

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 2024 through 31 December 2024



Contents

- 1. Introduction**
 - About the publication
 - Cao parties
 - Translation
 - More information / contact information
- 2. Job Classification**
 - 1.2.1 Job Classification
 - 1.2.3 Connection to the salary
- 3. Working hours**
 - 2.1.1 Normal working hours and normal working week
 - 2.1.2 Working hours per company
- 4. Working hours**
 - 2.2.1 Standard company operating schedule
 - 2.2.2 Work schedule
 - 2.2.3 Working on Saturday
 - 2.2.4 Working on a Sunday or a public holiday
 - 2.4.1 Main rules overtime
 - 2.4.2 Taking overtime in time or in money
 - 2.4.3 Further overtime rules
- 5. Shift work**
 - 2.5.1 Allowance
 - 2.5.2 Working hours
- 6. Night duty**
 - 2.6.1 Allowance
 - 2.6.2 Further rules for night duty
- 7. Holidays and holiday allowance**
 - 3.1.1. Number of days of annual leave
 - 3.1.4 Holiday allowance
- 8. Public holidays**
 - 3.2.1 What is it about?
 - 3.2.2 Payment
- 9. Scheduled days off**
 - 3.3.1 What is it about?
- 10. Relief days**
 - 3.4.1 What is it about?
- 11. Short-term absence**
 - 3.5.1 What is it about?
- 12. Leave around a death**
 - 3.6.1 End-of-life care
 - 3.6.2 Bereavement leave
- 13. Salary**
 - 4.1.1 How will the salary be determined?
 - 4.1.2 Salary tables
- 14. Salary table application**
 - 4.2.1 General
 - 4.2.2 Employee 19 years and older
 - 4.2.3 Employee 15 to 18 years of age
 - 4.2.4 Employees with a work restriction
 - 4.2.5 Conversion of a monthly salary into weekly and hourly wages
 - 4.2.8 Salary for waiting time
- 15. Bonuses, allowances and provisions**
 - 4.3.1 Indexation
 - 4.3.4 Tools and equipment
 - 4.3.5 Commuting expenses
 - 4.3.6 Travel expenses work-related travelling
 - 4.3.7 Travel time work-related travelling
 - 4.3.9 Working far from home
 - 4.3.10 Subsistence expenses
 - 4.3.11 Workwear
 - 4.3.13 Other allowances and reimbursements
- 16. Features of this collective labour agreement (CAO)**

9.1.3 Terminology and principles

17. Definitions and terms

18. To whom does the collective labour agreement (CAO) apply?

9.3.1 Scope of application

9.3.2 To whom does the collective labour agreement (CAO) not apply

9.4.1 Hiring temporary workers

9.4.2 Compliance with collective agreement provisions

9.4.3 Skilled worker

9.4.4 Foreign temporary worker

19. Complying with and deviating from the collective labour agreement

9.7.1 Application and deviating

20. Appendix

10.1 Reference jobs & level distinguishing characteristics

1. Introduction

About the publication

This is a publication of the employers' and employees' organizations that are party to the Collective Agreement (CAO) for the Dutch Exhibition Services Industry. The publication contains the so-called WagwEU core provisions that are part of the CAO for the Exhibition Services Industry. These are provisions that apply to employees of foreign companies who are temporarily working in the Dutch Exhibition Services industry.

Cao parties

The following organizations are parties to the CAO for the Exhibition Services Industry:

Employers' organization

CLC-VECTA Centrum voor Live Communication

www.clcvecta.nl

Employees' organizations

FNV (Sector Bouwen & Wonen)

www.fnvbouw.nl

CNV Vakmensen

www.cnvvakmensen.nl

Translation

The translations of these collective agreements were prepared with the utmost care. However, the parties to the collective agreements in the Dutch Exhibition Services do not accept any liability for errors or omissions in these translations or the direct or indirect consequences of acting or failing to act based on these translations. It is not possible to derive any rights, of whatever nature, from the compilation and contents of the translations. In all cases, the Dutch documents shall be decisive.

More information?

On www.clcvecta.nl you will find more information about the Dutch Exhibition Services Industry. Or you can contact our secretarial office:

CLC-VECTA

Bisonspoor 3002 – B509

3605LT Maarssen

+31(0)346 -352 444

info@clcvecta.nl

2. Job classification

1.2.1 Job classification

- Based on the content of the job, the employer determines which job family the employee's job belongs to. There are 5 job families: Commercial, Production, Planning, Staff and Design.
- He does so based on the reference jobs from the job grid (Table 1.2.1). There are 19 reference jobs.
- Then, by comparing the job with the reference job and using the Level Distinguishing Characteristics, the employer determines the job group. There are 12 job groups: 1 to 12.

Table 1.2.1: Job grid

Job group	Commerce	Production	Planning	Staff	Design
1		Cleaner			
2		Production Worker/Logistics worker I	Warehouse Worker I		
3		Production Worker/Logistics Worker II	Warehouse Worker II		
4		Professional (stand builder) I	Warehouse Worker III	Financial Assistant I	
5	Commercial Assistant I	Professional (stand builder) II		Financial Assistant II	Graphic Assistant I
		Foreman I			
6	Commercial Assistant II	Foreman II	Planner/Work Planner I	Financial Assistant III	Graphic Assistant II
				HR employee 258	
7	Commercial Assistant III	Project Manager I	Planner/Work Planner II	ICT employee	Designer I
				Office Manager I	
				Team Leader I	
8	Account Manager I	Project Manager II	Planner/Work Planner III	Office Manager II	Designer II
				Team Leader II	
9	Account Manager II	Project Manager I		Team Leader III	
				Purchaser	
10	Account Manager III	Project Manager II			
11				Business-Unit-Manager	

12					
----	--	--	--	--	--

Legend

<i>Reference jobs</i>
<i>Jobs appearing in the matrix with Level Distinctive Characteristics</i>

1.2.3 Connection to the salary

- Each of the 12 job groups has a salary group associated with it. Based on the salary group, the employer determines the employee's salary. See 4.1.

3. Working hours

2.1.1 Normal working hours and normal working week

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

2.1.2 Working hours per company

- The employer may decide for longer weekly working hours for the company. He does so in consultation with the participation body or - if there is none - the employees.
- A maximum of 40 hours per week on an average applies here.
- Is the working time in the company longer than an average of 38-hour week? Then the employee is entitled to a number of scheduled days off. See 3.3.

4. Working hours

2.2.1 Standard company operating schedule

- The employer sets a standard company operating schedule. This operating schedule indicates the standard hours of the week that employees work. In doing so, the employer stays within the limits of:
 - the company's weekly working hours;
 - the normal working week: Monday to Friday and
 - the normal working day: this runs from 06:00 to 20:00.
- The standard company schedule is determined in consultation with the participation body or – if there is none – the employees.

2.2.2 Work schedule

- Within the limits of the standard company operating schedule, the employer shall draw up a work schedule. This work schedule shall apply for at least two weeks. Before this period starts, the employer shall announce the work schedule to the employee.
- The employer may occasionally deviate from a work schedule drawn up.
- Is it a major deviation? Then the employer announces it to the employee at least three working days in advance. Only if the employee agrees will the adjustment be implemented.
- Is it a deviation that results in the employee having to work on a Saturday, Sunday or a public holiday? Then the conditions of 2.2.3 or 2.2.4 also apply.

2.2.3 Working on a Saturday

- The employer may allow the employee to work on a number of Saturdays per year.
- This is a maximum of 14 Saturdays per calendar year if the following conditions are met:
 - the work makes this necessary in the opinion of the employer;
 - each hour worked on a Saturday is subject to a 50% allowance on top of the hourly rate;

- the hours worked on a Saturday are compensated in free hours; these are compensation hours; the employee and the employer jointly decide when they are taken, but this is always done as soon as possible;
- compensation hours may not be used for the time-for-time scheme in 2.3; the employer and employee decide on the allowance for the hours worked on Saturdays together: it may be used to accumulate time-for-time hours or it may be paid out; the latter is done at the same time as the salary for the subsequent payment period.
- Does the employer want the employee to work more than 14 Saturdays per calendar year? Then - additionally - the following conditions apply:
 - a written agreement has been reached beforehand with the employee participation body or - if there is none - the employees concerned;
 - The employer notifies the employee of the extra Saturdays at least two weeks in advance.
- At company level, the previous rules of 2.2.3 may be deviated from. The condition here is that the participation body and the employer agree on a workable alternative.

2.2.4 Working on a Sunday or a public holiday

- Employees may occasionally work on a Sunday or a public holiday.
- Working on a Sunday is mandatory if the employer deems it necessary. The following conditions apply:
 - the employee's employment contract contains no other arrangements in this respect;
 - the employer minimises working on Sundays;
 - he ensures a good distribution of this work among the employees;
 - the employer lays down the rules for working on Sundays in the company regulations;
 - each hour worked on a Sunday is considered overtime; the employee is entitled to the corresponding 100% allowance on top of his hourly rate (see 2.4).
- The employer and the employee may agree that the employee works on a public holiday. Each hour worked on a public holiday counts as overtime. The employee is entitled to the corresponding allowance of 150% on top of his hourly rate (see 2.4).
- Is it a public holiday that falls on a Sunday? Then only the highest allowance, namely the one for working on a public holiday, applies.

2.4.1 Main rules

- Overtime is all hours worked by the employee at the request of the employer:
 - on top of the normal weekly working hours in the company or on Sundays and public holidays
- Additional hours worked on Saturdays are not overtime hours, but compensation hours (see 2.2.3).
- Additional hours are all hours worked by the employee at the request of the employer on top of the working hours according to his employment contract up to the normal weekly working hours in the company.
- An overtime allowance applies to each overtime hour and additional hour. This is an allowance in time or money (salary). See table 2.4.1
- Exceptions:
 - The rules in 2.4 do not apply to employees classified in job group 9 or higher.
 - Employees in job group 8 accrue overtime but are not entitled to an overtime allowance.

Table 2.4.1: Overtime allowance

Type of overtime hour	allowance per hour
- Monday to Friday: the first three overtime hours in a day	25%
- Monday to Friday: Every subsequent overtime hour	50%
- Sunday: every worked hour:	100%
- Public holiday: every worked hour	150%

2.4.2 Taking overtime in time or in money

- The employee takes his overtime and any overtime bonus in the form of time off (see 2.3). The employer makes this possible.
- Instead, overtime and overtime bonus can also be paid out. The employee and the employer decide on this together. The payment is made at the same time as the salary for the following payment period.

2.4.3 Further overtime rules

- The employee is obliged to work overtime if the employer deems it necessary. This obligation does not apply to the employee as of 10 years before the pension target age.
- As far as possible, the employer shall make the overtime match the beginning or end of the employee's regular working day.
- Did the employee arrive late during the salary period in which he is working overtime? And/or did he take unauthorised absence during that period of time? Then the employer may set off the hours the employee worked less as a result against the overtime worked.

5. Shift work

2.5.1 Allowance

- For every hour the employee works in shifts, he is entitled to an allowance. This is an allowance on top of his hourly rate. See table 2.5.1.

Tabel 2.5.1: Shift work allowance

Type of shift work	allowance per hour
Two-shift work:	
- morning shift + afternoon shift between 05.00 am and 11:00 pm: for both	13%
- day shift + night shift: only for the night shift*	25%
Three-shift work:	
- morning shift and afternoon shift: for both	13%
- night shift	25%

* Here a night shift is a shift starting after 8.00 pm.

2.5.2 Working hours

- Normal working hours apply to employees working in shifts. See 2.1.1.
- Is it a week in which one or more public holidays fall on a working day? And does the employee work a night shift? Then he works as many nights less in that week as the number of public holidays falling on a working day.

6. Night shifts

2.6.1 Allowance

- If due to special circumstances, an employee can only work at night, i.e. between 10.00 pm and 6.00 am and it is not a matter of working shifts? Then the employee works night duty.
- For each hour worked during the night, he is entitled to an allowance. This is an allowance of 50% of his hourly rate.

2.6.2 Further rules for night duty

- The employee is not obliged to work on night duty as of 10 years before the retirement age.
- The employer shall not allow the employee who worked on night duty, the following day during the day.
- Exception: The previous sections of 2.6 do not apply to the employees classified in job group 8 or higher.

7. Holidays and holiday allowance

3.1.1 Number of days of annual leave

- The employee is entitled to the number of days of annual leave mentioned in table 3.1.1. The employer will continue to pay the salary of these days.
- Days of annual leave are accrued per holiday year. This runs from 1 July to 30 June.
- In case of long-term illness (from 6 months onwards), the employee only accrues statutory days of annual leave.
- Does the employee work part-time? Then he is entitled to a number of days of annual leave in proportion to his working hours.
- Did the employee not have an employment contract with the employer for the entire holiday year? Then he is entitled to the number of days of annual leave in proportion to the number of months the employment contract lasted. Per month, this is 1/12 times the number of days from the table.

Table 3.1.1: Number of holidays per year

Standard number of days			extra days (non-statutory)	
statutory	supra-statutory	total	years of service**	days*
20	4	24	10-20 years	1
			20-25 years	2
			25-30 years	3
			30-35 years	4
			35 or more	5

* Total per year.

** The employee using the shorter working week for elderly employees ('80-90-100' scheme) is not entitled to extra days based on his years of service.

3.1.4 Holiday allowance

- The accrual of holiday allowance is done per holiday year. This 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 8.33% of their salary.
- Exception: Employees do not receive holiday allowance for overtime. This rule only applies if the sum of his salary and holiday allowance for all hours worked in that holiday year is at least 108% of the statutory minimum wage. This is contrary to Section 15 of the Minimum Wage and Minimum Holiday Allowance Act.

8. Public holidays

3.2.1 What is it about?

- By 'public holidays' in this collective agreement, the following days are meant: New Year's Day, both Easter days, Ascension Day, both Pentecost days, both Christmas days, King's Day and the day on which 5 May is a national holiday (once every 5 years; in 2025, 2030, etc.).
- As a rule, no work is carried out on public holidays.

3.2.2 Payment

- Does a public holiday fall on a working day? Then the employer pays the employee's salary even if the employee does not work.
- Does the employee work on a public holiday? Then the employer pays him a 150% allowance on top of the hourly rate for every working hour.

9. Scheduled days off

3.3.1 What is it about?

- Has an average working time of more than 38 hours per week been laid down for the company? Then the employee is entitled to a number of scheduled days off per year. See table 3.3.1.
- Is the average working time in the company not rounded off to the whole hour? Or does it exceed 38 hours per week for only part of the year? Then the employee is entitled to a number of scheduled days off in proportion thereof.
- The employer pays the salary for the scheduled days off.
- In case of illness longer than 6 months, no scheduled days off accrued.
- Unused scheduled days off lapse at the end of the calendar year in which they were accrued.
- The employer has the right to determine scheduled days off collectively.
- The following conditions apply:
 - he does so in consultation with the employee participation body or (if there is none) the employees;
 - he does so at least 6 months prior to that scheduled day off;
 - a collective scheduled day off applies to all employees in the company unless agreed otherwise;
 - the employer does not determine collective holidays (the employer may determine either scheduled days off or holidays collectively and not both).

Table 3.3.1: Number of scheduled days off in relation to the working hours per week

Working time in the company (per week)	Number of scheduled days off
38 hours	0
39 hours	6
40 hours	12

10. Relief days

3.4.1 What is it about?

- An employee is entitled to the number of relief days from Table 3.4.1 with effect from the calendar year in which he reaches the age limit mentioned. The employer continues to pay the salary for these days.
- Does the employee work part-time? Then he is entitled to a number of relief days in proportion to his working hours.
- Taking relief days takes place throughout the year in consultation between the employer and employee and on the basis of an annual schedule.
- Unused relief days expire at the end of the calendar year; paying them out is impossible.

Tabel 3.4.1: Relief days

age **	Number of days*
58 to 60 years	6
61 years	7
62 years	8
63 years	9
64 years	10
65 years	11
66 years	12

* Totals per year

** The employee is entitled to these days (pro rata) with effect from the time he reaches the said age limit.

11. Short-term absence

3.5.1 What is it about?

- Is the employee unable to work for a short time due to special circumstances? Then the employer allows him a short term absence.
- Table 3.5.1 shows in which cases of short-term absence the employer continues to pay the employee's salary, for how long he does so and what conditions apply.
- The table takes into account the employee's right to (paid) absence under the Work and Care Act. Only insofar as the collective agreement entitles the employee to more prolonged absenteeism and/or a higher continued payment of salary, these are non-statutory rights.

