

› MY INCOME

My Income

What will you find in this chapter?

In this chapter of the TNO Terms and Conditions of Employment we deal with your salary and the other forms of income to which you are entitled at TNO: holiday pay, thirteenth month and flexbudget. We also consider the job bonus and employment market bonus that you may have claim to in specific cases.

The authority to set the level of your salary or award a supplement is prescribed in the [Mandate regulation of TNO](#).

We indicate how the job appraisal system of TNO works and which rights and obligations you and TNO have. Finally, you will find an explanation of the system of Flexible Terms and Conditions of Employment, whereby you can use different income sources for extra leave, pension or bicycle purchase, for example.

Index

- **Salary**
- **Holiday pay**
- **Thirteenth month**
- **Flexbudget**
- **Job bonus**
- **Employment market bonus**
- **Bonuses**
- **Pensionable income**
- **Flexible Terms and Conditions of Employment**
- **Salary scales**
- **Job appraisal system 'FW-18'**

Salary

Version 5.1 / 14 July 2023

What is it?

Monthly salary is the gross monthly salary that applies to you, taking into account the part-time factor and the period that you are employed in that particular month. Supplements are not included.

Annual salary is all gross monthly salaries including (fixed) salary supplements in the relevant calendar year.

Gross

Without deduction of statutory premiums and taxes. To the extent that the aforementioned conditions of employment constitute taxable wages, the premiums and taxes owed by you will be withheld and paid. TNO may choose to make maximum use of the applicable statutory exemptions.

Net

After deduction of statutory premiums and taxes.

Level of monthly salary

The level of your monthly salary depends on the job group into which your job is classified, your level of development, experience and growth potential and how you perform your job (see section on [Job appraisal system 'FW-18'](#)).

When joining, leaving during the month or changing working hours, you receive a proportional monthly salary.

Payment

Your monthly salary will be paid monthly at the end of the month. At the end of each year, the dates on which TNO pays the monthly salary in the new year, are announced.

Salary scales and job weighting

The weighting of your job puts it into a job group (see section on [Job appraisal system 'FW-18'](#)). All jobs, with the exception of management, are covered by the Job appraisal system FW-18, comprising 18 job levels for each of which there is a salary scale. Legal stipulations may necessitate a change to the salary scales.

Management is covered by a separate job appraisal and classification system.

'Management' means the following jobs:

- Managing Director Unit
- Director Market/Operations/Science
- Corporate Science Director
- Research Manager
- Managing Director Services Organisation
- Jobs within Services Organisation appointed by the Executive Board

These jobs are weighted and classified on the basis of the Hay method (scale M to H). There may be statutory restrictions applicable to the level of the annual salary.

Salary increase

General Salary Measure (ASM)

This concerns a General Salary Measure (ASM) as a result of negotiations with the OR on the Terms and Conditions of Employment. The ASM may result in a collective salary increase in which all individual monthly salaries as well as the salary scales are increased.

The collective salary increases take effect (annually) on 1 January for all employees, unless otherwise agreed with the OR.

Individual salary increase

The possibly individual increase applies from 1 January to employees who were employed before 1 October of the previous year.

Your Relative Salary Position (RSP) on the salary scale determines your possible individual salary increase. The RSP is the percentage of your actual monthly salary (based on full-time employment) compared to the maximum monthly salary of the salary scale (after application of the ASM on 1 January) that applies to you. The RSP is rounded off to one decimal place. Example: an RSP of 80.1% falls in the ≤85% column.

You can reach up to 93% of the scale's maximum. Growth above 93% is only possible on the basis of the discretionary power of the Executive Board.

The corresponding increase percentages can be found in the salary growth table ('Increase based on RSP (%)'). These percentages can only be deviated from in a way that is positive for you.

Your monthly salary cannot exceed the maximum of the salary scale that applies to you due to a salary increase (on 1 January).

Salary growth table

RSP	≤ 65,0	≤ 70,0	≤ 75,0	≤ 80,0	≤ 85,0	≤ 90,0	≤ 93,0	< 100,0	≥ 100%
Increase based on RSP (%)	5,5%	4,5%	3,5%	3,0%	2,0%	1,0%	0,25%	0%(discr)	0%
Multiplier	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0	1,0
FW increase (%)	8,0%	8,0%	7,0%	6,0%	5,0%	3,0%	3,0%	0%	0%

Salary increase after ASM and RSP

The calculation of the salary increase shall be as follows: ASM shall first be applied to the monthly salary (based on full-time employment) and salary scales, after which the RSP increase shall be granted. After salary increase is calculated, the final monthly salary is rounded off arithmetically in whole euros. Part-timers receive the amount of the final monthly salary pro rata (based on part-time percentage), not rounded off.

Adjustment of the multiplier

The multiplier in the salary growth table can be adjusted in exceptional situations in consultation with the Works Council (OR).

The multiplier (1.0 in a normal situation) can be modified if:

- the external benchmark on the position of employees who can still grow within the scale makes it necessary to adjust the RSP increase in order to maintain or restore market conformity (faster or slower through the scale);
- The financial situation of TNO is such that not only the ASM but also the RSP increase will be adjusted to bring the wage increase in line with the financial strength of TNO. In this situation, the multiplier cannot be less than 0.

If the Executive Board deems it necessary to adjust the multiplier upwards or downwards, the Executive Board will submit a substantiated proposal in the employment terms and conditions consultation with the Works Council (OR). The Covenant between the OR and the Executive Board contains further (procedural) agreements on this subject.

Salary scale transition

Monthly salary in the event of salary scale increase

In the event of a salary increase within one's own job, the new monthly salary shall take effect on the next 1 May or 1 November.

Monthly salary in the event of a change of job into higher salary scale

A transition to a higher job and the corresponding (higher) salary scale means a salary increase. The revised monthly salary shall take effect on the date of the appointment.

Salary increase (in the event of salary scale increase / a change of job)

The salary increase depends on the RSP position in the new scale (i.e. the old scale salary before the transfer divided by the maximum monthly salary of the new scale) in accordance with the [salary growth table](#) above (FW-increase (%)).

This salary increase shall be independent of any salary increase awarded on 1 January of each year if there is room for it in the scale.

Incidentally, in the event of salary scale transition, a percentage will always be granted until at least the minimum amount on the scale applicable at that time has been reached.

Monthly salary in the event of a change of job into same salary scale

The monthly salary does not change during the transition to another job in the same salary scale.

Monthly salary on reduction of scale

See relevant regulation for the consequences of a transfer to a lower job level:

- Step-back policy¹
- Organisational changes²
- Incapacity for work³

Details

The monthly salary is a source in FlexDirect.⁴

¹ See chapter *My Employability-My Work*, section *Step back policy*

² See chapter *My Employability-My Work*, section *Regulations and provisions in organisational changes*

³ See chapter *My Health*, section *Incapacity for work-What are the financial consequences of incapacity for work?*

⁴ Everything about this can be found in this chapter in section *Flexible Terms and Conditions of Employment*.

Holiday pay

Version 2.0 / 1 July 2021

What is it?

Holiday pay is a statutory gross supplement on your monthly salary. The supplement is accrued monthly during the period 1 June to 31 May and paid out in May (for the preceding period) (except in the event of early termination of employment). The holiday pay accrued over some fixed wage components is paid out monthly as part of those wage components.

