



MOHAWK COUNCIL OF KANESATAKE

WAGE POLICY AND PROCEDURES

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1. EFFECTIVE DATE

This Wage Policy and Procedures was approved by Council on March 10th, 2020 and is effective as of April 1st, 2020.

It was subject to a 5-year periodical review, adopted on July 22, 2025, and effective as of April 1st, 2025.

It will be reviewed or amended as required at least every five years. In the event a new or amended version is not approved by April 1st, 2030, this version is still enforced.

2. DEFINITIONS

<i>Administrative Level</i>	Directors/Managers heading Departments & individual Chiefs spearheading portfolios.
<i>Contract Staff</i>	Staff who have a defined duration of employment, receive insurable wages, and whose benefits are defined by the terms of their contract.
<i>Council</i>	The Elected members of the Mohawk Council of Kanesatake (MCK).
<i>Consumer Price Index</i>	An indicator provided by Statistics Canada for the province of Quebec to represent the raise of cost of living.
<i>Director/Manager</i>	Director/Manager of a Department or Program falling under the administrative jurisdiction of the Mohawk Council of Kanesatake.
<i>Independent Contractor</i>	Means a person or company: whose services MCK has retained under a contract of service; who is free to choose the means of performing the contract of service; who is not subordinate to the Council or to any member of the staff of MCK; or who has a chance of profiting from, but assumes the risk of loss under, the contract of service.
<i>Job description</i>	The document provided by MCK representing the requirements and duties of each job position.
<i>MCK</i>	Mohawk Council of Kanesatake.
<i>Mohawk Council of Kanesatake</i>	The legal governing body of Kanesatake and its territory.
<i>Permanent Employees / Positions</i>	Full-time and part-time positions.
<i>Portfolio Chief</i>	The Chief responsible to supervise a department on behalf of the Mohawk Council of Kanesatake.
<i>Seniority</i>	The number of continuous years of service into a position.
<i>Temporary Employees / Position</i>	A staff hired for a short-term, depending on workload need as defined under the MCK Hiring Policy.

3. PURPOSE

The purpose of this Wage Policy and Procedures is to set out a policy and procedures which provide a framework for the administration of the Mohawk Council of Kanesatake. It is intended to provide descriptions and explanations to all Mohawk Council of Kanesatake employees regarding the determination of their wages.

The key goal of this Wage Policy and Procedures is to ensure:

- employee leadership that is committed and competent;
- applying salary scales and assuring equity of pay;
- offering competitive wages to Mohawk Council of Kanesatake's employees;
- meet the financial realities of Mohawk Council of Kanesatake.

4. SCOPE

This Wage Policy and Procedures applies to all Mohawk Council of Kanesatake employees, whether they are on a permanent, seasonal, term, full-time, part-time or on-call basis unless they are mentioned in the exception list below.

This Wage Policy and Procedures doesn't include:

- Independent contractors;
- Elected officials of Mohawk Council of Kanesatake;
- People paid through honorariums to achieve specific tasks not directly related to the Mohawk Council of Kanesatake regular operations;
- Professionals covered through the Quebec's provincial salary scales (e.g.: Teachers);
- Term employees paid through projects funded through an external organization where the budgets are below the salary scale requirements;
- Positions paid through percentage or piecework.

Words in the singular include the plural, and words in the plural include the singular.

Where a word is defined, other parts of speech and grammatical forms of the same word have corresponding meanings.

A reference to an enactment is a reference to that enactment as it is amended or replaced from time to time and includes all regulations made under that enactment.

Where there is a conflict between this and the terms of the Canada Labour Code, then the provision that is more favourable to the employee will apply.

5. RESPONSIBILITIES

The Council is responsible for:

- Approving this Wage Policy and Procedures;
- Ensuring its fair and equitable application throughout the organization;
- Approving amendment to this Wage Policy and Procedures.
- Adopting a decision on yearly CPI increase.

The Human Resources Manager is responsible for:

- Ensuring the application and enforcement of this Wage Policy and Procedures throughout the organization;
- Determine the proper wage of all new hired employees;
- Make sure that all employees currently employed by Mohawk Council of Kanesatake will receive wages matching the salary scale system based on their seniority in their position, unless their salary is grandfathered.

