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## **REGULATIONS ON CLASSIFICATION AND SCALING OF STAFF**

### **Introduction**

On 1 April 2003 a new job classification system (UFO) came into effect. As a result of the introduction of the UFO, the old job descriptions have been replaced by job profiles. These job profiles have various levels based on which the scaling is established. The introduction of UFO has consequences for the classification of tasks performed by staff in job profiles and the scaling of staff. The new system focuses on the staff member's tasks which he carries out structurally, whereas in the old system the number of years' experience and personal performance were more important. In order to create a uniform work method for classification and scaling within the units, it is necessary to formulate new regulations. The starting point for the application of the UFO is the *job*. This is "the composition of activities to be performed by the employee on the basis of and in accordance with the employer's instructions" (Collective Labour Agreement Dutch Universities 2004-2005, article 1.1). The contents of a job are derived from the purpose and tasks of a unit. The division of tasks within a unit over the separate jobs (i.e. the organisation of the unit) thus determines the composition of tasks per job. The organisation of a unit is therefore decisive for the remuneration perspectives which can be offered in separate jobs.

The composition of activities within a job is (therefore) determined by factors such as the organisational context within which the job is embedded, and the required contribution to be offered to the organisation by that job.

The contents of a job considered necessary by the organisation does not necessarily have to coincide with the highest job level of a job profile under the UFO system. Often, the performance of the job at the highest level is not even possible or unnecessary. The organisational context may for example result in it being impossible to meet the classification criteria in the higher levels of a job profile, and a lower level having to be established.

In these cases the perspective for growth for the staff member within the own job is limited up to this particular level, and he – if he wishes to continue his career – will have to look for another job. The staff member's growth perspective is therefore normally limited to what the ad text for the vacancy states, unless at a later stage job or organisational developments are involved.

This memorandum describes the rules for classification, scaling, the use of the job bound criteria, classification criteria, and the consequences for academic staff (WP) and support and administrative staff (OBP).

### **Classification and scaling**

Based on the tasks assigned, it is first determined which UFO job profile and level are applicable (see Classification). Subsequently, on the basis of the UFO job profile and level assigned, the scaling for the

staff member is determined (see *Scaling*). Normally, the scaling is equal to the level of the tasks assigned. There are 3 exceptions to this<sup>1</sup>:

1. as to ***Classification***: The job profile assigned has not yet been adjusted to a change in the tasks assigned (See under *Classification*.)
2. as to ***Scaling***: The staff member cannot yet fully fulfil the tasks assigned to him as described in the UFO job profile - and the accompanying level - assigned. (See under *Scaling*.)

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<sup>1</sup> In addition to these exceptions several staff members have been scaled higher on account of the fact that upon the introduction of the UFO system a guarantee arrangement was in place for those whose job was classified lower than their salary (perspective) at the time.

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### **Classification**

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

1. upon the commencement of employment or an internal transfer
2. upon job maintenance

Sub 1: When a vacancy arises, it is established in advance which UFO job profile and level best fit the vacant job. The tasks of the newly to be recruited staff member are in principle classified according to that job profile and level upon the commencement of employment or an internal transfer. There is one exception to this: this is the situation in which a job profile and level chosen indicate an "end situation". For example, if a UD 1 is recruited, by means of an initial situation the activities and tasks can be chosen that for the time being belong to UD 2 (see also under academic staff). Or, by means of an initial situation a classification in the job profile of policy staff member 3 while the vacancy presupposes a development to job profile policy staff member 2.

Sub 2: The tasks to be performed by a staff member may change in the course of time. As a result, another job profile and/or job level may be more fitting. Classification of the activities into another job profile and/or level is involved if tasks are performed structurally which deviate from the current job profile and level. *Activities instructed structurally* refer to activities which a staff member has performed at any rate over a period of two years on the instruction of the superior, or activities instructed which upon commencement were definitely not of a temporary nature. At his own initiative or at the initiative of the superior, the administrator may proceed to bringing the classification of the assigned and performed activities up to date. Also the staff member himself may, if he is of the opinion that his activities have not been classified into the correct job profile and/or job level, submit a request with the administrator for job maintenance. He is to make a reasonable case that he has performed activities over a period of at least two years for which another job profile and job level would have been more appropriate than the job profile and level in which his activities are now classified. Once it has been established that the staff member performs activities other than those instructed, the dean or head of the department will decide to classify these activities into a more fitting UFO job profile and job level. The administrator's decision on a request for job maintenance is a decision in the meaning of the General Administrative Law Act.

