



REQUEST FOR STATEMENTS OF QUALIFICATIONS (RFSQ) No. 26-030

DATE: June 5, 2026

Project Title: Joint Job Classification and Evaluation Framework

The Regional District of Nanaimo (“the RDN”) invites qualified and experienced firms to submit Statements of Qualifications to assist in the development of a job classification and evaluation framework (“Framework”) for bargaining unit employees which will be jointly developed by a committee with representatives from both the RDN and the Canadian Union of Public Employees (“CUPE”), Local 401 (“the Union”).

A. Intent

This Request for Statements of Qualifications (“RFSQ”) is issued to determine the most qualified and experienced service provider that can meet the RDN’s requirements, expectations, and timeline.

The RDN will review submissions received in response to this RFSQ and enter discussions with the top-ranked Respondent to negotiate the terms, scope, timeline, and cost based on the actual scope of work required (“the Work”). Should these negotiations fail to result in a contract for the Work, the RDN may then elect to negotiate with the next highest ranked service provider and so on until an agreement is reached or the process cancelled.

In any event, the RDN shall not be bound to enter a contract with any Respondent to this RFSQ and, at its sole discretion, may elect to collapse this process.

B. Background

In July 2025, a new collective agreement between the RDN and CUPE was ratified by CUPE’s membership. Within the collective agreement, it was agreed that the RDN and CUPE would collaborate on the development of a job classification and evaluation framework.

The RDN is located on the beautiful central east coast of Vancouver Island, incorporating the municipalities of Nanaimo, Lantzville, Parksville, and Qualicum Beach, and seven unincorporated electoral areas that lie between Cassidy to the south and Bowser to the north. The RDN is home to approximately 170,000 people and is growing. The RDN is governed by a 19-member Board, comprised of twelve (12) Directors from locally elected municipal councils, and seven (7) Directors elected by Electoral Area residents. The RDN employs approximately 770 employees,

just over 500 of which are currently part of the bargaining unit, spread across 129 positions in 17 departments.

The RDN currently conducts job evaluations using a points-factor system with four primary criteria factors (skill, effort, responsibility and working conditions) and ten sub-factors (education, experience, physical demand, sensory demand, impact of decisions, decision making, supervision, financial responsibility, interpersonal contacts and working conditions) which was put in place in 1999 and most recently revised in 2016. The system and the procedures surrounding its use set out in a CAO policy, A3.18 Job Evaluations (which has been made available for the purposes of responding to this RFSQ).

Historically, job evaluations were conducted by various generalists within the Human Resources and Safety department, or by outside consultants, which has resulted in inconsistent application of the system and inequitable evaluations. In 2023, a specialist position was established to administer job classification and evaluations, resulting in a 284% increase in evaluations in the first year. Unfortunately, the process is also hindered by antiquated language and overly broad or overly narrow definitions. As such, the current job evaluation process has not fostered collaboration or mutual accountability between the Union and the RDN and it was agreed that both parties would benefit from a jointly developed and mutually agreed upon job classification and evaluation framework. A working committee, comprised of 3 members from each party, has been established to support the development of the Framework.

The purpose of the Framework is to provide a standardized, objective and transparent process to evaluate and classify unionized positions in the RDN, which will inform wage rate structures that are equitable, competitive, and aligned with the duties and responsibilities of each position. The objectives of the Framework, as set out in the Letter of Understanding between the RDN and the Union, are as follows:

- To create consistent and relevant criteria to evaluate jobs for the purpose of establishing and measuring the relative value and internal equity of jobs to inform equitable and competitive wage rates that are aligned with the duties and responsibilities of each position.
 - To provide guidelines as to what constitutes a trigger to engage the Framework.
 - To set timelines for the processing of job evaluations under the established criteria.
 - To set out rules or guidance regarding any retroactive application of evaluation decisions under the Framework.
 - To set out a process and timeframe by which the Framework will be reviewed.
 - To set out a dispute-resolution process should the parties disagree on the application of the criteria.
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C. Contemplated Scope of Work and Timeline

The successful proponent will report to Manager, Human Resources, who will facilitate the successful proponents presentations and recommendations to the committee, and attendance at committee meetings as required.

The desired scope of work is subject to consensus of the working committee when ready for presentation and recommendation, and must include but is not limited to assisting the working committee with:

1. Educating the working committee members on the current public sector job evaluation landscape, trends and best practices, to help inform decision making.
2. Presenting and recommending an evaluation system that best suits the stated purpose of the new Framework development and RDN's breadth of positions.
3. Developing the Framework, including:
 - a. Creation of evaluation criteria for the purpose of establishing and measuring relative internal job value;
 - b. Establishing guidelines that govern when/how a job evaluation is triggered, including timelines for processing evaluations; and
 - c. Setting a dispute resolution mechanism.
4. Developing documents and forms to operationally support the use of the Framework.
5. Drafting communications and change management plans.
6. Working with the committee to come to agreement on evaluation of all positions within the developed Framework.
7. Developing an implementation plan that considers:
 - a. Timing of implementation
 - b. Strategies for addressing differences between current classification and new classification
 - c. Communicating the new Framework to bargainin unit members and management
 - d. Changes to the current job description template

D. Statement of Qualifications and Evaluation

The statement of qualifications should be no longer than five (5) single sided pages in length (not including cover page, cover letter and appendices). Please include the following:

- Qualifications and areas expertise of the Firm and nominated Project Manager. Please include CV/Resume of the Project Manager and explain how this individual will provide value for the RDN. Describe your Firm's approach to work.
 - Experience of Firm and nominated Project Manager in previous relevant work. Provide short descriptions of similar projects and assignments completed by both the Firm and nominated Project Manager.
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- A statement of your firm’s ability to complete the work within the timeframe described.
- A statement of your firm’s approach to advancing equity and sustainability in corporate operations and service provisions, including any certifications in this regard.

Statements of Qualifications (the “SOQ”) will be evaluated by the Regional District of Nanaimo on a consensus basis and assigned one score out of 100 based on the above evaluation criteria. Any or all SOQs will not necessarily be accepted.

E. Submission Date & Time

Statements of Qualifications should be received on or before 3:00:00 p.m. local time on the 26 day of June, 2026 . The RDN at its sole discretion, reserves the right to accept late submissions.

F. Questions and Submissions

Questions and submissions should be directed to:

Andy Drouillard, Manager, Human Resources (adrouillard@rdn.bc.ca) and Tanya Thoen, Total Compensation Specialist (tthoen@rdn.bc.ca).

G. Additional Information

If the RDN determines that additional information is required, the RDN will post an Addendum on the RDN (www.rdn.bc.ca/current-bid-opportunities) and the new BC Bid (www.bcbid.gov.bc.ca/) websites. It is the sole responsibility of interested vendors to check for additional information prior to submitting their response.

REGIONAL DISTRICT OF NANAIMO

P O L I C Y

SUBJECT: Job Evaluation	POLICY NO: A3.18
	CROSS REF.:
EFFECTIVE DATE: January, 1997	APPROVED BY: CAO
REVISION DATES: January 1999 July 25, 2001 January 2001 July 2016 May 18, 2001	PAGE: 1 of 37

PURPOSE

To provide procedures for evaluating and reviewing classification levels of unionized jobs within the Regional District of Nanaimo (RDN).

