



NEDERLANDSE
ASSOCIATIE VOOR
PODIUMKUNSTEN

CAO for the
NAPK music ensembles
2022-2024

Inhoud

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Preamble

This is the first collective labour agreement (CAO) for Dutch music ensembles. The CAO takes an important step towards fair practice code and fair pay standards. This CAO covers a number of the music ensembles affiliated to the NAPK, which are named in Article 1, under employers/commissioning bodies. A number of them will enter the collective labour agreement on 1 March 2022, while others will enter into force on 1 September 2022.

The creation of this CAO was preceded by a long period in which most ensembles had hardly any policy regarding conditions of employment, besides their devotion to the artistic product. This changed in 2016, with the introduction of the remuneration guideline for ensemble musicians. It is now time for the next step, which includes a full package of conditions of employment that is suitable for the sector and for all its employees and jobs, ranging from artistic to back office.

Through this CAO, the social partners aim to support ensembles in their flexible working practice and to strengthen their position as professional organisations. Most ensembles work on the basis of very short-term projects, in which the composition of the ensemble can vary per project. This means that there are many temporary and short-term activities. So for a long time, most musicians have worked as self-employed people who often work for different commissioning bodies (sometimes simultaneously). However, it is expected that in the coming years – partly depending on the developments in labour law – more musicians will receive contracts of employment. In the transition, it is important to retain the necessary flexibility for both the ensembles and the musicians, by making use of temporary contracts of employment for shorter periods, as is also the case in the theatre and dance sector.

Besides wishing to lay a foundation for suitable conditions of employment, as set out in this CAO, the music ensemble sector endorses the Governance Code for Culture, the Diversity & Inclusion Code and the Fair Practice Code, and acts in accordance with these codes. This also applies to the policy and measures for the prevention of unacceptable behaviour, for which a separate provision is included in this CAO.

Formal agreements

1. *Evaluations*

Throughout the duration of this initial CAO, to at least six months before its expiry date, interim evaluations of the practical experience of this CAO will take place. They will concern the experiences of employers and employees, partly in relation to developments in the area of legislation and regulations, and particularly with regard to the following subjects:

- exception to the 'ketenbepaling' (regulation for successive fixed-term contracts)
- hours for foreign tours
- starter salaries
- application of pay package
- affiliation with Sociaal Fonds Podiumkunsten (Performing Arts Social Fund)

2. *Expansion of reference jobs*

Over the duration of this CAO, result-based descriptions will be drawn up for the positions of librarian and assistant managing director/director's assistant, which will be added to Appendix 1A Job matrix with reference jobs and Appendix 1D Reference jobs.

Chapter 1 General

Article 1 Definitions

available hours for musicians	gross hours per season for a 38-hour working week (52x38) minus 25 holidays and 9 public holidays (34x7.6=258.4) minus 152 hours compensation for irregular working hours net available hours on the basis of a season	1976 1717.6 1565.6 1565.6
CAO	This collective labour agreement for the music ensembles that are covered by its scope. See the definition of employer/commissioning body below and Article 2.1.	
commuting time between home and work	Time taken by the employee to travel from home to the regular or varying workplace. For <i>musicians/performing artists</i> , commuting time to concert locations is paid on the basis of the employee's actual travel time – whereby the Dutch borders count as the furthest limit, in principle – or else on the basis of the commuting time of the (notional) ensemble location to the concert location. Further agreements about this are made between employer and employee, per ensemble. Commuting time to rehearsal locations are not paid, in principle. For <i>office staff (not working at concerts)</i> , commuting time between home and work is not paid, in principle.	
commuting time between work and work	Time taken by the employee at the request of the employer to travel from one workplace to another. This commuting time, as well as the associated travel costs, is paid by the employer.	
employee	Those who have a contract of employment under civil law with an employer as defined in this CAO. Exceptions are the following natural persons: employees under the age of 15 and employees who have reached the pensionable age as stated in Article 7a, section 1, of the General Pensions Act; trainees: students who, on the basis of their school's curriculum and under the supervision of the school and the employer, are temporarily employed by the employer on the basis of a traineeship contract between the school, student and employer; holiday staff: employees who follow daytime classes, and work only during their school or study holidays for a period of no more than 6 consecutive weeks and for no more than a total of 60 days per calendar year.	
employees' organisation	Kunstenbond	
employer/commissioning body	As of March 1, 2022, this collective labour agreement applies to the following music ensembles affiliated with the NAPK: Amstel Quartet Amsterdam Sinfonietta DoelenEnsemble Nederlandse Bachvereniging Nederlands Blazers Ensemble Orkest De Ereprijs Tomoko Mukaiyama Foundation As of September 1, 2022, this collective labour agreement also applies to the following music ensembles affiliated with the NAPK: Nederlands Kamerskoor Holland Baroque	
employers' organisation	Dutch Association of Performing Arts (NAPK)	
ensemble committee	Advisory consultative body at ensemble level, comprised of representatives of the musicians and/or employees in other jobs. The composition of the committee may vary and depends on the topic being addressed at any given time, on which the employer wishes to consult and/or seek advice. Agreements are made per ensemble about the size of the committee and the choice of committee members who represent the ensemble (or certain parts of it) in the committee.	

ensemble location	The place(s) where the employer is based and where the employee works.
performing artists	Performing artists include musicians (instrumentalists and singers), actors, dancers, acrobats and multidisciplinary performing artists.
professional expenses for musicians	The professional expenses for musicians that are compensated by the employer, whether financially or in kind, include at least the following: costs of maintaining instruments, costs of insuring instruments, costs of clothing (for performances) and – for wind instrumentalists – the costs of an extensive supplementary dental insurance policy. Agreements are made per ensemble about any other professional expenses to be compensated.
stage hours	See definition under <i>working hours for musicians/performing artists</i> .
working hours	The working hours are an average of 38 hours per week in the case of a full-time contract of employment.
working hours for office staff	The paid activities of office staff include the office hours, work from home hours, commuting time between work and work, support/representation hours for productions and training hours requested by the employer/commissioning body, as agreed between the employer and employee.
working hours for musicians/performing artists	The paid activities of musicians/performing artists include: <i>stage hours</i> : collective rehearsal hours; performance hours including preparations at the location, and cooperation on audio-visual recordings. And <i>miscellaneous hours</i> : cooperation on representation, promotion, education and publicity; commuting time between work and work; training hours requested by the employer/commissioning body; professional skills study hours (flat rate, individual study), (collective) meeting hours and other non-specified activities requested by the employer.
zpz'er	Self-employed person without personnel, who carries out activities on the basis of a commission contract.

Article 2 Scope and character of the CAO

1. This CAO is applicable to the contracts of employment between employers and employees as referred to in Article 1.
This CAO is not applicable to zpz'ers, with the exception of Article 14 concerning the remuneration of zpz'ers and Article 22 concerning the reimbursement of professional expenses.
2. The provisions in this CAO are based on a full-time contract of employment. This means that the CAO provisions will be applied pro rata in the case of a part-time contract of employment, unless otherwise stated.
3. This CAO is a minimum CAO. The individual employer/commissioning body is free to make agreements that deviate from the CAO to the benefit of the (individual) employee.
4. This CAO does not alter rights conferred individually insofar as they exceed the rights laid down in this CAO and insofar as they were recorded in writing in the individual contract of employment/commission contract before the date of commencement of this CAO.
5. Where this CAO refers to legislation and/or regulations, the legislation and/or regulations most recently in force will always apply.
6. Appendices I to 9 are part of this CAO.

Article 3 Duration and expiry of the CAO

1. This CAO came into force on 1 March 2022 and 1 September 2022 respectively, for the ensembles referred to in those dates in Article 1 of the definition of employer. This CAO is valid until 31 December 2024 or, if the State Cultural Policy period is extended, until the ending date of that period, but no later than 31 December 2026.
2. If neither party has stated in writing at least three months before the expiry date of this agreement that it wishes to terminate the present agreement, it will be assumed to be extended for another year.
3. Termination by one of the parties must be carried out by registered post addressed to the other party.

Chapter 2 Employment

Article 4 The contract of employment and the commission contract

1. Before the work commences, the employer offers the employee a written contract of employment.
2. Before the work commences, the commissioning body agrees a commission contract with the zzp'er.