The Director/Manager are responsible for:

- Counter-verify the wages for each employee under their department and signify any odds or mistakes to Human Resources Manager in a timely manner;
- Ensure the Department's budget are enough to cover the Wage Policy and Procedures requirements.

Employees are responsible for:

- Familiarizing themselves with this Wage Policy and Procedures;
- Request a verification of their salary to their Head of Department in the measure they think a miscalculation was made in regards to their salary treatment;
- Discuss wages with appropriate diligence and confidentiality and avoid comparison between colleagues.

6. GRANDFATHER CLAUSE

In the measure an employee currently hired by the Mohawk Council of Kanestake would be receiving a salary lower after the implementation of this Wage Policy and Procedures, the employee's salary will be frozen until seniority and/or CPI increase meet the current salary given.

This excludes employees leaving their position for another position within the organization.

7. SPECIFIC OBJECTIVES

Employee Motivation: The wage policy is designed so that each employee of the organization is motivated to perform quality work.

Ensure internal pay equity: The wages attributed to each position within the organization must be fair and equitable. Each position has been evaluated with criteria recognized by the basic principles of pay equity.

Aim for external pay equity: The wages attributed to each position must respect the trends of salaries paid by other regional organizations with similar objectives. Thus, the organization maintains the wages competitive to the organizations from same environment. It is then easier to retain employees, to recruit new resources, and enable some progress within the organization.

Clarify remuneration mechanisms: Remuneration mechanisms must be easy to explain and to understand. In addition, information relating to the wage policy (the pay grade for each employee) must be distributed to each employee.

8. JOB DESCRIPTION EVALUATION PROCEDURES

This section includes the process to evaluate a new position and to re-evaluate a job description. Job description creation or evaluation should be based strictly on the needs of the organization.

Job evaluation establishes the hierarchy of the positions. This evaluation is carried out based on job descriptions and in accordance with the common evaluation system as part of the present policy.

This process consists of wage factors chosen and assessed according to the organization's management principles. Each factor is divided into levels, which are then assigned points according to the factor's value. The final job evaluation is based on the sum of the points awarded to each of wage factors for that position. According to the total of the points obtained, the job is matched with the corresponding pay grade.

For a new job description, the following process will be followed:

1. The department Manager and the Human Resources will create a job description with respect to this Policy as well as section 6 of MCK's Recruitment & Hiring Policy. The job description needs to give clear description based on the 12 evaluations factors (see below).
2. Human Resources will evaluate the job description based on the 12 evaluation factors in this Policy.
3. The job description will be sent to Council for approval.
4. Once the evaluation is made, the Human Resources Manager will summarize the total points for the description and affect this position to one of the salary scale class as per pointing classes.
5. The Human Resources Manager will give an estimate to the Director/Manager of the hourly wages' minimum and maximum for the class, for budget calculation purposes.

If a job description needs to be re-evaluated, the following process will be followed:

1. The Director/Manager will notify the Human Resources Manager of the change in the nature of the job.
2. Based on the nature of the changes, the Human Resources Manager will request the Director/Manager to review the job description and clarify what tasks are to be added or removed. This process will be done in conjunction with the Human Resources Manager.
3. Once the Human Resources Manager confirmed the job description is ready for evaluation, the Human Resources Manager will evaluate the job description based on the 12 evaluation factors.
4. For the employees in position, should the position get a lower evaluation result, their salary will be grandfathered as per Section 6 of this Policy and Procedures.
5. For the employees in position, should the position get a higher evaluation result, the Human Resources Manager will confirm if the point raise brings the salary in a new salary class. In this measure, the employee will be met by Human

Resources Manager and Director/Manager to approve new job description and new salary.

