FUNCTIEHUIS ARCHITECTENBUREAUS

JOB CLASSIFICATION SYSTEM ARCHITECTURAL FIRMS
job & salary classification tool

The Job Classification System for Architectural Firms
is an integral part of the Collective Labour Agreement
for Architectural Firms.

Disclaimer:
In the event of any difference (in interpretation)
between the English translation and the Dutch version,
the Dutch source file will prevail.

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Introduction

The Job Classification System for Architectural Firms was created after a careful process involving the architectural sector. It is the successor to and replacement of the Manual of Job Classification for Architectural Firms (Job Manual for short).
The CLA parties have agreed that from 1 January 2024, the Job Classification System for Architectural Firms (job classification system for short) will be the instrument for job classification and salary classification in the industry.

Why a revamped job classification tool?
The job manual was outdated. There was a need for a more user-friendly, simpler and up-to-date tool to classify and provide scales for industry jobs.

Applicable to small, medium and large firms
The industry consists of small, medium and large firms. In practice, a small firm may have broader jobs and a large firm may have more specialised jobs. And a small firm may use fewer benchmark jobs, while a large firm is likely to recognise more benchmark jobs.

Architecture industry involvement and job evaluation specialists
Several rounds of consultation and field tests with firms and staff from a range of small, medium and large firms took place during its creation. The job evaluation specialists of the CLA parties were also consulted during the process.

PART I:
HANDLEIDING
MANUAL

PURPOSE OF JOB CLASSIFICATION SYSTEM AND USE OF MANUAL

Why is there a job classification tool?
Upon entry into service and when an employee changes job, the job content and job level are determined to subsequently determine salary.

In the job classification system, the most common jobs in the industry are defined and related to each other by 'weight'. The job classification system thus constitutes the instrument for benchmarking the jobs in one's own architectural firm against an external objective industry standard. You need the classification by job level to determine the salary level.

The aim is to be able to reward equal / equivalent work equally. The same principle applies for workers employed through third parties.
Since all architecture firms use the same classification tool, the job classification system contributes to a level playing field in the industry.

What information will you find in this guide?
This publication contains in Part I:

- a list of terms used
- a general description of the job families and the benchmark jobs including job grid
- an explanation of the job evaluation method applied
- a step-by-step description of classifying a job
- rules applicable in certain classification situations.

Part II contains the defined benchmark jobs with level designation, arranged by job family.

What is not in this manual? Agreements on any exceptions to the main rule 'job classification = salary classification' are included in the collective labour agreement (CLA).

JOB CLASSIFICATION SYSTEM LIST OF TERMS

Some common terms are described alphabetically below (according to the Dutch alphabet).

Job family *Functiefamilie*	Group of benchmark jobs, with the same kind of work area or type of work.
Job classification *Functie-indeling*	Comparing one's own job description with benchmark jobs within the job families to determine the 'weight' of one's own job.
Job level *Functieniveau*	Indication of the weight of a benchmark job, based on the ORBA job evaluation system. The job level is indicated by a number from 1 to 9. Substantively different jobs (from different job families) can have an equal job level. After job classification, salary classification takes place, the main rule being: job level = salary level. Downward deviation from the main rule 'job level = salary level' is only possible if it is included in the collective agreement.
Job description *Functieomschrijving*	The description of one's job, as it occurs at the firm.
Job evaluation system (ORBA) *Functiewaarderingssystematiek (ORBA)*	A job evaluation system is applied to rank the jobs in the industry by weight relative to each other. ORBA is the job evaluation system developed by AWVN to analyse, allocate a weight to and value jobs. The focus of this job evaluation system is on the output, the expected contribution to the firm's result of each job.
Benchmark job *IJkfunctie*	A general job description. These ORBA-weighted general job descriptions serve as a basis of comparison for one's own job description, with the aim of classifying one's job.

DESCRIPTION OF THE JOB CLASSIFICATION SYSTEM

The job classification system is the instrument for job classification and contains job families and, within them, benchmark jobs.

The job families
The job classification system for architectural firms has three job families and a collective job family.
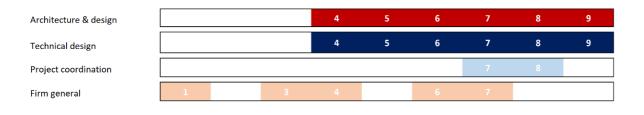
Architecture & design *Architectuur & ontwerp (AO)*	covers all design specialisms: architecture, urban planning and interior architecture. The benchmark jobs defined in this category also partly include project coordination tasks.
Technical design *Technisch ontwerp (TO)*	also includes construction specialisms such as specification & calculation, construction, modelling specialists. The benchmark jobs defined in this category also partly include project coordination tasks.
Project coordination *Projectcoördinatie (PC)*	is a small specialist family for more difficult project coordination jobs (these occur in some projects/firms). NB: if both (technical) design and project coordination are involved, see also the benchmark jobs within AO and TO
Firm general *Bureau algemeen (BA)* (collective job family)	This is a collective job family consisting of the job families: -Firm organisation -Personnel & organisation -Finance -Marketing & communication -IT & Computerisation -Business development.

Benchmark jobs and job levels
The job families contain between two and six benchmark jobs. A benchmark job describes the following job characteristics: position of the job in the organisation, purpose of the job, core tasks, authorisations & responsibilities and contacts, work and intellectual level and working conditions. With this information, a weighting is allocated to each benchmark job using the ORBA job evaluation system (see explanation below). The weighting outcome indicates the weight, the job level. That job level runs from 1 (the lowest defined job level) to 9 (the highest defined job level).

Below are the job levels of the benchmark jobs by job family in a job grid.

Architecture & design		4	5	6	7	8	9
Technical design		4	5	6	7	8	9
Project coordination					7	8	
Firm general	1	3	4	6	7		

Job classification grid Job classification system Architectural firms

The ORBA job evaluation system used

The ORBA job evaluation method is used to allocate a weight to the benchmark jobs in the job classification system[1]. This is a widely used method to analyse, allocate a weight to and value jobs. The focus of this job evaluation system is on the output, the expected contribution to the result of each job for each firm. The four main characteristics are:

− expected contribution to the firm's goals;
− staffing decisions;
− skills required;
− work-related concerns.

These four main characteristics are explained within ORBA as follows:

- The main characteristic **expected contribution**
  The starting point for determining job weighting with ORBA is the expected contribution to the corporate goals. This involves looking for answers to the following questions:
  o what are the substantive effects of the job - in other words, what is the intended result and within which parameters should this be achieved?
  o what relational and/or job-related influence does the employee need to exert on others to realise that contribution?

- Main characteristic **job-related decisions**
  To realise the expected contribution, employees have to make all kinds of choices, and solve issues they face. One choice may be simple ('The envelopes have run out: do I order new ones?') while another is complex ('There is more work, do I hire new people?').
  The analysis of the set of job-related decisions looks at the difficulty level of the problems, indicated by a characterisation of the problem situation and the method of problem treatment. It also considers the job-related space available for finding solutions.

- Main characteristic **required skills**
  What are the skills required to make the expected contribution in normal job performance? Skills relevant to jobs are in the areas of:
  o the knowledge required to solve problems
  o the skills to communicate at the required level
  o the motor skills to perform the required actions.

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[1] If you want to know more about the job evaluation system ORBA, visit the (Dutch) website:
https://www.awvn.nl/functiewaardering/

- Main characteristic **work-related objections**
Working conditions are sometimes such that they require excessive efforts to make the expected contribution. Other examples of work-related concerns include annoying ambient noise, sitting or standing in the same position for long periods of time, performing work at height, underwater or in rooms that must be kept dust-free.
Evaluation takes into account physical and psychological concerns, as well as possible personal risks associated with the work.

