

COLLECTIVE AGREEMENT FOR UNIVERSITIES OF APPLIED SCIENCES

2023-2024¹

¹ This translation of the Collective Agreement for the Universities of Applied Sciences 2023-2024 is meant as a service to non-Dutch speaking employees of the universities. In the event a difference of interpretation should arise, this translation cannot be relied upon for legal purposes. In said event the Dutch text of the ‘CAO-HBO 2023-2024 van 28 juni 2023’ will be binding.

Agreement

The Association of Universities of Applied Sciences, having its registered offices in The Hague,
under its charter or under a written power of attorney duly represented in this matter
by

mr. M. H.J. Limmen, chairman en drs. R. Minnée, director

and

drs. E. Schaper in the capacity of chairman of the employers' delegation

hereinafter to be referred to as the 'Association of Universities of Applied Sciences'², in its capacity of
employers' association with full legal capacity acting as the one party

and

Algemene Onderwijsbond³, having its registered offices in Utrecht,
under its charter or under a written power of attorney duly represented in this matter
by

mr. drs. D. van der Zweep

FNV Overheid⁴, having its registered offices in Utrecht,
under its charter or under a written power of attorney duly represented in this matter
by

ms T. Schrijver

CNV Onderwijs⁵, part of CNV Connectief having its registered offices in Utrecht,
under its charter or under a written power of attorney duly represented in this matter
by

mr. drs. D.P.J. Woestenberg

UNIENFTO/FvOv⁶, having its registered offices in Culemborg and The Hague,
under its charter or under a written power of attorney duly represented in this matter
by

drs. G. Karssenberg

hereinafter to be referred to as 'trade unions', as the other party

in their capacity as employees' associations with full legal capacity acting in this matter as the other parties,
declare to have agreed to the text of the collective agreement for universities of applied sciences, consisting
of a preamble, article by article provisions and appendices.

Thus agreed upon in Utrecht on 28 June 2023.

² A list of these universities has been attached as appendix 1.

³ AOb Algemene Onderwijsbond – General Union of Educational Personnel

⁴ ABVAKABO – public employees union; FNV – Dutch Trade Union Confederation

⁵ CNV Onderwijs – National federation of Christian Trade Unions in the Netherlands - Christian Teachers' Union

⁶ UNIENFTO/FvOv – Trade Union of the Manufacturing Industry and Services Sectors/Union of Middle and High Level Employees in Government, Education, Companies and Institutions

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Preamble

1 Collective Agreement of the future

Mature working relations and contemporary collective agreement arrangements.

Parties to the collective agreement will continue their efforts to increase the quality of education and research, both with respect to educational organization and to staff. This requires motivated and well-educated employees and an educational organization with a professional culture that stimulates employees to contribute, to a maximum extent, to education and research. The HR policy of the universities of applied sciences must ensure this development and enable the universities of applied sciences to cope with the ongoing changes in society and the demands posed by society. The collective agreement should be geared, as much as possible and both in form and in content, to the education and research policy of the university of applied sciences. The collective agreement should be set up in such a way that this policy is facilitated and stimulated and it must express the joint responsibility of employer and employee to ensure that the employee can take pleasure in his work, maintain his professionalism and support his sustainable employability. Moreover, the parties to the collective agreement seek a collective arrangements that really work and that take good employment practices and being a good employee as a starting point.

2 Work pressure and vitality

The workload in higher professional education has been a matter of serious concern for both employees and employers. The corona crisis and the digitization of activities demand further action in terms of the work pressure issue.

Starters

Higher professional education is an attractive sector to be working for and it wishes to remain so. Therefore, it is of the utmost importance to have employees commit themselves to the university of applied sciences, to attract new employees and to offer them a good start. To promote this good start, each university of applied sciences drafts an induction training policy that meets the required standards for professionalization and a proper job induction for the employee to have a 'soft' landing within the university of applied sciences and for the (sustainable) employability of the new employee. The *PMR* grants consent for the policy in accordance with article M-1 and the policy allows space for its implementation within the context of the university in question. In the first year, the starting teacher will be given the opportunity to start the required professionalization such as, at least, the basic teaching qualification (*Basiskwalificatie Didactische Bekwaamheid (BDB)*) or preparation for it. Following consultations with the team, the employer will determine assignment of tasks, taking into account the scope of the induction procedure and the professional maturity of the starting teacher.

Reviewing and enhancing existing workload plans

Universities of applied sciences have reached agreements with the participation council (*PMR*) about workload policy. The arrangements were made in the period before corona. Universities of applied sciences will review and adapt the policy plans, with a view to corona, in consultation with the *PMR*. The following subjects will be addressed in the enhanced workload plans:

- the organization of working on screen, as described in the working conditions catalogue for higher professional education (*Arbocatalogus hbo*), including arrangements about the number of hours spent on screen and a proper workplace;
- the availability of workplaces for working online at the university of applied sciences;
- the right not to be available, including not being available by email and telephone;
- further details on private time and breaks that must be respected.

Work pressure as important criterion when education is redesigned after corona

Universities of applied sciences will tackle work pressure at the source by reviewing the redesigning of education against principles of teachability, organizability, studyability and affordability. This is aimed at preventing the workload at the 'front end' instead of fighting it at the 'back end'.

Realistic task assignments

In order to push back work pressure in higher professional education, the universities of applied sciences will work with realistic task assignments. This means that task assignments – taking into consideration the time, capacity and means available – can be performed in a realistic way, within the contracted working hours.

A vital element in the context of workload reduction is a realistic task allocation, both on an individual level and on a team level. When the tasks are allocated, the following issues, amongst others, must be taken into consideration: teaching, including preparatory work and work afterwards, keeping up-to-date with developments in the area of expertise and replacement, amongst others in the event of illness and professional development.

During the term of the collective agreement, the *PMR* assesses whether the policy of the university of applied sciences complies with the provisions of article G-4, last sentence. Working with realistic task assignments applies for all employees.

Employee satisfaction survey and workload

Parties to the collective agreement uphold the arrangement that each university of applied sciences has agreed on to perform an employee satisfaction survey once every two years.

3 Use of employment contracts format D-3

The collective agreement articles that relate to employment contracts – more specifically chapter D – have been reviewed, the leading principles being:

- The nature of the offer of employment determines the type of employment contract;
- Regular work (continuity in the offer of employment) is performed either on the basis of an employment contract for an indefinite period of time, or on the basis of an employment contract for a definite period of time with the prospect of an employment contract for an indefinite period of time; the boundaries for permanent and flexible work that have been agreed upon with the participation council will be respected. Universities of applied sciences support the leading principle that regular work must be performed on the basis of a permanent contract or a temporary contract with the prospect of a permanent contract. The objective is to promote the transition from temporary to permanent contracts as much as possible. The number of effected D-3 contracts is important for monitoring the percentage of non-permanent contracts on sectoral level.

The agreements with the participation council on the percentage of flexible (temporary and hiring) contracts determine the percentage of D-3 contract on the level of the universities of applied sciences. In other words, the individual university of applied sciences is not called to account for not offering D-3 contracts for as long as this fits within the percentage agreed on with the participation council.

- Temporariness in employment contracts, i.e. flexibility, must be substantiated and explainable.

The parties to the collective agreement aim to:

- prevent flexible employment in the sense of temporariness that cannot be substantiated;
- classify as many employment relations as possible, and in various forms, under the collective agreement regime;
- restrict, where possible, uncertainty for the employee in the employment relation, by preventing, for example, ‘revolving door arrangements’;
- offer equal pay for equal work as much as possible. Temporary agency work must be limited to coping with peaks in the work on hand and to replacement in case of illness.

These arrangements must result in a decreased percentage of non-permanent contracts on sectoral level. For the duration of the collective agreement, the parties to the collective agreement monitor whether this target has been reached. If it should turn out, at the latest on 1 April 2023, that the introduction of this new article D-3 has not resulted in a decrease in the percentage of non-permanent contracts, the parties to the collective agreement will revert to the chapter D text of the collective agreement for the universities of applied sciences 2017-2018.

Types of temporariness that are – in principle – explainable:

- field of expertise that has added value for the study programme (such as top musicians, medical specialists, attorneys-at-law, accountants);
- predictable end to funding (lectorate, research on the basis of a subsidy), temporary duty of care that should be fulfilled when phasing out a study programme that the university of applied sciences is obliged to continue – in accordance with a statutory stipulation – for a period of five years;
- peaks and illness: temporary replacement in case of illness or pregnancy. Adding extra capacity in case of an above-average amount of work at hand in circumstances that are obviously of a temporary nature;
- business risks: dealing with a more than the regular entrepreneurial risk, for example when coping with a decrease in student intake;
- hiring external specialisms in the context of business operations (legal, finance, ICT).

The budget of the university of applied sciences states the percentage of flexibility required and which types of contracts are used (temporary, temporary agency work, freelancers (independent contractors without personnel (*ZZP'ers*)).

Apart from that, a maximum percentage of flexibility is determined, depending on the profile of the university of applied sciences. Within this framework, the maximum size of the buffer for the risk on university of applied sciences level is determined, in consultation with the *PMR*.

If a crisis or emergency should occur in the financial year as a consequence of which the maximum is exceeded, an interim adaptation may be made, in consultation with the *PMR*.

Account is rendered in the annual report and the annual accounts. The effect of this procedural approach is that:

- it makes prior screening by the participation organ possible, with the assistance of the local knowledge of the university of applied sciences;
- it makes adjustment and monitoring possible during the financial year;
- at the end of the financial year account is rendered with respect to the eventual realization.

4 Pay scales teaching staff

In order to be able to fulfil the social mission of the higher professional education, broadly composed positions of teaching staff are required. Apart from teaching, applied research will be incorporated in higher professional education more and more often. Young researchers will have to be given a place in the job classification system of universities of applied sciences. To facilitate these developments, new arrangements have been agreed on concerning the distinguishing criteria for assigning the pay scales for teaching positions.

CA parties are aware that there are positions within the universities of applied sciences that, at the moment, have the job title '*docent*' whereas the new distinguishing criteria for this position are not met. These positions do not come under the arrangements that have been agreed on for the position of fully qualified teacher as referred to in the new article F-2 paragraph 4. In order to avoid future misunderstandings, distinguishing job titles will apply for teaching staff as from 1 October 2023 at the latest.

Parties agree that the arrangements concerning the position of teaching staff should be evaluated before 1 September 2025. Should the arrangement laid down in article F-2 result in an increase in the formation for positions with teaching tasks without a full and transferable basic teaching qualification (Basiskwalificatie Didactische Bekwaamheid (BDB)) - in this qualification the basic qualification Administering Examinations (Basiskwalificatie Examinering (BKE)) is integrated, as referred to in the protocol concerning mutual acknowledgement basic teaching qualifications, or an equivalent programme) – being required therefor, then the provisions of article F-3 paragraph 3 of the collective agreement for universities of applied sciences 2022-2023 (cao-hbo 2022-2023) will take effect again as from the next collective agreement, unless parties should agree on other arrangements.

As from 1 September 2023 the present article F-2 paragraph 3, which includes the provisions concerning the master requirement, will be replaced by new provisions in keeping with the above.

5 Facilitating working from home for short and longer periods of time

Every university of applied sciences must arrange, in consultation with the *PMR*, for employees to be able to work from home in a responsible manner. To this end means will be provided to set up a workplace that complies with the rules laid down under the Working Conditions Act (*Arbeidsomstandighedenwet (Arbo)*). The arrangement provides a reimbursement of costs incurred by working from home.

The parties to the collective agreement will request Zestor, the higher professional education labour market fund (*hbo-arbeidsmarktfonds*), to analyse the existing arrangements for working from home, also in relation to the post-corona situation, the statutory provisions and the recommendations of the Social and Economic Council (*SER-advies*). This has not resulted in any agreement on framework guidelines for working from home.

6 Professionalization and preservation of vitality and capacity among all categories of employees

Professionalization

With a view to the speedily changing needs and demands of society, the university of applied sciences and the student, the parties to the collective agreement think it is important that the employees should continue to develop their skills and competences. Mobility – both internal and external – is important, just as adaptability and preparedness to work in changing positions and roles. The employer facilitates the employee in this.

For reasons of the above, the parties to the collective agreement especially aim at professionalization and sustainable employability. Collective agreement provisions are simplified and the administrative burden is decreased by eliminating the difference between additional professionalization and training on the instructions of the employer.

The following items can be charged to the professionalization budget:

- costs for the basic entitlement in hours;
- out-of-pocket costs for all forms of professionalization and training, also where provided internally, provided this is in line with development on the level of the individual or the team;
- replacement costs – on the basis of the average personnel expenses – for the employee who has been exempted for professionalization or research purposes; in this case there should be an actual replacement.

By easing these cost items, the parties to the collective agreement want to simplify the scheme and make it less administratively laborious. The intention is not to restrict the budget of a minimum of 6% by this measure in the sense that professionalization proposals submitted by employees are rejected by merely claiming that the professionalization budget has been exceeded.

All forms of professionalization that have been included in the professionalization scheme are fully compensated (100% of the official study load) in time and money. For the duration of the collective agreement, the parties to the collective agreement monitor the professionalization budget or have this monitored. If the monitor should indicate that a professionalization budget of a minimum of 6% is not enough, further arrangements will be made in the next collective agreement.

Sustainable employability

Sustainable employability hours and possibilities to save these

The parties to the collective agreement agree that the possibility to save sustainable employability hours ceases to exist as from 1 September 2020. Accumulated hours that were saved before 1 September 2020 are spent, as much as possible, in a period of 3 years, on objectives related to sustainable employability hours.

Sustainable employability hours will be processed in the annual assignment. The employee will remain in control.

Maintaining vitality and capacity among all categories of employees

In May 2021, Zestor together with the CAOP conducted, on the instruction of the parties to the collective agreement, a sector analysis of the vitality and sustainable employability of employees in higher professional education.

The parties to the collective agreement aim at taking measures that may result in the required staff formation and that promote the vitality of the various categories of employees. Starting teachers must be properly facilitated, supervised and trained both to enable them to properly familiarize themselves with the subject matter and to retain them for the education sector.

For employees who are part of the middle group of the staff formation, several instruments will be used to decrease the workload. These instruments broadly affect all employees, but are especially important for this middle group.

Older employees, who, now that the statutory retirement age is at a more advanced age, have not been able to prepare adequately, require arrangements to vitalize them in order for them to reach the statutory retirement age in good health or, possibly, to be able to retire gradually.

The parties to the collective agreement make a temporary arrangement, until 2025 at the latest, to properly support the inflow of new employees and to diminish the work pressure. The arrangement intends to facilitate older employees so that their qualities can be retained for education and they can reach the statutory retirement in as vital a way as ever.

The parties to the collective agreement will do their utmost best to finalize this arrangement before 1 April 2022.

Starting teaching staff

The parties to the collective agreement have instructed Zestor, the higher professional education labour market fund (*hbo-arbeidsmarktfonds*), to conduct an investigation into the acquisition, selection and supervision of starting teachers.

The results of the first investigation are available.

During the term of the present collective agreement, Zestor starts a second, long-term investigation. Parties to the collective agreement discuss the results of both investigations and possible recommendations. The recommendations made during the first investigations have been included, in so far as relevant, in this collective agreement.

Employees being the middle group of the staff formation

Universities of applied sciences will tackle work pressure at the source by redesigning education and reviewing the curriculum against the principles of teachability, organizability, studyability and affordability. This is aimed at preventing the workload at the 'front end' instead of fighting it at the 'back end'. With a view to the vitality of this group of employees, the sum granted as an allowance for birth leave will explicitly be taken into consideration.

7 Job classification and salary structure

Ensuring high-quality education and research requires motivated, highly-qualified employees. With the help of tailor-made collective agreement arrangements, the parties to the collective agreement want to facilitate and stimulate the education and research policies of the universities of applied sciences. It is of the utmost importance that the sector can attract highly-qualified employees and keep them motivated. The salary structure and the job classification system should contribute to this.

Parties to the collective agreement place great store by the 'equal pay for equal work' principle.

On the instruction of the parties to the collective agreement it has been investigated how the job classification systems eFUWA and HAY relate to each other. Basically, the instruction focused on two questions:

- Do the two systems result in the same outcome where a number of distinctive positions are concerned?

- Does the application result in differences?

In general, the investigator finds that the positions and the job levels do not deviate from those in the matrix and that both job classification systems arrive at the same classification. It is concluded that correct application of the systems does not result in any differences in level.

The investigation observes, however, that the application at eFUWA leaves one or two things to be desired. Against the background of this research and the recommendations resulting from it, the parties to the collective agreement take the following view:

Trade unions and employers attach great importance to a qualitatively good application and implementation of the systems. For the duration of the collective agreement, a delegation will engage in talks, on behalf of the parties to the collective agreement, with the system holders on the question how an appropriate application of the systems could best be ensured.

8 Miscellaneous arrangements

Participation Act (Participatiewet)

The Participation Act has as its purpose to offer persons with an occupational impairment an opportunity for regular work. As employers with a public task, universities of applied sciences consider themselves to be socially responsible for doing their utmost to make the labour organization as inclusive as possible.

Trade unions and employers take this joint responsibility seriously and will include provisions in the collective agreement that will enhance the goals of the Participation Act. Parties to the collective agreement agree that persons with an occupational impairment will be paid in conformity with scale 1 of the collective agreement for the universities of applied sciences. In local consultations the legislation of 1 April 2018 can be departed from to allow employers to provide customized solutions.

Welfare regulations

The parties to the collective agreement recommend that each university of applied sciences should ensure that up-to-date welfare regulations are in place.

Dialogue on professional space

The parties to the collective agreement work actively on the continuation of the dialogue at universities of applied sciences. Professional space is indispensable for the development of a professional culture and full-functionality in employment relations.

Zestor, labour market and training fund for higher professional education

Zestor makes every effort to achieve an inclusive and properly functioning labour market in higher professional education. Together with the fund, parties to the collective agreement stimulate the sector to implement good employment practices, both for employers and for employees. In this context they try and achieve a healthy and safe working and learning climate for employees. The fund identifies trends and opens up knowledge and new insights for the sector and facilitates cooperation between universities of applied sciences.

The fund stimulates renewals in the sector's labour market policy, professionalization policy and health policy, taking innovations in education and social developments into consideration. Both employers' and employees' organizations in higher professional education are represented on the board of Zestor. Parties are equally represented in Zestor, which is reflected in the choice of subjects and in the elaboration of these subjects.

The board has placed the activities of Zestor in three core tasks:

1. Supporting the collective agreement process

Proactively collecting relevant information and initiating and carrying out and initiating research for the collective bargaining process and the sector (universities of applied sciences)

2. Supporting the sector in developing and giving substance to the collective agreement

These activities aim at passing on knowledge and experience within and to the sector.

Knowledge networks, meetings, trial projects (pilots) and stimulation schemes are set up to gain experience in particular subjects and to pass on or share knowledge.

3. Facilitating universities of applied sciences and operating jointly

Universities of applied sciences and their employees will benefit from joint action to a larger extent than they would if each university acted individually, for itself only. This concerns both activities that take place on a regularly recurring basis and activities of a permanent nature.

The parties to the collective agreement have established that the fund, apart from addressing activities linked directly to the collective agreement, has an independent function, for the benefit of the sector, in investigating recent and future developments in the labour market.

On the fund's website, www.zestor.nl, these and other themes can be found, plus the activities and products related to these themes. The financial contributions by the universities of applied sciences to the fund are laid down in appendix XIV.

Group health insurance

Every employee in higher professional education may participate in the group health insurance for higher professional education. The parties to the collective agreement in higher professional education ensure that retired staff and employees unfit for work in this sector will be able to participate in the group health insurance or an equivalent scheme. Part of the arrangements concerning the group health insurance is that each university of applied sciences also provides for schemes in the context of work-related care whether by taking out an insurance or not. The premium for this scheme or this insurance amounts to approximately € 55 per employee per year.

As from 2023, either the offer by Present!Service applies for employees in the sector or the alternative offer for employees of institutions that have chosen to opt out, all of this in accordance with the agreements made.

Parties to the collective agreement have made new agreements on the procurement and the organization of the work-related care for the period 1 January 2023 – 31 December 2025, which agreements have been included in appendix XIV. As described in the appendix, the intervention requests by employees in the context of preventing or tackling the negative impact of stress will be fully granted by the employers and the scope in employment conditions amounting to € 55 per person per year remains available for this purpose.

Furthermore, parties to the collective agreement will make agreements on communication and securing reciprocal rights in relation to the scope in employment conditions amounting to € 55 per person per year.

Insuring reduction in income in case of partial incapacity for work

For employees who have become ill on or following 1 March 2020 and who have been declared partially incapacitated for work, the universities of applied sciences guarantee an employment contract for at least 50% residual earning capacity as determined by the Employee Insurance Agency (*Uitvoeringsinstituut Werknemersverzekeringen – UWV*), unless these employees come under a collective shortfall insurance supplementary to the Work and Income (Capacity for Work) Act (*WIA-hiaatverzekering*) at a minimum of 70% of the most recently earned salary⁷. Employers may charge the costs of this purely collective insurance to the Decentralized Resources for Employment Conditions (*Decentrale Arbeidsvoorwaarden Middelen – DAM*). In the local consultations more detailed arrangements can be agreed on with regard to the distribution of contributions between employer/employee.

Employment terms and conditions options menu

Parties to the collective agreement investigate amendments to the options menu. In anticipation of this, the options menu is adapted in some respects.

Working after the state pension age

Parties to the collective agreement have adopted - where relevant - the provisions of the Working beyond State Pension Age Act (*Wet Doorwerken na AOW-gerechtigde leeftijd*).

Social safety

⁷ As referred to in the policy conditions of the collective invalidity insurance, for example of Loyalis.

Parties to the collective agreement think it is important that social safety should be adequately secured. The social safety is secured, in consultation with the *PMR*, at university level, for example by appointing an ombuds official. To this purpose, the market labour fund for higher professional education, Zestor, has drafted a Factsheet Social Safety at universities of applied sciences that can be used in this context.