▪ **Table 3.5.1: Short-term absence***

Special circumstances	Continued payment of wages	Conditions
Marriage and wedding anniversaries		
- the employee enters a notice of marriage	1 day	
- marriage of the employee	2 days	
- 25-year - or 40-year wedding anniversary of the employee	1 day	
- marriage of a parent(in law), (grand)child, sister (in law or brother(in law)	1 day	only if the employee is present at the ceremony
- 25-year, 40-year or 50-year wedding anniversary of the parents(in law)	1 day	
Birth		
- childbirth of the life partner (childbirth leave)	one time the weekly working hours	to be taken within 4 weeks after birth
- additional childbirth leave for partners	five times the weekly working hours	the partner does not receive a salary, but a benefit from UWV (70%). To be taken within 6 months of birth
- parental leave	26 times maximum the weekly working hours	the employee does not receive a salary, but receives a benefit from UWV for up to 9 weeks. To be taken within 1 year of birth
Death		
- of the life partner or a live-in parent(in law), child, brother or sister	the day of death to the day of the funeral	
- of a live-out parent(in law) or child of the employee or life partner	the day of death and the day of the funeral	only if the employee is present at the ceremony
- of a grandparent, sister(in law) brother(in law) or grandchild	1 day	only if the employee is present at the ceremony
Medical circumstances		
- visit to a doctor or dentist for a personal treatment	the time needed	only if the employee can prove that it is

		impossible outside working hours
- hospitalisation and discharge from hospital of the life partner	maximum 1 day	this day maybe divided into two half days
Other circumstances		
- elections: exercising the right to vote	the time needed	Only in as far as this is impossible outside working hours
- job interviews	1 day	- only for the employee who has been employed for at least three months and - is dismissed due to reduction of work in the company
- moving of the employee	maximum 1 day a year	in consultation with the employer
- fulfilling civil obligations for which the government does not provide compensation	the time needed	only in as far as this is impossible outside working hours

* * A step, foster or adopted child is also considered a child in this context. A civil partnership is legally equivalent to a marriage.

12. Leave around a death

3.6.1 End-of-life care

- Is the employee unable to work because he is taking care of a dying parent, partner or child? Then the employer supplements the legally required wage payment of 70% to 100% for 10 days.

3.6.2 Bereavement leave

- After the death of a loved one, the employee can ask to take bereavement leave.
- Does the employee asks for this arrangement? Then the employer - in addition to its legal obligations - will deal with it flexibly.

13. Salary

4.1.1 How will the salary be determined?

- The employee is classified to a job group (see 1.2.3). The job group determines which salary group the employee belongs to.
- Based on the salary group, the employer determines the employee's salary. He does this on the basis of the tables in 4.1.2.
- How these tables are used is set out in 4.2.

4.1.2 Salary tables

- The calculation of the monthly amounts in the salary tables, was based on a normal working time of 38 hours and, in 2024, 262 workable days.

As per 1 January 2024 the following pay structure applies:

Salarygroup	1	2	3	4	5	6	7	8	9	10	11	12
Step												
1	€ 2.201,94	€ 2.224,90	€ 2.258,09	€ 2.396,13	€ 2.543,37	€ 2.702,65	€ 2.873,35	€ 3.042,81	€ 3.237,43	€ 3.445,93	€ 3.668,37	€ 3.907,02
2	€ 2.233,88	€ 2.274,23	€ 2.307,33	€ 2.448,82	€ 2.599,79	€ 2.763,66	€ 2.938,68	€ 3.112,38	€ 3.311,84	€ 3.525,59	€ 3.753,57	€ 3.998,16
3	€ 2.272,73	€ 2.320,38	€ 2.357,81	€ 2.502,83	€ 2.658,25	€ 2.826,22	€ 3.005,46	€ 3.183,66	€ 3.388,10	€ 3.607,18	€ 3.840,90	€ 4.091,58
4	€ 2.322,37	€ 2.371,12	€ 2.409,52	€ 2.558,18	€ 2.718,21	€ 2.890,38	€ 3.074,22	€ 3.256,72	€ 3.466,31	€ 3.690,85	€ 3.930,35	€ 4.187,37
5	€ 2.373,20	€ 2.412,71	€ 2.462,57	€ 2.615,14	€ 2.779,60	€ 2.942,90	€ 3.130,41	€ 3.331,59	€ 3.546,44	€ 3.776,57	€ 4.022,10	€ 4.285,51
6	€ 2.417,44	€ 2.465,84	€ 2.516,88	€ 2.673,96	€ 2.842,58	€ 3.009,92	€ 3.202,15	€ 3.408,34	€ 3.628,57	€ 3.864,49	€ 4.116,10	€ 4.386,11
7	€ -	€ 2.520,27	€ 2.561,40	€ 2.722,18	€ 2.894,17	€ 3.078,65	€ 3.275,70	€ 3.487,04	€ 3.712,73	€ 3.954,55	€ 4.212,53	€ 4.489,23
8	€ -	€ 2.565,64	€ 2.618,51	€ 2.783,77	€ 2.960,01	€ 3.149,09	€ 3.351,03	€ 3.567,70	€ 3.799,03	€ 4.046,88	€ 4.311,29	€ 4.594,94
9	€ -	€ -	€ 2.677,42	€ 2.846,78	€ 3.027,45	€ 3.221,31	€ 3.428,31	€ 3.650,38	€ 3.887,50	€ 4.141,58	€ 4.412,54	€ 4.703,32
10	€ -	€ -	€ 2.737,83	€ 2.911,44	€ 3.096,63	€ 3.295,29	€ 3.507,47	€ 3.735,12	€ 3.978,13	€ 4.238,60	€ 4.516,34	€ 4.814,37
11	€ -	€ -	€ -	€ -	€ 3.167,48	€ 3.371,10	€ 3.588,65	€ 3.821,95	€ 4.071,10	€ 4.337,99	€ 4.622,70	€ 4.928,18
12	€ -	€ -	€ -	€ -	€ -	€ -	€ 3.671,85	€ 3.910,98	€ 4.166,33	€ 4.439,94	€ 4.731,74	€ 5.044,84
13	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4.002,24	€ 4.263,94	€ 4.544,41	€ 4.843,51	€ 5.164,46
14	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4.364,05	€ 4.651,51	€ 4.958,06	€ 5.284,90
15	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 5.096,95	€ 5.408,22
16	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 5.576,33

Employees are entitled to at least the minimum hourly rate per hour worked. As a result, monthly salaries may be different in individual cases. Employers should therefore always compare the monthly amounts in the salary tables with the minimum hourly rate and use the highest amount. The government adjusts the minimum hourly rate amounts twice a year to the development of the average collective salary in the Netherlands. This always happens on 1 January and 1 July.

14. Salary table application

4.2.1 General

- The tables in 4.1.2 show monthly salaries by salary group. Each salary group has a number of salary steps. These steps make up a salary scale.
- Each salary scale has:
 - a starting salary: the lowest amount on the scale (step 1);
 - periodic salary increases: salary increases (the amounts in bold);
 - a standard salary: the maximum job salary after application of the preceding increments (the highest amount printed in bold);
 - additional periodic salary increases: additional salary increases for the employee who, according to the assessment, performs very well (the highest amounts in the scale not in bold).
- The determination of salary within this salary structure is done according to 4.1.1.

4.2.2 Employee 19 years of age or older

The amounts in the salary tables in 4.1.2 apply to:

- the employee aged 19 years or older,
- with normal working hours (full-time).
- For shorter working hours (part-time), an amount proportionate to those working hours applies. Longer working hours are compensated with extra scheduled days off (see 3.3).

4.2.3 Employee 15 to 18 years of age

- Table 4.2.3 shows how the salary of the employee aged 15 to 18 is derived from the salary of the employee aged 19 and above from 4.2.2.

Table 4.2.3: Salary employee 15 to 18 years of age

Age of the employee	Percentage of the monthly salary for voor 21 years of age or older	
	As of 1 January 2024	As of 1 January 2025
15	70%	80%
16	70%	80%
17	80%	90%
18	90%	100%
19	100%	100%
20	100%	100%

4.2.4 Employees with a work restriction

- Does the employee fall under the Participation Act? Then he will receive the legal minimum wage as a salary

4.2.5 Conversion of a monthly salary into weekly and hourly wages

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

4.2.8 Salary over waiting period

- Is the employee at the agreed time at the place where he is to work? But he cannot start work yet through no fault of his own? Then the employer pays the employee's salary of the employee over the on-call hours. A maximum of eight hours a day applies.
- No overtime allowance applies to on-call hours.
- Exception: This regulation does not apply to employees who have been classified in job group 9 or higher, if this occurs on an occasional basis and does not have a fixed scope.

15. Bonuses, allowances and provisions

4.3.1 Indexation

- The following supplementary allowances and compensations are adjusted annually in line with price increases:
- company emergency response (4.3.3);
- tools (4.3.4);
- workwear (4.3.11).

This is done as follows: on 1 July these amounts are raised by the percentage increase of the derived Consumer Price Index (CPI) all households of the month of April of the current year compared to the month of April of the previous year.

4.3.4 Tools

- Does the employee need tools for his work? Then the employer provides them. The employee handles the tools with care. Are any tools lost or damaged through his fault? The employer will replace them at the employee's expense. Do any tools get lost or damaged through no fault of the employee? Then the employer replaces them at its own expense.
- Does the employer not provide the necessary tools? Then he pays the employee a fee for using his own tools. See table 4.3.4. Do any of the tools of the employee get lost or damaged through no fault of the employee? Then the employer will reimburse for their replacement.

Tabel 4.3.4: Reimbursement of tools

department where the employee works	reimbursement per week (1 July 2023 - 30 June 2024)*
carpentry	€ 5,99
painting	€ 2,67
studio	€ 2,67

* This reimbursement is raised annually as of 1 July. See 4.3.1.

4.3.5 Commuting expenses

- The employer shall reimburse commuting expenses, back and forth.
- The reimbursement is calculated on the basis of the travel distance one way according to the most commonly used route.
- The employer reimburses €0.23 per kilometre travelled, up to a maximum of 30 kilometres, per single journey.

4.3.6 Travel expenses work-related travelling

- The employer will reimburse travel expenses in work-related travelling.
- Is the employer of the opinion that the employee has to use a private car for this purpose? Then he pays an allowance of €0.32 per kilometer.

4.3.7 Travel time work-related travelling

- Does the employee have to travel for his work? And is it not commuting? Then the employer will reimburse his travel time.
- The employer reimburses travel time according to table 4.3.7 for work-related travel time in connection with:
 - work in the Netherlands and
 - work abroad for which the employee needs to travel up to a maximum of nine hours a day.
- Exceptions:
 - Table 4.3.7 does not apply to the employee who has to travel more than nine hours per day for work abroad. The employer shall compensate him for a maximum of twelve travelling hours per day. The compensation per travel hour shall be one hourly pay,
 - Are not entitled to reimbursement for travel time the employees classified in job group 9 or higher.

Table 4.3.7: Travel time allowance

what are the hours involved?	compensation in pay per hour
Within the standard operating schedule:	
- all travel time	100%
Outside the standard operating schedule:	
<i>Monday to Friday:</i>	
- the first 1,5 hours of travelling	100%
- the next 1,5 hours of travelling	125%
- all subsequent hours of travelling	150%
<i>Saturday, Sunday, public holiday:</i>	
- the first 1,5 hours of travelling	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 co-driver: *	
- all travel time within and outside the standard operating schedule	100% + the applicable overtime allowance of table 2.4.1

* Or instead of the co-driver the person who relieves the driver.

4.3.9 Working far from home

- Does the employee have to work so far from home that it would be unreasonable for him to travel back and forth daily? If so, the employer provides food, housing and other necessary subsistence facilities in reason. The cost shall be borne by the employer.
- The employer shall include this in the company regulations or so agree with the participation body.

4.3.10 Subsistence expenses

- The employer shall reimburse subsistence expenses (e.g., parking costs) incurred by the employee for work.

4.3.11 Workwear

- The employer provides the employee with the necessary workwear.
- In case he does not do so, he will pay the employee an allowance for using his own workwear. As of 1 July 2023 the allowance is €4.01 per week. This allowance is increased annually on 1 July. See 4.3.

4.3.13 Other allowances and reimbursements

- 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.

16. Features of this Collective Labour Agreement

9.1.3 Terminology and Principles

- **Employer/employee:** Of these terms, in the collective labour agreement the masculine form is used. However, they can be male, female or both.
- **Monetary amounts:** All amounts in this collective agreement are gross amounts unless it is expressly stated that they are net amounts
- **Full-time and part-time:** This collective agreement is based on the employee with normal working time of 38 hours per week on an average (full-time). Does the employee work fewer hours per week (part-time) according to his or her employment contract? Then the collective agreement provisions where this is explicitly stated apply in proportion to his weekly working time.
- **Annexes:** The annexes form part of this collective labour agreement.

17. Definitions and terms

- **Payment period:** The usual frequency in the company with which the employer pays the salary.
- **BW:** Civil Code
- **Cao:** By 'the cao' or 'this cao' is meant the current Collective Labour Agreement for exhibition companies.
- **Life partner:** the person with whom the employee:
 - a. is married or
 - b. has entered into a civil partnership or
 - c. has a notarial cohabitation contract, in which property matters have been arranged, and
 - d. from whom he does not live permanently separated,
 - e. or - if a, b or c do not apply - the person with whom he demonstrably runs a joint household for five years or more.The condition for c and e is that the employee and the life partner are not related by blood or marriage in the direct line.
- **Minimum wage, statutory:** The wage as referred to in the Minimum Wage and Minimum Holiday Allowance Act (Wml)
- **Salary:** The gross remuneration agreed between employer and employee per hour or per payment period plus structural allowances.
- **Temporary worker:** The employee as referred to in Section 7:690 of the Netherlands Civil Code.
- **Temporary employment agency:** The employer as referred to in Section 7:690 of the Netherlands Civil Code.
- **Employer:** A company that runs a business within the exhibition industry as defined in 9.3.
- **Employee:** The person who works for the employer under a contract of employment in accordance with civil law, with the exception of temporary employees, interns, holiday workers, members of the management and employees who have reached the state pension age.

18. To whom does the collective labour agreement (cao) apply?

9.3.1 Scope of application

- The provisions of this collective apply to the employment contract between the employer and the employee in the exhibition industry.
- The core provisions* of this Cao also apply to foreign employees working temporarily in the Netherlands.
- The exhibition sector is understood to mean the companies or departments of companies that pay more than 50% of the wage bill to employees involved in the realisation of stand building/exhibition projects.
 - This also covers companies or departments of companies that pay at least 20% but not more than 50% of the wage bill to employees involved in the realisation of stand building/exhibition projects, insofar as these (departments of) companies are not

covered by another collective agreement registered or declared generally binding by the Ministry of Social Affairs and Employment.

- This collective agreement also applies to companies:
 - whose actual activities have a supporting function for the enterprises mentioned in the preceding paragraphs and
 - which belong to the same group of companies within the meaning of tax legislation, pension legislation or the Works Councils Act.

** Article 1.2 (except paragraph 1.2.2), 2.1, 2.2, 2.3, 2.4, 2.5, 2.6, 3.1, 3.2, 3.3, 3.4, 3.5, 3.6, 4.1, 4.2 (except paragraph 4.2.5 en 4.2.8), 4.3 (except paragraph 4.3.2, 4.3.3, 4.3.8 and 4.3.12), 9.1.3, 9.2, 9.3, 9.4 and 9.7.*

9.3.2 To whom does the collective agreement not apply?

- The temporary employment agency that meets all the following requirements does not fall within the scope of this collective agreement:
 - the temporary employment agency deploys at least 25% of its temporary workers outside the scope of this collective agreement;
 - the temporary employment agency deploys workers for 15% or more of the total annual wage bill that is subject to the obligation to pay premiums on the basis of agency work employment contracts with an agency clause, as referred to in Section 7:691, subsection 2 of the Netherlands Civil Code; the temporary employment agency has fulfilled this criterion if and insofar as the Tax and Customs Administration has established this.
 - the applicable ABU or NBBU Collective Labour Agreement for Temporary Agency Workers applies directly to the private employment agency;
 - the temporary employment agency is not part of a group that is linked directly or through a general binding statement to the Collective agreement for exhibition companies, and
 - the temporary employment agency is not a jointly agreed labour pool.
- This collective agreement does not apply to the employer who applies the (generally binding provisions of the) collective agreement for the Technical Installation Industry.

9.4 Hiring temporary workers

9.4.1 Hiring

- Temporary workers are hired only for peak and sick and temporary replacement due to, for example, vacancies.