SFA

JOB CLASSIFICATION STEP BY STEP

Three steps
Job classification has three steps:

1. Describe the job as it should be performed in practice in the architectural firm.
   see the tips below for drawing up your own job description

2. Compare your own job description with the benchmark jobs within the appropriate job family. The benchmark job to which one's own job description most closely corresponds determines the job level (indicated by a number).

3. This job level determines the salary scale.
   This is the main rule: job classification = salary classification. A temporary lower salary classification is only possible for exceptions defined in the collective agreement.

Employer and employee set out the classification in writing in the employment contract. Examples of employment contracts can be found on the SFA website.

Rules

How do I draw up my own job description?
The description of one's job should at least include information on:
- position of the job in the organisation
- purpose of the job
- core tasks
- authorisations & responsibilities and contacts
- work and intellectual level
- working conditions.

Including these elements in one's job description is the best way to compare with the benchmark jobs. (You will find a template job description in the annexes).

What job title can I use for a job or my own job description?
Firms are free to choose the name of the jobs in their firm practice. However, various titles are protected: architect, urban designer and interior designer. The title of architect may only be used after registration in the Register of Architects. If there is no entry in the register of architects, use the job title 'designer', for example.

In the job families under Firm general, not all intermediate job levels have a description in a benchmark job. How should we deal with this?
The Firm general job families contain some benchmark jobs at a distance from each other: job levels 1, 3, 4, 6, 7 are defined.
For example, in Firm organisation, Level 1 and 3 occur, but no Level 2. In such cases, how do you handle the classification? You compare the job as it occurs in practice with the benchmark jobs. If the job is in between the benchmark jobs, then you can classify your job at level 2.

How should you classify a combination job, which has tasks and characteristics of various benchmark jobs?
A job may in practice resemble several benchmark jobs, at the same or different job level.
These can be benchmark jobs from different job families that are at the same job level, in which case the job classification is clear.
If the job is structurally a combination of benchmark jobs of different job levels, the highest job level applies for classification and grading, provided that that highest job level is a substantial part of the job. 'Substantial' can mean a substantial proportion of working hours or an indispensable part of the job (the work requiring that highest level cannot be separated).

We want to (re)classify the entire firm. How do we do that?
Before actually classifying employees, it can help to create an organisational chart, a schematic drawing in which you place all employees/jobs in your organisation in relation to each other.
As simply as possible, draw the firm's organisational chart. Which jobs fall under whose responsibility, at what level are which decisions taken?
(You will find a sample organisational chart in the annexes).

Can an employee object to job classification?
Step 1 of job classification is to draw up a description of your own work. It is important that this is not a unilateral process from the employer but that this job description is created in conversation with the employee.
If a new employee disagrees with the follow-up steps to the job classification, it is possible to object. SFA has established a retention and appeal procedure for this purpose.

PART II:
FUNCTIEHUIS: FUNCTIEFAMILIES EN IJKFUNCTIES
JOB CLASSIFICATION SYSTEM: JOB FAMILIES AND BENCHMARK JOBS

ARCHITECTURE & DESIGN[2] JOB FAMILY

The Architecture & Design job family focuses on realising and elaborating designs in the fields of architecture, urban planning or interior architecture. The designs are usually realised in project form. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has six calibration positions:

Level		4	5	6	7	8	9	

ARCHITECTURE & DESIGN 4	Works under supervision to develop designs for one or several projects.
ARCHITECTURE & DESIGN 5	Under supervision, leads design projects and/or components of larger projects. Additionally, participates in projects led by others.
ARCHITECTURE & DESIGN 6	Leads large and/or multiple design projects.
ARCHITECTURE & DESIGN 7	Leads large and/or multiple design projects and advises on complex designs.
ARCHITECTURE & DESIGN 8	Leads large and (very) complex and/or unique design projects and supervises construction projects.

[2] Note:
- This family covers all design specialisms: architecture, urban planning, interior architecture.
- As regards the job title in practice, architect (or urban planner/urbanist or interior architect) is a protected title that can only be used after registration in the Architects Register. If there is no entry in the register of architects, use the job title of designer.

ARCHITECTURE & DESIGN 9	Leads large and (very) complex and/or unique design projects and supervises construction projects and (jointly) shapes agency policy.

CALIBRATION POSITION ARCHITECTURE & DESIGN 4

Position in the organisation	Reports to the management or project manager. No leadership position. Works under supervision.

Purpose of job	Realises and monitors one or several designs. Advises on developments in design and their technical possibilities.

Core tasks	Realises, supports, and monitors one or several designs: - analyses the design brief and collects data for the design process - translates design ideas and sketches into designs and presentations - develops designs, taking into account technical, structural, aesthetic and commercial aspects, among other things - elaborates designs using software applications. Advises internally and externally on designs: - advises on design options within the framework of the design brief.

Authorisations & Responsibilities	Makes decisions during the project execution, within set frameworks. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Aligns advice internally. Exchanges information internally and externally and advises internally and externally on options.

Level in terms of working and thinking	University of applied science level (HBO) as a minimum in terms of working and thinking. Has broad knowledge. Develops process knowledge. Can work with relevant software, including 2 and 3-dimensional.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION ARCHITECTURE & DESIGN 5

Position in the organisation	Reports to the management or project manager. Leads project teams in projects/subprojects.

Purpose of job	Realises, coordinates, checks and monitors designs. Advises on developments in design and their technical possibilities.

Core tasks	Elaborates all types of designs: - analyses the design brief and collects data for the design process - translates design ideas and sketches into designs and presentations - develops designs, taking into account technical, structural, aesthetic and commercial aspects, among other things - elaborates designs using software applications - monitors the quality and vision of designs. Advises internally and externally on designs: - advises on design options within the framework of the design brief - advises on feasibility. Leads the work of a team focused on the design of projects: - plans, coordinates and realises the designs - checks and reviews his/her own work and designs produced by others for errors and overall quality.

Authorisations & Responsibilities	Makes decisions during the project execution and organisation, within set frameworks. Checks the quality of his/her own work and that of others. Recognises and reports bottlenecks. Performs the work within the agreed time.
Contacts	Aligns advice internally. Exchanges project information internally and externally and advises internally and externally on options.

Level in terms of working and thinking	University/university of applied science level (HBO/WO) in terms of working and thinking. Has broad knowledge and process knowledge. Develops in-depth knowledge. Focuses on a specialism relevant to the organisation. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION ARCHITECTURE & DESIGN 6

Position in the organisation	Reports to the management or project manager. Leads one or more project teams. Conveys knowledge to colleagues. Guides colleagues in work and development.

Purpose of job	Coordinates, controls, improves, develops and monitors internally and externally the process surrounding the development and elaboration of designs, taking into account technical, structural, aesthetic, administrative and commercial aspects. Translates developments in the profession into policy.

Core tasks	Leads one or more teams focused on design projects: - realises designs and presentations - plans, coordinates and checks the work of the internal and external teams - monitors the quality of the design, process and product - monitors time schedules and lead times - advises on and contributes to designs, analyses and presentations - consults on project progress, internally and externally - elaborates designs using software applications - flags up additional work - conveys knowledge within the project team. Advises internally and externally on designs and opportunities: - ensures the quality of the team's work - substantiates and completes complex designs - gives presentations - advises internally and externally on design possibilities and impossibilities - advises on feasibility. Monitors and (jointly) shapes processes, focusing on one or more subject-oriented or process-oriented specialisms such as sustainability, BIM or quality management: - follows developments in and around the profession. - sets up processes and ensures correct application.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within broadly defined frameworks. Is responsible for monitoring the quality of design, process and product and for achieving targets within time and budget agreements.
Contacts	Coordinates internally and externally and persuades others of views and ideas.