Internship arrangements

Universities of applied sciences lay down internship regulations, in consultation with the *PMR*, which include reimbursement of expenses and a realistic internship reimbursement.

The Collective Agreement article by article

Chapter A Definitions

Terminology that is used in the chapters of this collective agreement is defined in this chapter 'Definitions'. Whenever this collective agreements refers to 'he' or 'his' this should also be read as 'she' or 'her' respectively. The collective agreement is referred to as 'CA' where relevant.

Article A-1 Definitions

In this collective agreement the following terminology is understood to have the following meaning:

- **Aggregate annual income:** the sum of the annual incomes of all the employees of the university of applied sciences;
- **Annual income:** the annual salary plus holiday allowance, the regular year-end bonus and other allowances which the employee may claim from the employer and is entitled to under this CA;
- **Annual salary:** twelve times the monthly salary;
- **ATW:** Working Hours Act (*Arbeidstijdenwet (ATW)*- Bulletin of Acts and Decrees 1995, 598), as amended most recently;
- **Benefit basis:** the relevant income in the context of the surviving dependants' benefit, calculated from the day of the employee's demise plus an amount equal to the child benefit to which the employee would have been entitled pursuant to the General Child Benefit Act (*AKW – Algemene Kinderbijslagwet*; Bulletin of Acts and Decrees 1962, 160), calculated over one month;
- **BWRHBO:** Netherlands Universities of Applied Sciences Enhanced Unemployment Scheme (*Bovenwettelijke werkloosheidsregeling hbo (BWRHBO)*), as amended most recently by the CA parties;
- **CA parties:** parties who conclude the CA for universities of applied sciences on behalf of the employers who are party to the CA and the organized employees.
- **CC:** Netherlands Civil Code (*Burgerlijk Wetboek*);
- **Day:** each day or part of the day that the employee is obliged to perform his duties with due observance of article G-2, paragraph 3;
- **Deceased:** the person who was an employee in the context of this CA on the day of his death;
- **Employee:** the person, not being a member of boards or central boards, who works for a university of applied sciences on the basis of an employment contract entered into with the employer under this CA;
- **Employment contract:** a contract pursuant to article 7:610 Netherlands Civil Code (CC) between the employer and the employee with respect to employment;
- **Employer:** the board of the institution as referred to in article 1.1 sub j of the Higher Education and Research Act (*WHW*), being the board of a legal person that runs a university of applied sciences or the body or the person or persons who are entitled to act as such pursuant to delegation of powers;
- **Full-time equivalent:** standard full-time employment or part thereof;
- **Association of Universities of Applied Sciences:** the association of universities of applied sciences acting in this matter as association of employers of universities of applied sciences that have explicitly authorized the Association of Universities of Applied Sciences to do so;
- **Income:** the remuneration, i.e. the sum of salaries, holiday allowances, the regular year-end bonus and other allowances which the employee may claim from the employer and is entitled to under this CA;
- **Initial years:** the period of time during which the employee has not yet met all the requirements pertaining to the full performance of his duties;

- Initial salary: the salary payable to the employee during the initial years;
- Job grade: the salary scale pertaining to a specific position;
- Local consultations: the consultations with the trade unions as regulated in the Consultations Protocol agreement;
- Monthly salary: the salary per month as set out in Appendix III to this CA;
- Non-working day: Sunday, New Year's Day, Good Friday, Easter Monday, Ascension Day, Whitsun Monday, Christmas Day and Boxing Day, King's day (the day on which the King's birthday is celebrated), 5 May and any other national holidays and anniversaries recognized as such by the government;
- Official travel: travel on the instructions of the employer;
- Partner: the person with whom the employee has a marital relationship or a relationship equal to a marital relationship or with whom the employee has entered into a registered partnership or a cohabitation contract, all of this with due observation of the requirements laid down with respect to this matter by or in pursuance of the law;
- Part-time employment: employment less than standard full-time employment;
- Pension: an ABP multi-option pension on the basis of the General Pension Fund for Public Employees (*ABP- Algemeen Burgerlijk Pensioenfonds*);
- Pension computation age: age referred to in the pension rules of the Foundation Pension Fund of the General Pension Fund for Public Employees (*Stichting Pensioenfonds van het Algemeen Burgerlijk Pensioenfonds (ABP)*);
- Place of employment: the buildings in which the employee's place of work is located;
- Place of work: the employee's place of employment;
- *PMR*: the members of a participation council who are elected from among and by the employees. As a consequence of the optional scheme for employee participation under the Higher Education and Research Act (*WHW*) which became effective on 1 September 2010, *PMR* should also be read as Works Council where and when necessary;
- Position: the system of duties to be performed by the employee under the employment contract entered into by the employer and the employee;
- Salary: the gross monthly salary applicable to the employee within the minimum and maximum amount of the job grade applicable to the position or, as the case may be, the initial salaries applicable to the job grade;
- Salary per hour: 1/138th part of the salary per month for standard full-time employment;
- Standard annual workload: annual workload amounting to 1659 hours;
- Standard full-time employment: employment in which the number of working hours on an annual basis equals the standard annual workload;
- Standard working day: an 8-hour working day;
- State pension age: the age the employee is entitled to a payment in the context of the General Old Age Pension Act (*AOW: Algemene Ouderdomswet*);
- State pension age minus 10 years: the period within 10 years prior to the maximum, statutory state pension age;
- Teaching position: a position as referred to in article F-1, paragraph 2, as included in the 2002-2003 collective agreement for universities of applied sciences;
- Trade union: parties who have entered into the CA for universities of applied sciences on behalf of the employees;
- University of Applied Sciences: an institution for higher professional education as referred to in article 1.1 sub f in conjunction with 1.2 sub a in conjunction with 1.3, paragraph 2 of the Higher Education and Research Act (*WHW*); these are institutions that provide higher education aimed at the transfer of theoretical knowledge and the development of skills which are closely aligned to the practical requirements of the profession;
- *WAO*: Invalidity Insurance Act (*Wet op de arbeidsongeschiktheidsverzekering (WAO)* - Bulletin of Acts and Decrees 1966, 84) as amended most recently;
- *WAZO*: Work and Care Act (*Wet Arbeid en Zorg (WAZO)* - Bulletin of Acts and Decrees 2001, 567), as amended most recently;
- *WHW*: Higher Education and Research Act (*Wet op het Hoger onderwijs en Wetenschappelijk onderzoek (WHW)* – Bulletin of Acts and Decrees 1992, 593), as amended most recently;
- *WIA*: Work and Income (Capacity for Work) Act (*Wet Werk en Inkomen naar Arbeidsvermogen (WIA)* – Bulletin of Acts and Decrees 2005, 573, as amended most recently);
- *WMK*: Medical Examinations Act (*Wet op de Medische Keuringen (WMK)* - Bulletin of Acts and Decrees 1997, 365) as amended most recently;

- Workforce: the system of positions within the university of applied sciences in levels and numbers;
- Workload: the amount of work the employee has to perform;
- WW: Unemployment Insurance Act (*Werkloosheidswet (WW)* – Bulletin of Acts and Decrees 1986, 566), as amended most recently;
- ZAHBO: Illness and Invalidation Benefit Scheme for employees in the Higher Professional Education sector (*Ziekte en arbeidsongeschiktheidsregeling Hoger Beroepsonderwijs*) as amended most recently by CA parties;
- ZW: Sickness Benefits Act (*Ziektewet (ZW)* – Bulletin of Acts and Decrees 1929, 374) as amended most recently.

Chapter B Scope, entering into effect and term of the collective agreement

Article B-1 Applicability

1. This CA applies to employees employed by employers if and in so far as the regulations arising from the *WHW* apply to the duties of these employees.
2. This CA may be declared applicable to employees employed by a university of applied sciences whose duties are subject to other regulations than the regulations arising from the *WHW*.
3. If any rules have been or are laid down by or pursuant to statutory stipulations from which derogation is not permitted, this CA will only be applicable in so far as it is not contrary to these statutory stipulations. In that event the CA parties will hold consultations.
4. In so far as not provided otherwise in the CA, the employer will not be permitted to derogate from this CA. In the local CA consultations the employer is permitted to agree on employment conditions regarding issues that have not been arranged for in the CA.

Article B-2 Inconsistency with funding conditions

In the event that the funding conditions and the decisions based on these conditions are contrary to this CA, the funding conditions will prevail.

Article B-3 Entering into effect and term

The CA enters into effect on 1 April 2023 and ends on 30 June 2024.

Article B-4 Scope of the CA

Employees employed by a legal person under the control of the university of applied sciences, temporary agency workers and persons on secondment whose duties within the university of applied sciences concern the core activities as referred to in article B-1 paragraph 1 are entitled to remuneration in accordance with the CA for universities of applied sciences, including allowances, expense allowances and the employer's contribution to the pension premium, irrespective of whether they are skilled staff or not. Where required, the employer will make agreements with the employment agency.

Article B-5 Hardship clause

The CA parties will comply with the agreements made in accordance with the requirements of reasonableness and fairness. If and in so far as compliance with the agreements were to threaten the continuity of a university of applied sciences in a demonstrable manner, additional agreements may be made with the trade unions at university of applied sciences level in order to guarantee the continuity.

Chapter C Employment contract

Article C-1 Recruitment and selection code, determination and availability for inspection

1. The employer will observe a recruitment and selection code with respect to the recruitment and selection of personnel. This code will be available for inspection by everyone, of which the job applicant will be informed.
2. The recruitment and selection code will be agreed upon together with the *PMR*.

Article C-2 Medical examination

The Medical Examination Act (*Wet op de medische keuringen*) is applicable. In situations where a medical examination should take place in accordance with this Act and where the employee has serious conscientious objections to this examination, the consequences of any illness and disability that would have been noticed, within reason, during a medical examination and which illness or disability leads to the employee's incapacity for work, will be at the employee's risk and expense.

Article C-3 Employment contract

1. The employment contract will be entered into and amended in writing, in conformity with the format included in appendix II. It will be drafted in duplicate. The employer will ensure that the employee receives a copy of this contract or any amendments thereof, signed by both parties, in due time and where possible before commencement of the employment.

2. The employee is appointed at the university of applied sciences or the legal person that maintains the university of applied sciences or the group of universities of applied sciences, to a position at the university of applied sciences or the group of universities of applied sciences.

3. The employment contract contains a general description of the duties to be performed by the employee, in which these duties are merely outlined, this to enhance employability. Starting point is that the employee has an employment contract with the university of applied sciences without a strict definition of the position and the place of work. When the structure of any degree programme and/or study programme is changed, the job content and the place where the duties are generally performed may be changed without the employment contract having to be amended and without consequences for the employment conditions agreed upon.

4. The employer will hold consultations with the employee concerning important aspects of the job content, any changes therein and the consequences of these changes for, amongst other things, travelling expenses and travelling time. Starting point is that the duties can in all reasonableness be assigned to this employee given the employee's job level.

Chapter D Nature and term of the employment contract

Article D-1 The term of the employment contract

An employment contract is entered into:

- for an indefinite period of time; or
- for a definite period of time with the prospect of an employment contract for an indefinite period of time; or
- for a definite period of time.

Article D-2 Employment contract for an indefinite period of time

The employee is employed for an indefinite period of time unless article D-3 or article D-4 applies.

Article D-3 Employment contract for a definite period of time with the prospect of an employment contract for an indefinite period of time

1. The employee may be employed for a definite period of time with the prospect of an employment contract for an indefinite period of time. Starting point is that structural work is performed on the basis of an employment contract for an indefinite period of time or on the basis of an employment contract for a definite period of time or on the basis of an employment contract for a definite period of time with the prospect of a permanent employment contract. The duration of an employment contract for a definite period of time pursuant to this article is a maximum of twelve months.

2. The provisions stipulated in the CA for universities of applied sciences 2022-2023 apply to the employments contracts entered into before this article was changed.

3. The employee referred to in paragraph 1 of this article will be employed for an indefinite period of time after the expiry of the term for which the employment contract was entered into, unless it should appear from the most recent appraisal, as referred to in chapter N, that the employee by reason of his performance or because of compelling business interests, either at university of applied sciences level or at faculty level, to be demonstrated by the employer, does not qualify for a conversion of his employment contract into an employment contract for an indefinite period of time. If the appraisal has not taken place because of long term absence, for example due to the employee's illness, the term originally set for the employment contract will be renewed, in consultation between the employer and the employee, for a period of a maximum of twelve months to provide the employer with the opportunity to be able to assess the employee's performance as yet. Moreover, if the assessment referred to in this paragraph is 'insufficient', the employment contract can be renewed for a maximum period of twelve months.

Article D-4 Employment contract for a definite period of time

1. With due observance of the maximum duration referred to in article D-5 the employee may be employed for a definite period of time.

2. The maximum term referred to in article D-5 may be departed from in the first employment contract in case of an employee in the position of lector/associate lector in scale 14 and higher.

3. With respect to the employee who works as a researcher, or to the employee who exclusively replaces such employee, the maximum term referred to in article D-5 may be departed from in the first employment contract in case of external funding. The maximum duration of the employment contract is linked to the duration of the funding.

4. With respect to the employee who is exclusively charged with activities in the context of specific projects, earmarked with the *PMR*'s consent, the maximum term referred to in article D-5 can be departed from in the first employment contract in case additional funds may have been made available. The maximum duration of the employment contract is linked to the duration of the relevant project.

Article D-5 Successive employment contracts

1. Employment contracts for a definite period of time at the university of applied sciences and/or an employer in conformity with the CA, not being contracts for temporary agency workers and persons on secondment, may succeed each other, in which case the maximum term for the aggregate successive employment contracts for a definite period of time, contrary to article 7:668a CC will amount to:
a four years for teaching staff with teaching duties in the arts education if the employee also works as a professional artist and the number of hours he is employed by the employer is less than or equals 0.4 FTE⁸;
within this period six employment contracts can be entered into;
b the term of a doctoral research both the Professional Doctorate and the PhD; the number of employment contracts may not be deviated from, the maximum remains three;
c two years in situations not covered under a and b. Within this period three employment contracts may be entered into.
2. Contrary to paragraph 1, for the employee who has reached the state pension age the maximum term is four years with respect to successive employment contracts. The maximum number of employment contracts is six.
3. An employment contract for a definite period of time with a duration of more than one year, includes the possibility for early termination. The notice of termination period is two years, both for the employer and for the employee.
4. If successive employment contracts have led to continued employment for a definite period of time, as referred to in article 7:668 CC, notice of termination is not required for the termination of the employment.
5. In compliance with article 7:668a CC, successive employment relationships between the same parties not interrupted by any periods of time exceeding six months are deemed to be continued employment relationships.

Article D-6 Increase in contractual number of working hours

If the employee is charged with extra duties, as agreed upon, of an incidental and/or regular nature, next to his existing duties, the full-time equivalent may be temporarily increased, for the duration of these extra duties, commencing on the day that he is actually charged with these duties. The employee will be informed in writing about this temporary increase in the number of working hours.

Article D-7 Part-time employment

1. The employee is entitled to reduce the full-time equivalent, unless compelling business interests or interests of the service should dictate otherwise.
2. In the event of a vacancy, preference will be given to part-time employees, if sufficiently suitable for the position, to increase their full-time equivalent⁹.
3. On an annual basis the employer and the part-time employee will agree, in writing, on which days and hours the employee will perform his duties.

Article D-8 Temporary agency work

1. Temporary agency work can be engaged in case of
 - replacement due to illness or special leave;
 - activities that are obviously temporarily and for a short period of time;
2. The employer treats temporary workers, in so far as the system for the allocation of duties is concerned, in the same way as employees who come under this CA.

⁸ This derogation will apply for teaching staff with teaching duties in the arts education. It will apply for active professionals who work as performing artists – musicians, actors, dancers, visual artists, film directors – in their field of art and produce articles, products, performances and exhibitions. They should have a professional practice of a considerable size and quality. The paragraph on these exemptions as included in the CA 2014-2016 preamble is applicable.

⁹ In the context of this article a vacancy is not deemed to exist if the staff capacity level can be filled by an employee faced with imminent redundancy or by a former employee who is eligible for the Enhanced Unemployment Insurance Scheme for higher professional education.

Chapter E Obligations of the employer and the employee

Article E-1 General obligations

1. The employer and the employee are obliged to act in a manner befitting a good employer and a good employee.
 2. The employee is obliged to perform his duties to the best of his abilities and to act upon the instructions issued by or on behalf of his employer.
 3. The employee is obliged to perform his duties in compliance with the principles and the objectives as laid down in the articles of the legal person that maintains the university of applied sciences and as described in all the other documents in which the principles and objectives have been set out. The employee should have been given a reasonable opportunity to take note of the contents of these documents.
 4. Within reasonable limits and in so far as necessary for the proper performance of his duties, the employee is obliged, following prior consultations, to agree to:
a temporary changes, for a maximum of one month, in the duties attached to his position;
b temporary changes, for a maximum of one month, in his working hours schedule.
- This paragraph applies by analogy if circumstances of such an extraordinary nature were to occur that prior consultations could not be held.

Article E-2 Confidentiality

1. The employee is obliged to observe confidentiality with respect to all that he takes note of by virtue of his position, in so far as this obligation arises from the nature of things or has been explicitly imposed in writing. This obligation will continue to have effect upon termination of the employment contract.
2. Without prejudice to any statutory provisions, the employer is obliged to observe confidentiality towards third parties with respect to the employee's personal details, unless the employee has granted written permission to provide these personal details to that third party.

Article E-3 Duties

1. The employee is obliged to assume the duties pertaining to the position.
2. The employee may refuse to carry out certain instructions by reason of serious conscientious objections.
3. Should it prove impossible to charge the employee with sufficient duties pertaining to his position in relation to the full-time equivalent, the employer may instruct him to perform other duties, provided these duties are suitable in relation to his personality and circumstances and having regard to his job level.

Article E-4 Ancillary activities

1. The employee is obliged to report the number of hours he performs ancillary activities related to his work and professionalism and the contents thereof. He will not carry out any activities that will demonstrably prejudice the performance of his duties and his employer's interests. The employee is obliged to surrender to the employer any remuneration paid by third parties for activities carried out by the employee during working hours, or any remuneration for activities awarded to these third parties, or any other remuneration paid by third parties in connection with any kind of relation to the employment contract entered into with the employer, in so far as the employer has not released the employee from this obligation in writing.
2. If the employee has undertaken, by accepting a contractual obligation, to observe confidentiality with respect to the contents of his ancillary activities, he will not be obliged to inform the employer about any of the contents of these activities.

Article E-5 Personal details

The employee is entitled to inspect his personnel file.

Article E-6 Insurance

1. The employer is obliged to take out third party liability insurance that covers the employee's liability in the performance of his duties, including damage caused to third parties by those persons that are supervised by the employee, as instructed by the employer, at the place of work.
2. The employer's obligation to insure the employee as referred to in paragraph 1 does not apply if this employee has serious conscientious objections to the insurance referred to and has informed the employer about these objections in writing.
3. If the employee should have serious conscientious objections to insurance as referred to in the previous paragraph, the consequences of not being insured will be at his own risk and expense.

4. If insurance has been taken out as referred to in paragraph 1, the employer indemnifies the employee against any liability claims in this respect and relinquishes possible rights of recourse against the employee. All of this except where the damage is caused by the employee's intent or wilful recklessness.

Article E-7 Copyrights and industrial property

Any entitlement to copyrights, patents, plant breeder's rights and other intellectual property rights and the proceeds arising from:

- the creation of a work of literature, science or art as defined in the Copyright Act (*Auteurswet*),
- the invention of a new product or a new procedure as defined in the Patents Act (*Rijksoctrooiwet*), or
- the breeding or production of a variety to which a plant breeder's right can be created as defined in the Seeds and Planting Materials Act (*Zaaigoed- en Plantengoedwet*),

will accrue to the employer where the creation, invention, breeding or production was or has been effected by the employee in the performance of his duties for the employer.

Chapter F Position

Article F-1 Standard positions and other positions

Without prejudice to the provisions set out in this CA, the employer will determine job descriptions and salary scales for the separate positions within the workforce. In doing so, the employer will specify the position within the organization and will determine the salary scale in relation to the workforce, taking into account the standards that apply to the employees based on laws and regulations and taking into account the standards applicable to teaching staff. The employer will ensure that the positions are sufficiently broad in scope and varied, in so far as these positions comprise at least 0.5 of the standard full-time employment. An exception to the job classification system is made for activities performed by students who are involved in activities in the context of study introduction and information and in the context of recruitment of new fellow-students. These students will be paid the scale 1 minimum.

Article F-2 Positions and job evaluation

1. The position of the employee is classified into one of the job categories 1 to 18, based on the eFUWA system of job evaluation or the Hay method used by the employer. These job categories also represent the salary groups.

2. The positions will be classified into job categories in accordance with the job levels specified in the 'Conversion File for Universities of Applied Sciences' (*Conversiebestand Hoger Beroepsonderwijs*). The summary of the Conversion File in the job matrix in which these levels have been specified is included in appendix IX to this CA.

3. The employee may at any time raise objections to his job evaluation. The 'National objection procedure for job evaluations in universities of applied sciences' (*Landelijke bezwarenreglement functieordenen hbo*) applies and is included in appendix V.

4. As from 1 September 2023 positions which include teaching tasks (teaching position¹⁰), for which having obtained a full and transferable basic teaching qualification (*Basiskwalificatie Didactische Bekwaamheid (BDB)*) (in this qualification the basic qualification for administering examinations (*Basiskwalificatie Examinering (BKE)*) is integrated) is required - or comparable job requirements¹¹ - must be ranked at least in pay scale 11.

5. As soon as possible, but ultimately 1 September 2025, all positions of teaching staff in pay scale 10 must be reassessed. Teaching staff who are expected, in their present performance of tasks, to fulfil a role in the development of education and/or who perform tasks for which the full and transferable basic teaching qualification (*Basiskwalificatie Didactische Bekwaamheid (BDB)*) (in this qualification the basic qualification for administering examinations (*Basiskwalificatie Examinering (BKE)*) is integrated) is required - or comparable job requirements¹² - are ranked in pay scale 11. CA parties have drafted the table in appendix XV as distinguishing criteria to this purpose.

