CORE PROVISIONS FOR THE EXHIBITION SERVICE INDUSTRY

2026 | 2027



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CLC VECTA
Centrum voor Live Communication

FNV Bouwen & Wonen

CNV

The provisions from the Collective Labour Agreement (CLA) for the Dutch Exhibition Services Industry that apply to employees of foreign companies

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Introduction

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

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

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

More information?
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Job classification

1.2.1. Job classification

- The employer decides which job family applies to the employee's job based on the content of the role. There are five job families: Commerce, Production, Planning, Staff and Design.
- The employer does this using the reference jobs in the job matrix (Table 1.2.1). There are 19 reference jobs.
- The employer then determines the job group by comparing the role with the reference role and using the Level-Distinguishing Characteristics. There are 12 job groups: 1–12.
- You can find more information on job classification in the Job Manual at www.clcvecta.nl/werk-opleiding/caotentoonstellingsbedrijven

Table 1.2.1: Job grid

Job group	Commerce	Production	Planning	Staff	Design
1		Cleaner			
2		Production/Logistics Worker I	Warehouse Worker I		
3		Production/Logistics Worker II	Warehouse Worker II		
4		Skilled Worker (stand builder) I	Warehouse Worker III	Financial Assistant I	
5	Commercial Assistant I	Skilled Worker (stand builder) II Foreman I		Financial Assistant II	Graphic Assistant I
6	Commercial Assistant II	Foreman II	Planner/Work Preparer I	Financial Assistant III HR Officer	Graphic Assistant II
7	Commercial Assistant III	Project Leader I	Planner/Work Preparer II	ICT Assistant Office Manager I Team Leader I	Designer I
8	Account Manager I	Project Leader II	Planner/Work Preparer III	Office Manager II Team Leader II	Designer II
9	Account Manager II	Project Manager I		Team Leader III Buyer	
10	Account Manager III	Project Manager II			
11				Business Unit Manager	
12					

Key

Reference jobs
Jobs included in the matrix with Level-Distinguishing Characteristics

1.2.3 Link with salary

- Each of the twelve job groups corresponds to a salary group. The employer determines the employee's salary using the relevant salary group. See 4.1.

Working hours

2.1.1 Normal working hours and normal working week

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

2.1.2 Working hours per company

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

2.2.1 Standard company operating schedule

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

2.2.2 Work schedule

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

2.2.3 Working on a Saturday

- The employer may allow the employee to work on a number of Saturdays per year.
- This is a maximum of 14 Saturdays per calendar year if the following conditions are met:
  - the work makes this necessary in the opinion of the employer;
  - each hour worked on a Saturday is subject to a 50% allowance on top of the hourly rate;
  - the hours worked on a Saturday are compensated in free hours; these are compensation hours; the employee and the employer jointly decide when they are taken, but this is always done as soon as possible;
  - compensation hours may not be used for the time-for-time scheme in 2.3; the employer and employee decide on the allowance for the hours worked on Saturdays together: it may be used to accumulate time-for-time hours or it may

be paid out; the latter is done at the same time as the salary for the subsequent payment period.

- Does the employer want the employee to work more than 14 Saturdays per calendar year? Then - additionally - the following conditions apply:
  - a written agreement has been reached beforehand with the employee participation body or - if there is none - the employees concerned;
  - The employer notifies the employee of the extra Saturdays at least two weeks in advance.
- At company level, the previous rules of 2.2.3 may be deviated from. The condition here is that the participation body and the employer agree on a workable alternative.

2.2.4 Working on a Sunday or a public holiday

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

2.4.1 Main rules

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

Table 2.4.1: Overtime allowance

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

2.4.2 Taking overtime in time or in money

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

2.4.3 Further overtime rules

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

Shift work

2.5.1 Allowance

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

Tabel 2.5.1: Shift work allowance

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

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

2.5.2 Working hours

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

Night shifts

2.6.1 Allowance

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

2.6.2 Further rules for night duty

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

Holidays and holiday allowance

3.1.1 Number of days of annual leave

- The employee is entitled to the number of days of annual leave mentioned in table 3.1.1. The employer will continue to pay the salary of these days.
- Days of annual leave are accrued per holiday year. This runs from 1 July to 30 June.
- In case of long-term illness (from 6 months onwards), the employee only accrues statutory days of annual leave.

- Does the employee work part-time? Then he is entitled to a number of days of annual leave in proportion to his working hours.
- Did the employee not have an employment contract with the employer for the entire holiday year? Then he is entitled to the number of days of annual leave in proportion to the number of months the employment contract lasted. Per month, this is 1/12 times the number of days from the table.

Table 3.1.1: Number of holidays per year

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

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

3.1.4 Holiday allowance
- The accrual of holiday allowance is done per holiday year. This runs from 1 July to 30 June. The employer pays the allowance no later than in the last month of the holiday year.
- Employees are entitled to a holiday allowance of 8.33% of their salary.
- Exception: Employees do not receive holiday allowance for overtime. This rule only applies if the sum of his salary and holiday allowance for all hours worked in that holiday year is at least 108% of the statutory minimum wage. This is contrary to Section 15 of the Minimum Wage and Minimum Holiday Allowance Act.

Public holidays

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

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

Scheduled days off

3.3.1 What is it about?
- Has an average working time of more than 38 hours per week been laid down for the company? Then the employee is entitled to a number of scheduled days off per year. See table 3.3.1.
- Is the average working time in the company not rounded off to the whole hour? Or does it exceed 38 hours per week for only part of the year? Then the employee is entitled to a number of scheduled days off in proportion thereof.
- The employer pays the salary for the scheduled days off.
- In case of illness longer than 6 months, no scheduled days off accrued.
- Unused scheduled days off lapse at the end of the calendar year in which they were accrued.
- The employer has the right to determine scheduled days off collectively.

- The following conditions apply:
  - he does so in consultation with the employee participation body or (if there is none) the employees;
  - he does so at least 6 months prior to that scheduled day off;
  - a collective scheduled day off applies to all employees in the company unless agreed otherwise;
  - the employer does not determine collective holidays (the employer may determine either scheduled days off or holidays collectively and not both).

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

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

Relief days

3.4.1 What is it about?

- From the moment the employee reaches the relevant age threshold, they are entitled each year (pro rata) to the number of relief days in table 3.4.1. The employer continues to pay the employee's salary for these days.
- Does the employee work part-time? Then he is entitled to a number of relief days in proportion to his working hours.
- Taking relief days takes place throughout the year in consultation between the employer and employee and on the basis of an annual schedule.
- Unused relief days expire at the end of the calendar year; paying them out is impossible.

Tabel 3.4.1: Relief days

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

* Totals per year

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

Short-term absence

3.5.1 What is it about?

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

Table 3.5.1: Short-term absence*

Exceptional circumstances	Continued payment of salary	Conditions
Marriage and wedding anniversaries		
- employee's notice of intended marriage	1 day	

- employee's marriage	2 days	
- employee's 25th or 40th wedding anniversary	1 day	
- wedding of a parent, parent-in-law, child, grandchild, sister, sister-in-law, brother or brother-in-law	1 day	only if the employee attends the ceremony
- 25th, 40th or 50th wedding anniversary of parents or parents-in-law	1 day	
Birth		
- childbirth of the employee's life partner or of a person whose child the employee acknowledges (post-birth leave)	one working week	to be taken within 4 weeks of the birth
- additional post-birth leave for partners	five times the length of the working week	the employee does not receive salary, but receives a benefit from the Employee Insurance Agency (UWV) (70%); to be taken within 6 months of the birth
- parental leave	up to 26 times the length of the working week	the employee does not receive salary, but receives a UWV benefit for up to 9 weeks; to be taken within 1 year of the birth
Death		
- of the life partner or a cohabiting parent, parent-in-law, child, brother or sister	from the day of death up to and including the day of the funeral	
- of a non-cohabiting parent, parent-in-law or child of the employee or their life partner	the day of death and the day of the funeral	only if the employee attends the ceremony
- of a grandparent, sister, sister-in-law, brother, brother-in-law or grandchild	1 day	only if the employee attends the ceremony
Medical reasons		
- visit to a doctor or dentist for personal treatment	the required time	only if the employee can show that the visit cannot take place outside working hours
- life partner's hospital admission or discharge	up to 1 day	this day may be split into two half-days
Other circumstances		
- elections: exercising the right to vote	the required time	only if this cannot take place outside working hours
- job interviews	1 day	- only for employees with at least three months' service and - who are being made redundant due to a reduction in work in the company
- employee moving house	up to 1 day a year	in consultation with the employer
- fulfilling civic duties for which the government gives no allowance	the required time	only if this cannot take place outside working hours

* In this context, ‘child’ also includes a stepchild, foster child or adopted child. A registered partnership is legally equivalent to marriage.

Leave around a death

3.7.1 End-of-life care

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

3.7.2 Bereavement leave

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

Salary

4.1.1 How will the salary be determined?

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

4.1.2 Salary tables

- The calculation of the monthly amounts in the salary tables, was based on a normal working time of 38 hours and, in 2026, 261 workable days.

The following salary structure applies up to 1 July 2026:

Salary group / Step	1	2	3	4	5	6	7	8	9	10	11	12
1	**€2,399.92**	**€2,404.23**	**€2,437.33**	**€2,526.13**	**€2,673.37**	**€2,832.65**	**€3,003.35**	**€3,172.81**	**€3,367.43**	**€3,575.93**	**€3,798.37**	**€4,037.02**
2	**€2,402.73**	**€2,450.38**	**€2,487.81**	**€2,578.82**	**€2,729.79**	**€2,893.66**	**€3,068.68**	**€3,242.38**	**€3,441.84**	**€3,655.59**	**€3,883.57**	**€4,128.16**
3	**€2,452.37**	**€2,501.12**	**€2,539.52**	**€2,632.83**	**€2,788.25**	**€2,956.22**	**€3,135.46**	**€3,313.66**	**€3,518.10**	**€3,737.18**	**€3,970.90**	**€4,221.58**
4	**€2,503.20**	**€2,542.71**	**€2,592.57**	**€2,688.18**	**€2,848.21**	**€3,020.38**	**€3,204.22**	**€3,386.72**	**€3,596.31**	**€3,820.85**	**€4,060.35**	**€4,317.37**
5	**€2,547.44**	**€2,595.84**	**€2,646.88**	**€2,745.14**	**€2,909.60**	**€3,072.90**	**€3,260.41**	**€3,461.59**	**€3,676.44**	**€3,906.57**	**€4,152.10**	**€4,415.51**
6	€ -	**€2,650.27**	**€2,691.40**	**€2,803.96**	**€2,972.58**	**€3,139.92**	**€3,332.15**	**€3,538.34**	**€3,758.57**	**€3,994.49**	**€4,246.10**	**€4,516.11**
7	€ -	€2,695.64	**€2,748.51**	**€2,852.18**	**€3,024.17**	**€3,208.65**	**€3,405.70**	**€3,617.04**	**€3,842.73**	**€4,084.55**	**€4,342.53**	**€4,619.23**
8	€ -	€ -	€2,807.42	€2,913.77	€3,090.01	€3,279.09	**€3,481.03**	**€3,697.70**	**€3,929.03**	**€4,176.88**	**€4,441.29**	**€4,724.94**
9	€ -	€ -	€2,867.83	€2,976.78	€3,157.45	€3,351.31	€3,558.31	€3,780.38	€4,017.50	**€4,271.58**	**€4,542.54**	**€4,833.32**
10	€ -	€ -	€ -	€3,041.44	€3,226.63	€3,425.29	€3,637.47	€3,865.12	€4,108.13	**€4,368.60**	**€4,646.34**	**€4,944.37**
11	€ -	€ -	€ -	€ -	€3,297.48	€3,501.10	€3,718.65	€3,951.95	€4,201.10	€4,467.99	€4,752.70	**€5,058.18**
12	€ -	€ -	€ -	€ -	€ -	€ -	€3,801.85	€4,040.98	€4,296.33	€4,569.94	€4,861.74	**€5,174.84**
13	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€4,132.24	€4,393.94	€4,674.41	€4,973.51	€5,294.46
14	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€4,494.05	€4,781.51	€5,088.06	€5,414.90
15	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€5,226.95	€5,538.22
16	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€5,706.33

Employees are entitled to at least the statutory minimum hourly wage per hour worked. As a result, the monthly salary may differ in individual cases. Employers must therefore always compare the monthly amounts in the salary tables with the statutory minimum hourly wage and use the higher amount. The government adjusts the statutory minimum hourly wage twice a year to follow the development of average CLA wages in the Netherlands. This happens on 1 January and 1 July each year.