Article 5 Trial period

Contrary to the provisions contained in Article 7:652 section 4 of the Civil Code, the maximal trial period in all cases is two months, except in the case of a contract of employment shorter than six months. The agreement on the trial period must be recorded in writing in the individual contract of employment under penalty of nullity.

Article 6 Contracts of employment for a definite period

1. The artistic positions of musician and singer, and other performing artists, come under the ministerial exception to the legal 'ketenbepaling' (regulation for successive fixed-term contracts). There is, in principle, no restriction on the number of fixed-term contracts for these positions.
This is further implemented at ensemble level, which means that the employer and the ensemble committee discuss the use of this exception and to what extent contracts for an indefinite period are desirable. The employer incorporates the results of this discussion in his decision. The policy decision will need to be re-evaluated regularly. The first re-evaluation will take place one year after commencement of this CAO, after which re-evaluations will take place at least once every three years.
2. For all other positions, in accordance with the legal 'ketenbepaling' (regulation for successive fixed-term contracts), a contract of employment for an indefinite period arises if more than 3 contracts of employment have been concluded between employer and employee and/or if the total of several contracts of employment exceeds the duration of 36 months. In order to break this chain of contracts of employment, there must be an interval of more than 6 months.

Article 7 Termination of employment

1. *Employment is terminated:*
 - a. during or on expiry of the trial period at the request of the employer or the employee;
 - b. on the date agreed by the employer and employee by mutual agreement;
 - c. legally on the expiry date of a contract of employment for a definite period. In the case of a contract of employment for a definite period of six months or more, the employer is obliged to give written notification;
 - d. by termination by the employer or the employee, subject to the provisions of sections 3 and 4 of this Article;
 - e. on the date on which the employee reaches the legal retirement (AOW) age, unless employer and employee have agreed in writing before this date that – contrary to this stipulation – the contract of employment will continue;
 - f. on the death of the employee;
 - g. on the case of instant dismissal for urgent reasons affecting the employer or employee in accordance with the legal provisions;
 - h. if dissolved in court, at the request of the employer or employee, on the basis of the legal provisions.
2. After a period in which the employee has been incapacitated for work for at least 24 months, the employer can apply for permission to dismiss the employee on the grounds of incapacity for work.
3. *The manner and date of giving notice*
 - a. Notice must be given in writing and with a statement of the reasons.
 - b. Notice of termination should be given in such a way that termination of employment coincides with the end of the calendar month.
 - c. Any additional relevant provisions in the individual contract of employment or in the company rules and regulations are applicable.
4. *The term of notice*

In the case of contracts for an indefinite period, contrary to Article 7:672 sections 2 and 3 of the Civil Code, a period of notice of at least two months must be observed by both the employer and the employee.

Chapter 3 Remuneration

Article 8 Application of salary matrix

The salary matrix in this CAO can be applied in two ways:

1. The remuneration policy is based on experience. This means that the classification of employees is linked to their years of experience. When classifying employees, their relevant years of experience are also included. In principle the graduation date from phase two of the conservatoire, or a similar criterion, is taken as the starting point for calculating the years of experience. The salary then increases annually up to the maximum amount applicable to the job concerned, as set out in Article 9 Jobs, classification, wage movements and transitional provision.
2. Contrary to the remuneration policy stated in section 1, following consultation with the ensemble committee, the employer can decide to apply a uniform salary to musicians in a certain job or job group, regardless of their experience/age. This uniform salary may not be lower than the amount corresponding to the increment at two-thirds of the relevant scale. So if a scale has 15 increments, the uniform amount must be at least equal to increment 10. In principle, this uniform salary does not follow the subsequent path of the scale. One exception to this applies to starting musicians with experience of zero to a maximum of four years. A lower salary may be agreed for them, which, however, may never be lower than the salary belonging to the corresponding increments 0 to 4 of the scale concerned.
3. Relevant years of experience already gained are counted towards classification. In principle the graduation date from phase two of the conservatoire is taken as the starting point for calculating the years of experience.

Article 9 Jobs, classification, development and transitional provision

1. *Jobs and classification*
Appendix 1 of this CAO includes reference jobs with corresponding descriptions and salary scales. Jobs that correspond to a reference job in difficulty, content and expected result are scaled in accordance with the classification in the job matrix (Appendix 1A) with the relevant salary scale (Appendix 1B). Jobs that differ from the reference jobs are given a suitable description by the employer. By comparing the new description of the job with that of a reference job, a suitable scale is chosen (whether lower or higher).
2. *Development /allocation of salary increments*
The salary scales are divided into a number of salary increments. The basic principle is that one salary increment equals one year of experience in the job concerned. In principle, the employee advances one salary increment per year, unless the employee has not worked for six months or more, due to taking leave (not including maternity leave) or incapacity for work, or else the employee's performance is insufficient following a warning and the opportunity for improvement.
3. *Transitional provision*
Contrary to section 2, the following development increments apply for the duration of this (initial) sectoral CAO:
 - The employer and employee agree on which job the employee will carry out and which salary scale corresponds to it, in accordance with section 1 of this Article.
 - On the commencement date of the CAO, the employee is classified at the salary equal to (or one increment higher than) the salary that applied up to the commencement date, in the salary scale corresponding to the job, in accordance with section 1, regardless of the number of years of experience the employee has.
 - Agreements about the allocation of salary increments over the duration of this CAO are made per ensemble.
 - The total package of terms of employment and the prospects of salary development of employees who were already in employment before the commencement date of this CAO may not be compromised as a result of the introduction of this CAO.

Article 10 Wage movements

Over the duration of this long-term CAO, the salaries in Appendix 1B will be indexed in accordance with the CBS Statline average CAO wage movements, for the first time as of 1 January 2023 and thereafter every year, as of 1 January. The reference date is 1 November of the previous year.

Article 11 Holiday bonus

1. The employee is entitled to a holiday bonus of 8% for each calendar month or part of that month during which the employee is employed.

2. The holiday bonus is paid over a period of twelve months, calculated from the month of June of the previous calendar year.

Article 12 Salary during incapacity for work

1. An employee who is incapacitated for work as a result of illness, pregnancy or childbirth, and to whom the exclusion and suspension clauses in Article 7:629 of the Civil Code are not applicable, is entitled to continued payment of wages in accordance with the following phasing:
 - up to and including week 26, 100% of the wages continues to be paid;
 - from week 27 to week 104, 70% of the wages continues to be paid;It is also the case that during the first 52 weeks, at least the legal minimum wage must be paid, in proportion to the scope of the contract of employment.
2. In addition to the provisions of section 1 of this Article, an employee who is incapacitated for work as a result of illness, pregnancy or childbirth and who meets one of the conditions below is entitled to 100% continued payment of wages for a maximum of 104 weeks - calculated from the first day of illness. This concerns an employee who:
 - is fully and permanently incapacitated for work and is entitled to IVA benefit; or
 - is working in their own job or another suitable job for at least 40% of the contract of employment as part of a reintegration process, whether or not on an occupational therapy basis; or
 - is training or retraining, or has started in a suitable job with their own or another employer as part of a reintegration process.

Article 13 Payment of salary in the event of death

On the death of the employee, besides the payment of salary up to and including the last day of the month in which the death occurred, a one-off benefit of two monthly salaries will be paid to the employee's surviving relatives in accordance with Article 7:674 of the Civil Code. If this situation is not applicable, the payment may be made to the person/people whom the employer considers to be eligible in all fairness.

Article 14 Remuneration of zzp'ers

1. If a zzp'er carries out a job covered by this CAO in connection with incidental activities and/or short-term activities and/or activities for which special competencies are required, and whereby the work situation is equal to, or practically equal to, that of an employee, this CAO will form the basis for remuneration. This means that the zzp'er's rate or hourly rate is at least 50% higher than that of an employee in the same job, in order to compensate for various insurances that have to be arranged by zzp'ers themselves.
2. For zzp'ers as referred to in section 1, the duration of the commission and the allocation of breaks are set in the same way as for employees in corresponding jobs who have a contract of employment. In other words, the hours actually worked are calculated with a minimum of 3 hours. See also Article 15, section 5.