6. Positions that do not meet the criteria referred to in the previous paragraph will be given a job title different from "docent". As from 1 October 2023, new employees in scale 10 or lower will be provided with a job title that neither includes the word "docent" nor the word "lecturer". The university of applied sciences is free to choose a job title. Universities of applied sciences may allow those employees in scale 10 who already had the job title "docent" before 1 October 2023 and who should also remain in scale 10 in accordance with the criteria of the present CA, to retain the job title "docent".

¹⁰ At many universities of applied sciences the job title is "docent/onderzoeker" (teacher/researcher).

¹¹ A specific example would be educational studies, where having a teaching qualification is mandatory.

¹² A specific example would be educational studies, where having a teaching qualification is mandatory.

Article F-3 PhD Candidates and professional Doctorates

1. Employees who have been appointed as a PhD candidate or nominated for a professional doctorate in pay scale 10 can be assigned teaching support tasks, to a maximum of 10% of their weekly working hours, without article F-2 being applicable.
2. This 10% may not include a role as an assessor and/or examiner.
3. It is required for the application of the present article that the supporting tasks should always be directly related to the employee's own research subject.

Chapter G Working days and working hours

Article G-1 Office hours

1. The employee will perform his work during the hours when the university is open:
 - a Mondays to Fridays from 7 a.m. to 10.30 p.m.;
 - b Saturdays between 7 a.m. and 6 p.m.
2. If necessary as a result of the nature of the work, the office hours referred to in the previous paragraph may be departed from.

Article G-2 Working hours scheme

1. The employer and the *PMR* will agree on a working hours scheme. This scheme will include agreements based on the provisions of Chapter J.
2. The work will be spread equally over the year or contract period.
3. The employer will record, in writing, the days and periods when the employee will work. These days or periods may be changed in mutual consultation. The employee will receive written confirmation of such changes.

Article G-3 Maximum working day

1. A maximum working day consists of ten hours, consecutive where possible, with sufficient periods of rest in between. The periods of rest prescribed by law, as referred to in the Dutch Working Hours Act (*Arbeidstijdenwet*), do not qualify as working hours. Any coffee or tea breaks qualify as working hours without any obligation to work.
2. The employer will determine the daily working hours after consulting the employee, based on the principle that no more than eight hours may be worked in a day.

Article G-4 Employability

1. Realistic job assignments will be applied, both on an individual level and on team level, in planning and performance of the work to be done. This means that it must be feasible to perform job assignments realistically – considering the available time, capacity and means – within the weekly working hours. This applies both for the planning of the assigned tasks and for possible adjustments, in mutual consultation, of the assigned tasks (type and/or scope) during the academic year. When the tasks are assigned, keeping up-to-date with developments in the area of expertise, amongst others, and replacement, for example in case of illness and professionalization, must be taken into account and furthermore, where teaching staff is concerned, teaching, including preparation and follow-up.
2. The employer ensures that the total workload of the employee will be in accordance with the weekly working hours. The work will be performed in accordance with the working hours scheme of the university of applied sciences.
3. The employee may have the individual task assignments tested, at any time, by an independent committee, which the employer sets up with the consent of the *PMR*.
4. Agreements concerning workload policies in which, amongst others, the above and any changes therein are effected, will be submitted to the *PMR* for its consent, at the level at which the policy is adopted. The policy with respect to the realistically assigned tasks will be applied no later than 1 April 2022.
5. Regarding the realistically assigned tasks the following starting points apply:
 - a. The curriculum for teaching staff will be determined with due consideration for the criteria with regard to feasibility in terms of studyability, teachability, affordability and practicability. Team members will be involved in the development, planning and implementation of the curriculum and there is room for possible training/supervision. Without prejudice to the statutory participation in decision-making, the teams involved are entitled to consultation; the results will be laid down in the workload policy;
 - b. Both the total workload of the team and the net FTEs available for the team are discussed with the team, whereby possible discrepancies will be solved. If the total number of FTEs is not sufficient, this will also be discussed with the team, as well as the option to increase the FTEs, which activities should be performed differently or should not be performed anymore;

- c. There must be a realistic task assignment. The employee's workload will be compatible with his weekly working hours and is spread proportionately over the year. When tasks are assigned to starting employees, their professional maturity is taken into account;
- d. The employee will have the possibility to have individual task assignments tested by an independent complaints committee. This committee's regulations state that the advice is compelling, that it is subject to a time limit and that testing has no suspensive effect;
- e. Universities of applied sciences will initiate a process to monitor the implementation of paragraphs 1 up to and including 5 with due care.

Article G-5 Working hours of performing artists

A working hours scheme applies to performing artists which grants them the opportunity to carry out their profession during normal working hours if necessary.

Article G-6 Working hours older employees

1. An employee aged 50 or older may be instructed to work evenings, subject to a maximum of two part-days a week and 40 part-days a year, on account of new evening work due to the employer's activities being expanded or changed. This maximum may be derogated from if the employee agrees.
2. If an employee aged 50 or older already works for 40 part-days or more, the number of part-days cannot be expanded, unless the employee agrees to this.

Chapter H Salary and Allowances

Article H-1 Determination of salaries and regular year-end bonuses

1. The employee's salary will be agreed on with due observance of the rules set by the CA parties under or pursuant to laws and regulations. The salaries are raised by 6.36 % per 1 June 2022. The rise will extend to the benefits in the usual way. In September 2023, a one-off benefit amounting to € 833 gross is granted, in proportion to the full-time equivalent, to every employee employed, on 1 September 2023, by a university of applied sciences covered by this CA. This sum is pensionable. The employee who works part-time is entitled to the benefit pro rata the part-time factor.

The entitlement to the one-off benefit does not apply for employees on fully unpaid leave, not being life-course leave.

Starting from 1 July 2023, the amounts in scales 1 up to and including 10 structurally rise by 150 euros gross. The amounts in scales 11 and 12 structurally rise by 100 euros gross. The maximums of job grades 11 and 12 then additionally rise by one extra step.

2. The employee's salary will be determined on commencement of the employment, in reasonableness and with due observance of the experience gained, based on the appropriate salary for the position according to the job classification or based on the initial years specified for that job grade, and will be paid out on a monthly basis.

3. On commencement of the employment and if there are any changes, the employer will provide the employee with a breakdown of his income.

4. The holiday allowance for each calendar month is 8% of the amount received as salary in that month by the employee and will be paid once a year in the month of May for the period of twelve months ending with the month of May. Contrary to the foregoing, if the employment contract is terminated payment will be made for the period between the end of the most recent period for which the holiday allowance was paid and the date on which the employment contract was terminated. Appendix III applies to the minimum holiday allowance.

5. In December, a regular year-end bonus of 8.3% will be granted, to be calculated based on the annual salary and to be accrued in proportion to the full-time equivalent in accordance with the holiday allowance system. This payment will be reflected in the pension basis and in both the current and new payments.

Article H-2 Salaries of part-time employees

1. The salary of an employee commencing part-time employment will be calculated in proportion to this CA and the full-time equivalent.

2. In order to determine the appropriate scale amount, the employee's actual salary will, if necessary, be converted into a salary amount associated with standard full-time employment.

Article H-3 Annual salary increase

1. An annual salary increase will be granted based on the outcome of the annual performance appraisal. The institution must have an operational appraisal system that meets the criteria agreed on by the CA parties. These criteria are laid down in Chapter N of this CA.

2. Except for the situation referred to in paragraph 3, the employee who performs well, i.e. on the normal level for that position, is granted an annual salary increase within the salary scale, by the standard percentage applicable in the appropriate job grade. The employee is informed of this.

3. In the event the employee has performed excellently, in the employer's opinion, i.e. above the normal level for that position, or in the event the employee has performed inadequately, i.e. regularly or continually below the normal level for that position, a performance appraisal interview will be conducted on the supervisor's initiative. The employee is entitled to request a performance appraisal interview.

The outcome of the performance appraisal will:

- in the case of an excellent appraisal result in a salary increase by twice the standard percentage;
- in the case of an unsatisfactory appraisal not result in a salary adjustment;
- in the case of a good appraisal result in a salary increase by one time the standard percentage.

4. In the event that an employee has, on account of not yet satisfying all the relevant requirements for the proper performance of the position, been classified in the stage of initial years corresponding to the relevant job grade and it is determined during the performance appraisal that the employee now performs the position properly, the outcome of the annual performance appraisal will result in a salary adjustment to at least the minimum of the relevant job grade.

5. The number of initial years is subject to a maximum and is as follows:

- for job grades 1 to 5: no initial years
- for job grades 6 to 8: a maximum of 1 year
- for job grades 9, 10, 12, 13 en 14: maximum of 2 years
- for job grade 11: maximum 3 years
- for job grades 15 to 18: a maximum of 3 years.

Article H-4 Extraordinary allowance

The employer may grant an employee who has reached the maximum of the job grade associated with his position a permanent allowance of at the most 15% of his salary on the following grounds:

a extraordinary skill, suitability and diligence;

b other circumstances which the employer considers to be of sufficient importance.

Article H-5 Long-service bonus

1. The employer may grant an employee a one-off bonus for extraordinary years of service.

2. When an employee has been employed by the employer for 25, 40 or 50 years, the employer will grant him a bonus of 50%, 100% and 100% of his monthly income respectively.

The number of pensionable years of service will determine when such a service anniversary has been reached.

If the employee has commuted any pensionable years of service or has not accrued these or only partially accrued these during a particular period on account of his age, full-time equivalent or duration of his employment, the years will, however, be taken into account fully when calculating when a service anniversary has been reached.

The following years will not be taken into account when calculating when a service anniversary has been reached:

- pension years purchased by the employee;
- pension years accrued additionally because the employee's full-time equivalent is greater than 1.

Years spent in the tropics which the pension fund counts as double pension years will only count once when calculating when a service anniversary has been reached.

Article H-6 Labour market allowance

1. The employer may grant the employee an allowance for reasons relating to the labour market if the position is impossible or difficult to fill without the allowance or in the context of employee retention. At the moment the allowance is granted, arrangements will be made with respect to the duration of the allowance.

2. Any granting of allowances for reasons relating to the labour market must be accounted for annually in the annual social report.

Article H-7 Overtime allowance

1. An employee whose salary is determined in accordance with one of the job grades 1 to 10 and who works overtime on the instructions of the employer will be granted an allowance, except as provided for in paragraph 3 of this article.

2. 'Overtime' is understood to mean work carried out outside the daily working hours determined for the employee, in so far as these working hours will be exceeded as a result.

3. No allowance will be granted for overtime worked for less than one hour following on from the daily working hours determined for the employee. An employee may only work overtime on the instructions of the employer.
4. Except when irregular hours are worked, as referred to in article H-8, the overtime allowance will consist of:
 - a leave, equivalent to the number of hours exceeding the daily working hours determined for the employee, and
 - b a sum of money which, for each hour exceeding these working hours, is equivalent to a percentage of the employee's hourly salary, with the proviso that the sum of money for overtime worked on Mondays to Fridays between 8 a.m. and 6 p.m. will only be granted in so far as the number of working hours in the case of standard full-time employment are exceeded as a result of the employee working overtime.
5. The allowance will be granted as soon as possible but as a rule not later than in the calendar month following the calendar month in which the working hours were exceeded, in which respect the wishes of the employee will be taken into account as much as possible. Article G-2 applies in this respect.
6. The employer may determine that, instead of granting leave, as referred to in paragraph 4(a) of this article, a sum of money equivalent to the employee's hourly salary will be granted for each hour.
7. The percentage referred to in paragraph 4(b) is:
 - a except as specified under b and c:

overtime worked:	Saturdays and Sundays	Mondays to Fridays
between midnight and 6 a.m.	100	50
between 6 a.m. and 10 p.m.	50	25
between 10 p.m. and midnight	100	50

- b 50 if more than two hours of overtime were worked, in so far as this overtime was worked after the first two hours on a Monday, Tuesday, Wednesday, Thursday or Friday between 6 a.m. and 10 p.m., except as specified under c.
- c 100 if the overtime was worked on a non-working day that is not a Sunday, or on the following day between midnight and 6 a.m.

Article H-8 Allowance for irregular working hours

1. An employee who is not a member of the teaching staff and whose salary is determined based on one of the job grades 1 to 10 and who regularly or relatively regularly carries out work on the instructions of the employer at times other than between 8 a.m. and 6 p.m. on Mondays to Fridays will be granted an allowance.
2. The allowance for each hour worked is the following percentage of the employee's hourly salary:
 - a 20% for the hours between 6 a.m. and 8 a.m. and between 6 p.m. and 10 p.m. on Mondays to Fridays;
 - b 40% for the hours between 6 a.m. and 10 p.m. on Saturdays;
 - c 40% for the hours between midnight and 6 a.m. and between 10 p.m. and midnight on Mondays to Saturdays;
 - d 65% for the hours on non-working days,
 with the proviso that these percentages will be calculated based on at the most the hourly salary derived from the maximum salary for job grade 6.
3. For the hours referred to in paragraph 2(a), the allowance will only be granted if the employee started his work before 7 a.m. or ended his work after 8 p.m.

Article H-9 Guaranteed allowance for irregular working hours

1. An employee whose income, as a result of the termination or reduction of an allowance as referred to in article H-8, that was not caused by the employee, is permanently reduced by an amount equivalent to at least 3% of the employee's income will be granted a diminishing allowance, provided that he received the first allowance for at least two years, without any significant interruption, immediately prior to the date on which it was terminated or reduced. The diminishing allowance as referred to in the first sentence of this paragraph will be granted for a period equivalent to 25% of the period for which the allowance for irregular working hours was granted, as referred to in article H-8, subject to a maximum of three years. The diminishing allowance, divided between equal parts of the period for which the diminishing allowance is granted, is 75%, 50% and 25% respectively.

2. Contrary to the provisions of paragraph 1, an employee aged 60 or more whose income is permanently reduced as a result of the termination or reduction of an allowance as referred to in article H-8, that was not caused by the employee, will be granted a permanent allowance, provided that he received the first allowance for at least ten years, without any significant interruption, immediately prior to the date on which it was terminated or reduced. The allowance referred to in the first sentence of this paragraph is 100%.
3. The diminishing allowance referred to in the first paragraph will become a permanent allowance as referred to in the second paragraph of this article when the employee reaches the age of 60 and if he has received an allowance as referred to in article H-8 for at least ten years, without any significant interruption, immediately prior to the commencement of this allowance.
4. For the purposes of paragraphs 1 to 3, a 'significant interruption' is understood to mean an interruption of more than two months.

Article H-10 Temporary occupation of a higher position

1. If an employee is charged with fully or partially occupying a position that comes within a higher job grade, the employee will be assigned to a grade, for the duration of the temporary occupation of the higher position, as if he had been appointed to that position, unless the temporary occupation
a forms part of the employee's position;
b is a result of another employee's holiday leave;
c has a duration of less than 31 consecutive calendar days.
The occupation of the higher position is temporary.

Article H-11 Student assistant

1. Students who contribute to a teaching position or who perform work within the university of applied sciences as an extension of their own degree and/or study programme may be offered a fixed-term employment contract as a student assistant.
2. The employer will determine rules for the term and extent of the employment of the student assistant.
3. Chapters F, M, N and O and also Articles H-3, H-4, H-5, H-6 and H-8 to H-10 do not apply to a student assistant.
4. The salary to be paid to a student assistant will be determined by the academic year the student is in within the degree and/or study programme.
5. The salary for a student assistant employed on a full-time basis is specified in appendix III to this CA.
6. The employer may lay down rules for determining the academic year in view of its own degree and/or study programmes.

Chapter I Allowances and Schemes

Article I-1 Company emergency response allowance

1. The employer may instruct the employee to perform company emergency response duties in accordance with article 15 Working Conditions Act (*Arbeidsomstandighedenwet 1998*, Bulletin of Acts and Decrees 1999,184).
2. The employee may only be charged with company emergency response duties if he has valid qualifications for company emergency response issued by a recognized company emergency response institution.
3. The employee who has been charged with company emergency response duties will receive a monthly allowance for these duties.

Article I-2 Relocation expenses

1. An employee who is employed for an indefinite period of time for a number of hours equalling half the standard full-time employment or more is entitled to claim once, during a period of two years, a contribution towards furnishing expenses amounting to 12% of his annual salary, to a maximum of € 7,750, if and in so far as the employee, on commencement of the employment, lives at a travelling distance of more than 25 kilometres from his place of work and he moves house so that the distance decreases by at least 60%. The allowances concern expenses that have actually been made; the employee will therefore have to submit receipts.
2. In the event that the employee performs his duties at more than one place of work of the university of applied sciences, the term 'place of work' referred to in paragraph 1 is understood to mean the place of work in the town or city where the employee lives or in which direction the employee moves for the first time after commencing employment. On the basis of that place of work, the employee is entitled to a relocation allowance in accordance with paragraph 1 of the present article.

3. If there should be a major change in the division of the duties the employee performs at different places of work and the employee should move towards the place of work where he is employed for most of his work, another relocation allowance can be claimed, in accordance with paragraph 1 of the present article, for a period of two years following the commencement of the change in the division of duties referred to, unless this should be unreasonable.

4. If the employee is employed for a definite period of time or for a number of hours less than half the standard full-time employment, the employer and the employee may agree that paragraph 1 will be applicable by analogy, provided always that the period of time during which the employee is entitled to a relocation allowance will not exceed a total period of two years following the day the entitlement to that allowance arose.

5. The employee may be obliged by the employer to refund a pro rata part of the allowance if the employee gives notice of termination within two years following his moving house.

Article I-3 Obligation to move house

The employee may be obliged by the employer to move house if this should be necessitated by the nature of the position, to be determined at the employer's discretion, and the contractual number of hours that the employee works at the university of applied sciences is more than or equal to half the standard full-time employment. In that case the employee will be entitled to a contribution towards the costs in accordance with the provisions of article I-3, with the exception of the provisions of paragraph 5. The allowance concerns expenses that have actually been made; the employee will therefore have to submit receipts.

Article I-4 Travelling expenses

1. The concrete details of the arrangement for travelling expenses will be decided on at university level. A public transport scheme agreed upon with the *PMR* could be part of these arrangements. If additional arrangements are agreed upon in the local CA consultations, the arrangements agreed upon in the local CA consultations will prevail in the event of inconsistencies.

2. The employer may arrange for a tax set-off scheme for official travel and commuting.

3. The policy with respect to the public transport scheme must be accounted for annually in the annual social report.

Article I-5 Travelling expenses necessary for official travel

The employer will reimburse the travelling expenses necessarily made by the employee on official trips.

The 'travelling expenses necessarily made' are understood to mean:

a where public transport is used: the costs for travelling on the regular means of public transport via the most common route and at the least expense for the employer, in so far as the employer considers the use of these means to be necessary;

b where a motor vehicle is used: the costs calculated on the basis of the use of public transport as referred to under a, unless the employer has authorized the use of a motor vehicle. In the event of authorization, the reimbursement equals the maximum travelling allowance that is tax-exempted from payroll tax and income tax.

Article I-6 Contribution towards subsistence expenses for official travel

The employer will reimburse the subsistence expenses actually incurred by the employee, within reason, as these arise on official trips from the nature of the official travel.

Article I-7 Postings abroad

1. If the employee is charged by the employer with duties that have to be performed outside the Netherlands, the employee will be entitled to a contribution towards the relocation costs and subsistence expenses.

2. On determining the contribution as referred to in the previous paragraph, the cost of living in the country where the duties are to be performed will be taken into account.

3. The employer and the trade unions may agree upon more detailed arrangements for postings abroad.

Article I-8 Trade union membership fees

An employee who is a member of a trade union may exchange (gross) salary for a (net) payment of the trade union membership fee, in accordance with the scheme included in appendix IV (please refer to appendix IV). A format application form is published on the website of the Association of Universities of Applied Sciences (www.vereniginghogescholen.nl).

Chapter J Work, leave and special leave

Article J-1 Work and Leave

1. The total number of hours' holiday is calculated on an annual basis, based on the number of net working hours amounting to 1659 on an annual basis and the tasks and working hours that apply to the employee per working week.
2. For the employee who works in part-time employment the effective standard annual workload of 1659 hours is determined pro rata.
3. The employee is not expected to perform his duties on non-working days. If a public holiday is not in the weekend, this day will be compensated by the employer.
4. The employer will offer the employee the opportunity to take a holiday on religious holidays and anniversaries pertaining to his personal beliefs.

Article J-2 Actual number of working hours per week

1. The working week for an employee who works full-time is specified as follows: 36 hours, 38 hours or 40 hours.
2. The employee is entitled, in consultation with the employer, to choose a working week of 36 hours, 38 hours or 40 hours, unless compelling business interests or interests of the service should dictate otherwise. The consultations on this issue must be finalized at least 3 months before the start of the academic year.
3. Following consultations, the employer and the employee may agree upon different tasks and number of working hours per week.
4. In the case of an employee who works in part-time employment this article is applied in proportion to his employment.

Article J-3 Daily working hours

1. The employer will set the daily working hours on the basis of the employee's actual number of working hours per week, following consultations with the employee and observing the preferences of the employee, and as appropriate for the nature of the duties to be performed.
2. The working hours pattern must be in accordance with the provision laid down in the Working Hours Act (*Arbeidstijdenwet*). There must be a balanced distribution of the number of working hours per week. The leading principle in this context is that the working week must be specified in either 8-hour days or 4-hour half-days.
3. A regular working day is an 8-hour working day.

Article J-4 Holidays

An employee who has a working week of

- 36 hours is entitled to 219 hours' holiday per calendar year without loss of salary
- 38 hours is entitled to 323 hours' holiday per calendar year without loss of salary
- 40 hours is entitled to 428 hours' holiday per calendar year without loss of salary

For the employee who works in part-time employment the number of hours' holiday will be determined in proportion to his employment. Parts of hours will be rounded up to half hours.

