

## IMPLEMENTATION REGULATIONS 08 SALARY (Article 5.1)

Description:	The monthly salary is based on the job classification (Appendix 1) and the related salary scale. This salary grading system can be found on the Hivos intranet. The employer follows the BBRA (Civil Servants' Salary Decree) for salary indexation. The year-end bonuses, on the other hand, are based on the employment conditions negotiations between the employer and the Staff Council. The monthly salary of the employees is determined by the employer. The actual monthly salary (M) is the product of the hourly wage (HW) and the official working week (W), converted to a monthly figure as follows: $M = HW \times W \times 52/12$ .
Application:	On appointment, the employee's position is graded according to the salary scale on the basis of relevant professional experience. If the employee has already qualified for this job previously, a number of increments will be awarded equal to the number of relevant years of professional experience. This is at the employer's discretion.
Starting scale:	If the employee does not (yet) satisfy the experience requirements considered relevant for the job, the employer may decide to place the employee in the starting scale. This will apply until the employee meets the experience requirements relevant to the job. The employee's performance will be assessed according to the "Performance and Assessment" procedure. The Board of Directors will grade the employee's position according to the applicable salary scale based on the results of this assessment.
Increments:	The employee is entitled to an annual increment as of 1 January according to the applicable salary steps up to the maximum in that salary scale. If there is insufficient progress in job performance, the employer may decide not to grant the employee the increment. The employee may be granted one or more additional increments based on extraordinary progress in job performance. If an employee has reached the final increment in the salary scale, the employer may decide to put him/her in a higher salary scale if the employee's extraordinary performance justifies this.
Assessment/ Performance:	A decision as mentioned above should be based on the report of a formal assessment or performance interview. This is on the understanding that if the assessment is negative, the employer may decide to refuse an increment. The procedures for this are explained in Hivos's performance and assessment system, which can be found on the Hivos intranet. One year after employment and subsequently once every 2 years, the employee's immediate supervisor holds an assessment interview with the employee. After discussing the assessment with the employee concerned it is adopted by the employer.
Bonus	The employer may decide, at the immediate supervisor's recommendation, to give a one-off bonus to the employee based on extraordinary performance. The amount of the bonus is half a month's salary and is based on the month before the bonus is given.

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Status : Final  
Date : March 2009  
Author : IZ

## Appendix 1 to the IMPLEMENTATION REGULATIONS ON SALARY

### HIVOS job categories

The job to be performed by the employee is classified in one of the following job categories, Each job title in the job category is assigned a job grade based on the weight and content of the job. The listed job titles reflect the situation on January 2009. The grade listed with the job title is the job grade. Job titles that are temporary in nature are indicated with a (T).

#### Group I:

Positions that involve a specific set of tasks at the basic level for which some professional knowledge and experience are required. These tasks are geared to general, facilitatory and administrative work. The employee has a certain degree of autonomy and works according to a prescribed method.

Job titles:	Facilities Service Assistant 1	S4
	Facilities Service Assistant 2	S5
	Receptionist	S5
	HR/Internal Affairs Secretary	S6
	Assistant	S6
	Concierge	S6

#### Group II:

Positions that involve a multiple set of tasks at all-round and professional levels for which specific professional knowledge and experience are required. These tasks pertain to the actual work or are geared to technical, administrative or organisational support of policy implementation. The employee has a large degree of autonomy in determining the required method within the assigned tasks.

Job titles:	Executive Secretary	S7
	Accountant	S7
	Staff Council Secretary	S7
	Bureau Assistant / Bureau of External Affairs Assistant	S7
	HR Assistant	S7
	TEC Secretary	S7
	RE&I (TEC) Assistant	S8
	SBA Secretary	S8
	Helpdesk Assistant	S8
	RI&C (TEC) Officer	S9
	System Administrator	S9
	Administrator	S9
	Financial Officer	S9
	Junior Programme Officer	S9 (T)
	Management Assistant	S9 (T)

#### Group III:

Positions at the professional and generalist level that require extensive and specialised expertise and/or experience to work in a team with a high degree of autonomy and responsibility. Tasks at this level are aimed at preparing, developing and implementing the policy of a department in the organisation, or involve positions with high requirements in the general policy area.

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Job titles:	Secretary to the Board	S10
	Web Editor	S10
	L&N/ C/ F&M/ Campaign Officer	S10
	Netherlands Projects Officer	S10
	Webmaster	S10
	HR Consultant	S10
	PO/PO BER/PO ODR/	S 11
	KS Officer	S 11 (T)
	Project Manager	L 11
	TEC Policy Officer	S 11
	Financial Inspector	S 11
	C/L&N/F&M/SKA Coordinator	L 11

Group IV:

Positions where the employee, in addition to the Group IV description, has a supervisory position in a department, or coordinates the activities in a specific policy area at the generalist level. Tasks at this level involve participating in the preparation and implementation of general Hivos policy, or involve positions with explicit requirements in the general policy area.

Job titles:	Programme Manager	S12
	Internal Affairs Coordinator	S12
	Controller	S12
	Campaigner	S12
	Head of Bureau CIM, DRAG, SED	S13
	Head of External Relations	S13
	Head of TEC	S13

Group V:

Management, and Board of Directors. Employment contracts for these positions only partly fall under the Hivos Legal Status Regulations, as they are mainly subject to the Hivos Company By-Laws and the Hivos Regulations on Appointing and Dismissing Board Members. The salary scale for these positions is in line with the BBRA (Civil Servants' Salary Decree).

Job titles:	Executive Director	S17
	Director of Programmes & Projects	S15

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