The following salary structure applies from 1 July 2026:

Salary group / Step	1	2	3	4	5	6	7	8	9	10	11	12
1	**€ 2.477,85**	**€ 2.477,85**	**€ 2.486,07**	**€ 2.576,65**	**€ 2.726,84**	**€ 2.889,30**	**€ 3.063,41**	**€ 3.236,27**	**€ 3.434,78**	**€ 3.647,45**	**€ 3.874,34**	**€ 4.117,76**
2	**€ 2.501,42**	**€ 2.499,39**	**€ 2.537,56**	**€ 2.630,39**	**€ 2.784,39**	**€ 2.951,54**	**€ 3.130,06**	**€ 3.307,23**	**€ 3.510,68**	**€ 3.728,70**	**€ 3.961,24**	**€ 4.210,72**
3	**€ 2.553,26**	**€ 2.551,14**	**€ 2.590,31**	**€ 2.685,48**	**€ 2.844,01**	**€ 3.015,34**	**€ 3.198,17**	**€ 3.379,93**	**€ 3.588,46**	**€ 3.811,93**	**€ 4.050,32**	**€ 4.306,01**
4	**€ 2.598,39**	**€ 2.593,56**	**€ 2.644,42**	**€ 2.741,94**	**€ 2.905,18**	**€ 3.080,79**	**€ 3.268,30**	**€ 3.454,46**	**€ 3.668,23**	**€ 3.897,27**	**€ 4.141,56**	**€ 4.403,72**
5	€ 0,00	**€ 2.647,76**	**€ 2.699,81**	**€ 2.800,04**	**€ 2.967,79**	**€ 3.134,36**	**€ 3.325,62**	**€ 3.530,82**	**€ 3.749,96**	**€ 3.984,70**	**€ 4.235,14**	**€ 4.503,82**
6	€ 0,00	**€ 2.703,28**	**€ 2.745,23**	**€ 2.860,03**	**€ 3.032,03**	**€ 3.202,72**	**€ 3.398,79**	**€ 3.609,11**	**€ 3.833,74**	**€ 4.074,37**	**€ 4.331,02**	**€ 4.606,43**
7	€ 0,00	€ 2.749,55	**€ 2.803,48**	**€ 2.909,22**	**€ 3.084,65**	**€ 3.272,82**	**€ 3.473,81**	**€ 3.689,38**	**€ 3.919,58**	**€ 4.166,24**	**€ 4.429,38**	**€ 4.711,62**
8	€ 0,00	€ 0,00	€ 2.863,56	€ 2.972,04	€ 3.151,81	€ 3.344,68	**€ 3.550,65**	**€ 3.771,65**	**€ 4.007,61**	**€ 4.260,42**	**€ 4.530,11**	**€ 4.819,44**
9	€ 0,00	€ 0,00	€ 2.925,19	€ 3.036,32	€ 3.220,60	€ 3.418,34	€ 3.629,48	€ 3.855,99	€ 4.097,85	**€ 4.357,01**	**€ 4.633,39**	**€ 4.929,98**
10	€ 0,00	€ 0,00	€ 0,00	€ 3.102,27	€ 3.291,17	€ 3.493,80	€ 3.710,22	€ 3.942,42	€ 4.190,30	**€ 4.455,97**	**€ 4.739,27**	**€ 5.043,25**
11	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 3.363,43	€ 3.571,13	€ 3.793,02	€ 4.030,99	€ 4.285,12	€ 4.557,35	€ 4.847,76	**€ 5.159,34**
12	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 0,00	€ 3.877,88	€ 4.121,80	€ 4.382,26	€ 4.661,34	€ 4.958,98	**€ 5.278,33**
13	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4.214,88	€ 4.481,82	€ 4.767,90	€ 5.072,98	€ 5.400,35
14	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 4.583,93	€ 4.877,14	€ 5.189,82	€ 5.523,20
15	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 5.331,49	€ 5.648,98
16	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ -	€ 5.820,45

Employees are entitled to at least the statutory minimum hourly wage per hour worked. As a result, the monthly salary may differ in individual cases. Employers must therefore always compare the monthly amounts in the salary tables with the statutory minimum hourly wage and use the higher amount. The government adjusts the statutory minimum hourly wage twice a year to follow the development of average CLA wages in the Netherlands. This happens on 1 January and 1 July each year.

The following salary structure applies from 1 January 2027:

Salary group / Step	1	2	3	4	5	6	7	8	9	10	11	12
1	**€ 2.555**	**€ 2.601**	**€ 2.679**	**€ 2.773**	**€ 2.884**	**€ 3.028**	**€ 3.194**	**€ 3.402**	**€ 3.657**	**€ 3.986**	**€ 4.385**	**€ 4.845**
2	**€ 2.593**	**€ 2.641**	**€ 2.721**	**€ 2.817**	**€ 2.931**	**€ 3.079**	**€ 3.250**	**€ 3.463**	**€ 3.725**	**€ 4.062**	**€ 4.471**	**€ 4.942**
3	**€ 2.632**	**€ 2.681**	**€ 2.763**	**€ 2.862**	**€ 2.980**	**€ 3.132**	**€ 3.307**	**€ 3.526**	**€ 3.794**	**€ 4.139**	**€ 4.558**	**€ 5.041**
4	**€ 2.672**	**€ 2.722**	**€ 2.806**	**€ 2.908**	**€ 3.029**	**€ 3.185**	**€ 3.365**	**€ 3.589**	**€ 3.864**	**€ 4.218**	**€ 4.647**	**€ 5.142**
5	**€ 2.712**	**€ 2.763**	**€ 2.849**	**€ 2.955**	**€ 3.079**	**€ 3.239**	**€ 3.424**	**€ 3.654**	**€ 3.935**	**€ 4.298**	**€ 4.737**	**€ 5.245**
6	*€ 2.752*	**€ 2.805**	**€ 2.893**	**€ 3.002**	**€ 3.130**	**€ 3.294**	**€ 3.484**	**€ 3.719**	**€ 4.008**	**€ 4.380**	**€ 4.830**	**€ 5.350**
7		*€ 2.848*	*€ 2.938*	**€ 3.050**	**€ 3.181**	**€ 3.350**	**€ 3.545**	**€ 3.786**	**€ 4.082**	**€ 4.463**	**€ 4.924**	**€ 5.457**
8		*€ 2.892*	*€ 2.984*	*€ 3.099*	**€ 3.234**	**€ 3.407**	**€ 3.607**	**€ 3.855**	**€ 4.158**	**€ 4.548**	**€ 5.020**	**€ 5.566**
9			*€ 3.030*	*€ 3.148*	*€ 3.287*	**€ 3.465**	**€ 3.670**	**€ 3.924**	**€ 4.235**	**€ 4.634**	**€ 5.118**	**€ 5.677**
10				*€ 3.199*	*€ 3.341*	*€ 3.524*	**€ 3.734**	**€ 3.995**	**€ 4.313**	**€ 4.722**	**€ 5.217**	**€ 5.791**
11					*€ 3.396*	*€ 3.584*	*€ 3.800*	**€ 4.066**	**€ 4.393**	**€ 4.812**	**€ 5.319**	**€ 5.907**
12					*€ 3.452*	*€ 3.645*	*€ 3.866*	*€ 4.140*	**€ 4.474**	**€ 4.903**	**€ 5.423**	**€ 6.025**
13						*€ 3.707*	*€ 3.934*	*€ 4.214*	*€ 4.557*	**€ 4.997**	**€ 5.529**	**€ 6.145**
14							*€ 4.003*	*€ 4.290*	*€ 4.641*	*€ 5.091*	*€ 5.636*	*€ 6.268*
15								*€ 4.367*	*€ 4.727*	*€ 5.188*	*€ 5.746*	*€ 6.393*
16									*€ 4.815*	*€ 5.287*	*€ 5.858*	*€ 6.521*
17										*€ 5.387*	*€ 5.973*	*€ 6.652*
18												*€ 6.785*

Employees are entitled to at least the statutory minimum hourly wage per hour worked. As a result, the monthly salary may differ in individual cases. Employers must therefore always compare the monthly amounts in the salary tables with the statutory minimum hourly wage and use the higher amount. The government adjusts the statutory minimum hourly wage twice a year to follow the development of average CLA wages Sin the Netherlands. This happens on 1 January and 1 July each year.

Salary table application

4.2.1 General

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

4.2.2 Employee 18 years of age or older

The amounts in the salary tables in 4.1.2 apply to:
- the employee aged 18 years or older,
- with normal working hours (full-time).

- For shorter working hours (part-time), an amount proportionate to those working hours applies. Longer working hours are compensated with extra scheduled days off (see 3.3).

4.2.3 Employee 15 to 17 years of age

- Table 4.2.3 shows how the salary of the employee aged 15 to 17 is derived from the salary of the employee aged 18 and above from 4.2.2.

Table 4.2.3: Salary of an employee aged 15 to 17

Employee's age	Percentage of the monthly salary for employees aged 21 and older
	As from 1 January 2026
15	80%
16	80%
17	90%
18	100%
19	100%
20	100%

4.2.4 Employees with a work restriction

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

4.2.5 Conversion of a monthly salary into weekly and hourly wages

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

4.2.8 Salary over waiting period

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

Bonuses, allowances and provisions

4.3.1 Indexation

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

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

4.3.4 Tools

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

Table 4.3.4: Tool reimbursement

Department where the employee works	**Reimbursement per week** (1 July 2025 – 30 June 2026)*	Reimbursement per week (1 July 2026 – 30 June 2027)
Carpentry	€6.40	€6.58
Painting	€2.85	€2.93
Studio	€2.85	€2.93

* This reimbursement increases annually on 1 July. See 4.3.1.

4.3.5 Commuting expenses

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

4.3.6 Travel expenses work-related travelling

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

4.3.7 Travel time work-related travelling

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

Table 4.3.7: Travel time allowance

what are the hours involved?	compensation in pay per hour
Within the standard operating schedule:	
- all travel time	100%
Outside the standard operating schedule:	
Monday to Friday:	
- the first 1,5 hours of travelling	100%
- the next 1,5 hours of travelling	125%
- all subsequent hours of travelling	150%
Saturday, Sunday, public holiday:	
- the first 1,5 hours of travelling	100%
- all subsequent hours on a Saturday	150%
- all subsequent hours on a Sunday	200%
- all subsequent hours on a public holiday	250%
only for the driver and co-driver: *	
- all travel time within and outside the standard operating schedule	100% + the applicable overtime allowance of table 2.4.1

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

4.3.9 Working far from home

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

4.3.10 Subsistence expenses

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

4.3.11 Workwear

- The employer provides the employee with the necessary workwear.
- If the employer does not do so, it reimburses the employee for using their own work clothing. As at 1 July 2025, the reimbursement is €4.29 per week. This reimbursement increases annually on 1 July. As at 1 July 2026, the reimbursement is €4.41. See 4.3.1.

4.3.13 Other allowances and reimbursements

- Night shift: see 2.6;
- Severance pay: see 8.4.1;
- Overtime: see 2.4;
- Shift work: see 2.5;
- Holiday allowance: see 3.1.4.

Features of this Collective Labour Agreement

9.1.3 Terminology and Principles

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

Definitions and terms

- **Payment period**: The usual frequency in the company with which the employer pays the salary.
- **BW**: Civil Code
- **CAO or CLA**: By 'the cla/cao' or 'this cla/cao' is meant the current Collective Labour Agreement for exhibition companies.
- **Life partner**: the person with whom the employee:
  a. is married or
  b. has entered into a civil partnership or
  c. has a notarial cohabitation contract, in which property matters have been arranged, and
  d. from whom he does not live permanently separated,
  e. or - if a, b or c do not apply - the person with whom he demonstrably runs a joint household for five years or more.

  The condition for c and e is that the employee and the life partner are not related by blood or marriage in the direct line.
- **Minimum wage, statutory**: The wage as referred to in the Minimum Wage and Minimum Holiday Allowance Act (Wml)
- **Salary**: The gross remuneration agreed between employer and employee per hour or per payment period plus structural allowances.
- **Temporary worker**: The employee as referred to in Section 7:690 of the Netherlands Civil Code.
- **Temporary employment agency**: The employer as referred to in Section 7:690 of the Netherlands Civil Code.
- **Employer**: A company that runs a business within the exhibition industry as defined in 9.3.
- **Employee**: The person who works for the employer under a contract of employment in accordance with civil law, with the exception of temporary employees, interns, holiday workers, members of the management and employees who have reached the state pension age.

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

9.3.1 Scope of application

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

covered by another collective agreement registered or declared generally binding by the Ministry of Social Affairs and Employment.
- This collective agreement also applies to companies:
  - whose actual activities have a supporting function for the enterprises mentioned in the preceding paragraphs and
  - which belong to the same group of companies within the meaning of tax legislation, pension legislation or the Works Councils Act.

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

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

9.4 Hiring temporary workers

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

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

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

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

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

Compliance with and deviation from the collective agreement

9.7.1 Application and deviation

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

Appendix

10.1 Reference jobs

General terms

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

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

Terms in the descriptions of reference jobs

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

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

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

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

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

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

Reference jobs and Level Distinghuising Characteristics

C.01 Commercial Assistant II - Job profile
C.01 Commercial Assistant II - Job requirements and competency profile
C.01 Commercial Assistant - Level-Distinguishing Characteristics
C.02 Account Manager II - Job profile
C.02 Account Manager II - Job requirements and competency profile
C.02 Account Manager - Level-Distinguishing Characteristics
P.01 Cleaner - Job profile
P.01 Cleaner - Job requirements and competency profile
P.02 Production/Logistics Worker (Stand Builder) II - Job profile
P.02 Production/Logistics Worker (Stand Builder) II - Job requirements and competency profile
P.02 Production/Logistics Worker (Stand Builder) -Level-Distinguishing Characteristics
P.03 Skilled Worker (Stand Builder) II - Job profile
P.03 Skilled Worker (Stand Builder) II - Job requirements and competency profile
P.03 Skilled Worker (Stand Builder) - Level-Distinguishing Characteristics
P.04 Foreman I - Job profile
P.04 Foreman I - Job requirements and competency profile
P.04 Foreman - Level-Distinguishing Characteristics
P.05 Project Leader I - Job profile
P.05 Project Leader I - Functie-eisen en competenties
P.05 Project Leader - Level-Distinguishing Characteristics
P.06 Project Manager I - Job profile
P.06 Project Manager I - Functie-eisen en competenties
06 Project Manager - Level-Distinguishing Characteristics
PL.01 Warehouse Employee II - Job profile
PL.01 Warehouse Employee II - Job requirements and competency profile
PL.01 Warehouse Employee - Level-Distinguishing Characteristics
PL.02 Planner/Work Preparer II - Job profile
PL.02 Planner/Work Preparer II - Job requirements and competency profile
PL.02 Planner/Work Preparer - Level-Distinguishing Characteristics
S.01 HR Officer - Job profile
S.01 HR Officer - Job requirements and competency profile
S.02 Financial Assistant II - Job profile
S.02 Financial Assistant II - Job requirements and competency profile
S.02 Financial Assistant - Level-Distinguishing Characteristics
S.03 ICT Assistant - Job profile
S.03 ICT Assistant - Job requirements and competency profile
S.04 Office Manager I - Job profile
S.04 Office Manager I - Job requirements and competency profile
S.04 Office Manager - Level-Distinguishing Characteristics
S.05 Buyer - Job profile
S.05 Buyer - Job requirements and competency profile
S.06 Business Unit Manager - Job profile
S.06 Business Unit Manager - Job requirements and competency profile
S.07 Team Leader II - Job profile
S.07 Team Leader II - Job requirements and competency profile
S.07 Team Leader - Level-Distinguishing Characteristics
V.01 Graphic Assistant I - Job profile
V.01 Graphic Assistant I - Job requirements and competency profile
V.01 Graphic Assistant - Level-Distinguishing Characteristics
V.02 Designer I - Job profile
V.02 Designer I - Job requirements and competency profile
V.02 Designer - Level-Distinguishing Characteristics