Every job description is to be evaluated on a 1000-points system based on 12 factors (see *Annex I*) according to the following grid:

FACTORS	LEVELS						
	1	2	3	4	5	6	7
1. Education	11,4	22,9	34,3	45,7	57,1	68,6	80
2. Experience	13,3	26,7	40,0	53,3	66,7	80,0	
3. Complexity of the tasks	18,0	36,0	54,0	72,0	90,0		
Effort							
4. Autonomy and judgment	22	44	66	88	110		
5. Physical effort	12	24	36	48	60		
6. Mental effort	15	30	45	60			
Responsibilities							
7. Supervision responsibilities	15	30	45	60	75	90	
8. Financial responsibilities	16,7	33,3	50,0	66,7	83,3	100	
9. Resp. towards the results	21,7	43,3	88,8	102,5	116,3	130	
Requirements							
10. Communication	16,7	33,3	50,0	66,7	83,3	100	
11. Work environment	12,5	25	37,5	50			
12. Pace of work	12,5	25	37,5	50			
					TOTAL POINTS:		1000,0

Given that job descriptions are at the basis of the job evaluation process, these must be maintained on a regular basis. It is the responsibility of Director/Manager to ensure job descriptions in their respective department reflect the work done by their employees. When new positions are created or when significant changes come to the tasks of the existing positions, a new job evaluation must be carried out. The Human Resources Manager will assist Director/Manager with updating and creating job descriptions.

9. SALARY RAISES PROCEDURES

With respect to section 6 of this Policy and Procedures, on the Monday preceding April 1st of every year, salary of every employee will be adjusted based on two factors:

- Consumer Price Index
- Seniority and Performance in the position.

This section includes the processes to be followed to apply both of these factors.

Every year, the salary scales will be updated to affect the Consumer Price Index to each salary classification. For example, should the CPI increase by 1% in the last 12 months at the moment of the evaluation, the salary scales will be raised by 1%. This measure allows the system to stay up-to-date and avoid wages to become not competitive with the organizations of similar nature.

To implement the Consumer Price Index to the salary scale, the following procedure should be followed:

- During the annual budgeting exercise, the Human Resources Manager and the Finance Manager will agree on a raise estimate including CPI increase and seniority. This estimate should be high enough that a spontaneous raise of the CPI increase will still be within the budget limits.
- During the month of January of every year, the Human Resources Manager will present the CPI increase to Council with implementation options. Among these options, it might be possible that CPI increase is not allocated on a given year due to budget restrictions.
- Following to Council's decision on CPI increase, the Human Resources Manager will refresh the salary classifications.

To be raised by one step in the salary scale system, the employee must have performed according to the organization's standards as per Performance Evaluation Policy and Procedures for two years and have gained two years of seniority in the position. It is important to clarify that every employee will nonetheless receive CPI increase as per Council's decision.

To review the salary of each employee on a yearly basis based on seniority and performance, the following process will be followed:

- All Director/Manager will provide the Performance Evaluation of the employees, no later than January 21st of each year, to the Human Resources Manager. In the measure the Performance Evaluation of the employee is not transmitted to the Human Resources Manager by this date, the Human Resources Manager will consider the performance was satisfactory.
- The Human Resources Manager will then provide new salaries to Director/Manager and Administration Program Manager to review and make sure there are no abnormalities with the new salaries' projections
- On the week prior to April 1st of each year, employees will be notified through a general notification to employees that salary will change according to this Policy and Procedures.

- In the measure an employee failed to succeed a Performance Evaluation, the employee will only receive the CPI increase.

10. PROCEDURE TO DETERMINE THE SALARY OF A NEW EMPLOYEE

This section includes the guidelines when a new job offer is made to a new employee for either a new or existing position.

When preparing a new job offer, the following process should be followed to determine the salary:

- After selecting a candidate, the Human Resources Manager will evaluate the educational background additional to the minimum requirements of the job description and prior experiences applicable to the position.
- Some education and experience may be not fully considered depending on the nature of this background and the nature of the position the candidate applied to.
- Every two years of additional relevant education and/or experience will represent one step in the salary class.
- Once every relevant background was taken into consideration, the Human Resources Manager will communicate to the Director/Manager the projected salary for the candidate, to get approval on the amount. The Director/Manager may only request a salary review based on the experience and education of the candidate as per this policy but cannot request to pay the candidate a higher or lower amount outside of the boundaries of this Policy and Procedures.
- The candidate will be presented the salary offer.
- For candidates getting a job offer for a Directors/Managers positions, in the event the candidate makes a counter-offer, the offer will be evaluated by the Human Resources Manager and the Departmental Manager. In the measure the counter-offer is over the salary class of the position, Human Resources Manager and Departmental Manager will either decline the counter-offer or get approval of the Administration's Portfolio Chiefs on a salary over the maximum of the class. In this situation, salary will be frozen until the seniority and/or CPI increase meets the offered salary, unless otherwise negotiated in the contract agreement. For other position, counter-offer is not possible.