Level in terms of working and thinking	University/university of applied science level (WO/HBO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has knowledge of specialism(s) relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Regular work outside the office.

CALIBRATION POSITION ARCHITECTURE & DESIGN 7

Position in the organisation	Reports to the management or project manager. Leads one or more project teams. Conveys knowledge to colleagues. Guides colleagues in work and development.

Purpose of job	Coordinates, controls, improves, develops and monitors internally and externally the process surrounding the development and elaboration of designs, taking into account technical, structural, aesthetic, administrative and commercial aspects. Advises on creative matters when realising designs. Translates developments in the profession into policy.

Core tasks	Leads one or more teams focused on design projects: - realises designs and presentations - plans, coordinates and checks the work of the internal and external teams - monitors the quality of the design, process and product - monitors time schedules and lead times - advises on and contributes to designs, analyses and presentations for complex projects - consults on project progress, internally and externally - elaborates designs using software applications - flags up additional work and creates quotations - conveys knowledge within the project team. Advises on the development and realisation of complex designs: - examines complex designs for feasibility - provides feasible alternatives - collaborates on complex designs. Advises internally and externally on designs and opportunities: - ensures the quality of the team's work - substantiates and completes complex designs - gives presentations - advises internally and externally on design possibilities and impossibilities. Monitors and (jointly) shapes processes, focusing on one or more subject-oriented or process-oriented specialisms such as sustainability, BIM, quality management or coaching: - follows developments in and around the profession. - sets up processes and ensures correct application.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within broadly defined frameworks. Is responsible for quality of design, process and product and for achieving targets within time and budget agreements.
Contacts	Coordinates internally and externally and persuades others of views and ideas.

Level in terms of working and thinking	University/university of applied science level (WO/HBO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has extensive knowledge of specialism(s) relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Regular contacts outside the office.

CALIBRATION POSITION ARCHITECTURE & DESIGN 8

Position in the organisation	Reports to management. Leads project teams in projects and represents the firm externally. Guides colleagues in work and development.

Purpose of job	Supervises construction projects in terms of aesthetics. Coordinates, controls, improves, develops and monitors the process surrounding the elaboration of the design as well as the quality of complex designs in complex working relationships, taking into account technical, constructive, aesthetic, administrative and commercial aspects, involving many parties with sometimes conflicting interests. Advises on the development and realisation of (very) complex designs and monitors the design vision. Translates developments in the profession into policy.

Core tasks	Supervises the construction process:
	- supervises execution of the construction project in accordance with the client's requirements, laws and regulations and aesthetic project conditions
	- anticipates changes in requirements and other conditions during the execution of the construction process
	- acts as an intermediary between all parties involved in construction
	- negotiates and convinces parties of chosen or pending solutions
	Leads one or more teams focused on design projects:
	- realises designs, design visions and presentations
	- plans, coordinates and checks the work of the internal and external teams
	- monitors the quality of the design, process and product
	- monitors time schedules and lead times
	- advises on and contributes to designs, analyses and presentations for complex projects
	- consults on project progress, internally and externally
	- elaborates designs using software applications
	- flags up additional work and creates quotations.
	- conveys knowledge within the firm.
	Advises internally and externally on the development and realisation of (highly) complex designs:
	- examines unique complex designs in terms of feasibility
	- provides feasible alternatives
	- collaborates on unique complex designs.
	Advises internally and externally on designs and opportunities:
	- ensures the quality of the team's work
	- substantiates and completes complex designs

	- gives presentations
	- advises internally and externally on design possibilities and impossibilities
	Monitors and (jointly) shapes processes, focusing on subject-oriented or process-oriented specialisms such as sustainability, quality management or BIM:
	- follows developments in and around the profession and shares them within the firm.
	- sets up processes and ensures correct application.
	Acquires potential projects:
	- uses internal and existing external contacts to generate orders
	- identifies customer wishes among existing contacts
	- evaluates projects with clients
	- presents plans and elaborations and explains them to clients.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within the framework of the assignment. Is responsible for quality of design, process and product and for achieving targets within time and budget agreements. Develops and maintains a network and represents the firm externally.
Contacts	Coordinates internally and externally, negotiates, persuades others of views and ideas, overcomes resistance and creates support.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has in-depth knowledge of specialisms relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Very regular contacts outside the office.

CALIBRATION POSITION ARCHITECTURE & DESIGN 9

Position in the organisation	Reports to management. Leads project teams in projects and represents the firm externally. Guides colleagues in work and development.

Purpose of job	Supervises construction projects in terms of aesthetics. Coordinates, controls, improves, develops and monitors the process surrounding the elaboration of the design as well as the quality of complex designs in complex working relationships, taking into account technical, constructive, aesthetic, administrative and commercial aspects, involving many parties with sometimes conflicting interests. Advises on the development and realisation of (very) complex designs and monitors the design vision. Translates developments in the profession into policy.

Core tasks	Supervises the construction process: - supervises execution of the construction project in accordance with the client's requirements, laws and regulations and aesthetic project conditions - anticipates changes in requirements and other conditions during the execution of the construction process - acts as an intermediary between all parties involved in construction - negotiates and convinces parties of chosen or pending solutions Leads one or more teams focused on design projects: - realises designs, design visions and presentations - plans, coordinates and checks the work of the internal and external teams - monitors the quality of the design, process and product - monitors time schedules and lead times - advises on and contributes to designs in complex projects - consults on project progress, internally and externally - elaborates designs using software applications - flags up additional work and creates quotations. - conveys knowledge within the firm. Advises internally and externally on the development and realisation of (highly) complex designs: - examines unique complex designs in terms of feasibility - provides feasible alternatives - collaborates on unique complex designs. Advises internally and externally on designs and opportunities: - ensures the quality of the team's work - substantiates and completes complex designs - gives presentations - advises internally and externally on design possibilities and impossibilities

	(Jointly) shapes office policies and processes, focusing on subject-oriented or process-oriented specialisms such as sustainability, quality management or BIM: - follows developments in the profession - provides input for firm-wide policy - makes proposals for forming or adjusting firm policy - sets up processes and ensures correct application. Acquires and presents potential projects: - uses internal and new and existing external contacts to generate orders - identifies customer wishes - evaluates projects with clients - presents plans and elaborations and explains them to clients.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within the framework of the assignment. Is responsible for quality of design, process and product and for achieving targets within time and budget agreements. Develops and maintains a network and represents the firm externally.
Contacts	Coordinates internally and externally, negotiates, persuades others of views and ideas, overcomes resistance and creates support.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has in-depth knowledge of specialisms relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Very regular contacts outside the office.

TECHNICAL DESIGN JOB FAMILY

The Technical Design job family focuses on the technical development of designs in the fields of architecture, urbanplanning and interior architecture. The designs are usually realised in project form. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has six calibration positions:

Level		4	5	6	7	8	9	

TECHNICAL DESIGN 4	Works under supervision on technical elaborations for one or several projects.
TECHNICAL DESIGN 5	Under supervision, leads technical design projects and/or components of large(r) projects. In addition, participates in technical design on projects led by others.
TECHNICAL DESIGN 6	Leads large and/or multiple technical design projects.
TECHNICAL DESIGN 7	Leads large and/or multiple technical design projects and advises on complex technical designs.
TECHNICAL DESIGN 8	Leads large and (very) complex and/or unique technical design projects and supervises construction projects.

TECHNICAL DESIGN 9	Leads large and (very) complex and/or unique technical design projects and supervises construction projects. (Jointly) shapes firm policy and does acquisition.

CALIBRATION POSITION TECHNICAL DESIGN 4

POSITION IN THE ORGANISATION	Reports to the management or project manager. No leadership position. Works under supervision.