9.4.2 Compliance with collective agreement provisions

- The employer hiring out the temporary worker (the hirer) shall ensure that the temporary employment agency complies with the following provisions of this collective agreement: 1.2, 2.1 (with the exception of 2.1.4), 2.2, 2.4 to 2.7, 3.1, 3.2, 3.3, 4.1, 4.2, 4.3, 5.1, 5.2.
- The hirer shall provide both the temporary agency worker and the private employment agency with a hirer's declaration in which the hirer states all terms and conditions of employment, including grading, to which the temporary agency worker is entitled.
- Does the user company make use of a temporary employment agency that is bound directly or by a declaration of universal applicability to the ABU or NBBU collective labour agreement? And does this collective agreement provide for the effect of one or more provisions from the previous paragraph? Then it is deemed to have fulfilled its obligations for those provisions.

9.4.3 Skilled worker

- A skilled worker is a temporary worker who has performed work within the meaning of this collective agreement for at least 12 months within a period of two years.

9.4.4 Foreign temporary worker

- Supplementary to 9.4.1 and 9.4.2, the hirer who hires a foreign temporary worker must ensure that:
 - Dutch laws and regulations on minimum employment conditions and the duty to report and document are applied to this temporary employee;

the temporary worker knows and applies the applicable working conditions, safety and health requirements

19. Compliance with and deviation from the collective agreement

9.7.1 Application and deviation

- The employer shall at least apply the provisions of this collective agreement
- The employer may deviate from the collective agreement insofar as:
 - this is beneficial for the employee or
 - that possibility is offered in a specific collective agreement provision; this can only be done in consultation with the employee participation body or - if there is none - the employees.

20. Appendix

10.1 Reference jobs

General terms

Reference jobs

A reference job is an example of a job, as it may occur in practice, but stripped of specific company characteristics. A reference job serves as a 'picket line' to establish and/or classify business functions. The description of the reference job says something about the context, the place in the company, the most important results/contributions, the added value of the job including result indicators, the onerous working conditions and the required knowledge and experience.

NOK

Abbreviation for Level Distinctive Characteristics. A NOK matrix summarises the differences between jobs in a series, which lead to a different level/function group. The level differences are clarified based on specific characteristics and summarise the differences between the underlying reference job descriptions.

Terms in the descriptions of reference jobs

Context

Explanation to get a picture of the situation in which the reference job operates. Think here of a characterisation of the company and/or (sub)department, specific frameworks (such as laws and regulations, policy from other discipline), contacts/cooperation (internal/external), role and contribution of the function, demarcation, complicating or simplifying factors (tools), specification of responsibility, etc.

Supervisor

Here an indication is given whether the reference job has a specialised or non-specialised supervisor.

- Specialised supervisor: the job holder can fall back on the supervisor for substantive issues of a non-routine nature. This limits the job holder's independence and required content expertise;
- Non-specialised supervisor: the job holder cannot, or can only to a limited extent, fall back on the superior for substantive issues. This places demands on the job holder's degree of independence and substantive expertise.

Added value

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

Result indicator

Indicates which aspects are important in achieving a particular result. These are also the criteria by which an assessment of performance in the result area can be substantiated. Concrete goals can be formulated on the basis of result indicators.

Onerous circumstances

Circumstances in jobs that are physically and/or mentally demanding or entail certain dangers for the jobholder. Aggravating circumstances are only included if they are a substantial factor in the performance of the job.

Reference jobs and Level Distinguishing Characteristics

C.01 Commercial Assistant II - Job profile
C.01 Commercial Assistant II - Job requirements and competence profile
C.01 Commercial Assistant - Level Distinguishing Characteristics
C.02 Account Manager II - Job profile
C.02 Account Manager II - Job requirements and competence profile
C.02 Account Manager - Level Distinguishing Characteristics
P.01 Cleaner - Job profile
P.01 Cleaner - Job requirements and competence profile
P.02 Production/Logistics Worker (stand builder) II - Job profile
P.02 Production/Logistics Worker (stand builder) II - Job requirements and competence profile
P.02 Production/Logistics worker (stand builder) II - Level Distinguishing Characteristics
P.03 Qualified Professional (stand builder) II - Job profile
P.03 Qualified Professional (stand builder) II - Job requirements and competence profile
P.03 Qualified Professional (stand builder) - Level Distinguishing Characteristics
P.04 Foreman I – Job profile
P.04 Foreman I - Job requirements and competence profile
P.04 Foreman - Level Distinguishing Characteristics
P.05 Project Leader I Job profile
P.05 Project Leader I - Job requirements and competences
P.05 Project Leader - Level Distinguishing Characteristics
P.06 Project Manager I – Job profile
P.06 Project Manager I – Job requirements and competences
06 Project Manager – Level Distinguishing Characteristics
PL.01 Warehouse Worker II – Job profile
PL.01 Warehouse Worker II Job requirements and competence profile
PL.01 Warehouse Worker – Level Distinguishing Characteristics
PL.02 Planner/Work Planner II – Job profile
PL.02 Planner/Work Planner II – Job requirements and competence profile
PL.02 Planner/Work Planner – Level Distinguishing Characteristics
S.01 HR Employee – Job profile
S.01 HR Employee - Job requirements and competence profile
S.02 Financial Assistant II – Job profile
S.02 Financiële Assistant II – Job requirements and competence profile
S.02 Financial Assistant – Level Distinguishing Characteristics
S.03 ICT Employee – Job profile
S.03 ICT Employee – Job requirements and competence profile
S.04 Office Manager I – Job profile
S.04 Office Manager I – Job requirements and competence profile
S.04 Office Manager – Level Distinguishing Characteristics
S.05 Purchaser – Job profile
S.05 Purchaser – Job requirements and competence profile
S.06 Manager Business Unit – Job profile
S.06 Manager Business Unit – Job requirements and competence profile
S.07 Team Leader II – Job profile
S.07 Team Leader II – Job requirements and competence profile
S.07 Team Leader – Level Distinguishing Characteristics
V.01 Graphic Assistant I – Job profile
V.01 Graphic Assistant I – Job requirements and competence profile
V.01 Graphic Assistant – Level Distinguishing Characteristics
V.02 Designer I – Job profile
V.02 Designer I – Job requirements and competence profile
V.02 Designer – Level Distinguishing Characteristics

C.01 Commercial Assistant II – Job profile

Job family: Commerce

COMMERCIAL ASSISTANT II	
<p>Context The commercial assistant II is found in stand design, stand building, interior design, rental and (national) event organisations and suppliers. The commercial assistant 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>The commercial assistant is distinguished at three levels. The differences between the commercial assistant I, II and III are detailed in the annex with Level Distinguishing Characteristics (NOK).</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. (Administrative) support account management Appointments, plans and or ideas with (potential) customers, made by account manager/commercial director, are prepared in the form of quotations, sent after approval and administered in the appropriate systems.</p>	<ul style="list-style-type: none"> - accuracy, completeness and timeliness CRM system; - quality support provided; - stakeholder satisfaction; - accuracy and completeness of files, administrations, 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 soon as possible.</p>	<ul style="list-style-type: none"> - accuracy and completeness of data entry; - 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"> - In accordance with the assignment, instruction; - Realisation of conversion/sale.
<p>4. Customer management Relationships with customers are maintained from inside the back office by periodically seeking contact and discussing the state of affairs (including handling complaints), with particulars being reported to the account manager/commercial director for follow-up.</p>	<ul style="list-style-type: none"> - frequency of contact as per agreements; - insight into current status of customers; - degree of sales promotion; - timely, appropriate signalling to account manager; - customer satisfaction
ONEROUS WORKING CONDITIONS	
Not applicable	
SALARY GROUP 6	

C.01 Commercial Assistant II – Job requirement and competence profile

Job family: Commerce

COMMERCIAL ASSISTANT II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO¹ work and thinking level (preferably in the commercial field); - knowledge of the exhibition sector; - experience with and knowledge of automated systems (MS-office, ERP etc.); - knowledge of safety and working conditions instructions and regulations - knowledge of privacy legislation and regulations; - knowledge of the Dutch and English languages, both verbally and in writing.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Accuracy</p> <ul style="list-style-type: none"> - Works accurately and carefully over long periods of time, with an eye for detail, focused on preventing mistakes and sloppiness, both in his own work and the work of others. - is precise in the completion of tasks; - sees things that other people overlook; - has an eye for detail and guards against mistakes in his own work.
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of his ability.</p> <ul style="list-style-type: none"> - commits to and is accountable and responsible for the agreed upon goals; - knows what is to be done and how it is to be done; - handles tools and materials with care.
<p>Customer-oriented</p> <p>Investigates customer wants and needs and demonstrates thinking and acting from that perspective, taking into account the costs and benefits for his own organisation.</p> <ul style="list-style-type: none"> - puts the customer's interests first while remaining efficient and goal-oriented; - anticipates the wishes and needs of the customer; - tests whether expectations, wishes or needs are met, opens the possibility for correction or asks for suggestions for improvements.
<p>Result-oriented</p> <p>Focusing actions and decisions on actually achieving intended results.</p> <ul style="list-style-type: none"> - makes effective planning and sticks to it; - identifies opportunities to achieve the set goal and actively responds to them; - translates goals into concrete measurable or visible results.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, promoting mutual communication.</p> <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 spider in the web, monitoring joint actions.

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

¹ Note translator: MBO: secondary vocational education

C.01 Commercial Assistant - Level-Distinguishing Characteristics

Job Family: Commerce

REFERENCE	-	COMMERCIAL ASSISTANT I	COMMERCIAL ASSISTANT II	COMMERCIAL ASSISTANT III	+
Focus	No reference job available	<ul style="list-style-type: none"> - performing supportive (administrative) work from the back office (visiting appointments, working out reports, etc.); - preparing offers - administering agreed orders (incoming by phone, fax, e-mail, etc.) in terms of price, delivery time, terms of delivery. 	<ul style="list-style-type: none"> - preparing and administering offers from the back office; - taking care of order intake (requesting/specifying customer demand) and monitoring/tracking orders; 	<ul style="list-style-type: none"> - supplementary to II: <ul style="list-style-type: none"> . setting up offers, outside the standard formats; . checking and improving existing supportive formats/processes 	See reference job and NOK appendix account manager
Complexity		<ul style="list-style-type: none"> - offers are prepared on the basis of existing format and set frameworks - orders have already been agreed 	<ul style="list-style-type: none"> - offers are prepared on the basis of outlined agreements, plans and/or ideas from account manager/commercial director; - order intake is taken care of independently 	<ul style="list-style-type: none"> - supplementary to II: <ul style="list-style-type: none"> . offers are also prepared on the basis of his own insight and content knowledge; . acting as a reference point and coordinator (between buyers, field sales, internal organisation); . monitoring debtor positions/credit terms 	
Customer contact		<ul style="list-style-type: none"> - providing general information on organisation and products and services - answering (reactive/inbound) customer queries and stimulating upselling activities 	<ul style="list-style-type: none"> - supplementary to I: <ul style="list-style-type: none"> . to promote, boost sales by proactively informing customers about portfolio, promotions, offers, etc; - handling complaints and monitoring follow-ups 	<ul style="list-style-type: none"> - supplementary to II: Maintaining customer contacts (independently) with existing relationships. 	
Administration & registration		<ul style="list-style-type: none"> - recording customer information and data 	<ul style="list-style-type: none"> - supplementary to I: timely identification and reporting of peculiarities in existing relationships.. 	<ul style="list-style-type: none"> - supplementary to II: Advising on opportunities/possibilities from his own field and developing improvement proposals. 	
SALARY GROUP		5	6	7	
Indicative working and intellectual level*		- MBO	- MBO	- MBO/HBO	

* section competence profile, does not affect the job level

C.02 Account Manager II – Job profile

Job family: Commerce

ACCOUNT MANAGER II	
<p>Context Context The account manager II is found in stand design, stand building, interior design, rental and event organisations and suppliers. The account manager II mainly focuses on analysing, building and maintaining (new) customer relations. He makes (tailor-made) 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>The account manager is distinguished at three levels. The differences between account manager I, II and III are detailed in the Level Distinctive Characteristics (NOK) appendix.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1.Account plan From an understanding of market/customer needs and insight into the planning of trade fairs and events, an account plan was developed with concrete commercial goals, as well as an estimate of related activities, revenues and costs.</p>	<ul style="list-style-type: none"> - substantiated elaboration at individual customer to market level; - in line with objective availability of resources (people, materials, etc.); - support/acceptance of account plan - timely and correct registration in the CRM system.
<p>2. Account and market approach Existing and potential accounts: the market was proactively analysed, approached and advised, leading to concrete quotation processes and brand awareness in the market.</p>	<ul style="list-style-type: none"> - active approach of (potential) accounts; - number of requests for quotes from (new) accounts; - brand awareness/reputation.
<p>3. Offer processes In cooperation with the customer, (potential) cooperation was coordinated, providing insight into the possible designs/services and laying down the agreements (in cooperation with the office staff member) in the form of an offer with unambiguous agreements on the delivery of the (customised) design and the services.</p>	<ul style="list-style-type: none"> - correct (customised) solutions/costs; - timely and correct follow-up of commitments; - realisation of sales
<p>4. Relationship management Relationship management with (potential) customers is effectively designed with the aim of perpetuating the relationship and binding customers and thus securing the customer relationship (on at least two levels), also in the long run.</p>	<ul style="list-style-type: none"> - stable customer relationship with regular customer contacts at multiple levels in the customer organisation; - effective response to and handling of (impending) issues; - customer's willingness to accept advice; - customer satisfaction.
<p>5. Market information Relevant market information (developments, peculiarities), 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, relevance market information; - timely sharing of market knowledge; - basis for adjustment, underpinning policy.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - risk of injury from traffic accidents resulting from traffic participation. 	
SALARY GROUP 9	

C.02 Account Manager II – Job requirements and competence profile

Job family: Commerce

ACCOUNT MANAGER II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - HBO working and thinking level (preferably in the commercial field); - experience in a commercial role in the exhibition sector; - knowledge of privacy legislation and regulations - knowledge of safety and health & safety instructions and regulations; - knowledge of the Dutch and English languages, both verbally and in writing.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Customer focus</p> <p>Investigating the customer's wants and needs and demonstrating the ability to think and act from that perspective, taking into account the costs and benefits for his own organisation.</p> <ul style="list-style-type: none"> - comes up with proposals that respond to the customer's wishes and needs and delivers customised solutions; - is able to think along with the customer's (latent) wishes and needs and to anticipate on them; - makes clear agreements with the customer on deliverables and services; and then sticking to those agreements.
<p>Networks</p> <p>Smoothly and effectively establishing and maintaining contacts with others in the service of work. Socialising with ease in all kinds of companies.</p> <ul style="list-style-type: none"> - Attends occasions where he sees an opportunity to network; - initiates meetings with relationships that may be useful in achieving objectives; - knows the main players/parties that have an impact in the field/policy area.
<p>Entrepreneurship</p> <p>Identifying business opportunities, actively influencing them himself and daring to take responsible risks.</p> <ul style="list-style-type: none"> - knows market developments and the strengths and weaknesses of competitors; - determines on his own which direction to take based on his own imagination and insight; - combines vision with high action orientation.
<p>Persuasion</p> <p>Bringing ideas, points of view and plans to the attention of others in such a convincing way that they agree, even after initial doubts.</p> <ul style="list-style-type: none"> - gets others so enthusiastic about his views (cooperation/design) that they adopt and propagate them; - knows how to convince others of his arguments; - can communicate his own insights to colleagues from other fields.
<p>Result-oriented</p> <p>Focusing actions and decisions on the actual achievement of intended results.</p> <ul style="list-style-type: none"> - identifies opportunities to achieve the goal set and actively responds to them; - arrives at a proposal or idea for a solution on the basis of the data and information collected; - makes perceptible efforts to realise the commercial goals set.