Article J-5 Registration

The number of hours' holiday taken by the employee pursuant to article J-4 is registered by the employer.

Article J-6 Commencement and termination

Contrary to the provisions of article J-4 the number of hours' holiday the employee is entitled to will be determined pro rata if the employment contract is entered into or terminated in the course of a calendar year and if any changes are made in the individually agreed upon working hours per week.

Article J-7 Holiday and illness

1. An employee who cannot perform the duties agreed upon due to illness will accrue hours' holiday over the statutory minimum number of hours' holiday, i.e. four times the agreed number of working hours per week. The hours' holiday in excess of the statutory entitlement will accrue over the first six months of the sick leave. Time periods will be added up where there is less than a month between them. After that period the employee who cannot perform his duties, due to illness, for only a part of the agreed number of working hours will accrue hours' holiday in proportion to the hours he does perform his duties.
2. If the employee falls ill during his holiday, the leave will be converted into sick leave.

Article J-8 Taking a holiday

1. The employer will grant the employee a holiday upon the employee's request, unless serious reasons should dictate otherwise. In this event the employer will inform the employee about this within two weeks, substantiated and in writing.
2. The employer and the employee will ensure that sufficient opportunity is granted or taken to make use of the holiday entitlement in the relevant year.
3. Holiday that is not taken due to illness, or that is not taken because the interests of the service should dictate otherwise, may be transferred to the next year.
4. Following the *PMR's* consent, the employer may designate a maximum of one week and a maximum of four days per year, whether they are consecutive days or not, as mandatory holiday.
5. Following consultations with the *PMR* the employer may designate longer periods of time than the periods referred to in the previous paragraph as mandatory holiday. The *PMR's* consent is required in this matter. The *PMR* may then make compensation agreements.

Article J-9 Short-term special leave

1. The employer will grant the employee short-term special leave without loss of income, subject to the provisions of paragraph 2 of this article, in so far as the employee's duties coincide with one or more of the following circumstances:

- a exercising the right to vote, complying with a statutory obligation or sitting an examination or test administered or recognized by the authorities, in so far as this cannot take place in the employee's leisure time and his working hours cannot be changed;
 - b attending meetings or hearings of or performing activities for public law boards or committees to which the employee has been appointed or elected, in so far as this cannot take place in the employee's leisure time;
 - c exercising the membership of an examination board administered or recognized by the authorities or acting as an external state-appointed examiner at an examination: an aggregate maximum of 14 days' leave per year, to be determined in consultation with the employer, in so far as the employer is indemnified in this respect;
 - d the death of the employee's partner, parent or child, including the employee's or the employee's partner's parents-in-law, stepparents or stepchildren or foster children: 4 days' leave; the death of blood relatives or relatives by marriage of the employee or the employee's partner in the second degree: 2 days' leave; if, in this latter case, the employee is responsible for arranging the funeral or administering the estate: a maximum of 4 days' leave;
 - e moving house if the place of work changes: 2 days' leave or in special circumstances a maximum of 4 days' leave;
 - f looking for a house if the place of work changes: a maximum of 2 days' leave;
 - g the employee's civil wedding or church wedding or registration of partnership: a maximum of 2 days' leave, in so far as the wedding day or days or the day or days the partnership is registered fall within this period of time;
 - h wedding or partnership registration of blood relatives or relatives by marriage of the employee or the employee's partner in the first or the second degree: 1 day's leave;
 - i attending a membership meeting under the charter of the federation of trade unions or the trade union, as referred to in article V-8, where the employee is registered as a member, in so far as this cannot take place in the employee's leisure time.
 - j complying with a request to be heard as a witness or an expert in legal proceedings.
 - k deployment as a reservist and for the training to be a reservist. Article J-14 applies equally.
2. If the circumstances should occur that are referred to in paragraph 1(b) of the present article and the employee should receive a fixed remuneration for the activities with respect to which leave is granted, a deduction will be withheld from his income for the period of time that he is on leave. This deduction will not exceed the fixed remuneration that the employee may be deemed to have received for the activities that are performed during the period of time corresponding to the period of leave.
3. The special leave referred to in this article must be requested at least a week in advance, or, in unforeseen circumstances, as soon as possible. In appropriate cases, the employer may regard the employee's absence as special leave without loss of income even where the employee has failed to request special leave in accordance with these requirements.
4. If the employee would like to take unpaid leave or a day's leave in the situations referred to below, he will be given the opportunity by the employer to do so:
- official notice of the employee's intended marriage;
 - the death of a blood relative or a relative by marriage of the employee or the employee's partner in the third and the fourth degree;
 - moving house other than where the place of work is changed;

- the 25th, 40th and 50th service anniversary or wedding anniversary or anniversary of the registration of the registered partnership of the employee and the 25th, 40th, 50th and 60th wedding anniversary or the anniversary of the registration of the registered partnership of the parents, including stepparents, parents-in-law or foster parents, of the employee or employee's partner;
 - youth work;
5. Contrary to the provisions of the third paragraph of the present article, special leave as referred to in paragraph 1(sub i) must be requested at least two months in advance.

Article J-10 Pregnancy and maternity leave and parental leave

1. A female employee is entitled to pregnancy and maternity leave in connection with the birth of her child without loss of income. The provisions of the Work and Care Act (*Wet Arbeid en Zorg (WAZO)*) apply.
2. Entitlement to pregnancy leave arises starting from 6 weeks before the day after the presumptive day of the child's birth, as indicated in a written statement by a doctor or a midwife to be submitted to the employer, up to and including the day of the child's birth. The pregnancy leave will start at the latest 4 weeks prior to the day following the presumptive day of the child's birth.
3. The maternity leave will start on the day after the child's birth and amounts to 10 consecutive weeks or as many days more as the number of days that the pregnancy leave was shorter than 6 weeks.
4. For the application of paragraph 3, the number of days that the female employee receives sick pay pursuant to article 29a, paragraph 2 of the Sickness Benefits Act (*Ziektewet*) in the period she is entitled to pregnancy leave although this leave has not yet started, are regarded as days she has obtained pregnancy leave.
5. The employee is entitled to unpaid parental leave pursuant to the Work and Care Act (*Wet Arbeid en Zorg*).
6. When the wife, the registered partner, the person with whom the employee cohabits without being married or the person whose child the employee acknowledges gives birth, the employee is entitled to paid leave for the duration of one time the working hours per week over a period of 4 weeks beginning on the day that the child actually resides at the same address. These days do not have to be taken consecutively.
7. As from 1 July 2020 the employee is entitled to additional post-birth leave, as referred to in article 4:2a of the Work and Care Act (*Wet Arbeid en Zorg (WAZO)*). The allowance for additional post-birth leave is supplemented to 100% of the salary per day, maximised at the statutory (maximum) daily wages in one of the following situations:
 - the employee is the spouse or registered partner of the child's mother;
 - the employee has acknowledged the child;
 - the employee lives together with the child's mother without being married.

This supplement can be increased in local consultations on the decentralized resources for employment terms and conditions referred to in chapter K.

All claims related to the salary and weekly working hours are calculated on the basis of the salary that the employee would have received if he did not make use of the additional post-birth leave.

Article J-11 Care leave

The employer will grant the employee care leave without loss of income in the event that the partner, a parent or a child, including the employee's or the employee's partner's parents-in-law, stepparents or stepchildren or foster children, fall ill and require nursing, to a maximum per year of two times the working hours per week. If a medical certificate, to be submitted to the employer, should indicate that the continuous presence of the employee with the person who has fallen ill is required for a longer period of time, this period may be extended.

Article J-12 Emergency leave

Pursuant to article 4:1 Work and Care Act (*Wet Arbeid en Zorg (WAZO)*) the employee is entitled to emergency leave, with or without loss of income, in the circumstances referred to in that article.

Article J-13 Adoption leave

1. Leave without loss of income pursuant to the Work and Care Act (*Wet Arbeid en Zorg (WAZO)*) is granted for a maximum of 6 weeks in the event that a child is adopted by the employee. Throughout the period of leave the salary will be paid in full. The leave will start 4 weeks before the first day the child is actually adopted into the family; the leave does not have to be taken consecutively, however, it has to be taken within a period of 26 weeks. The employee submits a document to the employer which shows that the child has been or will be adopted into the family.

2. The employee may request the employer to spread the leave over a period of 26 weeks. The employer, in principle, grants the request to spread the leave unless there are compelling reasons in the context of a business interest or an interest of the service for not doing so.
3. If, as a result of an adoption request, two or more children are actually adopted into the family, the entitlement to leave only arises for one of these children.
4. During the leave pursuant to the Work and Care Act (*Wet Arbeid en Zorg (WAZO)*), the employee is entitled to a benefit supplied by the Employee Insurance Agency (*Uitvoeringsinstituut Werknemersverzekeringen (UWV)*), to be applied for by the employer. The employer supplements this benefit up to 100% of the employee's salary.

Article J-14 Long-term special leave

1. The employer may grant an employee, upon the employee's request, long-term special leave with respect to part or all of his duties.
2. The employer may attach conditions to granting the leave.
3. The conditions comprise, in any case, an arrangement with respect to the pension contribution payments. In accordance with the provisions in the pension agreement of the General Pension Fund for Public Employees (*ABP- Algemeen Burgerlijk Pensioenfonds*), the employer will in all cases recover the minimum percentage set. Furthermore, the starting point is that if the employee takes long-term leave exclusively in his own interest, the payment of the entire pension contribution, both the employer's and the employee's share, will be at the employee's expense and if he takes long-term leave mainly in the public interest, the payment of the employer's share will be at the employer's expense. Activities performed mainly in the public interest could include activities for the benefit of development aid, teaching at *Edukans*, advisory work at UNESCO, etc. In case of (longer) unpaid leave because of deployment as or training for reservist, the employer pays the employer's share of the pension contributions. The salary that is paid by the Ministry of Defence during the employee's deployment as a reservist will be supplemented by the employer to 100% of the original salary.

Article J-15 Long-term special leave for political posts

1. An employee who accepts a post as
 - a a member of the Second Chamber of the States General;
 - b a member of the Provincial Executive of a province; or
 - c a deputy ombudsman
 will be granted unpaid long-term leave by operation of law.
2. The employer will grant an employee who accepts a post as alderman unpaid long-term special leave, upon the employee's request, with respect to part or all of his duties. In so far as the performance of duties for the employer is compromised, the employer may grant said leave acting on his own initiative, provided the employee is heard in advance.
3. Starting 1 December 2014, the term leave is granted for political posts may amount to a maximum of 9 years from the date referred to.

Chapter K Decentralized resources for employment terms and conditions

1. The university of applied sciences will spend 1.41% of the aggregate annual income on decentralized consultations about employment terms and conditions. This budget will be available for new agreements to be made by the local CA consultations or for improving existing schemes about such matters as:
 - paid parental leave. A scheme about this subject will at least specify that the accrual of pension rights will continue in full for the period of parental leave and that the basis of the national insurance contribution computation will not be affected;
 - childcare. A scheme about this subject will at least concern the care for children aged between 0 and 4. The mandatory employer's contribution for each employee will be deducted from the available budget;
 - group invalidity insurance. If it is decided during the decentralized consultations that group invalidity insurance will not be offered, the employer must inform the employees in writing about the risk of a drop in income after expiry of the salary-related phase and the possibility of taking out insurance against this risk;
 - inclusive personnel policy. Policy agreements will be aimed at eliminating impediments for specific target groups;
 - participation policy/jobs (voluntary work while on benefits). It will be discussed whether and to what extent participation jobs can be provided within the university of applied sciences. The possibility will also be examined of moving persons with a participation job on to a regular job;

- additional agreements concerning the travelling expenses scheme for commuting, including making an electric bicycle available;
- additional agreement for care leave;
- additional agreement for healthcare policy;
- additional agreements for career policy (for employees who, on their own initiative, wish to prepare for a position elsewhere);
- teleworking.

2. With regard to the policy topics referred to here, the content and level of the schemes applicable on 31 May 2002 at institution level, whether or not ensuing from the age-conscious personnel policy, quality policy and target group policy, apply as starting points for the consultations to be held by the CA parties at local level. Until new agreements come into effect, the existing schemes will apply, whether these are based on previous CA provisions or not.

3. In the local CA consultations, the issue how the resources are spent will be discussed on a regular basis and it will be determined in consultation whether there is any reason for changing the distribution of the resources across the different policy areas. The agreements about the spending of the budget will be reported to the Minister of Social Affairs and Employment (*Sociale Zaken en Werkgelegenheid (SZW)*), Directorate Implementation Legislation Employment Conditions (*Uitvoeringstaken Arbeidsvoorwaardenwetgeving (UAW)*) by the employer as a CA arrangement.

Chapter L Employment terms and conditions options menu

The employment terms and conditions options menu is implemented at university of applied sciences level, including the following provisions.

1. The following sources and goals apply to the employment terms and conditions options menu, with sources being understood to mean the employment terms and conditions the employer may exchange for other employment terms and conditions. For the sources as well as the goals, a distinction can be made between time and money.

Time sources:

- the number of hours to be worked exceeding the agreed standard annual workload. As a rule, these will be the available hour's holiday over and above the statutory number of days'/hours' holiday and time off, subject to a maximum of 90 hours a year. These hours do not include the hours that have been included as leisure time in article M-1 and the entitlement for older staff to reduction of working hours included in article M-2. The savings referred to in article M-1-d can be used – in part or as a whole – as time source. Without prejudice to the previous source, the savings referred to in article M-1-d can be converted into money, as a whole or in part, at a maximum of 45 hours per year. Apart from that, the savings can be taken out in time, as a whole or in part, at the end of employment.

Money sources:

- one-off payments in so far as included in the CA;
- regular year-end bonus (with effect from 1 January 2003);
- salary.

Time goals:

- sabbatical leave;
- extended parental leave;
- study leave (for studies that are not job-related);
- additional hours' leave up to a maximum of 90 hours a year.

Money goals:

- additional income during parental leave;
- employee's childcare contribution;
- contribution towards study costs (for studies that are not job-related);
- accrual of pension based on the *ABP* regulations;
- money up to a maximum equivalent of 90 hours a year;
- electric bicycle.

2. The following specific provisions apply to the sources and the goals:

- sabbatical leave should preferably be taken once every 4 years for a period of 2 months, with a maximum of once every 6 years for a maximum period of 3 months;
 - a sabbatical leave option will remain unchanged for several years;
- Such a provision applies to both the employer and the employee. Nevertheless, circumstances may arise as a result of which an agreement that has been made and laid down must be derogated from. Reviewing an agreement that has been made may therefore be necessary under compelling circumstances, subject to the condition, however, that this does not conflict with the interests of the department where the employee concerned is appointed;
- in the event of early termination of the employment (whether voluntary or involuntary), the total sabbatical leave accrued will be equated with the employee's remaining holiday leave;
 - in the event of illness during the period of sabbatical leave, the employee must report this to the employer immediately. If the period of illness lasts more than 4 weeks, the period of sabbatical leave will be suspended;
 - if the accrued hours are taken in a future period, this must be based on a 1-on-1 system, in accordance with the accrual of leave entitlement;
 - sources spent on goals involving parental leave, childcare and studies may be accrued over several years;
 - the salaries and income tax consequences for the different sources and/or goals in the options model will be at the employee's expense and will not be compensated by the employer.

3. It must be possible to express the value of all the elements in the model as a standard. The chosen standard is 1 hour. The value of an hour is determined as 1/138th part (0.725%) of the monthly salary. The holiday allowance is included in this percentage.

4. In the case of fixed-term employment contracts, the duration of the temporary employment must be taken into account. The principle of proportionality applies in the case of part-time employees.

5. A request by an employee to purchase or sell hours must be submitted to the employer prior to commencement of the year (calendar year or academic year) and will in principle apply for a period of 1 year, unless stated otherwise. The options for the coming year will be definite after the employer has agreed to them in writing.

6. The employer will decide on the requests submitted, with elements such as appropriate within the workforce and budgetary consequences being the deciding factors for whether or not a request will be granted.

7. For economic reasons, the employer may request the employees as a group (being an existing business unit within the organization) to purchase or sell hours. An employee may refuse such a request.

Chapter M Sustainable employability and Reduction of working hours for older staff

Article M-1-a Sustainable employability hours and employability

The employee can use sustainable employability hours for the following spending purposes:

- Making arrangements that may help him to continue to perform his duties properly, also in the long run, in good health and with pleasure, including recuperating in his work-life balance for a short period of time;
- Maintaining and enhancing his employability in the sense of being capable of performing a variety of jobs and staying attractive for the labour market, both internally and externally;
- Using hours to maintain his professional competence and professional development.
- Using hours to supplement the facilities described in the introduction policy within the university of applied sciences during the first three years of employment.

Article M-1-b Entitlement to sustainable employability hours

1. Entitlement to the Sustainable Employability scheme arises for the employee who has an employment agreement with a university of applied sciences as meant in the present CA.
2. The employee who has a full-time employment agreement is entitled to an annual budget for sustainable employability amounting to 45 hours. Participation in the Reduction of Working Hours for Older Staff scheme does not affect the scope of the basic entitlement.
3. For part-time employees the entitlement is pro rata the full-time equivalent.
4. The employer ensures that this basic entitlement to sustainable employability hours is exempted in the annual assignment.

Article M-1-c Entitlement to extra sustainable employability hours

1. The employee who has reached the state pension age minus ten years and who has been employed by a university of applied sciences as meant in the present CA for five consecutive years, is entitled to an additional 45 sustainable employability hours on an annual basis.
2. For part-time employees the entitlement is pro rata the full-time equivalent.
3. The employer ensures that this basic entitlement to sustainable employability hours is exempted in the annual assignment.

Article M-1-d

1. As from 1 September 2020 the possibility to save sustainable employability hours is ended.
2. Accrued savings dating back to the period before 1 September 2020 are to be spent in the period until 31 December 2025, as much as possible, on purposes related to sustainable employability.
3. Sustainable employability hours are processed in the annual assignment. The employee remains in control.
4. The employee may opt for having the sustainable employability hours savings paid out, in whole or in part, to a maximum of 45 hours per year, during the years 2023, 2024 and 2025.
5. The employee may opt to take out the sustainable employability hours prior to the state pension date. In that event arrangements are to be agreed on with the manager and to be laid down in writing.
6. Alternative ways will be offered for using the accrued sustainable employability hours that are left on 31 December 2025, in conformity with the options menu for terms and conditions of employment. This includes the possibility to save extra pension in the context of the new pension agreement. In the unlikely event this arrangement results in unforeseen effects or situations and/or special circumstances, CA parties will consult each other during the term of the CA to consider what the impact is of the effects, situations and/or circumstances referred to above for the present CA.

Article M-1-e Induction training for new employees

In consultation with and with the consent of the PMR, the employer will formulate a policy for the induction training of newly employed employees, will lay this policy down in writing and will actively communicate it to employees. The policy will contain provisions guaranteeing that newly employed employees will be given adequate induction training over a period of a maximum of three years, that new employees will be given hours for this and that they will be enabled to develop professionally. The colleague or colleagues providing the induction training will also be facilitated in terms of time. Apart from being facilitated for professionalisation, the new employee will in any case be given hours for sustainable employability, pro rata the weekly working hours, as described in articles M-1-a and M-1-b. Article O-5 applies.

In the first year, the starting teacher will be given the opportunity to start the required professionalisation such as, at least, the basic teaching qualification (Basiskwalificatie Didactische Bekwaamheid (BDB)) or preparation for it. Following consultations with the team, the employer will determine assignment of tasks, taking into account the scope of the induction procedure and the professional maturity of the starting teacher.

Article M-1-f General

1. Sustainable employability hours cannot be converted into salary.
2. Upon termination of employment the accrued sustainable employment hours will not be paid out. Sustainable employability hours that are left will be cancelled.
3. Accrual of sustainable employability hours in the event of disability will take place over a minimum of 13 and a maximum of 26 weeks. This will be arranged in consultation with the PMR.
4. The decision to use the sustainable employability hours is at the employee's discretion. The employee determines how he uses the sustainable employability hours. He renders account of the use and effect of this in the usual interview cycle. If the sustainable employability hours are used for activities in the university of applied sciences or if the the organization should have a compelling reason not to use these hours, the employer's permission is required.

Article M-1-g Hardship clause

In the event that the university of applied sciences will demonstrably be faced with insurmountable economic consequences as a result of the implementation of the agreements pursuant to article M-1, the trade unions are prepared to enter into consultations with the university of applied sciences to make additional agreements that take account of the specific circumstances and characteristics of the university in question. Both the individual university of applied sciences and the trade unions will raise the problem of this specific university of applied sciences in the national CA consultations.

Article M-2 Reduction in working hours for older staff

Article M-2-a General

1. As from 1 January 2015 the employee who has reached the state pension age minus 10 years and who has an employment agreement of 0.4 FTE or more and 5 consecutive years of employment at a university of applied sciences as meant in this CA, at a moment of his own discretion (unless the organization's interest should dictate otherwise), may determine

- to reduce his working hours in recognizable part-days by a fixed percentage to a maximum of 20% of the annual assignment agreed upon
- for a period of a maximum of five years.

2. The employee undertakes, in writing, to leave employment after the maximum period of 5 years referred to in paragraph 1 for the number of hours equal to the reduction of working hours.

3. The employee will pay a contribution on the monthly salary in relation to the reduction of working hours referred to in paragraph 1 amounting to:

- 45% in the period between ten and five years before the state pension age
- 25% in the period between five and zero years before the state pension age

4. Contrary to the percentages referred to in paragraph 3, the employee in scales 1 up to and including 7 is subject to a contribution on the monthly salary amounting to:

- 35% in the period between ten and five years before the state pension age
- 20% in the period between five and zero years before the state pension age

5. Apart from the possibilities referred to in the above paragraphs of the present article, the employee may opt for reducing his working hours, for a period of five years, with an additional maximum 20%. This is subject to the condition that the employee will remain employable for a minimum of 0.4 FTEs. This reduction of working hours is unpaid, the accrual of pension takes place on the basis of the original weekly working hours and distribution of contributions.