Level

The holiday pay is 8% of your gross monthly salary plus any (fixed) salary supplements, taking account of the effects of participation in Flexible Terms and Conditions of Employment in that month. For employees aged 21 or older, a minimum amount applies that is determined on the basis of the Minimum Wage and Minimum Holiday Allowance Act. When joining, leaving or changing working hours, you receive proportional holiday pay. This also applies in the case of special leave without retention of salary.⁵

Details

The holiday pay is part of your pensionable income.
The holiday pay is a source in FlexDirect.⁶

⁵ See chapter *My Time*, section *Special leave without pay (unpaid leave)*

⁶ Everything about this can be found in this chapter in section *Flexible Terms and Conditions of Employment*.

Thirteenth month

Version 2.0 / 1 July 2021

What is it?

Thirteenth month is a gross amount that you receive in addition to your monthly salary during your employment contract with TNO. The amount is accrued monthly during the period 1 January to 31 December and paid out in December (for the preceding period) (except in the event of early termination of employment).

Level

The thirteenth month is 8.33% of your gross monthly salary plus any (fixed) salary supplements, supplemented by holiday pay and taking account of the effects of participation in Flexible Terms and Conditions of Employment in that month. The holiday pay of 8% on the thirteenth month is included in the amount.

When joining, leaving or changing working hours, you receive a proportional thirteenth month. This also applies where you have used special leave without retention of salary.⁷

Payment

You receive the amount at the same time as your salary in the month of December. You can also opt to have this supplement paid out monthly.⁸

Details

The thirteenth month forms part of your pensionable income.
The thirteenth month is a source in FlexDirect.*

⁷ See chapter *My Time*, section *Special leave without pay (unpaid leave)*

⁸ / *Everything about this can be found in this chapter in the section on *Flexible Terms and Conditions of Employment*

Flexbudget

Version 2.0 / 1 July 2021

What is it?

The flexbudget is a gross amount that you receive in addition to your monthly salary during your employment contract with TNO. The amount is accrued monthly during the period 1 January to 31 December and paid out in December (for the preceding period) (except in the event of early termination of employment).

Level

The flexbudget is 5.58% of your gross monthly salary, plus any (fixed) salary supplements, supplemented by holiday pay and the thirteenth month and nominally EUR 15 gross per month. The holiday pay of 8% on the flexbudget is included in the amount. When joining, leaving or changing working hours, you receive a proportional flexbudget. This also applies where you have used special leave without retention of salary.⁹

Details

The flexbudget does not form part of your pensionable income. The flexbudget does count towards the calculation of any redundancy payment.

The flexbudget is a source in FlexDirect.¹⁰

⁹ See chapter *My Time*, section *Special leave without pay (unpaid leave)*

¹⁰ Everything about this can be found in this chapter in the section on *Flexible Terms and Conditions of Employment*

Job bonus

Version 2.1 / 14 July 2023

What is it?

A job bonus is a gross bonus on your monthly salary if special requirements are imposed on your (temporary) job or there are temporary additional or other heavier tasks are performed. You receive the bonus at the same time as your monthly salary.

Level

Your Managing Director sets the level and the start and end dates of the job bonus per situation. The bonus may never cause your monthly salary to exceed the maximum monthly salary of the next higher salary scale.

Termination

The job bonus ends on the stipulated end date or if the reasons for awarding it cease to apply, if you are transferred to a different job or if you are awarded an employment market supplement.

Details

The job bonus is part of your pensionable income and counts towards the calculation of your holiday pay, your thirteenth month and your flexbudget. The general salary measure applies to the job bonus.

Transition arrangement upon the loss or reduction of the job bonus

You are eligible for a transition arrangement if:

- you have received the bonus for two or more years and
- the reduction of the bonus is at least 5% of your monthly salary.

The transition arrangement applies for a quarter of the period over which you received the bonus up to a maximum of 36 months.

The transition arrangement is calculated as follows:

Current month	100%
1/3 of the transition period (max. 12 months)	75%
1/3 of the transition period (max. 12 months)	50%
1/3 of the transition period (max. 12 months)	25%

The transition arrangement is calculated on the basis of the average monthly amount of the job bonus you received in the previous twelve months.

Upon an increment in your monthly salary we reduce the amount that you receive on the basis of the transition arrangement pro rata.

If you are eligible for the transition arrangement for this bonus, the amount will be adjusted to the general salary measure.

Employment market bonus

Version 1.2 / 14 July 2023

What is it?

An employment market bonus is a gross supplement on your monthly salary if the situation in the employment market gives cause, for example to attract someone to a vacancy that is difficult to fill or to keep you at TNO. The employment market bonus is a one-off payment after a six- or twelve- month period.

Award

TNO awards the employment market bonus only incidentally and temporary. No rights can be derived (by other employees) from it.

Level and duration

The level of the bonus depends on the situation in the employment market and lasts for no more than twelve months.

At the end of this period we assess whether the situation in the employment market is such that the bonus – at the same level or not – is again needed. There is explicitly no automatic extension of this period.

Details

The employment market bonus does not count towards your pension accrual, flexbudget, thirteenth month, holiday pay or Flexible Terms and Conditions of Employment. The bonus will not be adjusted to the general salary measure.

Bonuses

Version 2.1 / 18 October 2022

What is it?

A bonus is a one-off financial token of appreciation that you can receive for an extraordinary performance or anniversary.

Bonus for extraordinary performance

You may receive a bonus for an extraordinary performance that you have delivered during a certain period of time and which is related to a certain activity or project. A colleague may also nominate you to your manager for a bonus.

The bonus amounts to a maximum of two gross monthly salaries and is paid with your salary. Bonuses can be awarded to both an employee and a team. Bonuses are justified and granted at the discretion of the manager. There are also forms of non- financial appreciation.¹¹

Bonus for anniversary

If you have been employed for 25 years, you receive an anniversary bonus of half a month's salary. If you have been employed for 40 years, you receive an anniversary bonus of a whole month's salary. This will net be paid with your salary.

The level of your anniversary bonus is determined by the salary on the anniversary date including any (fixed) salary supplements, holiday pay and 13th month. Changes in the salary due to FlexDirect will not be included in the calculation. Years of service means total uninterrupted years employed at TNO.

¹¹ See chapter "My Employability - My Work" – section Empower-Forms of appreciation.

Pensionable income

Version 2.0 / 1 July 2021

What is it?

Pensionable income is the gross annual salary including holiday pay and the thirteenth month in the calendar year concerned, up to the set fiscal capping limit.

Pensionable pay is the pensionable income minus the state pension offset in the calendar year in question.

The state pension offset is the part of the pensionable income on which no pension is accrued. The general salary measure applies to the state pension offset.

Compensation supplement on pension accrual

If on 1 January or during the year your income exceeds this ceiling, you receive a gross supplement of 6.68% of your pensionable income above the set fiscal capping limit if you have 100% employment. This amount includes the holiday pay and the thirteenth month.

Flexible Terms and Conditions of Employment

version 5.6 / 7 March 2024

What does this involve?

Flexible Terms and Conditions of Employment are terms of employment that you can choose each month (targets) in exchange for other terms of employment (sources). In this way, you choose a tailor-made fringe benefit package, using the FlexDirect package. The deadline for submission is stated monthly in the programme.