11. SENIORITY FOR SEASONAL AND PART-TIME EMPLOYEES

In the event an employee occupies a part-time or seasonal position, the employee will need to gather the equivalent in hours to two complete year on a full-time basis before receiving a raise based on seniority as per Section 9 of this Policy and Procedures.

For example, an employee working 20 hours a week on a 4 months seasonal basis will need to cumulate 1,820 hours (52 weeks at 35 hours a week, including vacation time).

12. EMPLOYEE ON MEDICAL, PARENTAL OR MATERNITY LEAVE

Employees on Medical, Parental or Maternity Leave will keep gathering seniority as if in regular position for the calculation of their salary raise.

For unpaid leaves of other nature, seniority will be frozen.

13. POSITIONS ON PROVINCIAL SCALE SYSTEM

In the organization, few positions are under the Quebec Treasury Board System. Among those includes:

- Teachers and other applicable Education's staff. (Quebec Treasury Board's salary scales)
- Early Childhood Centre non-managerial staff (Quebec Family Ministry)

For these specifics' positions, the Salary Scales will be enforced as per the requirements of these scales.

14. ACTING PAY

An employee replacing another employee on a short-term basis (4 weeks of less) will be receiving an extra \$50/week when replacing a non-managerial employee and \$100/week when replacing a manager.

Replacement for a duration of 4 weeks and above (e.g.: medical leave, maternity leave, etc.) will be adjusted, with respect to this Policy, as if they were holding the position on a short-term contract. Depending on the circumstances, the Human Resources may enforce a temporary job description reflecting all the temporary duties the employee has, to ensure fair and equitable pay treatment.

All acting payments must be agreed upon in writing with a clear end date, though possibility of extension is possible.

15. KANESATAKE EMPLOYMENT & TRAINING SERVICE CENTER'S PROJECTS

Any employee hired under Kanesatake Employment & Training Service Center's project will receive Canada's federal minimum wage. (\$17.75/hr as per April 1st, 2025).

16. STUDENT EMPLOYMENT

Employees hired under the Student Employment programs are automatically placed on Class 23 of the Salary scales. The remuneration of this Class is based on the Kanesatake Employment & Training Service Center Policies.

Annex 1: 12 Job Evaluation Factors – Definition & Evaluation

Factor # 1: Education

This factor measures the education level required to accomplish the tasks in a satisfactory manner. The knowledge can be gained from formal school or any other methods of knowledge acquisition.

Levels	Description
1.	Secondary 3 or Grade 9 and under.
2.	Secondary School Diploma (DSS, DES).
3.	Diploma of Vocational Studies (DVS, DEP).
4.	Diploma of College Studies (DCS, DEC) professional, 3 years.
5.	First cycle undergraduate diploma completed with at least 30 credits (Certificate).
6.	First cycle undergraduate diploma completed with at least 90 credits (Bachelor).
7.	Graduate degree completed with at least 45 credits (Master).

Factor # 2: Experience

This factor measures the minimal length of practical experience required to perform the job duties in a satisfactory manner. It consists of the time required besides the education level required by the position.

Levels	Description
1.	Less than a year.
2.	1 to 1.9 year.
3.	2 to 3.9 years.
4.	4 to 5.9 years.
5.	6 to 7.9 years.
6.	8 years and more.

Factor # 3: Complexity

This factor measures the level of originality and creativity needed to perform the job-related duties. **Quantity, variety and complexity of the variables** are taken into consideration.