6. During illness in the second year of illness the percentage of the employee's contribution as meant in paragraphs 3, 4 and 5 will be reduced to zero.

7. A reduction in working hours as referred to in paragraphs 2, 3 and 5 will not be considered as a reduction in working hours for the calculation of benefits and allowances pursuant to other decisions. All claims related to the monthly salary and the full-time equivalent will in that case be calculated on the basis of the monthly salary that the employee would have received if he had not made use of the scheme.¹³

7. The employee who makes use of the Reduction of Working Hours for Older Staff scheme will not be entitled to the sustainable employability hours under article M-1-e.

8. The employee who makes use of the Reduction of Working Hours for Older Staff scheme will not be permitted to generate new income from work or business during the number of hours by which the agreed annual assignment has been reduced.

9. The employee accrues leave on the basis of working hours minus the reduction in working hours under the Reduction of Working Hours for Older Staff scheme.

Article M-2-b Hardship clause

In the event that the university of applied sciences will demonstrably be faced with insurmountable economic consequences as a result of the implementation of the agreements pursuant to article M-2, the trade unions are prepared to enter into consultations with the university of applied sciences to make additional agreements that take account of the specific circumstances and characteristics of the university in question. Both the individual university of applied sciences and the trade unions will raise the problem of this specific university of applied sciences in the national CA consultations.

Article M-2-c Regulations

In mutual consultation with the *PMR*, the employer will draw up regulations in which arrangements are laid down concerning the way in which the Reduction of Working Hours for Older Staff scheme will be implemented in practice.

Article M-2-d Transitional scheme

1. Article M-1 of the 2012-2013 CA for universities of applied sciences will remain in force until 1 August 2015. Article M-2 of the 2012-2013 CA for universities of applied sciences will be cancelled as from 1 January 2015. The employee who makes use of the article M-2 scheme on 1 January 2015 will continue to be entitled to the article M-2 scheme of the 2012-2013 CA for universities of applied sciences.

¹³¹³ Participation in the WS arrangements neither affects the holiday allowance nor the year-end bonus.

2. The sustainable employability hours will not apply for the employee who makes use of the article M-2 scheme of the 2012-2013 CA for universities of applied sciences.
3. The employee who makes use of the article M-2 scheme of the 2012-2013 CA for universities of applied sciences may switch to the Reduction of Working Hours for Older Staff scheme, in which event entitlement to the article M-2 scheme plus the Reduction of Working Hours for Older Staff scheme will amount to five years.
4. The employee who has made use of the article M-2 scheme of the 2012-2013 CA for universities of applied sciences will not be entitled to the Reduction of Working Hours for Older Staff scheme.
5. In the event the employee makes use of the possibility to switch to the Reduction of Working Hours for Older Staff scheme referred to in paragraph 3, at a minimum the percentage will continue to apply that would apply if employment were to end upon expiry of the article M-2 scheme of the 2012-2013 CA for universities of applied sciences.
6. The employee must decide before 1 September 2015 whether he will switch to another scheme.

Chapter N Performance and appraisal interviews

Article N-1 Systematic assessment of the employee's performance of duties

1. The employer will lay down regulations, following the trade unions' consent, with respect to performance interviews. The regulations will contain, among other things:

- the conditions set for the performance interviews;
- the rules pertaining to the procedure applicable to the performance interview.;
- the frequency of the performance interviews.

The regulations will be reported to the Minister of Social Affairs and Employment (*Sociale Zaken en Werkgelegenheid (SZW)*), Directorate Implementation Legislation Employment Conditions (*Uitvoeringstaken Arbeidsvoorwaardenwetgeving (UAW)*) as a CA agreement.

2. The objective of performance interviews is to remove any obstructions in the performance of the employee's duties and to motivate the employee. The subjects listed in Chapter O will be discussed in the performance interview. The performance interview will not affect the employee's legal status.

Article N-2 Assessment system

1. Any assessment system in the context of this CA must be transparent and comprehensible. The system will be available for inspection by every employee.

2. The university of applied sciences will provide the possibility for internal appeal. The existing internal appeal procedure may be used, provided the scrupulousness and the independence of the procedure are sufficiently guaranteed. The appeal procedure must in any case provide for the following situations:

- Upon his request, an employee who has not been assessed is entitled to be assessed as yet. In that case the next immediate supervisor is to arrange for the assessment to take place, in accordance with the applicable methodology, within 3 months;
- An employee who cannot agree with the form, the content or the outcome of the assessment may file an internal appeal against the assessment – possibly after the next immediate supervisor has reassessed him.

Filing an appeal does not effect the date on which the outcome of the assessment will be processed in a salary adjustment. It must be laid down that the employee will not suffer any negative consequences whatsoever due to the fact that he has filed an appeal. The way in which the appraisal interviews are prepared and conducted is part of the system.

Upon concurrence of the annual salary increase referred to in article H-3 and a salary increase in the context of a promotion, the employee will first receive the salary increase in the old scale and then the promotion, in which a periodic salary increase in the new scale is included.

3. On the basis of these criteria the employer will work out further details of an assessment system and will submit this to the local CA consultations for consent. The agreement about the assessment system will be reported to the Inspectorate SZW (*Inspectie SZW*) as a CA agreement.

Chapter O Professionalization

Article O-1 Professionalization at university level

1. The employer will prepare a professionalization plan (hereinafter: 'the plan') at university level.

2. The employer must spend at least 6% of the aggregate annual income on professionalization annually.

Half of this (3%) must be spent on a basic entitlement in terms of hours. The other half must be spent on:

- out-of-pocket expenses for any form of professionalization and training, also where these are provided internally, that is in line with development on the level of the individual or the team;

- replacement costs – on the basis of the average personnel expenses – incurred for having to replace the employee who has been exempted for professionalization or for doing research; in this case there should be an actual replacement.
3. The plan will be submitted to the *PMR* for approval.
 4. The plan will be submitted to the student body of the participation council for advice.
 5. The aspects of the plan pertaining to employment terms and conditions and the relevant CA arrangements will be discussed by the university of applied sciences in the local consultations with the trade unions.
 6. The university will report in the annual social report about the manner in which the resources have been used and the extent to which these resources have been depleted.¹⁴

Article O-2 Professionalization of the employee

1. The employee will make agreements regarding his professionalization activities with his superior. These agreements will be recorded in writing.
2. The agreements will concern, among other things, time, money, phasing and the effect on the employee's professionalization. The professionalization activities will in principle cover a period of 4 years and can be adjusted in the interim with the agreement of both parties.
3. If the employee and superior fail to reach agreement, the employee will be entitled to submit this to the next immediate superior for assessment.

Article O-3 Basic entitlement

1. Every employee appointed at 0.4 FTE or greater will have an annual basic entitlement of at least 40 hours for his professional development.
2. An employee appointed part-time at less than 0.4 FTE- whether a member of the teaching staff or teaching support staff – will at least have an annual basic entitlement based on the following graduated scale:
 - from 0.1 FTE: 10 hours;
 - from 0.2 FTE: 20 hours;
 - from 0.3 FTE: 30 hours.
3. In the annual assignment, the employer must release the employee for this basic entitlement to hours.
4. The employee will determine how he wishes to make use of these hours for his professional development. He must account for the use of time, money, phasing and the effect on his professionalization in the usual cycle of meetings.

Article O-4 Additional professionalization

1. In addition to the provisions of articles O-1 and O-3:
 - a. degree and/or study programmes that form part of the professionalization plan and any resulting professionalization plans of departments, degree and/or study programmes or teams, and professionalization activities on the employer's instructions that are prompted and arise from the operational process and which the employee cannot – in principle – refuse, will be facilitated by the employer for 100% in time of the official study load and 100% in money;
 - b. degree and/or study programmes that do not form part of the professionalization plan will be facilitated by the employer for 25% in time of the official study load¹⁵.
2. For both categories of degree and/or study programmes the condition applies that written agreements must be made between the employee and his superior.
3. The employer must also release the employee for these hours in the annual assignment.
4. In consultation between the employee and his superior, the hours from the basic entitlement may be used for this additional professionalization.

Article O-5 Training on the instructions of the employer

¹⁴ In the context of this professionalization agreement, account may also be rendered in a separate document.

¹⁵ As a rule, these are part-time degree and/or study programmes, in respect of which the guideline applies that sufficient time must remain for continuing to perform a substantial part of the primary task and that no more than 40% of the annual full-time equivalent is used for professionalization.

1. Professionalization activities on the instructions of the employer which are dictated by the operational process and which the employee can in principle not refuse will be fully reimbursed by the employer in terms of time and money.
2. These activities will not be charged to the hours of articles O-3 and O-4.

Article O-6 Hardship clause

In the event that the university of applied sciences will demonstrably be faced with insurmountable economic consequences as a result of the implementation of the agreements pursuant to this chapter, trade unions are prepared to enter into consultations with the university to make additional agreements that take account of the specific circumstances and characteristics of the university in question.

Chapter P Disciplinary measures/suspension

Article P-1 Suspension

1. Suspension is understood to mean the temporary removal of an employee from his position, wholly or in part, which the employer has designated as such.
2. A suspension will be based on a decision to that effect by the employer and may become effective immediately.
3. During the period of suspension, the employee will only be allowed access to the university after having received the employer's permission.
4. The employer may suspend the employee in those cases in which the interests of the employer so require, for a maximum period of 3 months, with the proviso that this period may be extended once only by a maximum period of 3 months if the grounds for the suspension still apply.
5. The employer must immediately, yet no later than within 2 days of the decision to suspend him having been made, notify the employee of the suspension in writing, stating the grounds on which it is based.

Article P-2 Procedure

1. If the employer imposes or is considering a decision to suspend an employee, the employer must notify the employee of his decision or intention in writing, stating the grounds on which it is based and the procedure to be followed. If the circumstances are such that the suspension must become effective immediately, the employer must act in accordance with the provisions of the first sentence during the period of the suspension.
2. The employee will be given the opportunity to put up a defence. This defence must be put up within three weeks of the written notification referred to in paragraph 1. If the suspension becomes effective immediately, the defence must be put up in the same manner during the period of suspension.
3. The employer may prolong a decision to suspend the employee after the employee has put up a defence as referred to in paragraph 2 or after the employee has stated that he will not put up a defence. The decision must be made within fourteen days of the defence and must be made known to the employee in writing and supported by reasons. The manner in which the employee may lodge an appeal against this decision at the appeals committee for staff as referred to in article S-2 must also be stated.

Article P-3 Disciplinary measures

1. The employer may impose disciplinary measures in respect of an employee who fails to act or does not refrain from acting as a good employee should act or refrain from acting under similar circumstances.
2. The employer may impose the following disciplinary measures in respect of the employee:
 - a written reprimand;
 - b transfer;
 - c suspension.
3. If the employer imposes or is considering a disciplinary measure, article P-2 will apply by analogy.

Article P-4 Rehabilitation

Should it become apparent that the suspension was imposed wrongly, the employer will be responsible for the appropriate rehabilitation of the employee unless the employee makes it known that he does not require rehabilitation.

Chapter Q Termination of employment

Article Q-1 End of the employment contract

1. The employment contract for an indefinite period of time will end when either party gives notice of termination (*opzeggen*), with due observance of article Q-2.
2. The employment contract will end without notice of termination being required:
 - a by mutual agreement;
 - b when the employee reaches the state pension age (*AOW-gerechtigd*), unless the employer and the employee should agree otherwise. The employee may make use of the right referred to in paragraph 3. Other arrangements can be made in mutual consultation;
 - c by expiry of the term or by termination of the duties for which the contract was entered into; where an increase in the number of working hours as referred to in article D-6 or D-7 is concerned, the agreement on an additional number of working hours will end without notice of termination being required by the expiry of the term or by termination of the duties for which the increase in the working hours was agreed upon. Pursuant to article 7:668 CC, a notice period of one month applies;
 - d by termination of employment for urgent causes as referred to in articles 7:678 and 7:679 CC;
 - e by termination with immediate effect and without any reasons being required during the probationary period as referred to in article 7:652 CC, if the employer or the employee should indicate so;
 - f in the event of the employee's death;
 - g the moment arrives when the employee who participates in the Older Employees Leaving Scheme under Appendix XIII or the article M-2 scheme for the Reduction of Working Hours for Older Staff has undertaken to leave employ for that part of his employment agreed upon under those schemes.
3. A year before the employee reaches the state pension age, employer and employee will enter into consultations on the retirement date. In this situation the employee is entitled to:
 - a. finish the school year when the date he reaches the state pension age is between 1 January and 1 July;
 - b. finish the calendar year when the date he reaches the state pension age is between 1 September and 31 December.

Article Q-2 Notice of termination

1. The employer may only terminate employment by giving notice of termination as referred to in article Q-1, paragraph 1 on the following grounds:
 - a a job redundancy as a consequence of the termination of the enterprise's activities or of job redundancy deemed necessary over a future period of at least 26 weeks and arising from measures to be taken for effective business operations in the context of commercial circumstances;
 - b the employee's illness or disability as a result of which he is no longer able to perform the duties agreed on, provided the period referred to in article 7:670, paragraphs 1 and 11 CC has lapsed and recovery is not likely to take place within 26 weeks and the duties agreed on cannot be performed in any alternative way within this period;
 - c the employee's being unable, on a regular basis, to perform the duties agreed on as a result of the employee's illness or disability, which illness or disability will have unacceptable consequences for the business operations, provided the employee's being unable, on a regular basis, to perform the tasks agreed on is not caused by a lack of care, with respect to the employee's working conditions, on the employer's side, and recovery is not likely to take place within 26 weeks and the duties agreed on cannot be performed in any alternative way within this period;
 - d the employee's unsuitability to perform the duties agreed on, other than as a result of the employee's illness or disability, provided the employer has informed the employee of this in due time and has offered him sufficient opportunities to improve his performance and provided the unsuitability does not arise from insufficient care on the employer's for the employee's training or the employee's working conditions;
 - e the employee's imputable acts or omissions, to such extent that the employer cannot be expected, in all reasonableness, to continue the employment agreement;
 - f the employee's refusal to perform the duties agreed on because of conscientious objections, provided the duties agreed on cannot be performed in any alternative way;
 - g impaired employment relations, to such extent that the employer cannot be expected, in all reasonableness, to continue the employment agreement;
 - h the employee reaching the state pension age. In this event the employment contract is continued in accordance with article Q-1, paragraph 2b. When giving notice of termination in connection with reaching the state pension age, the employee is not entitled to a transition payment.
2. The notice period for both the employer and the employee is three months and will be extended for the employer by one week for each full year for which the employee has been employed by the employer after the employee reached the age of 45, with a maximum of thirteen weeks, unless the employer and the employee should agree otherwise, as the occasion arises, in mutual consultation. An employment contract for a definite period of time with a duration of more than one year includes the possibility to terminate the contract early by giving notice of termination. The notice period for both employer and employee amounts

tot wo months. If the employment contract is terminated by notice of termination because the employee has reached the state pension age, the notice period must be one month.

3. Contrary to the provisions in paragraph 2, a notice period of one month will apply for notice of termination under paragraph 1c and the statutory notice periods for notice of termination under paragraph 1b, unless the employee is disabled or chronically ill, in which event the notice period referred to in paragraph 2 will apply.

4. Notice of termination should be served in writing.

5. The commencement date of the termination of employment as meant in this article is the first day of the calendar month, unless mutually agreed upon otherwise.

Article Q-3 Termination of salary payment

1. The employee will be entitled to income until the day the employment contracts ends, except for unpaid special leave and with due observance of the provisions of the *ZAHBO*.

2. The remaining holiday leave must be taken, as much as possible, in the period between the day that notice of termination is given and the day on which the employment contract ends. If the employee is still entitled to holiday leave on the day on which the employment ends, he can claim payment in money amounting to the sum of the income due over a period of time equal to the remaining holiday leave.

Article Q-4 Employment after having been declared partially unfit for work

1. Upon termination of an employment contract due to incapacity for work arising from physical or psychological causes as referred to in article Q-2, paragraph 1(b), the employee will be entitled to a consecutive employment contract for an indefinite period of time in an alternative position at the university of applied sciences in compliance with the provisions of the *ZAHBO*, unless the employer demonstrates that no such position is available and will not be available within a reasonable period of time. In this situation the employer will engage an internal or external expert who is specialized in the reintegration of employees who are partially fit for work.

2. The number of working hours in the position referred to in paragraph 1 is related to the employee's residual earning capacity as determined in a final statement of incapacity for work as referred to in the *ZAHBO*, the *WAO* or the *WIA* or in an irrevocable decision by the social security administration agency.

3. The right to a consecutive employment agreement referred to in paragraph 1 will lapse if the degree of incapacity for work has been set to 80% or more in the final statement or the irrevocable decision as referred to in paragraph 2.

4. If an employee is classified in a lower incapacity for work bracket after he has been re-examined in the context of the *WAO/WIA*, he will be offered an increase in the number of working hours, unless compelling interests of the service should dictate otherwise. Compelling interests of the service always exist where this increase in the number of working hours would lead to serious problems of a financial or organizational nature.

5. For employees who have become ill on or following 1 March 2020 and who have been declared partially incapacitated for work, the universities of applied sciences guarantee an employment contract for at least 50% residual earning capacity as determined by the Employee Insurance Agency (*Uitvoeringsinstituut Werknemersverzekeringen – UWV*), unless these employees come under a collective shortfall insurance supplementary to the Work and Income (Capacity for Work) Act (*WIA-hiaatverzekering*) at a minimum of 70% of the most recently earned salary.¹⁶

6. Employers may charge the costs of this purely collective insurance to the Decentralized Resources for Employment Conditions (*Decentrale Arbeidsvoorwaarden Middelelen – DAM*). In the local consultations more detailed arrangements can be agreed on with regard to the distribution of contributions between employer/employee.

Article Q-5 Termination following long-term special leave

1. If an employee cannot resume his duties after a long-term special leave that was granted to him, as referred to in article J-14, as a result of the university of applied sciences' workforce having been reduced, this will constitute a ground for termination of the employment contract, provided a thorough investigation has been carried out with respect to a possible reassignment of duties.

2. The employment contract of an employee who does not resume his duties at the agreed time after a long-term special leave that was granted to him will be considered terminated for the application of this CA.

3. Paragraph 2 does not apply if the employee argues convincingly, within a reasonable period of time, that he had valid reasons not to resume his duties. In that case the leave will be deemed to have been extended until such time as these reasons cease to exist.

¹⁶ As referred to in the policy conditions of the collective invalidity insurance, for example of Loyalis.

Article Q-6 Partial incapacity for work

The employment contract of an employee who is unfit for work for 35% or less cannot be terminated for reasons of this partial incapacity for work.

Chapter R Reorganization

Article R-1 Notification of a reorganization

1. The employer must notify the *PMR* and the parties in the local CA consultations in writing of any intention to reorganize. An 'intention to reorganize' is understood to mean an intention to reorganize, put down in writing, in which the employer states the grounds, the consequences for the employees and the measures taken as a result.

2. A plan must be submitted with this intention to reorganize, in which the envisioned change in the organization is described and in which a general description is given of:

- the need for the reorganization;
- the consequences for the workforce numbers;
- the expected consequences for the employees involved in the reorganization;
- the planned measures based on these consequences and the grounds for these planned measures;
- the procedure to be followed for preparing and implementing the reorganization.

Article R-2 Reorganization

1. A reorganization is understood to mean the following:

- the termination of the activities of the university of applied sciences or a substantial part thereof for economic or other reasons;
- a significant reduction or expansion of or other change in the activities of the university of applied sciences or a substantial part thereof;
- a significant change in the organization of the university of applied sciences or a substantial part thereof;
- a significant change in the allocation of powers, the concluding, amending or terminating of a long-term partnership with another university of applied sciences or the introduction of or change in a substantial technological facility, in so far as this has far-reaching consequences for a significant number of persons working in the university of applied sciences;
- a change in the place where the university of applied sciences carries out its activities.

2. The local consultations between the CA parties will be aimed at reaching agreement about the manner in which the consequences of the reorganization, as regards the employment terms and conditions, will be dealt with. The employer will report these agreements to the Minister of Social Affairs and Employment (*Sociale Zaken en Werkgelegenheid (SZW)*), Directorate Implementation Legislation Employment Conditions (*Uitvoeringstaken Arbeidsvoorwaardenwetgeving (UAW)*) as CA arrangements.

3. The consultations with the *PMR* about the intended decision will be based on the current regulations concerning the organization of the participation council and on existing agreements about the form and content.

Article R-3 Consultations

1. The notification of the reorganization as described in article R-1 forms the basis of the consultations in the local CA consultations. The employer must explain this notification of the reorganization.

2. Employees' organizations will be given the opportunity to express their views about the intended reorganization. In so far as these views relate to the nature of and grounds for the reorganization, the employer will take these views into consideration in the consultations to be held with the *PMR*.

3. The local CA consultations will focus on creating a redundancy plan to accompany the social consequences of the reorganization. The intended measures for dealing with the expected consequences for the employees involved, as included in the plan submitted with the notification, form the basis for these consultations. In this context, 'social consequences' are understood to mean changes in the employment terms and conditions, the nature and content of the position and the place of work of the employee and changes in his legal position.

Article R-4 Redundancy plan

1. The contents of the redundancy plan will depend on the nature and content of the intended reorganization. If the intended reorganization is aimed at reducing the number of jobs significantly, the measures in the redundancy plan will in the first instance be aimed at preventing forced unemployment. The redundancy plan will include a package of agreements which may include the following:

- reassignment;

- temporary position;
- retraining, additional training, refresher courses;
- outplacement and other forms of external support to increase the employee's chances on the labour market;
- measures to remove impediments for natural turnover;
- the redundancy criteria if forced redundancy proves unavoidable;
- the period covered by the measures.