### **Scaling**

Most job profiles have different levels. Each level is linked to a salary scale. A staff member is in principle classified into the salary scale that is linked to the job profile and job level in which his job is classified. In other words, he is scaled in the job scale belonging to his job level. There is one exception to this rule, namely the use of initial scales as referred to in article 3.8 of the Collective Labour Agreement Dutch Universities. An initial scale can be used if a staff member cannot yet fully fulfil a job and the accompanying level. Once it can be established that a staff member fulfils the job and accompanying level satisfactorily, he is scaled in the job scale for that job. The maximum duration of the scaling in an initial

scale is two years. If after this period the staff member does not yet fulfil the job satisfactorily, the superior consults with the staff member on another career perspective within or outside the UT.

In case of a transition to a higher scale the amount of the salary is established in the next higher scale (promotion increment). If the date of promotion is the same as the increment date and there is still room for growth in the current salary scale, a periodic increase is also granted. If a staff member has reached the maximum in the current salary scale, the date of transition to a higher scale is considered the new increment month. If there were still possibilities for growth in the current salary scale, the increment month does not change.

There are no prescriptions for fitting into the scale (which step is applicable in a salary scale), except that it depends on experience and background of the staff member, in relation to his (future) colleagues.

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### **Job-related criteria**

It is possible to set additional job-related criteria for an appointment in certain jobs or certain levels. For example, for an appointment in certain jobs or certain levels within jobs it may be required that the staff member has a PhD (see under Consequences for academic staff). Also, jobs or certain levels within jobs may require that a certain training course has been completed and/or the staff member has a certain number of years' experience.

**Please note:** Such requirements may only be set before the relevant job profile and job level to which these requirements relate have been assigned to the staff member. If in the meantime activities are involved that are assigned structurally, as indicated in the relevant job profile and level, scaling should be in the appropriate job profile and level, even if the staff member does not (yet) meet the job-related criteria.

To staff members already employed at the moment of setting these prescriptions, of course for the career perspective the guarantees described in the Annex to the Collective Labour Agreement Dutch Universities 2003-2004, Academic Job Classification, apply. For the remainder the job-related criteria in the career perspective offered are to be laid down in writing in advance. In this case also any arrangements are to be recorded on the way in which the staff member will be enabled to acquire the required qualifications.

### **Classification criteria**

The UFO job profiles and job levels are described in a somewhat abstract way, as a result of which there is limited scope for using one's own terminology. The terminology used is to fit into the job profile and should not be an extension of the job profile. This may be a more detailed listing of certain activities described, or providing interpretations of phrases in the classification criteria, such as the phrases "more complex problems" and "very complex problems" in the classification criterion Management Tasks (level 3 and 2, respectively) of the UFO job profile Administrator ICT.

The own interpretation is to take place at unit level on the one hand, because per unit there will be a different focus. On the other hand there is a continuous coordination between the units at UT level in this context.

### **Consequences for academic staff**

The diagram below shows a number of job profiles which are distinguished within the academic staff:

#### **Salary scale job profiles and job level**

Education and Research

Professor scale B

#### **Professor 1**

Professor scale A

**Professor 2**

Scale 14 **Senior University Lecturer**

**1**

Scale 13 **Lecturer 1 Senior University Lecturer**

**2 Researcher 1**

Scale 12 **Lecturer 2 University Lecturer 1**

**Researcher 2**

Scale 11 **Lecturer 3 University Lecturer 2**

**Researcher 3**

Scale 10 **Lecturer 4 Researcher 4**

Doctoral student scale

**Doctoral student**

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

The university's core tasks are in the area of Education and Research. Therefore the jobs in the job family E&R are key to an academic career. Because of the great interest of these jobs for academic education and research at the UT, and in view of the substance of the job profiles UD and UHD, it has been decided in applying the job profiles UD and UHD to always take as starting point the highest job level, i.e. UD 1 and UHD 1, respectively, for establishing the substance of the job. Fulfilling the jobs of UD 2 and UHD 2 is considered a temporary situation. Employees whose job has been classified in the UD 2 or UHD 2 job profile are expected to develop into a UD 1 or UHD 1 job within a maximum of five years.