DEFINITIONS

Collective Agreement	The Collective Agreement currently in effect between the Employer and CUPE Local 401.
Employee	The incumbent employee who has been appointed to a job.
Job	A group of duties or range of duties or tasks and responsibilities assigned to and performed by the employee(s).
Job Description	The written description of a job which includes a summary and the major duties/responsibilities listed in order of importance.
Job Evaluation	A process which establishes a systematic ranking of jobs in relation to each other, this systematic ranking is expressed in points.
Job Evaluation Plan	The plan contains the guidelines and degree levels for each sub-factor used for evaluating a job.
Pay Grade	A designated wage rate within the salary schedule.
Rating	The process of relating the facts contained in the job documents to the job evaluation plan and selecting the factor degree levels judged to be appropriate.
Red Circled Rate	The wage rate that is higher than the newly established wage rate.

POLICY

1. Classification Review of an Existing Job

A classification review can be completed for an existing job in situations where the duties are considered to have changed or when it is felt that a position has been incorrectly classified and can be requested by an employee or a manager. The procedures for requesting a classification review are as follows:

- a. An employee can request a classification review of their job by completing and submitting to Human Resources an "Employee Classification Review Request Form" (Appendix A) and a "Job Evaluation Form" (Appendix B). The "Job Evaluation Form" is to be completed in accordance with the RDN's "Job Evaluation Plan" (Appendix D).
- b. A manager can request a classification review of an existing job within their department by preparing and submitting to Human Resources a draft amended job description and a "Job Evaluation Form" (Appendix B). The "Job Evaluation Form" is to be completed in accordance with the RDN's "Job Evaluation Plan" (Appendix D).
- c. Upon receiving the documents as outlined in sections 1(a) and 1(b), Human Resources will rate the job in accordance with the RDN's Job Evaluation Plan based upon the job description, the completed request form, meetings with the employee(s) and/or manager and, if required, visits to the job site. If there are discrepancies between the rating completed by Human Resources and the rating completed by the employee or manager, additional meetings with the employee and/or manager may be scheduled. The rating completed by Human Resources will be documented on the "Human Resources/Employer Job Evaluation Form" (Appendix C).
- d. When Human Resources has completed its evaluation of the job, it will provide the Employer with the completed rating form and a recommendation on the rating of the position and, if applicable, revisions to the job description. Once the Employer has approved the recommendation from Human Resources, the "Job Evaluation Form" and job description will be forwarded to the Union for review and, in accordance with Article 27.02, concurrence on the rate of pay.
- e. As also indicated in Article 27.02, if the parties are not able to reach consensus on the rate of pay, the matter will be referred to the grievance procedure in accordance with the provisions of the Collective Agreement. The Employer and the Union will make every effort to reach consensus on the rate of pay through meetings and discussions before resorting to the grievance procedure.
- f. After a re-evaluation is completed and consensus has been reached on the rate of pay, if a job is rated at a pay grade with a salary range higher than the current wage rate for the job, the employee's rate of pay will be adjusted to the higher pay level on the new salary schedule, retroactive to the date the employee began performing the new job duties. The employee(s) will retain the same place on any increment grid.
- g. If a job is rated at a pay grade with a salary range lower than the current wage rate for the job, all employees of such job will be identified as "Red-Circled". Any increases to a red-circled position will be determined, as applicable, during the course of negotiations.

- h. No employee will have their wages reduced following the re-evaluation of their job and the establishment of a new wage structure.

2. Classification Review of New Jobs

A classification review is required whenever a new Union position is approved and established within the RDN. The procedure for reviewing and determining the classification level for a new position is as follows:

- a) The Employer will prepare a job description for the new position and establish a pay grade for the job based on the RDN's "Job Evaluation Plan" (Appendix D). The rating for the position will be documented on the "Human Resources/Employer Job Evaluation Form" (Appendix C).
- b) The new job description and job evaluation form will be sent to the Union for review and, in accordance with Article 27.02, concurrence on the rate of pay.
- c) If the parties are not able to reach consensus, the matter will be referred to the grievance procedure in accordance with the provisions of the Collective Agreement.

3. Review of the Job Evaluation Plan

The Employer will review the job evaluation plan on an annual basis. If any changes are deemed as necessary and made to this policy or the Job Evaluation Plan, the Union will be provided with the opportunity to review and comment on the amendments prior to implementation of the amendments by the Employer.

REGIONAL DISTRICT OF NANAIMO
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EMPLOYEE CLASSIFICATION REVIEW REQUEST FORM

FOR COMPLETION BY SUPERINTENDENT AND MANAGER

Employee requests for a classification review must be discussed with the responsible Superintendent and Manager, and submitted to Human Resources with the following sections completed and signed.

In situations when a Manager agrees that the duties of a job have changed, the Manager must also prepare and submit to Human Resources a draft amended job description.

FOR SUPERINTENDENT COMPLETION:

PLEASE INDICATE WHETHER YOU CONCUR WITH EMPLOYEE REQUEST: YES NO

PLEASE STATE REASONS WHY YOU AGREE OR DISAGREE WITH EMPLOYEE REQUEST (ATTACH ADDITIONAL PAGES AS REQUIRED):

SUPERINTENDENT SIGNATURE:

DATE:

FOR MANAGER COMPLETION:

PLEASE INDICATE WHETHER YOU CONCUR WITH EMPLOYEE REQUEST: YES NO

PLEASE STATE REASONS WHY YOU AGREE OR DISAGREE WITH EMPLOYEE REQUEST (ATTACH ADDITIONAL PAGES AS REQUIRED):

MANAGER SIGNATURE:

DATE:

DRAFT AMENDED JOB DESCRIPTION ATTACHED YES NO

EMPLOYEE NAME:	DATE:
JOB TITLE:	DEPARTMENT:
REASON FOR SUBMISSION: <i>(Please check one)</i>	
<input type="checkbox"/> Employee Request for Re-Evaluation <input type="checkbox"/> Manager/Superintendent Request for Classification Review	

Sub-Factor	Substantiating Data	Current Degree Level	Proposed Degree Level	Proposed Position Points
1. Education (ED)				
2. Experience (EX)				
3. Decision Making (DM)				
4. Impact of Decisions (IM)				
5. Financial Responsibility (FI)				
6 (A). Nature of Supervision (S1)				
6 (B) Number of Employees Supervised (S2)				
7. Interpersonal Contact (CO)				
8. Physical Demands (PD)				
9. Sensory Demands (SD)				
10. Working Conditions (WC)				
Current Points:		Proposed/Revised Points:		
Current Pay Band:		Proposed/Revised Pay Band:		

(To be signed by the person initiating the review.)

EMPLOYEE/MANAGER/SUPERINTENDENT SIGNATURE:	DATE:
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**HUMAN RESOURCES/EMPLOYER
CLASSIFICATION REVIEW/NEW CLASSIFICATION
JOB EVALUATION FORM**

JOB TITLE:	DEPARTMENT:
DATE:	
HUMAN RESOURCES (INITIALS):	

Sub-Factor	Substantiating Data	Current Degree Level	Requested Degree Level	Revised/Proposed Degree Level	Revised/Proposed Position Points
1. Education (ED)					
2. Experience (EX)					
3. Decision Making (DM)					
4. Impact of Decisions (IM)					
5. Financial Responsibility (FI)					
6. (A) Nature of Supervision (S1)					
6. (B) Number of Employees Supervised (S2)					
7. Interpersonal Contact (CO)					
8. Physical Demands (PD)					
9. Sensory Demands (SD)					
10. Working Conditions (WC)					
Current Points:		Proposed/Revised Points			
Current Pay Band:		Proposed/Revised Pay Band:			

RECOMMENDATION:	
EMPLOYER SIGNATURE:	DATE:

APPENDIX D
JOB EVALUATION PLAN

1. PREAMBLE

The objectives of the Regional District of Nanaimo’s Job Evaluation Plan are to:

- a. implement a job evaluation methodology for establishing the relative value of unionized jobs;
- b. establish internal equity with respect to wage rates; and,
- c. establish a framework or grid for on-going administration.