Chapter 4 Working hours and work schedules

Article 15 Working hours and breaks for musicians/performing artists

1. For musicians, a distinction is made between the following types of activity:
 - i. Study hours for professional skills (flat rate, individual study; *only for musicians*)
 - ii. Collective rehearsal hours
 - iii. Performance hours, including preparation hours on location
 - iv. Cooperation on audiovisual recordings
 - v. Cooperation on representation, promotion, education and publicity
 - vi. Commuting time from work to work
 - vii. Training hours on the request of the employer/commissioning body
2. *Flat rate for musicians' professional skills (i):*
For individual (home) study for honing their professional skills (i), musicians are paid 1/3 of an hour (20 minutes) for each stage hour (ii, iii, iv). The stage hours are calculated per project and rounded off to half hours. If the learning and rehearsal process takes place mainly collectively at work, then it may be decided per project – on agreement with the ensemble committee – not to calculate and pay any flat-rate hours.
3. *Calculating the hours for the activities of musicians/performing artists*
For the activities in section 1 (i - vi), the actual time needed is calculated with a minimum of 3 hours. Additional activities are also included in this calculation. If a break is longer than 120 minutes, the activities are counted as individual activities.
4. *Breaks for performing artists:*
A working day includes a maximum of one collective coffee/lunch break of a maximum of half an hour, and a maximum of one dinner break of a maximum of one hour that are *not* counted as working hours. All other breaks and waiting times are counted as working hours.
5. *Foreign tours for performing artists:*
For a foreign tour with at least one overnight stay, performing artists receive a standard payment for 5 hours per day, including the day of departure and the day of return. With regard to the allocation of study hours for the professional skills of musicians, the principle given in section 3 of this Article is applicable. In consultation with the ensemble committee or the performing artists concerned, there may be deviation from the provisions in this Article.

Article 16 Working hours and rest periods

1. The employer and employee make written agreements about the working hours, in compliance with the Working Hours Act and/or the Working Hours Decree. The employer ensures the best possible balance between working hours and rest periods, in connection with the legally required working conditions policy and, where possible, taking account of employees' personal circumstances and wishes.
2. A distinction is made between three categories of employee, to whom different parameters apply with regard to the working hours and rest periods to be agreed, on the grounds of the Working Hours Act (ATW), the Working Hours Decree (§ 5.16. Performing Arts) and this CAO. The three categories are as follows:
 - a. Performing artists aged 18 and up. This category of employee is excluded from the legal working hours and rest periods provisions. Mutual agreements are therefore made by the employer and employee, or the ensemble committee, about reasonable working hours and rest periods that suit the practice of the ensemble.
 - b. Production support staff for performances, who carry out tasks such as (but not exclusively) setting up the stage, set-building, wigs and make-up, sound and lighting, and directing. On the grounds of this CAO, the provisions included in § 5.16 Performing Arts of the Working Hours Decree apply to this category. See <https://wetten.overheid.nl/BWBR0007687/2018-11-14>. Further agreements are made between the employer and employee, within the parameters of this paragraph of the Working Hours Decree.
 - c. The other employees – mainly, but not exclusively the office staff – are covered by the standard provisions of the ATW. This category of employee usually has a regular work pattern on days from Monday to Friday. Further agreements are made between the employer and employee, within the parameters of this Act.

Article 17 Work schedules for musicians/performing artists

1. As far as possible, the annual schedule – per season – will be set before or at the start of the year, following agreement with the ensemble committee. Further agreements about the details will be made per ensemble.

2. The employer can request the employee to carry out activities outside the scheduled hours. The employee is not obliged to do so, unless agreed in the individual written contract of employment and except in the case of emergencies. Working hours outside the scheduled hours will be compensated in time as soon as possible, or else saved up by mutual agreement between employer and employee and allocated at a later date.

Article 18

Working for third parties

1. Employees are permitted to carry out work for third parties, providing they take account of the schedule of the ensemble.
2. Employees who become incapacitated for work as a consequence of working for third parties can therefore forfeit their entitlement to the non-statutory wage supplements referred to in this CAO

Chapter 5 Public holidays, holidays and leave

Article 19 Public holidays

The following count as national public holidays: 25 and 26 December, 1 January, Easter Sunday and Easter Monday, Whit Sunday and Whit Monday, Ascension Day, the King's Birthday and once every five years 5 May. If the employee has to work on one of these days, the public holiday in question is compensated with a day's special leave on an agreed date. Employees can request the employer to exchange these days for festivals and anniversaries that correspond to their own beliefs. In principle, the employer will agree to this, providing it fits in with the ensemble's work and performance schedule.

Article 20 Holidays

In the case of full-time employment, the employee is entitled to 25 days of holiday leave per year. The employer gives the employee the opportunity to take the days of holiday leave, subject to the other provisions in this Article. The legal provisions are applicable with regard to the cancellation of days of holiday leave.

Article 21 Special leave

1. The employer adheres to the Work and Care Act (WAZO) concerning the allocation of pregnancy and maternity leave, adoption leave, foster care, emergency leave (fully paid), short-term care leave (fully paid), long-term care leave and parental leave. See also <http://wetten.overheid.nl/BWBR0013008/>.
2. The employee is entitled to special leave with full pay in the following cases:
 - if the employee's wife, registered partner or co-habitant, the person whose child is acknowledged by the employee, or the surrogate mother or co-parent of the employee's child gives birth, in accordance with the legal regulations: the working hours of one week. For additional leave, see <https://www.rijksoverheid.nl/onderwerpen/geboorteverlof-en-partnerverlof>
 - in the event of the death of the employee's (adoptive) parents, partner/co-parent and/or children: from the day of decease up to and including the day after the funeral;
 - in the event of the death of the employee's (adoptive) grandparents, brothers/sisters and parents-in-law: two days.
3. The employee is entitled to special leave with full pay, insofar as the activities of the company are not unduly disturbed by it, in the following cases:
 - for the wedding of the employee: three days;
 - if the employee moves house: one day;
 - if the employee who is a member of a trade union takes part in meetings, board meetings and consultations about terms of employment or CAO matters.

Chapter 6 Allowances

Article 22 Reimbursement of professional expenses

Musicians are entitled to reimbursement of professional expenses as defined in Article 1. In agreement with the ensemble committee, the employer sets up a reimbursement scheme.

For employees in other jobs, suitable arrangements for the reimbursement of any professional expenses that arise will be agreed per ensemble.

Article 23 Allowances for accommodation and transport during tours

1. Agreements about an allowance for accommodation expenses outside the company location in the Netherlands or on tour in the Netherlands are arranged per ensemble.
2. For activities outside the Netherlands, the following allowances for accommodation expenses will apply:
 - Breakfast: € 10.00. This allowance is only paid in the case of an overnight stay, whereby breakfast is not included in the accommodation bill paid by the employer or provided by the employer.
 - Lunch: € 15.00. This allowance is paid on leaving the Netherlands before 12.00.
 - Dinner: € 25.00. This allowance is paid on leaving the Netherlands before 17.00 and returning to the Netherlands after 19.30 or spending the night elsewhere.
The amounts are paid out on a daily basis during travelling and staying abroad, unless the allowances are included in the accommodation arranged and paid for by the employer, or provided by the performance location, or paid for in kind (in whole or in part).
3. Travelling expenses are paid by the employer. The employer can specify the means of transportation. If the employee chooses not to make use of the specified means of transportation, the employee pays the travelling expenses themselves. If the employee does not make use of the specified means of transportation by necessity, or with permission from the employer, the travelling expenses from the employee will be reimbursed on the basis of the specified means of transportation.
4. In all cases, the employee is required to be at the performance location at the time before curtain-up specified by the employer at the latest.

Article 24 Union contribution

1. Insofar as permissible by the tax authorities, the employer will reimburse the employee's net contribution for union membership - on production of proof of membership - while simultaneously reducing the employee's gross salary by an equal amount.
2. Along with the collective and/or individual employers, the union will provide information and communication about the union, in order to encourage employees to become members of the union.

Chapter 7 Long-term employability and training

Article 25 Long-term employability

1. Promoting a long-term career policy and long-term employability is a responsibility of both the employer and the employee. The employee takes initiative and invests in his development.
2. The employer talks to the employee regularly, but at least once a year, about the possibilities for the future, both within their organisation and outside it, and both within their branch and/or sector and outside them. In order to discuss the employee's development, the employee may be required to demonstrate their playing or singing. The employer will then facilitate the plans resulting from the discussion.
3. By definition, the plans will differ per individual. This means that the investments or tools that could contribute to employability must also be determined individually. Examples are training, coaching and guidance, or physical aids, changes to the tasks (in whole or in part) and/or agreements about working hours and leave.
4. Attention is paid to various wishes and possibilities that suit employees' different phases of life. Learning, however, remains necessary throughout the career, and it is obligatory to work on employability.