C.01 Commercial Assistant II – Job profile

Job family: Commerce

COMMERCIAL ASSISTANT II	
Context The Commercial Assistant II works in stand design, stand construction, interior construction, rental and national/international event organisations and their suppliers. The Commercial Assistant II provides commercial and administrative support to those responsible for commercial activities in the organisation, enabling them to achieve commercial objectives. There are three levels of commercial assistant. The differences between Commercial Assistant I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Administrative and other support for account management Appointments, plans and/or ideas with existing or potential customers made by the account manager/commercial director are drafted as quotations, sent after approval and recorded in the designated systems.	- accuracy, completeness and current status of the CRM system; - quality of the support provided; - stakeholder satisfaction; - accuracy and completeness of files, records and contracts.
2. Order processing Incoming orders/accepted quotations are independently attended to, initiated internally and processed, so that the customer receives the requested order/confirmed cooperation as quickly as possible.	- accuracy and completeness of data entry; - customer satisfaction.
3. Acquisition Existing and potential customers are proactively informed of the portfolio, campaigns, offers, etc., to promote achievement of commercial objectives.	- in accordance with assignment and instruction; - achieved conversion/sales.
4. Customer management Customer relationships are maintained from the back office by contacting customers periodically and discussing the current status (including complaint handling). Particulars are communicated to the account manager/commercial director for follow-up.	- contact frequency in accordance with agreements; - insight into customers' current status; - degree of sales promotion; - timely and accurate signalling to the account manager; - customer satisfaction.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 6	

C.01 Commercial Assistant II – Job requirements and competency profile

Job family: Commerce

COMMERCIAL ASSISTANT II
Knowledge and experience - vocational education at senior secondary level or equivalent ability (preferably in a commercial discipline); - knowledge of the exhibition sector; - experience with and knowledge of automated systems (MS Office, ERP etc.); - knowledge of occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations; - knowledge of Dutch and English, spoken and written.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - works accurately when completing tasks; - notices things that others overlook; - has an eye for detail and guards against errors in their own work.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - commits to the agreed goals, accounts for these and is accountable for them; - knows what needs to be done and how it must be done; - acts in accordance with assignments and instructions.
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - puts the customer's interest first while also remaining efficient and goal-oriented; - probes for the customer's wishes and needs; - checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement.
Result orientation Directing actions and decisions towards the actual achievement of the intended results. - makes an effective plan and adheres to it; - identifies opportunities to achieve the set goal and acts on them proactively; - translates goals into concrete, measurable or visible results.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - shares information and experiences with others and promotes mutual communication; - actively asks the internal customer for feedback and exchanges experiences; - is a connecting force and central coordinating point who monitors joint actions.

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

C.01 Commercial Assistant – Level-Distinguishing Characteristics

Job family: Commerce

REFERENCE	-	COMMERCIAL ASSISTANT I	COMMERCIAL ASSISTANT II	COMMERCIAL ASSISTANT III	+
Focus	No reference job available	- carrying out supporting administrative and other tasks from the back office (visitor appointments, drafting minutes, etc.); - drafting quotations; - recording agreed orders (incoming by telephone, fax, email etc.) in terms of price, delivery time and delivery conditions.	- drafting and recording quotations from the back office; - handling order intake (requesting/specifying customer requests) and monitoring/follow-up of orders.	- in addition to II: . drafting quotations outside the standard templates; . checking and improving existing support templates/processes.	See the reference job and the LDC schedule for account manager.
Complexity		- quotations are drafted using an existing template and defined parameters; - orders have already been agreed.	- quotations are drafted based on the outline of the agreements, plans and/or ideas of the account manager/commercial director; - order intake is handled independently.	- in addition to II: · quotations are also drafted based on own judgement and substantive knowledge; · acting as point of contact and coordinator for the order (between customers, field staff and the internal organisation); · monitoring debtor position/credit terms.	
Customer contact		– giving general information about the organisation, products and services; – answering customer questions (reactive/inbound) and promoting upselling activities.	- in addition to I: · promoting and stimulating sales by proactively informing customers about the portfolio, campaigns, offers etc.; · handling complaints and monitoring follow-up.	- in addition to II: independently maintaining customer contacts with existing relationships.	
Administration and recording		- recording customer information and data.	- in addition to I: timely identification and reporting of particularities regarding existing relationships.	- in addition to II: advising on opportunities/possibilities arising from one's own field and developing improvement proposals.	
SALARY GROUP		**5**	**6**	**7**	
Indicative professional and intellectual ability level*		- senior secondary vocational education	- senior secondary vocational education	- senior secondary vocational education/higher professional education	

** part of the competency profile; does not affect the job level*

C.02 Account Manager II – Job profile

Job family: Commerce

ACCOUNT MANAGER II	
Context The Account Manager II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Account Manager II focuses primarily on analysing, establishing new and maintaining existing customer relationships. They agree tailored contracts on cooperation, delivery and service levels, and coordinate the internal quotation process to achieve the organisation's commercial objectives. There are three levels of account manager. The differences between Account Manager I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Account plan Based on insight into market/customer needs and into the planning of trade fairs and events, an account plan has been developed with concrete commercial goals, as well as an estimate of the associated activities, revenues and costs.	- substantiated detail at the level of individual customers up to market level; - aligned with the objective of availability of resources (people, materials etc.); - support/acceptance of the account plan; - timely and accurate registration in the CRM system.
2. Account/market approach Existing and potential accounts: the market has been analysed, approached and advised proactively, resulting in specific quotation processes and increased name recognition in the market.	- active approach to existing and potential accounts; - number of requests for quotations from existing and new accounts; - name recognition/reputation.
3. Quotation processes In cooperation with the customer, existing and potential cooperation has been coordinated. Insight has been provided into possible designs/services, and the agreements (in cooperation with the back-office employee) have been recorded in a quotation with clear agreements on delivery of the tailored design and services.	- correct tailored solutions/cost prices; - timely and accurate follow-up of commitments; - achieved sales.
4. Relationship management Relationship management with existing and potential customers has been shaped effectively to consolidate the relationship and retain customers, thereby safeguarding the customer relationship (at least at two levels) in the short and long term.	- more stable customer relationship with fixed customer contacts at several levels in the customer's organisation; - effective response to and handling of actual and imminent issues; - degree to which the customer is willing to accept advice; - customer satisfaction.
5. Market information Relevant market information (developments, particulars) has been identified and shared internally as input for adjusting the market approach, product composition, commercial activities, etc.	- usefulness and relevance of market information; - timely sharing of market knowledge; - basis for adjustment and substantiation of policy.
DEMANDING WORKING CONDITIONS	
- risk of injury due to traffic accidents as a result of being in traffic.	
SALARY GROUP 9	

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

Job family: Commerce

ACCOUNT MANAGER II
Knowledge and experience - higher professional education level or equivalent ability (preferably in a commercial discipline); - experience in a commercial role in the exhibitions sector; - knowledge of privacy laws and regulations; - knowledge of occupational health and safety instructions and regulations; - knowledge of Dutch and English, spoken and written.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions; - is able to think with the customer about their expressed and latent wishes and needs and anticipate them; - makes clear agreements with the customer about the services and performance to be delivered and then adheres to those agreements.
Networking Establishing and maintaining contacts with others smoothly and effectively in support of the work. Moving easily in various types of groups. - attends events where they see opportunities to network; - initiates meetings with contacts who may be useful in achieving objectives; - knows the key players/parties who have influence in the field/policy area.
Entrepreneurship Identifying business opportunities, influencing these proactively, and being willing to take responsible risks. - knows developments in the market and the strengths and weaknesses of competitors; - determines which direction to pursue independently, based on their own insight and imagination; - combines vision with a strong drive for action.
Powers of persuasion Presenting ideas, positions and plans convincingly enough that others, even after initial hesitation, agree with them. - enthuses others about their views (cooperation/design) to the extent that they adopt and advocate those views; - knows how to convince others of their arguments; - can convey their insights to colleagues from other disciplines.
Result orientation Directing actions and decisions towards the actual achievement of the intended results. - identifies opportunities to achieve the set goal and acts on them proactively; - arrives at a proposal or idea for a solution based on the information and data collected; - makes a visible effort to achieve the commercial objectives set.

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

C.02 Account Manager - Level-Distinguishing Characteristics

Job family: Commerce

REFERENCE	-	ACCOUNT MANAGER I	ACCOUNT MANAGER II	ACCOUNT MANAGER III	+
Focus	See the reference job and LDC schedule for commercial assistant	- focus on maintaining direct customer contact, based on customer assignments from an existing customer portfolio.	- focus on achieving commercial objectives within own customer portfolio and new leads.	- focus on achieving commercial objectives within own large customer portfolio and existing and potential key accounts.	No reference job available
Customer focus		- focused on the existing customer portfolio with emphasis on consolidating the customer relationship; - focus on upselling (more extensive), cross-selling (additional/different), deep-selling (more); - maintaining/consolidating the customer relationship at least at one level; - identifying actual and potential leads in practice and drawing colleagues' attention to them.	- in addition to I: focus on generating leads based on competitor analysis, market exploration and brand/organisation profiling for name recognition; - maintaining/consolidating the customer relationship at least at two levels; - regarded by customers as an expert in knowledge and experience.	in addition to II: - existing and potential key-accounts; - maintaining/consolidating the customer relationship also at executive level and with stakeholders in the chain.	
Project potential		- relatively limited in nature, size and price.	- regular in nature, size and price.	- also substantial in nature, size and price.	
Portfolio		- focused on existing product portfolio, with tailoring variables such as price, delivery conditions, quantities, types.	- in addition to I: tailoring that requires design/engineering activities based on known solution directions.	- in addition to II: tailoring that also requires design/engineering activities based on new insights/product innovations.	
Negotiation scope		- limited scope based on price lists, tiers, product portfolio and delivery conditions; - substantial deviations in consultation with line manager.	- as a result of tailoring and cost prices/calculations, the jobholder has relatively wide freedom regarding margins.	- as a result of tailored work, especially when innovative, there is relatively great uncertainty requiring thorough analysis and substantiation regarding pricing and margin.	
Market information		- timely identification and reporting of particulars.	- recognising and leveraging opportunities, including based on own analysis.	- in addition to II: translating market information into commercial and other policy (positioning, profiling, pricing, portfolio etc.).	
SALARY GROUP		**8**	**9**	**10**	
Indicative professional and intellectual ability level*		- higher professional education	- higher professional education	- higher professional education/university education	

** part of the competency profile; does not affect the job level*

P.01 Cleaner – Job Profile

Job family: Production

CLEANER	
Context The cleaner works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, where the general cleaning activities and the cleaning of equipment, modular elements and systems from the primary process are not outsourced to third parties. The cleaner performs cleaning work in the office building (general areas, workspaces, canteens, sanitary facilities, etc.) and in the production area(s). In addition, the cleaner performs cleaning activities on materials, modular elements and/or systems returned from live events to be stored for reuse. Work is performed together with direct colleagues under the direction of a working line manager. Within these parameters, employees perform the cleaning activities and are responsible for achieving the required standards for quality and time. Regular cleaning agents and materials/equipment are used (cloths, mops, vacuum cleaner, etc.).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Cleaning of building/rooms General areas, workspaces, canteens/kitchens and sanitary facilities are cleaned in accordance with recurring standard work methods, using regular cleaning agents and materials/equipment.	- compliance with time and quality standards; - application of correct working methods; - internal customer satisfaction.
2. Cleaning of equipment Materials, elements and/or systems returned for storage/reuse are cleaned in accordance with recurring standard work methods, using regular cleaning agents and materials/equipment, with irreparable damage/defects being reported to the warehouse supervisor.	- compliance with time and quality standards; - application of correct working methods; - timely reporting of damage/defects.
3. Cleaning products Materials, agents and equipment used in cleaning are used correctly, and requests for restocking and reports of defects are passed on to the line manager.	- correct use of materials and equipment; - timely reporting of restocking needs; - timely escalation/reporting to the line manager.
DEMANDING WORKING CONDITIONS	
- physical exertion when performing cleaning tasks, handling tools, disposing of waste, etc.; - walking and standing, sometimes working bent/stooped or reaching, involving unilateral muscle strain during certain cleaning movements; - unpleasant tasks when cleaning sanitary facilities.	
SALARY GROUP 1	

P.01 Cleaner – Job requirements and competency profile

Job family: Production

CLEANER
Knowledge and experience - prevocational education at secondary level or equivalent ability; - knowledge of and experience with the applied work methods; - knowledge of applicable (organisation-specific) hygiene and other protocols; - knowledge of occupational health and safety instructions and regulations.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - notices things that others overlook; - uses a checklist to support the performance of work; - works in accordance with agreed procedures.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - acts in accordance with assignments and instructions. - knows what needs to be done and how it must be done; - handles tools and materials with care.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - distributes the workload effectively over time, considering internal and external customer priorities; - plans and organises work so that agreed arrangements are met; - arranges what is needed to perform own work as well as possible.
Monitoring progress Effectively checking the progress of own work and that of others, within the available time and resources. - monitors the work to be carried out and work procedures in accordance with planning; - checks own work; - reports deviations promptly.