Purpose of job	Realises and monitors one or several technical designs. Advises on developments in technical design and its technical possibilities.

Core tasks	Realises, supports, and monitors one or several technical designs: - translates designs into technical designs - develops technical designs, taking into account technical, structural, aesthetic and commercial aspects, among other things - elaborates technical designs in detail - elaborates technical designs using software applications. Advises internally and externally on technical designs: - advises on construction options - advises on material-technical possibilities. Makes proposals for optimising technical designs: - identifies common and repetitive design actions that lend themselves to standardisation and automation - makes proposals for design automation.

Authorisations & Responsibilities	Makes decisions during the project execution, within set frameworks. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Aligns advice internally. Exchanges information internally and externally and advises internally and externally on options.

Level in terms of working and thinking	University of applied science level (HBO) as a minimum in terms of working and thinking. Has broad knowledge. Develops process knowledge. Can work with relevant software, including 2 and 3-dimensional.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION TECHNICAL DESIGN 5

Position in the organisation	Reports to the management or project manager. Leads project teams in projects/subprojects.

Purpose of job	Realises, coordinates, checks and monitors technical designs. Advises on developments in technical design and their technical possibilities.

Core tasks	Elaborates all types of technical designs:
	- translates designs into technical designs
	- develops technical drawings, taking into account technical, structural, aesthetic and commercial aspects, among other things
	- elaborates technical designs in detail
	- elaborates technical designs using software applications
	- monitors the quality of technical designs.
	Advises internally and externally on technical designs:
	- advises on construction options
	- advises on material-technical possibilities
	- advises on technical feasibility.
	Leads work of a team focused on the technical design of projects:
	- plans, coordinates and realises the technical designs
	- checks and reviews his/her own work and technical designs produced by others for errors and overall quality.
	Makes proposals for optimising technical designs:
	- identifies common and repetitive design actions that lend themselves to automation and standardisation
	- makes proposals for automation and innovation of technical design.

Authorisations & Responsibilities	Makes decisions during the project execution and organisation, within set frameworks. Checks the quality of his/her own work and that of others. Recognises and reports bottlenecks. Performs the work within the agreed time.
Contacts	Aligns advice internally. Exchanges project information internally and externally and advises internally and externally on options.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Develops in-depth knowledge. Focuses on a specialism relevant to the organisation. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION TECHNICAL DESIGN 6

Position in the organisation	Reports to the management or project manager. Leads one or more project teams. Conveys knowledge to colleagues. Guides colleagues in work and development.

Purpose of job	Coordinates, controls, improves, develops and monitors internally and externally the process surrounding the architectural and technical elaboration of designs and quality, taking into account technical, structural, aesthetic, administrative and commercial aspects. Translates developments in the profession into policy.

Core tasks	Leads one or more teams focused on technical design projects: - realises technical design projects - plans, coordinates and checks the work of the internal and external teams - monitors process and product quality - monitors time schedules and lead times - advises on and contributes to technical designs in projects - consults on project progress, internally and externally - elaborates technical designs using software applications - flags up additional work - conveys knowledge within the project team. Advises internally and externally on technical designs and possibilities: - ensures the quality of the team's work - substantiates and completes complex designs with technical designs - advises internally and externally on technical construction and material engineering possibilities and impossibilities - advises on technical feasibility. Monitors and (jointly) shapes processes, focusing on one or more subject-oriented or process-oriented specialisms such as sustainability, BIM or quality management: - sets up processes and ensures correct application. (Jointly) sets policy on design automation: - develops standards and processes - develops and implements policies related to automation, processes and procedures - follows developments in and around the profession.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within broadly defined frameworks. Is responsible for quality of process and product and for achieving targets within time and budget agreements.

Contacts	Coordinates internally and externally and persuades others of views and ideas.

Level in terms of working and thinking	University/university of applied science level (WO/HBO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has knowledge of specialism(s) relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Regular work outside the office.

CALIBRATION POSITION TECHNICAL DESIGN 7

Position in the organisation	Reports to the management or project manager. Leads one or more project teams. Conveys knowledge to colleagues. Guides colleagues in work and development.

Purpose of job	Coordinates, controls, improves, develops and monitors internally and externally the process surrounding the architectural and technical elaboration of designs and quality, taking into account technical, structural, aesthetic, administrative and commercial aspects. Advises on technical matters when realising designs. Translates developments in the profession into policy.

Core tasks	Leads one or more teams focused on technical design projects: - realises technical design projects - plans, coordinates and checks the work of the internal and external teams - monitors process and product quality - monitors time schedules and lead times - advises on and contributes to technical designs in complex projects - consults on project progress, internally and externally - elaborates technical designs using software applications - flags up additional work and creates quotations - conveys knowledge within the project team. Advises on the development and realisation of complex technical designs: - examines complex designs for technical feasibility - provides technically feasible alternatives - collaborates on complex designs. Advises internally and externally on technical designs and possibilities: - ensures the quality of the team's work - substantiates and completes complex designs with technical designs - advises internally and externally on technical construction and material engineering possibilities and impossibilities Monitors and (jointly) shapes processes, focusing on one or more subject-oriented or process-oriented specialisms such as sustainability, BIM, quality management or coaching: - sets up processes and ensures correct application. (Jointly) sets policy on design automation: - develops standards and processes - develops and implements policies related to automation, processes and procedures - follows developments in and around the profession.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within broadly defined frameworks. Is responsible for quality of process and product and for achieving targets within time and budget agreements.
Contacts	Coordinates internally and externally and persuades others of views and ideas.

Level in terms of working and thinking	University/university of applied science level (WO/HBO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has extensive knowledge of specialism(s) relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Regular contacts outside the office.

CALIBRATION POSITION TECHNICAL DESIGN 8

Position in the organisation	Reports to management. Leads project teams in projects and represents the firm externally. Guides colleagues in work and development.

Purpose of job	Supervises construction projects. Coordinates, controls, improves, develops and monitors the process surrounding the architectural and technical elaboration as well as the quality of complex designs in complex working relationships, taking into account technical, constructive, aesthetic, administrative and commercial aspects, involving many parties with sometimes conflicting interests. Advises on the development and realisation of (very) complex designs and monitors the design vision. Translates developments in the profession into policy.

Core tasks	Supervises the construction process: - supervises execution of the construction process in accordance with the client's requirements, laws and regulations and project conditions - anticipates changes in requirements and other conditions during the execution of the construction process - acts as an intermediary between all parties involved in construction - negotiates and convinces parties of chosen or pending solutions - supports and advises internally and externally in coordinating, improving, developing and monitoring construction processes (including: defining construction order, drawing up construction planning and budget, taking care of tendering). Leads one or more teams focused on technical design projects: - realises technical design projects - plans, coordinates and checks the work of the internal and external teams - monitors the quality of the process and the product, including the design vision - monitors time schedules and lead times - advises on and contributes to technical designs in complex projects - consults on project progress, internally and externally - elaborates designs technically using software applications - flags up additional work and creates quotations. - conveys knowledge within the firm. Advises internally and externally on the development and realisation of (highly) complex technical designs: - examines unique complex designs in terms of technical feasibility - provides technically feasible alternatives - collaborates on unique complex designs.

Advises internally and externally on technical designs and possibilities:
- ensures the quality of the team's work
- substantiates and completes complex designs with technical designs
- advises internally and externally on technical, construction and material engineering possibilities and impossibilities

Monitors and (jointly) shapes processes, focusing on subject-oriented or process-oriented specialisms such as sustainability, quality management or BIM:
- sets up processes and ensures correct application.