Article 26 Sociaal Fonds Podiumkunsten (Performing Arts Social Fund)

1. The music ensembles covered by this CAO are affiliated to the Sociaal Fonds Podiumkunsten (SFPK), see www.sfpk.nl. The goals and tasks of this fund, as well as the amount of the premium, are set out in the CAO Sociaal Fonds Podiumkunsten.
2. Since 1 July 2020, the total premium in accordance with the CAO SFPK amounts to 0.8%.
The distribution of this premium between employer and employee is agreed in the various sectoral CAOs.
The following premium distribution applies to music ensembles:
 - employer: 0.65% of the gross monthly salary, excluding holiday allowance and including fixed allowances.
 - employee: 0.15% of the gross monthly salary, excluding holiday allowance and including fixed allowances.
3. zzp'ers can participate on a voluntary basis, on condition that a premium of 0.8% is paid by them or for them, calculated over each invoice from the zzp'er. In their role of commissioning body, employers can make agreements about this with the zzp'ers working for them.

Chapter 8 Other rights and obligations

Article 27 Pension scheme

1. By 1 January 2023 at the latest, the employer will provide a collective pension scheme, on the basis of an implementation agreement with a pension fund or insurer, in which all employees are obliged to participate.
2. The pension scheme concerns a Defined Benefit (DB) scheme or a Defined Contribution (DC) scheme. The employer pays at least 50% of the total premium.
The minimum conditions for a DB or DC scheme are as follows:
 - a. the franchise is equal to the legal minimum;
 - b. the disability pension is arranged in such a way that the WGA gap pension and/or the WIA excess pension have a supplement to a maximum of 70% of the salary earned. The disability pension can be covered by a different party to the one that covers the pension scheme itself.
3. The additional conditions for a DB scheme are:
 - a. the accrual percentage is a minimum of 1.75% (average-pay);
 - b. the partner pension before the retirement date amounts to 70% of the old-age pension.
4. The additional conditions for a DC scheme are:
 - a. the graduated rates are at least 110% of the graduated rates II permitted by the tax authorities, on the basis of an actuarial rate of interest of 3%;
 - b. the partner pension before the retirement date corresponds to the percentages stated in Article 18b of the Wage Tax Act, see wetten.nl - Regeling - Wet op de loonbelasting 1964 - BWBR0002471.

Article 28 Trainees and traineeship fee

1. Students who carry out activities for the employer as part of their studies or course receive a traineeship fee of 350 Euros gross per month in the case of five full trainee days per week. A pro rata fee applies to a part-time traineeship. The traineeship fee is exclusive of any allowance for students' travel and accommodation costs, on agreement with the institution.
2. Further agreements about the content of the traineeship, supervision, and allowances and insurances are set out in a written traineeship contract signed by the school, the employer and the trainee, in compliance with the provisions included in Appendix 2 Traineeship policy.

Article 29 Behaviour

Both employee and employer are expected to treat each other and everyone else at work with respect. Unacceptable behaviour, including harassment, sexual harassment, aggression, bullying and discrimination, is inadmissible. The employer is obliged to prevent unacceptable behaviour at work as far as possible by, for example, including the NAPK *protocol (un)acceptable behaviour* in the organisational policy, by informing everyone at work about this and by ensuring consistent implementation of and compliance with the protocol within the organisation.
If an employee nevertheless encounters unacceptable behaviour, the employee must receive support from the services provided by the employer. In addition, the employee can always choose to approach the disclosure office for the sector: <https://mores.online/>.

Article 30 Notification duty in the case of reorganisation

In the case of a proposed decision regarding a discontinuation, reorganisation, restructuring, partial cutback or merger, the employer will notify the employees' organisation concerned in this CAO of this decision.

Article 31 Social Commission CAO Music Ensembles

In order to promote correct and clear interpretation and application of this CAO, the social partners Kunstbond and NAPK are founding a Social Commission CAO Music Ensembles. Further provisions regarding the tasks of this commission, as well as its composition and the procedures to be followed by the commission are included in Appendix 3 Procedures for the Social Commission CAO Music Ensembles.

APPENDICES CAO ME 2022

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Appendix 1 Job and wage matrix

Explanation of job and wage matrix

1. The job and wage matrix consists of the following components
 - Job matrix with a limited number of reference jobs (Appendix 1A)
 - Wage matrix with wage scale (Appendix 1B)
 - Job descriptions of the reference jobs (Appendix 1D)

Reference jobs are example jobs in which a particular job content and importance is linked to a particular salary level. The reference jobs are not standard jobs. In other words, they can/must be deviated from if the employer interprets the job differently and sets other requirements for it, whereby the job may be easier or more difficult than the reference job.

For jobs that deviate from the reference jobs, the employer makes a suitable description, based on a comparison with the reference job(s). Based on this, the job can then be classified in a higher or lower scale than the reference job(s).

Jobs that correspond exactly to a reference job with regard to difficulty, content and expected results are classified in accordance with the scale in the job matrix in the CAO.

The employer provides suitable, result-based job descriptions for all employees.

2. On the date of introduction of this CAO, employees on a contract of employment will be classified in the same salary, or one higher, in the new scale. New employees will be classified in the scale belonging to their job, on the basis of their experience and development.

Appendix 1A Job matrix with reference jobs

Salary Scale ↓	Management & office staff	Musicians & artistic staff	Production & technical staff	Explanation of remuneration differentiation
XII	01.01 Artistic director II 01.02 Managing director II			Annual turnover from ca. € 2 million
XI				
X	01.01 Artistic director I 01.02 Managing director I			Annual turnover up to ca. € 2 million
IX				
VIII	01.04 Head of financial administration		03.01 Head of production	Managerial, responsible for budget
M		M Musician		
VII		04.03 Assistant artistic director		Non-managerial, but responsible for budget
VI	01.05 Marketing and communication manager 01.03 Education manager 01.06 Sponsorship and fundraising manager		03.05 Production manager	Experienced employee, non-managerial, not responsible for budget
V	01.09 Education assistant 01.10 Financial administration assistant 01.11 Marketing and communication assistant 01.12 Sponsorship and fundraising assistant		03.07 Production assistant	
IV				
III	01.14 Administrative assistant			
II				
I				

Appendix 1B Wage matrix 2022, amounts in Euros

The amounts below are gross monthly salaries based on a full-time contract of employment of 38 hours per week.

Scale M is intended only for the ensemble musicians.

At all times, at least the legal minimum wage must be paid, in proportion to the scope of the contract of employment.

As of 01-03-2022

Scales	I	II	III	IV	V	VI	VII	M	VIII	IX	X	XI	XII
Increments													
0	1767	1895	2046	2227	2361	2517	2686	2858	3028	3345	3987	4249	5183
1	1817	1953	2109	2294	2439	2615	2790	2964	3138	3467	4115	4398	5365
2	1868	2011	2174	2362	2515	2713	2895	3070	3247	3590	4242	4548	5548
3	1920	2071	2237	2431	2592	2811	2999	3177	3355	3714	4370	4697	5730
4	1972	2129	2301	2499	2669	2909	3104	3284	3464	3837	4497	4847	5912
5	2023	2187	2364	2567	2746	3007	3208	3390	3573	3960	4625	4997	6095
6	2075	2245	2429	2636	2823	3105	3312	3497	3682	4083	4752	5146	6277
7		2303	2492	2703	2900	3203	3417	3604	3790	4206	4880	5296	6460
8		2361	2556	2771	2977	3301	3521	3711	3899	4329	5007	5445	6642
9			2619	2840	3059	3389	3611	3802	3990	4446	5105	5589	6818
10				2908	3143	3481	3703	3893	4084	4566	5205	5736	6997
11					3229	3575	3796	3988	4180	4688	5307	5887	7183
12					3318	3671	3893	4085	4278	4814	5411	6044	7373
13					3410	3771	3992	4185	4377	4945			
14					3505	3872	4093	4287	4479				
15						3976	4197	4339					
<i>Maximum</i>	2075	2361	2619	2908	3505	3976	4197	4339	4479	4945	5411	6044	7373

Appendix 1C Conversion table: monthly to hourly wage

Derived from the wage table M for musicians, see wage matrix in appendix 1B.

Wage table as of 1 March 2022, including holiday allowance.