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

P.02 Production/Logistics Worker (Stand Builder) II – Job Profile

Job family: Production

PRODUCTION/LOGISTICS WORKER (STAND BUILDER) II	
Context The production/logistics worker (stand builder) II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, and works mainly on projects in the field. The jobholder works as part of a project team in execution and focuses on carrying out technical assembly activities for stand construction and/or independently moving and placing components (e.g., furniture, upholstery). There are two levels of production/logistics worker (stand builder). The differences between Production/Logistics Worker (Stand Builder) I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Preparing work Collection, loading and unloading activities are carried out in accordance with assignment/instruction, with or without a forklift, within the set safety and other requirements.	- in accordance with assignment and instruction; - in accordance with safety criteria; - in accordance with speed requirements.
2a.Stand construction Routine (including technical) stand construction work is carried out and checked in accordance with the assignment/instruction, with small imperfections resolved independently and larger issues reported to the line manager (foreman or project leader).	- in accordance with assignment and instruction; - in accordance with safety criteria; - in accordance with speed requirements; - execution quality
2b Movement and placement Components (including furniture, upholstery) are moved and placed within the specified locations and in accordance with agreed conditions.	- in accordance with assignment and instruction; - in accordance with safety criteria; - in accordance with speed requirements; - execution quality
3. Dismantling Materials and equipment used for the stand are collected in accordance with assignment/instruction, checked for user damage and prepared for transport within the set safety and other requirements.	- in accordance with assignment and instruction; - in accordance with safety criteria; - in accordance with speed requirements.
DEMANDING WORKING CONDITIONS	
- physical exertion when moving or stacking components and modular elements; - working under time pressure and to tight deadlines; - risk of injury due to traffic accidents as a result of being in traffic.	
SALARY GROUP 3	

P.02 Production/Logistics Worker (Stand Builder) II – Job Requirements and Competency Profile

Job family: Production

PRODUCTION/LOGISTICS WORKER (STAND BUILDER) II
Knowledge and experience - vocational education at senior secondary level or equivalent ability; - knowledge of and experience with the applied work methods; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Adaptability Easily adjusting to changing circumstances (environment, methods or people). - is open to other ways of working when there are signs these may increase efficiency; - maintains the required work tempo even if there has been a change; - switches easily between activities.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - acts in accordance with assignments and instructions. - knows what needs to be done and how it must be done; - handles tools and materials with care.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - shares information and experience with others; - adapts to the group when a joint result is required; - acts collegially and cooperatively.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - remains calm and effective during setbacks and acts in the interest of the work; - continues working in a structured way when several people require service at the same time; - keeps a cool head in stressful situations and is able to reflect and put matters into perspective.

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

P.02 Production/Logistics Worker (Stand Builder) – Level-Distinguishing Characteristics

Job family: Production

REFERENCE	-	PRODUCTION/LOGISTICS WORKER (STAND BUILDER) I	PRODUCTION/LOGISTICS WORKER (STAND BUILDER) II	+
Focus	No reference job available	- focus of the role lies in carrying out simple, routine, often preparatory stand-building tasks (e.g. loading/unloading, movement of parts/materials), possibly using a forklift.	- in addition: . focus of the role lies in carrying out routine (including technical) stand-building tasks.	See reference job and LDC schedule for skilled worker
Independence		- work activities based on instructions from the line manager (foreman or project leader).	- in addition: . work activities and checks based on assignment/instructions; . minor irregularities are resolved independently.	
Risk of disruption		- to safeguard progress and timely delivery of stand and/or interior construction, requirements apply to: . accuracy in the performance of the work; . handling time pressure; . anticipating changing circumstances.	- in addition: product knowledge (placement and assembly of stand construction).	
SALARY GROUP		**2**	**3**	
Indicative professional and intellectual ability level*		- prevocational secondary education	- senior secondary vocational education	

* part of the competency profile; does not affect the job level.

P.03 Skilled Worker (Stand Builder) II – Job Profile

Job family: Production

SKILLED WORKER (STAND BUILDER) II	
Context The Skilled Worker (Stand Builder) II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Skilled Worker (Stand Builder) II works both in the workshop and on field-service projects. Based on a basic design/customer specifications, the Skilled Worker (Stand Builder) II produces detailed design work and carries out technical tasks for stand and/or interior construction, from a technical specialism (e.g. carpentry, painting, electrical, milling and/or upholstery work). There are two levels of skilled worker (stand builder). The differences between Skilled Worker (Stand Builder) I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Preparing work Based on the information obtained (basic design, customer specifications), additional required information is gathered, measurements carried out, drawings prepared and necessary materials recorded.	- in accordance with basic design/customer specifications; - in accordance with safety criteria; - timely and complete reporting of irregularities; - independence and quality of solutions for material/dimensional issues.
2. Technical execution All-round/generic technical repair and manufacturing work required for stand construction (e.g. specialisms such as carpentry constructions, welding, machining techniques, installation, setting/adjusting electronics or programmable automated production equipment) is carried out independently, based on technical knowledge, own judgement and broad guidelines, checked and reported ready to the foreman or project leader.	- in accordance with basic design/customer specifications; - in accordance with safety criteria; - in accordance with planning/speed requirements; - execution quality
3. Work environment Auxiliary constructions/protective materials used for the stand and/or interior construction are removed, and waste and residual materials are cleared so the work environment is ready for further stand and/or interior-construction activities.	- in accordance with safety criteria; - in accordance with speed requirements.
DEMANDING WORKING CONDITIONS	
- physical exertion when carrying out specialist technical activities; - physical exertion when moving or stacking components and modular elements; - exposure to dirt, dust or paint fumes; - risk of injury due to traffic accidents as a result of being in traffic.	
SALARY GROUP 5	

P.03 Skilled Worker (Stand Builder) II – Job requirements and competency profile

Job family: Production

SKILLED WORKER (STAND BUILDER) II
Knowledge and experience - vocational education at senior secondary level or equivalent ability (technical discipline); - knowledge of and experience with the applied work methods; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - works accurately when completing tasks; - has an eye for detail and guards against errors in their own work; - works according to agreed procedures and is driven to deliver optimal quality.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - acts in accordance with assignments and instructions. - knows what needs to be done and how it must be done; - handles tools and materials with care.
Quality orientation Setting high standards for the quality of own and others' work. Continuously striving for improvements. - proposes improvements; - continues to deliver consistent performance despite time pressure; - identifies opportunities to enhance quality.

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

P.03 Skilled Worker (Stand Builder) – Level-Distinguishing Characteristics

Job family: Production

REFERENCE	-	SKILLED WORKER (STAND BUILDER) I	SKILLED WORKER (STAND BUILDER) II	+
Focus	See the reference job and LDC schedule for production/logistics worker	- focus of the job lies in carrying out all-round/generic technical repair and manufacturing work.	- focus of the job lies in carrying out specialist technical work requiring thorough craft-based, equipment and material knowledge (e.g. carpentry constructions, welding, installation, setting/adjusting electronics, application of machining techniques).	See the reference job and the LDC schedule for foreman.
Independence		- work activities based on clear assignments and work instructions (detailed drawings and materials/resources are provided).	- work activities based on technical knowledge/own judgement and broad guidelines.	
Risk of disruption		- to safeguard progress and timely delivery of stand and/or interior construction, requirements apply to: . technical and product knowledge; . accuracy in the performance of technical/structural work; . handling time pressure; . anticipating changing circumstances.	- in addition to I: . craft-based technical specialism; *Or* . knowledge of programmable (automated) machining equipment.	
SALARY GROUP		**4**	**5**	
Indicative professional and intellectual ability level*		- senior secondary vocational education	- senior secondary vocational education	

** part of the competency profile; does not affect the job level*

P.04 Foreman I – Job profile

Job family: Production

FOREMAN I	
Context The Foreman I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Foreman I works mainly on projects in the field, supervises an entire project team or part of it and works hands-on in execution, focusing on performing technical and other assembly tasks for stand construction and/or the movement and placement of components (e.g. furniture, upholstery). The Foreman I is responsible for directing and jointly completing entire projects or parts of them on site, normally under the remote coordination of a project leader/project manager. There are two levels of foreman. The differences between Foreman I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: functionally up to approx. 10 production/logistics workers/skilled workers (stand builders)	
RESULT AREAS	**RESULT INDICATORS**
1. Preparing work The required collection, loading, unloading and construction activities are prepared based on the staffing, materials and time planning.	- in accordance with the operational plan; - in accordance with schedules.
2a.Execution of stand and/or interior construction Stand building and/or interior construction tasks are effectively directed and jointly carried out so that agreements with, and expectations of, the customer are achieved, and disruptions are recognised in time and resolved in consultation with the project leader/project manager.	- in accordance with safety criteria, deliverables, schedule; - nature/extent of disruptions; - timely escalation to the project leader/project manager.
2b Movement and placement The movement and placement of components (including furniture, upholstery) are effectively directed and jointly carried out so that agreements with, and expectations of, the customer are achieved, and disruptions are recognised in time and resolved in consultation with the project leader/project manager.	- in accordance with safety criteria, deliverables, schedule; - nature/extent of disruptions; - timely escalation to the project leader/project manager.
3. Functional management Internal and external staff working in the execution phase are effectively directed and guided in changing circumstances, and also motivated and addressed on performance, contribution, behaviour, compliance with safety rules, etc.	- performance/contribution in accordance with agreements; - cooperation/working atmosphere during execution.
DEMANDING WORKING CONDITIONS	
- physical exertion when moving or stacking components and modular elements; - risk of injury due to traffic accidents as a result of being in traffic.	
SALARY GROUP 5	

P.04 Foreman I – Job requirements and competency profile

Job family: Production

FOREMAN I
Knowledge and experience - vocational education at senior secondary level or equivalent ability; - knowledge of and experience with the applied work methods; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Decisiveness Taking decisions and adopting positions at the right moment and committing to them by expressing them and/or acting accordingly, even when matters are uncertain or involve risks. - takes decisions even when not all desired information is available and knows when information is sufficient to take a responsible decision; - takes actions to implement the decision taken; - thinks quickly and recognises cause and effect of decisions.
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - puts the customer's interest first while also remaining efficient and goal-oriented; - comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions; - checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - plans and organises a large diversity of work with a high volume in such a way that current and urgent matters can be addressed promptly; - creates the preconditions to function effectively and efficiently; - sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - shares information and experiences with others and promotes mutual communication; - takes account of the consequences of decisions for others; - responds actively and constructively to others' ideas.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - enables others to intervene quickly and effectively in case of emergencies; - remains calm and effective during setbacks and acts in the interest of the work; - can manage deadlines and prioritises work so that they are met.

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

P.04 Foreman - Level-Distinguishing Characteristics

Job family: Production

REFERENCE	-	FOREMAN I	FOREMAN II	+
Focus	See reference job and LDC schedule for skilled worker	- the role focuses on delivering one or more assignments (on site); - the focus is on directing and monitoring, pitching in where needed.	- the role focuses on delivering several assignments at the same time, or one more complex assignment.	See the reference job and the LDC schedule for project leader.
Nature of assignments/ projects		- assignments are specified and carried out on the basis of agreements with the customer (made by the line manager), frameworks (people, resources and planning) and procedures; - assignments/projects/subprojects are relatively small and straightforward, allowing the jobholder to rely on earlier comparable assignments/projects.	- assignments are specified and carried out on the basis of agreements with the customer (made by the line manager or additionally by the jobholder), frameworks (people, resources and planning) and procedures; - assignments/projects/subprojects are substantial in size and/or complex in terms of composition (cooperation with third parties, multidisciplinary), leadership, innovation.	
Management		- functional direction of the work of up to approx. 10 employees; including distributing work, giving instructions, monitoring the quality and progress of execution and ensuring compliance with safety rules; - identifying and correcting deviations or shortcomings.	- same as I, but functional direction of 10 or more employees.	
Risk of disruption		- to safeguard progress and timely completion of stand- and/or interior construction, requirements apply to delivering within the schedule.	- in addition to I: anticipating the customer's wishes/changing wishes and/or unforeseen circumstances on site.	
SALARY GROUP		**5**	**6**	
Indicative professional and intellectual ability level*		- senior secondary vocational education	- senior secondary vocational education	

** part of the competency profile; does not affect the job level*

P.05 Project Leader I – Job profile

Job family: Production

PROJECT LEADER I	
Context The Project Leader I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Project Leader I mainly works in the office (project preparation) and on projects in the field. The Project Leader I leads a project team to complete project activities and attend to the preconditions. Assignments/projects have already been acquired and customer specifications are broadly known. The Project Leader I is responsible for completing projects. The role focuses on completing projects/subprojects with relatively limited complexity in terms of size, multidisciplinarity, leadership and innovation. To achieve this, the Project Leader directs the team (possibly through a foreman) and anticipates and resolves existing or potential issues with stakeholders (authorities, customers, subcontractors etc.). These are projects of a type/size the organisation has previously developed and completed. There are two levels of project leader. The differences between Project Leader I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: 20-30 project employees	
RESULT AREAS	**RESULT INDICATORS**
1. Project preparation The project plan is translated into a staffing, materials and time schedule for the operational project activities, and the preconditions (hiring, finance) have been arranged.	- up-to-date, accurate operational project plan; - feasibility of the plan/schedules.
2. Coordination with the customer On-site coordination has taken place with the customer (if required) in case of changing circumstances/customer wishes so that quality requirements and customer specifications are met.	- understanding of the customer's wishes; - customer satisfaction.
3. Project delivery Operational and preconditional project activities have been directed and adjusted effectively, so that project plans are completed and potential disruptions have been addressed and resolved in time.	- in accordance with customer agreements and project plan; - timely, effective corrective action; - customer satisfaction; - financial and other project results.
4. Management Internal and external employees are effectively directed and guided (possibly through a foreman), so that their contributions, development, engagement and motivation are optimally used.	- actual contributions and development of employees relative to agreements; - employee motivation and engagement.
5. Project reporting There is continuous insight into operational and financial progress and into the customer's perception of project progress and quality, enabling timely corrective action.	- completeness of project documentation; - insight into costs incurred; - basis for invoicing; - timeliness and quality of progress reports.
DEMANDING WORKING CONDITIONS	
- risk of injury due to traffic accidents as a result of being in traffic.	
SALARY GROUP 7	

P.05 Project Leader I – Job requirements and competency profile

Job family: Production

PROJECT LEADER I
Knowledge and experience - vocational education at senior secondary level/higher professional education or equivalent ability; - knowledge of and experience in the exhibition sector; - experience in leading projects; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Decisiveness Taking decisions and adopting positions at the right moment and committing to them by expressing them and/or acting accordingly, even when matters are uncertain or involve risks. - takes decisions even when not all desired information is available and knows when information is sufficient to take a responsible decision; - takes actions to implement the decision taken; - thinks quickly and recognises cause and effect of decisions.
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - puts the customer's interest first while also remaining efficient and goal-oriented; - comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions; - checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement.
Management Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal. - maintains an overview, provides effective direction through performance agreements and support with work and competence development where needed; - organises effective cooperation within the team and with other departments; - arranges decision-making so that everyone can/must contribute, creating sufficient support.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - plans and organises a large diversity of work with a high volume in such a way that current and urgent matters can be addressed promptly; - creates the preconditions to function effectively and efficiently; - sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - enables others to intervene quickly and effectively in case of emergencies; - remains calm and effective during setbacks and acts in the interest of the work; - can manage deadlines and prioritises work so that they are met.

