as indicated under Job related criteria.

If this is deviated from, the administrator is to report this to the Executive Board stating reasons (for example in case of qualifications that stand the comparison with the DUIT course and/or in case of appointment of professors of professional practice.)

Consequences for support and administrative staff

A variety of UFO job profiles has been developed for support and administrative staff.

Until now no requirements have been set to support and administrative staff that are uniformly applicable across the UT (such as the PhD requirement for the academic staff job profiles and job levels).

Career perspective

The university's key tasks lie in the area of Education and Research. The remaining tasks are assigned to support or administrative jobs.

In the introduction it has already been said that certain situations can lead to the classification criteria of the higher levels of a job profile not being met. Briefly put, the room for a career perspective within the job in question is not found in the growth possibilities up to the highest level within the UFO profile assigned, but in the possibilities that the unit may offer in this context.

If the structure of a unit offers no room for a higher classification, the staff member's growth perspective within his or her job is limited to the present level.

An example: the job of a Working Conditions and Environment Coordinator that involves only a limited number of locations, and does not include (chemical) laboratories, work places where hazardous substances, gasses, etc. are used, cannot be classified in level 1 as regards the classification criterion Work Area. Because of this organisational context this job is to be classified in the UFO profile Working Conditions and Environment Coordinator 2 or 3 and not in the UFO profile Working Conditions and Environment Coordinator 1. Within such a work area, there are no growth possibilities for this staff member (unless the work area changes).

In other cases it can be possible – if also considered desirable by the organisation – that a staff member is assigned a higher job level within the relevant UFO job profile or a higher UFO job profile by instructing him or her to perform heavier duties.

An example: a staff member's job has been classified in the job profile Administrator ICT 3, salary scale 9. Because he wishes to further develop his competences, the staff member proposes an increase of the duties involved in his job. Because the administrator or the relevant unit has also established that an increase of the duties involved in his job has become necessary (because the ICT environment in this unit has become more complex over time), he assigns more difficult tasks to the staff member and classifies his job in the job profile Administrator ICT 2 (scale 10 level). Depending on the staff member's performance, a ranking in salary scale 10 will follow after a maximum of 2 years.