



**LIQUOR
DISTRIBUTION
BRANCH**

Office of the
General Manager

October 4, 2010

Roger Bissoondatt
1716 Uplands Drive
Vancouver, B.C. V5P 0N0

Dear Roger,

I am pleased to advise you that your position, Chief Financial Officer with the Liquor Distribution Branch, has been reclassified as Band 'A' in the executive compensation framework effective July 1, 2010.

The executive compensation that applies to this level is designed to accomplish a number of objectives specific to Senior Executives and Assistant Deputy Ministers (ADM). The plan establishes a range of salaries for senior executives while structuring compensation to reflect differentiation of roles based on the scope and impact of a specific position.

Each senior executive position across government has been assigned to a particular grouping or band. There are 4 'bands' from 'A' to 'D' with 'D' being the top band.

This letter confirms that, effective July 1, 2010, your salary will be \$140,000 per annum, inclusive of a 10% holdback. Your base salary will be \$126,000.

Yours truly,

Jay Chambers
General Manager

pc: Gordon Zelenika
Executive Director Human Resources



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Office of the
General Manager

October 4, 2010

Kelly Wilson
150 West 8th Avenue
Vancouver, B.C. V9J 1X7

Dear Kelly,

I am pleased to advise you that your position, Executive Director Retail and Wholesale Services, with the Liquor Distribution Branch has been reclassified as Band 'A' in the executive compensation framework effective July 1, 2010.

The executive compensation that applies to this level is designed to accomplish a number of objectives specific to Senior Executives and Assistant Deputy Ministers (ADM). The plan establishes a range of salaries for senior executives while structuring compensation to reflect differentiation of roles based on the scope and impact of a specific position.

Each senior executive position across government has been assigned to a particular grouping or band. There are 4 'bands' from 'A' to 'D' with 'D' being the top band.

This letter confirms that, effective July 1, 2010, your salary will be \$140,000 per annum, inclusive of a 10% holdback. Your base salary will be \$126,000.

Yours truly,

Jay Chambers
General Manager

pc: Gordon Zelenika
Executive Director Human Resources



PERSONAL & CONFIDENTIAL

November 14, 2008

Jay Chambers
5491 Hummingbird Drive
Richmond, BC V7E 5N7

Dear Jay:

In July 2008, Cabinet approved a new framework for executive compensation that applies to all executives, including Deputy Ministers, Associate Deputy Ministers and Assistant Deputy Ministers. An overview of this new plan is attached.

This plan is designed to accomplish a number of objectives specific to Senior Executives and Assistant Deputy Ministers (ADMs). The plan establishes a new range of salaries for ADMs and equivalents while structuring compensation to reflect differentiation of roles based on the scope and impact of the position. Within that range, each ADM position across government has been assigned to a particular grouping or band.

With the introduction of this new plan, holdbacks will also be adjusted, moving from 5 per cent to 10 per cent effective the date of the salary change. This increase in the holdback portion of salary compensation applies to Deputy and Associate Deputy Ministers as well as ADM and equivalent positions.

This letter confirms that, effective August 1, 2008, your salary will be \$190,000 per annum, inclusive of a 10% holdback.

Yours truly,

Mary Freeman
Associate Deputy Minister

pc: Gordon Zelenika, Human Resources

Ministry of Housing and
Social Development

Associate Deputy Minister's Office
Office of Housing and
Construction Standards

Mailing Address:
PO Box 9844 Stn Prov Govt
Victoria BC V8W 9T2

Phone: 250 387-4082
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Location:
5th Floor, 609 Broughton Street
Victoria

www.housing.gov.bc.ca



Memorandum

Deputy Minister's Office
Office of the Premier

Date: June 21, 2010

To: Jay Chambers, General Manager
BC Liquor Distribution Branch
Ministry of Housing and Social Development

Re: 2009-2010 Holdback Payout

We have now reached the end of our fourth annual performance review cycle since the initiation of the executive holdback system. The performance measures were designed again this year to gauge our success in the implementation of the goals of the Corporate Human Resource Plan to: build our internal capacity, improve our competitiveness and manage for results.