Levels	Description
1.	The tasks to accomplish are simple. Minimal amount of information has to be considered to act.
2.	The tasks to accomplish are slightly complex. The situations at hand are similar or usual and a small amount of information has to be considered to make choices.
3.	The tasks to accomplish are moderately complex. The situations at hand are sometimes new; they require research and thinking to consider a moderate amount of information concerning relations between elements that are hard to define.
4.	The tasks to accomplish are complex. The situations at hand are often new; they require analysis and creativity to search and evaluate a large amount of information concerning complex interrelations. The situations considered are new and can usually apply to a set of cases.
5.	The tasks to accomplish are very complex. The situations at hand are generally new; they require critical analysis and innovative thinking to search and evaluate a large amount of information and variables concerning very complex interrelations. The solutions considered are original and can usually apply to a program or a major activity.

Factor # 4: Autonomy and judgment

This factor measures the jobholder's autonomy to apply their knowledge, their experience and the job requirements in terms of **identifying and resolving a problem**. The level increases as the number and the detail of indication, advices, history, methods, guidelines and policies decrease. The level considers the degree of **control exercised by a supervisor**.

Levels	Description
1.	Repeat simple tasks based on detailed instructions (usually verbal or written, excluding any interpretation, decision or choice). The work is often or automatically checked.
2.	Repeat tasks based on clear procedures and close supervision. Verbal or written instructions and procedures or methods of work are well defined, requiring judgment for simple interpretations. The problems' solutions are already defined and easy to identify.
3.	Complete a range of tasks based on defined procedures and global supervision. Those tasks need a basic analysis. Unusual cases requesting significant interpretation or derogation are submitted to a resource person.
4.	Complete a range of tasks based on prescribed policies and general administrative management. High level of professional judgement is required to analyse and solve unusual situations. Only very rare or major cases are submitted to a resource person.
5.	Supervision provided covers operational and strategic outcomes to reach. General policies and procedures guide the work. Only cases having an impact on services or departments' programs or important goals are submitted to a resource person.

Factor # 5: Physical effort

This factor measures the level of physical activity needed to execute normal tasks. Unusual situations are not considered.

Levels	Description
1.	Work while sitting or walking.
2.	Lift, push, pull or hold light weights (less than 10 kg or 22 lb) or equivalent effort. Work while standing up or walking.
3.	Lift, push, pull or hold medium weights (10 to 20 kg or 22 to 44 lb) or equivalent effort. Climb or work on a ladder or scaffold.
4.	Lift, push, pull or hold heavy weights (21 to 40 kg or 45 to 88 lb) or equivalent effort.
5.	Lift, push, pull or hold very heavy weights (more than 40 kg or 88 lb) or equivalent effort.

Factor # 6: Mental effort

This factor measures the level of mental effort induced by the level of concentration needed to work. Mental effort can be to switch from an activity to another, to be impacted by related disruptions or distractions or to give a considerable attention.

Levels	Description
1.	The work requires minimal attention. Involuntary interruptions are unusual. A strong use of senses is not required.
2.	The work requires moderate attention, for example to read, write or fill forms, to calculate, to drive vehicles or to use devices needing regular adjustments. Involuntary interruptions and distractions are common.
3.	The work requires sustained attention and focus on tasks (example: to prepare statistics reports). Frequent interruptions often cause change of activity.
4.	The work requires important attention and focus, for example to complete a task with high precision demanding to be mindful of many details at the same time. Significant interruptions and distractions require important concentration efforts to return to work.

Factor # 7: Authority

This factor measures the scale of the job's responsibility concerning tasks and work of other people, with or without a paid employee status.

	Description	<i>People and levels</i>		
		<u>1-3</u>	<u>4-10</u>	<u>11 +</u>
1.	Occasionally help other(s) to become more familiar to some of the work's aspects or not having any liability to others.	1	1	1
2.	Initiate, coordinate or train one person or more.	2	3	4
3.	Manage activities, divide and check work of a group of people doing almost identical tasks or activities.	3	4	5
4.	Manage activities, divide and check work of a group of people doing different tasks or activities.	4	5	6

Factor # 8: Financial responsibility

This factor measures the jobholder's level of financial responsibility, based on the budget and the liability of their mandates.