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

C.02 Account Manager - Level-distinguishing characteristics

Job family: Commerce

REFERENCE	-	ACCOUNT MANAGER I	ACCOUNT MANAGER II	ACCOUNT MANAGER III	+
Focus		- focus is on maintaining direct customer contact, based on customer orders from an existing customer base	- focus is on achieving commercial targets in his own customer base and new leads.	- focus is on achieving commercial objectives in his own (large) customer base and with (potential) key accounts.	
Focus on customer	See reference job and NOK appendix commercial assistant	- aimed at existing customer base with a focus on perpetuating customer relationships; - focus on upselling (more extensive), cross selling (additional/different), deep selling (more); - retain/ perpetuate customer relations on at least 1 level; - identifying (potential) leads in practice and bringing them to the attention of colleagues.	- Supplementary to I: focused on lead generation based on competitive analysis, market research and brand/organisation profiling for brand awareness; - maintaining/consolidation of customer relations on at least 2 levels; - is seen by clients as a knowledge and experience expert.	Supplementary to II: - (potential) key-accounts; - maintaining/consolidation of customer relationships at least also at board level and with stakeholders in the chain.	No reference job available
Project potential		- relatively limited in nature, size and price.	- regular in nature, size and price.	- also comprehensive in nature, size and price.	
Portfolio		- focusing on existing product portfolio where customisation variables include price, delivery conditions, quantities, types.	- Supplementary to I: customisation that requires design/engineering activities based on known solution directions.	- Supplementary to II: customisation that also requires design/engineering activities based on new insights/product innovations	
Room for negotiation		- limited space based on price lists, scales, product portfolio and delivery conditions; - (substantial) deviation in consultation with supervisor.	- as a result of customisation, cost prices/calculations, the job holder has a relatively high degree of freedom with regard to margins.	- As a result of (innovative) customisation, there is a relatively high degree of uncertainty, which calls for a thorough analysis and substantiation of pricing and margins.	
Market information		- timely identification and reporting of peculiarities.	- recognises and seizes opportunities based on his own analysis, among other things.	- supplementary to II: translating market information into (commercial) policy (positioning, profiling, pricing, portfolio, etc.).	
SALARY GROUP		8	9	10	
Indicative work and thinking level*		- HBO [Higher Professional Education]	- HBO	- HBO/WO [WO: Scientific Education]	

* part of competence profile, not affecting job level

P.01 Cleaner – Job profile

Job family: Production

CLEANER	
<p>Context The cleaner is found in stand design, stand building, interior design, rental and event organisations and suppliers, where the general cleaning work and the cleaning of equipment, elements and systems from the primary process are not outsourced to third parties. The cleaner performs cleaning activities in the office building (general areas, workplaces, canteens, sanitary facilities, etc.) and in the production area(s). In addition, the cleaner performs cleaning work of the equipment, elements and/or systems that return from live events and are stored for reuse. Work is performed in collaboration with immediate colleagues, under the direction of a cooperating supervisor. Within these frameworks, employees perform the cleaning work, whereby they are responsible for achieving the standards for quality and time. Regular cleaning agents and materials/equipment (work cloths, mops, Hoover, etc.) are used.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Cleaning of premises/areas General areas, workplaces, canteens/kitchens and sanitary facilities are cleaned according to repetitive standard working methods, using regular cleaning agents and materials/equipment.</p>	<ul style="list-style-type: none"> - compliance with time and quality standards; - application of correct working methods; (internal) customer satisfaction -
<p>2. Cleaning materials The materials, elements and/or systems returned for storage/re-use are cleaned according to repetitive standard working methods, using regular cleaning agents and materials/equipment, with irreparable damage/defects are reported to the warehouse manager.</p>	<ul style="list-style-type: none"> - compliance with time and quality standards; - application of correct working methods; - timely identification of damage/defects
<p>3. Cleaning agents Resources, materials and equipment used in cleaning operations are used properly and stock replenishments and defects are reported to the superior.</p>	<ul style="list-style-type: none"> - correct use of materials, equipment - timely signalling of stock replenishments; - timely escalation, reporting to supervisor.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - force exertion when performing cleaning tasks, handling tools and disposing of waste, etc; - walking and standing and sometimes working while bent forward or bending or stretching under unilateral muscle strain in some cleaning movements; - unpleasant work when cleaning sanitary facilities. 	
SALARY GROUP 1	

P.01 Cleaner – Job requirements and competence profile

Job family: Production

CLEANER
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - Pre-vocational secondary education [VMBO] work and thinking level; - knowledge of and experience with the working methods used; - knowledge of applicable (organisation-specific) (hygiene) protocols; - knowledge of safety and health & safety instructions and regulations
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Accuracy</p> <p>Working accurately and carefully over long periods of time, with an eye for detail, focused on preventing mistakes and sloppiness, both in his own and other people's work.</p> <ul style="list-style-type: none"> - sees things others overlook; - uses a checklist to support the performance of work; - works according to agreed procedures;
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of his ability.</p> <ul style="list-style-type: none"> - acts according to assignment and according to instructions; - knows what is to be done and how it is to be done; - handles tools and materials with care.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals.</p> <ul style="list-style-type: none"> - effectively puts work stock away in time, taking into account internal and external customer priorities; - plans and organises the work in such a way that the agreements made are achieved; - arranges what is necessary to be able to perform his/her own work to the best of his/her ability.
<p>Monitoring progress</p> <p>Effectively monitoring progress in one's own work and that of others, with available time and resources.</p> <ul style="list-style-type: none"> - monitors work to be performed, work procedures according to schedule; - checks his own work. - detects deviations in time

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

P.02 Production/Logistics Worker (stand builder) II - Job profile

Job family: Production

PRODUCTION-/LOGISTICS WORKER (STAND BUILDER) II	
<p>Context The production/logistics worker (stand builder) II is found in stand design, stand building, interior design, rental and event organisations and suppliers and is mainly employed on projects in the field. The job holder works in a project team in the execution and focuses on performing (technical) assembly work for stand building and/or the independent run-out of parts (e.g. furniture, upholstery).</p> <p>The production/logistics worker (stand builder) is distinguished at two levels. The differences between production/logistics worker(stand builder) I and II are detailed in the Level Distinguishing Characteristics (NOK) appendix.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparing activities The picking, loading and unloading activities are carried out according to order/instructions, with or without a forklift, within the (safety) requirements set.</p>	<ul style="list-style-type: none"> - in accordance with order/instruction; - in accordance with safety criteria; - in accordance with speed requirements.
<p>2a. Stand building Routine (including technical) stand building activities are performed and checked according to order/instructions, with minor imperfections resolved independently and larger imperfections reported to the supervisor (foreman or project leader).</p>	<ul style="list-style-type: none"> - in accordance with order/instruction; - in accordance with safety criteria; - in line with speed requirements; - execution quality
<p>2b. (Re-)location Components (including furniture, upholstery) are relocated and placed within the specified locations and according to the agreed terms and conditions.</p>	<ul style="list-style-type: none"> - in accordance with order/instruction; - in accordance with safety criteria; - in line with speed requirements; - execution quality
<p>3. Dismantling The materials and resources used for the stand are collected according to order/instructions, checked for user damage and ready for transport, within the (safety) requirements set.</p>	<ul style="list-style-type: none"> - in accordance with order/instruction; - in accordance with safety criteria; - in line with speed requirements;
ONEROUS WORK CONDITIONS	
<ul style="list-style-type: none"> - exertion of force when relocating, stacking parts and elements; - experiencing time pressure, tight deadlines; - risk of injury from traffic accidents due to traffic participation. 	
SALARY GROUP 3	

P.02 Production-/Logistics Worker (stand builder) II – Function requirements and competence profile

Job family: Production

PRODUCTION-/LOGISTICS WORKER (STAND BUILDER) II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO working and thinking level; - knowledge of and experience with the working methods used; - knowledge of safety and working conditions instructions and regulations
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Adaptability</p> <p>Adapting easily to changing circumstances (environment, working methods or people).</p> <ul style="list-style-type: none"> - is open to other ways of working, when there are signals that efficiency can be increased; - maintains the desired work pace in the face of change; - switches easily from one activity to another.
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminates adverse consequences for others to the best of one's ability.</p> <ul style="list-style-type: none"> - acts according to assignment and according to instructions; - knows what is to be done and how it is to be done; - handles tools and materials with care.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, fostering mutual communication.</p> <ul style="list-style-type: none"> - shares information and experiences with others; - adapts to the group when it comes to achieving a joint result; - adopts a collegial attitude and is cooperative.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - remains calm and effective in the face of setbacks and acts in the best interests of the case; - continues to work in a structured way when several people call for 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 Worker (stand builder) – Level distinguishing characteristics

Job family: Production

REFERENCE	-	PRODUCTION/LOGISTICS WORKER (STAND BUILDER) I	PRODUCTION/LOGISTICS WORKER (STANDBUILDER) II	+
Focus	No reference job available	- focus of the job is on performing simple, routine, often preparatory stand building tasks (e.g. loading/unloading, unloading parts/materials), possibly using a forklift.	- additional: · focus of the position is on performing routine (including technical) stand building work.	See reference job and NOK appendix professional
Independence		- Work based on instructions from supervisor (foreman or project leader).	- additional: · work and control based on order/instruction; · minor imperfections are resolved independently.	
Risk of failure		- In order to ensure the progress and timely delivery of the stand building work, requirements are imposed on: · the accuracy of the performance of the work; · dealing with time pressure; · anticipating changing circumstances	- additional: Product knowledge (of placing and assembling stand building).	
SALARY GROUP		2	3	
Indicative working and thinking level*		- VMBO	- MBO	

* part of competence profile, not affecting job level.

P.03 Professional (stand builder) II - Job profile

Job family: Production

PROFESSIONAL (STAND BUILDER) II	
<p>Context The professional (stand builder) II is found in stand design, stand building, interior design, rental and event organisations and suppliers. The professional (stand builder) II works in the workshop and on projects in the field. On the basis of a basic design/customer specifications, the professional (stand builder) II works on the production of detailed design and execution of technical work for stand and/or interior building, from a technical specialisation (e.g. carpentry, painting, electrical, milling and/or upholstery work).</p> <p>The professional (stand builder) is distinguished on two levels. The differences between professional (stand builder) I and II are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation Immediate supervisor: professional superior Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparing work Based on the information obtained (basic design, customer specifications), required additional information is gathered and the necessary measurements are taken, drawings are made and required materials are registered.</p>	<ul style="list-style-type: none"> - according to basic design/customer specifications; - according to safety criteria; - - timely and complete identification of imperfections; - independence and quality solutions to material/sizing problems.
<p>2. Professional execution The for the stand building used all-round/generic technical repair and fabrication activities (including crafts specialisms such as carpentry, welding, applied machining techniques, installation, setting/adjustment of electronics or automated production equipment to be programmed) are carried out independently on the basis of professional knowledge, one's own insight and global guidelines, checked and reported ready to foreman or project leader.</p>	<ul style="list-style-type: none"> - according to basic design/customer specifications; - according to safety criteria; - according to schedule/speed requirements - execution quality
<p>3. Work environment The auxiliary constructions/protection materials used for stand building and/or interior design are dismantled and waste and residual materials are removed, making the work environment available for further (stand building and/or interior design) activities.</p>	<ul style="list-style-type: none"> - according to safety criteria; - according to speed requirements.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - exertion of force while performing specialist engineering work; - exertion of force when moving and stacking components and elements; - nuisance from dirt, dust or paint fumes; - risk of injury due to traffic accidents. 	
SALARY GROUP 5	

P.03 Professional (stand builder) II – Job requirements and competence profile

Job family: Production

PROFESSIONAL (STAND BUILDER) II
Knowledge and experience <ul style="list-style-type: none">- MBO working and thinking level (technical field);- Knowledge of and experience with the working methods applied;- Knowledge of safety and occupational health and safety instructions and regulation.
COMPETENCES AND BEHAVIOURAL EXAMPLES
Accuracy <p>Working accurately and carefully over long periods of time, with an eye for detail, focused on preventing errors and sloppiness, both in one's own and other people's work.</p> <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 <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of one's ability.</p> <ul style="list-style-type: none">- acts according to assignment and according to instructions;- knows what is to be done and how it is to be done;- handles tools and materials with care.
Quality oriented <p>Setting high standards for the quality of one's own and other people's work. Constantly seeking improvements.</p> <ul style="list-style-type: none">- Suggests improvements;- maintains constant performance despite time pressure;- identifies opportunities to improve quality.

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

P.03 Professional (stand builder) – Level distinguishing characteristics

Job familie: Production

REFERENCE	-	PROFESSIONAL (STAND BUILDER) I	PROFESSIONAL (STAND BUILDER) II	+
Focus	See reference job and NOK appendix production/logistics	- focus of the job is to perform all-round/generic technical repair and manufacturing work.	- focus of the job is on carrying out specialist technical work that requires a thorough knowledge of trades, equipment and materials (e.g. carpentry, welding, installation, setting/adjusting electronics, application of machining techniques).	See reference job and NOK appendix foreman
Independence		- work on the basis of clear orders and work instructions ((detailed) drawing and resources/materials are a given).	- work based on professional knowledge/one's own insight and global guidelines.	
Risk of failure		- In order to guarantee the progress and timely delivery of the stand building and/or interior, requirements are set for <ul style="list-style-type: none"> . professional knowledge and product knowledge; . accuracy in carrying out the technical/construction work; . dealing with time pressure; . anticipating changing circumstances 	- additional to I: <ul style="list-style-type: none"> . technical craft specialism; <i>or</i> . knowledge of (automated) production equipment to be programmed for machining. 	
SALARY GROUP		4	5	
Indicative working and thinking level*		- MBO	- MBO	

P.04 Foreman I – Job profile

Job family: Production

FOREMAN I	
<p>Context Context The foreman I can be found in stand design, stand building, interior design, rental and events organisations and suppliers. The 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 building and/or run-out parts (e.g. furniture, upholstery). The foreman I is responsible for (on location) directing and co-managing the execution of (a part of) projects, normally under the direction (remotely) of a project leader/project manager.</p> <p>The foreman is distinguished at two levels. The differences between foreman I and II are detailed in the annex with Level Distinguishing Characteristics (NOK).</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: up to about 10 production/logistics employees/professionals (stand builders) (functional)</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparing activities Based on the personnel, material and time planning, the collection, loading, unloading and construction activities to be carried out are prepared.</p>	<ul style="list-style-type: none"> - according to operational plan; - according to planning.
<p>2a. Execution stand and/or interior construction The stand and/or interior construction work is effectively managed and co-performed, so that agreements with and expectations of the client are realised and disruptions are recognised and resolved in consultation with project leader/project manager in a timely manner.</p>	<ul style="list-style-type: none"> - compliance with safety criteria, outcome, schedule; - nature/size of disruptions; - timely escalation to project leader/project manager
<p>2b. Execution (re)location The (re)location of components (including furniture, upholstery) is effectively managed and co-ordinated, so that the agreements with and expectations of the client are realised and disruptions are recognised and resolved in consultation with the project leader/project manager in due time.</p>	<ul style="list-style-type: none"> - compliance with safety criteria, outcome, planning; - nature/size of disruptions; - timely escalation to project leader/project manager.
<p>3. Functional management The internal and external workers participating in the implementation phase are effectively managed and adjusted to changing circumstances, but also motivated and addressed on their efforts, contributions, behaviour, compliance with safety regulations, etc.</p>	<ul style="list-style-type: none"> - commitment/contribution in line with agreements; - cooperation/atmosphere in implementation
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - force exertion when moving, stacking components and elements; - risk of injury from road traffic accidents. 	
SALARY GROUP 5	

P.04 Foreman I – Job requirements and competence profile

Job family: Production

FOREMAN I
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO working and thinking level; - knowledge of and experience with the working methods used; - knowledge of safety and working conditions instructions and regulations
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Decisiveness</p> <p>Making decisions and taking positions at the right time and committing to them by expressing them and/or acting accordingly. Even when matters are uncertain or involve risks.</p> <ul style="list-style-type: none"> - makes decisions even when not all desired information is available; knows when information is sufficient to make a responsible decision; - takes actions to implement the decision taken; - is a quick thinker and sees cause and effect of decisions.
<p>Customer oriented</p> <p>Investigating the customer's wants and needs and demonstrates thinking and acting from that perspective, taking into account the costs and benefits for one's own organisation.</p> <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 wishes and needs of the client and delivers customised solutions; - tests whether expectations, wishes or needs are met, opens the possibility for correction or asks for suggestions for improvements.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals</p> <ul style="list-style-type: none"> - plans and organises a wide variety of work, with a high volume in such a way that current and urgent matters can be responded to alertly; - creates framework conditions to function effectively and efficiently; - sets clear objectives for other people's tasks, indicates what is expected with regard to the result to be achieved
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, promoting mutual communication.</p> <ul style="list-style-type: none"> - shares information and experiences with others and promotes mutual communication; - takes into account the effects of decisions on others; - responds actively and constructively to ideas from others.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of adversity, disappointment or backlash. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - knows how to get third parties to intervene quickly and effectively in the event of calamities; - remains calm and effective in the face of setbacks and acts in the best interests of the case; - can cope with deadlines and knows how to prioritise work in order to meet them.

This document (job requirements and competence profile) has no impact on the job level.