2. The local CA consultations will aim to complete the consultations regarding the redundancy plan to be implemented within three months of the notification of the reorganization. In joint consultation, the parties may submit a request to the local CA consultations for assistance or mediation. The employer will report the agreements in the redundancy plan to the Minister of Social Affairs and Employment (*Sociale Zaken en Werkgelegenheid (SZW)*), Directorate Implementation Legislation Employment Conditions (*Uitvoeringstaken Arbeidsvoorwaardenwetgeving (UAW)*) as CA arrangements.

Chapter S Objection and appeal

Article S-1 Sectoral redundancy committee and dismissal on economic grounds

1. Parties to this CA set up an independent redundancy committee, as meant in article 7:671a, paragraph 2 CC. The redundancy committee is placed under the Foundation for Settlement of Education Disputes (*Stichting Onderwijsgeschillen*) in Utrecht.
2. The redundancy committee is authorized, in lieu of the Employee Insurance Agency (*Uitvoeringsinstituut Werknemersverzekeringen (UWV)*), to grant the employer permission to give notice of termination of the employment contract pursuant article 7:669 paragraph 3 under a CC (dismissal on economic grounds).
3. The employer who wishes to terminate an employment contract with an employee by giving notice of termination pursuant to article 7:669 paragraph 3 under a CC (dismissal on economic grounds), is obliged first to file a request to that effect at the redundancy committee.
4. In its decision the redundancy committee will take into consideration the dismissal criteria laid down in the Social Plan applicable to the dismissal in question, which Social Plan has been reported to the Minister of Social Affairs and Employment (*Sociale Zaken en Werkgelegenheid (SZW)*), Directorate Implementation Legislation Employment Conditions (*Uitvoeringstaken Arbeidsvoorwaardenwetgeving (UAW)*) as a CA. In the event no dismissal criteria have been laid down, the dismissal criteria of paragraph 4 of the redundancy Scheme (*Ontslagregeling*) will apply. The redundancy committee is subject to the Rules and Regulations Redundancy Committee (*Reglement Ontslagcommissie*), which have been published on www.onderwijsgeschillen.nl.

Article S-2 Appeals committee for staff

1. Parties to this CA set up an appeals committee. The appeals committee is placed under the Foundation for Settlement of Education Disputes (*Stichting Onderwijsgeschillen*) in Utrecht.
2. Any employee whose interests have been harmed directly may lodge an appeal against a decision made by or on behalf of the employer, entailing:
 - a. a suspension;
 - b. a disciplinary measure, not being dismissal.
3. The appeal must be lodged with the committee within six weeks of the day following the day on which the decision against which the appeal is lodged was either sent to the employee or handed to him personally.
4. In the event of an appeal before the committee in which the employee's interests require immediate relief, the employee may submit a petition, stating reasons, to the committee's chairperson requesting preliminary relief pending the decision on the merits.
5. The committee's decision will have binding effect on both the employer and the employee.
6. The appeals committee and the procedure to be followed by the committee are subject to the Rules and Regulations for the appeals committee for higher professional education (*Reglement van de Commissie van Beroep HBO*), which have been published on www.onderwijsgeschillen.nl.

Article S-3 Time limits

1. If a time limit is set in this CA, the relevant provisions of the Dutch General Extension of Time Limits Act (*Algemene termijnenwet*) will apply.
2. If a party concerned proves to the satisfaction of the competent authority that he could not have been aware of the commencement of a time limit set in this CA during which a claim can be enforced and that his interests were consequently harmed, the time limit will be deemed to have commenced when the party

concerned could, in the opinion of the competent authority, have reasonably become aware of the existence of his claims.

Article S-4 Interpretation committee

The parties to this CA have established a permanent committee whose task is to interpret this CA against the backdrop of the negotiations conducted and the parties' intentions that have become apparent during these negotiations. The committee is made up of four persons and is composed of two representatives of the negotiating party on the part of the employer and two representatives of the negotiating party on the part of the employees. Each of the parties to this CA is authorized to apply to this committee.

Chapter T Social security and Social benefits

Article T-1 Pension

The provisions set out in the Pension Regulations of Stichting Pensioenfonds ABP apply to the pension scheme of employees considered to be government employees within the meaning of the Dutch ABP Privatization Act (*Wet privatisering ABP*, Bulletin of Acts and Decrees 1995, no. 639).

Article T-2 Illness and incapacity for work

An employee or former employee, as referred to in article T1, who is prevented in full or in part from performing work on account of illness or incapacity for work, is subject to the provisions of:

- a. the *ZAHBO*;
- b. the *ZW*, if he complies with the provisions of the *ZW* and he became ill after 1 January 2001;
- c. the Pension Regulations of Stichting Pensioenfonds ABP.

Article T-3 Unemployment

1. If an employee or former employee is wholly or partially unemployed, he may claim benefits pursuant to the *WW* and also claim an enhanced benefit pursuant to the *BWRHBO* if he complies with the provisions laid down in these regulations.
2. Contrary to the provisions of paragraph 1, if an employee or former employee as referred to in article T-1 became wholly or partially unemployed before 1 January 2001, he may claim benefits pursuant to the *BWRHBO* if he complies with the provisions of the *BWRHBO*.
3. To prevent and limit unemployment, the employee will be entitled to a personal reintegration procedure if he meets the conditions laid down in this CA. These conditions and the details of the personal reintegration procedure are included in appendix XII of this CA.

Article T-4 Group health insurance

1. The Association of Universities of Applied Sciences will arrange a group health insurance policy. The employee may make use of this insurance, in which event a special higher professional education premium applies for the additional insurance. Any university of applied sciences that does not wish to make use of the group health insurance, undertakes to offer its employees a comparable package under comparable terms and conditions.
2. Irrespective of whether the employee participates in the group health insurance scheme, he will receive an annual gross amount of € 300 proportionately to his full-time equivalent. This amount is pensionable.

Article T-5 Rights of surviving relatives in the event of the employee's death

1. In the event of the employee's death, the following persons will be eligible for a surviving dependants' benefit in the following order of priority:
 - a the partner of the deceased, if they were not divorced or permanently separated;
 - b the underage children of the deceased;
 - c the adult children, parents, brothers or sisters for whom the deceased was the breadwinner.
2. 'Children' within the meaning of paragraph 1 of this article are also understood to mean any natural children and children for whom the deceased provided foster care. 'Foster care' is understood to mean the care to ensure a child is provided for and raised as if it were one's own child, irrespective of any obligation to do so or whether any payment is received for doing so.
3. The surviving dependants' benefit in the event of the employee's death is equal to the amount formed by multiplying the benefit base by three and will be paid out by the employer as soon as possible but in any case within one month of the employee's death.
4. The income already paid to the employee before his death for a period after his death will be deducted from the benefit.

Article T-6 Occupational health and safety catalogue for universities of applied sciences
The occupational health and safety catalogue for universities of applied sciences applies in the higher professional education sector. This catalogue can be found on www.arbocatalogushbo.nl

Article T-7 Demotion

An employee who, during a period of 10 years prior to the pension computation age pursuant the pension regulations *ABP*, accepts a lower-paid position with the same employer or another employer associated with the *ABP* will, at his own request and with application of chapter 3 of the pension regulations of the *ABP*, retain the pensionable income he received before he accepted the lower salary. The pension contribution appropriate for the difference between the lower-paid position and the former position will be divided between the employer and the employee in the usual way. Any changes in the pension regulations, the contribution level and or division may result in this CA article being amended.

Article T-8 WGA contribution

The employer may recover part of the contribution component *WGA*-fixed under the Dutch Return to Work (Partially Disabled Persons) Regulations (*Regeling Werkhervatting Gedeeltelijk Arbeidsgeschikten (WGA)*) from the employee. This recourse is subject to a maximum of 50% of the break-even contribution in the higher professional education sector. Under no circumstances will more be withheld than half the university's own contribution.

Article T-9 Life-course savings scheme for universities of applied sciences

The regulations for the life-course savings scheme for universities of applied sciences was cancelled starting from 2012. The life-course savings scheme dating back to before that date is only open to employees who are covered by the transitional arrangements life-course savings. These arrangements can be found on the website of the Association of Universities of Applied Sciences (www.vereniginghogescholen.nl). The transitional arrangements distinguishes between participants who have saved more than € 3,000 or less than € 3,000. The text of the transitional arrangements has been published on the website of the Netherlands Tax Authorities.

Article T-10 Definition working week in the context of social security schemes

In the framework of the information the employer has to provide to the Employee Insurance Agency (*Uitvoeringsinstituut Werknemersverzekeringen (UWV)*) and with due consideration for the laws and regulations in the context of social security, the working hours for a standard full-time post are set at 36 salaried hours per week – irrespective of the applicable modality referred to in article J-2.

Chapter U Sexual harassment and aggression

Chapter U-1 Psychosocial work stress

The employer will draw up regulations concerning aggression, violence and intimidation, sexual intimidation, discrimination and bullying, regarding which regulations agreement must be reached with the *PMR*. These regulations will in any case contain the following:

- the purpose of the regulations and the policy regarding sexual harassment and aggression;
- the manner in which counsellors will be appointed, as well as the tasks and powers of these counsellors;
- the manner in which undesired behaviour can be made known to a counsellor;
- regulations for the handling of a submitted complaint regarding sexual harassment and aggression, including the manner in which decisions will be given, by a committee to be established by the employer for that purpose;
- the stipulation that the employer will decide on the measures to be taken, including disciplinary measures, based on the decision of the aforementioned complaints committee. In the event that circumstances arise which, in the opinion of the employer, do not permit any delay, the employer may take measures before the complaints committee has given a decision;
- the manner in which the privacy of those involved will be protected.

Chapter V Local consultations and facilities for participation

Article V-1 Consultations at local level group invalidity insurance

1. The employer will in any case hold consultations with the trade unions at local level about:
 - a. the consequences, as regards the employment terms and conditions, of drastic changes in the organization, including a reorganization as referred to in chapter R, and of a merger and division;

b. the annual social report. The ‘annual social report’ is also understood to mean the part of the annual report dealing with employment relationships and developments within the labour organization. The following subjects and articles from the CA for universities of applied sciences must be taken into account in this respect:

- making the financial statements and budget available;
- reporting relevant developments in the areas of training and development;
- Article V-3, paragraph 2: the policy regarding flexible employment contracts;
- Article V-3, paragraph 4: the use of ‘min-max’ contracts;
- Article H-6: labour market allowance;
- Article I-6: public transport plan;
- spending the resources from the ‘Convenant Leerkracht’ (teacher covenant);
- professional space;
- professionalization plan;

c the employment policy in the broadest sense;

d the general outlines of the personnel policy, in so far as not contrary to the law.

This is understood to mean:

- recruitment, selection and appointment;
- appraisal/performance interviews;
- career policy;
- training;
- remuneration;
- dismissal;
- inclusive personnel policy;
- the relationship between job differentiation, career policy and systemic personnel appraisal;

e additions and changes to the options menu;

f the consequences of changing the place of work through appointment at university level;

g the subjects referred to in article K:

- paid parental leave;
- childcare;
- older employees policy;
- group invalidity insurance;
- inclusive personnel policy;
- participation jobs (voluntary work while on benefits);
- additional agreements concerning the travelling expenses scheme for commuting;
- teleworking;

h whether and in which way the trade union makes use of the communication channels of the university of applied sciences. Starting point will always be that the provision of information is compatible with the university’s privacy policy;

i social safety.

2. The developments regarding the professionalization plan will be discussed in the local consultations between CA parties, during which information will be provided about the manner in which the resources available for this have been used. An item for consideration in these developments is whether an individual employee can actually make use of, for instance, training facilities over an extended period of time, without there being an automatic entitlement.

The CA parties will place these developments on the agenda on a regular basis and evaluate them in the CA consultations. Based on the outcome of the evaluation, it will be determined in the CA consultations whether the monitoring agreement will be continued.

3. Every university of applied sciences will have a whistleblower programme.

4. In the local CA consultations parties may agree on an arrangement to earmark, under certain conditions, 30% of the CA salary payable to a foreign employee as a (tax-free) payment.

5. In the local CA consultations parties may agree on an arrangement on standby duties and/or on-call duties.

6. In the consultations at local level, parties may agree on generation pact regulations.

Article V-2 Implementation of CA arrangements in consultation with the participation council

Decisions of the employer preceded by consultations with the *PMR* in implementation of CA arrangements will become effective after they have been made known in such a way that every employee ought, in all reasonableness, to have been able to take note of them.

Article V-2a Workload policy

1. Each university of applied sciences develops, in consultation with the *PMR* and before 1 April 2019, a policy to prevent too high a workload. The workload issue requires a systematic approach within the university of applied sciences. It is considered in greater detail, in consultation with the *PMR*, which parts of the organization or which categories of personnel are subject to work pressure in the sense of an insufficient balance between the workload and the employee's work capacity. Since workload is seen as a problem area, the employer will take a subsequent step, in consultation with the *PMR*. The policy leaves room for degree programmes and service departments to develop their own approach, depending on the specific needs and circumstances within the study or degree programmes and the service departments. Attention is to be paid, in any case, to:

- hazard identification and risk assessment (*RI&E*);
- employee survey;
- position of starting employee, more in particular of starting teachers;
- dealing with the employee's peak load and employability time;
- energy boosts;
- leadership;
- working climate (cooperation in team/with management);
- organising in a more effective way (thinking about priorities);
- *MR* training, managers and teams;
- the available budget and possible future means;
- staffing schedule in a qualitative and in a quantitative sense.

2. If a university of applied sciences does not develop a policy in a specific field, it must explain the reason why not. The social annual report of the university of applied sciences must report on the practicability and the effectiveness of the policy.

Article V-3 Flexible workforce

1. The development of the workforce, in terms of quality and quantity, will be discussed annually in the local consultations of the *CA* parties.

2. The employer will endeavour to avoid, as much as possible, flexible employment contracts (including on-call contracts and similar agreements), which place the employee in an unfavourable position.

3. In order to prevent undesirable consequences of freelance contracts, the employer may make use of 'zero hours' contracts¹⁷.

4. The employer will render account for the use of 'min-max' contracts¹⁸ in the annual social plan, stating the number of contracts and the range (difference between the minimum and maximum number of hours) of the contracts.

Article V-3a Types of contract and budget

1. The employer determines, in consultation with the *PMR* and as part of the main features of the budget, which types of contracts other than those referred to in articles D-2 and D-3 are required for the proper operation of the university of applied sciences.

2. The employer sets, in consultation with the *PMR*, a maximum percentage with regard to the work that may be performed on the basis of other contracts than those referred to in articles D-2 and D-3. The *PMR* has the right of consent with respect to the main features of the budget.

Article V-4 Facilities for participation councils

The employer provides facilities in terms of time to any employee who is the chairperson or member of a participation council (*MR*) or a joint participation council (*GMR*), faculty participation council or a central services or degree programme participation council, if the employee is employed by the employer, with due observance of what is set out in the table below. These facilities are regarded as a minimum which applies if parties do not succeed in reaching an agreement. 'Large universities' are understood to be universities of applied sciences with more than 4000 students and 'small universities' are understood to be universities of applied sciences with fewer than 4000 students.

Participation council (*MR*)/joint participation council (*GMR*):

- chairperson:

¹⁷ A 'zero-hours contract' is an employment contract based on which the employee is available on call. It is characterized by the fact that the employer will not offer any guarantee whatsoever that the employee will be called.

¹⁸ A 'min-max' contract is an employment contract based on which the employee is available on call. It is characterized by the fact that the employer guarantees a certain number of hours of work (a minimum of x and a maximum of y hours a month).

- large universities standard 0.25 of the standard full-time employment;
 - small universities standard 0.15 of the standard full-time employment;
 - member:
 - large universities standard 0.15 of the standard full-time employment;
 - small universities standard 0.10 of the standard full-time employment;
- Faculty participation council (MR):
- chairperson:
 - large universities standard 0.15 of the standard full-time employment;
 - small universities standard 0.10 of the standard full-time employment;
 - member:
 - large universities standard 0.10 of the standard full-time employment;
 - small universities standard 0.075 of the standard full-time employment;

Degree programme participation council: standard 0.025 of the standard full-time employment for every member, including the chairperson.

Central services participation council: standard 0.025 of the standard full-time employment for every member, including the chairperson. The number of hours of these facilities may be departed from.

Article V-5 Agreements on facilities

At the beginning of each term of office, the board and the participation council (MR) make further arrangements concerning the facilities and lay these arrangements down in the participation regulations. The following subjects will in any case be addressed:

- Time involved: time involved in meetings, mutual consultations, training
- Administrative support
- Training and professionalization
- Financial support and budget
- Legal support and possibly engaging internal and/or external expertise

Article V-6 Degree programme committee

The employer will grant a standard facility in terms of time, which is 0.025 of the standard full-time employment, to any employee who is the chairperson or member of a degree programme committee. The number of hours of these facilities may be departed from.

Article V-7 Trade union facilities

In consultation with the trade unions, the employer will make facilities available for members' meetings of trade unions, such as conference rooms and use of electronic and regular notice boards.

Article V-8 Leave for consultation or advisory activities

1. If there is reason to do so according to rules to be given by the Minister of Education, Culture and Science or the Minister of Economic Affairs and Climate, the employer will grant the employee, on request, short-term or long-term special leave from some or all of his activities for:

a carrying out activities relating to the legal status in or for the benefit of committees for organized consultations as referred to in Title IV of the Dutch Legal Status (Education Personnel) Decree (*Rechtspositiebesluit onderwijspersoneel*);

b carrying out activities for the benefit of a federation of civil servants' associations represented in the Central Civil Service Consultative Committee (*Centrale Commissie van Georganiseerd Overleg in Ambtenarenzaken*) or the Council for Public Sector Personnel Policy (*Raad voor Overheidspersoneelsbeleid*), or any association affiliated with such a federation of which he is a member;

c participating, at the invitation of a federation or association as referred to under b, as a student in a course for a period not exceeding five days a year, in so far as the employee is an executive member of the relevant federation or association, or for a period not exceeding six days every two years, in so far as the employee is a member of the relevant federation or association, if and in so far as it is not possible to change working hours.

2. If there is reason to do so according to rules to be given by the Minister of Education, Culture and Science or the Minister of Economic Affairs and Climate, the employer will grant the employee, on request, short-term or long-term special leave from some or all of his activities for carrying out activities for the benefit of committees to be designated by the Minister of Education, Culture and Science.

3. An employee who does not have a teaching position will be entitled to a maximum of 208 hours of special leave without loss of income if he is appointed by a federation or an association as referred to in paragraph 1(b) to engage in administrative and/or representative activities within this federation or

association, unless the interests of the service should dictate otherwise. The maximum entitlement to special leave for the activities as referred to in paragraph 1(b) and (c) is 240 hours in total. If the employee as referred to in paragraph 1 is a member of the executive committee of a federation, the maximum entitlement to leave pursuant to paragraph 1 is 320 hours in total.

4a. Leave as referred to in paragraphs 1, 2 and 3 of this article will be granted without loss of income.

4b. With regard to the manner in which leave as referred to in paragraph 1(a) and (b) of this article is requested for a period commencing on 1 August and ending on 31 July of the following year, and the number of hours and other conditions for and the consequences of this leave, the employer will be indemnified in accordance with the provisions of the 'Agreement concerning trade union facilities for Higher Professional Education', included in appendix VI.

Before 1 August of every year, the CA parties will agree on the adjustment of the indemnification amount included in appendix VI.

4c. With regard to the manner in which leave as referred to in paragraph 2 of this article is to be requested, the maximum duration and the number of hours, as well as the other conditions for and the consequences of this leave and the manner in which the employer is to be indemnified, the regulations will be applied as laid down by the Minister of Education, Culture and Science.

5. Contrary to the provisions of paragraph 4 of this article, leave as referred to in paragraph 1, the main purpose of which is to enable the employee to perform the duties of an executive officer of a federation or an association referred to in paragraph 1(b), will be granted for a maximum of two years and without pay.

6. In the event that long-term special leave is granted pursuant to paragraph 1 or 2 of this article, the provisions of article Q-5 will apply by analogy with regard to the end of such leave.

Article V-9 Early retirement scheme

For the duration of the temporary easing measures and in accordance with the provisions of the Lump Sum Act (*Wet bedrag ineens*), the Early Retirement Scheme (*Regeling Vervroegd Uittreden (RVU)*) and the leave savings scheme, the employer can agree on a scheme that enables employees to retire before their retirement age.

Chapter W Transitional and final provisions

Article W-1 Transitional provisions

The employer guarantees the employees their individual rights arising from:

a Title V of the Dutch Legal Status (Education Personnel) Decree (*Rechtspositie Besluit*

Onderwijspersoneel) (Bulletin of Acts and Decrees 1985, 110), as it read on 1 August 1993;

b the Social Policy Framework for the Increase in Scale, Allocation of Tasks and Concentration operation (*Sociaal BeleidsKader behorende bij de operatie gericht op Schaalvergroting, Taakverdeling en Concentratie*) (SBK-STC 1986-1990); or

c other written salary guarantees agreed on prior to the entry into force of the 1993-1995 CA for universities of applied sciences.

Article W-2 Transitory provision for job differentiation

1. An employee employed by the employer on 31 July 1993 and on 1 August 1993 and who, due to the implementation of job differentiation for teaching positions, is appointed to a teaching position with a lower job grade than the position he held prior to this implementation will retain his entitlement to the maximum of the highest grade associated with the position he was appointed to just before this implementation.

2. An employee who entered the employ of the employer on or after 1 August 1993 and who, due to the implementation of job differentiation for teaching positions, is appointed to a teaching position with a lower job grade than the position he held prior to this implementation will retain his entitlement to the salary associated with the line number of the grade he was assigned to just before this implementation.

Article W-3 Transitory provision for job classification and remuneration and appraisal

1. If, as a result of the application of the job evaluation system, a lower job grade applies, the employee will retain his prospects of the maximum salary of the job grade, as laid down in the employment agreement (guaranteed grade).

2. An employee who comes under the scope of paragraph 1 cannot advance within his job grade at a higher speed than in his former situation.