2. DEFINITIONS

The following definitions apply to the terms used throughout the Job Evaluation Plan:

Degree Level	The actual measurement levels within each sub-factor.
Duty	Tasks assigned to a job.
Factors	The four primary criteria factors used to measure jobs are skill, effort, responsibility and working conditions. Each factor deals with an important compensatory job characteristic, which is present to some degree in, and which contributes to the ranking of all jobs being covered by the job evaluation plan.
Employee	The incumbent employee who has been appointed to a job.
Job	A group of duties or range of duties or tasks and responsibilities assigned to and performed by the employee(s).
Job Analysis	The process of determining and recording the tasks and duties of a job and the required skill, effort, responsibility, and working conditions involved in the performance of that job, through the use of questionnaires, interviews and worksite observation.
Job Description	The written description of a job which includes a summary and the major duties/responsibilities listed in order of importance.
Job Evaluation	A process which establishes a systematic ranking of jobs in relation to each other, this systematic ranking is expressed in points.
Job Evaluation Plan	The plan contains the guidelines and degree levels for each sub-factor used for evaluating a job.
Pay Grade	A designated wage rate within the salary schedule.
Points	The numerical expression assigned to each degree within each sub-factor.
Rating	The process of relating the facts contained in the job documents to the job evaluation plan and selecting the factor degree levels judged to be appropriate.
Sore-Thumbing	The process of making an objective comparison of a rating decision to previous rating decisions of similar and/or related positions. Comparisons may be performed by a sub-factor-by-factor basis or on a total point basis.
Sub-factors	Components of the four primary criteria factors: skill, responsibility, effort and working conditions.
Total Points	The sum of all points allotted to each job for all sub-factors determined in accordance with the job evaluation plan.

3. JOB EVALUATION PLAN - GENERAL INFORMATION

Working through a job evaluation serves to:

- a. group jobs having relatively equivalent point values (this is commonly referred to as banding);
- b. provide the basis upon which wage rate relationships between jobs are established;
- c. measure changes in job content; and,
- d. assign jobs into their proper pay grade in the salary schedule.

The Plan includes **four primary criteria factors** and **ten sub-factors**:

Primary Factors	Sub-Factor	Weight
Skill	1. <i>Education</i>	30%
	2. <i>Experience</i>	
Effort	3. <i>Physical Demand</i>	10%
	4. <i>Sensory Demand</i>	
Responsibility	5. <i>Impact of Decisions</i>	50%
	6. <i>Decision Making</i>	
	7. <i>Supervision</i>	
	8. <i>Financial Responsibility</i>	
	9. <i>Interpersonal Contacts</i>	
Working Conditions	10. <i>Working Conditions</i>	10%

Each **sub-factor** is based upon the following criteria:

<i>Education</i>	1	The amount of minimum formal academic, technical or vocational training required.
<i>Experience</i>	2	Time (in months or years) required to learn essential skills. Includes time to learn job under review and previous jobs.
<i>Decision Making</i>	3	Latitude for decision-making; freedom to implement solutions; requirement to work to established procedures; complexity of problems.
<i>Impact of Decisions</i>	4	Consequences of an error. Who is impacted? Who corrects?
<i>Financial Responsibility</i>	5	For financial processing/commitment/forecasting; budget administration.
<i>Supervision</i>	6	A. Nature - the continuing responsibility for the supervision and direction of others (level and frequency).
		B. Number of employees - number of direct and indirect FTE's.
<i>Interpersonal Contacts</i>	7	Purpose of contact with others (internal and external) and level of interpersonal skills required to deal with the contacts.
<i>Physical Demand</i>	8	Physical fatigue resulting from the performance of job duties (duration and frequency).
<i>Sensory Demand</i>	9	Visual or auditory concentration (duration and frequency).
<i>Working Conditions</i>	10	Exposure to disagreeable working conditions and/or hazards.

C. JOB EVALUATION PLAN - GENERAL RULES

In the application of the job evaluation plan, the following general rules will apply:

- a. It is the content of the job, and not the performance of the employee(s), that is being rated;
- b. Jobs are evaluated without regard to existing wage rates;
- c. Jobs are placed at the appropriate degree level in each sub-factor by comparing the specific requirements of the job to the sub-factor definition, and the description of each degree level;
- d. The job analysis and rating of each job will be relative to and consistent with the job descriptions and ratings of all other jobs rated under the plan;
- e. No interpolation of sub-factor degrees (i.e. mid-points) is permitted;
- f. The factors and sub-factors must have an impact on all jobs being rated; and,
- g. Rating decisions will include a sore-thumbing process to ensure consistency in decisions.

D. STEPS FOR COMPLETING A JOB EVALUATION

- a. The "Summary of CUPE Job Evaluation Points" (Appendix E) provides a comprehensive list of all unionized positions with a breakdown of the current degree levels for each sub-factor. Referring to the "Summary of CUPE Job Evaluation Points", indicate the current degree levels for the position being evaluated in the column titled "Current Degree Level" on the "Job Evaluation Form" (Appendix B).
- b. The "Summary of CUPE Job Evaluation Points" also provides the current pay band and total points for established positions. Indicate the current pay band total points for the position being evaluated in the space provided beside "Current Points" and "Current Pay Band" at the bottom of the "Job Evaluation Form".
- c. Section 6 of the Job Evaluation Plan provides information on each sub-factor for determining the appropriate degree level and points for a position. Review Section 6 and the information provided on each sub-factor and, in the columns titled "Proposed Degree Level" and "Proposed Position Points," indicate the degree level and position points that you consider to be applicable to the position being evaluated.
- d. Add the points in the "Proposed Position Points" column and enter the sum beside "Proposed Revised Points" at the bottom of the "Job Evaluation Form".
- e. The total points will be used to determine the "Proposed Revised Pay Band" for the job being evaluated which will be determined based on the "CUPE Job Evaluation Ladder Chart" (Appendix F). Using the chart, identify the applicable point range and corresponding level that applies to the total proposed revised points.
- f. Sign and date the form and:

For employees requesting a classification review - Submit the "Job Evaluation Form" to the responsible supervisor and manager with a completed "Employee Classification Review Request Form".

For managers requesting a classification review - Submit the "Job Evaluation Form" with a proposed draft amended job description to Human Resources.

E. SUB-FACTORS

- a. The following sub-factors are components of the four primary criteria factors (skill, responsibility, effort and working conditions) and are applied to each position for the purpose of determining the appropriate position points.
- b. Each sub-factor consists of different levels that are defined by certain criteria and correspond to an established number of points.
- c. Once the total points for a position have been determined, they are then applied to the “CUPE Job Evaluation Ladder Chart” (Appendix F) to determine the appropriate pay band.

SUB-FACTOR 1 — EDUCATION

This sub-factor is used to measure the amount of formal academic, technical or vocational education required to undertake the duties of the position. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the knowledge or education necessary to comprehensively understand the work elements involved to perform the job duties in a satisfactory manner.
- ▶ the minimum education necessary to perform the work.