P.04 Foreman – Level distinguishing characteristics

Job family: Production

REFERENCE	-	FOREMAN I	FOREMAN II	+
Focus	See reference job and NOK appendix professional	<ul style="list-style-type: none"> - focus of the job is on realising the execution of one or more assignments (on location); - focus is on directing and monitoring, cooperating where necessary. 	<ul style="list-style-type: none"> - focus of the job is on achieving the execution of multiple assignments at once, or on one more complex assignment. 	See reference job and NOK appendix project leader
Nature of assignments+++/ projects		<ul style="list-style-type: none"> - assignments are concrete and are carried out on the basis of agreements (made by the manager) with the client, frameworks (people, resources and planning) and procedures; - assignments/(sub)projects are relatively small and manageable, and the job holder can rely on previous similar assignments/projects. 	<ul style="list-style-type: none"> - assignments are concretised and carried out on the basis of customer agreements (made by the manager or independently in addition), frameworks (people, 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. 	
Supervisors		<ul style="list-style-type: none"> - functionally supervising the work of (up to approx. 10) employees; to this end, dividing tasks, giving instructions, monitoring quality and progress of execution and ensuring compliance with safety regulations; - detecting and adjusting in case of observed deviations, imperfections 	<ul style="list-style-type: none"> - equal to I, but functionally managing 10 or more employees. 	
Risk of failure		<ul style="list-style-type: none"> - In order to guarantee the progress and timely delivery of stand construction and/or interior design, requirements are set for delivery on schedule. 	<ul style="list-style-type: none"> - complementary to I: anticipating (changing) customer requirements and/or unforeseen circumstances on site. 	
SALARY GROUP			5	
Indicative working and thinking level*		<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO 	

* part of competence profile, no impact on job level

P.05 Project leader I – Job profile

Job family: Production

PROJECT LEADER I	
<p>Context The project leader I is found in stand design, stand building, interior design, rental and event organisations and suppliers. The project leader I mainly works in the office (project preparation) and on projects in the field. The project leader I manages a project team aimed at realising the project work and taking care of the framework conditions. Assignments/projects have already been acquired and customer specifications are known in outline. The project leader I is responsible for the realisation of projects. The focus of the position is on the realisation of (sub)projects with relatively limited(er) complexity in terms of size, multidisciplinary, direction and innovation. To this end, the project leader focuses on managing the team (whether or not by means of a foreman) and anticipating and solving (possible) problems with stakeholders (authorities, customers, subcontractors, etc.). This involves projects of a similar nature/size that have been previously worked out and realised by the organisation. The project leader is distinguished at two levels. The differences between project leader I and II are detailed in the annex with Level Distinguishing Characteristics (NOK).</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: 20-30 project employees</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Project preparation The project plan has been translated into a personnel, material, and time schedule for the operational project work and the framework conditions (hiring, finance) have been realised.</p>	<ul style="list-style-type: none"> - timeliness, accuracy operational project plan; - feasibility of plan/planning.
<p>2. Coordination with client On-site coordination (if necessary) with the client in case of changing circumstances/customer requirements, so that quality requirements and customer specifications are met.</p>	<ul style="list-style-type: none"> - insight into customer needs; - customer satisfaction.
<p>3. Project realisation Operational and peripheral project activities are effectively managed and adjusted to ensure that project plans are realised and potential disruptions are addressed and resolved in a timely manner.</p>	<ul style="list-style-type: none"> - in accordance with customer agreements, project plan; - timely, effective adjustment; - customer satisfaction; - (financial) project result.
<p>4. Management Internal and external employees are effectively managed and adjusted (possibly via a foreman), so that the result contributions, development, involvement and motivation of employees have been optimised.</p>	<ul style="list-style-type: none"> - actual contributions, employee development versus agreements; - employee motivation and commitment.
<p>5. Project reports There is continuous insight into the (operational and financial) progress, and customer perception of the project's progress and quality, so that timely adjustments can be made.</p>	<ul style="list-style-type: none"> - completeness of project documentation; - insight into costs incurred; - basis for invoicing; - timeliness and quality of progress reports.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - risk of injury from traffic accidents resulting from traffic participation. 	
SALARY GROUP 7	

P.05 Project Leader I – Job requirements and competences

Job family: Production

PROJECT LEADER I
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO/HBO working and thinking level; - knowledge of and experience in the exhibition sector; - experience in managing projects; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Decisiveness</p> <p>Making decisions and taking positions at the right time and committing to them by expressing them and/or acting accordingly. Even when matters are uncertain or involve risks.</p> <ul style="list-style-type: none"> - makes decisions even when not all desired information is available; knows when information is sufficient to make a responsible decision; - takes actions to implement the decision made; - is a quick thinker and sees cause and effect of decisions.
<p>Customer oriented</p> <p>Investigating the customer's wants and needs and demonstrates thinking and acting from that perspective, taking into account the costs and benefits for one's own organisation.</p> <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 wishes and needs of the client and delivers customised solutions; - tests whether expectations, wishes or needs are met, opens the possibility for correction or asks for suggestions for improvements.
<p>Management</p> <p>Directing and guiding employees. Stimulating, establishing and maintaining collaborative relationships in order to achieve an intended goal.</p> <ul style="list-style-type: none"> - watches from a distance, provides effective direction through result agreements and support for work and competence development as needed; - organises effective cooperation within the team and with other departments; - organises decision-making in such a way that everyone can/should contribute and a good support base is created.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals.</p> <ul style="list-style-type: none"> - plans and organises a wide variety of work, with a high volume in such a way that current and urgent matters can be responded to alertly; - creates framework conditions to function effectively and efficiently; - sets clear objectives for other people's tasks, indicates what is expected with regard to the result to be achieved.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - knows how to get third parties to intervene quickly and effectively in the event of calamities; - remains calm and effective in the face of setbacks and acts in the best interests of the case; - can cope with deadlines and knows how to prioritise work in order to meet them.

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

P.05 Project Leader – Level distinguishing Characteristics

Job family: Production

REFERENCE	-	PROJECT LEADER I	PROJECT LEADER II	+
Focus	See reference job and NOK annex foreman	<ul style="list-style-type: none"> - focus of the job is on the realisation of (sub)projects with a relatively limited(er) complexity in terms of size, degree of composition, multidisciplinary, management, innovation; - managing, anticipating and solving (possible) problems with stakeholders (authorities, customers, subcontractors, etc.). 	<ul style="list-style-type: none"> - supplementary, on the understanding that it involves realising large/complex (sub)projects with a relatively high degree of complexity in terms of size, degree of composition, multidisciplinary, management, innovation. 	See reference job and NOK annex 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/size have been previously developed and realised by the organisation 	<ul style="list-style-type: none"> - supplementary: it also concerns projects of a similar nature/size that have not previously been worked out and realised by the organisation and therefore require a high degree of creativity and inventiveness from the project leader. 	
Supervising		<ul style="list-style-type: none"> - managing internal and external employees/parties (20 to 30 project employees), monitoring quality and progress of various project activities and managing and adjusting project activities on site. 	<ul style="list-style-type: none"> - equal to I, with the understanding that there are 30 to 40 project employees. 	
Risk of failure		<ul style="list-style-type: none"> - limited damage (financial/image) due to wrong use of materials, deployment of people or late delivery. 	<ul style="list-style-type: none"> - damages from unrealised planning, inefficient use of people and resources can be reasonable (claims, image damage). 	
SALARY GROUP		7	8	
Indicative work and thinking level*		<ul style="list-style-type: none"> - MBO/HBO 	<ul style="list-style-type: none"> - HBO 	

* component competence profile, not affecting job level

P.06 Project Manager I – Job profile

Job family: Production

PROJECT MANAGER I	
<p>Context The project manager I is found in stand design, stand building, interior design, rental and event organisations and suppliers. The project manager I mainly works in the office (project preparation). The project manager I focuses on project acquisition and subsequent coordination with and coordination of internal and external parties/employees. The project manager is responsible for managing (possibly via a foreman) and realising projects (of a similar nature/size previously worked out by the organisation), as well as the associated framework conditions (financial, legal contractual, material, personnel, external parties).</p> <p>The project manager is distinguished at two levels. The differences between project manager I and II are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation Immediate supervisor: non-professional manager Is in charge of: up to about 50 project employees</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Acquisition/design Focused and proactive coordination with (potential) clients has led to unambiguous substantive and financial agreements on the project, defining lead times, partnerships, etc., and incorporating expected design bottlenecks from previous project experiences.</p>	<ul style="list-style-type: none"> - quality of input; - number of proposals adopted by client; - nature/size of commercial opportunities exploited; - nature and size of issues as a result of unclear agreements.
<p>2. Project preparation The project has been 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, accuracy of project plan; - feasibility of plan/planning.
<p>3. Project realisation Projects are delivered in accordance with the qualities and schedule agreed with the client and the established budget and cost structure.</p>	<ul style="list-style-type: none"> - project result (financial, substantive, qualitative); - realisation degree of project agreements; - satisfaction of project participants; - customer/client satisfaction.
<p>4. Personnel management Projects have staffing with the right quality and quantity. The result contributions, development, involvement 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 quantitative and qualitative staffing - actual contributions, development of employees compared to agreements; - perception/involvement of (individual) employees.
<p>5. Project justification Executed projects are completed organisationally and financially, providing insight into the (financial) project results.</p>	<ul style="list-style-type: none"> - availability of project file/documentation; - insight into costs incurred and margin; - basis for invoicing.
<p>6. Stakeholder management Through relationship management, the organisation's (commercial) interests are propagated and promoted optimally and (impending) disruptions in (commercial) cooperation were dealt with effectively.</p>	<ul style="list-style-type: none"> - extent to which interests have been promoted; - extent to which (impending) 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, with insights gained (results, peculiarities, etc.) serving as input for (the preparation and execution of) future projects.</p>	<ul style="list-style-type: none"> - insight into results, details; - basis for preparation and execution of future projects.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - risk of injury from traffic accidents resulting from traffic participation. 	
SALARY GROUP 9	

P.06 Project Manager I – Job requirements and competences

Job family: Production

PROJECT MANAGER I
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - HBO working and thinking level; - insight into developments in the exhibition and/or live events sector; - experience in managing projects; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Decisiveness</p> <p>Making decisions and taking positions at the right time and committing to them by expressing them and/or acting accordingly. Even when things are uncertain or involve risks.</p> <ul style="list-style-type: none"> - makes decisions even when not all desired information is available; knows when information is sufficient to make a responsible decision; - takes actions to implement the decision taken; - is a quick thinker and sees cause and effect of decisions.
<p>Management</p> <p>Directing and guiding employees. Stimulating, establishing and maintaining collaborative relationships in order to achieve an intended goal.</p> <ul style="list-style-type: none"> - watches from a distance, provides effective direction through result agreements and support for work and competence development as needed; - organises effective cooperation within the team and with other departments; - organises decision-making in such a way that everyone can/should contribute and a good support base is created.
<p>Entrepreneurship</p> <p>Identifying business opportunities, actively influencing them himself 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 his own organisation; - takes both costs and benefits into account and monitors budgets and work processes; - determines on his own which direction to take based on his own imagination and insight.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals.</p> <ul style="list-style-type: none"> - plans and organises a wide variety of work, with a high volume in such a way that current and urgent matters can be responded to alertly; - creates framework conditions to function effectively and efficiently; - sets clear objectives for other people's tasks, indicates what is expected with regard to the result to be achieved.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - knows how to get third parties to intervene quickly and effectively in the event of calamities; - remains calm and effective in the face of setbacks and acts in the best interests of the case; - can cope with deadlines and knows how to prioritise work in order to meet them.

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

dP.06 Project Manager – Level distinguishing Characteristics

Job family: Production

REFERENCE	-	PROJECT MANAGER I	PROJECT MANAGER II	+
Focus	See reference job and NOK annex project leader	<ul style="list-style-type: none"> - focus of the position is on acquiring, agreeing and realising projects; - completing (legal contractual) terms/conditions in consultation with the client and translating them into a project plan, all this in cooperation with internal colleagues. 	<ul style="list-style-type: none"> - supplementary: <ul style="list-style-type: none"> . devising and participating in new concepts and forms of service; . playing an emphatic role in the commercial process in order to win over customers with innovative concepts. 	No reference job available
Nature of projects		<ul style="list-style-type: none"> - projects of similar nature/size previously developed by the organisation. 	<ul style="list-style-type: none"> - supplementary: <ul style="list-style-type: none"> . also/particularly projects that in similar nature/size have not previously been worked on by the organisation; . above average/large(er) project complexity (e.g. hybrid projects); . creativity and inventiveness in filling in is required. 	
Supervising		<ul style="list-style-type: none"> - managing internal and external employees/parties (up to 50 project employees) in various disciplines, monitoring quality and progress of various project activities and adjusting project activities (especially remotely). 	<ul style="list-style-type: none"> - supplementary: stakeholder management (event location, cooperation partners, etc.) in the context of the request and realisation of required partial designs, coordinating planning, etc. 	
Risk of failure		<ul style="list-style-type: none"> - damages from unrealised planning, inefficient use of people and resources can be reasonable (claims, image damage). 	<ul style="list-style-type: none"> - damage due to unrealised planning, inefficient use of people and resources and image damage can be considerable (large financial impact, image damage towards key stakeholders). 	
SALARY GROUP		9	10	
Indicative work and thinking level*		- HBO	- HBO/WO	

* component competence profile, not affecting job level

PL.01 Warehouse worker II – Job profile

Job family: Planning and logistics

WAREHOUSE WORKER II	
<p>Context</p> <p>The warehouse worker II is found in stand design, stand building, interior design, rental and event organisations and suppliers, in the warehouse and on loading docks. An orderly warehouse is involved, with fixed storage locations. The warehouse worker II is focused on the correct and timely processing and entry, storage and/or issue of goods. To this end, he is given specific (work) assignments, for which he can fall back on a professional supervisor (at a distance). The work area includes administrative and visual (quality) control, preparing transport for loading as efficiently as possible, with an eye for the quality of goods (to be preserved). He/she is authorised to independently adjust (and administratively implement) storage locations based on experience and turnover rates.</p> <p>The warehouse worker is distinguished at three levels. The differences between warehouse worker I, II and III are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation</p> <p>Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Incoming goods and storage Incoming goods are checked (physically and administratively), stored and/or immediately prepared for transport in accordance with instructions and on the basis of available documents, and imperfections are detected and recorded.</p>	<ul style="list-style-type: none"> - (un)noticed defects; - correct storage/processing (location, conditions, etc.); - number of cases of damage; - according to safety, health and safety regulations.
<p>2. Collection and issue As per order (such as picklist, loading plan), items are collected, packed and prepared for transport.</p>	<ul style="list-style-type: none"> - accuracy, completeness collection; - correct location, sequencing; - timely availability for transport.
<p>3. Warehouse management By performing various support activities (including periodic stock counts, moving products, unified repair) a contribution is made to an effective warehouse and material management.</p>	<ul style="list-style-type: none"> - in accordance with procedures, processes; - effective use of warehouse space; - retrievability of items; - order and cleanliness of warehouse.
<p>4. Administration and registration Relevant data have been recorded in the system, with discrepancies and peculiarities named, so that there is insight into the (current) state of items.</p>	<ul style="list-style-type: none"> - correct, complete administration and registrations; - correct, timely processing.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - working in a stressful position when performing (reception) controls and taking items out of racks (stooping, bending, reaching); - exertion of force when moving, stacking components and elements; - risk of injury due to crushing, collisions. 	
SALARY GROUP 3	

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

Job family: Planning en logistics

WAREHOUSE WORKER II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO work and thinking level (logistics field); - knowledge of used processes, procedures, administrative systems for various logistics sub-processes; - possession of fork-lift truck certificate; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Accuracy</p> <p>Working accurately and carefully over long periods of time, with an eye for detail, focused on preventing mistakes and sloppiness, both in one's own and other people's work.</p> <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.
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of his ability .</p> <ul style="list-style-type: none"> - acts according to assignment and according to instructions; - knows what is to be done and how it is to be done; - handles tools and materials with care.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, promoting mutual communication.</p> <ul style="list-style-type: none"> - actively exchanges experiences with colleagues; - pursues a common goal without putting personal interests first; - adopts a collegial attitude and is cooperative.
<p>Monitoring progress</p> <p>Effectively monitoring progress in one's own work, with available time and resources.</p> <ul style="list-style-type: none"> - plans and organises work in such a way that the agreements made are achieved; - checks his own work; - detects deviations in time.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - remains calm and effective in the face of setbacks and acts in the best interests of the case; - continues to work in a structured way when people call for services at the same time; - continues to function well under rapidly changing or stressful circumstances.