(Jointly) sets policy on design automation:
- develops standards and processes
- develops and implements policies related to automation, processes and procedures
- follows developments in and around the profession and shares them within the firm.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within the framework of the assignment. Is responsible for quality of process and product and for achieving targets within time and budget agreements. Develops and maintains a network and represents the firm externally.
Contacts	Coordinates internally and externally, negotiates, persuades others of views and ideas, overcomes resistance and creates support.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has in-depth knowledge of specialisms relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Very regular contacts outside the office.

CALIBRATION POSITION TECHNICAL DESIGN 9

Position in the organisation	Reports to management. Leads project teams in projects and represents the firm externally. Guides colleagues in work and development.

Purpose of job	Supervises construction projects. Coordinates, controls, improves, develops and monitors the process surrounding the architectural and technical elaboration as well as the quality of complex designs in complex working relationships, taking into account technical, constructive, aesthetic, administrative and commercial aspects, involving many parties with sometimes conflicting interests. Advises on the development and realisation of (very) complex designs and monitors the design vision. Translates developments in the profession into policy.

Core tasks	Supervises the construction process: - supervises execution of the construction process in accordance with the client's requirements, laws and regulations and project conditions - anticipates changes in requirements and other conditions during the execution of the construction process - acts as an intermediary between all parties involved in construction - negotiates and convinces parties of chosen or pending solutions - supports and advises internally and externally in coordinating, improving, developing and monitoring construction processes (including: defining construction order, drawing up construction planning and budget, taking care of tendering). Leads one or more teams focused on technical design projects: - realises technical design projects - plans, coordinates and checks the work of the internal and external teams - monitors the quality of the process and the product, including the design vision - monitors time schedules and lead times - advises on and contributes to technical designs in complex projects - consults on project progress, internally and externally - elaborates designs technically using software applications - flags up additional work and creates quotations. - conveys knowledge within the firm. Advises internally and externally on the development and realisation of (highly) complex technical designs: - examines unique complex designs in terms of technical feasibility - provides technically feasible alternatives - collaborates on unique complex designs.

	Advises internally and externally on technical designs and possibilities: - ensures the quality of the team's work - substantiates and completes complex designs with technical designs - advises internally and externally on technical, construction and material engineering possibilities and impossibilities (jointly) shapes office policies and processes, focusing on subject-oriented or process-oriented specialisms such as sustainability, quality management or BIM: - follows developments in the profession - provides input for firm-wide policy - makes proposals for forming or adjusting firm policy - sets up processes and ensures correct application. Acquires and presents potential projects: - uses existing internal and external contacts to generate orders - identifies customer wishes among existing contacts - evaluates projects with clients - presents plans and elaborations and explains them to clients. (Jointly) sets policy on design automation: - develops standards and processes - develops and implements policies related to automation, processes and procedures - follows developments in and around the profession and shares them within the firm.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within the framework of the assignment. Is responsible for quality of process and product and for achieving targets within time and budget agreements. Develops and maintains a network and represents the firm externally.
Contacts	Coordinates internally and externally, negotiates, persuades others of views and ideas, overcomes resistance and creates support.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has in-depth knowledge of specialisms relevant to the firm. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Very regular contacts outside the office.

PROJECT COORDINATION JOB FAMILY

The Project Coordination job family focuses on the internal and external coordination of all phases of one or more projects.
The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has two calibration positions:

Level		7	8	

PROJECT COORDINATION 7	Leads one or more construction projects.
PROJECT COORDINATION 8	Leads several larger construction projects.

CALIBRATION POSITION PROJECT COORDINATION 7

Position in the organisation	Reports to management. Leads project teams and represents the firm externally. Guides colleagues in work and development.

Purpose of job	Supervises construction projects. Coordinates, controls, improves, develops and monitors the process surrounding the architectural and technical elaboration as well as the quality of complex designs in complex working relationships, taking into account technical, constructive, aesthetic, administrative and commercial aspects, involving many parties with sometimes conflicting interests. Translates developments in the profession into policy.

Core tasks	Coordinates the construction process: − realises construction projects − supports and advises internally and externally in coordinating, improving, developing and monitoring construction processes (including: defining construction order, drawing up construction planning and budget, taking care of tendering). − supervises execution of the construction process in accordance with the client's requirements, laws and regulations and project conditions − anticipates changes in requirements and other conditions during the execution of the construction process − acts as an intermediary between the parties involved in construction − persuades parties on all common points of discussion − is involved in and advises the client on completions. Leads one or more teams focused on construction projects: − plans, coordinates and checks the work of the internal and external teams − monitors the quality of the process and the product, including the design vision − monitors time schedules and lead times − advises on and contributes to the realisation of complex projects − consults on project progress, internally and externally − flags up additional work and creates quotations. − conveys knowledge within the firm. Acquires potential projects: − uses existing internal and external contacts to generate orders − identifies customer wishes among existing contacts − evaluates projects with clients − presents plans and elaborations and explains them to clients.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within the framework of the assignment. Is responsible for quality of process and product and for achieving targets within time and budget agreements. Develops and maintains a network and represents the firm externally.
Contacts	Coordinates internally and externally, persuades others of views and ideas, overcomes resistance and creates support.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has extensive knowledge of project management.

Working conditions	Office conditions. Screen work for much of the day. Very regular contacts outside the office.

CALIBRATION POSITION PROJECT COORDINATION 8

Position in the organisation	Reports to management. Leads project teams and represents the firm externally. Guides colleagues in work and development.

Purpose of job	Supervises larger construction projects. Coordinates, controls, improves, develops and monitors the process surrounding the architectural and technical elaboration as well as the quality of complex designs in complex working relationships, taking into account technical, constructive, aesthetic, administrative and commercial aspects, involving many parties with sometimes conflicting interests. Translates developments in the profession into policy.

Core tasks	Coordinates the construction process: − realises larger construction projects − supports and advises internally and externally in coordinating, improving, developing and monitoring the construction processes (including: defining construction order, drawing up construction planning and budget, taking care of tendering). − supervises execution of the construction process in accordance with the client's requirements, laws and regulations and project conditions − anticipates changes in requirements and other conditions during the execution of the construction process − acts as an intermediary between all parties involved in construction − negotiates and convinces parties of chosen or pending solutions − is involved in and advises the client on completions. Leads multiple teams focused on project realisation: − plans, coordinates and checks the work of the internal and external teams − monitors the quality of the process and the product, including the design vision − monitors time schedules and lead times − advises on and contributes to the realisation of complex projects − consults on project progress, internally and externally − flags up additional work and creates quotations − conveys knowledge within the firm. Acquires and presents potential projects: − uses internal and new and existing external contacts to generate orders − identifies customer wishes among existing contacts − evaluates projects with clients − presents plans and elaborations and explains them to clients.

Authorisations & Responsibilities	Takes decisions regarding his/her own projects and those of others within the framework of the assignment. Is responsible for quality of process and product and for achieving targets within time and budget agreements. Develops and maintains a network and represents the firm externally.
Contacts	Coordinates internally and externally, negotiates, persuades others of views and ideas, overcomes resistance and creates support.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has broad knowledge, process knowledge and in-depth knowledge. Has extensive knowledge of project management. Can work with relevant software.

Working conditions	Office conditions. Screen work for much of the day. Very regular contacts outside the office.

FIRM GENERAL COLLECTIVE JOB FAMILY

The Firm general collective job family is aimed at ensuring the optimal running of internal affairs of the firm as a whole. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

Level		1		3	4		6	7	

The collective job family consists of six job families:
- **Firm Organisation** job family
- **Personnel & Organisation** job family
- **Finance** job family
- **Marketing & Communication** job family
- **IT & Computerisation** job family
- **Business Development** job family

FIRM ORGANISATION JOB FAMILY

In general terms, the firm-organisation job family is aimed at ensuring the optimal running of internal affairs of the entire office. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has four calibration positions:

Level		1		3	4		6	

FIRM ORGANISATION 1	Supports and/or provides services for the benefit of the entire firm.
FIRM ORGANISATION 3	Supports management or projects and ensures the implementation of services for the benefit of the entire firm.
FIRM ORGANISATION 4	Coordinates operations and contributes to policy preparation.
FIRM ORGANISATION 6	Shapes and leads the entire firm and makes policy proposals.