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

P.05 Project Leader - Level-Distinguishing Characteristics

Job family: Production

REFERENCE	-	PROJECT LEADER I	PROJECT LEADER II	+
Focus	See the reference job and the LDC schedule for foreman.	- the role focuses on delivering projects/subprojects with relatively limited complexity in terms of size, composition, multidisciplinarity, leadership and innovation; - directing, anticipating and resolving existing and potential issues with stakeholders (authorities, customers, subcontractors etc.).	- in addition, the role involves completing large/complex projects/subprojects with a relatively high degree of complexity in terms of size, composition, multidisciplinarity, leadership and innovation.	See the reference job and the LDC schedule for project manager.
Nature of assignments/projects		- assignments/projects have already been acquired and customer specifications are broadly known; - these are projects of a type/size the organisation has previously developed and completed.	- in addition: projects may also be of a type/size the organisation has not developed or completed before, requiring a high degree of creativity and inventiveness from the Project Leader.	
Management		- leading internal and external employees/parties (20 to 30 project employees), monitoring quality and progress of various project activities and directing and adjusting project activities on site.	- same as I, with 30 to 40 project employees.	
Risk of disruption		- limited damage (financial/reputational) due to incorrect use of materials, deployment of people or late delivery.	- damage due to missed planning or inefficient use of people and resources can be considerable (claims, reputational damage).	
SALARY GROUP		**7**	**8**	
Indicative professional and intellectual ability level*		- senior secondary vocational education/higher professional education	- higher professional education	

** part of the competency profile; does not affect the job level*

P.06 Project Manager I – Job profile

Job family: Production

PROJECT MANAGER I	
Context The Project Manager I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Project Manager I mainly works in the office (project preparation). The Project Manager I focuses on acquiring projects and then aligning and coordinating internal and external parties/employees. The Project Manager I is responsible for managing (possibly through a foreman) and completing projects of a type/size the organisation has previously developed, as well as the associated preconditions (financial, legal-contractual, material, staffing, external parties). There are two levels of project manager. The differences between Project Manager I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: non-technical line manager Manages: up to approx. 50 project employees	
RESULT AREAS	**RESULT INDICATORS**
1. Acquisition/design Targeted and proactive coordination with existing and potential customers has led to clear substantive and financial agreements on the project, setting out timelines, forms of cooperation etc., and incorporating foreseeable design issues based on earlier project experience.	- quality of contributions; - number of proposals adopted by the customer; - nature/extent of commercial opportunities used; - nature and extent of issues resulting from unclear agreements.
2. Project preparation The project has been translated into a project plan, including the required capacity (materials, staffing), planning, budgets, necessary permits and potential risks.	- up-to-date, accurate project plan; - feasibility of the plan/schedules.
3. Project delivery Projects have been delivered in accordance with the quality and planning agreed with the customer, and the established budget and cost structure.	- project result (financial, substantive, qualitative); - degree to which project agreements are met; - satisfaction of project participants; - customer satisfaction.
4. Personnel management Projects have the right staffing in terms of quality and quantity. The contributions, development, engagement and motivation of internal and external employees have been effectively directed (possibly through a foreman on site).	- availability of adequate staffing (quality and quantity); - actual contributions and development of employees relative to agreements; - experience/engagement of individual employees.
5. Project accountability Completed projects have been finalised organisationally and financially, providing insight into the financial and other project results.	- availability of project file/documentation; - insight into costs incurred and margin; - basis for invoicing.
6. Stakeholder management Through relationship management, the organisation's commercial and other interests have been effectively represented and safeguarded, and actual and potential disruptions in the commercial cooperation have been handled effectively.	- extent to which interests have been safeguarded; - extent to which actual and potential relationship issues have been resolved; - quality and effectiveness of relationship network; - effectiveness of consolidating the relationship.
7. Project evaluation Completed projects have been evaluated with the customer. Insights gained (results, particulars etc.) serve as input for the preparation and completion of future projects.	- insight into results and particulars; - basis for preparation and delivery of future projects.
DEMANDING WORKING CONDITIONS	
- risk of injury due to traffic accidents as a result of being in traffic.	
SALARY GROUP 9	

P.06 Project Manager I – Job requirements and competency profile

Job family: Production

PROJECT MANAGER I
Knowledge and experience - higher professional education or equivalent ability; - understanding of developments in the exhibition and/or live events sector; - experience in managing projects; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Decisiveness Taking decisions and adopting positions at the right moment and committing to them by expressing them and/or acting accordingly, even when matters are uncertain or involve risks. - takes decisions even when not all desired information is available and knows when information is sufficient to take a responsible decision; - takes actions to implement the decision taken; - thinks quickly and recognises cause and effect of decisions.
Management Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal. - maintains an overview, provides effective direction through performance agreements and support with work and competence development where needed; - organises effective cooperation within the team and with other departments; - arranges decision-making so that everyone can/must contribute, creating sufficient support.
Entrepreneurship Identifying business opportunities, influencing these proactively, and being willing to take responsible risks. - translates developments in the environment (market, competitors etc.) into new opportunities for the organisation; - considers both costs and benefits and monitors budgets and work processes; - determines which direction to pursue independently, based on their own insight and imagination.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - plans and organises a large diversity of work with a high volume in such a way that current and urgent matters can be addressed promptly; - creates the preconditions to function effectively and efficiently; - sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - enables others to intervene quickly and effectively in case of emergencies; - remains calm and effective during setbacks and acts in the interest of the work; - can manage deadlines and prioritises work so that they are met.

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

P.06 Project Manager - Level-Distinguishing Characteristics

Job family: Production

REFERENCE	-	PROJECT MANAGER I	PROJECT MANAGER II	+
Focus	See the reference job and the LDC schedule for project leader.	- the role focuses on acquiring, agreeing and completing projects; - defining legal-contractual and other conditions with the customer and translating these into a project plan, in cooperation with internal colleagues.	- in addition: . devising and participating in new concepts and service formats; . playing a prominent role in the commercial process to convince the customer with innovative concepts.	No reference job available
Nature of projects		- these are projects of a type/size the organisation has previously developed.	- in addition: . also/especially projects of a type/size the organisation has not previously developed; . above-average/greater project complexity (e.g. hybrid projects); . requires creativity and inventiveness.	
Management		- managing internal and external employees/parties (up to 50 project employees) in various disciplines, monitoring quality and progress of various project activities and adjusting activities (mainly remotely).	- in addition: stakeholder management (event venue, cooperation partners etc.) in the context of requesting and completing required sub-designs, coordinating planning etc.	
Risk of disruption		- damage due to missed planning or inefficient use of people and resources can be considerable (claims, reputational damage).	- damage due to missed planning, inefficient use of people and resources and reputational damage can be significant (major financial impact, reputational damage with key stakeholders).	
SALARY GROUP		**9**	**10**	
Indicative professional and intellectual ability level*		- higher professional education	- higher professional education/university education	

** part of the competency profile; does not affect the job level*

PL.01 Warehouse Employee II – Job Profile

Job family: Planning and logistics

WAREHOUSE EMPLOYEE II	
Context The Warehouse Employee II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, in the warehouse and on loading docks. They work in a clearly laid-out warehouse with fixed storage locations. The Warehouse Employee II focuses on the correct and timely processing, receipt, storage and/or issue of goods. They receive specific work assignments and can seek guidance from a technical line manager (remotely). The work includes administrative and visual quality checks, preparing transport with the most efficient loading possible while safeguarding the quality of goods. They are authorised to independently adjust (and administratively process) storage locations based on experience and turnover rates. There are three levels of warehouse employees. The differences between Warehouse Employee I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Receipt and storage Incoming goods have been checked (physically and administratively) in accordance with instructions and available documents, stored and/or prepared for transport, with any shortcomings identified and recorded.	- noticed/unnoticed shortages; - correct storage/processing (location, conditions etc.); - number of damage claims; - compliance with occupational health and safety rules.
2. Collection and issue Items have been collected, packed and prepared for transport in accordance with the assignment (such as pick list, loading plan).	- correctness and completeness of collection; - correct preparation location and order; - timely availability for transport.
3. Warehouse management Performing various support tasks (including periodic stock counts, moving products, straightforward repairs) contributes towards an effective warehouse and materials management process.	- in accordance with procedures and processes; - effective use of warehouse space; - retrievability of items; - tidiness and cleanliness of the warehouse.
4. Administration and recording Relevant data have been recorded in the system, with deviations and particulars noted, ensuring insight into the current condition of items.	- correct, complete administration and records; - correct, timely processing.
DEMANDING WORKING CONDITIONS	
- working in physically demanding postures when carrying out receipt or other checks and retrieving items from shelving (bending, stooping and reaching); - physical exertion when moving or stacking components and modular elements; - risk of injury from crushing and collisions.	
SALARY GROUP 3	

PL.01 Warehouse Employee II – Job requirements and competency profile

Job family: Planning and logistics

WAREHOUSE EMPLOYEE II
Knowledge and experience - vocational education at senior secondary level or equivalent ability (logistics discipline); - knowledge of the processes, procedures and administrative systems used for various logistics subprocesses; - holds a forklift certificate; - knowledge of occupational health and safety instructions and regulations;.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - works accurately when completing tasks; - uses a checklist to support the performance of work; - makes few mistakes.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - acts in accordance with assignments and instructions. - knows what needs to be done and how it must be done; - handles tools and materials with care.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - actively exchanges experiences with colleagues; - pursues a common goal without prioritising self-interest; - acts collegially and cooperatively.
Monitoring progress Effectively checking the progress of one's own work within the available time and resources. - plans and organises work so that agreed arrangements are met; - checks own work; - reports deviations promptly.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - remains calm and effective during setbacks and acts in the interest of the work; - continues to work in a structured way when several people require service at the same time; - continues to function well under rapidly changing or demanding circumstances.