Periodical increase	Years of experience	Scale M
		Gross hourly wage
0	0	23.66
1	1	24.54
2	2	25.42
3	3	26.30
4	4	27.19
5	5	28.07
6	6	28.94
7	7	29.83
8	8	30.72
9	9	31.47
10	10	32.23
11	11	33.01
12	12	33.82
13	13	34.64
14	14	35.49
15	15	35.92

Calculation of the hourly wage

- The hourly wage is determined by multiplying the gross monthly salary of scale M by 12, calculating the holiday allowance of 8% on top of that, and then dividing it by the maximum hours of employment per season: 1565.6 hours. Gross hourly wage = $(108\% * (12 * \text{gross monthly salary scale M}))/\text{hours per year}$.
- The paid activities include the hours as defined in Article 1 *Definitions*, 'working hours for musicians/performing artists'.
- **NB:** the hourly wage given in the table is exclusive of social security payments and employer's contributions.

Separate statement on the pay slip:

- The transition allowance (2.78% of the gross salary)
 - o For fiscal reasons, the transition allowance is paid on a separate pay slip.

Position in the organisation

Under the management of
Manages

Board / Supervisory Board (SB)
business staff and/or the office organisation

Purpose of the job

Developing, helping determine and realising the (business) goals of the organisation, in such a way that a healthy financial situation is created and the organisation can continue to exist.

Expected results

Result areas	Core activities	Result criteria
Strategy	<ul style="list-style-type: none"> - together with the artistic director, forming a vision of the course taken by the organisation, and formulating the strategic policy - interpreting the strategic policy in a long-range plan and annual plans - setting the goals - discussing policy/plans with SB and, on agreement from SB, coordinating and monitoring their realisation 	<ul style="list-style-type: none"> - future-proof policy - feasibility of the goals - feasibility of long-range plan (including budget)
Achieved (financial) results	<ul style="list-style-type: none"> - drawing up (financial) annual plans, budgets and suchlike, and monitoring them following approval - acquiring financial resources from public subsidisers and private funds, maintaining contacts and delegating fundraising - holding commercial negotiations with customers and suppliers - reporting on the financial situation 	<ul style="list-style-type: none"> - extent to which plans and turnover are realised - following high-quality procedures - result of the negotiations
Image and reputation	<ul style="list-style-type: none"> - presenting the organisation to the public - building up and maintaining a relevant network, giving form and business content to cooperative ventures - serving the interests of the organisation in political decision-making 	<ul style="list-style-type: none"> - recognition of organisation by relevant parties - availability of relevant network - effective lobbying activities
Internal organisation	<ul style="list-style-type: none"> - coordinating the management team - helping to ensure a healthy financial position - realising the availability of facilities 	<ul style="list-style-type: none"> - efficiency of the internal organisation - financial position - extent to which the facilities support the activities
Management	<ul style="list-style-type: none"> - ensuring adequate personnel development - motivating employees, evaluating performance, adjusting, instructing and training (coaching and guiding) - ensuring the realisation of HR policy and applying underlying personnel systems 	<ul style="list-style-type: none"> - degree of inspiring leadership - realisation of goals by employees - motivation of employees - availability of employees

Managing director I

Managing director of an organisation with an annual turnover of up to circa € 2 million.

Managing director II

Managing director of an organisation with an annual turnover from circa € 2 million.

Job

Education manager

01.03

Position in the organisation

Under the management of directors
May manage not applicable

Purpose of the job

Developing and implementing the education policy of the organisation.

Expected results

Result areas	Core activities	Result criteria
Education policy	<ul style="list-style-type: none">- developing the education policy and/or annual plan in consultation with the management- developing education projects on the basis of the policy set- planning, coordinating and evaluating education activities and projects	<ul style="list-style-type: none">- extent to which the policy contributes to the realisation of goals- extent to which the policy can be interpreted in concrete actions- presence of support for policy
Developed education activities	<ul style="list-style-type: none">- investigating possibilities for education work associated with productions, in consultation with the artistic team- making proposals for education activities- building up and maintaining contacts with schools, institutes and networks that give rise to audience groups- providing publicity about education projects, attracting audience groups and setting out the agreements made in contracts- providing the associated administrative work	<ul style="list-style-type: none">- extent to which proposed activities contribute to the organisation- extent to which education activities contribute to the turnover- availability and serviceability of the network- effectiveness of publicity
Insight into developments in the field of education	<ul style="list-style-type: none">- keeping up with developments in the field of education- discussing new developments with the management	<ul style="list-style-type: none">- topicality and completeness of the knowledge available

Pay differentiation

A manager who is responsible for the budget is classified in scale VII; a manager who manages and is responsible for the budget is classified in scale VIII.

Position in the organisation

Under the management of directors
 May manage financial administration employees and administrative employees

Purpose of the job

Realising the collection, processing and analysis of financial data. Setting up and running the financial and administrative organisation.

Expected results

Result areas	Core activities	Result criteria
Coordinated administration	<ul style="list-style-type: none"> - ensuring an efficient set-up/organisation of the department - distributing tasks - holding meetings with employees about procedures, checking on implementation - coordinating employees in the execution of tasks 	<ul style="list-style-type: none"> - efficiency of set-up/organisation - extent to which goals are realised - promptness of activities carried out - effectiveness of adjustments
Realised financial administration	<ul style="list-style-type: none"> - ensuring the financial administration is kept up-to-date, helping to carry out administrative tasks - monitoring the execution of bookkeeping and salary administration, checking and correcting 	<ul style="list-style-type: none"> - up-to-date financial administration - correct financial administration
Insight provided into financial situation	<ul style="list-style-type: none"> - collecting and processing financial information for budgets, annual accounts and balance sheets - monitoring costs and liquidity movements - drawing up quarterly and monthly reports - advising budget holders in drawing up and managing the budgets - advising the management (on request or unrequested) about financial affairs - supervising checks by the accountant, tax authorities, UWV, etc. 	<ul style="list-style-type: none"> - correct and prompt processing and reporting - degree of compliance with procedures - correctness of statements - satisfaction of accountant
Set-up of administrative organisation and processes	<ul style="list-style-type: none"> - defining requirements for the administrative organisation - identifying and analysing developments that have consequences for the administrative organisation - setting up, reorganising and updating - checking and evaluating 	<ul style="list-style-type: none"> - extent to which the proper recording and provision of financial information are safeguarded - administrative organisation meets internal and external requirements - effectiveness and efficiency of procedures and frameworks
Management	<ul style="list-style-type: none"> - guiding/coordinating employees - evaluating performance, instructing, coaching and motivating - applying HR guidelines and underlying procedures 	<ul style="list-style-type: none"> - availability of employees - employability of employees - motivation of employees
Insight into developments in the field of financial administration	<ul style="list-style-type: none"> - keeping up with developments in the field of financial administration - discussing new developments with the management 	<ul style="list-style-type: none"> - topicality and completeness of the knowledge available

Pay differentiation:

Higher classification

A head of department of an organisation with an annual turnover of over € 2 million and managing several employees, with joint responsibility for organisational policy, e.g. in the management team, may be classified in or progress to the maximum of scale IX or X.

Lower classification

A head of department who is not a manager, but is responsible for the budget, for example, may be classified in scale VII.

Position in the organisation

Under the management of directors
 Manages not applicable

Purpose of the job

Developing and implementing the marketing and communication policy of the organisation.

Expected results

Result areas	Core activities	Result criteria
Marketing and communication policy	<ul style="list-style-type: none"> - developing the (long-range) marketing and communication policy, including budgeting, in consultation with the management - drawing up marketing strategies for various audience segments to suit the different productions - planning, coordinating and evaluating marketing and communication activities 	<ul style="list-style-type: none"> - extent to which the policy contributes to the realisation of goals - extent to which the policy can be interpreted in concrete actions - presence of support for policy
Developed marketing and communication activities	<ul style="list-style-type: none"> - developing marketing and communication activities to suit audience segments for the different productions - drawing up a budget within pre-determined financial parameters, making adjustments where necessary - maintaining internal and external networks - providing information about the policy and the development of the organisation - organising interviews and acting as, or arranging a spokesperson on behalf of the management 	<ul style="list-style-type: none"> - activities linked to audience segments - feasibility of budget - promptness of adjustments - quality and promptness of (adjusted) development - quality and effectiveness of network - completeness, clarity and timing of information - attention in the media
Insight into developments in the field of marketing and communication	<ul style="list-style-type: none"> - keeping up with developments in the field of marketing and communication - discussing new developments with the management 	<ul style="list-style-type: none"> - topicality and completeness of the knowledge available

Pay differentiation

A manager who is responsible for the budget is classified in scale VII; a manager who manages and is responsible for the budget is classified in scale VIII.