CALIBRATION POSITION FIRM ORGANISATION 1

Position in the organisation	Reports to the management or project manager. No leadership position.

Purpose of job	Supports by performing secretarial, administrative and/or general duties.

Core tasks	Secretarial and administrative support: - handles incoming and outgoing mail - takes minutes - takes care of filing for the secretariat - maintains stock of office supplies and orders as necessary - carries out standard correspondence - manages the firm and/or project appointments diaries - receives guests - is involved in organising meetings. Administrative support: - performs specialist support work, as necessary. Implementation of facility services: - performs facility-related tasks such as cleaning, catering and reception, as necessary.

Authorisations & Responsibilities	Decision space limited by working under supervision. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Informs the management.

Level in terms of working and thinking	VMBO+/HAVO (secondary school) level in terms of working and thinking. Has process knowledge.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION FIRM ORGANISATION 3

Position in the organisation	Reports to the management or project manager. Can lead.

Purpose of job	Supports management or projects in secretarial and administrative matters. Coordinates the implementation of facility services.

Core tasks	Secretarial support: - handles incoming and outgoing mail and email - manages information email boxes and social media - takes minutes - sets up and streamlines processes - prepares procedural/logistical (policy) decisions - handles digital archiving for the secretariat, management and projects - independently conducts correspondence for management and projects - manages appointments diaries for the management and, where appropriate, the firm and/or projects - receives guests - organises meetings - manages stocks and takes care of purchasing - makes arrangements with suppliers. Administrative support: - handles and advises on specific substantive work in the areas of human resources management, management, marketing and/or public relations - takes care of invoicing. Implementation of facility services: - Coordinates the implementation of facility services such as cleaning, security, reception and catering.

Authorisations & Responsibilities	Decides on approach to work within parameters. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Informs management and coordinates internally and externally.

Level in terms of working and thinking	VWO (pre-university secondary education) level in terms of working and thinking Has process knowledge.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION FIRM ORGANISATION 4

Position in the organisation	Reports to management. Can provide leadership.

Purpose of job	Ensures that operations run optimally. Contributes to policy preparation.

Core tasks	Coordinates operations: - directs operations, including facilities and human resources - directs administrative, technical, facility and personnel processes - is point of contact and coach for all employees in the field of operations - oversees the implementation of matters arranged externally. Policy preparation: - identifies bottlenecks in operations - identifies possible internal process improvements - contributes to policy (and other) proposals - monitors correct implementation of the policy.

Authorisations & Responsibilities	Decides on the optimal operation of internal matters and on contributions to policy proposals. Checks the quality of his/her own work and that of others. Recognises bottlenecks and offers solutions. Performs the work within the agreed time.
Contacts	Advises management and coordinates with internal and external parties.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION FIRM ORGANISATION 6

Position in the organisation	Reports to management. Provides leadership.

Purpose of job	Jointly or individually provides leadership at the firm. Makes policy proposals.

Core tasks	Shapes and leads the entire firm: - jointly or individually structures the organisation of the office - directs the entire firm - manages financial, administrative, facility, commercial and personnel processes - is point of contact, coach and troubleshooter for all employees. Provides leadership to employees: - provides leadership to the office support staff - provides leadership to staff admin - oversees the implementation of matters arranged externally. Policy development: - develops policy proposals aimed at the firm as a whole - creates support for policy adjustments - implements policy - monitors correct implementation of the policy.

Authorisations & Responsibilities	Within the mandate provided, takes decisions regarding running the office and on the content of policy proposals. Is responsible for quality of policy and process and for achieving targets within time and budget agreements.
Contacts	Advises and persuades management and coordinates with project management. Coordinates and negotiates with external parties; defends and propagates positions.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has in-depth knowledge, broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

PERSONNEL & ORGANISATION JOB FAMILY

The Personnel & Organisation job family focuses on supporting management. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has three calibration positions:

Level		3	4		6	

PERSONNEL & ORGANISATION 3	Supports policy implementation.
PERSONNEL & ORGANISATION 4	Ensures implementation of policies and advises on them.
PERSONNEL & ORGANISATION 6	Develops policies and ensures their implementation.

CALIBRATION POSITION PERSONNEL & ORGANISATION 3

Position in the organisation	Reports to the management or the person in charge. No leadership position.

Purpose of job	Supports the implementation of personnel & organisation policies.

Core tasks	Supports policy implementation: - performs personnel administration - provides periodic and occasional reports - performs various analyses - advises on case studies - advises on and monitors policy implementation - assists in the implementation of assessment, inflow, outflow and development processes - draws up the staff annual plan - takes care of training and sick leave processes (including in the context of the Wet Poortwachter (Gatekeeper Act)).

Authorisations & Responsibilities	Decides on the execution of the work. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Exchanges information internally and explains issues to management.

Level in terms of working and thinking	MBO (technical college) level in terms of working and thinking Has process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION PERSONNEL & ORGANISATION 4

Position in the organisation	Reports to the management or the person in charge. Can provide leadership.

Purpose of job	Ensures implementation of personnel & organisation policies and advises on them.

Core tasks	Advises on policies to be developed: - jointly develops policy on employment conditions, inflow, outflow, development and training, remuneration, absenteeism, etc. - contributes to developing tools for policy implementation - supports policy implementation. Controls, monitors and contributes to policy implementation: - advises on the application of the policy - monitors the correct implementation of the policy - advises on case studies - acts as a 'human encyclopedia' on the discipline - assists in assessment, inflow, throughflow and outflow processes. Administers and ensures periodic accountability for the implementation of (parts of) the policy: - implements personnel administration - periodically provides standardised personnel information - oversees work arranged externally.

Authorisations & Responsibilities	Takes decisions on policy implementation. Checks the quality of his/her own work and that of others. Recognises bottlenecks and offers solutions. Performs the work within the agreed time.
Contacts	Advises management and coordinates internally and externally.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION PERSONNEL & ORGANISATION 6

Position in the organisation	Reports to management. Can provide leadership.

Purpose of job	Develops policies in the area of personnel & organisation. Ensures implementation of policies in the discipline.

Core tasks	Follows and identifies developments affecting the discipline: - follows labour market, employment law and organisational developments. Develops, coordinates, implements and monitors policy implementation: - develops policy on the basis of the collective labour agreement with regard to employment conditions, inflow, outflow, development and training, remuneration, absenteeism, etc. - develops tools for policy implementation - implements the policy; ensures correct implementation of the policy - advises on the application of the policy. As a business partner, assists the management with policy implementation: - advises on complex case studies - acts as a 'human encyclopedia' on the discipline - contributes to strategic human resources policies, appraisal processes, etc. - contributes to consultation with the employee participation body - ensures implementation of personnel administration. Ensures periodic firm-wide accountability for policy implementation, internally and externally where appropriate: - periodically collects and classifies relevant personnel-related information - indicates the extent to which implementation has achieved the policy objectives and identifies actions that are still needed. Provides leadership and/or oversees implementation of policies by external parties as appropriate: - provides leadership to staff admin - oversees work arranged externally.