Degree Level	Degree Points	Degree Definition
1	19	Completion of Grade 10 or equivalent.
2	38	Completion of Grade 10 plus vocational or technical training of up to one year in duration, or completion of Grade 11 or equivalent.
3	56	Completion of Grade 12 or equivalent or completion of Grade 11 plus up to one year vocational or technical training.
4	75	Completion of Grade 12 or equivalent plus an additional program of up to and including six months duration.
5	94	Completion of Grade 12 or equivalent plus an additional program of up to one year.
6	113	Completion of Grade 12 or equivalent plus an additional program of over one and up to two years.
7	131	Completion of Grade 12 or equivalent plus an additional program of over two and up to three years.
8	150	Graduation from a four year university undergraduate program.
9	169	Graduation from a two year university graduate (masters) program.

SUB-FACTOR 1 – EDUCATION - NOTES TO RATERS

- a. When selecting a degree, there is no relationship to the academic achievement of an employee. Choose the minimum degree level necessary to perform the work.
- b. The sub-factor definition characteristic "comprehensively understand work elements" refers to such things as the coordination capability and supervisory skills required in some positions or the accumulation of knowledge of the work methods and "tricks of the trade".
- c. The most common source of education is through formal education, such as grade school, secondary school, vocational centre, community college, technical institute, university, etc.
- d. The completion of Grade 10 is deemed to result in the ability to complete basic forms, write short notes, use and understand percentages, decimals, fractions and averages, and to comprehend simple charts and drawings.
- e. The completion of Grade 12 is deemed to result in the ability to comprehend standard materials such as letters, memos, forms, specifications, to write standard letters and memos, and to use and understand pre-established mathematical formulas, equations and complicated charts.
- f. Trades consist of a formal education component, which should be rated under this factor, and a job experience component, which should be rated under the Experience Factor.
- g. When evaluating a position on the education factor, the evaluation should be consistent with the evaluation given under the experience factor. Failure to do so could result in double counting.
- h. Each year of the CGA/CMA program is equivalent to one year of post-secondary education.

SUB-FACTOR 2 — EXPERIENCE

This sub-factor is used to measure the amount of work experience required to undertake the duties of the position. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the application of techniques and procedures that must be learned;
- ▶ the minimum amount of practical experience on any related work or work in a lesser position required to adequately perform the job;
- ▶ the period of training or adjustment on the job itself.

Degree Level	Degree Points	Degree Definition
1	17	Up to and including 3 months.
2	33	Over 3 months and up to and including 6 months.
3	50	Over 6 months and up to and including 1 year.
4	67	Over 1 year and up to and including 2 years.
5	83	Over 2 years and up to and including 3 years.
6	100	Over 3 years and up to and including 4 years.
7	117	Over 4 years and up to and including 5 years.
8	133	Over 5 years and up to and including 7 years.
9	150	Over 7 years and up to and including 10 years.

SUB-FACTOR 2 – EXPERIENCE - NOTES TO RATERS

- a. Before this sub-factor is rated, the education sub-factor must be established.
- b. Select the experience sub-factor that most appropriately meets the job requirements.
- c. When evaluating a position on the experience sub-factor, the evaluation should be consistent with the evaluation given under the education sub-factor. Failure to do so could result in double counting.
- d. When considering prior experience consider only that experience which is related to the position being evaluated. Include true life skills, for example, relevant skills gained through parenting, volunteer work, and vocational activities.
- e. The characteristic "the amount of practical experience an average individual requires to adequately perform the job" refers to the minimum amount of work experience on related work or lesser positions, and the training period on the job itself that is needed to become competent. This minimum experience requirement is normally less than the amount of experience possessed by incumbents.
- f. When evaluating the amount of experience required by a trade position for which an apprenticeship program exists, care should be taken to consider **both** the work experience required after obtaining journeyman status and work experience obtained during the apprenticeship program. Work experience obtained during the apprenticeship program includes all paid time spent implementing classroom instruction into practice.
- g. The number of years of supervisory experience should be added to the years of non-supervisory experience required.
- h. Field time required for membership in a professional organization, designation, or requirements for a license should be considered under this sub-factor.
- i. Under this sub-factor, no consideration is given to the maturing of the individual.
- j. This sub-factor does not measure the actual experience of the incumbent nor does it relate to the specific hiring practices of the organization.

SUB-FACTOR 3 — DECISION-MAKING

This sub-factor measures the level of decision-making in the job. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the limiting effects of supervisor's instructions and work checks;
- ▶ the requirement to work according to detailed and established procedures, standards, practices and precedents;
- ▶ the latitude allowed for decision-making and the freedom to implement solutions;
- ▶ the complexity of problems.

Degree Level	Degree Points	Degree Definition
1	38	The work is carried out according to detailed and established procedures, practices and/or precedents. Detailed instructions are provided by the supervisor. Daily or more frequent work checks leave little room for independent decision-making. Most work problems are referred to the supervisor or senior co-workers.
2	75	The work is carried out according to established procedures, standards, practices and/or precedents. Regular guidance and/or instructions are provided by the supervisor, who also checks work occasionally. Some latitude for decision-making within specific guidelines and procedures is possible. Only non-routine or unusual situations are referred to the supervisor or senior co-workers.
3	113	The work is defined by established standards and procedures. Instruction is received primarily when the incumbent refers problems to the supervisor. Direction is sought when apparent solutions to problems are not within the intent of established practices. Latitude for decision-making within a general set of guidelines is possible.
4	150	The work is defined by established standards and procedures but occasionally includes work that is defined in broad terms (i.e. broad policies, procedures, precedents or guidelines). Instruction is received primarily when the incumbent refers problems to the supervisor or seeks confirmation on decisions being made. There is some latitude allowed for decision-making regarding daily operational matters. Some judgment is required in the analysis of information or situations to define problems and to determine the most appropriate alternative.
5	188	The work is defined in broad terms (i.e. broad policies, procedures, precedents or guidelines) and constrained only by objectives and instructions on important matters. Instruction is received primarily when the incumbent refers problems to the manager or seeks confirmation on decisions being made. There is considerable latitude allowed for decision-making regarding daily operational matters. Considerable judgment is required in the analysis of information or situations to define problems and to determine the most appropriate alternative.

SUB-FACTOR 3 – DECISION-MAKING - NOTES TO RATERS

- a. It is important to evaluate the judgment or decision-making that is permitted within the parameters and constraints of the position and not the capability of the incumbent. **Judgment** is the mandated authority to make a decision and carry out assignments.
- b. When evaluating a position under this sub-factor, the majority of the items of the selected degree must be met. (e.g., a position meets one of the three items in Degree 2 and two of the three items in Degree 3; the position is therefore properly evaluated in Degree 3.)
- c. Decision-making permitted while temporarily covering-off for another employee, or more senior position is not rated.
- d. In considering this sub-factor, consider the judgment that would be required most of the time and not the rare or unusual occurrence.
- e. "**Regular**" is defined as recurring at fixed times. Regular can be as often as once daily or as infrequent as once weekly.
- f. "**Important matters**" are those involving changes to established procedures, standards, practices, organizational objectives, work scheduling, staffing, etc.

SUB-FACTOR 4 — IMPACT OF DECISIONS

This sub-factor measures the consequence of errors which may occur in the job and the difficulty in detecting such errors. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the consequences on the organization of making errors in the decision-making process;
- ▶ the impact on public service.