As you are aware, employee engagement is a core measure in holdback achievement. Together, the corporate and ministry specific engagement scores are commensurately valued at 40 percent. As you know, the corporate engagement score dropped this year to 64. While we understand many of the reasons why this occurred, emphasizing and increasing focus on employee engagement is even more important in the coming year.

As in previous years, you can opt to have your holdback paid out as cash or transferred directly to a RRSP. If you choose cash, it will be paid out on the July 9th pay day and you need not do anything further.

If your intention is to transfer your holdback to an RRSP, please email Shelly Silbernagel, Director, Executive Recruitment and Development, BC Public Service Agency at Shelly.Silbernagel@gov.bc.ca, before end of day June 23, 2010. Once you've declared your intention to proceed with this option, please review the attached detailed instructions on how to procure a CRA letter of authority.

Against the five measures and associated targets, the percentage holdback achieved for you and the HSD ministry executive team is 60%. I encourage you to discuss the results with your Deputy Minister, who has further information regarding the calculation of your holdback percentage.

I look forward to continuing our work on the future of the BC Public Service together as an executive team.

Allan P. Seckel, Q.C.
Deputy Minister to the Premier
and Cabinet Secretary

Attachment



EXECUTIVE COMPENSATION LIQUOR DISTRIBUTION BRANCH

The Liquor Distribution Branch follows the BC Public Service compensation policy and guidelines as outlined below:

Compensation Philosophy

The executive compensation approach will provide staff with a competitive total compensation package to attract and retain a qualified, diverse and engaged workforce that strives to achieve high levels of performance in delivering government services to the people of B.C. The compensation philosophy outlines the BC Public Service's objectives and guiding principles for compensation for deputy ministers, associate deputy ministers and assistant deputy ministers.

Objectives

The objectives of the BC Public Service compensation philosophy are to:

1. Support and retain individuals who demonstrate the BC Public Service values and skills needed to achieve the objectives of government.
2. Attract qualified, diverse and high-potential individuals to the BC Public Service.
3. Support the development of a performance-based culture by providing incentives for employees to achieve results and exhibit superior performance.

Guiding Principles

The following principles guide the design, implementation and administration of BC Public Service compensation programs:

- Differentiation: Differentiation of salary is supported where there are differences in the scope of the position within a ministry or corporate context, and/or due to superior individual or team contributions.
- Performance: Compensation programs support and promote a performance-based organizational culture.
- Transparent: Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by employees and the public, while at the same time protecting individual personal information.
- Accountable: Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

Guidelines for Administration

Market Comparators

The BC Public Service has identified the primary competitors for talent as:

1. BC public sector organizations (including Crown corporations, the health sector, the education sector, community social services, regional governments, municipalities, and various other public bodies);
2. Other provincial jurisdictions and the federal government (excluding northern territory jurisdictions); and
3. The private sector.



Executive Compensation

The province's target position for executive compensation in the public sector market is to be from 3rd to 5th nationally amongst the provincial and federal governments. A determination is made respecting the appropriate ranking based on demographic and labour market trends, and economic variables.

Pay ranges for executives were last set in August 2008. Under the model introduced in 2008, the maximum attainable salary for BC Public Service deputy ministers and assistant deputy ministers ranks third among provinces and the federal government. Base pay for executives includes a salary holdback that is tied to leading human resources to corporate outcomes.

Review Periods

The maximum achievable salaries for executives under the framework approved by Cabinet in 2008 was set at 83 per cent of federal equivalent levels, which reflects the recommendation of a 2001 analysis by the consulting firm Watson Wyatt.

Internal Relativity and Differentiation

Base pay will typically be set at levels within scope of comparable positions within the BC Public Service. Differentiation of base pay reflects:

- Differences in the scope and responsibility of the work assignment in a corporate context;
- Recruitment and retention pressures;
- Emphasis on specific talent or unique skills within ministries required to meet service plan priorities; and
- Relative performance in achieving work goals and objectives.