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

PL.01 Warehouse Employee - Level-Distinguishing Characteristics

Job family: Planning and logistics

REFERENCE	-	WAREHOUSE EMPLOYEE I	WAREHOUSE EMPLOYEE II	WAREHOUSE EMPLOYEE III	+
Nature of the work	No reference job available	- work focuses on moving goods; - routine tasks based on fixed procedures; - administrative checks (matching to consignment notes) on incoming and outgoing goods.	- work focuses on the receipt, storage and/or issue of the warehouse assortment (furniture, assembly goods etc.); - administrative checks on incoming and outgoing goods; - work takes place in a clearly laid-out warehouse with fixed storage locations; - holds an additional specialist responsibility, such as managing/maintaining tools, stock administration etc.	- responsible for the entire physical goods flow; - administrative checks on incoming and outgoing goods; - warehouse is spread across several spaces throughout the site/building.	No reference job available
Degree of autonomy		- receives tasks/activities sequentially (based on lists or system notifications); - can continuously seek guidance from a more experienced (managerial) warehouse employee.	- receives specific work assignments; - can seek guidance from a technical line manager (remotely).	- has no technical line manager; - directs all technical warehouse activities (from receipt to issue); - sets priorities, gives instructions and follows 'production' planning.	
Quality and optimisation		- limited to reporting clear shortcomings in work methods or procedures.	- administrative and visual quality checks; - prepares transport for the most efficient loading possible, safeguarding the quality of goods; - independently adjusts (and administratively processes) storage locations based on experience and turnover rates.	- in addition: focuses on optimising the logistics process (returns, storage and issue, and the management system), not only identifying issues but also proposing improvements.	
SALARY GROUP		**2**	**3**	**4**	
Indicative professional and intellectual ability level*		- prevocational secondary education	- senior secondary vocational education	- senior secondary vocational education	

** part of the competency profile; does not affect the job level*

PL.02 Planner/Work Preparer II – Job profile

Job family: Planning and logistics

PLANNER/WORK PREPARER II	
Context The Planner/Work Preparer II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. On behalf of the Project Leader/Manager or commercial lead, the Planner/Work Preparer II is responsible for providing financially optimal support to the quotation process (costings). They are then responsible for the administrative, and organisational planning and work preparation for specific projects, taking into account customer agreements, critical moments in the work, lead times, required and available resources and resolving disruptions (incidents) during an event, all within the applicable framework agreements and available resources. There are three levels of planner/work preparer. The differences between Planner/Work Preparer I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Costing and partial design Costings have been prepared based on input from the account manager, including substantiated substantive solutions (partial designs using technical drawings), aligned to the customer's request, specific circumstances and using known technical solutions and pricing tiers.	- aligned to customer request, specifications and specific circumstances, including location; - use of known substantive frameworks and standards; - reliable cost price.
2. Planning Project activities have been scheduled, taking into account agreements and/or customer wishes/needs, lead times and critical delivery moments, available capacity relative to needs and the priorities set by the project owners.	- effective scheduling of project activities; - internal and external support/acceptance of planning.
3. Work preparation The execution of the project has been prepared, such that: - substantive details of the work (manufacturing, assembly, loading plan etc.) have been defined; - required people, resources, equipment and materials have been defined, allocated/reserved internally and/or ordered from suppliers within contract agreements; - stakeholders have been informed.	- aligned to the assignment agreed with the customer; - correct application of norms, standards, procedures and work methods; - within the given planning (time, deadlines) and allocated budget; - effective cooperation and communication with internal and external stakeholders; - issues identified and handled effectively.
4. Incidents During execution (set-up, during, dismantling), actual and potential disruptions regarding timing, availability of people and resources have been identified and followed up with appropriate actions to resolve further disruptions, in consultation/cooperation with internal stakeholders and suppliers.	- actual availability of resources during execution; - effectiveness of actions to prevent/resolve disruptions; - effective communication and cooperation with internal and external stakeholders; - timely escalation of issues.
5. Evaluation and recording Relevant information and documentation related to preparation, execution and aftercare of projects is available and accessible to all stakeholders. Contract variations (more/less work) have been defined and input, based on evaluation, has been provided for future improvements.	- required information/documentation available in time; - number of adopted improvement suggestions; - accessibility of information/documentation at project/property level.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 7	

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

Job family: Planning and logistics

PLANNER/WORK PREPARER II
Knowledge and experience - vocational education at senior secondary level/higher professional education or equivalent ability; - knowledge of and experience with work methods, tools and materials for exhibition construction; - understanding of factors influencing effective planning of live events; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - works in an orderly and structured way and checks own work; - is punctual in supplying, updating and creating data; - ensures stakeholders have the right and complete information in time and prepares in advance where required.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - keeps to agreements and ensures system availability; - commits to the agreed goals, accounts for these and is accountable for them; - knows what needs to be done and how it must be done.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - distributes the workload effectively over time, considering internal and external customer priorities; - plans and organises work so that agreed arrangements are met; - arranges what is needed to perform own work as well as possible.
Monitoring progress Effectively checking the progress of own work and that of others, within the available time and resources. Actively setting and applying related procedures and anticipating future developments. - stays informed of progress at critical moments in execution over the timeline; - responds in time with adequate measures when planning deviates; - proactively seeks input from others.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - can manage deadlines and prioritises work so that they are met; - continues to function well under rapidly changing or demanding circumstances; - remains effective despite the dynamics of the work, multiple contacts and diverse points of contact.

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

PL.02 Planner/Work Preparer – Level-Distinguishing Characteristics

Job family: Planning and logistics

REFERENCE	-	PLANNER/WORK PREPARER I	PLANNER/WORK PREPARER II	PLANNER/WORK PREPARER III	+
Focus		- the role focuses on planning/preparing work in the quotation process and the preparatory phase of a project.	- in addition to I: developing visualisations into partial designs; - translating the global planning into specific agreements/delivery moments.	- in addition to II: developing structurally/technically more complex and larger constructions.	
Costing		- Not applicable	- based on relative standards (variation in quantities using tiered or other prices, products to be assembled, logistics costs).	- bespoke quotations requiring a high degree of technical and other insight and market/supplier knowledge.	
Complexity	No reference job available	- the work to be planned/prepared is characterised by: . sufficient 'space/capacity' in terms of resources, equipment and people to adjust planning without major consequences/detriment; . limited fluctuations in demand for resources, equipment and people based on the planning (stable demand pattern); . 'critical delivery moments' are truly critical, deviations lead to substantial detriment (loss of customer and reputation).	- in addition to I: . diversity of factors that create uncertainty in planning and can cause disruptions (strong dependencies on weather, suppliers, etc.); . significant fluctuations in demand for resources, equipment and people based on the planning due to seasons, among other factors; . developing partial designs (technical drawings) based on sketches and specifications from the account manager.	- in addition to II: . coordinating complex/integral project schedules; . technical direction of fellow planners/work preparers in large-scale projects.	No reference job available
Incidents		- not under the responsibility of the jobholder.	- timely identification and resolution of changes/disruptions requires considerable creativity and inventiveness.	- same as II	
Evaluation and recording		- recording all information used for planning; - recording price agreements, costs and benefits; - recording projects/contracts.	- in addition to I: identifying opportunities and contributing to improvements for a more effective process.	- in addition to II: based on insights and experience, structural improvements or optimisations (systems, methods) for the process are identified, developed and implemented in ongoing operations.	
SALARY GROUP		**6**	**7**	**8**	
Indicative professional and intellectual ability level*		- senior secondary vocational education	- senior secondary vocational education/higher professional education	- higher professional education	

** part of the competency profile; does not affect the job level*

S.01 HR Officer – Job profile

Job family: Staff/management

HR Officer	
Context The HR Officer works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The organisation has its own sectoral collective labour agreement, plus additional internal HR regulations. The HR Officer is part of a small-scale HR team. They focus on performing informational and administrative HR tasks to ensure optimal support for HR colleagues, line managers and employees.	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. HR information provision Through targeted information provision, line managers and employees are informed about general HR regulations and changes to them, aligned to the specific individual situation of the employee.	- quality of information, aligned to questions, situation; - in accordance with applicable regulations, ensuring consistency; - timely escalation to HR Adviser/manager; - management and employee satisfaction.
2. Administrative support for operational HR processes Operational HR processes (recruitment, progression and exit) have been supported administratively, substantively (within given frameworks) and/or organisationally in an effective, efficient way in accordance with applicable procedures and aligned to the desired support from line management, individual employees and/or HR colleagues.	- substantively correct, in accordance with frameworks and regulations; - correct follow-up of process steps; - timely involvement/escalation of stakeholders; - correct, timely information provision to internal and external stakeholders; - correctness, completeness and current status of records.
3. Operational process optimisation Operational HR processes are modified based on user wishes and needs and aligned to effective and efficient business operations.	- insight into recurring disruptions; - substantiated and widely supported improvement proposals; - correct and timely implementation in ongoing operations.
4. Availability of HR management information Through periodic management information, prepared based on frameworks/work instructions, advisers and line management have insight into HR results, enabling them to take substantiated decisions to adjust HR plans and processes.	- availability within the applicable timeframe; - aligned to information needs; - basis for adjustments.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 6	

S.01 HR Officer – Job requirements and competency profile

Job family: Staff/management

HR Officer
Knowledge and experience - vocational education at senior secondary level or equivalent ability (administrative discipline); - experience with and knowledge of automated systems (MS Office, ERP etc.); - knowledge of and experience with various HR administrations (including time and/or payroll administration); - basic knowledge of employment law and payroll taxation; - knowledge of occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - works in accordance with agreed procedures. - answers questions as precisely as possible and ensures the message has been understood; - works in an orderly and structured way and checks own work.
Integrity Upholding social and ethical norms in the job, even when there is temptation or pressure to be less strict. Inspiring trust in one's own professionalism and integrity. - handles confidential information carefully; - indicates when expectations conflict with personal and/or professional or organisational standards; - takes responsibility for own actions.
Environmental awareness Showing awareness of developments and other environmental factors. Recognising internal relationships within an organisation and using this knowledge effectively. - understands the consequences of decisions and/or changes in work methods for their own department and others; - looks beyond their own team and location; - understands how work is conducted across different locations and applies best practices.
Result orientation Directing actions and decisions towards the actual achievement of the intended results. - indicates in due time when bottlenecks occur in the work; - works to agreed timelines for reporting and accountability; - is productive in performing their work.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - proactively asks for and gives feedback to internal customers and exchanges experiences; - works very systematically and monitors joint actions; - is able to listen well to the internal customer.

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

S.02 Financial Assistant II – Job profile

Job family: Staff/management

FINANCIAL ASSISTANT II	
Context The Financial Assistant II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers, where the financial administration is carried out by several people, allowing the work to be divided across multiple specialised roles (such as accounts payable, accounts receivable, payroll, general ledger, etc.). The department provides financial information and overviews/reports to support true and fair financial records. The Financial Assistant II is responsible for handling various subsidiary accounts, for which they process, check and interpret data. The Financial Assistant II also prepares the periodic closings and financial reports. There are three levels of financial assistant. The differences between Financial Assistant I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Maintaining various specific subsidiary accounts Various subsidiary accounts (accounts receivable, accounts payable, project, inventory, VAT, fixed assets) are maintained by collecting, checking, editing and processing relevant financial data, with ambiguities and shortcomings agreed with internal and external stakeholders to ensure correct interpretation and correct processing.	- timely processing (no backlog); - compliance with rules and guidelines; - correct follow-up of ambiguities and shortcomings internally and externally; - number of corrections afterwards.
2. Periodic closing Various subsidiary accounts and the general ledger account have been closed, with discrepancies identified during checks investigated and resolved.	- discrepancies identified and resolved; - by the specified deadline.
3. Preparing parts of the periodic reports Parts of the periodic financial reports have been produced from the system, including numerical explanations (identified differences between budgeted and actual figures).	- reliability of reports; - by the specified deadline.
DEMANDING WORKING CONDITIONS	
- monotonous posture and strain on the eyes and back when working with the computer.	
SALARY GROUP 5	

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

Job family: Staff/management

FINANCIAL ASSISTANT II
Knowledge and experience - vocational education at senior secondary level or equivalent ability (preferably in a financial-administrative discipline); - knowledge of and experience with the bookkeeping system and applications, as well as applicable rules, procedures and work methods; - understanding of the financial aspects of business operations; - knowledge of occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - handles confidential information carefully; - keeps promises and agreements, stands by what they say; - acts consistently.
Attention to detail Showing attention to detail and handling detail-rich information effectively for extended periods. - checks their own work carefully, remaining critical and alert; - identifies errors in their own work that others have overlooked; - carries out routine work with sufficient attention and care.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - proactively asks for and gives feedback to internal customers and exchanges experiences; - works very systematically and monitors joint actions; - is able to listen well to the internal customer.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - remains calm and effective during setbacks and acts in the interest of the work; - continues to work in a structured way when several people require service at the same time; - continues to function well under rapidly changing or demanding circumstances.
Monitoring progress Effectively checking the progress of own work and that of others, within the available time and resources. Actively setting and applying related procedures and anticipating future developments. - maintains oversight of all required actions and monitors progress; - adjusts goals, priorities and work planning when the situation requires; - checks their own work and/or the work of others.

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

S.02 Financial Assistant – Level-Distinguishing Characteristics

Job family: Staff/management

REFERENCE	-	FINANCIAL ASSISTANT I	FINANCIAL ASSISTANT II	FINANCIAL ASSISTANT III	+
Maintaining subsidiary accounts	No reference job available	- maintaining one or several straightforward subsidiary accounts, including processing and checking data.	- same as I but involving interpretation of data for various subsidiary accounts.	- same as II, including following up reminders and initiating collection procedures (accounts receivable).	No reference job available
Periodic closing and reports		- closing the assigned subsidiary account(s), checking reconciliations; - generating periodic overviews from the system and identifying/reporting deviations from forecasts/budgets.	- same as I, but for various subsidiary accounts and investigating/following up identified discrepancies (internal/external enquiries).	- same as II, involving data analysis (e.g. project accounts) and assessing plausibility and explaining outcomes.	
Degree of autonomy		- ambiguities/shortcomings are discussed with internal and external stakeholders and followed up after instruction.	- same as I and independently identifying and investigating reconciliation differences and correcting them.	- same as II, involving a complex chart of accounts (e.g. various revenue and cost categories for different entities and international cash flows).	
SALARY GROUP		**4**	**5**	**6**	
Indicative professional and intellectual ability level*		- senior secondary vocational education	- senior secondary vocational education	- senior secondary vocational education/higher professional education	

** part of the competency profile; does not affect the job level*

S.03 ICT Assistant – Job profile

Job family: Staff/management

ICT	
Context The ICT Assistant works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The ICT Assistant focuses on managing and maintaining the ICT infrastructure and/or systems and/or applications to ensure their availability and adequate performance. The ICT Assistant supports users in resolving problems and handles the installation and configuration of ICT facilities. For complex issues, they can seek guidance from ICT colleagues and/or external service providers.	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Performance of ICT infrastructure and applications The ICT infrastructure and applications operate at a level that allows the internal processes that use them to run without interruption.	- frequency and extent of disruptions (downtime); - availability of applications; - functioning of the infrastructure (data availability, connectivity).
2. Incident management Incidents reported by employees have been handled and resolved correctly. More complex incidents have been escalated to suppliers in accordance with procedures and agreements, monitored for progress, and employees have been informed of the status.	- percentage of incidents resolved independently; - timely escalation of more complex incidents; - insight into the status of incident handling; - user satisfaction with the help desk.
3. Availability of ICT facilities At the request of employees, ICT facilities (desktop, smartphone, laptop etc.) have been provided, installed and configured in accordance with applicable rules and agreements.	- timely and accurate follow-up of requests; - availability of ICT facilities in accordance with agreements; - compliance with rules and agreements.
4. Recording and documentation Data required for the work have been recorded in the systems intended for this purpose. System documentation is adequately maintained and available.	- accuracy and completeness of recording and documentation; - up-to-date status and availability of documentation.
DEMANDING WORKING CONDITIONS	
- monotonous posture and strain on the eyes and back when working at a screen.	
SALARY GROUP 7	

S.03 ICT Assistant – Job requirements and competency profile

Job family: Staff/management

ICT
Knowledge and experience - vocational education at senior secondary level/higher professional education or equivalent ability (ICT discipline); - knowledge of and experience with managing the organisation's hardware and software, databases, systems and networks; - understanding of the contributions of external service providers and the related agreements concerning deployment, contributions, etc.; - knowledge of occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Analysing Breaking down problems and systematically examining their components. - distinguishes appropriately between main and secondary issues, between important and urgent, and between symptoms and causes; - actively uses the information sources necessary for effective performance.
Integrity Upholding social and ethical norms in the job, even when there is temptation or pressure to be less strict. Inspiring trust in one's own professionalism and integrity. - handles confidential information carefully; - indicates when expectations conflict with personal and/or professional or organisational standards; - takes responsibility for own actions.
Quality orientation Setting high standards for the quality of own and others' work. Continuously striving for improvements. - evaluates hardware and software and their performance against quality standards and norms; - identifies opportunities to enhance quality; - presents well-developed improvement proposals.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - shares information and experience with others; - takes account of the consequences of decisions for others; - works with a team mindset and helps and supports colleagues.