Degree Level	Degree Points	Degree Definition
1	25	Incorrect or inappropriate recommendations/decisions/actions have little effect on service to the public and/or financial costs.
2	50	Incorrect or inappropriate recommendations/decisions/actions have limited consequences on the department such as limited financial costs or limited effect on service to the public.
3	75	Incorrect or inappropriate recommendations/decisions/actions have obvious consequences on financial costs; adverse client or public relations; reduced service to the public; and requires intervention by the supervisor to deal with repercussions.
4	100	Incorrect or inappropriate recommendations/decisions/actions usually have short-term consequences; limited financial costs; reduced or impaired service to the public; and requires the manager to deal with the repercussions. The general manager would have to become aware of the problem.
5	125	Incorrect or inappropriate recommendations/decisions/actions have serious, usually short-term consequences; significant financial costs; reduced or impaired service to the public; negative media reaction; and requires the general manager to deal with the repercussions. The Board would have to become aware of the problem.

SUB-FACTOR 4 – IMPACT OF DECISIONS - NOTES TO RATERS

- a. In evaluating the impact of errors in the decision-making process, consider the frequency of work checks. If an employee's work is checked daily or weekly, an incorrect decision is likely to have little influence on the organization. If work is checked less frequently, e.g., work is subject to monthly audit, there is a possibility that an incorrect decision will have some consequences for the organization.
- b. **Error** is defined as the inappropriate or incorrect option selected during the decision-making process.
- c. **Decision** is defined as the final determination of a course of action that is to be followed.
- d. In evaluating the consequence of an error, do not rate the remote possibility of an exceptional error having disastrous consequences.
- e. "**Service to the public**" is any service rendered to an individual, group, or part or all of the general public.
- f. When evaluating a position under this sub-factor, the majority of items on the selected degree level must be met.
- g. **Recommendations/actions** include those made by persons who do not have final decision making responsibility but upon which others may base activities or decisions with minimal review.

SUB-FACTOR 5 — FINANCIAL RESPONSIBILITY

This sub-factor is used to measure the responsibility or accountability for financial resources. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the responsibility for financial processing;
- ▶ the responsibility for activities that result in making financial commitments;
- ▶ the administration of a budget;
- ▶ the responsibility for financial forecasting.

Degree Level	Degree Points	Degree Definition
1	10	No responsibility for handling or processing cash, purchase orders and other financial instruments. Occasional acceptance of materials delivery.
2	20	Occasional responsibility for handling or processing cash, purchase order and other financial instruments.
3	30	Frequently responsible for handling or processing cash, purchase order and other financial instruments. Responsibility for initiating requests OR authorizing the payment of materials delivered or services rendered.
4	40	Occasional responsibility for: <ul style="list-style-type: none"> • signing to make expenditures or make recoveries according to detailed written procedures; OR • administering a budget; OR • financial forecasting and making recommendations based on those forecasts
5	50	Frequent responsibility for: <ul style="list-style-type: none"> • signing to make expenditures or make recoveries according to detailed written procedures; OR • administering a budget; OR • financial forecasting and making recommendations based on those forecasts

SUB-FACTOR 5 – FINANCIAL RESPONSIBILITY - NOTES TO RATERS

- a. **Administration of a budget** is deemed to include data collection for budget preparation, monitoring and tracking of expenditures during the fiscal year, and any coordinating or data reporting activities that may be required during the budget preparation or execution phases.
- b. **Signing to make expenditures or recoveries** means the authority to make or commit expenditures.
- c. **Authorizing the payment of materials delivered** means that the employee's signature is authorization for the payment.
- d. **Financial Instruments** refer to cheques, bonds, debentures, T-bills, and contracts.

SUB-FACTOR 6 — SUPERVISION OF EMPLOYEES

This sub-factor is used to measure the continuing responsibility that the incumbent of the position assumes for the supervision and direction of staff. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the nature of supervision given, that is either direct or indirect;
- ▶ the number of employees supervised.

Occasional supervision, such as that performed during the absence of the supervisor on annual vacation or sick leave is not to be considered.

A. NATURE OF SUPERVISION

Degree Level	Degree Points	Degree Definition
1	13	The work does not have the requirement to exercise supervision. Occasionally work procedures may be explained to new or inexperienced employees.
2	25	The job requires the employee to periodically assume limited supervisory duties over others, such as: <ul style="list-style-type: none"> • assigning work to staff, including supplementary staff, overseeing volunteers and/or contractors.
3	38	The job requires the employee, on a regular basis, to assume partial supervision over others: <ul style="list-style-type: none"> • assigning work to staff; • maintaining quality, accuracy, and quantity of work; • giving advice, guidance, instructions, and direction to staff.
4	50	The job requires the employee to assume, on a regular basis, the full range of normal supervisory responsibilities over others including: <ul style="list-style-type: none"> • planning, organizing, scheduling, and coordinating work; • assisting in the development of work methods, work procedures and standards; • providing input into decision-making for all or some personnel matters such as hiring and promotion, performance appraisals, training and development, and discipline.

B. NUMBER OF EMPLOYEES SUPERVISED

Degree Level	Degree Points	Degree Definition
1	17	1 - 5 FTE's
2	33	6 - 10 FTE's
3	50	11+ FTE's

SUB-FACTOR 6 – SUPERVISION OF EMPLOYEES – NOTES TO RATERS

- a. Employees who are permitted (but not required) to pass work to others, to explain or to elaborate the objective, and to point out errors, are to be assigned to Degree 1.
- b. The "number of part-time and/or full-time supervised" may vary seasonally for some positions. In these cases use the annual FTE's supervised to determine the number of employees (i.e. number of employees X number of hours worked per year ÷ number of total working hours in a year = person-years supervised).
- c. Calculation of FTE's should be based on the normal work hours for full-time employees.
- d. In Degree 2, "periodically" means intermittently but with reasonable regularity.
- e. In Degree 3, the employee may perform some duties similar to the employees supervised.
- f. In Degree 4, the work is typified as a full-time supervisor.
- g. "Supplementary staff" includes substitute, casual or additional staff who are not regularly assigned to a department.

SUB-FACTOR 7 — INTERPERSONAL CONTACTS

This sub-factor is used to measure the responsibility for effective handling of personal contacts with other staff, with members of other organizations, and with the general public. Consideration should be given to the nature and purpose of such contacts. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the purpose of initiating the contact;
- ▶ the extent to which tact, persuasiveness and negotiating skills are required.

	A	B	C	D
	Purpose is to exchange factual information.	Purpose is to exchange or discuss information that requires explanation.	Purpose is to clarify, exchange and discuss information of a detailed or specialized nature (requiring specialized knowledge).	Purpose is to gain cooperation, coordinate activities or programs; or mitigate high tension or emotional situations.
1. Contacts require courtesy.	1A = 29 points	1B = 42 points	1C = 54 points	1D = 67 points
2. Contacts require tact and discretion.	2A = 46 points	2B = 58 points	2C = 71 points	2D = 83 points
3. Contacts require communication and human relations skills.	3A = 63 points	3B = 75 points	3C = 88 points	3D = 100 points