Participation in Flexible Terms and Conditions of Employment is not compulsory. If you do not participate, the composition of your existing package of terms and conditions of employment will remain unchanged.

Overview of the targets you can choose and the sources you can use for them.

Sources

- flexbudget
- gross monthly salary
- holiday pay
- 13th month
- hours of leave

Targets

- buying leave
- additional gross monthly salary
- increase in reimbursement of commuting costs
(From 1 January 2021, the target 'increase in reimbursement of commuting costs' will no longer take place via FlexDirect. Read [My Mobility](#) how and under what conditions you can supplement your reimbursement of commuting costs.)
- bicycle purchase
- bicycle insurance
- bicycle accessories and maintenance
- personal contribution to lease car (if you drive less than 500 km annually for private purposes)
- extra pension savings
- trade union contribution

Who qualifies?

If you are a TNO employee, you may, participate in this scheme unless:

- you are detached abroad and/or you make use of the 30% scheme;
- you are temporarily not resident in the Netherlands due to a short or long-term foreign detachment, according to TNO's expat policy (see chapter [International](#)/foreign business trips);
- you receive compensation for commuting costs due to a transfer of location according to the chapter [My Benefits](#), section Compensation for costs of moving house/Travel allowance of commuting costs;
During this period you may not make use of the target 'increase in reimbursement of commuting costs', since you already receive the maximum reimbursement. You may, however, opt for other targets;
- a third party has placed a seizure on your salary;
- you take fully unpaid leave.

Consequences of participation

The (percentile) increments of the general pay round or (interim) individual salary increments are based on the original monthly salary (i.e., not on a reduced or increased salary due to participation in Flexible Terms and Conditions of Employment).

A reduction in the monthly gross salary will, in principle, lead to a reduction in the salary-related payments, such as holiday pay and 13th month.

Please note:

The flexbudget will not be reduced when gross monthly salary is used as source.

Reducing or increasing your gross monthly salary generally implies a reduction or increase in the basis for benefit payments for the social security Insurance laws such as the Unemployment Insurance Act (WW), the Work and Income (Capacity for Work) Act (WIA) and the Sickness Benefits Act (ZW), at least if your gross monthly salary is lower than the maximum base wage for benefit payments (as at 1 January 2024: EUR 5,969.00 per month, including holiday pay and 13th month).

In principle, using sources for targets has no effect on your pension accrual (old-age pension, temporary old-age pension (TOP) and occupational disability pension) if the tax condition is fulfilled that the difference between your original pensionable income and your reduced pensionable income is no more than 30% of your original pensionable income.

Restrictions

All the choices must comply with the regulations prescribed by TNO and any statutory restrictions.

Monthly choice

You can opt for one or more random month(s) or for a series of months, but not beyond the current calendar year.

The sources are maximised each month. This means that you cannot use more each month than you have rights to monthly. If you do not use your available source(s) or do not use it/them fully, then that part of the source is taken forward to the next month. This does not apply to the gross monthly salary source: this is paid out if it is not used for a target.

A number of targets are also maximised each month. If you do not choose a target in a month or do not use it fully, then that part of the target is taken forward to the next month.

Choices cannot be made with retrospective effect.

The reference date on which the value of the sources to be used is determined is, in principle, the first day of the first month in which the choice can be processed.

If a choice is made to use a source for a specific target and the exchange term exceeds one calendar month, the calculation is based on the value of the source on the reference date.

In that case, salary changes during the exchange period will not lead to any interim adjustment in the value of the sources.

Leaving employment

As soon as employment has been terminated, payment of the chosen targets ends. It may be that certain chosen targets have not yet been fully financed from the sources designated for that purpose, which results in a residual amount. This amount will be offset against your final net monthly salary. If you indicate in good time in writing that you wish to exchange the residual amount for the payment to be exchanged with the payment from another gross source, TNO will take care of this, provided the source is sufficient to cover it. If there are designated sources that have not been paid out as targets at the time when employment is terminated, the remainder will be paid out to you with the final salary after deduction of income tax and contributions.

Explanatory notes for each source/target

Sources

Flexbudget (flexible budget)

The flexbudget is 5.58% of your fixed gross monthly salary including holiday pay and 13th month + EUR 180.00 gross nominal annually.

- Consequences:
 - It affects the basis for benefit payments of the social security Insurance laws, insofar as the monthly salary is less than the maximum base wage for benefit payments.

Gross monthly salary

Gross monthly salary in this context means the amount you receive in line with the applicable salary scale including any job bonus as stated in this chapter, section [Job bonus](#).

- Special conditions:
 - The gross monthly salary can be used up to a maximum of the statutory minimum wage (as at 1 January 2024: EUR 2,317.83 gross per month for an employee aged 21 years and older). This gross amount is what you must at least have available per month (pro rata for part-time employees).
- Consequences:
 - It affects the salary-related payments based on the TNO Terms and Conditions of Employment with the exception of the flexbudget.
 - It affects the basis for benefit payments of the social security Insurance laws insofar as the salary is less than the maximum base wage for benefit payments.

Holiday pay

The holiday pay is 8% of your gross monthly salary.

- Special conditions:
 - Holiday pay can be used up to a maximum of the statutory minimum holiday pay (as at 1 January 2024: EUR 185.43 gross per month for an employee aged 21 years and older). This gross amount is what you must at least have left per month (pro rata for part-time employees).
- Consequences:
 - It affects the basis for benefit payments of the social security Insurance laws insofar as the salary is less than the maximum base wage for benefit payments.

Thirteenth month

The 13th month is 8.33% of your gross monthly salary including holiday pay.

- Special conditions:
 - None.
- Consequences:
 - It affects the basis for benefit payments of the social security Insurance laws insofar as the salary is less than the maximum base wage for benefit payments.

Leave

- Special conditions:
 - Only the non-statutory part of the leave may be used. This is the part over and above the statutory leave of four times the number of hours you work per week.
- Consequences:
 - It affects the basis for benefit payments of the social security Insurance laws insofar as the salary is less than the maximum base wage for benefit payments.

Targets

Purchasing leave

You can use one or more sources for extra hours of leave in addition to normal leave. It is not possible to use the hours of leave source for this purpose.

- Special conditions:
 - You can buy a maximum of 168 extra hours of leave per calendar year. Including the remaining hours of leave from previous years and the hours of leave you have a right to in the relevant year, this may amount to no more than 500 hours in that calendar year. If you have more leave, you may not buy any until the balance of your leave has fallen to this amount. These amounts apply for full-time employment. For part-time employment the amounts are proportional.
 - If you are 57 years old in a specific calendar year, then for that and subsequent calendar years, you can buy extra hours of leave above the aforementioned maximum according to the table below. The aforementioned limit of 500 hours does not apply for these hours.

Age:*	Number of hours per calendar year:**
57 years and older	40

* Per 31 December of the calendar year for which hours of leave are bought

** Based on full-time employment, part time pro rata

- Details:

If at the end of a calendar year there is a balance of leave amounting to 4,000 hours or more (based on full-time employment, pro rata for part-time), income tax and employee insurance premiums will be deducted on hours in excess of 4,000 hours.

Additional gross monthly salary

You can use the holiday pay, 13th month, flexbudget, and hours of leave sources for extra gross monthly salary.

- Special conditions:
 - You may only sell the non-statutory part of the leave, which is the part over and above the statutory leave of four times the number of hours you work per week.