Job

Sponsorship and fundraising manager

01.06

Position in the organisation

Under the management of directors
Manages not applicable

Purpose of the job

Developing and realising the sponsorship and fundraising policy of the organisation.

Expected results

Result areas	Core activities	Result criteria
Sponsorship and fundraising policy	<ul style="list-style-type: none">- developing a (long-range) strategic sponsorship and fundraising policy, and patrons and friends policy, in consultation with the management- planning, coordinating and evaluating sponsorship and fundraising activities	<ul style="list-style-type: none">- extent to which the policy contributes to the realisation of goals- effectiveness of the strategy- quality and feasibility of the (annual) plans- inventiveness and effectiveness of ideas
Developed sponsorship and fundraising activities	<ul style="list-style-type: none">- initiating campaigns and activities focused on sponsorship, fundraising, patrons and friends, possibly in collaboration with other departments of the organisation- providing customised proposals, rewards, evaluations, research and analyses- drawing up contracts and handling financial transactions and final responsibility for patrons	<ul style="list-style-type: none">- contributions from sponsors and funds, patrons and friends- efficiency and feasibility of customised proposals and rewards- effectiveness of collaboration with other departments- quality and effectiveness of campaigns- realisation of financial goals
Relationship management	<ul style="list-style-type: none">- representing the organisation in relevant networks and consultative connections- allowing key figures (in the sector) to participate in sponsorship and fundraising activities and coordinating them- building up and maintaining contacts with patrons and potential patrons	<ul style="list-style-type: none">- extent to which associates are connected to the organisation- number of useful contacts- effectiveness of network- extent to which the contacts are used optimally
Insight into developments in the field of sponsorship and fundraising	<ul style="list-style-type: none">- keeping up with developments in the field of sponsorship and fundraising- discussing new developments with the management	<ul style="list-style-type: none">- topicality and completeness of the knowledge available

Pay differentiation

A manager who is responsible for the budget is classified in scale VII; a manager who manages and is responsible for the budget is classified in scale VIII.

Job**Musician****M****Position in the organisation**

Under the management of
Manages artistic director
not applicable

Purpose of the job

Singing or playing an instrument in an ensemble production, within the guidelines of the artistic director.

Expected results

Result areas	Core activities	Result criteria
Jointly developed role(s) and production	<ul style="list-style-type: none"> - studying, analysing and (co-)creating the production and the role to be played in the production - adopting and helping to shape the vision of the conductor/production manager/leader - rehearsing the personal role, and aligning and integrating it with the production and with roles of colleagues - ensuring personal appearance fits the role(s) in accordance with the guidelines given 	<ul style="list-style-type: none"> - serviceability of artistic contribution and interpretation - degree of preparation of role(s) for rehearsals - effectiveness of collaboration with conductor/production manager/leader
Performed role(s) in production	<ul style="list-style-type: none"> - Singing and/or playing an instrument with artistic expertise and professional command 	<ul style="list-style-type: none"> - artistic quality and presence - effectiveness of collaboration with other performers
Maintained professional skills and up-to-date on developments in the field of music performance	<ul style="list-style-type: none"> - maintaining the voice and/or instrument - keeping up-to-date on developments in the field of music performance - training further as an artist 	<ul style="list-style-type: none"> - artistic and technical employability in (new) productions - progress in development of musical technique
Contribution to representation	<ul style="list-style-type: none"> - carrying out representative tasks for the purpose of publicity and fundraising - participating in (after-performance) talks, giving interviews, workshops, demonstrations and suchlike, for the purpose of education and publicity 	<ul style="list-style-type: none"> - degree of appreciation of the representation, internal and external - contribution to recognition of organisation/production

Position in the organisation

Under the management of directors or head of department
 Manages not applicable

Purpose of the job

Developing and implementing education activities for different target groups within the parameters of the education policy.

Expected results

Result areas	Core activities	Result criteria
Contribution to education policy	<ul style="list-style-type: none"> - providing input for the development of the education policy - helping to investigate possibilities for education projects associated with productions, in consultation with the artistic team, and making proposals for education activities 	<ul style="list-style-type: none"> - serviceability of input - suitable education activities
Developed education activities	<ul style="list-style-type: none"> - developing education projects and activities on the basis of the policy set - building up and maintaining contacts with schools, institutes and networks, focusing on certain (potential) audience groups - attracting audience groups to education projects 	<ul style="list-style-type: none"> - quality and feasibility of projects - serviceability and availability of network - effectiveness of audience recruitment
Implemented education	<ul style="list-style-type: none"> - implementing education projects - distributing publicity material - coordinating people involved in the implementation, such as theatre teachers - receiving and escorting audience groups at education projects and performances - monitoring the budget 	<ul style="list-style-type: none"> - quality of implementation of projects - prompt distribution - effectiveness of coordination - successful reception and escort
Up-to-date on developments in the field of education	<ul style="list-style-type: none"> - keeping up with developments in the field of education - discussing new developments with the management 	<ul style="list-style-type: none"> - topicality and completeness of the knowledge available

Growth

After reaching the maximum of scale V, employees who come directly under the management, are fully responsible for their field, work completely independently, fulfil a coordinating role alongside carrying out their work and contribute to the organisation's policy may, in the case of good performance demonstrated by an evaluation or performance report, progress to the maximum of scale VI. In the classification in the new salary scale, the employee will be classified in the next highest salary amount on the new scale.

Position in the organisation

Under the management of directors or head of financial administration
 Manages not applicable

Purpose of the job

Providing the organisation's financial administration.

Expected results

Result areas	Core activities	Result criteria
Provided administration	<ul style="list-style-type: none"> - checking whether the data provided is correct - requesting an explanation from the employee responsible in the case of uncertainties - processing data in the administration in accordance with instructions 	<ul style="list-style-type: none"> - accuracy in keeping accounts up-to-date
Reporting and analysis	<ul style="list-style-type: none"> - making overviews, summaries and reports - identifying problems and reporting them to the management or directors 	<ul style="list-style-type: none"> - correctness of data - prompt identification and reporting of problems
Accounts payable	<ul style="list-style-type: none"> - processing incoming invoices in accordance with instructions and aligning with concerned parties in the case of internal and external uncertainties - providing the accounts payable - getting payments ready 	<ul style="list-style-type: none"> - correct and up-to-date accounts - prompt payments
Accounts receivable	<ul style="list-style-type: none"> - processing bills/invoices - clarifying uncertainties by questioning concerned parties - processing payments in the accounts - monitoring credit terms, sending payment reminders if necessary and informing the management of this 	<ul style="list-style-type: none"> - correct and up-to-date accounts - prompt sending of payment reminders and collection of invoices
Contribution to realisation of reports	<ul style="list-style-type: none"> - preparing and providing periodic reports - preparing tax declarations - reporting particular details to the management - involving external parties in the preparations if necessary - discussing concepts with the manager 	<ul style="list-style-type: none"> - reliability of summary of financial position and results - prompt alignment with the management
Conducted payments	<ul style="list-style-type: none"> - drawing up and aligning the payments of taxes, premiums, insurance premiums and suchlike 	<ul style="list-style-type: none"> - correctness of payments

Growth

After reaching the maximum of scale V, employees who come directly under the management, are fully responsible for their field, work completely independently, fulfil a coordinating role alongside carrying out their work and contribute to the organisation's policy may, in the case of good performance demonstrated by an evaluation or performance report, progress to the maximum of scale VI. In the classification in the new salary scale, the employee will be classified in the next highest salary amount on the new scale.

Job

Marketing and communication assistant

01.11

Position in the organisation

Under the management of directors or head of marketing and communication
Manages not applicable

Purpose of the job

Developing and implementing marketing and communication activities.