3. An employee will advance successively through his present job grade in accordance with the standard percentage for this grade and will be appraised based on his present job grade. When the lowest initial year

of the guaranteed grade has been reached, the appraisal will remain in accordance with the job grade and the standard percentage for the guaranteed grade will apply.

Appendix I: List of Members of the Association of Universities of Applied Sciences

Amsterdamse Hogeschool voor de Kunsten
ArtEZ Hogeschool voor de kunsten
Avans Hogeschool
Christelijke Hogeschool Ede
Codarts Rotterdam
De Haagse Hogeschool
Design Academy Eindhoven
Driestar Hogeschool
Fontys Hogescholen
Gerrit Rietveld Academie
Hanzehogeschool Groningen
HAS Hogeschool
Hogeschool Arnhem en Nijmegen
Hogeschool de Kempel
Hogeschool der Kunsten Den Haag
Hogeschool van Amsterdam
Hogeschool Inholland
Hogeschool iPabo
Hogeschool Leiden
Hogeschool Rotterdam
Hogeschool Utrecht
Hogeschool Van Hall Larenstein
Hogeschool Viaa
Hogeschool voor de Kunsten Utrecht
Hotelschool The Hague
HZ University of Applied Sciences
Iselinge Hogeschool
Hogeschool KPZ
Marnix Academie
NHL Hogeschool
BUAS Breda University of Applied Sciences
Saxion
NHLStenden Hogeschool
Thomas More Hogeschool
Aeres Hogeschool
Windesheim
Zuyd Hogeschool

Appendix II: Employment contract format

The undersigned:

..... (name legal person)

as university board of

..... (name university/universities of applied sciences)

having it registered offices in (place of domicile)

in this matter lawfully represented by

..... (first name and last name)

..... (position)

hereinafter to be referred to as ‘the Employer’

and

..... (first name and last name)

living in (place of domicile)

at (address)

born in (place of birth)

on (date of birth)

hereinafter to be referred to as ‘the Employee’

have agreed as follows:

The Employee is employed as from... (date of employment or date of most recent change in position) ... as
(a)(one job title).

The employment contract is entered into for

- an indefinite period of time as referred to in article D-2 of the 2023-2024 Collective Agreement for universities of applied sciences, subject to a probationary period of one/two months*

- a definite period of time with the prospect of an employment contract for an indefinite period of time as referred to in article D-3 of the 2023-2024 Collective Agreement for universities of applied sciences, subject to a probationary period of one/two months *

- a definite period of time as referred to in article D-4 paragraph 1 of the 2023-2024 Collective Agreement for universities of applied sciences and ends by operation of law on ... (date)

- a definite period of time in the position of lector/associate lector in salary scale 14/15/16* as referred to in article D-4 paragraph 2 of of the 2023-2024 Collective Agreement for universities of applied sciences and ends by operation of law on ... (date)

- a definite period of time as referred to in article D-4 paragraph 3 of the 2023-2024 Collective Agreement for universities of applied sciences and ends by operation of law at the moment the research funding ends, i.e. on ... (date)

- a definite period of time as referred to in article D-4 paragraph 4 of the 2023-2024 Collective Agreement for universities of applied sciences and ends by operation of law on the end date of the specific programme, i.e. on ... (date)

The probation period amounts to one month for an employment contract for a definite period of time of more than six months but less than two years.

The probation period amounts to two months for an employment contract for a definite period of time of two years or more.*

(* = please delete if not applicable)

In so far as required, the parties will observe a notice period on the basis of articles D-5 paragraph 2 and Q-2 of the 2023-2024 Collective Agreement for universities of applied sciences.

The job grade pertaining to the position is The salary for a full-time equivalent amounts to (salary level) and is made up of the relevant pay elements referred to in chapter H of the 2023-2024 Collective Agreement for universities of applied sciences.

The Employee is employed by the university of applied sciences and has the following place of work, all of this pursuant to article C-3 paragraph 3 of the 2023-2024 Collective Agreement for universities of applied sciences.

The salary will be paid by transfer per calendar month, and will be raised in the month of May by a holiday allowance and in the month of December by a regular year-end bonus as referred to in article H-1 of the 2023-2024 Collective Agreement for universities of applied sciences. The allowance pursuant to article T-4, paragraph 2 will be paid on a monthly basis. In so far as applicable, the salary will be raised annually in the month of, with due observance of article H-3 of the 2020 Collective Agreement for universities of applied sciences.

The working hours agreed on amount to (fraction: 1.0 or 0.1) on an annual basis for standard full-time employment and the actual number of working hours of the employee amount to ... per week on the basis of a working pattern of 8 hours per day**, in accordance with article J-2 of the 2023-2024 Collective Agreement for universities of applied sciences .

** The regular working day is 8 hours, unless the Employer and the Employee agree otherwise.

If the work is performed outside the working hours set, an allowance in time and/or money will be paid pursuant to article H-7 of the 2023-2024 Collective Agreement for universities of applied sciences.

The holiday entitlement of the Employee will be calculated with due observance of Chapter J of the 2023-2024 Collective Agreement for universities of applied sciences.

When terminating the employment, the Employer and the Employee will observe the relevant provisions laid down in the 2023-2024 Collective Agreement for universities of applied sciences.

The Employee will be entitled to training pursuant to chapters M (Sustainable employability) and O (Professionalization) of the 2023-2024 Collective Agreement for universities of applied sciences.

The Employer will take out pension insurance for the Employee with the Foundation Pension Fund ABP. (ABP- General Pension Fund for Public Employees, *Algemeen Burgerlijk Pensioenfonds*).

This employment contract is governed by the laws of the Netherlands.***

****This provision may be departed from in consultation between the employer and the employee where duties are assigned to employees who live outside the Netherlands or where employees are employed for duties to be performed outside the Netherlands on a structural basis.*

If an employee is to be employed abroad for more than one month, the Employer and the Employee will enter into further agreements in accordance with the subjects referred to in article 7:655 paragraph 1 sub k of the Netherlands Civil Code.

Miscellaneous provisions:

(for example competition clause, obligation to move house or working days agreed upon).

This employment contract is governed by the 2023-2024 Collective Agreement for universities of applied sciences and its legally valid collective agreement that succeed the present CA, including the additions to and the amendments of this CA. This contract is also governed by the *BWRHBO*, the Netherlands Universities of Applied Sciences Enhanced Unemployment Scheme (*Bovenwettelijke werkloosheidsregeling hbo (BWRHBO)*) and the *ZAHBO*, the Illness and Invalidity Benefit Scheme for employees in the Higher Professional Education sector (*Ziekte en arbeidsongeschiktheidsregeling Hoger Beroepsonderwijs*).

This contract replaces all previous contracts that were entered into between the Employer and the Employee.

The Employer will be obliged to actively inform the Employee on his options in the event the Employee leaves employment due to illness.

If the Employee leaves employment while he is ill, he is obliged:

- a) to inform the Employer immediately about the fact that he is ill;
- b) to respond to a request by the Employer's occupational physician and/or the Employer's occupational consultant;
- c) to cooperate in the reintegration procedure or trial placement offered on behalf of the Employer;
- d) to apply for an (early) IVA benefit (Full Invalidation Benefit Regulations, *Regeling inkomensvoorziening volledig arbeidsongeschikten*) if and as soon as the occupational physician should think the Employee can apply for this.

The Employer is obliged to prevent that the Employee will be approached by both the UWV (Employee Insurance Agency, *Uitvoeringsinstituut Werknemersverzekeringen*) and the Employer's occupational physician and/or the Employer's occupational consultant.

Thus agreed upon and drafted and signed in duplicate
on 20..
in....

.....

Employer

.....

Employee

Appendix III Job grades *to be adapted to English standard; 1,721.84*

Scale	Norm %	1-7-2023		Initial salary		
		Min	Max			
1	2,7%	2.216,97	2.435,74			
2	3,1%	2.216,97	2.666,18			
3	3,0%	2.244,88	2.892,37			
4	2,9%	2.290,19	3.037,96			
5	3,0%	2.375,25	3.185,00			
6	2,8%	2.417,47	3.309,49	2.355,23		
7	2,6%	2.724,20	3.631,83	2.657,78		
8	2,5%	3.091,78	4.085,57	3.018,24		
9	3,4%	3.370,00	4.582,91	3.152,28	3.261,11	
10	3,4%	3.370,00	5.019,73	3.152,28	3.261,11	
11	2,8%	4.234,28	5.936,77	3.896,33	4.002,45	4.118,36
12	2,2%	5.122,09	6.698,86	4.901,51	5.011,79	
13	2,2%	5.745,15	6.997,66	5.492,11	5.619,34	
14	2,4%	6.030,72	7.687,55	5.740,93	5.886,52	
15	2,5%	6.541,05	8.445,29	6.050,52	6.214,52	6.377,09
16	2,7%	7.090,99	9.280,75	6.517,04	6.707,87	6.900,12
17	2,8%	7.687,55	10.198,22	7.041,50	7.256,37	7.472,67
18	2,8%	8.445,29	11.207,58	7.735,60	7.971,68	8.209,18

Legend

= the initial salary that can be used in the relevant year for employees commencing employment on or after 1 January of that year
 = not applicable

The minimum and maximum salary amount for the above job grades have been laid down in article H-3 of the CA. The speed with which the employee can advance to the maximum of the job grade is determined based on the outcome of the annual performance appraisal. A standard percentage is laid down for each job grade. A positive appraisal will result in a salary increase by the standard percentage applicable to the relevant job grade. The standard percentage will be calculated based on the maximum of the grade.

With effect from 1 January 2009, the regular situation will apply with the following initial years:

- for job grades 1 to 2: no initial years
- for job grades 3 to 8: a maximum of one year
- for job grades 9 to 14: a maximum of two years
- for job grades 15 to 18: a maximum of three years.

Student assistant salaries

Student assistant salaries	
Start date	1-7-2023
	2.417,47
	2.510,14

	2.602,80
Minimum holiday allowance per month	
general pay increase	1-7-2023
	6,36%
	193.40
Minimum holiday allowance per year	
general pay increase	1-7-2023
	2,75%
	2320.77

Appendix IV Trade union contribution scheme

Article 1 Nature of the scheme

This scheme makes it possible to use components of the gross pay for the payment of the trade union contribution.

Article 2 Trade union contribution

The total contribution for the relevant calendar year qualifies for the scheme.

Article 3 Conditions for the tax-free payment of the trade union contribution

The scheme applies to any employee who is registered with a trade union that is represented in the SER (Social economic Council, *Sociaal Economische Raad*), or at the RMU (Orthodox Reformed Social Union, *Reformatoorsch Maatschappelijke Unie*) or at the CGMV (Christian Network Dutch Reformed Social Association, *Christennetwerk Gereformeerd Maatschappelijk Verbond*).

Explanatory note: these organizations are:

- AOb and ABVAKABO FNV
- CNV Onderwijs
- UNIENFTO FvOv/CMHF
- **Kunstenbond FvOv**
- **UNIFIENFTO/BO:**

Koninklijke Vereniging van Leraren Lichamelijke Opvoeding (KVLO)

Koninklijke Nederlandse Toonkunstenaars Vereniging (KNTV)

Nederlandse Vereniging voor Logopedie en Foniatrie/O (NVLFO)

Vereniging Leraren Beeldende Vakken (VLBV)

Vereniging Leraren Schoolmuziek (VLS)

Nederlandse Vereniging voor Onderwijspersoneel (NVOP)

NVS-NVL, vereniging van schooldecanen en leerlingbegeleiders

Vereniging van Leraren in Levende Talen (VLLT)

Vereniging van Management-en Stafpersoneel in het Onderwijs (VMSO)

Nederlandse Vereniging voor het Onderwijs in de Natuurwetenschappen (NVON)

UNIENFTO/CMHF

An application may only be submitted to one employer for each contribution paid.

The employee will be responsible for the consequences of an incorrect statement.

Article 4 Source

The following accrued entitlements may be used for the exchange:

- Year-end bonus.

Article 5 Procedure

• The employee must inform the employer prior to 1 November of the year in question that he wishes to make use of this trade union contribution scheme.

• The employee should do so by submitting a completed application form and proof of payment to the employer. The application form is published on the website of the Association of Universities of Applied Sciences: www.vereniginghogescholen.nl

Appendix V: National job classification objections regulations for higher professional education

Article 1 National job classification objections committee

1. There is a national job classification objections committee for employers and employees of the universities of applied sciences to which this CA applies.
 2. The committee's secretarial services will be provided by the Association of Universities of Applied Sciences, association of universities of applied sciences, located at Prinsessegracht 21 in The Hague.
 3. The details of the national objection procedure will be laid down in implementing regulations.
- The administrative and legal support in the handling of objections pursuant to these regulations will be provided by Stichting Geschillencommissie Onderwijs, Postbus 85191, 3508 AD Utrecht, physical address: 'Woudstede' building, Zwarte Woud 2, Utrecht.

Article 2 Composition of the national job classification objections committee

1. The committee consists of a representative on behalf of the employers, a representative on behalf of the employees' organizations and an independent chairperson, and their deputies.
2. One member and his deputy are appointed by the Association of Universities of Applied Sciences.
3. One member and his deputy are appointed by the employees' organizations that are party to this CA.
4. The chairperson and his deputy are appointed by the Association of Universities of Applied Sciences based on a binding nomination by the CA parties.
5. Persons employed by the institutions affiliated with the Association of Universities of Applied Sciences may not be a member or deputy member or chairperson or deputy chairperson of the committee.
6. At the request of the committee, an expert in the current method of job classification may be added to the committee as an advisor.
7. Membership of the committee is incompatible with membership of an internal objections committee of an institution affiliated with the Association of Universities of Applied Sciences that is competent to hear any objections of employees against decisions concerning job classification.
8. Members will be discharged at their request. A member will be discharged with effect from the month following that in which he reaches the age of 70. Members will be discharged by the CA parties if they do not, or no longer, comply with the requirements of article 2(5) or (7) or if they are incapable of performing their duties on account of illness or disability or if they have been convicted of a crime without appeal. Before discharge is granted on the grounds stated in the previous sentence, the person to be discharged will be informed and will be granted the opportunity to be heard on the matter.

Article 3 Reimbursement and expenses

1. The members of the committee will receive a financial allowance for their participation in the national job classification objections committee.
2. The members of the committee will be entitled to reimbursement of necessary travel and subsistence expenses.
3. The institution concerned will bear the costs related to the handling of objections incurred by the committee and its secretariat.

Article 4 Reconsideration of intended decisions in the local objection procedure

1. Any employee who objects to an intended decision of the employer concerning job classification may request the employer to reconsider the intended decision.
2. The employer will draw up regulations for the submitting and handling of objections as referred to in paragraph 1.
3. The employer will reconsider the intended decision together with a local committee composed with equal representation.
4. The employer may request advice from an expert in the current method of job classification.
5. The employer will inform the employee of the outcome of the reconsideration in writing, stating reasons.

Article 5 Submitting an objection

1. An employee may lodge a notice of objection with the national job classification objections committee against the decision concerning job classification as referred to in article 4(5).
2. The employee must submit his objection to the secretariat of the national job classification objections committee, as referred to in article 1(2), in writing and stating reasons, within at the most six weeks of the date of the decision referred to in article 4(5).

Article 6 Responsibilities of the national job classification objections committee

1. The administrative staff of the objections committee will confirm receipt of the objection in writing.
2. If the employee so requests, the committee will grant him the opportunity to explain his position orally.
3. The committee will assess the outcome of the reconsideration and advise the employer on the outcome in writing within at the most six weeks of receipt of the objection. This response time may be extended by a maximum of six weeks.
4. The committee may adjourn its decision for a maximum period of four weeks and the employee or his authorized representative must be informed of this in writing.
5. The employer must follow the committee's advice, unless the employer has serious cause to depart from this advice.
6. After receiving the advice, the employer will make a final decision and inform the employee of the final decision, in writing and stating reasons, within at the most two weeks of receipt of the committee's advice.

Article 7 Evaluation and feedback

1. The Foundation Dispute Settlement Committee (*Stichting Geschillencommissie*) will evaluate and provide regular feedback to the CA parties about such matters as the number of objections, the nature of the objections, the time limits, the advice and the decisions.
2. The universities of applied sciences will, on request, provide regular feedback to the Association of Universities of Applied Sciences about such matters as the number of times an intended decision was reconsidered, the internal decision periods, the advice and the decisions.

Article 8 Concluding provision

These regulations were amended and came into effect on 1 August 2007 and will be included in the CA for universities of applied sciences. The regulations will remain in effect, unaltered, until they are replaced or amended by the CA parties.

Appendix VI Agreement concerning trade union facilities for higher professional education

Article 1

1. An employee of a university of applied sciences who is a member of a trade union affiliated with one of the federations may carry out union activities.
2. The employer will grant the employee concerned special leave, for the whole academic year during the long term of this CA, to carry out union activities, after agreement has been reached about the number of hours and dates of the leave.
3. This special leave must be requested by the employee concerned in writing and, after agreement has been reached between the employer and the employee, laid down in an agreement. This agreement will specify the part of the standard full-time employment on an annual basis used for the special leave to be granted to the employee concerned for union activities.
4. The annual payment will be equivalent to the product of the part of the standard full-time employment used for the special leave and the salary associated with the maximum of grade 11. The agreement will specify the manner in which the university board can collect the payment that has been determined.
5. In cases not provided for, the Organized Consultations Regulations (*Regeling Georganiseerd Overleg*) and the 2005 trade union facilities (Ministry of Education, Culture and Science reference AP/A&A 2004/46828) and the amendments thereto will apply by analogy.

Article 2

1. The employees' organizations will receive financial resources annually to support their participation in the CA consultations, subject to the following conditions:
 - a. The resources currently provided by the Ministry of Education, Culture and Science for employees' organizations (€ 889,000 a year, applicable in 2004) will remain available for the employees' organizations after they have been added to the lump sum for the institutions and will be allocated through Stichting Financiering Structureel Vakbondsverlof Onderwijs (SFSVO);
 - b. The amount to be decentralized will be divided by the number of employees of the universities of applied sciences on 1 January 2005 and this amount will be included in the CA as the basis for the annual contribution for each employee;
 - c. The amount will be indexed annually on 1 January based on the methodology used for that year's national budget.
2. No later than six months after the end of the calendar year, the foundation (SFSVO) will publish an annual report for that calendar year, in which it will render account for the resources received by the foundation and how they were allocated among the unions.
3. The foundation will make a copy of the annual report available to the Association of Universities of Applied Sciences and the trade unions.
4. The SFSVO will submit an audit opinion to the universities of applied sciences annually.

Article 3

No later than 6 months after the end of the calendar year, the foundation will publish an annual report for that calendar year, in which it will render account for the resources received by the foundation and how they were allocated among the unions. This account must show that the resources were used in accordance with the specified purpose.

Article 4

The SFSVO will make a copy of the annual report available to the Association of Universities of Applied Sciences and the trade unions and will submit an audit opinion to the universities of applied sciences annually.

or the SER Resolution concerning the Merger Code. If an act as referred to above does not apply to the higher professional education sector, the parties must act as much as possible in accordance with the act.

4. Disputes

In the event of a dispute about the participation in the consultations and in the event of a dispute about the nature, the substance or the organization of the consultations, the parties involved submit the dispute to a disputes committee. This disputes committee consists of three persons, to be jointly appointed by the CA parties. The disputes committee's decision is binding.

5. Binding force

This agreement has binding force on the federations, the Association of Universities of Applied Sciences and their present and future members.

6. Application

As long as the consultations about employment terms and conditions, as referred to in this agreement, are regulated in a CA applicable to the institution, the regulations in that CA will replace these regulations.

7. This agreement is valid for an indefinite period of time and may only be amended with the consent of all the parties to this agreement.

Agreed in Utrecht on 21 March 1997.

Appendix VIII Job classification protocol II

Agreements between the parties to the 2000-2002 CA for universities of applied sciences about the introduction of job classification in the higher professional education sector.

Whereas:

- the conditions which a system of job classification for universities of applied sciences that is to be chosen must meet are included in the job classification protocol (appendix XII of the 2000-2002 CA for universities of applied sciences);
- it has been established based on further investigations that both the eFUWA system of job evaluation, and the Hay method meet these conditions;
- when two systems are applied within the sector, the job evaluation based on one of the two systems will not result in differences in the classification results;
- after consulting the trade unions, the university of applied sciences will choose one of the two job evaluation systems, i.e. the Hay method or the eFUWA system;
- a significant amount of work concerning job classification has already been carried out in recent years within the universities of applied sciences, which can be involved in the upcoming process in which the concrete details of the evaluation system are worked out;
- every university of applied sciences has determined its own pace of development and preparatory work in this respect;
- following on from this the introduction of job classification within the sector will be highly decentralized at university level;

the parties to the 2000-2002 CA for universities of applied sciences have laid down the following with regard to:

- creating the conversion file;
- making the conversion file available to the universities of applied sciences;
- the implementation within the universities of applied sciences;
- the objection procedure;
- the support of universities of applied sciences;
- implementation rules for the payment of salaries (including the salary guarantee);
- decentralization.

1. Creating the conversion file

A condition for the application of two systems within the sector is that job evaluation within one system will not result in differences in remuneration compared to the other system. To this end, one file of reference jobs, the conversion file, will be prepared in close collaboration with and between both system holders (Hay method and eFUWA). The 'conversion file' is understood to mean a file containing job descriptions in a descriptive set-up which makes it possible to classify jobs based on the Hay method as well as the eFUWA system.

One of the first steps is to identify and list the job titles and the material required to describe the jobs. The resulting job profiles will be tested for recognizability and practicability. Representatives from the universities of applied sciences will be involved in this test. The reference jobs from the conversion file may be used by the institution as examples for decentral application and as a guideline for decentral classification decisions regarding personal job situations. The manner in which reference jobs are described and drawn up will provide institutions with support when applying one of the two systems.