*An example: a staff member's job is classified in the UD 2 job profile, salary scale*

*11. If he is unable as yet to fully perform the job, an initial scale is 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 fulfils the job satisfactorily, he will move up to salary scale 11. He is expected to develop into the activities and tasks of a UD 1. This growth is to take place within a maximum period of five years. Once it has been established (however, within a period of five years) that the activities are performed structurally at the level of UD 1, the job will be classified in UD 1, including the corresponding remuneration.*

For each staff member whose job has been classified in a UD 2 or UHD 2 job profile, it is to be determined at some stage whether he meets the conditions set by the UD 1 or UHD 1 job profile. It is up to the dean to determine how to effectuate this assessment and decision-making. For example, he may use a committee. Once it is established (within a period of five years) that the activities are performed structurally at job level UD 1 or UHD 1, respectively, the activities will be classified in job profile UD 1 or UHD 1, respectively, including the corresponding scaling. If it is established that a staff member has failed to develop into the level fitting to UD 1 or UHD 1, in first instance the superior will discuss with the staff member other career perspectives within or outside the university. For a transition from UD to UHD this means that the staff member needs to apply for the job or that his tasks will change. The appointment of the UHD will be made by the Executive Board on the basis of article 31 of the Management and Administrative Regulations. A change of instructed tasks constitutes a situation in which a UD is structurally assigned tasks which belong to a UHD job profile, at a certain level. It is up to the dean to determine how he will realise the assessment and decision-making in this context, and the appointment is made by the Executive Board. Also as regards this appointment, once it is established that the activities are structurally performed at the level of UHD, the activities are classified in the UHD job profile, including the corresponding scaling.

An appointment as UHD is possible if both with respect to Education and Research (and, of course with respect to Organisation), the substance in the UHD UFO profile is met. This does not alter the fact that there may a difference in emphasis between the education and research activities to be performed. In practice, the appointment advisory committee regularly attaches a greater value to research activities. In order to avoid that there is or will be a difference in how education and research are valued, the Executive

Board emphasises its policy that it is also possible to appoint someone to the position of UHD who renders a relatively greater performance in education. For example, it is possible that an excellently performing UD following his appointment as a UHD in addition to developing and renewing education, may be assigned research tasks. This will involve educational research and/or the performance of research in his own area of specialisation.<sup>2</sup>

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<sup>2</sup> This paragraph should incidentally NOT be understood in the sense that meeting education criteria alone or research criteria alone is sufficient for a UHD appointment. Of course both criteria are to be met, however there may be a difference in emphasis between research and education activities.



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#### Career perspective Researcher and Lecturer

For researcher 4 and lecturer 4 a similar situation exists as for UD 2 and UHD 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 within a maximum period of five years into another job within or outside the university. If they wish to continue their career in Education and Research jobs, there is the PhD requirement and/or the requirement of Didactic UT Initial Trajectory (DUIT).

For each staff member whose job has been classified in a researcher 4 or a lecturer 4 job profile and level, it needs to be established at some stage whether he meets the conditions for the job profile and job level for researcher 3, lecturer 3 or UD 2. It is up to the dean to decide how he wishes to effectuate this. Once it is established (within a period of five years) that the tasks assigned structurally lie at a higher level, these will be classified at that higher level, including the corresponding remuneration. If it is established that a staff member has failed to develop from the level of researcher 4 or lecturer 4, in first instance the superior will discuss with the staff member another career perspective within or outside the university.