Increasing reimbursement of commuting costs

From 1 January 2021, the 'increase in reimbursement of commuting costs' target will no longer take place via FlexDirect. Read [My Mobility](#) how and under what conditions you can supplement your reimbursement of commuting costs.

Bicycle purchase

By using one or more sources, you can exchange the costs of a bicycle.

Bicycle is understood to mean; regular bike, electric bike (e-bike), speed pedelec, (electric) cargo bike, fatbike or scooter with pedal assistance.

- Special conditions:

The amount that is used is no more than EUR 2,000 including VAT for every five years. (The bicycle may be more expensive, but you cannot set off more than EUR 2,000 including VAT.)

 - Shipping costs are at your own expense and cannot be exchanged.
 - You pay the bill yourself and you are the owner of the bicycle.
- Details: you must add a copy of the purchase invoice in your name in FlexDirect no later than three months after the purchase date and before the end of the year in which you purchased the bicycle.

Bicycle insurance

If you have purchased a bicycle in line with the Bicycle Purchase target, you can exchange one or more sources against the bicycle insurance.

- Special conditions:
 - The bicycle insurance is for no more than five years and no longer than the duration of the bicycle arrangement;
 - You must pay the invoice yourself;
 - You must submit a copy of the invoice in your name to FlexDirect. If you do not take out the bicycle insurance for five years, but for one year at a time, you then exchange the invoice for the first year against one or more sources via FlexDirect and to exchange the invoices relating to the renewal of the insurance, please contact HR Services by telephone.

Bicycle accessories and maintenance

If you have purchased a bicycle in line with the Bicycle Purchase target, you can exchange one or more sources against bicycle accessories and maintenance.

- Special conditions:
 - Within a maximum period of five years, starting from the year of bicycle purchase, you can exchange a total of up to EUR 500 for bicycle accessories and maintenance;
 - You must submit a copy of the invoice in your name to FlexDirect.

For the sake of clarity, the exchange of the purchase and maintenance must occur during your period of employment and invoices for the bicycle purchase, insurance, bicycle accessories and maintenance must be in your name. Invoices that are not in your name will not be processed.

Personal contribution to lease car

- Special conditions:
 - Only if you drive less than 500 km annually for private purposes and have presented a 'Statement of no private use' from the Tax and Customs Administration to HR Services, can you set off your personal contribution, if applicable, against one or more sources.

Extra pension savings

As of 1 January 2024 it is no longer possible to join if you are not yet a participant in this supplementary gross pension scheme.

You can use one or more sources to save additional amounts for your old-age pension. It is not possible to use the hours of leave source for this purpose.

- Special conditions:
 - Minimum EUR 25 per month or EUR 300 one-off deposit.
 - Maximum: this amount depends on your age. The maximum amount that can be saved is shown on the pension planner on the TNO Pension Fund website (www.pensioenfondstno.nl), or can be requested from the TNO Pension Fund.

Exchange of Trade union contribution

You can use one or more sources to exchange against the trade union contribution.

- Special conditions:
 - The exchange of the paid trade union contribution is based on the proof of payment you have received from the trade union.
- Details:
 - This target is only available during the months of November and December.
 - You must add a copy of the proof of payment to the choice in FlexDirect.

Salary scales

version 6.0 / 1 January 2024

Monthly amounts as of 1 January 2024 in euros
Excl. 8% holiday pay and 8.33% 13th month

*at least min. (youth) salary:

Scale	Minimum	Maximum
1	*	2,723
2	*	2,954
3	*	3,108
4	*	3,263
5	*	3,417
6	2,534	3,789
7	2,842	4,285
8	3,317	4,889
9	3,792	5,374
10	3,226	6,131
11	4,291	7,112
12	5,539	7,953
13	6,378	8,835
14	6,675	9,660
15	7,237	11,001
16	7,826	12,154
17	8,477	13,281
18	9,163	14,579

Age	Per hour	*Per month
15	3.98	695.17
16	4.58	799.97
17	5.24	915.25
18	6.64	1,159.79
19	7.96	1,390.35
20	10.62	1,854.96
≥ 21	13.27	2,317.83

Remuneration policy top management:

Scale	Minimum	Maximum
M	6,418	9,138
L	7,240	10,319
K	8,156	11,633
J	9,411	13,441
I	10,566	15,098
H	11,988	17,146

Job appraisal system 'FW-18'

version 1.0 / 1 July 2016

I - Introduction

1. Aim

The TNO job appraisal system FW-18 aims to systematically gain a ranking of the jobs that exist within TNO.

2. Scope

A job appraisal system is an aid in determining the ranking of jobs within the organisation. Therefore, it is essential in job appraisal to appraise jobs and not officials, or the way in which an official fulfils his/her job.

3. The TNO job appraisal method

The TNO job appraisal method has two principles:

- a. The job is appraised as a whole.
- b. The appraisal is conducted by dividing the job as a whole into one of the 6 job groups and one of the 33 subgroups, resulting in one of the 18 job levels.

4. Job groups

There are 6 job and they are defined in general terms that are characteristic of all the levels in the respective job group. These general descriptions differ from each other in respect of:

- c. the characteristic and content of what the work deals with;
- d. the characteristic and content of the responsibility and independence required of the work and the limits in an organisational sense;
- e. the contractual situation in which the work happens both internally and externally;
- f. the management and/or supervision of employees;
- g. physical and mental skills and competencies as well as experience that are generally needed;
- h. the requisite level of work and intellect.

N.B. The work and intellectual level are indicated in the job group descriptions by the levels of education that best suit the problems presented by the work tasks. Having a diploma is not as such a criterion.

To illustrate the general descriptions of the job groups II to V summaries are included that indicate the difference with the previous job groups. To make a specific distinction between primary and management jobs, the job groups I to V are classified as primary TNO jobs and job group VI management jobs.

However, a precise distinction is not feasible, which means that jobs at levels in the job groups V and VI may comprise combinations of research and management aspects. In considering such jobs the overriding character in the job must be established. Supervisory and management jobs that are not aimed at jointly fulfilling the various policy areas are included in the job groups I to V.

5. Subgroups

Each job group is subdivided into a number of subgroups (total 33). The subgroup descriptions indicate within the framework of the general job group description a combination of the objects stated in point 4 with increasing job weighting.

6. Job levels

There are 33 subgroup descriptions, resulting in 18 job levels. A number of the subgroups in the different job groups have the same job level.

7. Application

In terms of application, the general level descriptions as included in the job group and subgroup descriptions are used. The following are also used in the implementation of the FW-18 system:

- i. the job information form;
- j. specific procedures for the creation of job descriptions, the appraisal of jobs and the relevant checks (see: Procedures, maintaining job appraisal and reviewing salary);
- k. information about the organisational relationship within which the job appears;
- l. horizontal and vertical comparison of surrounding jobs and job weightings.

II - System description: job groups and subgroups

JOB GROUP - I

a. General

Job group I comprises work of a service performance nature in technical, administrative, household, or laboratory fields.

The work is characterised by standalone or a combination of individual actions that are based on experience and often of a physical nature. The work is executed on the basis of detailed rules, instructions or examples. It is organised in such a clear-cut way that ongoing verification of the results of the work can take place.