Levels	Description
1.	Don't manage budget and don't influence financial management.
2.	Don't manage budget and slightly influence financial management.
3.	Don't manage budget and influence financial management.
4.	Manage a budget and influence financial management.
5.	Manage an important budget and influence senior executives on financial management.
6.	In charge of the business' overall financial planning.

Factor # 9: Responsibility for outcomes and results (impact of mistakes)

This factor measures the scale and the consequences that arise from possible mistakes. (The evaluation focus on possible mistakes in a **usual** context; uncommon mistakes are not considered).

Levels	Description
1.	Mistakes are easily detected and corrected. They arise from work usually done under supervision with regular checking of the outcomes. Mistakes mostly involve lost of time for the jobholder.
2.	Mistakes are usually detected and corrected by other people than the jobholder of the work unit where mistakes occur. They cause small lost of time, money or inaccurate dissemination of information.
3.	Mistakes impact the work of other jobs. They are data errors which affect activities based on them but are usually detected before serious consequences occur.
4.	Mistakes can cause damage to expensive equipment, can delay a project's schedule or can cause customer relations embarrassment.
5.	Mistakes can cause significant delays to the project realization, or customer relations degradation, which result in major losses to the company.
6.	Mistakes can cause major decrease of credibility, lost of important clients or threatening the survival of the company.

Jobs with a level 3 to level 6 of responsibility for outcomes and results are subject to annual Performance Evaluation under the MCK's *Performance Appraisal Policy*.

Factor # 10: Communication

This factor measures the level of written and verbal communication the jobholder maintains with other people, internal or external, in their normal context of work.

Levels	Description
1.	Transmit or receive: give or receive factual information of a current nature or concerning work, without changing it. Requires usual level of courtesy.
2.	Ask, answer and explain: give or receive particular or unusual information. By their comments, the jobholder tries to know or to understand the type of information desired by their interlocutor.
3.	Interpret and modify information to understand the meaning. Active listening is especially important. It requires to influence others to share additional meaningful information.
4.	Participate and advise: lead or participate to discussion with people to advise or assist them with their problem solving, using professional experience or specific knowledge (example: unit meeting, technical committee).
5.	Convince and negotiate: deal with others to establish measures or decisions resulting in an agreement or solution. Require communication skills to motivate other people to act in a certain way.
6.	Require to solve independently opinion gaps to provide a strategic direction.

Factor # 11: Work space

This factor measures the work space conditions where the work is completed.

Levels	Description
1.	Work is performed in a normal office space.
2.	Work is performed occasionally, but regularly (at least once a week) outside or in a challenging working environment.
3.	A major part of work is performed outside, without protection from weather conditions or other environment elements, but also without a constant challenging working environment.
4.	Work is constantly performed in a challenging working environment: it shows constant noise, dust, chemicals or potentially dangerous machinery.

Factor # 12: Pace of work

This factor measures the pace of work considering time constraint levels (limited delays, peak periods, timetable to respect) related to the tasks. It doesn't intend to measure the workload of a specific employee; it evaluates the accurate pace of work by completing tasks in a normal context.

Levels	Description
1.	Work is performed at a regular space with normal time constraints. Peak periods are occasional and short.
2.	Work is performed at a regular space, but limited delays have to be respected occasionally.
3.	Work is performed under frequent time constraints (example: rush hour at a cafeteria). Usually, work includes frequent peak periods where many requests must be satisfied simultaneously.
4.	Work is almost always performed with time constraints. Usually, it includes strict deadlines.

Annex 2: Points allocations per salary classes

Class	Minimum	Maximum	Gap
1	850	and up	30
2	820	849	30
3	790	819	30
4	760	789	30
5	730	759	30
6	700	729	30
7	670	699	30
8	640	669	30
9	610	639	30
10	580	609	30
11	550	579	30
12	520	549	30
13	490	519	30
14	460	489	30
15	430	459	30
16	400	429	30
17	370	399	30
18	340	369	30
19	310	339	30
20	280	309	30
21	250	279	30
22	249	and less	30
23	Student pay scale		