Authorisations & Responsibilities	Decides on content of policy (and other) advice and policy implementation. Is responsible for quality of policy and process and for achieving targets within time and budget agreements.
Contacts	Advises and convinces management and coordinates with the project manager. Coordinates and negotiates with external parties. Defends views and propagates them.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has in-depth knowledge, broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

FINANCE JOB FAMILY

The Finance job family is focused on supporting management. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has three calibration positions:

FINANCE			3	4		7	

FINANCE 3	Supports policy implementation.
FINANCE 4	Ensures implementation of policies and advises on them.
FINANCE 7	Develops policies and ensures their implementation.

CALIBRATION POSITION FINANCE 3

Position in the organisation	Reports to the management or the person in charge. Not a leadership position.

Purpose of job	Supports the implementation of policies on finance.

Core tasks	Supports policy implementation:
	- manages accounts receivable, accounts payable and the general ledger
	- keeps track of petty cash and bank movements
	- keeps payroll and personnel records
	- monitors the recording of hours
	- monitors budgets
	- provides periodic reports for management and external parties
	- draws up annual budgets
	- performs various analyses
	- advises on case studies
	- takes care of filing.

Authorisations & Responsibilities	Decides on the execution of the work. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Exchanges information internally and explains issues to management.

Level in terms of working and thinking	MBO (technical college) level in terms of working and thinking. Has process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION FINANCE 4

Position in the organisation	Reports to the management or the person in charge. Can provide leadership.

Purpose of job	Ensures and advises on the implementation of finance policies.

Core tasks	Advises on policies to be developed: - jointly develops financial-administrative policy - supports implementation. Controls, monitors and contributes to policy implementation: - monitors debtor and creditor positions - draws up budgets, monitors time budgets and financial budgets - performs financial and administrative audits - performs analyses - advises on case studies Administers and ensures periodic accountability for the implementation of (parts of) the policy: - manages accounts receivable, accounts payable and the general ledger - administers petty cash and bank movements - provides periodic reports for management and bodies - is responsible for implementing the financial administration process.

Authorisations & Responsibilities	Takes decisions on policy implementation. Checks the quality of his/her own work and that of others. Recognises bottlenecks and offers solutions. Performs the work within the agreed time.
Contacts	Advises management and coordinates internally and externally.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION FINANCE 7

Position in the organisation	Reports to management. Can provide leadership.

Purpose of job	Develops policies on finance. Ensures implementation of policies in the profession.

Core tasks	Follows and identifies developments affecting the profession: - follows social developments in the financial and economic field. Develops, coordinates, implements and monitors policy implementation: - develops financial-economic policy - implements financial-economic policy - sets up the financial administration - draws up annual budget - establishes financial-administrative procedures - Monitors accounts receivable, accounts payable and the general ledger as well as time budgets and financial budgets. As a business partner, assists the management with policy implementation: - advises on complex case studies - acts as a 'human encyclopedia' on the profession - advises on fee and contract matters - ensures implementation of financial administration. Ensures periodic firm-wide accountability for policy implementation, internally and externally where appropriate: - periodically collects and classifies relevant financial information - indicates the extent to which implementation has achieved the policy objectives and identifies actions that are still needed. - prepares the financial statements. Provides leadership and/or oversees implementation of policies by external parties as appropriate: - provides leadership to the financial administration - oversees work arranged externally.

Authorisations & Responsibilities	Decides on content of policy (and other) advice and policy implementation. Is responsible for quality of policy and process and for achieving targets within time and budget agreements.
Contacts	Advises and convinces management and coordinates with the project manager. Coordinates and negotiates with external parties. Defends views and propagates them.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has in-depth knowledge, broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

MARKETING & COMMUNICATION JOB FAMILY

The Marketing & Communications job family is focused on supporting management. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has three calibration positions:

Level		3	4		6	

MARKETING & COMMUNICATION 3	Supports policy implementation.
MARKETING & COMMUNICATION 4	Ensures implementation of policies and advises on them.
MARKETING & COMMUNICATION 6	Develops policies and ensures their implementation.

CALIBRATION POSITION MARKETING & COMMUNICATION 3

Position in the organisation	Reports to the management or the person in charge. Not a leadership position.

Purpose of job	Supports the implementation of marketing & communication policies.

Core tasks	Supports policy implementation: - designs commercial presentations for projects - develops and produces promotional material - writes texts for brochures, internet, newsletters, etc. - monitors the house style - advises on design issues in relation to image building - takes care of on-site filming - organises and participates in networking meetings.

Authorisations & Responsibilities	Decides on the execution of the work. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time.
Contacts	Exchanges information internally and explains issues to management.

Level in terms of working and thinking	MBO (technical college) level in terms of working and thinking. Has process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION MARKETING & COMMUNICATION 4

Position in the organisation	Reports to the management or the person in charge. Can provide leadership.

Purpose of job	Ensures and advises on the implementation of marketing & communication policies.

Core tasks	Advises on policies to be developed: - identifies developments in the market with regard to the profession - jointly develops policy - supports implementation. Controls, monitors and contributes to policy implementation: - designs commercial presentations for projects - writes content for brochures, the internet, newsletters and the like - advises on commercial presentations in terms of quality and appearance - takes care of on-site filming - organises and participates in network meetings - liaises with communication (production) companies, clients and network relations and, if necessary, with the press. Administers and ensures periodic accountability for the implementation of (parts of) the policy: - periodically indicates the extent to which implementation has achieved the objectives.

Authorisations & Responsibilities	Takes decisions on policy implementation. Checks the quality of his/her own work and that of others. Recognises bottlenecks and offers solutions. Performs the work within the agreed time.
Contacts	Advises management and coordinates internally and externally.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION MARKETING & COMMUNICATION 6

Position in the organisation	Reports to management. Can provide leadership.

Purpose of job	Develops policy on marketing & communication. Ensures implementation of policies in the profession.

Core tasks	Follows and identifies developments affecting the profession: - Follows developments in the professional and commercial field. Develops, coordinates, implements and monitors policies: - develops marketing & communication policy, focusing on (desired) image and representation - draws up marketing & communication plans - implements marketing & communication policy - develops and monitors the agency's corporate identity. As a business partner, assists the management with policy implementation: - researches and analyses market wishes and needs and translates these into products and services and ideas for design and marketing purposes - carries out acquisition and participates in network meetings - supports, monitors and coordinates (when tendering for) projects with regard to commercial fulfilment - designs commercial presentations for large-scale projects - develops promotional material - writes brochures, internet articles, newsletters, etc. - maintains intensive internal and external contacts with the press and other parties, to influence image, appearance and (re)presentation. Ensures periodic firm-wide accountability for policy implementation, internally and externally where appropriate: - indicates the extent to which the policy objectives have been achieved and identifies what action is still needed. Provides leadership and/or oversees implementation of policies by external parties as appropriate: - as appropriate, provides leadership for the purpose of conducting (market) research, producing materials and supporting activities - oversees work arranged externally.

Authorisations & Responsibilities	Decides on content of policy (and other) advice and policy implementation. Is responsible for quality of policy and process and for achieving targets within time and budget agreements.
Contacts	Advises and convinces management and coordinates with the project manager. Coordinates and negotiates with external parties. Defends views and propagates them.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has in-depth knowledge, broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

IT & COMPUTERISATION JOB FAMILY

The IT & Computerisation job family is focused on supporting management. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has three calibration positions:

Level		3	4		6	

IT & COMPUTERISATION 3	Supports policy implementation.
IT & COMPUTERISATION 4	Ensures implementation of policies and advises on them.
IT & COMPUTERISATION 6	Develops policies and ensures their implementation.

CALIBRATION POSITION IT & COMPUTERISATION 3

Position in the organisation	Reports to the management or the person in charge. No leadership position.

Purpose of job	Supports the implementation of policies on IT & Computerisation.