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

S.04 Office Manager II – Job profile

Job family: Staff/management

OFFICE MANAGER I	
Context The Office Manager I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Office Manager I focuses on ensuring that the organisation's activities run efficiently and carefully, facilitates and supports various internal customers, and serves as a point of contact for external relations. The 'what' is given. The 'how' is determined independently for the individual field of expertise after consultation/alignment with the internal customer. There are two levels of office manager. The differences between Office Manager I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Operational secretarial support and services The various operational and secretarial activities have been performed effectively and efficiently, contributing to an efficient and effective business operation.	- quality of the support in terms of: . correct assessment of priorities; . correct consideration of interests; . timely alerting to relevant matters; . following up agreements.
2. Planning and organisation Project and other activities have been effectively planned and organised, agreements have been communicated, and actions followed up, while monitoring and supporting contributions required from others.	- accessibility/retrievability of agreements; - efficiency of travel and accommodation arrangements; - satisfaction of customer contacts
3. Internal and external information provision Internal and external information provision has been performed effectively, ensuring that all internal and external stakeholders have timely access to the project and other information relevant to them (including preparation of required actions, preparing quotations, designs, plans for efficient project completion).	- quality of information provision in terms of: . accuracy (meeting needs); . completeness (content, correct recipients); . timeliness; - correct judgement regarding whether to handle matters independently and weighing priorities and interests.
4. Project assistance Project meetings are planned and prepared, minutes of discussions are kept and distributed, and the project administration has been kept up to date and is complete, enabling the responsible project leader/project manager to focus on their own contribution.	- customer satisfaction; - timely, complete and correct project administration; - delivery in accordance with the planning; - quality of the contribution delivered.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 7	

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

Job family: Staff/management

OFFICE MANAGER I
Knowledge and experience - vocational education at senior secondary level/higher professional education or equivalent ability (secretarial discipline); - experience with and knowledge of automated systems (MS Office, ERP etc.); - knowledge of occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations; - knowledge of Dutch and English, spoken and written.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Accuracy Working accurately and carefully over a longer period, with an eye for detail, aimed at preventing mistakes and carelessness in one's own and others' work. - works in an orderly and structured way and checks own work; - ensures stakeholders have the right and complete information in time and prepares in advance where required; - answers questions as precisely as possible and ensures the message has been understood.
Communication Communicating ideas and information in clear, specific language so that the essence is conveyed and understood by others. - listens effectively and identifies the question behind the question; - adapts communication to the language and level of the conversation partner; - is correct, clear and polite towards various internal and external customers/relations.
Integrity Upholding social and ethical norms in the job, even when there is temptation or pressure to be less strict. Inspiring trust in one's own professionalism and integrity. - handles confidential information carefully; - indicates when expectations conflict with personal and/or professional or organisational standards; - takes responsibility for own actions.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - plans and organises work in such a way that urgent matters can be addressed promptly; - distinguishes main and secondary issues, as well as important and urgent matters; - takes appropriate action on their own initiative in unexpected situations.
Environmental awareness Showing awareness of developments and other environmental factors. Recognising internal relationships within an organisation and using this knowledge effectively. - stays informed about important developments in the organisation; - demonstrates awareness of different interests within the organisation; - understands and uses the informal organisation, knowing who to approach, on what, and how.

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

S.04 Office Manager - Level-Distinguishing Characteristics

Job family: Staff/management

REFERENCE	-	OFFICE MANAGER I	OFFICE MANAGER II	+
Operational secretarial support and services	No reference job available	- facilitating and supporting management/the business owner administratively and secretarially in support of operations and project leaders/project managers.	- in addition: coordinating various activities for an efficient and effective office organisation (e.g. building management, facilities, fleet, ICT).	No reference job available
Planning and organisation		- anticipating processes and support needs; - internal steering, external cooperation.	- taking initiative ahead of activities and anticipating developments and issues; - informal steering of internal and external processes and stakeholders.	
Frameworks		- the 'what' is given. The 'how' is determined independently for the individual field of expertise after consultation/alignment with the internal customer.	- in addition: strongly focused on adapting/improving working methods to increase efficiency and effectiveness.	
Project assistance		- planning, organising and administering activities and related matters around projects; - taking minutes and distributing the minutes of project meetings.	- coordinating project-leading and other activities to support internal and external cooperation and smooth alignment.	
SALARY GROUP		**7**	**8**	
Indicative professional and intellectual ability level*		- senior secondary vocational education/higher professional education	- higher professional education	

** part of the competency profile; does not affect the job level*

S.05 Buyer – Job Profile

Job family: Staff/management

Buyer	
Context The Buyer works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. Framework agreements for procurement may be prepared but are negotiated by the line manager. Product availability is safeguarded by sourcing from various suppliers; however, continuous compliance with high quality requirements remains a priority. The Buyer therefore closely monitors supplier performance and processes procurement data into management reports. The Buyer supports the project leader/project manager with the procurement of various product groups (materials, equipment, services and subcontracting), all tailored to the needs, under optimal procurement conditions and within the framework of the strategic procurement policy and existing framework agreements.	
Organisation Direct line manager: non-technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Supplier and product range review Through a proactive review of the national and international market and by identifying and interpreting developments, opportunities, risks and threats, substantiated input has been provided for: - adjusting and tightening agreements and conditions with suppliers; - using alternative suppliers; - adjusting the range.	- degree of insight into suppliers and competitors; - availability of an information network.
2. Preparation for concluding contracts The line manager is optimally supported in concluding procurement contracts with existing and new suppliers under optimal procurement conditions (availability, quality, reliability, price, legal framework, risks etc.) through market orientation, requesting and assessing quotations, substantiating the selection, conducting negotiations and reviewing contracts.	- financial contribution: savings on procurement, price competitiveness, contribution to promotions; - procurement conditions: assured quality, delivery reliability; - timely identification of risks and legal contractual consequences; - supplier diversification: reduced dependency, risk control.
3. Contract compliance The relationship with suppliers is managed in such a way that operational performance is safeguarded and issues concerning delivery reliability, quality etc. are identified and resolved in a timely and effective manner.	- supplier performance (% SLA compliance); - timely identification of actual and potential disruptions; - effective handling of issues, timely escalation to the line manager.
4. Reporting and information processing The up-to-date status of relevant supplier information is safeguarded in the systems. Supplier procurement performance has been reported and accounted for, providing insight into the causes of deviations from agreements and identifying and substantiating relevant developments and trends.	- up-to-date supplier data; - availability, accuracy and completeness of reports; - insight into causes of deviations and developments.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 9	

S.05 Buyer – Job requirements and competency profile

Job family: Staff/management

Buyer
Knowledge and experience - higher professional education or equivalent ability; - knowledge of and experience with purchasing processes; - extensive market knowledge and the associated purchasing conditions and developments; - knowledge of contract and liability law; - knowledge of occupational health and safety instructions and regulations; - knowledge of privacy laws and regulations.
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Integrity Upholding social and ethical standards in the work. Inspiring trust in one's own professionalism and integrity. - takes responsibility for own actions. - is regarded as acting with integrity, both internally and externally; - indicates when expectations conflict with personal and/or professional or organisational standards.
Judgement Weighing up possible courses of action – and the information about them – against relevant criteria. Based on that, reaching realistic assessments and choices. - identifies the consequences of different alternatives; - indicates which alternative offers the best outcome for the organisation while minimising any risks; - expresses a clear, well-reasoned preference after thorough analysis.
Powers of persuasion Presenting ideas, positions and plans convincingly enough that others, even after initial hesitation, agree with them. - presents logical and relevant arguments at the right moment (including in negotiations); - is clear and decisive in their assessments; - expresses their views with force and impact.
Cooperation Making an active contribution to the work aimed at common goals, even when there is no direct personal interest. Promoting communication between people for that purpose. - takes account of the consequences of actions, initiatives and decisions for others; - responds actively and constructively to others' ideas and actions; - establishes effective working relationships, both internally and externally.
Monitoring progress Effectively checking the progress of own work and that of others, within the available time and resources. Actively setting and applying related procedures and anticipating future developments. - monitors a process or project and designs verifiable work procedures for this purpose; - checks their own work and/or the work of others; - proactively seeks input or reports from others.

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

S.06 Business Unit Manager – Job Profile

Job family: Staff/management

BUSINESS UNIT MANAGER	
Context The Business Unit Manager works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Business Unit Manager directs all activities within the relevant business unit and is part of the management team, participating in planning and coordinating ongoing business with commercial, logistics and financial stakeholders. The role also focuses on optimisation.	
Organisation Direct line manager: non-technical line manager Manages: 40–70 employees in the business unit	
RESULT AREAS	**RESULT INDICATORS**
1. Strategy and BU planning Input is provided for the strategy based on insight into relevant internal and external developments. A BU plan has been developed based on the strategy, including results, budget, staffing, resources and optimisation.	- aligned with developments and organisational objectives. - input forms the basis for consultation and decision-making; - BU plan aligns with objectives and frameworks.
2. BU management The various processes within the BU are effectively managed and adjusted so that intended results regarding productivity, service, quality and budget are actually achieved.	- achievement of BU process KPIs; - effective adjustment in case of actual or potential deviations.
3. Relationship management For key accounts and acquisition processes, the organisation's full-service capacity has been optimally promoted. Actual and impending disruptions in commercial cooperation with existing and potential customers and partners are effectively handled.	- effective contribution to acquisition processes; - degree of expanded services for key accounts; - degree to which existing and potential relationship issues are resolved.
4. Personnel management Employee performance, development, engagement and motivation are effectively managed, possibly through operational or functional line managers within the BU.	- actual employee contribution relative to agreements; - actual use/development of skills relative to agreements; - experience/engagement of individual employees; - compliance with core values and BU culture.
5. Preconditions The BU has the preconditions (processes, procedures, resources, systems, staffing etc.) needed for effective and efficient operations within the BU and to contribute to organisational goals.	- nature/extent of process disruptions, inefficiency etc. due to missing preconditions; - timely adjustment or escalation of existing or impending issues.
6. Optimisation Project-based and other optimisation projects (substantive and organisational) aligned with the BU plan and intended changes are designed and effectively managed with the involvement of internal and external stakeholders.	- project and other plans form the basis for consultation and decision-making; - achievement of plans compared with the objective, intended result, schedule, budget, etc.
7. Reporting and accountability BU results are reported internally, providing insight into the causes of deviations from plans, objectives, KPIs and budget.	- availability of reports; - insight into results and causes of deviations; - basis for operational adjustments.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 11	

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

Job family: Staff/management

BUSINESS UNIT MANAGER
Knowledge and experience - university education or equivalent ability; - knowledge of and insight into the interrelationship and interdependence of their own field with other fields/disciplines; - knowledge of their own field for planning and policy development; - experience in managing a large group of employees working in various processes; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Management Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal. - organises effective cooperation within the department; - gives clear and constructive feedback at the right moment; - aligns individual results so that shared objectives are achieved.
Entrepreneurship Identifying business opportunities, influencing these proactively, and being willing to take responsible risks. - translates developments in the environment (market, competitors etc.) into new opportunities for the organisation; - considers both costs and benefits and monitors budgets and work processes; - combines strategic insight and a helicopter view with strong action orientation.
Environmental awareness Showing good awareness of developments and other environmental factors. Recognising internal relationships within an organisation and using this knowledge effectively. - stays informed about important developments in their field; - translates developments into application within the organisation; - looks beyond the boundaries of their own department(s).
Powers of persuasion Presenting ideas, positions and plans convincingly enough that others, even after initial hesitation, agree with them. - deals effectively with resistance and objections and approaches them positively where possible; - demonstrates a high level of knowledge and preparation; - expresses their views with force and impact.
Result orientation Directing actions and decisions towards the actual achievement of the intended results. - prepares thoroughly for expected outputs; - makes a visible effort to achieve the objectives set. - maximises results and makes optimal use of opportunities.