SUB-FACTOR 7 – INTERPERSONAL CONTACTS - NOTES TO RATERS

- a. It is important to analyze the purpose of the contact in conjunction with the nature of the contact. The level of the person contacted is relevant to the extent that it serves as check on the nature and purpose of the contact. (i.e. a file clerk might very well provide information to a department head but it is extremely unlikely that this file clerk would be required to explain or follow-up on matters calling for persuasiveness or negotiating skills).
- b. Contacts of a "**detailed or specialized nature**" are those dealing with a subject area that is complex and typically requires specialized formal training or extensive experience to enable the participants to communicate in a meaningful fashion.
- c. In the case of letters or reports, credit is given to the signatory.
- d. **Courtesy** is defined as being polite, respectful, cooperative or obliging.
- e. **Communication skills** include skills such as oral presentation skills, writing skills, (reports, correspondence) listening and observation skills.
- f. **Human relations skills** include such skills as empathy, sensitivity, understanding of human and organizational behavior, motivational techniques and counseling skills.
- g. **Tact** is:
 - a good sense of what to do or say in a difficult or delicate situation to maintain good relations with others to avoid offense;
 - implies both skill and consideration in dealings with others and a sympathetic understanding in observing the feelings of others;
 - skill involved in creating a good impression when meeting strangers or in handling a new or difficult situation.
- h. **Discretion** is:
 - cautious reserve especially in speech;
 - the ability to make decisions which represent a responsible choice and for which an understanding of what is lawful, right or wise is presupposed.
- i. To qualify for Degree 3 or 4, communication and/or human relation skills must be a major requirement of the position.
- j. Contacts between supervisor and subordinate are not to be considered under this sub-factor, as this is recognized under the Supervision of Employees factor.

SUB-FACTOR 8 — PHYSICAL DEMAND

This sub-factor refers to the physical fatigue which results from performing the duties of the job. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the frequency of performing tasks that cause fatigue;
- ▶ the requirement to assume an uncomfortable or awkward posture;
- ▶ the requirement to lift, push or pull objects.

Degree Level	Degree Points	Degree Definition
1	10	The work involves occasional light physical activity of short duration.
2	20	The work involves frequent light physical activity of intermediate duration or occasional moderate physical activity of short duration.
3	30	The work involves almost continuous light physical activity of long duration, frequent moderate physical activity of intermediate duration, or occasional heavy physical activity of short duration.
4	40	The work involves almost continuous moderate physical activity of long duration or frequent heavy physical activity of intermediate duration.
5	50	The work involves almost continuous heavy physical activity of long duration.

SUB-FACTOR 8 – PHYSICAL DEMAND - NOTES TO RATERS

- a. In applying this sub-factor, consider the fatiguing effort of the tasks performed rather than the strength or energy needed to perform the task. Always assume that each job will be carried out by persons of adequate physique for the type of work involved, regardless of gender.
- b. "**Occasional light physical activity**" is to be assigned to those positions where the employee sits comfortably to do the work and is free to move about at will.
- c. Examples of "**light physical activity**" are: lifting, pushing or pulling light weight objects (1–20 lbs.), walking over smooth ground.
- d. Examples of "**moderate physical activity**" are: working in awkward positions or confined spaces, climbing ladders, lifting, pushing or pulling medium-weight objects (21-35 lbs.).
- e. By definition, typing and/or word-processing and/or using a computer terminal are considered to require working in an **awkward position**, (i.e. **moderate physical activity**).
- f. Standing up to 50% of the workday is "**frequent light physical activity**".
- g. Sitting without the freedom to move around or walking, over 80% of the work day is "**almost continuous light physical activity**".
- h. Standing between 50-80% of the work day is "**frequent moderate physical activity**".
- i. Examples of "**heavy physical activity**" are: lifting, pushing or pulling heavy weight objects (over 35 lbs.), digging, use of heavy tools.
- j. Standing over 80% of the work day is "**frequent heavy physical activity**".
- k. The **duration** of physical demand is measured in terms of:
 - **short term** (about one hour or less);
 - **intermediate term** (more than one hour but less than two hours);
 - **long term** (more than two hours) periods of activity which cannot be interrupted.
- l. The frequency of physical demands must be related to work on a continuing basis throughout the year:

Occasional	means once in a while over a period of time, i.e. once in a while on a daily basis or several times daily, but not every day;
Frequent	means often over a period of time such as several times daily, almost every day;
Almost Continuous	means, with the exception of coffee and meal breaks, the activity is continuous almost every day.

SUB-FACTOR 9 — SENSORY DEMAND

This sub-factor refers to the sensory fatigue which results from performing the duties of the job. The following characteristics of the work are to be considered in selecting a degree:

- ▶ the frequency of performing tasks that cause sensory fatigue;
- ▶ the length of time spent on tasks that cause sensory fatigue.

Degree Level	Degree Points	Degree Definition
1	10	The work involves occasional short periods of sensory concentration which demand minimal accurate coordination of fine or course movements, speed is a minimal consideration.
2	20	The work involves frequent short or occasional intermediate periods of sensory concentration which demand accurate coordination of coarse movements, where speed is a secondary consideration.
3	30	The work involves almost continuous short, frequent intermediate, or occasional long periods of sensory concentration which demand accurate coordination of course movements, where speed is a major consideration.
4	40	The work involves almost continuous intermediate or frequent long periods of sensory concentration which demand accurate coordination of fine movements, where speed is a secondary consideration.
5	50	The work involves almost continuous intermediate or frequent long periods of sensory concentration which demand accurate coordination of fine movements, where speed is a major consideration.

SUB-FACTOR 9 – SENORY DEMAND - NOTES TO RATERS

Sensory Demand Factor

- a. In evaluating this factor, the fatigue resulting from visual or auditory (listening) concentration must be determined. To do this analysis, analyze the character of the activities and determine the phases of the work requiring a concentrated effort, their duration and frequency.
- b. **Sensory concentration** is the focusing of the senses (i.e. eyes, ears, etc.) on various phases of the work, i.e. reading, driving, doing precision work, counseling, operating a computer or transcription device, etc.
- c. The **duration** of sensory concentration is measured in terms of:
 - **short** term (about one hour or less);
 - **intermediate** term (more than one hour but less than two hours);
 - **long** term (more than two hours) periods of activity which cannot be interrupted.
- d. Generally speaking, the more interruptions that a position experiences, the less fatiguing is the work on the senses. The negative side of interruptions is considered under Working Conditions.
- e. The **frequency** of short, intermediate or long periods of sensory concentration must be related to work on a continuing basis throughout the year.

Occasional means once in a while over a period of time, i.e. once in a while on a daily basis or several times daily, but not every day;

Frequent means often over a period of time such as several times daily, almost every day;

Almost Continuous means, with the exception of coffee and meal breaks, the activity is continuous almost every day.

SUB-FACTOR 10 — WORKING CONDITIONS

This sub-factor is used to measure the frequency of exposure to undesirable or disagreeable working conditions under which the work is performed. The following characteristics of the work are to be considered in selecting a degree:

- ▶ exposure to such unpleasant or disagreeable conditions as dirt, dust, temperature extremes, fumes, chemicals, obnoxious odours, noise, vibration, inclement weather, pressure, deadlines, poor lighting, interruptions;
- ▶ exposure to hazards which present a risk to health or personal safety.

Degree Level	Degree Points	Degree Definition
1	20	The work is performed in an environment with little exposure to minor disagreeable conditions.
2	40	The work is performed in an environment with occasional exposure to minor disagreeable conditions OR little exposure to major disagreeable conditions.
3	60	The work is performed in an environment with frequent exposure to minor disagreeable conditions OR occasional exposure to major disagreeable conditions.
4	80	The work is performed in an environment with almost continuous exposure to minor disagreeable conditions OR frequent exposure to major disagreeable conditions.
5	100	The work is performed in an environment with almost continuous exposure to major disagreeable conditions.