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

PL.01 Warehouse Worker – Level Distinguishing Characteristics

Job family: Planning and logistics

REFERENCE	-	WAREHOUSE WORKER I	WAREHOUSE WORKER II	WAREHOUSE WORKER III	+
Nature of the work	No reference job available	<ul style="list-style-type: none"> - core lies in moving goods; - routine work based on fixed procedures; - administrative control (connection to waybill) of incoming and outgoing goods. 	<ul style="list-style-type: none"> - core lies in stocking, storing, and/or issuing the warehouse assortment (furniture, assembly goods, etc.); - administrative control of incoming and outgoing goods; - there is an orderly warehouse, with fixed storage locations; - has a specialised (substantive) additional responsibility such as: management/maintenance of tools, stock administration, etc. 	<ul style="list-style-type: none"> - takes care of the overall physical flow of goods; - administrative control of incoming and outgoing goods; - warehouse is divided into several rooms, distributed across the site/building. 	No reference job available
Degrees of freedom		<ul style="list-style-type: none"> - is assigned tasks/work sequentially (based on lists or system notification); - can continuously fall back on a more experienced (managerial) warehouse employee. 	<ul style="list-style-type: none"> - receives targeted (work) assignments; - can fall back on a professional manager (at a distance). 	<ul style="list-style-type: none"> - has no professional supervisor; - manages the overall technical management (inbound to outbound); - sets priorities, gives instructions and follows the planning of 'production'. 	
Quality and optimisation		<ul style="list-style-type: none"> - limited to reporting obvious imperfections in working practices or procedures. 	<ul style="list-style-type: none"> - administrative and visual (quality) control; - prepares transport for loading as efficiently as possible, with an eye for the (to be preserved) quality of goods; - independently adjusts (and administratively implements) storage locations based on experience and turnover rates. 	<ul style="list-style-type: none"> - supplementary: focuses on optimising the logistics process (return, storage and issuing, but also the management system), not only identifies but also comes up with proposals. 	
SALARY GROUP		2	3	4	
Indicative working and thinking level*		- VMBO	- MBO	- MBO	

*component competence profile, not affecting job level

PL.02 Planner/Work Planner II – Job profile

Job family: Planning and logistics

PLANNER/WORK PLANNER II	
<p>Context</p> <p>The planner/work planner II is found in stand design, stand building, interior design, rental and event organisations and suppliers. By order of the project leader/manager or commercant, the planner/work planner II is responsible for (financially) optimal support of the quotation process (calculations). He/she is then 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 resolving disruptions (calamities) during an event, all within the given framework agreements and available resources.</p> <p>The planner/work planner is distinguished at three levels. The differences between planner/work planner I, II and III are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation</p> <p>Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Calculation and partial design</p> <p>Calculations are elaborated on the basis of input from the account manager, including substantiated substantive solutions (partial designs using technical drawing), in accordance with the customer's requirements, specific circumstances and using known technical solutions and scales.</p>	<ul style="list-style-type: none"> - in accordance with customer demand, specifications, (location) specific circumstances; - handling known content frameworks, standards; - reliable cost price.
<p>2. Planning</p> <p>The activities of projects are planned, taking into account agreements or customer wishes/needs, lead time and critical delivery moments, available capacity in relation to needs and set priorities by those responsible for the project.</p>	<ul style="list-style-type: none"> - effective planning of project work; - support/acceptance internally and externally on work planning
<p>3. Work preparation</p> <p>The execution of a 'project' is prepared, in which:</p> <ul style="list-style-type: none"> - substantive details of the work (manufacturing, assembly, loading plan, etc.) are worked out; - required people, resources, equipment, materials are defined, (internally) employed/reserved and/or ordered from suppliers with contractual agreements; - those involved are informed. 	<ul style="list-style-type: none"> - in accordance with order agreed with customer; - correct application of norms, standards, procedures, working methods; - within given planning (time, deadlines) and allocated budget; - effective cooperation and communication with internal and external stakeholders; - identification and effective handling of issues.
<p>4. Calamities</p> <p>During execution (construction, during, dismantling), (threatening) disruptions with regard to time phasing, availability of people and resources are identified and followed up with appropriate actions to resolve (further) disruptions in consultation/collaboration 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 en registration</p> <p>Relevant information and documentation related to the preparation, execution and after-care of projects is available and accessible to all stakeholders. More and less work are defined and evaluation-based input is supplied for future improvements.</p>	<ul style="list-style-type: none"> - required information/documentation is available in a timely manner; - number of improvement suggestions adopted; - accessibility of information, documentation at project/object level.
ONEROUS WORKING CONDITIONS	
not applicable	
SALARY GROuP 7	

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

Job family: Planning and logistics

PLANNER/WORK PLANNER II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO/HBO work and thinking level; - knowledge of and experience with working methods, resources and materials for the execution of exhibition construction; - understanding of factors affecting effective planning of live events; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Accuracy</p> <p>Working accurately and carefully over long periods of time, with an eye for detail, focused on preventing mistakes and sloppiness, both in one's own and other people's work.</p> <ul style="list-style-type: none"> - works in an orderly and well-organised manner and checks his own work; - is punctual in the delivery, modification and creation of data; - ensures that those involved have the correct and complete information on time and pre-sorts as required.
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of one's ability.</p> <ul style="list-style-type: none"> - keeps his agreements and ensures the availability of systems; - commits to agreed targets, provides accountability for this and can be addressed about it; - knows what is to be done and how it is to be done.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals.</p> <ul style="list-style-type: none"> - effectively puts the work stock- away in time, keeping an eye on internal and external customer's priorities; - plans and organises the work in such a way that the agreements made are achieved; - organises what is necessary to be able to perform his/her own work to the best of his/her ability.
<p>Monitoring progress</p> <p>Effectively monitoring progress in one's own work and that of others, with available time and resources. Actively setting and handling corresponding procedures and anticipating future developments.</p> <ul style="list-style-type: none"> - keeps himself informed 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 deviation from the planning; - requests input from others of his own accord.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - can cope with deadlines and knows how to prioritise work in such a way as to meet them; - continues to function well under rapidly changing or stressful conditions; - knows how to remain effective in the dynamics of the work, the many contacts and the diversity of contact points.

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

PL.02 Planner/Work Planner – Level Distinguishing Characteristics

Job family: Planning and Logistics

REFERENCE	-	PLANNER/WORK PLANNER I	PLANNER/WORK PLANNER II	PLANNER/WORK PLANNER III	+
Focus		- focus of the job is on planning/preparing work in the quotation process and the preparatory phase of a project.	- supplementary to I: development of visualisations into partial designs; - translation of the global planning into concrete agreements/ delivery dates.	- supplementary to II: the elaboration of constructionally/technically complex(er) and large(r)-scale constructions.	
Calculation		- not applicable	- based on relative standards (variation in e.g. quantities based on (tiered) prices, products to be assembled, logistics costs).	- customised quotations that require a high degree of (technical) insight and market/supplier knowledge.	
Complexity	No reference job available	- 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 people to adjust planning, without leading to serious consequences/ disruption; . limited fluctuations in demand for resources, equipment and people based on planning (stable purchase pattern); . critical delivery moments' are really critical, deviation leads to major disruption (customer and image loss). 	- supplementary to I: <ul style="list-style-type: none"> . diversity of factors that make planning uncertain and can disrupt it (strong dependence on e.g. weather, suppliers, etc.); . significant fluctuations in demand for resources, equipment and people on a planning basis due to seasons, among others; . elaboration of partial designs (technical drawing) based on account manager's sketches and specifications. 	- supplementary to II: <ul style="list-style-type: none"> . coordination of complex/integral project planning; . (professional) management of fellow planners/work planners on large-scale projects 	No reference job available
Calamities		- not under job holder responsibility.	- timely identification and resolution of changes/disruptions requires considerable creativity and inventiveness.	- equal to II	
Evaluation & registration		- registration of all information used for planning; - registration of price agreements, costs and benefits; - registration of projects/contracts.	- supplementary to I: identifying opportunities and making contributions to elaboration for a more effective process.	- supplementary to II: from insights and experiences, structural improvements/optimisations (systems, methods) for the process are identified, worked out and implemented in ongoing business operations.	
SALARY GROUP		6	7	8	
Indicative work and thinking level*		- MBO	- MBO/HBO	- HBO	

* component competence profile, not affecting job level

S.01 HR Employee – Job profile

Job family: Staff/management

HR EMPLOYEE	
<p>Context The HR employee is found in stand design, stand building, interior design, rental and event organisations and suppliers. The company has its own industry collective agreement, as well as supplementary in-house HR regulations. The HR employee is part of a (small-scale) HR team. He/she focuses on performing the informative and administrative activities of human resources, in such a way as to provide optimal support to HR colleagues, supervisors and other employees.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. HR information provision Through targeted information provision, supervisors and employees are informed about (changes in) general HR regulations; all in accordance with the employee's specific individual situation.</p>	<ul style="list-style-type: none"> - quality of information, in accordance with demand, situation; - in accordance with applicable regulations, ensuring uniformity; - timely escalation to personnel adviser/supervisor; - satisfaction of management, employees.
<p>2. Administrative support operational HR-processes The operational HR processes (inflow, throughflow, outflow) are supported administratively, substantively (within given frameworks), and/or organisationally effectively and efficiently supported in accordance with applicable procedures and in accordance with the desired support from line management, individual employees and/or HR colleagues.</p>	<ul style="list-style-type: none"> - substantively correct, in accordance with frameworks, regulations; - correct follow-up of process steps; - timely deployment/escalation of involved parties; - correct, timely provision of information to internal and external parties involved; - correctness, completeness, timeliness of registrations.
<p>3. Operational process optimisation Operational HR processes have been modified based on users' wants and needs and in accordance with effective and efficient business operations.</p>	<ul style="list-style-type: none"> - insight into recurring disruptions; - substantiated and supported improvement proposals; - correct and timely implementation in ongoing business operations.
<p>4. Availability of HR management information Through periodic management information, prepared on the basis of frameworks/work instructions, the advisers and (line) management have insight into the results in the field of HR, in such a way that they can make well-founded decisions for (re)steering HR plans and processes.</p>	<ul style="list-style-type: none"> - availability within applicable timeframe; - consistent with information needs; - basis for (re)steering.
ONEROUS WORKING CONDITIONS	
Not applicable	
SALARY GROUP 5	

S.01 HR Employee – Job requirements and competence profile

Job family: Staff/management

HR EMPLOYEE
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO work and thinking level (administrative field); - experience with and knowledge of automated systems (MS-office, ERP etc.); - knowledge of and experience with various HR administrations (including hours and/or payroll administration); - basic knowledge of labour law and payroll taxation; - knowledge of safety and working conditions instructions and regulations; - knowledge of privacy legislation and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Accuracy</p> <p>Working accurately and carefully over long periods of time, with an eye for detail, focused on preventing mistakes and sloppiness, both in one's own and others' work.</p> <ul style="list-style-type: none"> - works according to agreed procedures; - answers questions as precisely as possible and ensures that the message conveyed has been understood; - works in an orderly and well-organised manner and checks his own work.
<p>Integrity</p> <p>Maintaining social and ethical standards in work, even when temptation or pressure to be less rigorous is strong. Instilling confidence in one's own professionalism and integrity.</p> <ul style="list-style-type: none"> - handles confidential information with care; - indicates when matters expected of him go beyond his personal standards and/or professional and organisational standards; - takes responsibility for his own actions.
<p>Environment awareness</p> <p>Demonstrating being well informed about developments and or other environmental factors. Recognising interrelationships within an organisation and using this knowledge effectively.</p> <ul style="list-style-type: none"> - knows what consequences decisions and/or changes in working methods have for both his own and other departments; - looks beyond the walls of his own team and his own location; - has insight into the way in which work runs within the various locations and applies best practices.
<p>Results oriented</p> <p>Focusing actions and decisions on actually achieving intended results.</p> <ul style="list-style-type: none"> - indicates in a timely manner when in the work bottlenecks occur; - works towards agreed timings with regard to reporting and accountability etc; - is productive in the performance of his work.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, promoting mutual communication.</p> <ul style="list-style-type: none"> - actively solicits and shares feedback from the internal customer and exchanges experiences; - works in a highly structured way and monitors joint actions; - is able to listen well to the internal customer.

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

S.02 Financial Assistant II – Job profile

Job family: Staff/management

FINANCIAL ASSISTANT II	
<p>Context The financial assistant II is found in stand design, stand building, interior design, rental and events organisations and suppliers, where the financial administration is carried out by several persons, which means that the work can be divided over several, differentiated functions (such as creditors, debtors, accounts receivable, payroll, general ledger, etc.). The department provides financial information and overviews/reports for truthful financial administration. The financial assistant II is responsible for taking care of various sub-administrations, for which the job holder processes, checks and interprets data. In addition, the financial assistant II prepares the periodic closings and financial reports.</p> <p>The financial assistant II is distinguished at three levels. The differences between financial assistant I, II and III are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Taking care of various specific sub-administrations By collecting, checking, editing and processing relevant (financial) data, various sub-administrations (debtors', creditors', projects', inventory, VAT, fixed asset administration) are taken care of, with ambiguities and imperfections being coordinated with internal and external stakeholders in order to achieve correct interpretation and proper processing.</p>	<ul style="list-style-type: none"> - timely processing (no backlog); - compliance with rules, guidelines; - correct follow-up of ambiguities, imperfections internally and externally; - number of subsequent corrections.
<p>2. Periodic closure The closure of various sub- and general ledger accounts is taken care of, with discrepancies found by audit sorted out and rectified.</p>	<ul style="list-style-type: none"> - discrepancies identified and resolved; - within set deadline.
<p>3. Preparation of elements of the periodic reports Elements of the periodic financial reports are delivered from the system, including numerical explanations (identified differences between budget and realisation).</p>	<ul style="list-style-type: none"> - reliability of reports; - within set deadlines.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - one-sided posture and strain on eye and back muscles when working with the computer 	
SALARY GROUP 6	

S.02 Financial Assistant II – Job requirements and competence profile

Job family: Staff/management

FINANCIAL ASSISTANT II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO work and thinking level (financial-administrative field); - knowledge of and experience with the accounting system and applications, as well as applicable rules, procedures and working methods; - understanding of the financial aspects of business operations; - knowledge of safety and working conditions instructions and regulations; - knowledge of privacy legislation and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of one's ability.</p> <ul style="list-style-type: none"> - handles confidential information with care; - keeps promises and agreements, stands by what he says; - acts consistently.
<p>Eye for detail</p> <p>Showing attention to details. Being able to deal effectively with detailed information for long periods of time.</p> <ul style="list-style-type: none"> - checks his own work carefully, while remaining critical and alert; - finds mistakes in his own work that have been overlooked by others; - handles routine work with sufficient attention and care.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, promoting mutual communication.</p> <ul style="list-style-type: none"> - actively solicits and shares feedback from the internal customer and exchanges experiences; - works in a highly structured way and monitors joint actions; - is able to listen well to the internal customer.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - remains calm and effective in the face of setbacks and acts in the best interests of the case; - continues to work in a structured way when people call for services simultaneously; - continues to function well under rapidly changing or stressful circumstances.
<p>Monitoring progress</p> <p>Effectively monitoring progress in one's own work and that of others, with available time and resources. Actively setting and handling corresponding procedures and anticipating future developments.</p> <ul style="list-style-type: none"> - oversees all actions to be taken and monitors progress; - adjusts goal, prioritisation and work planning when the situation so requires; - checks his own work and/or the work of others.