At level I-3 in the job group, employees may be subject to supervision or management. The skills and competencies needed for the work are gained through training or education in the work situation or through company training on the basis of general education and some lower vocational education.

N.B. The work and intellectual level are indicated in the job group descriptions by the levels of education that best suit the problems presented by the work tasks. Having a diploma is not as such a decisive factor so jobs may be allocated to this job group whose holders have a higher level of education (e.g. completed lower vocational education).

b. Division into subgroups

Subgroup I - 1

The work is characterised by the performance of actions to directly or indirectly assist the work of others according to instruction or example or by the performance of a combination of work actions that rely on experience according to detailed instruction.

The scope for deciding one's own conduct relates only to adjusting to others in terms of actions and tempo and the prevention of accidents and damage to equipment, goods, etc.

Subgroup I - 2

The work is characterised by the skilful performance of the designated actions or prescribed combinations of actions. The skilful performance is evident in tempo and regularity, efficiency of movement, team work, attentiveness, care with respect to using documents and tools, accuracy with regard to the transfer, counting, storage of data, care with respect to animals and plants and where work in a service-giving context is concerned an appropriate approach to third parties and, for example, courtesy; or the performance of actions in accordance with I-1 whereby environmental factors and factors intrinsic to the work impede the performance of the work or make it more arduous.

Subgroup I - 3

The work is characterised by the skilful performance of actions in accordance with the description under General. A particular emphasis is lent by one of the two factors listed below:

- Environmental factors and factors intrinsic to the work that:
 - a. physically impede the skilful performance or make it more arduous;
 - b. require more than the normal amount of attentiveness (such as extra helpfulness, alertness, reaction speed);

- c. enable to a limited degree guidance, supervision or instructions suitable for all eventualities.
- The provision of supervision or management to a few employees at levels I-1 and I-2.

JOB GROUP - II

a. General

Job group II comprises work of a service performance nature in technical, administrative or laboratory fields.

The work is characterised by the performance of one or a few fixed tasks or regularly recurring separate assignments that rely largely on experience.

The work is executed on the basis of set working methods and familiar techniques (rules, norms, data, models, methods, equipment, materials, etc.). It is organised in such a clear-cut way that the regular verification of the results of the work can take place.

Within the aforementioned, the employee's own judgement, choice of action or scope to decide one's own conduct come to the fore.

At levels II-4, II-5 and II-6 in the job group, employees may be subject to supervision or management.

The skills and competencies required for the work are acquired through education in the work situation, which may or may not be coupled with extra courses and are generally conceivable only on the basis of a completed lower vocational training or general secondary education.

Environmental factors or factors intrinsic to the work that impede the work or make it more arduous to an exceptional degree may be cause for changing the job level within the job group.

N.B. The work and intellectual level are indicated in the job group descriptions by the levels of education that best suit the problems presented by the work tasks. Having a diploma is not as such a decisive factor so jobs may be allocated to this job group whose holders have a higher (e.g. secondary vocational education or higher vocational education) or lower level of education, the latter group having acquired knowledge and skills through work experience.

b. Job group II is differentiated from Job group I by:

<ul style="list-style-type: none"> • regular, more difficult tasks, some of which are complicated or varied, requiring practical approach 	<ul style="list-style-type: none"> • instead of simple, uncomplicated actions
<ul style="list-style-type: none"> • performance relies largely on experience 	<ul style="list-style-type: none"> • instead of performance relying on experience
<ul style="list-style-type: none"> • fixed working methods and known techniques 	<ul style="list-style-type: none"> • instead of detailed examples and instructions
<ul style="list-style-type: none"> • uses own substantive judgement, own choice of action or conduct 	<ul style="list-style-type: none"> • instead of rarely using own substantive judgement
<ul style="list-style-type: none"> • clear-cut organisation with regular opportunities for verification 	<ul style="list-style-type: none"> • instead of clear-cut organisation with ongoing opportunities for verification

c. Division into subgroups

Subgroup II - 3

The work is characterised by the performance of a fixed task or a couple of fixed tasks or regularly recurring separate assignments in accordance with the description under General. The work requires the employee to use some degree of personal judgement and insight regarding the content of the work to be performed.

The work is executed on the basis of clear instructions and assignments carried out under direct supervision, and it is usually clearly established when the intervention of the manager or others must be requested in regard to questions, variations, deviations, stoppages, etc.

Subgroup II - 4

The work is characterised by the performance of the tasks in accordance with the description under General, on the understanding that one or more of the factors below can make the work more arduous:

- More freedom due to less direct, less intensive or less detailed instruction, assignment, guidance or intervention by the manager, evident in for example:
 - a greater number of choices;
 - more own insight in the event of deviations, stoppages, and the like;
 - more own adaptation to changing circumstances and variations;
- More than incidental guidance of employees with work at level II-3 or the management of employees with work in Job group I.

Subgroup II - 5

The work is characterised by the independent performance of the tasks mentioned in general, on the understanding that these tasks:

- in terms of the specialist field involved, are more comprehensive or complicated in nature or;
- involve more variation in terms of subjects or circumstances than at levels II-3 and II-4; which is usually evident from several of the following factors:
 - the performance of the tasks with general, non-specific instruction, assignment, guidance or intervention by the manager (with the exception of the first introduction of new techniques, rules and the like);
 - matching one's own work to the intention behind the tasks and to the work and schedules of others;
 - the identification within the prescribed guidelines of possible solutions, choosing one's own conduct, working methods, etc.;
 - more than incidental supervision of employees with work at levels II-3 and II-4 or the management of a number of employees with work in Job group I.

Subgroup II - 6

The work is characterised by the independent performance of tasks in accordance with the description under General, on the understanding that one or more of the factors below make the work more arduous:

- the use of equipment that requires exceptionally complex actions, the application of exceptionally refined techniques or exceptional precision in the relevant specialist field;
- work whereby the acquisition of results is impeded by disruptive or masking factors or whereby clear and unequivocal observation is difficult;
- more than incidental supervision of employees with work at levels II-3, II-4 and II-5 or the management of a number of employees with work in Job group I and employees at levels II-3, II-4 and II-5.

JOB GROUP - III

a. General

Job group III comprises work of a service performance nature in technical, administrative or laboratory fields, whereby characteristically this work is not limited to concrete, visually observable, checkable matters, objects or pieces of work, instead its problems also have non- concrete, theoretical features.

This requires imagination, a feeling for relationships, an ability to see links, consequences, effects or risks and data combinations.

The work is characterised by the performance of a fixed task or a few fixed tasks or regularly recurring separate assignments.

The performance of the work is based on existing working methods and familiar techniques (rules, norms, data, models, methods, equipment, methodologies, etc.). The work is usually organised in such a clear-cut way that regular consultation concerning the work and the verification of work can take place.

At levels III-6, III-7, III-8 and III-9 employees may be subject to supervision or management. The skills and competencies required for the work are acquired through education in the work situation, which may or may not be coupled with extra courses and are generally conceivable only on the basis of a completed secondary vocational training.

Environmental factors or factors intrinsic to the work that impede the work or make it more arduous to an exceptional degree may be cause for changing the job level within the job group.