Core tasks	Supports policy implementation:
	- keeps equipment, infrastructure and software operational
	- instructs and advises on hardware and software use and provides support
	- identifies and lists user requirements and advises on them
	- identifies training questions and makes suggestions on training opportunities
	- archives documentation
	- manages the use of memory and storage space
	- implements security measures
	- makes applications him/herself
	- resolves malfunctions or calls in the supplier
	- orders supplies and ensures distribution
	- supervises computerisation projects.

Authorisations & Responsibilities Contacts	Decides on the execution of the work. Checks the quality of his/her own work. Recognises and reports bottlenecks in his/her own work. Performs the work within the agreed time. Exchanges information internally and explains issues to management.

Level in terms of working and thinking	MBO (technical college) level in terms of working and thinking Has process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION IT & COMPUTERISATION 4

Position in the organisation	Reports to the management or the person in charge. Can provide leadership.

Purpose of job	Ensures implementation of IT & Computerisation policies and advises on them.

Core tasks	Advises on policies to be developed: - identifies developments in the market with regard to the profession - jointly develops policy - supports implementation. Controls, monitors and contributes to policy implementation: - advises and instructs on hardware and software use and provides support - identifies training needs and provides training - supervises projects - manages the use of memory and storage space - implements security measures - makes applications him/herself - resolves malfunctions or calls in the supplier - orders and distributes equipment and supplies - negotiates with suppliers in the purchase of equipment and software. Administers and ensures periodic accountability for the implementation of (parts of) the policy: - archives documentation

Authorisations & Responsibilities	Takes decisions on policy implementation. Checks the quality of his/her own work and that of others. Recognises bottlenecks and offers solutions. Performs the work within the agreed time.
Contacts	Advises management and coordinates internally and externally.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION IT & COMPUTERISATION 6

Position in the organisation	Reports to management. Can provide leadership.

Purpose of job	Develops policies on IT & Computerisation. Ensures implementation of policies in the discipline.

Core tasks	Follows and identifies developments affecting the discipline: - follows developments in the field of information management and computerisation. Develops, coordinates, implements and monitors policies: - develops information & computerisation policy - implements and monitors the information & computerisation policy - develops security policies, draws up the security plan and implements and monitors implementation. As a business partner, assists the management with policy implementation: - applies new technological possibilities - looks for synergy benefits - advises on hardware and software use - provides training and instruction - ensures efficient operation of equipment, infrastructure and software - ensures a secure IT environment - optimises services and supports users. Initiates and supervises computerisation projects: - identifies training needs and provides training if necessary - ensures that applications are developed. Ensures periodic firm-wide accountability for policy implementation, internally and externally where appropriate: - indicates the extent to which implementation has achieved the policy objectives and identifies actions that are still needed. Provides leadership and/or oversees implementation of policies by external parties as appropriate: - provides leadership for the execution of the work, if necessary - oversees work arranged externally.

Authorisations & Responsibilities	Decides on content of policy (and other) advice and policy implementation. Is responsible for quality of policy and process and for achieving targets within time and budget agreements.
Contacts	Advises and convinces management and coordinates with the project manager. Coordinates and negotiates with external parties. Defends views and propagates them.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has in-depth knowledge, broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

BUSINESS DEVELOPMENT JOB FAMILY

The Business development job family is focused on supporting management. The jobs in the job family are hierarchically placed below management and occur in small, medium and large firms.

The job family has two calibration positions:

Level		4	7	

BUSINESS DEVELOPMENT 4	Ensures implementation of policies and advises on them.
BUSINESS DEVELOPMENT 7	Develops policies and ensures their implementation.

CALIBRATION POSITION BUSINESS DEVELOPMENT 4

Position in the organisation	Reports to the management or the person in charge. Can provide leadership.

Purpose of job	Ensures and advises on the implementation of business development policies.

Core tasks	Advises on policies to be developed: - identifies developments in the market with regard to the profession - jointly develops policy - supports implementation. Controls, monitors and contributes to policy implementation: - conducts market research - identifies new opportunities - supports the development of new propositions - acquires new customers - maintains a network. Administers and ensures periodic accountability for the implementation of (parts of) the policy: - periodically indicates the extent to which implementation has achieved the objectives.

Authorisations & Responsibilities	Takes decisions on policy implementation. Checks the quality of his/her own work and that of others. Recognises bottlenecks and offers solutions. Performs the work within the agreed time.
Contacts	Advises management and coordinates internally and externally.

Level in terms of working and thinking	University of applied science level (HBO) in terms of working and thinking. Has broad knowledge and process knowledge. Stays abreast of professional developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

CALIBRATION POSITION BUSINESS DEVELOPMENT 7

Position in the organisation	Reports to management. Can provide leadership.

Purpose of job	Develops business development policies. Ensures implementation of policies in the profession.

Core tasks	Follows and identifies developments affecting the profession:
	- follows developments in the profession and within the industry in the commercial field.
	Develops, coordinates, implements and monitors policies:
	- develops commercial policy, aimed at positioning in the market
	- draws up sales strategies
	- applies sales strategies.
	As a business partner, assists the management with policy implementation:
	- conducts market research and analyses market wishes and needs and translates these into products and services and ideas
	- develops new propositions
	- builds and maintains a network
	- carries out acquisition
	- represents the firm in network meetings
	- identifies and recruits new clients
	- supports, monitors and coordinates (when tendering for) projects with regard to commercial fulfilment
	Ensures periodic firm-wide accountability for policy implementation, internally and externally where appropriate:
	- indicates the extent to which the policy objectives have been achieved and identifies what action is still needed.
	Provides leadership and/or oversees implementation of policies by external parties as appropriate:
	- provides leadership for the preparation of propositions, if required
	- oversees work arranged externally.

Authorisations & Responsibilities	Decides on content of policy (and other) advice and policy implementation. Is responsible for quality of policy and process and for achieving targets within time and budget agreements.
Contacts	Advises and convinces management and coordinates with the project manager. Coordinates and negotiates with external parties. Defends views and propagates them.

Level in terms of working and thinking	University level (WO) in terms of working and thinking. Has in-depth knowledge, broad knowledge and process knowledge. Stays abreast of professional and social developments. Has knowledge of the agency's primary process and operations.

Working conditions	Office conditions. Screen work for much of the day.

SFA

Annex 1 Template for job description employee

JOB FAMILY:
JOB EMPLOYEE:

Position in the organisation	

Purpose of job	

Core tasks	

Authorisations & Responsibilities	
Contacts	

Level in terms of working and thinking	

Working conditions	

Annex 2 Sample organisational chart when classifying whole firm

Before actually classifying a job, the first step is to gather general information about organisation and jobs:

- Provide a clear organisational chart: draw the firm's organisational chart as simply as possible. Leave no doubt about which jobs are under whose responsibility.
- For now, place all jobs roughly in the job grid (see page 7).

Correctly following the classification procedure will show how the job order is in reality.
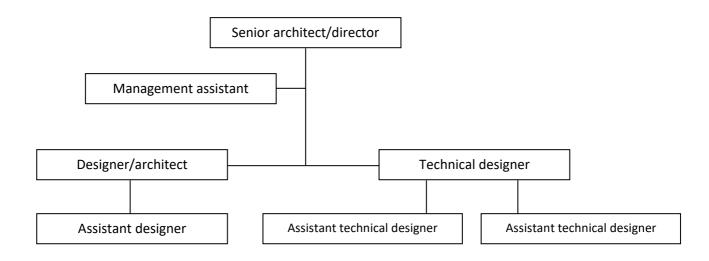
Why an organisational chart?
By creating an organisational chart, it is possible to make the responsibilities of the various participants in a business process more transparent. It becomes clear what decisions can be made at a level.
Depending on the size of an organisation, a chart may be simple in nature or more complex.

Sample organisational chart:

Tip: fill in the names of the relevant employees on the chart.