Expected results

Result areas	Core activities	Result criteria
Contribution to marketing and communication policy	<ul style="list-style-type: none">- providing input for the development of the marketing and communication policy- helping to develop marketing strategies for different audience segments, in consultation with the manager	<ul style="list-style-type: none">- serviceability of input- suitable marketing strategies
Developed marketing and communication activities	<ul style="list-style-type: none">- developing marketing and communication activities on the basis of the policy and budget set- building up and maintaining contacts with various groups of associates, including press, media and theatres- attracting audience groups to performances	<ul style="list-style-type: none">- quality and feasibility of activities- serviceability and availability of network- effectiveness of recruitment
Implemented marketing and communication	<ul style="list-style-type: none">- planning and implementing marketing and communication activities- coordinating printers, publishers and photographers, etc.- writing texts for communication means, such as website, social media, mailings, newsletters- receiving and escorting audience and guests at performances- monitoring the budget	<ul style="list-style-type: none">- quality of implementation of activities- prompt planning and execution- effectiveness of coordination- quality of texts- successful reception and escort
Up-to-date on developments in the field of marketing and communication	<ul style="list-style-type: none">- keeping up with developments in the field of marketing and communication- discussing new developments with the management	<ul style="list-style-type: none">- topicality and completeness of the knowledge available

Growth

After reaching the maximum of scale V, employees who come directly under the management, are fully responsible for their field, work completely independently, fulfil a coordinating role alongside carrying out their work and contribute to the organisation's policy may, in the case of good performance demonstrated by an evaluation or performance report, progress to the maximum of scale VI. In the classification in the new salary scale, the employee will be classified in the next highest salary amount on the new scale.

Job

Sponsorship and fundraising assistant

01.12

Position in the organisation

Under the management of directors or head of sponsorship and fundraising
Manages not applicable

Purpose of the job

Developing and implementing sponsorship and fundraising activities.

Expected results

Result areas	Core activities	Result criteria
Contribution to sponsorship and fundraising policy	<ul style="list-style-type: none">- providing input for the development of sponsorship and fundraising policy, and patrons and friends policy	<ul style="list-style-type: none">- serviceability of input
Developed sponsorship and fundraising activities	<ul style="list-style-type: none">- developing sponsorship and fundraising activities on the basis of the policy and budget set- building up and maintaining contacts with relevant associates and networks	<ul style="list-style-type: none">- quality and feasibility of activities- serviceability and availability of network
Implemented sponsorship and fundraising	<ul style="list-style-type: none">- planning campaigns and activities focused on sponsorship, fundraising, possibly in collaboration with employees from other departments of the organisation- developing customised proposals, rewards and evaluations, in consultation with the manager- monitoring the budget	<ul style="list-style-type: none">- quality of implementation of activities- prompt planning and execution- quality of development of customised proposals, rewards and evaluations
Up-to-date on developments in the field of sponsorship and fundraising	<ul style="list-style-type: none">- keeping up with developments in the field of sponsorship and fundraising- discussing new developments with the management	<ul style="list-style-type: none">- topicality and completeness of the knowledge available

Growth

After reaching the maximum of scale V, employees who come directly under the management, are fully responsible for their field, work completely independently, fulfil a coordinating role alongside carrying out their work and contribute to the organisation's policy may, in the case of good performance demonstrated by an evaluation or performance report, progress to the maximum of scale VI.

In the classification in the new salary scale, the employee will be classified in the next highest salary amount on the new scale.

Job

Administrative assistant

01.14

Position in the organisation

Under the management of directors or head of financial administration
Manages not applicable

Purpose of the job

Carrying out administrative and secretarial tasks.

Expected results

Result areas	Core activities	Result criteria
Registered data	<ul style="list-style-type: none">- managing databases, adjusting them on the basis of data provided and collected- maintaining statistics	<ul style="list-style-type: none">- correct and up-to-date data- speed of adjustments
Provided communication (written)	<ul style="list-style-type: none">- providing mailings- providing correspondence in accordance with instructions	<ul style="list-style-type: none">- correctness of mailings and correspondence
Provided secretarial support	<ul style="list-style-type: none">- managing the archive	<ul style="list-style-type: none">- up-to-date archive- accessibility of archive
Provided support	<ul style="list-style-type: none">- carrying out support work for the financial department or other departments	<ul style="list-style-type: none">- satisfaction about support

Job

Head of production

03.01

Position in the organisation

Under the management of directors
May manage production managers and production staff

Purpose of the job

Developing and realising the production schedule and all the associated work, on the basis of artistic concepts and ideas.

Expected results

Result areas	Core activities	Result criteria
Coordinated and organised production activities	<ul style="list-style-type: none">- providing an efficient set-up and organisation of the department- allocating and coordinating tasks- coordinating employees in carrying out the tasks- monitoring budgets and adjusting where necessary- reporting on results and progress	<ul style="list-style-type: none">- extent to which goals are realised- efficiency of set-up and organisation- quality and promptness of execution of activities- effectiveness of budget management
Realised production schedule	<ul style="list-style-type: none">- interpreting the wishes and demands of the artistic team in production activities and requirements- presenting the production plan to the directors for approval- drawing up the budget within pre-determined financial parameters, adjusting where necessary- supervising the staging process, getting the necessary adjustments made	<ul style="list-style-type: none">- alignment with artistic wishes and demands- feasibility of budget- prompt adjustment- degree to which schedule is realised
Maintained safety	<ul style="list-style-type: none">- helping to draw up risk inventories and evaluations for productions- supervising Health and Safety regulations and compliance with them	<ul style="list-style-type: none">- correctness of RI&Es- extent to which work is carried out safely
Management	<ul style="list-style-type: none">- supervising/coordinating employees- evaluating performance, instructing, coaching and motivating- applying HR guidelines and underlying procedures	<ul style="list-style-type: none">- availability of employees- employability of employees- motivation of employees
Insight into developments in the field of production management	<ul style="list-style-type: none">- keeping up with developments in the field of production management- discussing new developments with the management/stage directors/choreographers	<ul style="list-style-type: none">- topicality and completeness of the knowledge available

Pay differentiation

A head of department working for an organisation with an annual turnover of over € 2 million and managing several employees, with joint responsibility for organisational policy, e.g. as a member of the management team, may be classified in or progress to the maximum scale IX or X.

Position in the organisation

Under the management of directors or head of production
 May manage a few production employees (functional)

Purpose of the job

Developing and realising a production plan and all the associated work, on the basis of artistic concepts and ideas.

Expected results

Result areas	Core activities	Result criteria
Realised production plan	<ul style="list-style-type: none"> - interpreting the wishes and demands of the artistic team in production activities and requirements - presenting the production plan to the manager for approval - drawing up the budget within pre-determined financial parameters, adjusting where necessary - providing and supervising the preparatory production tasks 	<ul style="list-style-type: none"> - alignment with artistic wishes and demands - feasibility of budget - prompt adjustment - quality and promptness of (prepared) production plan
Supported production	<ul style="list-style-type: none"> - planning, arranging and getting production tasks executed, adjusting where necessary - collaborating with and coordinating employees in the execution of tasks - identifying and solving production problems 	<ul style="list-style-type: none"> - promptness of planning and adjustment - quality of execution - degree of collaboration - effectiveness of problem-solving
Maintained safety	<ul style="list-style-type: none"> - helping to draw up risk inventories and evaluations for productions - supervising Health and Safety regulations and compliance with them 	<ul style="list-style-type: none"> - correctness of RI&Es - extent to which work is carried out safely
Insight into developments in the field of production management	<ul style="list-style-type: none"> - keeping up with developments in the field of production management - discussing new developments with the management/stage directors/choreographers 	<ul style="list-style-type: none"> - topicality and completeness of the knowledge available

Position in the organisation

Under the management of directors, head of department or production manager
 Manages not applicable

Purpose of the job

Developing and carrying out production tasks.

Expected results

Result areas	Core activities	Result criteria
Contribution to production plan	<ul style="list-style-type: none"> - providing input for the development of the production plan - participating in consultations with the artistic team and making proposals for interpreting wishes in production requirements 	<ul style="list-style-type: none"> - serviceability of input - suitable interpretation of artistic wishes
Executed production tasks	<ul style="list-style-type: none"> - implementing the production plan and activities on the basis of the budget set and in consultation with the manager - identifying problems in realisation of the plan, bringing them to the attention of the manager and suggesting solutions 	<ul style="list-style-type: none"> - quality of execution - speed of dealing with problems - solution-based focus
Insight into developments in the field of production	<ul style="list-style-type: none"> - keeping up with developments in the field of production - discussing new developments with the manager 	<ul style="list-style-type: none"> - topicality and completeness of the knowledge available

Position in the organisation

Under the management of artistic director
 Manages not applicable

Purpose of the job

Coordinating and supporting the artistic tasks/activities with regard to artistic policy, repertoire, planning and auditions.