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

S.02 Financial Assistant – Level Distinguishing Characteristics

Job family: Staff/management

REFERENCE	-	FINANCIAL ASSISTANT I	FINANCIAL ASSISTANT II	FINANCIAL ASSISTANT III	+
Taking care of sub-administrations	No reference job available	- taking care of one or several uniform sub-administrations. Processing and checking data for this purpose.	- equal to I, but for various sub-administrations involving interpretation of data.	- equal to II, incl. follow-up of dunning and initiation of collection procedures (debtor management).	No reference job available
Periodic closure and reporting		- closing the assigned sub-administration(s), checking their connection; - generating periodic overviews from the system and noting/identifying deviations from forecasts/budgets.	- equal to I, but for various sub-administrations and sorting out/following up on discrepancies found (inquire internally/externally).	- equal to II, involving analysis of data (e.g. with regard to project records) and assessment of plausibility and explanation of outcomes.	
Degrees of Freedom		- ambiguities/imperfections are coordinated with internal and external stakeholders and followed up after directions/instructions.	- equal to I and independently pick up and sort out observed connection discrepancies and correct them.	- equal to II, involving a complex chart of accounts (e.g. various revenue and cost categories for different entities and international cash flows).	
SALARY GROUP		5	6	7	
Indicative work and thinking level*		- MBO	- MBO	- MBO/HBO	

* component competence profile, not affecting job level

S.03 ICT Employee – Job profile

Job family: Staff/management

ICT EMPLOYEE	
<p>Context The ICT employee is found in stand design, stand building, interior design, rental and events organisations and suppliers. The ICT employee focuses on managing and maintaining the ICT infrastructure and/or systems and/or applications and thereby ensuring their availability and adequate performance. The ICT employee supports users in solving problems and takes care of the installation and configuration of ICT facilities. For complex issues, he/she can fall back on ICT colleagues and/or external service providers.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Performance ICT-Infrastructure and application The ICT infrastructure and applications function at such a level that it allows the internal processes using them to run without disruption.</p>	<ul style="list-style-type: none"> - frequency and extent of disruptions (downtime); - availability of applications; - infrastructure performance (data availability, connectivity).
<p>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 in terms of progress, with employees being informed about the status.</p>	<ul style="list-style-type: none"> - % self-handled reports - timely escalation of more complex incidents; - insight into status of incident handling; - user satisfaction with helpdesk.
<p>3. Availability of ICT facilities Upon employees' request ICT facilities (desktop, smartphone, laptop etc.) are provided, installed and configured in accordance with applicable rules and agreements.</p>	<ul style="list-style-type: none"> - timely and correct follow-up of requests; - availability of ICT facilities in accordance with agreements; - compliance with rules and agreements.
<p>4. Registration and documentation Data required for the work is recorded in systems intended for its purpose. System documentation is adequately kept up to date and available.</p>	<ul style="list-style-type: none"> - accuracy and completeness of records, documentation; - timeliness, availability of documentation.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - one-sided posture and strain on eye and back muscles when working with the computer. 	
SALARY GROUP 7	

S.03 ICT Employee – Job requirements and competence profile

Job family: Staff/management

ICT EMPLOYEE
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO/HBO work and thinking level (ICT field); - knowledge of and experience in managing the hardware and software, databases, systems and networks used within the organisation; - insight into the contributions of external service providers and agreements made to that end regarding deployment, contributions, etc; - knowledge of safety and working conditions instructions and regulations; - knowledge of privacy legislation and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Analysing</p> <p>Unravelling problems and examining their components in a systematic way.</p> <ul style="list-style-type: none"> - distinguishes appropriately between main and secondary issues, between important and urgent and between symptoms and causes; - actively exploits the sources of information necessary for functioning.
<p>Integrity</p> <p>Maintaining social and ethical standards in work, even when temptation or pressure to be less rigorous is strong. Instilling confidence in one's own professionalism and integrity.</p> <ul style="list-style-type: none"> - handles confidential information with care; - indicates when matters expected of him go beyond his personal standards and/or professional and organisational standards; - takes responsibility for his own actions.
<p>Quality orientated</p> <p>Setting high standards for the quality of one's own and other peoples work. Constantly seeking improvements.</p> <ul style="list-style-type: none"> - evaluates (the performance of) hardware and software in the light of quality norms and standards; - identifies opportunities to improve quality; - comes up with detailed improvement proposals.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, promoting mutual communication.</p> <ul style="list-style-type: none"> - shares information and experiences with others; - takes into account the impact of decisions on others; - works from 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 The office manager I is found in stand design, stand building, interior design, rental and event organisations and suppliers. The office manager I focuses on ensuring that work within the organisation runs efficiently and carefully, facilitates and supports various internal ordering parties and acts as a point of contact for external contacts. The 'what' is a given. The 'how' is filled in independently for the benefit of one's own field of expertise after consultation/coordination with the ordering party.</p> <p>The office manager is distinguished at two levels. The differences between the office manager I and II are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Operational secretarial support and services The various operational, secretarial activities are effectively and efficiently filled in and executed in order to have the 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 balancing of priorities; . correct balancing of interests; . timely notification of relevant issues; . follow-up of agreements.
<p>2. Planning and organisation (Project) activities are effectively planned and organised, agreements are communicated and actions followed up, whereby contributions to be made by others monitored and or promoted.</p>	<ul style="list-style-type: none"> - accessibility/retrievability of appointments; - efficiency of travel and accommodation organisation; - satisfaction contact person ordering party/customer.
<p>3. Internal and external provision of information The internal and external provision of information is carried out effectively, so that all internal and external parties involved have timely access to the (project) information relevant to them (e.g. preparation of actions to be taken, preparation of quotations, designs, plans for efficient project realisation).</p>	<ul style="list-style-type: none"> - quality of the provision of information in terms of: <ul style="list-style-type: none"> . accuracy (connection to needs); . completeness (in terms of content, to right people); . timeliness; - proper consideration as to whether to handle independently, priorities, interests.
<p>4. Project assistance Project meetings are planned and prepared and minutes are taken of what is discussed and distributed, project records are maintained and kept up to date so that the responsible project leader/project manager can focus on their own contribution.</p>	<ul style="list-style-type: none"> - satisfaction ordering party; - timely, complete and accurate project administration; - delivery according to schedule; - quality of contribution provided.
ONEROUS WORKING CONDITIONS	
not applicable	
SALARY GROUP 7	

S.04 Office Manager I – Job requirements and competence profile

Job family: Staff/management

OFFICE MANAGER I
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO/HBO work and thinking level (secretarial field); - experience with and knowledge of automated systems (MS-office, ERP etc.) - knowledge of safety and working conditions instructions and regulations; - knowledge of privacy legislation and regulations; - knowledge of the Dutch and English languages, both verbally and in writing.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Accuracy</p> <p>Working accurately and carefully over long periods of time, with an eye for detail, focused on preventing mistakes and sloppiness, both in one's own and other people's work.</p> <ul style="list-style-type: none"> - works in an orderly and well-organised manner and checks his own work; - ensures that those involved have the correct and complete information on time and pre-sorts as required; - answers questions as precisely as possible and ensures that the message conveyed has been understood.
<p>Communicating</p> <p>Communicating ideas and information in clear and concrete language, in such a way that the essence comes across and is understood by others.</p> <ul style="list-style-type: none"> - is able to listen well and find out the question behind the question; - connects in communication with the language of the interlocutor; - is correct, clear and respectful towards various internal and external customers/relations.
<p>Integrity</p> <p>Maintaining social and ethical standards in work, even when temptation or pressure to be less rigorous is strong. Instilling confidence in one's own professionalism and integrity.</p> <ul style="list-style-type: none"> - handles confidential information with care; - indicates when matters expected of him go beyond his personal standards and/or professional and organisational standards; - takes responsibility for his own actions.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals.</p> <ul style="list-style-type: none"> - plans and organises work in such a way that it is possible to respond alertly to urgent matters; - distinguishes between major and minor issues, as well as important and urgent; - takes appropriate action on his own initiative in case of unexpected events.
<p>Environment awareness</p> <p>Demonstrating being well informed about developments and or other environmental factors. Recognising interrelationships within an organisation and using this knowledge effectively.</p> <ul style="list-style-type: none"> - is aware of important developments within the organisation; - shows being aware of different interests within the organisation; - understands and uses the informal organisation, knows who to address on what and in what way.

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

S.04 Office Manager – Level Distinguishing Characteristics

Job family: Staff/management

REFERENCE	-	OFFICE MANAGER I	OFFICE MANAGER II	+
Operational secretarial support and services	No reference job available	- facilitating and supporting (administratively and secretarially) the management/entrepreneur for the benefit of business operations and project leaders/project managers.	- supplementary: coordinating various activities for an efficient and effective office organisation (e.g. building management, facility, vehicle fleet, ICT).	No reference job available
Planning and organisation		- anticipating processes, needs for support; - internally directing, externally collaborating.	- taking the initiative ahead of activities and anticipating developments, issues; - informal steering of internal and external processes and stakeholders.	
Frameworks		- the 'what' is a given. The 'how' is filled in independently after consultation/coordination with the ordering party.	- supplementary: strongly focused on adapting/improving of working method(s) for efficiency and effectiveness improvement.	
Project assistance		- planning, organising and administering work and peripheral matters around projects; - taking minutes and distributing project meeting minutes.	- coordinating (project leading) work to promote internal and external cooperation and smooth coordination.	
SALARY GROUP		7	8	
Indicative work and thinking level*		- MBO/HBO	- HBO	

* component competence profile, not affecting job level

S.05 Purchaser – Job profile

Job family: Staff/management

PURCHASER	
<p>Context The purchaser is found in stand design, stand building, interior design, rental and event organisations and suppliers. Framework agreements for purchasing are prepared, but are negotiated by the supervisor. The availability of products is guaranteed by spreading over various suppliers; however, point of attention is to continue to meet the high quality requirements. The purchaser is therefore keen to monitor delivery performances and processes purchasing data into management reports. He supports the project leader/project manager in purchasing various product groups (materials, equipment, services and subcontracting), all tailored to the needs, at optimal purchasing conditions and within the framework of the strategic purchasing policy and concluded framework agreements.</p>	
<p>Organisation Immediate supervisor: non-professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Supplier and product range exploration By proactively exploring the (international) market, identifying and interpreting developments, opportunities, risks and threats, substantiated input is provided for:</p> <ul style="list-style-type: none"> - changing, tightening agreements, conditions with suppliers; - using alternative suppliers; - adapting the product range. 	<ul style="list-style-type: none"> - degree of insight into providers and competitors; - availability of an information network.
<p>2. Preparation for contract conclusion The supervisor is optimally supported in concluding purchasing contracts with existing and new suppliers at optimal purchasing conditions (availability, quality, reliability, price, legal frameworks, risks, etc.) via orientation, requesting and assessing quotations, substantiating selection, conducting negotiations and reviewing contracts.</p>	<ul style="list-style-type: none"> - financial contribution: procurement savings, market conform prices, contributions to promotion; - procurement conditions: guaranteed quality, delivery reliability; - timely identification of risks and legal contractual consequences; - supplier spread: limited dependence, risk management.
<p>3. Contract compliance The relationship with suppliers is managed in such a way that operational performance is safeguarded and issues regarding 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 (% SLA compliance); - timely detection of (impending) disruptions; - effective handling of issues, timely escalation to supervisor.
<p>4. Reporting and information processing The timeliness of relevant supplier information is secured in systems. Supplier procurement performance is reported and accounted for, providing insight into the cause of deviations from agreements and relevant developments, trends are identified and substantiated.</p>	<ul style="list-style-type: none"> - timeliness of supplier data; - availability, accuracy and completeness of reports; - insight into cause deviations, developments.
ONEROUS WORKING CONDITIONS	
not applicable	
SALARY GROUP 9	

S.05 Purchaser – Job requirements and competence profile

Job family: Staff/management

PURCHASER
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - HBO work and thinking level; - knowledge of and experience with procurement processes; - extensive knowledge of the market and related purchasing conditions and developments; - knowledge of contract law and liability law; - knowledge of safety and working conditions instructions and regulations; - knowledge of privacy legislation and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Integrity</p> <p>Maintaining social and ethical standards in work. Instilling confidence in one's own professionalism and integrity.</p> <ul style="list-style-type: none"> - takes responsibility for his own actions; - is regarded internally and externally as having integrity; - indicates when matters expected of him go beyond his personal standards and/or professional and organisational standards.
<p>Forming an opinion</p> <p>Weighing possible courses of action, and the information about them, against each other in the light of relevant criteria. On this basis, arriving at realistic assessments and choices.</p> <ul style="list-style-type: none"> - names the consequences of different alternatives; - indicates in case of which alternative the returns for the organisation are optimal and possible risks are minimal; - dares to express a clear and reasoned preference after thorough analysis.
<p>Persuasion</p> <p>Bringing ideas, points of view and plans to the attention of others in such a convincing way that they agree, even after initial doubts.</p> <ul style="list-style-type: none"> - comes up with logical and relevant arguments at the right time (including in negotiations); - is clear and sharp in his judgement; - conveys his views with force and 'impact'.
<p>Working together</p> <p>Making an active contribution to work for common goals, even when it does not serve a direct personal interest. To this end, foster mutual communication.</p> <ul style="list-style-type: none"> - takes into account the impact of actions, initiatives and decisions on others; - responds actively and constructively to ideas and actions of others; - knows how to establish effective cooperative relations, both internally and externally.
<p>Monitoring progress</p> <p>Effectively monitoring progress of one's own work and that of others, with available time and resources. Actively establishing and operating procedures focused on it and anticipating future developments.</p> <ul style="list-style-type: none"> - monitors a process or a project and designs testable working procedures to this end; - checks his own work and/or the work of others; - requests feedback or reporting from others on his own accord.

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

S.06 Manager Business Unit – Job profile

Job family: Staff/management

MANAGER BUSINESS UNIT	
<p>Context The manager business unit is found in stand design, stand building, interior design, rental and event organisations and suppliers. The manager business unit focuses on directing all activities of the relevant business unit and is a member of the management and participates in the planning and coordination of the ongoing business with commercial, logistics and financial responsible persons. In addition, the focus is on optimisation.</p>	
<p>Organisation Immediate supervisor: non-professional supervisor Is in charge of: 40 – 70 business unit employees</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Strategy and BU planning From insights into relevant internal and external developments, input was provided for the strategy. For the BU, following the strategy, a BU plan with results, budget, staffing, resources, etc., but also optimisation, was elaborated.</p>	<ul style="list-style-type: none"> - in accordance with developments and organisational goals; - input basis for opinion/decision-making; - BU plan aligned with objectives and frameworks.
<p>2. BU management The various processes within one's own BU are effectively managed and adjusted, so that the intended results in terms of productivity, service, quality and budget are actually achieved.</p>	<ul style="list-style-type: none"> - realisation critical performance indicators of processes BU; - effective adjustment in case of (impending) deviation.
<p>3. Relationship management At key accounts and in acquisition trajectories, the full-service capability of the organisation is optimally promoted and (impending) disruptions in (commercial) cooperation with (potential) customers and cooperation partners are dealt with effectively.</p>	<ul style="list-style-type: none"> - effective engagement in acquisition processes; - extent of expansion of services at key accounts; - extent to which (impending) relationship problems have been resolved.
<p>4. Personnel management The result contributions, development, involvement and motivation of employees are effectively managed, possibly also through operational or functional supervisors within the BU.</p>	<ul style="list-style-type: none"> - actual employee contributions compared to agreements; - actual deployment/development of qualities compared to agreements; - perception/involvement of (individual) employees; - compliance with core values, culture within the BU.
<p>5. Framework conditions The BU disposes of the framework conditions (processes, procedures, resources, systems, staffing, etc.) for realising effective and efficient business operations within the BU and/or realising the contributions to the organisational objectives.</p>	<ul style="list-style-type: none"> - nature/size of process disruptions, ineffectiveness, inefficiency, etc. due to lack of framework conditions; - timely adjustment and/or escalation in case of (impending) issues.
<p>6. Optimisation In accordance with the BU plan and intended changes, (project-based) optimisation processes (substantive and organisational) are filled in and effectively managed with the commitment and involvement of internal and external parties.</p>	<ul style="list-style-type: none"> - (project) plans basis for opinion/decision-making; - realisation of plans in relation to target, intended result, planning, budget, etc.
<p>7. Reporting and accountability BU results are reported and accounted for internally, providing insight into the cause of deviations from plans, targets, critical performance indicators and budget.</p>	<ul style="list-style-type: none"> - availability of reports; - insight into results and cause of deviations; - basis for adjusting business operations.
ONEROUS WORKING CONDITIONS	
not applicable	
SALARY GROUP 11	