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

S.07 Team Leader II – Job profile

Job family: Staff/management

TEAM LEADER II	
Context The Team Leader II works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The organisation distinguishes three 'management layers'. Direction is organised from the executive board (strategic level), and management is responsible for the tactical level. Team leadership delivers the operational execution of homogeneous/clearly defined processes. The Team Leader II focuses on coordinating and directing operational processes and achieving operational results with the involvement and engagement of employees. The work is linked to adjacent subprocesses and affects primary services (including interaction with external parties). The likelihood of disruption requires rapid action and response because of the impact on other subprocesses and/or external services. Solutions are generally known, standardised or manageable with some flexibility. There are three levels of team leader. The differences between Team Leader I, II and III are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages approx. 5–10 project employees	
RESULT AREAS	**RESULT INDICATORS**
1. Input for planning Input is provided for departmental planning based on insight into developments and the performance of the team.	- input forms the basis for consultation and decision-making; - support and acceptance for the team plan.
2. Operational results Operational processes within the team are effectively managed and adjusted so that intended results for productivity, service, quality and budget are actually achieved.	- achievement of operational KPIs for the process; - effective adjustment in case of actual or potential deviations.
3. Operational preconditions Operational preconditions (processes, procedures, resources, systems, instructions, staffing etc.) required for uninterrupted progress and effective operational execution are available, including for specifically assigned and clearly defined areas of focus.	- minimising the nature and extent of process disruptions by optimising operational preconditions.
4. Improvement and optimisation Based on insight into developments and structural disruptions, there is substantive and organisational contribution to developing and implementing improvements in the operational process/subprocess, including for specifically assigned areas of focus.	- input forms the basis for consultation and decision-making; - substantive contributions to the development of improvements aligned with the issue or question; - effective implementation in the operational process.
5. Management Internal and external employees are effectively directed and guided, so that their contributions, development, engagement and motivation are optimally used.	- actual contributions and development of employees relative to agreements; - employee motivation and engagement.
6. Reporting and accountability The operational results of the team are reported internally, providing insight into the causes of deviations from KPIs, standards and budget.	- availability of reports; - insight into results and causes of deviations.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 8	

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

Job family: Staff/management

TEAM LEADER II
Knowledge and experience - higher professional education or equivalent ability; - knowledge of the operational process and insight into factors influencing the effectiveness of the operational process; - experience with operational leadership; - several years of relevant work experience in a similar role; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Communication Communicating ideas and information in clear, specific language so that the essence is conveyed and understood by others. - uses language that matches the target group and adapts appropriately; - responds constructively to what is said or asked; - checks that received and provided information is correct and understood.
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - puts the customer's interest first while also remaining efficient and goal-oriented; - comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions; - checks whether expectations, wishes or needs have been met, opens the possibility for correction or asks for suggestions for improvement.
Management Providing direction and guidance to employees. Stimulating, establishing and maintaining cooperation to achieve a desired goal. - aligns individual results so that shared objectives are achieved; - uses available resources (money, time, people) effectively and efficiently; - oversees project flows and objectives and defines derived objectives for the team.
Planning and organising Effectively determining goals and priorities and deploying required actions, time and resources to achieve those goals. - creates the preconditions to function effectively and efficiently; - sets clear objectives for tasks of others and states what is expected in terms of the result to be achieved; - meets agreed deadlines, delivery times and responds to questions in good time.
Result orientation Directing actions and decisions towards the actual achievement of the intended results. - arrives at a proposal or idea for a solution based on the information and data collected; - prepares thoroughly for expected outputs; - sees opportunities and challenges rather than problems.

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

S.07 Team Leader - Level-Distinguishing Characteristics

Job family: Staff/management

REFERENCE	-	TEAM LEADER I	TEAM LEADER II	TEAM LEADER III	+
Complexity of area of focus / process	No reference job available	Process characterised by: - a clearly defined area of focus/process with delineated activities; - regular, stable processes; - the effect of disruptions is noticeable fairly quickly and can be resolved using known solutions; - coordinates on decisions with the line manager, where necessary.	Process characterised by: - a clearly defined (homogeneous) area of focus/process; - interrelationship with adjacent subprocesses and the impact on primary services (including in interaction with external parties) creates a dynamic environment with a risk of disruptions - the likelihood of disruption requires rapid action and response because of the impact on other subprocesses and/or external services; - solutions are generally known, standardised or manageable with some flexibility.	Process characterised by: - multiple (heterogeneous) areas of focus; - strong interrelationship with other subprocesses in the organisation and impact on direct external services; - risk of disruptions with greater impact, requiring constant anticipation of changing conditions and situations; - choice of solutions requires interpreting circumstances and weighing up the specific situation, often with conflicting interests; - makes decisions largely independently and proposes independent solutions.	No reference job available
Degree of autonomy		- follows established plans, objectives and policy, with preconditions (people, resources, materials) largely given.	- provides input for plans, considering the impact on preconditions.	- contributes to and develops/co-develops plans and policy, substantiating their impact on preconditions.	
SALARY GROUP		**7**	**8**	**9**	
Indicative professional and intellectual ability level*		- senior secondary vocational education/higher professional education	- higher professional education	- higher professional education	

** part of the competency profile; does not affect the job level*

V.01 Graphic Assistant I – Job profile

Job family: Graphic and technical design

GRAPHIC ASSISTANT I	
Context The Graphic Assistant I works in stand design, stand construction, interior construction, rental and events organisations and their suppliers, where graphic design is not fully or partially outsourced. The Graphic Assistant I focuses on the quality of supplied graphic files (checking, editing and arranging printing) and provides support with graphic design, ensuring that everything is fully documented. There are two levels of graphic assistant. The differences between Graphic Assistant I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. File checks After delivery, the graphic files required for the project are checked for file type and layout and corrected where necessary (layout, size, resolution etc.) so that they meet the quality requirements for further processing.	- quality of graphic files; - number of corrections.
2. Design and related support On request, support is provided with graphic design. Based on knowledge of materials, systems and/or equipment, the required materials for the project are designed within the set format, appropriate to the material and intended appearance.	- quality of the graphic files; - quality of material and other specifications; - timely availability of graphic materials.
3. Documentation Files delivered for/by various customers and used for production are stored and retrievable.	- availability of files; - retrievability of files; - correct file format.
DEMANDING WORKING CONDITIONS	
- nuisance from printing odour and noise.	
SALARY GROUP 5	

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

Job family: Graphic and technical design

GRAPHIC ASSISTANT I
Knowledge and experience - vocational education at senior secondary level or equivalent ability (graphic discipline); - experience with Adobe Photoshop, Adobe Illustrator and similar programs; - knowledge of and experience with design; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Adaptability Easily adjusting to changing circumstances (environment, methods or people). - switches easily to another style or approach to achieve an objective; - anticipates the required contribution and provides customised support; - is open to alternative ways of working if these may increase customer satisfaction.
Reliability Honouring agreements made and accepting the consequences. If failing to comply, bearing the consequences themselves and removing any disadvantages for others as far as possible. - acts in accordance with assignments and instructions. - knows what needs to be done and how it must be done; - handles tools and materials with care.
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - shows interest in issues raised by external and internal customers; - avoids unsubstantiated statements such as 'no, that's not possible' or 'it's busy'; - explores how to support customers properly and effectively.
Attention to detail Showing attention to detail and handling detail-rich information effectively for extended periods. - carries out routine work with sufficient attention and care; - is precise in execution regarding dimensions, workflow, work method, following instructions, etc.; - interprets, checks details and is alert to discrepancies.
Stress tolerance Continuing to perform effectively under time pressure, setbacks, disappointment or opposition, responding calmly and in the interest of the work. - can manage deadlines and prioritises work so that they are met; - continues to function well under rapidly changing or demanding circumstances; - remains effective despite the dynamics of the work, multiple contacts and diverse points of contact.

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

V.01 Graphic Assistant – Level-Distinguishing Characteristics

Job family: Graphic and technical design

REFERENCE	-	GRAPHIC ASSISTANT I	GRAPHIC ASSISTANT II	+
File checks/printing	No reference job available	- checking and correcting supplied graphic documents; - printing graphic documents or arranging to have this done.	- in addition: . directing/coordinating the required graphic documentation for the project; . ensuring timely delivery of graphic documentation within the project schedule.	See the reference job and the LDC schedule for designer.
Design and related support		- supporting graphic design on request, based on knowledge of materials, systems and/or equipment, under the responsibility of an internal/external graphic designer.	- independently producing graphic design (colour palette, typography, supporting visuals) for required graphic documentation based on the given design.	
SALARY GROUP		**5**	**6**	
Indicative professional and intellectual ability level*		- senior secondary vocational education	- senior secondary vocational education	

** part of the competency profile; does not affect the job level*

V.02 Designer I – Job profile

Job family: Graphic and technical design

DESIGNER I	
Context The Designer I works in stand design, stand construction, interior construction, rental and event organisations and their suppliers. The Designer I focuses on developing designs/subdesigns based on supplied specifications and/or modifying existing designs using known materials and/or systems. There are two levels of designer. The differences between Designer I and II are set out in the schedule with the Level-Distinguishing Characteristics (LDC).	
Organisation Direct line manager: non-technical line manager Manages: not applicable	
RESULT AREAS	**RESULT INDICATORS**
1. Preparation The information needed to develop/modify the design is checked for currency and completeness, and any missing detailed or other information is requested internally or externally.	- completeness of required information; - number of corrections; - effective cooperation with commerce and project management.
2. Design Supplied information (quotation, base design, data, system specifications, etc.) is elaborated into a new or updated design/subdesign, or existing designs are modified, using known materials/systems (including by technical drawings).	- aligned with the defined content of the design; - correct application of applicable standards, norms and methods; - degree of feasibility; - timely identification of deficiencies in design, data etc.
3. Information and documentation Information and drawings delivered for/by various customers and used for production are up to date, available and accessible to all involved.	- availability of information and drawings used; - retrievability of information and drawings used; - correct file formats.
DEMANDING WORKING CONDITIONS	
Not applicable	
SALARY GROUP 7	

V.02 Designer I – Job requirements and competency profile

Job family: Graphic and technical design

DESIGNER I
Knowledge and experience - vocational education at senior secondary level/higher professional education or equivalent ability (graphic discipline); - experience with Adobe Photoshop, Adobe Illustrator and similar programs; - knowledge of and experience with design; - knowledge of occupational health and safety instructions and regulations;
COMPETENCIES AND BEHAVIOURAL EXAMPLES
Adaptability Easily adjusting to changing circumstances (environment, methods or people). - switches easily to another style or approach to achieve an objective; - anticipates the required contribution and provides customised support; - is open to alternative ways of working if these may increase customer satisfaction.
Communication Communicating ideas and information in clear, specific language so that the essence is conveyed and understood by others. - listens effectively and identifies the question behind the question; - checks that received and provided information is correct and understood; - knows how to present a message and tailors the content of the presentation to the target group and expectations.
Innovative capacity Coming up with original solutions to job-related problems. Developing new ways of working. Being independent of mind and having the courage to propose new ideas. - recognises good ideas (from others) and builds on them; - identifies new applications for existing constructions; - identifies new development opportunities for existing products and translates these into specific proposals.
Customer focus Exploring the customer's wishes and needs and demonstrating thinking and acting from that perspective, taking into account the costs and benefits for the organisation. - comes up with proposals that respond to the customer's wishes and needs and delivers tailored solutions; - is able to think with the customer about their expressed and latent wishes and needs and anticipate them; - probes for the customer's wishes and needs;.
Attention to detail Showing attention to detail and handling detail-rich information effectively for extended periods. - carries out routine work with sufficient attention and care; - is precise in execution regarding dimensions, workflow, work method, following instructions, etc.; - interprets, checks details and is alert to discrepancies.

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

V.02 Designer - Level-Distinguishing Characteristics

Job family: Graphic and technical design

REFERENCE	-	DESIGNER I	DESIGNER II	+
Customer relationship and commerce	See the reference job and LDC schedule for graphic assistant	- focused on developing a design based on a quotation prepared by a colleague and the defined objectives/frameworks.	- focused on identifying customer wishes/needs and developing options accordingly, including the associated pricing, where relevant; - maintaining the customer relationship from within their own discipline.	No reference job available
Design		- developing designs/subdesigns based on supplied specifications and/or modifying existing designs; - design of materials/systems, etc. already known to the designer/organisation.	- developing new concepts/designs based on trends aligned with customer wishes, possibly using new materials/systems; - modelling designs (2D/3D) from which automated calculations are generated.	
SALARY GROUP		**7**	**8**	
Indicative professional and intellectual ability level*		- senior secondary vocational education/higher professional education	- higher professional education	

** part of the competency profile; does not affect the job level*

10.2 Working Hours Act: working and rest time

		Standard	Exhibition sector (if deviating)
Working time	per shift	12 hours	
	per week	60 hours	72 hours
	per week per 4 weeks	55 hours on average	
	per week per 16 weeks	48 hours on average	
	per week per year		45 hours on average
Rest times	daily rest	11 hours (consecutive) once a week 8 hours if necessary	11 hours (consecutive) four times per 4 weeks 8 hours if necessary
	weekly rest	36 hours (consecutive) or 72 hours per 14 days (divided into periods of at least 32 hours)	36 hours (consecutive) eight times per year replaceable with 60-hour consecutive rest period in 2 weeks
Breaks	if shift is over 5½ hours	30 minutes (optionally 2 x 15) *or* 15 minutes if there is a collective scheme	
	if shift is over 10 hours	45 minutes (optionally 3 x 15)	
Sunday rest	Sunday work	no work on Sundays unless: - suitable to type of work *and* agreed - necessary due to nature of work or operating conditions - agreed with works council or employee representative in its absence - individual consent	
	Sundays off	13 (per 52 weeks) *or* if there is a collective scheme, only with consent, fewer than 13 Sundays off per year	
Night work *Night shift work = over 1 hour of work conducted between 00:00 and 06:00*	working time per shift	10 hours 12 hours, if: - 12 hours' rest after shift - five times per 2 weeks - maximum of 22 times per 52 weeks	
	working time per week	40 hours (per 16 weeks) if over sixteen times per 16 weeks on night duty	

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