The finished job descriptions will subsequently be evaluated by both system holders separately. The results will be compared and a proposal made for the ranking order. This proposal will be discussed by the CA parties and ultimately adopted. Any changes or additions to the conversion file ensuing from future maintenance of the file will also be adopted by the CA parties. The CA consultations will monitor the progress of the creation and maintenance of the conversion file. The parties will be advised by a Technical Advisory Committee composed with equal representation. The parties to the CA for universities of applied sciences hold the intellectual property rights to the conversion file and any changes made to it.

2. Making the conversion file available to the universities of applied sciences

The Association of Universities of Applied Sciences is the formal owner of the conversion file and is thus responsible for its use in accordance with the agreements made between the parties and for maintaining the file. After the descriptions and the results of the ranking order of the jobs have been adopted by the CA

parties, the material will be made suitable for use within the universities of applied sciences. This implies, among other things, making the material accessible digitally and in the form of a job manual and user manual. Parallel to this, the representatives in the local CA consultations will be informed of the set-up and possibilities of the conversion file. The manner in which this will be done will be discussed and adopted in the consultations between the CA parties.

The conversion file will become available to the CA parties in the autumn of 2002. Immediately after it has been adopted by the CA parties, the conversion file will be presented to the universities of applied sciences.

3. The implementation of job classification within the universities of applied sciences

An action plan will be drawn up by each university of applied sciences to support the implementation. In deciding on the concrete details of the action plan, the results of earlier activities and preparations concerning job evaluation and the specific development of the personnel policy within the university can be taken into account. The drawing up of the action plan will be the starting point for the university of the introduction process of a new job classification system. The action plan must in any case devote attention to the following:

- the choice of job evaluation system: the Hay method or the eFUWA system. The university of applied sciences must have made its choice by 1 January 2003 at the latest;
- the manner in which activities already developed by a university of applied sciences with regard to job classification will be involved in the implementation (for example the use of the previously described and classified jobs after testing them against the results of the conversion file);
- the manner in which the job description applicable to the employee will be determined and assigned. The action plan must specify how and in what manner the job description will be created and adopted;
- who, within the institution, is authorized on behalf of the employer to manage the system of job classification and to make a classification proposal based on the system. The employer must guarantee the proper application of the system and must therefore ensure that managers and classifiers receive proper education and training;
- the possibility of lodging an appeal within the agreements made by the CA parties;
- the manner of introduction: in phases or as a whole. If an introduction in phases is opted for, the introduction dates must be specified that are linked to the different job categories and/or job families within the institution;
- the entire process of job classification, including the application of the new job category and salary scale, must be completed within the university within a maximum of 4 years. These 4 years commence on the date on which job classification protocol II is signed by the parties. The maximum duration of the job classification process will be extended within the universities if the CA parties have not adopted the conversion file before 1 January 2003;
- the action plan must devote explicit attention to the manner in which the introduction of the evaluation system and the resulting job ranking order is communicated within the university to the different personnel sections;
- the employer must inform the trade unions at local level on a regular basis about the progress of the job classification process within the university;
- the action plan will be adopted by the university after consultation with the employees' organizations at local level.

The action plans of the individual universities of applied sciences will be tested for reasonableness by the CA parties against the above points requiring attention.

4. The objection procedure

Agreements will be made by the CA parties about the objection and appeal procedure. A framework for these agreements is:

The objection and appeal procedure will be divided into two phases. In the first instance, an objection against the individual consequences of the introduction of job classification must be submitted to the relevant university of applied sciences. With regard to situations in which the dispute remains after such an internal procedure has been followed, a procedure applies in which decisions regarding objections will be made by or on behalf of the CA parties. This national objection procedure follows on from the internal procedure and is only accessible if the internal procedure has been followed through and completed within the institution.

The details regarding the secretariat for the national objection procedure will be the responsibility of the CA consultations.

5. Support of the universities of applied sciences during implementation

In preparation of the choice to be made at decentral level between one of the two job evaluation systems and to support the implementation of the job classification process, a number of activities will be undertaken.

These activities will be prepared by the Association of Universities of Applied Sciences in consultation with both system holders. In working out the details of the objection procedure, the standards used by the system holders for drawing up job descriptions will be taken into account. The CA consultations will be informed on a regular basis about the progress made in supporting the universities of applied sciences during the implementation of the job classification process.

6. Implementation rules for the payment of salaries

The parties agree that the specific details of a system of transitional arrangements forming part of the introduction of job evaluation will be worked out in a subsequent CA. In anticipation of this, it is laid down that if, as a result of the application of the job evaluation system, a lower salary scale applies, the employee will retain his prospects of the maximum salary of the salary scale, as laid down in the employment agreement.

7. Decentralization

It has been agreed between the parties to decentralize the system of job classification within the universities of applied sciences. The parties at central level will be responsible for the central parameters and will lay down, in the CA, the preconditions that apply to the introduction and application of job classification. The parties also agree that the action plans will be tested for reasonableness.

Thus agreed and drawn up in The Hague on 21 December 2001.

Appendix IX Job classification matrix for higher professional education

Management process	Primary process	Operational process	Maximum scale
			Scale 18
			Scale 17
1.01 Chairperson of faculty management	2.01 <i>Lector</i> knowledge network		Scale 16
1.02 Faculty director	2.02 <i>Lector</i> knowledge network		Scale 15
1.03 Director of studies 1.05 Member of faculty management 1.06 Head of central HRM dept 1.07 Head of Finance/Controller	2.03 <i>Docent</i> (lector old style)		Scale 14
1.04 Director of studies 1.08 Head of ICT dept	2.04 <i>Docent</i> 2.12 Head of degree/study programmes		Scale 13
1.09 Head of Marketing and Communications dept	2.05 <i>Docent</i> 2.13 Senior policy officer		Scale 12
	2.06 <i>Docent</i> 2.14 Policy officer 2.15 Project leader	3.11 System developer 3.14 Executive secretary	Scale 11
	2.07 Instructor 2.18 Dean	3.07 Personnel adviser 3.09 Financial staff 3.13 Communications staff	Scale 10
	2.08 Instructor 2.16 Multimedia librarian 2.19 Student counsellor	3.01 Facilities manager	Scale 9
	2.09 Instructor 2.20 Work placement adviser 2.21 Timetable planner	3.12 Network and systems manager	Scale 8
	2.10 Teaching assistant 2.17 Multimedia librarian	3.15 Management assistant	Scale 7
	2.11 Teaching assistant	3.08 Personnel and salary staff 3.10 Accounting staff	Scale 6
		3.02 Facilities staff 3.16 Student administration staff 3.17 Administrative staff	Scale 5
		3.04 Caretaker 3.05 Maintenance staff 3.18 Administrative support staff	Scale 4
		3.06 Telephone operator/receptionist	Scale 3
		3.03 Facilities support staff	Scale 2
			Scale 1

'The above job matrix corresponds to the conversion file for universities of applied sciences. This file contains about fifty job profiles which provide a cross-section of the jobs in the universities of applied sciences. The job titles within the institutions will not always be the same as those stated in the job matrix. This also applies to the content of the job profiles described in the conversion file for universities of applied sciences'.

Appendix X Health policy

Health policy: Prevention and reintegration

'The universities of applied sciences will make further agreements about the structure of the health policy. The following basic assumptions will apply in this respect:
The participation council/employees' council must be involved in working out the specific details of the health policy.

Prevention

A proactive health policy within the institution starts with an active prevention policy. The general objectives of a health policy are to increase the deployment and employability of employees, to prevent underutilization of the organization and to counter the loss of employees and undesirable turnover. The prevention policy will focus on promoting the health and employability of the employees by continually improving the working conditions.

Absence policy

The objective of the absence policy is to realize the earliest possible recovery of the employee and thus prevent loss for the employee and the employer.

Intervention

Intervention should not only be aimed at eliminating health problems but also at dealing with and combating the causes of the absence, in so far as the employer has any influence in this respect.

Reintegration

Reintegration is aimed at full or partial resumption of work in the employee's original position or in another position or with another employer.

Division of responsibility

An element of the agreements to be made in the local consultations is a clear division of responsibility. Clear agreements must be made about monitoring the implementation of the policy.
The powers, rights and obligations of the parties (the employer, local consultations, *PMR*, participation council, employees' council) must be laid down clearly.

Budget

In structuring the health policy, the resources must also be involved which have been added to the university of applied sciences' health budget in connection with work-related care.

Appendix XI Elaboration of the personal reintegration procedure

The purpose of using the personal reintegration procedure is to prevent inactivity and the resulting reliance on a benefit under the *BWRHBO*. A personal procedure will be determined in consultation between the employer and the employee for an employee faced with imminent unemployment, the costs of which will be borne by the employer. The reintegration procedure agreed on should maximize the employee's chances of remaining employed, if possible internally but if necessary externally.

As soon as the loss of an employee's job becomes known, the entitlement to a personal reintegration procedure will arise, subject to certain conditions. This entitlement does not apply in the case of a reorganization in accordance with chapter R of the CA for universities of applied sciences. Chapter R, article R-4 specifies that a redundancy plan must be drawn up in the event of a reorganization. Pursuant to this plan, a package of agreements must be made that also concern the prevention of reliance on benefits.

The entitlement to this procedure applies to employees with an employment contract with the university of applied sciences for a period of more than two years of whom it has been established that, on termination of

their employment contract, they will be entitled to unemployment benefit and a supplementary amount over and above the statutory minimum. This means that the weeks and years requirement laid down in the *WW* must be met.

The following maximum amounts apply to a personal reintegration procedure to be agreed on between the employer and the employee:

- employees under the age of 40: € 8,000
- employees aged between 40 and 49: € 10,000
- employees aged 50 and older: € 12,000

The employer and the employee will discuss the structure of a personal reintegration procedure.

The above amounts are maximums for the funding of reintegration activities.

The employee will remain obliged to do his utmost, as laid down by law, to find paid employment as soon as possible and must carry out activities to this end which may be paid for within the amounts specified above. The above amounts are maximum amounts. No entitlements will remain after the agreed reintegration objectives have been achieved. As long as the expenditure in connection with the reintegration procedure has not yet reached the specified maximum and the agreed objectives of the procedure have not yet been achieved, the employee will remain entitled to funding for activities aimed at reintegration.

Options for using the funds are:

- contribution towards the costs of starting a business
- outplacement support
- career counselling
- training or courses to increase the employee's chances on the labour market.

The options for using the funds listed above are provided for information purposes and the list is certainly not exhaustive. Any other expenditure for the personal reintegration procedure must be similar to the options listed. The employee may submit his own proposals in this respect, provided they fit into the agreed reintegration procedure. The employer may give the employee advice about the available instruments for reintegration.

Until 2019 the available resources for a personal reintegration procedure included the funds that were available from the reintegration contract entered into by Zestor and Margolin on behalf of the universities of applied sciences. This contract was a consequence of the self-insurer status under the *WW*. In 2019 CA parties decided to terminate the contract with Margolin. This means that the spending of the reintegration budget to which the employee is entitled in conformity with the CA is no longer arranged for as a collective scheme. Zestor investigates in 2020, on behalf of CA parties, if and how the reintegration of the employee who has been made redundant can be arranged for collectively.

Implementation reintegration procedure

The employee's reintegration will be carried out, if contracted out externally, by a reintegration agency with a nationally validated and widely acknowledged and applied quality mark, for example *Blik op Werk*. This is understood to mean qualified and preferably certified agencies that actually focus on supporting, coaching and reintegration. In other words: agencies that, indisputably, put article 72a of the Unemployment Insurance Act (*Werkloosheidswet (WW)*) professionally into effect. The agency's check and audit is not regarded as an activity in the context of providing employment in accordance with article 72a *WW*.

According to the CA parties, an agency with qualified staff, either qualified and *BIG* registered, such as doctors or psychologists, or registered at an acknowledged professional association, qualifies for the purposes of this Appendix.

Appendix XII Additional collective agreements concerning job classification and appraisal and remuneration

A. Job classification protocol II, signed by the parties on 21 December 2001, states that the entire process of job classification, including the application of the new job category and salary scale, must be completed within the university within a maximum of 4 years. These 4 years will commence on the date on which job classification protocol II is signed by the parties. This agreement means that the job classification process within the university must be completed on 21 December 2005. Job classification protocol II forms an

integral part of the CA for universities of applied sciences. (Appendix IX of the 2005 CA for applied sciences).

In connection with the transition, the parties have made additional agreements in their consultations on 26 October 2005 with regard to the universities where the introduction of the job evaluation process has not been completed on 21 December 2005.

These additional agreements were also necessary on account of a decision of the Commissie Geschillen Medezeggenschap (employee participation disputes committee) given on 29 September 2005 (no. 102930). The decision of the committee concerns an issue about the right of consent that the central participation council has based on article 10.24(1) of the WHW in decisions about the action plan and the job classification system.

The following agreements are an addition to the 2005 CA for universities of applied sciences, under chapter H (salaries and allowances) and appendix IX of Job classification protocol II.

Additional temporary transitional agreements:

1. An employee who, as a result of the introduction of the new job evaluation system, is classified in a higher job grade will be entitled to this job grade with retroactive effect until 21 December 2005.

2. Universities of applied sciences that have not yet completed the job classification process on 21 December 2005 will set a new date after consulting the employees' organizations at local level. The job classification process, including the application of the new job category and salary scale, must have been completed on this date. The new date must be before 31 March 2006 at the latest.

3. Universities of applied sciences where the specific details of the action plan, including the job classification system, has not yet been completed must, pursuant to article 10.24(1) of the WHW and decision no. 102930 of the employee participation disputes committee, submit the steps from the action plan that are yet to be taken for approval to the local trade unions and the central participation council. The request for approval will be discussed in tripartite consultations between the university's board, the employee representatives from the local consultations and the central participation council. The national CA parties assume that both the local trade unions and the central participation council will cooperate expeditiously in responding to a request for approval. In any case, every effort should be made to prevent the introduction of the job evaluation system from experiencing any further delays. The parties concerned bear considerable responsibility in this respect.

4. As soon as a new completion date has been determined for the university in the tripartite consultations, the CA parties must be informed immediately.

5. If the discussion of the action plan, including the job classification system, does not go according to the wishes of the employer or the local trade unions, one of the parties must report this to the local CA consultations. The local CA consultations will then take the initiative to provide the parties involved with advice regarding the progress and completion of the job evaluation process.

B. With the introduction of job classification, an important link has been made to the agreements made concerning the new remuneration structure. However, the conditions for the introduction of the new structure are a completed job classification process and an operational appraisal system. It has been agreed that the new remuneration structure will be introduced on 1 January 2006. This agreement was made on 20 November 2003 and is laid down in the CA for universities of applied sciences. The introduction of the new remuneration system requires an operational appraisal system within the institution that meets the criteria of article N-2 of the CA. With regard to the universities of applied sciences that are not yet able to apply an operational appraisal system on 1 January 2006, the parties have made the following temporary additional agreements:

1. Universities of applied sciences that, within the context of article H-3(1), do not yet have an operational appraisal system will be bound by the provision set out in article H-3(2), first indent: 'a salary increase, within the salary scale, by the standard percentage applicable in the appropriate job grade'.

2. An employee who is of the opinion that he performs his duties excellently may submit a reasoned request to be considered eligible for twice the standard percentage. This request must be submitted to his superior. If the request is rejected, the superior must state the reasons for this within 10 working days.

Thus agreed on 26 October 2005

Appendix XIII Additional collective agreement arrangements on financing Zestor

I Zestor, labour market and training fund for higher professional education

With the help of the fund, parties to the collective agreement promote and support the sector's labour market policy, professionalization policy and health policy. The fund stimulates renewals in these three areas, in line with developments in education and society.

Both employers' and employees' organizations in higher professional education are represented on the board of Zestor. Parties are equally represented in Zestor, which is reflected in the choice of subjects and in the elaboration of these subjects. The board has placed the activities of Zestor in three core tasks:

1 Supporting the collective agreement process

Proactively collecting relevant information and initiating and carrying out and initiating research for the collective bargaining process and the sector (universities of applied sciences)

2 Supporting the sector in developing and giving substance to the collective agreement

These activities aim at passing on knowledge and experience within and to the sector.

Knowledge networks, meetings, trial projects (pilots) and stimulation schemes are set up to gain experience in particular subjects and to pass on or share knowledge.

3 Facilitating universities of applied sciences and operating jointly

Universities of applied sciences and their employees will benefit from joint action to a larger extent than they would if each university acted individually, for itself only. This concerns both activities that take place on a regularly recurring basis and activities of a permanent nature.

Parties to the collective agreement have established that the fund, apart from addressing activities linked directly to the collective agreement, has an independent function, for the benefit of the sector, in investigating recent and future developments in the labour market. In line with the above, the fund takes several initiatives. The fund has the ambition to develop as a knowledge and expertise centre for HR and labour market issues, by identifying trends and developments.

On the fund's website, www.zestor.nl, these and other themes can be found, plus the activities and products related to these themes.

Every university of applied sciences is obliged, under these arrangements in the collective agreement, to contribute to the financing of Zestor on an annual basis. The annual contribution is collected at the universities of applied sciences in proportion to the number of students. This annual contribution amounts to € 1.8 million and can be reviewed, also depending on the instructions provided by the parties to the collective agreement.

Parties to the collective agreement have agreed that, for the duration of the additional collective agreement arrangement, the contribution will be index-linked on the basis of the consumer price index (CPI).

Duration

This additional collective agreement arrangement is in force of a period of three years, commencing on 1 July 2019.

Each year, on 1 July of any calendar year, this three-year agreement is tacitly renewed for a period of one year.

Renewal does not take place if one of the parties, at the latest three months before 1 July of that year, informs the other parties in writing that it does not agree to renewal of the arrangements. If this should happen, the arrangements end two years after 1 July of that calendar year.

Appendix XIV Agreement on care scheme

CA parties wish to provide for a group health insurance with prospects for the future, in combination with a collective arrangement for work-related care. In this context, CA parties agree to the following, in principle for 3 calendar years, i.e. from 2023 up to and including 2025:

- a. Social partners consider it important that each employee in higher professional education can participate in a group health insurance for higher professional education. Pensioners and persons unfit for work should be able to make use of the group health insurance or any equivalent scheme.
- b. Article T-4 remains unimpaired.

- c. Social partners wish to provide the sector with a collective arrangement for work-related care. Apart from health solutions in the field of resilience and vitality, mental coaching and lifestyle, interventions in the area of physical coaching and training should also be included, just as career survey tests for individual employees.
- d. Universities of applied sciences may choose not to make use of the collective arrangement. In that event they will be obliged to offer alternative health solutions at – as a minimum – the same level. The participation council has the right of consent where the policy for procuring alternative care is concerned, including the qualitative conditions that may be posed in this respect.
- e. In order to finance this arrangement, the scope in employment conditions amounting to € 55 per employee per year remains available for each institution.
- f. Under “II Work pressure” in the Agreement in principle regarding collective agreement higher professional education (*cao-hbo*) 2021-2022, measures are described that should reduce work pressure in higher professional education. Nonetheless, social partners want to offer employees tools that enable them to take control, independently, to prevent or tackle the negative impact of stress. The working conditions catalogue for higher professional education (*Arbocatalogus hbo*) refers to various health solutions that may support employees in this context, ranging from interventions aimed at resilience and vitality to mental coaching and lifestyle interventions. In cases where the employee should request one of these health solutions with a view to preventing or tackling the negative impact of stress, the employer will grant this request.
- g. Should the requests for health solutions referred to under f., except where statutorily required *arbo* care is concerned, be on such a massive scale that the budget as referred to under e. would be substantially overspent, then it will be investigated, on local level, what the underlying cause is. Depending on the outcome of this analysis, local participation consultations may result in not granting, temporarily, part of the requests or in setting, jointly, further criteria on the basis of which requests can be granted. After resumption, the requests that have been put on hold will be granted first. Should parties in local participation consultations fail to reach an agreement, CA parties may submit this as a dispute to the disputes committee pursuant to appendix VII sub 4. The use of the budgets referred to in h. under 1. and 4. does not play a role in the assessment referred to in this paragraph.
- h. The universities of applied sciences are accountable, in local participation consultations, to the trade unions for the availability, the use and the implementation of the work-related care. In order to be able to assess which care solutions are financed from which flow of funds and to see if and how the funds that come out of work-related care funds are spent, the universities of applied sciences provide local participation consultations with a picture of the care offered and procured, the expenditure in the context of this care, and of the flow of funds used to finance this care, all of this with as much differentiation as possible on the basis of the following principles:
1. The statutorily required *arbo* care and other statutory obligations;
 2. The work-related care;
 3. Possible interventions financed from the decentralized working conditions funds, and;
 4. Miscellaneous, in so far as not included in one of the previous categories.

Appendix XV Distinguishing criteria teaching staff positions

	Scale 10	Scale 11
Education and implementation	<ul style="list-style-type: none"> • Supervises students in learning process • Prepares and teaches lectures 	<ul style="list-style-type: none"> • Supervises lecturers • Supervises graduating students • Supervises graduation internships
Assessment and examination	<ul style="list-style-type: none"> • Assesses tests which do not require any interpretation (e.g. multiple choice, arithmetic test) 	<ul style="list-style-type: none"> • Assesses students • Develops tests • Drafts answer protocols

	<ul style="list-style-type: none"> • Acts as a second pair of eyes in oral tests 	<ul style="list-style-type: none"> • Assesses tests, including interpretation • Acts as an assessor in oral tests
Educational development	<ul style="list-style-type: none"> • Provides feedback on the educational programmes developed 	<ul style="list-style-type: none"> • Develops educational programmes
Educational coordination, organisation and quality assurance	<ul style="list-style-type: none"> • Provides feedback 	<ul style="list-style-type: none"> • Develops and implements
Required knowledge and skills	<ul style="list-style-type: none"> • Educational skills 	<ul style="list-style-type: none"> • Full and transferable <i>BDB</i> (in which the <i>BKE</i> is integrated) • Or comparable

Please note: An employee does not have to fulfil all criteria in order to qualify for pay scale 11. The main rule that should be applied: the heaviest structural tasks count.

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