The possibility of being classified in jobs or job levels higher than Researcher 4 and Lecturer 4, of course depends on the nature of the structurally assigned tasks and the (im)possibilities of the posts within the unit involved. It is therefore important that the superior and the staff member properly discuss any (im)possibilities in detail, in order to anticipate things (either by looking for another job, or by ensuring that the staff member qualifies for the job-related criteria in place for the career perspectives which the unit can offer the staff member).

Please note: Providing academic education as described at the level of Lecturer 2 and Lecturer 1 is impossible without a clear interaction with regularly to be performed research tasks. In fact, this can therefore only be performed by staff members who have been classified in the UD or UHD profile. The Executive Board's policy therefore seeks to avoid situations that do not involve any interaction. Classification at the level of Lecturer 1 and/or 2 is therefore an exception. The administrator is to report such classification to the Executive Board stating reasons.

#### Career perspective Professors

In case of (formulating) a vacancy for professors it is determined in advance which job profile and job level is applicable. This means either job profile Professor 1 or Professor 2. Here too, if a Professor 2 structurally performs activities that belong to the job profile of Professor 1, classification will take place in 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 is entitled to place professors from salary scale professor A into salary scale professor B.

#### PhD requirement

For classification in a job profile of University Lecturer 2 and up, of Lecturer 2 and up and of

Researcher 3 and up, there is a PhD requirement. A staff member who does not have a PhD cannot perform the tasks of UD 2 and up, Lecturer 2 and up and Researcher 3 and up. If these tasks are instructed structurally, classification in the appropriate job profile and job level will follow – as already indicated under job-related criteria.

The PhD requirement does not apply to practice chairs.

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Requirement for Didactic UT Initial Trajectory (DUIT)

Classification in a job profile of University Lecturer 2 and up and Lecturer 3 and up requires that the staff member is able to successfully perform the Competence Test belonging to the DUIT course. It may be necessary to this end that he performs one or more parts of the DUIT course. A staff member without this qualification cannot be instructed to perform the tasks of UD 2 and up and Lecturer 3 and up.

If these tasks are instructed to him structurally, classification takes place in the appropriate job profile – as already indicated under job-related criteria.

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

### **Consequences for support and administrative staff (OBP)**

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

Until now no requirements were set to OBP positions that were uniformly applicable across the university (such as the PhD requirement for the Academic Staff job profiles and job levels described).

Career perspective.

The university's core tasks are in the area of Education and Research. The other tasks have been accommodated in support or administrative positions.

In the introduction it has already been indicated that certain situations may result in the classification criteria in the higher levels of a job profile not being met. Briefly put, this means that any room for a career perspective within the own job does not lie in the opportunities for growth up to the highest level within the UFO profile assigned, but in the possibilities that the unit may offer to this end.

If the organisational set-up of a unit offers no room for a higher classification the growth perspective for the staff member within his own job is limited to the current level.

*An example: the job of a Working Conditions and Environment Coordinator in a field of activity that has a limited number of locations and has no (chemical) laboratories, workplaces where hazardous substances, gasses etc. are used, consequently cannot be classified in level 1 of the classification criterion Field of Activity. Due to this organisational context, the job is to be classified in the UFO profile Working Conditions and Environment Coordinator 2 or 3 and cannot be classified in the UFO profile Working Conditions and Environment Coordinator 1. Within such a field of activity (unless the field of activity changes), there are no possibilities for this staff member available.*

In other cases it may be possible – if considered desirable by the organisation – by instructing him to perform more weighty tasks, to assign a higher job level to a staff member within the UFO job profile in question or a higher UFO job profile.

*An example: a staff member's job has been classified in the job profile Administrator ICT 3,*

*salary scale 9. Because he wants to further develop, the staff member suggests making his tasks more arduous. Because the administrator of the unit in question also establishes that making his tasks more arduous is a necessary thing (because over time the ICT environment in that unit has become more complex), he lets the staff member do more arduous tasks, classifying his job in the job profile Administrator ICT 2 (level scale 10). After a maximum of 2 years – depending on his performance - the staff member will be scaled in salary scale 10.*

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