Expected results

Result areas	Core activities	Result criteria
Artistic support	<ul style="list-style-type: none"> - contributing artistic expertise, making proposals for the development of the organisation - providing input and expertise for present and future repertoire and tours - helping to select musicians at auditions - solving any (artistic) problems that arise, carrying out ad hoc tasks within the parameters and reporting to the artistic director - providing the communication from the artistic team to the employees and performers 	<ul style="list-style-type: none"> - expertise - effectiveness of communication - quality, speed and solution-based capacity of support - quality and correctness of reporting
Planning and timetables	<ul style="list-style-type: none"> - coordinating internal communication regarding planning, rehearsals and timetables to the musicians and other parties concerned - coordinating the work with professionals (trainers/music teachers, rehearsal directors and actors, etc. 	<ul style="list-style-type: none"> - promptness of provision of information - collaboration with professionals
Insight into developments in the field of arts management	<ul style="list-style-type: none"> - keeping up with developments in the field of arts management - discussing new developments with the management/stage directors 	<ul style="list-style-type: none"> - topicality and completeness of the knowledge available

Appendix 2 Trainee policy

Using trainees serves several purposes. On the one hand, it is necessary for students to put what they have learned in their training into practice. The trainee placement is therefore part of the educational curriculum. Employers take social responsibility in supervising and supporting students in a practical trainee placement. On the other hand, using trainees gives employers the opportunity to get to know the new professionals and discover their talents. The primary goal of traineeships is learning in practice, on the basis of learning objectives set by the student or school. This must be the starting point when recruiting and using trainees. Trainees are not employees and must be supernumerary.

Besides these positive aspects for students, employers and training institutes, the social partners point out that frequent use of trainees can sometimes lead to unwanted situations. This can happen if trainees are used as cheap labour in the place of regular employees and, in particular, of recently graduated professionals. The latter group can therefore experience difficulty in gaining the necessary experience and finding sufficient work (also in the long term). Employers are therefore obliged to use (and continue to use) recent graduates and regular employees in good proportion to trainees.

Using trainees too frequently can also lead to a lower quality of supervision by the institute, which is undesirable from an educational point of view. The employer must ensure sufficient time, space and professional capacity to supervise and train the trainee. Employers also have a duty, along with the training institutes, to ensure good-quality supervision of trainees and adequate preconditions in the trainee placement agreement.

Appendix 3 Procedures for the Social Commission CAO Music Ensembles

Article 1 Tasks, composition and secretary of the Commission

In order to promote correct and clear interpretation and application of this CAO, the social partners Kunstenbond and NAPK are founding a Social Commission CAO Music Ensembles (hereinafter the Commission). The Commission comprises four members and four deputy members, of which two members and two deputy members are appointed by NAPK and two members and two deputy members by the Kunstenbond. The Commission elects a chair from its ranks, preferably in such a way that this post is occupied in turn by each of the social partners. If required, the Commission can be temporarily expanded by an independent chair. In the case of an exemption request, the Commission is obliged to be expanded by an independent chair.

1. The tasks of the Social Commission are:
 - a. Giving a viewpoint/decision or advice to an employer/employers, a commissioning body/bodies, an employee/employees, a zzp'er/zzp'ers, social partners or other parties concerned regarding the definition and/or application of the provisions in this CAO;
 - b. Dealing with a request from an employer/employers for exemption from this CAO, or provisions in it; see Article 4 of this appendix;
 - c. Giving important advice to an employer/employers, a commissioning body/bodies, an employee/employees, a zzp'er/zzp'ers, in the case of disputes about the definition and/or application of this CAO. At the request of the parties concerned, the advice may given the status of a binding recommendation.
3. The secretary of the Commission is located at NAPK, e-mail info@napk.nl.

Article 2 Procedure for submitting an appeal for an opinion or advice

1. An appeal for an opinion/decision or advice about the interpretation and/or application of this CAO may be submitted by employers, employees/zzp'ers, CAO parties and other parties concerned at any time by e-mail via info@napk.nl, addressed to the secretary of the Social Commission CAO Music Ensembles.
2. An appeal as referred to in section 1 will only be dealt with after the appeal has been submitted with reasons in writing via e-mail. An appeal for advice must state at least the following:
 - full name and address of the applicant and the opposite party/parties;
 - which Article(s) of the CAO pertain to the request;
 - the facts and circumstances that have led to the dispute, and the conclusion that should be drawn from this in the opinion of the claimant;
 - the signature of the applicant and the date
3. The secretary will send the appeal and any appendices within 14 days of receipt to the members and deputy members of the Commission, and - in the case of a dispute - also to the opposite party.
4. The opposite party is given the opportunity to submit a written defence to the Commission by sending it to the secretary, within 21 days of the secretary sending the appeal and any appendices. The secretary immediately sends on the written defence and any appendices to the Commission.
5. The secretary will send a copy of the written defence within 14 days of receipt to the members and deputy members of the Commission, and to the claimant.

Article 3 Procedure for dealing with an appeal for an opinion or advice

1. The period between the date of the deadline for submitting the written defence and the date it will be dealt with by the Commission will be at least 21 days.
2. The Commission will deal with the case preferably within two months, but at the latest within four months of submission of the appeal by the secretary.
3. If the Commission sees a reason to do so on the grounds of the appeal and/or written defence, it can request parties for additional written reactions and/or information. In each case, the Commission sets the deadline for receipt of these documents. If further reactions and/or information are requested, the case will be dealt with by the Commission preferably within four months, but at the latest within six months of the appeal being submitted.
4. If the Commission sees a reason to do so, it can summon parties, witnesses or experts to give further information. Such a summons takes place at least 14 days before the case is dealt with.

5. The Commission takes a decision by majority vote and determines its advice outside the presence of parties to the dispute.
6. The Commission determines what costs are to be charged to which party. If the costs are charged to the employee/zzp'er (in whole or in part), the employer/commissioning body is entitled to deduct this sum from the salary owed to the employee/zzp'er by the employer/commissioning body, in compliance with the legal provisions and with the obligation to pay the amount owed to the Commission within one week of the deduction. The parties' costs do not include the costs of any legal aid.
7. The advice is drawn up in writing, giving reasons. A copy of the advice signed by the chair and the secretary is sent to each of the parties and to all members and deputy members of the Commission within the set term (four or six months).
8. Due to the importance of the advice for the CAO and for collective bargaining, the Commission may decide to send the anonymised advice to the Social Partners. Parties to the dispute will be notified of this.

Article 4 Exemption regulations

1. At the request of the employer(s) or commission body/bodies covered by the scope of this CAO, the Commission can grant exemption from the application of the CAO or its provisions. CAO parties hereby implement the recommendation of the Stichting van de Arbeid to preferably regulate the exemption from a sector CAO independently and transparently.
2. A request for exemption from the application of the CAO or its provisions must be submitted in writing, giving reasons, to the Commission secretary by e-mail info@napk.nl. The Commission is authorised to decide on an exemption request on behalf of CAO parties.
3. A request for exemption must contain at least the following:
 - full name and address of the applicant(s);
 - the CAO provision(s) to which the request pertains;
 - reasons for the request;
 - signature(s) of applicant(s) and date.
4. Exemption from this CAO or its provisions may be granted if the situation of the applicant(s) differs from the usual situation in the sector or one of its segments (temporarily or permanently) to such an extent that the employer(s) or commissioning body/bodies cannot reasonably be required to fully apply the CAO or its provisions.
5. On request, the applicant will provide details and documents, or additional details and documents necessary for assessing the request, within the stipulated term. A request is dealt with when the information provided is sufficient for assessing the request.
6. Within two months of the date of receipt of the complete dossier of the request for exemption, the Commission will give a decision in writing, with reasons. If necessary, the decision term of two months may be extended by a maximum of one month.
7. The Commission secretary will send the written decision to the applicant as soon as possible.
8. Exemption will be granted for the duration of the CAO at the most and may be granted with restrictions; i.e. conditions and/or regulations may be attached to the exemption. If a new CAO is applicable, applicants may submit a new request for exemption, if they wish.

Article 5 Procedural costs

Kunstenbond and NAPK will make further agreements about the costs of the Commission and the secretary regarding the execution of the Commission's tasks.

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