SUB-FACTOR 10 – WORKING CONDITIONS - NOTES TO RATERS

1. Typical **minor undesirable and disagreeable conditions** are as follows:
 - a. Minor conditions of dust, dirt, fumes, heat or cold, obnoxious odours, noise, vibration, inclement weather, pressure, deadlines, poor lighting, interruptions.
 - b. Minor health and accident hazards including the possibility of lost time accidents and/or exposure to infectious diseases. (For example, mild sprains, abrasions, etc.)
 - c. Exposure to behaviorally difficult persons.
 - d. Minor cuts, burns, bruises, etc. Injury causes slight discomfort for a short period of time, little inconvenience to work, and requires at most a simple protective dressing.
 - e. Work flow is varied, sometimes you have several things to do at once but deadlines are occasional and there are few serious consequences if some things do not get done.
2. Typical **major undesirable and disagreeable conditions** are as follows:
 - a. Extreme conditions of dust, dirt, fumes, heat or cold, noise, vibration, inclement weather, pressure, deadlines, poor lighting, interruptions.
 - b. Health and accident hazards of a serious nature involving lost time or which may result in partial or permanent disability. (For example, back injuries, loss of fingers or limbs, etc.)
 - c. Exposure to violence.
 - d. Severe cuts, burns, bruises, other serious injury. Injury extends beyond the day of occurrence, necessitates change in work pattern, requires medical attention, and involves lost time.
 - e. Workflow requires constant effort, with extra effort necessary to meet emergencies or unexpected deadlines. There are serious consequences if deadlines are not met.
 - f. Work with dangerous equipment or procedures or with hazardous materials.
3. Consider only those conditions which are inherent in the nature of the work. Do not consider extreme situations, that is, where the risk of a specific accident or situation occurring is unlikely.
4. The **frequency** of exposure to undesirable working conditions must be related to work on a continuing basis throughout the year:

Occasional	means once in a while over a period of time, i.e. once in a while on a daily basis or several times daily but not every day;
Frequent	means often over a period of time such as several times daily almost every day;
Almost Continuous	means that with the exception of coffee and meal breaks, the activity is continuous almost every day.
5. Do not consider conditions which are recognized through Collective Bargaining, and for which premiums are paid.
6. Standard office environment which includes occasional variations in temperature and noise will be rated as Degree 1. "Standard office environment" is defined as indoors, generally pleasant environment.

Summary of CUPE Job Evaluation Points

APPENDIX E

<i>Classification Title</i>	<i>PB</i>	<i>Total Points</i>	<i>ED</i>	<i>EX</i>	<i>DM</i>	<i>IM</i>	<i>FI</i>	<i>SI</i>	<i>S2</i>	<i>CO</i>	<i>PD</i>	<i>SD</i>	<i>WC</i>
Senior Planner	17	937	9	9	5	5	4	3	1	3D	2	3	3
Building Inspection Supervisor	17	919	8	8	5	5	4	4	2	3D	2	2	3
Sustainability Coordinator	17	907	9	8	5	5	4	2	1	3D	2	3	3
Zero Waste Coordinator	16	873	8	8	4	5	5	3	1	3D	2	3	3
Solid Waste Planner	16	863	8	8	4	5	4	3	1	3D	2	3	3
Parks Planner	15	847	8	7	5	4	4	2	1	3D	2	3	3
Accountant	15	838	8	7	5	5	5	1	1	3C	2	3	2
Parks & Trails Coordinator	15	830	8	6	5	4	4	2	1	3D	3	2	3
DWWP Coordinator	15	825	8	7	5	4	5	2	1	3C	2	3	2
Information Systems Coordinator	15	825	8	7	5	4	3	2	1	3C	3	4	2
Wastewater Coordinator	15	825	8	7	5	4	5	2	1	3C	2	3	2
Planner	15	824	8	8	5	4	3	1	0	3D	2	3	3
Parks Operations Coordinator	14	810	8	6	5	4	4	2	1	3D	2	3	2
Chief Operator - Utilities	14	807	6	8	4	4	5	4	2	3C	3	2	2
Chief Operator - Wastewater	14	797	6	8	4	4	5	4	2	3C	2	2	2
Financial Analyst	14	796	8	7	5	4	5	1	0	3C	2	3	2
Engineering Technologist	14	791	7	6	5	4	4	2	1	3D	2	3	2
Building Inspector	14	782	7	6	5	4	2	1	0	3D	3	2	4
GIS Coordinator	13	762	7	8	4	3	3	3	1	3C	3	3	2
Database Systems Coordinator	13	758	8	7	4	4	3	1	0	3C	3	4	2
Information Technologist	13	741	8	7	4	4	3	1	0	2C	3	4	2
Senior Operator	12	737	6	7	3	3	3	3	2	3C	3	2	4
Chief Facilities Operator	12	734	4	8	4	3	3	4	2	3C	2	2	3
Chief Mechanic	12	732	4	9	4	3	3	3	2	2C	3	2	3
Transfer Station Supervisor	12	730	4	7	4	3	3	4	2	3D	2	2	3
Chief Operator - Equipment & Maintenance	12	726	4	9	4	3	4	3	1	2C	3	2	3
Payroll Coordinator	12	726	7	7	3	4	3	1	1	3B	3	4	3
Landfill Services Supervisor	12	711	3	7	4	3	3	4	2	3D	2	2	3
Zero Waste Compliance Officer	11	694	6	5	4	3	4	1	0	3D	2	2	4
Utilities Technician 3	11	688	6	7	3	3	3	3	1	3B	3	2	3
Special Projects Coordinator	11	681	8	5	3	3	4	2	1	3C	2	3	2
Recreation Programmer	11	678	8	4	3	3	4	2	2	3B	3	3	2
Parks Technician	11	677	6	4	4	3	3	2	1	3D	3	3	2
Operator 3	11	674	6	7	3	3	3	2	0	2C	3	2	4
Laboratory Technician	11	671	6	6	4	3	2	2	1	2C	2	2	3
Planning Technician	11	671	8	3	4	4	2	1	0	3C	2	2	3
Engineering Technician	11	669	6	6	4	3	4	1	0	3C	2	3	2
GIS Technician	11	668	7	6	3	4	2	1	0	2C	3	5	2
Wastewater Maintenance Operator	11	666	5	8	4	2	1	2	0	1C	4	3	4
Enviornmental Technician	11	664	6	4	4	4	3	1	0	2C	3	3	3
Shop Chargehand	11	664	4	8	4	2	2	2	1	1C	4	2	4
Bylaw Enforcement Officer	11	663	4	6	4	3	3	1	0	3D	2	2	4
Bodyshop Person	11	662	4	9	4	2	2	1	0	1C	5	2	4
Information Systems Technician	11	662	6	6	4	3	3	1	0	2C	3	4	2
Transportation Services Mechanic	11	662	4	9	4	2	2	1	0	1C	5	2	4
Solid Waste Mechanic	11	660	4	9	3	3	3	1	0	1C	5	2	4