N.B. The work and intellectual level are indicated in the job group descriptions by the levels of education that best suit the problems presented by the work tasks. Having a diploma is not as such a decisive factor so jobs may be allocated to this job group whose holders have a higher (e.g. higher vocational education (B)) or lower (e.g. lower vocational education) level of education, the latter group having acquired knowledge and skills through work experience.

b. Job group III is differentiated from Job group II by:

<ul style="list-style-type: none">• less concrete, more abstract and theoretical work and pieces of work that still have an important practical component	<ul style="list-style-type: none">• instead of concrete work
---	--

c. Division into subgroups

Subgroup III - 5

The work is characterised by the description given above under 'general' (it has a less concrete set of problems, which requires a more theoretical approach and insight). The work is executed on the basis of clear instruction and assignment, and it is usually clearly established when the intervention of others must be requested regarding variations and stoppages.

Subgroup III - 6

The work is characterised by the performance of the tasks in accordance with the description under General, on the understanding that one or more of the factors below make the work more arduous:

- the more independent performance of the tasks, finding expression in less direct, intensive or detailed instruction, assignment, guidance or intervention by the manager and where it comes down to a type of conduct and approach chosen to suit persons and situations;
- more than incidental supervision of employees with work at III-5, or the management of employees with work at levels II-3, II-4 and II-5.

Subgroup III - 7

The work is characterised by the performance of tasks as described under General, on the understanding that one or more of the factors below make the work more arduous:

- in terms of the specialist area involved, larger size and/or more complicated, e.g. within prescribed guidelines, conditions or norms, determining possible solutions, codes of conduct to be applied, working methods, etc. with regard to complex structures, research studies, inspections, test set-ups and calculations;
- larger size and/or greater complexity of the organisational situation, e.g. in relation to matching one's own work to the intention behind the job and to the work or schedules of others;
- more than incidental supervision of employees with work at level III-5 and/or III-6. Managing smaller organisational units with work in Job group II.

Subgroup III - 8

The work is characterised by the performance of tasks in accordance with the description under General, on the understanding that compared to the previous subgroup the discipline- specific content and the independence and/or the management role become more arduous, which finds expression in one or more of the following factors:

- where special assignments are concerned, the identification of possible solutions, guidelines to be applied, working methods, etc.(e.g. in abnormal situations, abnormal applications, assignments of a research nature);
- the performance of the tasks based on general instruction, assignment, incidental supervision or intervention by the manager;
- more than incidental supervision of employees with work at levels III-5, III-6, III-7 and/or IV-6. Managing organisational units with work at levels II-3, II-4, II-5, II-6, III-5 and/or III- 6.

Subgroup III - 9

The work is characterised by the performance of tasks in accordance with the description under General, on the understanding that compared with III-8 this work is more arduous, which finds expression in one or more of the factors below:

- an exceptionally complex or exceptionally deep-rooted set of problems in the specialist field;
- the performance of the tasks without supervision and/or the manager's intervention;
- more than incidental supervision of employees with work at levels III-5 - III-8 possibly IV- 6 and IV-7. Managing larger organisational units with work in Job group II and at levels III-5 and III-6.

JOB GROUP - IV

a. General

Job group IV comprises work to support, substantiate and implement the practice of science, as well as preparatory policy making and policy implementation and administration in fields such as science and engineering, and social, financial, economic and commercial matters.

Characteristically, the work is performed based on theoretical principles coupled with practical insight and practical knowledge of the field. The research work is characterised furthermore by the performance, on the basis of guidelines, of experimental programmes and the design, selection, implementation and application of methods, techniques, processes and structures. The aim of the work may also be to systematically acquire assignments. Corporate work is characterised by the substantive participation in the preparation of policy, the implementation of the established policy, the selection and application of methods and techniques, advising the line organisation with regard to the implementation as well as substantive inspection of the policy to be followed.

The work often takes place in groups, research teams, project groups, lateral connections, etc., which gives rise to contact with other areas and specialist fields, and this contact must be capitalised upon with due recognition of the points of contact and coordination involved.

At levels IV-7 up to and including IV-12, employees may be subject to supervision

or management.

It is generally only conceivable that the skills and competencies required for the work, which may be achieved through secondary education and study, would be achieved through higher professional education.

Environmental factors or factors intrinsic to the work that impede the work or make it more arduous to an exceptional degree, and which form an integral part of the job, may be cause for changing the job level within the job group.

An example of this would be the regular acquisition of assignments in competition with third parties.

N.B. The work and intellectual level are indicated in the job group descriptions by the levels of education that best suit the problems presented by the work tasks. Having a diploma is not as such a decisive factor so jobs may be allocated to this job group whose holders have a higher (e.g. university) or lower (e.g. secondary vocational education) level of education, the latter group having acquired knowledge and skills through work experience.

b. Job group IV is differentiated from Job group III by:

<ul style="list-style-type: none">the setting up and execution of (or enabling others to execute) practical experimental programmes and the design, selection, implementation of methods, etc., based on theoretical principles	<ul style="list-style-type: none">instead of largely practical concrete work involving abstraction and theory
---	---

c. Division into subgroups

Subgroup IV - 6

The work is characterised not only by the preponderance of tasks at main group III level for the purposes of education/learning but also by the performance of tasks in accordance with the description under General. These tasks are performed in a situation that is still limited with regard to the breadth and depth of the set of problems. They take place under direction supervision or management.

Subgroup IV - 7

The work is characterised by the performance of tasks in accordance with the description under General, which in terms of the breadth and depth of the problems are rather limited (parts of problems, subjects and/or objects). The work is executed on the basis of clear assignments and instruction, and it is usually clearly established when the intervention of others must be requested regarding variations and stoppages. More than incidental supervision of employees with work at level III-5, III-6 and/or IV-6.

Subgroup IV - 8

The work is characterised by the performance of tasks in accordance with the description under General, on the understanding that one or more of the factors below make this work more arduous:

- variation in the set of problems, more new problems or unexpected situations;
- the independent performance of the tasks, finding expression in less direct, less intensive or less detailed instruction, assignment, supervision or intervention of the manager, as well as acting externally;
- more than incidental supervision of employees with work up to and including level IV-7. Management of work up to and including level III-7.

Subgroup IV - 9

The work is characterised by the performance of the tasks in accordance with the description under General, on the understanding that one or more of the factors below make this work more arduous compared with IV-8:

- in terms of breadth and depth, the set of problems involved in the job is more comprehensive;
- the tasks are more complicated or have an effect in a wider context;
- the performance of the tasks with general, non-specific instruction, assignment, guidance or incidental intervention by the manager (with the exception of the introduction of new techniques, rules, etc.);
- acting externally, whereby it comes down to a type of conduct or approach chosen to suit persons and situations; e.g. in relation to the systematic acquisition of assignments.
- more than incidental supervision of employees with work at level IV-6, IV-7 and IV-8. Management of groups of employees in the preceding categories (manager of unit).

Subgroup IV - 10

The work is characterised by the independent performance of the tasks in accordance with the description under General, on the understanding one or more of the factors below make the work more arduous compared with IV-9:

- a particularly complex or particularly in-depth or particularly broad set of problems in the specialist field;
- the performance of tasks without supervision or the intervention of the manager in situations in which there are contrary views or various forms of oppositions that are difficult to overcome, e.g. in contact with clients or in the systematic acquisition of assignments;
- the supervision of employees with work up to and including level IV-9 (V-10). Management of larger groups of employees in the preceding job groups.