S.06 Manager Business Unit – Job requirements and competence profile

Job family: Staff/management

MANAGER BUSINESS UNIT
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - WO work and thinking level; - knowledge of and insight into the connection with and dependence of one's own field of activity with other fields of activity/disciplines; - knowledge of one's own fields of activity for the purposes of plan-making and policy development; - experience in managing a large group of employees working within various processes; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Managing</p> <p>Giving direction and guidance to employees. Encouraging, establishing and maintaining collaborative relationships to achieve an intended goal.</p> <ul style="list-style-type: none"> - organises an effective collaboration within the department; - gives clear and constructive feedback at the right time; - aligns individuals' results so that common objectives are achieved.
<p>Entrepreneurship</p> <p>Identifying business opportunities, actively influencing them himself 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 one's own organisation; - takes both costs and benefits into account and monitors budgets and work processes; - combines strategic insight and a helicopter view with a high action orientation.
<p>Environment awareness</p> <p>Demonstrating being well informed about developments and/or other environmental factors. Recognising interrelationships within an organisation and using this knowledge effectively.</p> <ul style="list-style-type: none"> - is aware of important developments within the discipline/field of activity; - translates developments into application within his own organisation; - looks beyond the walls of his own department(s).
<p>Persuasion</p> <p>Bringing ideas, points of view and plans to the attention of others in such a convincing way that they agree, even after initial doubts.</p> <ul style="list-style-type: none"> - deals effectively with resistance and objections and - where possible - approaches them positively; - demonstrates being well informed and well prepared; - conveys views with force and 'impact'.
<p>Results orientated</p> <p>Focusing actions and decisions on the actual achievement of intended results.</p> <ul style="list-style-type: none"> - prepares well for performances to be delivered; - puts observable effort into achieving set goals; - gets out what is in it, exploits 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 The Team Leader II is found in stand design, stand building, interior design, rental and event organisations and suppliers. Three 'management layers' are distinguished in the organisation. Direction is organised from the board of directors (strategic level), while management takes care of the tactical level. The team leaders realise the operational (homogeneous/uniform) processes. The 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 and/or impact on primary services (also in interaction with external parties). The probability of disruption requires quick (re)action in connection due to impact on other subprocesses and/or (external) services. Solutions are mostly known, standardised, or manageable with some flexibility.</p> <p>The team leader is distinguished at three levels. The differences between the team leader I, II and III are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: up to about 5-10 employees</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Input into plan-making Based on insights into developments and performances of one's own team, input is provided to plan-making for the department.</p>	<ul style="list-style-type: none"> - input basis for opinion/decision-making; - acceptance, supporting base for team plan.
<p>2. Operational result The operational processes within one's own team are effectively managed and adjusted so that the intended results for productivity, service, quality and budget are actually achieved.</p>	<ul style="list-style-type: none"> - realisation of operational CPI's of one's own process; - effective adjustment in case of (impending) deviation.
<p>3. Operational framework conditions The operational framework conditions (processes, procedures, resources, systems, instructions, staffing, etc.) for an undisrupted progress and effective execution of the operational process are available, including for specifically assigned (unambiguous) areas of attention.</p>	<ul style="list-style-type: none"> - minimisation nature/size process disturbances through optimisation of operational framework conditions.
<p>4. Improvement & optimisation 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 basis for opinion/decision-making; - substantive contributions to elaboration in accordance with question/problem definition; - effective implementation in operational process.
<p>5. Managing The internal and external employees are effectively directed and adjusted so that the result contributions, development, involvement and motivation of employees are maximised.</p>	<ul style="list-style-type: none"> - actual contributions, employees' development compared to agreements; - employees' motivation and involvement.
<p>6. Reporting & accountability The team's operational results are reported and accounted for internally, providing insight into the cause of deviations with regard to Critical Performing Indicators, standards and budget.</p>	<ul style="list-style-type: none"> - availability of reports; - insight into results and cause of deviations.
ONEROUS WORKING CONDITIONS	
not applicable	
SALARY GROUP 8	

S.07 Team Leader II – Job requirements and competence profile

Job family: Staff/management

TEAM LEADER II
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - HBO work and thinking 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 working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Communicating</p> <p>Communicating ideas and information in clear and concrete language in such a way that the essence comes across and is understood by others.</p> <ul style="list-style-type: none"> - uses language in line with the target group and knows how to differentiate appropriately; - responds constructively to what is said/requested; - verifies whether the information taken over and provided is correct and understood.
<p>Customer oriented</p> <p>Investigating the customer's wants and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for one's own organisation.</p> <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 wishes and needs of the client and delivers customised solutions; - tests whether expectations, wishes or needs are met, opens the possibility for correction or asks for suggestions for improvements.
<p>Managing</p> <p>Giving direction and guidance to employees. Encouraging, establishing and maintaining collaborative relationships to achieve an intended goal.</p> <ul style="list-style-type: none"> - aligns individuals' results so that common objectives are achieved; - deploys available resources (money, time, people) effectively and efficiently; - oversees project flows and goals and sets derived goals for the team.
<p>Planning and organising</p> <p>Effectively setting goals and priorities and deploying required actions, time and resources to achieve set goals.</p> <ul style="list-style-type: none"> - creates framework conditions to function effectively and efficiently; - sets clear objectives for other peoples tasks, indicates what is expected with regard to the result to be achieved; - sticks to agreed deadlines, delivery dates and timely answering of questions.
<p>Results oriented</p> <p>Focusing actions and decisions on the actual achievement of intended results.</p> <ul style="list-style-type: none"> - arrives at a proposal or idea for a solution on the basis of the data and information collected; - prepares well for performances 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 Distinguishing Characteristics

Job family: Staff/management

REFERENCE	-	TEAM LEADER I	TEAM LEADER II	TEAM LEADER III	+
Complexity of focus area/process	No reference job available	Process characterised by: <ul style="list-style-type: none"> - unambiguous focus area/process with defined activities; - regular, stable processes; - effect of disruptions is fairly immediately noticeable and also solvable with known solutions; - coordinating decisions (when necessary) with supervisor. 	Process characterised by: <ul style="list-style-type: none"> - unambiguous (homogeneous) focus area/process; - connection with adjacent sub-processes and/or impact on primary service provision (also in interaction with external parties) is dynamic with a chance of disruption; - chance of disruption requires swift (re)action in connection with impact on other subprocesses and/or (external) services; - solutions are mostly known, standardised or manageable with some flexibility. 	Process characterised by: <ul style="list-style-type: none"> - various (heterogeneous) focus areas; - explicit connection with other sub-processes within the organisation and/or effect on direct services to external parties; - chance of disruptions with large(er) impact, requires constant reaction to changing circumstances and situations; - solution choice requires interpretation of circumstances and consideration of the specific situation, often with conflicting interests; - deciding (mainly) independently, coming up with solutions independently. 	No reference job available
Degrees of freedom		<ul style="list-style-type: none"> - following given plans, objectives and policies where framework conditions (people, resources, materials) are largely given. 	<ul style="list-style-type: none"> - providing input for plans that consider the impact on framework conditions. 	<ul style="list-style-type: none"> - providing input to and (co-)realises plans and policies with substantiation of impact on framework conditions. 	
SALARY GROUP		7	8	9	
Indicative work and thinking level*		- MBO/HBO	- HBO	- HBO	

* component competence profile, not affecting job level

V.01 Graphic Assistant I - Job profile

Job family: (Graphic and technical) design

GRAPHIC ASSISTANT I	
<p>Context The graphic assistant I is found in stand design, stand building, interior design, rental and events organisations and suppliers, where graphic design is not (fully) externally invested. The graphic assistant I focuses on the quality (checking, editing and printing (or having printed)) of submitted graphic documents and provides support in graphic design, whereby everything is completely documented.</p> <p>The graphic assistant is distinguished at two levels. The differences between the graphic assistant I and II are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation Immediate supervisor: professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Checking files After submission, the graphics files required for the project are checked for file type and layout, 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 graphics files; - number of corrections.
<p>2. (Supporting in) design On request, support in graphic design was provided, whereby from material, system and/or equipment knowledge the materials required for the project are designed within the predetermined format, matching the material and the desired look.</p>	<ul style="list-style-type: none"> - quality of graphics files; - quality (material) specifications; - timely availability of graphic materials.
<p>3. Documentation Files delivered for/by various customers and used for production are recorded and findable.</p>	<ul style="list-style-type: none"> - availability files; - findability files; - accuracy of file format.
ONEROUS WORKING CONDITIONS	
<ul style="list-style-type: none"> - nuisance from print odour and noise. 	
SALARY GROUP 5	

V.01 Graphic Assistant I – Job requirements and competence profile

Job family: (Graphic and technical) design

GRAPHIC ASSISTANT I
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO work and thinking level (graphics field); - experience with Adobe Photoshop, Adobe Illustrator, etc; - knowledge of and experience with design; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Adaptability</p> <p>Adapting easily to changing circumstances (environment, ways of working or people).</p> <ul style="list-style-type: none"> - switches easily to a different style or approach to achieve a goal; - anticipates the desired contribution and offers customised solutions; - is open to other ways of working, if there are signals that this could increase customer satisfaction.
<p>Reliability</p> <p>Fulfilling agreements made and accepting the consequences. If at fault, taking the consequences for one's own account and eliminating adverse consequences for others to the best of one's ability.</p> <ul style="list-style-type: none"> - acts according to assignment and according to instructions; - knows what is to be done and how it is to be done; - handles tools and materials with care.
<p>Customer oriented</p> <p>Investigating the customer's wants and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for one's own organisation.</p> <ul style="list-style-type: none"> - shows interest in questions of the (internal) customer; - avoids statements such as 'no, that's not possible' or 'it's busy' without explanation; - investigates how to help customers adequately and optimally.
<p>Eye for detail</p> <p>Showing attention to details. Being able to deal effectively with detailed information for long periods of time.</p> <ul style="list-style-type: none"> - handles routine work with sufficient attention and care; - is precise in work execution regarding dimensions, work sequence, work method, following instructions, etc; - interprets, checks details and is critical of deviations.
<p>Stress resistance</p> <p>Continuing to perform effectively under time pressure, in the face of setbacks, disappointment or adversity. Responding calmly and in the best interests of the case.</p> <ul style="list-style-type: none"> - can cope with deadlines and knows how to prioritise work in such a way as to meet them; - continues to function well under rapidly changing or stressful conditions; - knows how to remain effective in the dynamics of the work, the many contacts and the diversity of contact points

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

V.01 Graphic Assistant – Level Distinguishing Characteristics

Job family: (Graphic and technical) design

REFERENCE	-	GRAPHIC ASSISTANT I	GRAPHIC ASSISTANT II	+
Checking/printing files	No reference job available	<ul style="list-style-type: none"> - checking and repairing submitted graphic documents; - printing of graphic documents (or having them printed). 	<ul style="list-style-type: none"> - supplementary: <ul style="list-style-type: none"> . directing/coordinating the required graphic documentation for the project; . ensuring the timely delivery of graphic documentation, fitting within the project planning. 	See reference job and NOK annex designer
(Supporting) design		<ul style="list-style-type: none"> - assisting on request with graphic design, from material, system and/or equipment knowledge under the responsibility of internal/external graphic designer. 	<ul style="list-style-type: none"> - independently graphic designing (colour scheme, font, supporting imagery) of required graphic documentation, based on the given design. 	
SALARY GROUP		5	6	
Indicative work and thinking level *		<ul style="list-style-type: none"> - MBO 	<ul style="list-style-type: none"> - MBO 	

* component competence profile, not affecting job level

V.02 Designer I – Job profile

Job family: (Graphic and technical) design

DESIGNER I	
<p>Context</p> <p>The designer I is found in stand design, stand building, interior design, rental and event organisations and suppliers. The designer I focuses on developing (partial) designs based on supplied specifications and/or on modifying existing designs with already known materials and/or systems.</p> <p>The designer is distinguished at two levels. The differences between the designer I and II are detailed in the Level Distinguishing Characteristics (NOK) annex.</p>	
<p>Organisation</p> <p>Immediate supervisor: non-professional supervisor Is in charge of: not applicable</p>	
RESULT AREAS	RESULT INDICATORS
<p>1. Preparation</p> <p>The information required for developing/adapting the design is checked for timeliness and completeness, and any missing (detailed) data are requested (internally or externally).</p>	<ul style="list-style-type: none"> - completeness of required data; - number of corrections; - effective cooperation with commerce and project management.
<p>2. Design</p> <p>Provided data (quotation, basic design, data, system specifications, etc.) are elaborated into an (updated) (partial) design or existing designs are modified, using known materials/systems (e.g. by technical drawing).</p>	<ul style="list-style-type: none"> - in accordance with the defined content design; - correct application of applicable standards, norms and practices; - degree of 'manufacturability'; - timely signalling and identification of imperfections in design, data, etc.
<p>3. Information and documentation</p> <p>The information and drawings delivered for/by various customers and used for production are up-to-date, available and accessible to all parties involved.</p>	<ul style="list-style-type: none"> - availability of used information and drawings; - findability of used information and drawings; - accuracy of file formats.
ONEROUS WORKING CONDITIONS	
not applicable	
SALARY GROUP 7	

V.02 Designer I – Job requirements and competence profile

Job family: (Graphic and technical) design

DESIGNER I
<p>Knowledge and experience</p> <ul style="list-style-type: none"> - MBO/HBO work and thinking level (graphics field); - experience with Adobe Photoshop, Adobe Illustrator, etc; - knowledge of and experience with design; - knowledge of safety and working conditions instructions and regulations.
COMPETENCES AND BEHAVIOURAL EXAMPLES
<p>Adaptability</p> <p>Adapting easily to changing circumstances (environment, ways of working or people).</p> <ul style="list-style-type: none"> - switches easily to a different style or approach to achieve a goal; - anticipates the desired contribution and offers customised solutions; - is open to other ways of working, if there are signs that this could increase customer satisfaction.
<p>Communicating</p> <p>Communicating ideas and information in clear and concrete language, such that the essence comes across and is understood by others.</p> <ul style="list-style-type: none"> - is able to listen well and find out the question behind the question; - verifies whether the information taken over and provided is correct and understood. - knows how to present a message and tailors the content of the presentation to the target group and the expectations.
<p>Innovativeness</p> <p>Coming up with original solutions to job-related problems. Coming up with new ways of working. Being independent-minded, and daring to come up with a new idea.</p> <ul style="list-style-type: none"> - recognises good ideas (from others) and builds on them; - sees new application possibilities for existing constructions; - sees new development possibilities for existing products and knows how to translate these into concrete proposals.
<p>Customer oriented</p> <p>Investigating the customer's wants and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for one's own organisation.</p> <ul style="list-style-type: none"> - comes up with proposals that respond to the wishes and needs of the client and delivers customised solutions; - is able to think along with and anticipates the customer's (latent) wishes and needs; - continues to question the customer's wishes and needs.
<p>Eye for detail</p> <p>Showing attention to details. Being able to deal effectively with detailed information for long periods of time.</p> <ul style="list-style-type: none"> - handles routine work with sufficient attention and care; - is precise in work execution regarding dimensions, work sequence, work method, following 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 Distinguishing Characteristics

Job family: (Graphic and technical) design

KREFERENCE	-	DESIGNER I	DESIGNER II	+
Customer relations and commerce	See reference job and NOK annex graphic assistant	- focused on developing a design based on offer prepared by colleague and given objective/frameworks.	- focused on inventorying customer wishes/needs and tot hat end working out possibilities and, if needed, the related pricing; - maintaining customer relations from his own field of expertise.	No reference job available
Design		- elaboration of (partial) design based on supplied specifications and/or modification of existing designs; - design of materials/systems etc. already known to the designer/organisation etc.	- developing new concepts/designs based on trends in accordance with customer requirements, if needed using new materials/systems; - modelling (2D/3D) of designs resulting in automated calculations.	
SALARY GROUP		7	8	
Indicative work and thinking level*		- MBO/HBO	- HBO	

* component competence profile, not affecting job level

10.2 Working Hours Act: working and rest time

		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 times	daily rest	11 hours (consecutive) once a week 8 hours if necessary	11 hours (consecutive) four times per 4 weeks 8 hours if necessary
	weekly rest	36 hours (consecutive) or 72 hours per 14 days (divided into periods of at least 32 hours)	36 hours (consecutive) eight times per year replaceable with 60-hour consecutive rest period in 2 weeks
Breaks	if shift is over 5½ 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"> - suitable to type of work <i>and</i> agreed - necessary due to nature 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 work = over 1 hour of work conducted between 00:00 and 06:00</i>	working time per shift	10 hours 12 hours, if: <ul style="list-style-type: none"> - 12 hours' rest after shift - five times per 2 weeks - maximum of 22 times per 52 weeks 	
	working time per week	40 hours (per 16 weeks) if over sixteen times per 16 weeks on night duty	

	rest time after night shift (for shifts ending <i>after</i> 02:00)	14 hours (once a week 8 hours if necessary)	
	rest time after over three night shifts	46 hours	
	maximum number of series (if at least one shift in series is a night shift)	7 <i>or</i> 8 if there is a collective scheme	
	maximum number (for night shifts ending <i>after</i> 02:00)	- 36 night shifts per 16 weeks <i>or</i> - 140 night shifts per 52 weeks (if there is a collective scheme) <i>or</i> - 38 hours between 00:00 and 06:00 per two consecutive weeks (if there is a collective scheme)	
On-call duty	on-call duty prohibition	- 14 days per 4 weeks without on-call duty - two times 2 days per 4 weeks no on-call duty and no work - no on-call duty 11 hours <i>before</i> and 14 hours <i>after</i> a night shift	
	working time per 24 hours	13 hours	
	working time per week in case of on-call duty for night shifts	- 40 hours on average (per 16 weeks) <i>or</i> - 45 hours on average (per 16 weeks) if: • 8 hours of consecutive rest <i>before</i> the new shift (if last call was between 00:00 and 06:00) <i>or</i> • 8 hours of consecutive rest in the 18 hours subsequent to 06:00 (if last call was between 00:00 and 06:00, immediately followed by a new shift)	