Summary of CUPE Job Evaluation Points

APPENDIX E

<i>Classification Title</i>	<i>PB</i>	<i>Total Points</i>	<i>ED</i>	<i>EX</i>	<i>DM</i>	<i>IM</i>	<i>FI</i>	<i>SI</i>	<i>S2</i>	<i>CO</i>	<i>PD</i>	<i>SD</i>	<i>WC</i>
Payroll Clerk	10	653	7	6	3	3	2	1	0	2C	3	4	3
Senior Program Secretary	10	635	6	6	3	2	3	3	2	2B	3	3	2
Transportation Services Dispatcher	10	632	3	5	3	3	2	4	3	3B	2	3	3
Utilities Technician 2	9	602	6	5	3	3	2	2	1	2A	3	2	3
Accounting Clerk	9	597	6	6	3	2	3	1	0	2B	3	5	2
Operator 2	9	590	6	5	3	2	2	1	0	2B	4	2	4
Program Secretary	8	578	4	6	3	2	3	2	1	2B	3	4	2
Chief Equipment Operator	8	576	4	5	3	3	1	2	1	2B	2	2	4
Transit/HandyDart Trainer	8	576	3	7	3	2	2	3	1	3B	3	2	2
Senior Secretary	8	564	4	6	3	3	2	1	0	2B	3	4	2
Transit Dispatcher Assistant	8	548	3	4	3	3	1	2	1	3B	2	3	3
Building Inspection Clerk 2	7	529	4	6	3	2	2	1	0	2B	3	3	2
HandyDart Driver	7	525	3	2	3	3	2	1	0	3B	4	4	3
Board of Variance Secretary	7	516	4	4	3	2	3	1	0	2B	3	2	3
Departmental Secretary	7	516	4	4	3	2	3	1	0	2B	3	2	3
Arena Maintenance Worker	7	503	4	4	2	3	2	1	0	2B	4	2	3
Serviceperson-Driver	7	500	3	2	2	3	2	1	0	2B	4	5	4
Transit Driver	7	500	3	2	2	3	2	1	0	2B	4	5	4
Aquatic Team Leader	6	477	4	4	2	2	2	2	1	2B	3	2	2
Equipment Operator	6	469	4	4	2	2	1	1	0	1A	4	3	4
Regional Landfill Maintenance Worker	6	468	4	5	2	2	2	1	0	1B	3	2	3
Utilities Technician 1	6	467	6	3	2	2	2	1	0	2A	3	1	3
Operator 1	6	462	6	3	2	1	1	1	0	2A	3	2	4
Transfer Station Maintenance Worker	5	459	3	5	2	2	1	1	0	1B	3	2	4
Aquatic Maintenance Worker	5	452	4	4	2	2	2	1	0	1B	3	2	3
Scale Clerk	5	452	3	3	2	2	3	1	0	2B	4	4	2
Mechanic Helper	5	435	4	5	2	2	1	1	0	1A	2	2	3
Facilities Clerk	5	433	4	4	2	1	2	1	0	2B	3	3	2
Serviceperson	5	429	3	2	2	2	1	1	0	1B	5	2	4
Shop Serviceperson	5	429	3	2	2	2	1	1	0	1B	5	2	4
Receptionist-Clerk	5	424	4	3	2	1	2	1	0	2A	3	3	3
Landfill Gas Maintenance Worker	5	423	3	4	2	2	1	1	0	1B	3	2	3
Transportation Services Clerk	5	422	4	4	2	2	1	1	0	1B	2	3	2
Accounting Clerk Assistant	4	409	5	4	1	1	2	1	0	1B	3	4	2
Building Inspection Clerk 1	4	409	4	4	1	2	2	1	0	2A	3	3	2
Recreation Receptionist	4	385	3	3	1	2	2	1	0	2B	2	2	3
Operator Trainee	3	375	6	1	1	1	1	1	0	1A	3	2	4
Scale-Attendant	3	373	3	2	1	1	2	1	0	2B	3	2	4
Parks Assistant	3	369	6	1	1	2	1	1	0	2B	2	1	2
Recreation Program Assistant	3	369	6	1	1	2	1	1	0	2B	2	1	2
Special Projects Assistant	3	369	6	1	1	2	1	1	0	2B	2	1	2
Utilities Technician Trainee	3	345	6	1	1	1	1	1	0	1A	3	1	3
Labourer	2	318	1	1	1	1	1	1	0	2A	4	1	5
Landfill Attendant	2	318	1	1	1	1	1	1	0	2A	4	1	5
Custodian	1	263	1	3	1	1	1	1	0	1A	3	1	2

REGIONAL DISTRICT OF NANAIMO

APPENDIX F

CUPE JOB EVALUATION LADDER CHART

Level	To	From	Administration & Finance	Bldg., Bylaw & Emergency Services	Recreation & Parks	Regional & Community Utilities	Solid Waste Services	Strategic & Community Development	Transportation Services
17	900	939		Bldg. Inspection Supervisor				Senior Planner Sustainability Coordinator	
16	860	899					Solid Waste Planner Zero Waste Coordinator		
15	820	859	Accountant Information Systems Coordinator		Parks Planner Parks & Trails Coordinator	DWWP Coordinator Wastewater Coordinator		Planner	
14	780	819	Financial Analyst	Bldg. Inspector	Parks Operations Coordinator	Chief Operator - Wastewater Chief Operator - Utilities Engineering Technologist			
13	740	779	Database Systems Coordinator GIS Coordinator Information Technologist						
12	700	739	Payroll Coordinator		Chief Facilities Operator	Senior Operator	Chief Operator - Equipment & Maintenance Landfill Services Supervisor		Chief Mechanic

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CUPE JOB EVALUATION LADDER CHART

APPENDIX F

Level	To	From	Administration & Finance	Bldg., Bylaw & Emergency Services	Recreation & Parks	Regional & Community Utilities	Solid Waste Services	Strategic & Community Development	Transportation Services
11	660	699	GIS Technician Information Systems Technician	Bylaw Enforcement Officer	Parks Technician Recreation Programmer	Eng. Technician Operator 3 Wastewater Mntnce Worker Utilities Technician 3 Laboratory Technician	Environmental Technician Solid Waste Mechanic Special Projects Coordinator Zero Waste Compliance Officer	Planning Technician	Bodyshop Person Transportation Services Mechanic Shop Chargehand
10	620	659	Payroll Clerk		Senior Program Secretary				Transportation Services Dispatcher
9	580	619	Accounting Clerk			Operator 2 Utilities Technician 2			
8	540	579	Senior Secretary (all Departments)		Program Secretary		Chief Equipment Operator		Transit Dispatcher Assistant Transit/HandyDART Trainer
									HandyDART Driver Serviceperson Driver
7	500	539	Dept. Secretary (all Departments)	Bldg. Insp. Clerk 2	Arena Maintenance Worker			Board of Variance Secretary	Transit Driver

REGIONAL DISTRICT OF NANAIMO

APPENDIX F

CUPE JOB EVALUATION LADDER CHART

Level	To	From	Administration & Finance	Bldg., Bylaw & Emergency Services	Recreation & Parks	Regional & Community Utilities	Solid Waste Services	Strategic & Community Development	Transportation Services
6	460	499			Aquatic Team Leader	Operator 1 Utilities Technician 1	Equipment Operator Landfill Mntnce Worker		Transportation Services Clerk
5	420	459	Receptionist / Clerk		Aquatic Maintenance Worker		Landfill Gas Maintenance Worker CRTS Mntnce Worker Facilities Clerk Scale Clerk Mechanic Helper		Serviceperson Shop Serviceperson
4	380	419	Accounting Clerk Assistant	Bldg. Insp. Clerk 1	Recreation Receptionist				
3	340	379	Special Projects Assistant (all Departments)		Rec. Program Asst. Parks Assistant	Operator Trainee Utilities Technician Trainee	Scale-Attendant		
2	300	339					Labourer Landfill Attendant		
1	260	299	Custodian						