Subgroup IV - 11

The work is characterised by the independent performance of the tasks in accordance with the description under General, on the understanding one or more of the factors below make this work more arduous compared with IV-10:

- a particularly in-depth specialism, whereby a scientific level is reached in a limited sub- area of a scientific discipline, including the responsibility for an integral part of a scientific research programme, evident from publications, pieces of work, research reports, etc. This usually involves limited possibilities for verification or the limited applicability of existing methodologies with regard to newly developing fields of work;
- a particularly in-depth specialism in an essential part of a policy area (including the development of instruments and procedures necessary for the implementation) or in the field of the business processes of external target groups or
- the responsibility for the substantive and process-related supervision of the implementation of complex policy instruments that form an integral part of a policy area;
- more than incidental supervision of employees at level IV-9, IV-10 and/or V-10. Management of groups of employees with work up to and including level IV-9.

Subgroup IV - 12

The work is characterised by the independent performance of the tasks in accordance with the description under General, on the understanding that compared with IV-11 the work is made more arduous in some respect that finds expression in:

- a particularly in-depth specialism whereby a scientific level is reached in a sub-area or a limited number of sub-areas, which finds confirmation in the form of national and/or international recognition, evident from pieces of work, publications, research

- reports, the level of assignments and the like.;
- a particularly in-depth specialism in several essential parts of a policy area or in the field of the business processes of external target groups, including the instruments and procedures necessary for the implementation, evident from policy memoranda, pieces of work, reports, the level of assignments, and the like.;
- more than incidental supervision of employees at level IV-9, IV-10, V-10 and V-11. Management of groups of employees with work up to and including level IV-10.

JOB GROUP - V

a. General

Job group V comprises work in the field of the practice of science (fundamental, exploratory, applied and developmental research), as well as in the field of preparatory policy making, policy implementation and policy review in fields such as science and engineering and social, financial, economic and commercial matters.

The work is characterised by the development and testing of scientific theories to arrive at laws or patterns and/or the development and testing of methods, techniques, etc. to enable their application or the development and elaboration of policy ideas and the development of policy lines across a broad field and for the long term with the aid of scientific research methods.

The work concerns the execution of the scientific process; a combination of the following work activities should be involved:

- defining problems/hypotheses;
- performing literature and other studies;
- setting up experimental programmes;
- interpreting data and their testing against scientific standards;
- presenting research results in the form of advice, research reports and other reporting, scientific publications, policy memoranda and lectures.

At levels V-10 up to and including V-16, employees may be subject to supervision or management.

It is generally only conceivable that the skills and competencies required for the work, which may usually be achieved through advanced education and study, would be achieved through a completed university education.

Environmental factors or factors intrinsic to the work that impede the work or make it more arduous to an exceptional degree, and which form an integral part of the job, may be cause for changing the job level within the job group.

An example of this would be the regular acquisition of assignments in competition with third parties.

N.B. The work and intellectual level are indicated in the job group descriptions by the levels of education that best suit the problems presented by the work tasks. Having a diploma is not as such a decisive factor so jobs may be allocated to this job group whose holders have a lower education (e.g. university of applied sciences degree), having acquired knowledge and skills through work experience.

b. Job group V is differentiated from Job group IV by:

<ul style="list-style-type: none"> • the development and testing of scientific theories by means of fundamental, exploratory, applied and developmental research resulting in new scientific findings or new methods 	<ul style="list-style-type: none"> • instead of the setting up and execution of (or enabling others to execute) experimental programmes and the design, selection, implementation of methods etc. to support and substantiate scientific research; based on theoretical principles.
---	--

- | | |
|---|--|
| <ul style="list-style-type: none"> the development and elaboration of policy ideas and policy lines across a broad field and for the long term with the aid of scientific research methods | |
|---|--|

c. Division into subgroups

Subgroup V - 10

The work is characterised by the performance of tasks in accordance with the description under General. For the purposes of education/learning, these tasks may be supplemented by a number of tasks at job group IV level.

The work concerns part of a larger research study or independent research involving a limited set of problems.

The work takes place under direct supervision or management. Employees with work up to and including level IV-9 may be subject to supervision or management.

Subgroup V - 11

The work is characterised by the performance of tasks in accordance with the description under General, on the understanding that the work is more arduous compared to V-10, which finds expression in one or more of the factors below:

- the independent performance of research with the aid of scientific methods and regarding an integral part of a larger research study or preparatory policy-making project;
- the execution of the work, which usually takes place within collaborative alliances within or outside TNO (e.g. in committees, work groups, project groups) under the supervision or management of, or verified by, the person responsible for the project or research (area)concerned;
- possibly more than incidental supervision of employees with work at levels V-10, IV-11, IV-12 or the management of employees with work up to and including level IV-10.

Subgroup V - 12

The work is characterised by the independent performance of the tasks mentioned in general, on the understanding that the work is more arduous compared to V-11, such that there is a broad or in-depth field of work requiring investigation This concerns both the practice of science and the preparatory policy making, policy implementation and policy review. This is confirmed in research reports, policy memoranda and publications.

The work aims to achieve given objectives in a specific area of policy making or science with due regard for conditions, circumstances, developments and relationships of a financial, technical, social nature, the findings of scientific research, etc. This finds expression in one or more of the following situations:

- the independent performance of scientific research;
- the scientific management/coordination of internal research projects;
- as the representative of one's own discipline, participation in research and preparatory policy-making projects in which several departments, institutions, institutes and disciplines are involved, within or outside TNO;
- possibly more than incidental supervision of employees with work at levels IV-11, IV-12, V-10, V-11, management of a limited number of employees with work at levels IV-7, IV-8, IV-9, IV-10 and IV-11.

Subgroup V - 13

In terms of situation and content, the work is the same as that described in V-12 but is more overcharacterised by one or more of the following factors:

- the application of specialist expertise and intensification within the discipline, recognized within professional circles (including clients) and evident from pieces of work, research reports, publications, lectures, etc. and evident from involvement in internal and external projects including research projects;

- the scientific management or coordination of internal and external research projects whereby a role is fulfilled that determines the direction taken by the research;
- participation in internal and external projects including research projects in which several departments, institutions, institutes and disciplines are involved, whereby a role is fulfilled that determines the direction taken by the research and the person's own specialist field has an impact in a wider context;
- the supervision or management of employees with work up to and including level V-12.

Subgroup V - 14

The work is more arduous compared to V-13 in one or more of the following ways:

- the independent practice of science as a profession building on the latest scientific findings whereby the person acts as a 'conscience' in a field of science or policy.
All this is confirmed in the scientific and/or civic significance that is accorded to this work in professional circles (including clients) both within and outside TNO, nationally and possibly internationally, evident from pieces of work, research reports, publications and assignments;
- the substantive coordination of extensive and complicated internal and external projects in which several departments, institutions, institutes and disciplines participate.
In this context, standpoints, including TNO's, are disseminated and policy, interests or research results are defended;
- the provision of advice based on scientific research concerning research for the long term and other policy objectives and as such acting as a 'conscience' in a field of science or policy;
- the supervision or management of employees with work up to and including level V-13.

Subgroup V - 15

The work is more arduous compared to V-14.

This level requires that the official is among the leaders in his or her specialist field, nationally and/or internationally, and as such provides direction to scientific thinking in this specialist field. In addition, within the TNO Organisation, he or she is the highest representative of the research field concerned. From this position, he or she plays a determining role in the initiation and making of an effective and purposive TNO policy in the field concerned. Supervision and management may be given to employees up to and including level V-14.

Subgroup V - 16

Compared to V-15 the work is more arduous. The work involved in the job should be 'weighty' for an essential part of the research or the preparatory policy making, policy implementation and policy review at TNO.

The field of research or policy covered is one of TNO's most important (evident from, for example: package of assignments, subsidies granted, work programmes, principles established by the Executive Board, policy priorities and objectives).

JOB GROUP - VI

a. General

Job group VI comprises work whose aim is to enable organisational units to function effectively and purposively, with their own objectives regarding the practice of science or preparatory policy making, policy implementation and policy review. For management of this nature it is essential that the decision making in the (line) job is based on the integrated use, for policy purposes, of the established principles of the various policy areas of the organisation, such as: scientific and technical, social, financial, economic, commercial and marketing policy.

Within this job a number of levels can be distinguished based on:

- the breadth and depth of the management, namely: the number of policy areas to be involved in the decision, as well as their complexity and the coherence between them. The knowledge and experience level in the relevant areas required to solve the set of problems;
- the importance to the objectives of the Organisation of the field of research, preparatory policy making, policy implementation and/or policy review covered by the unit, as well as the degree to which the jobs help establish direction and bear responsibility internally or externally for the continuity of the field in question (evident from, for example, the principles and priorities of policy established by the Executive Board; work programmes);
- the level of the work performed by the unit (evident from, for example, the set of problems involved in the work plans) and the corresponding level of the work;
- the number of staff and physical size of the unit to be managed (evident from, for example, the number of employees, equipment, budget).

It is generally only conceivable that the skills and competencies required for the work would be achieved through a completed university or higher vocational education. This should be supplemented with knowledge of the policy areas present, to be acquired through on-the-job training and advanced study.

b. Division into subgroups

Subgroup VI - 12

The work aims to achieve:

- The independent operation of preparatory policy-making or implementing units, which are characterised by:
 - larger size;
 - the level of the department's work up to and including level IV-10 and V-10;
 - usually limited breadth of management;
 - heavily specialised or complicated work and/or great diversity of work.

Subgroup VI - 13

The work aims to achieve:

- The independent operation of research departments and preparatory policy-making departments, which are characterised by:
 - limited size;
 - one discipline of a limited number of disciplines;
 - the level of the department's work up to and including level V-12;
- The independent operation of project groups, which are characterised by:
 - their internal or limited external nature;
 - one discipline of a limited number of disciplines;
 - the level of the work up to and including level V-12.

Subgroup VI - 14

The work aims to achieve:

- The independent operation of research departments, preparatory policy-making departments and project groups, which are characterised by:
 - large size;
 - limited number of disciplines;
 - limited management;
 - the level of the department's work up to and including level V-12/V-13;
- With others (shared management), the independent operation of research institutes, which are characterised by:
 - limited size;

- broad management;
- institute-type work up to and including level V-14/V-15.

Subgroup VI - 15

The work aims to achieve:

- The independent operation of research departments, preparatory policy-making departments and project groups, which are characterised by:
 - large size;
 - broad management;
 - the level of the department's work up to and including level V-14/V-15;
 - multidisciplinary nature;
- The independent operation of research institutes, which are characterised by:
 - limited size;
 - broad management;
 - institute-type work up to and including level V-14/V-15;
- With others (shared management), the independent operation of research institutes, which are characterised by:
 - limited size;
 - broad management;
 - institute-type work up to and including level V-16, which focuses on an essential part of the TNO research policy (for this, see also the V-16 and VI-general descriptions);
- With others (shared management), the independent operation of research institutes, which are characterised by:
 - medium size;
 - broad management;
 - institute-type work up to and including level V-14/V-15.

Subgroup VI - 16

The work aims to achieve:

- The independent operation of research departments and project groups, which are characterised by:
 - large size;
 - broad management;
 - the level of the department's work up to and including level V-16;
 - multidisciplinary nature;
 - departmental work focusing on an essential part of the TNO research policy (see V-16 and VI-general descriptions);
- The independent operation of research institutes, which are characterised by:
 - limited size;
 - broad management;
 - institute-type work up to and including level V-16;
 - institute-type work focusing on an essential part of the TNO research policy (see V-16 and VI-general descriptions);
- The independent operation of research institutes, which are characterised by:
 - medium size;
 - broad management;
 - institute-type work up to and including level V-14/V-15;
- With others (shared management), the independent operation of research institutes, which are characterised by:
 - medium size;
 - broad management;
 - institute-type work up to and including level V-16;
 - institute-type work focusing on an essential part of the TNO research policy (see V-16 and VI-general descriptions);

- With others (shared management), the independent operation of research institutes, which are characterised by:
 - large size;
 - broad management;
 - institute-type work up to and including level V-15;
- With others (shared management), the independent operation of preparatory policy-making units, which are characterised by:
 - large size (in relation to preparatory policy-making departments);
 - broad management;
 - the unit's work up to and including level V-15/V-16;
 - the unit's work focusing on an essential part of the TNO policy (see also V-16 and VI-general descriptions);
 - multidisciplinary nature.

Subgroup VI - 17

The work aims to achieve:

- The independent operation of research institutes, which are characterised by:
 - medium size;
 - broad management;
 - institute-type work up to and including level V-16;
 - institute-type work focusing on an essential part of the TNO research policy (see also V-16 and VI-general descriptions);
- The independent operation of research institutes, which are characterised by:
 - large size;
 - broad management;
 - institute-type work up to and including level V-15;
- With others (shared management), the independent operation of research institutes, which are characterised by:
 - large size;
 - broad management;
 - institute-type work up to and including level V-16;
 - institute-type work focusing on an essential part of the TNO research policy (see also V-16 and VI-general descriptions).
- The independent operation of preparatory policy-making units, which are characterised by:
 - medium size (in relation to preparatory policy-making departments);
 - broad management;
 - the unit's work up to and including V-14/V-15;
 - multidisciplinary nature; the unit's work focusing on an essential part of the TNO policy (see also V-16 and VI-general descriptions).

Subgroup VI - 18

The work aims to achieve:

- The independent operation of research institutes, which are characterised by:
 - large size;
 - broad management;
 - institute-type work up to and including level V-16;
 - institute-type work focusing on an essential part of the TNO research policy (see also V-16 and VI-general descriptions);
- The independent operation of preparatory policy-making units, which are characterised by:

- large size (in relation to preparatory policy-making departments);
- broad management;
- the unit's work up to and including level V-15/V-16;
- multidisciplinary nature;
- the unit's work focusing on an essential part of the TNO policy (see also V-16 and VI-general descriptions).

III - Summary

Job groups and subgroups

I	II	III	IV	V	VI	level
I-1						1
I-2						2
I-3	II-3					3
	II-4					4
	II-5	III-5				5
	II-6	III-6	IV-6			6
		III-7	IV-7			7
		III-8	IV-8			8
		III-9	IV-9			9
			IV-10	V-10		10
			IV-11	V-11		11
			IV-12	V-12	VI-12	12
				V-13	VI-13	13
				V-14	VI-14	14
				V-15	VI-15	15
				V-16	VI-16	16
					VI-17	17
					VI-18	18