Salary Holdbacks

The assessment of the performance of Deputy Ministers in their roles is based on the achievement of goals and targets within ministry service plans and specific performance objectives. The measures for the salary holdback are based on the goals of the Corporate Human Resource Plan, meaning assessment for holdback purposes is based on the performance of the executive in leading their human resources to corporate outcomes.

Assessment of compensation holdback is conducted following the completion of the fiscal year and paid in June of the following fiscal year.

In 2008/09, the portion of executive compensation held back subject to performance increased from five per cent to 10 per cent of salary. The holdback paid in the 2009/10 fiscal year reflects a blending of 5 per cent for part of the year and 10 per cent for the remainder of the year.

For the application of the 2009/10 measures, the first measure of an improved rating on government's employee engagement score was valued at 50 per cent of the overall holdback result. The remaining measures were valued equally to determine the remaining 50 per cent of the holdback

In 2011/12 the assessment was changed. There are now four measures, with each measure equally weighted at 25 per cent. Holdback amounts calculated against these measures will be paid in the 2012/13 fiscal year.

Leave Provisions

Deputy Ministers receive one additional week of vacation supplementary to the leave entitlements provided to all excluded managers in the BC public service.



Holdbacks paid in the 2011/12 fiscal year were based on the 2010/11 holdback measures.

2010/11 Holdback Measures	
Measure	Target
1. Improved employee engagement across the BC Public Service.	As measured by improvement in the corporate score on the Supervisory Leadership drive on the 2010 Work Environment Survey.
2. Achievement of government's fiscal targets and performance on forecasts.	As measured by achievement of ministry budget targets and improved performance on quarterly forecasting.
3. Preparing for the future of the public service by realizing the potential for transformation and technology.	As measured by assessment of each ministry's first technology and transformation plan.
4. Delivering on the key priorities of government.	As measured by specific deliverable to each ministry as agreed to with the DM to the Premier.



Holdbacks based on the 2011/12 measures will be and reported and paid in fiscal 2012/13.

2011/12 Holdback Measures	
Measure	Target
1. Preparing for the future of the BC Public Service by realizing the potential of technology to support transformation.	Quality of each ministry's Technology and Transformation Plan as measured by demonstrated progress by March 2012 on five specific deliverables for each ministry.
2. Maintaining a strong and stable BC public service by ensuring a workforce of diverse professionals, and supporting an equitable and inclusive workplace.	Quality of diversity and inclusiveness section in each ministry / sector annual workforce plan, as measured by establishment of the "base case" and demonstrated progress by March 2012 on three action items specified in the workforce plan.
3. Achieving government's fiscal targets and performance on forecast.	Achievement of ministry budget targets and percentage margin on forecasting for each Ministry, to be determined in conjunction with the Ministry of Finance.
4. Delivering on the key priorities of government.	Specific measure on the delivery of government's key priorities as established by the Deputy Minister with the Deputy Minister to the Premier. Measure must include the achievement of specific stretch deliverables.



Summary Compensation Table

As required under the guidelines provided by the Public Sector Employer's Council, the table below outlines the total compensation earned by the General Manager and applicable executives for the fiscal year ending on March 31, 2011.

The General Manager of the Liquor Distribution Branch reports directly to the Minister of Energy and Mines.

Name and Principal Position	2011/12 Base Salary (excludes salary holdback)	2010/11 Incentive Plan Compensation Paid ¹	2011/12 Benefits	2011/12 Pension	2011/12 All Other Compensation²	2011/12 Total Payments and Benefits	Previous Year Totals
Jay Chambers General Manager, Assistant Deputy Minister	\$171,000	\$14,250	\$12,413	\$17,412	\$16,948	\$232,023	2009/10 = \$225,320 2010/11 = \$227,758
Roger Bissoondatt Chief Financial Officer	\$126,000	\$7,875	\$10,068	\$13,256	\$20,298	\$177,497	2010/11 = \$157,933
Kelly Wilson Executive Director, Wholesale and Retail Services	\$126,000	\$7,875	\$10,068	\$12,639	\$1,035	\$157,618	2010/11 = \$157,478

¹ The holdback for the 2010-11 fiscal year was paid out in June 2011.

² Includes unused vacation payouts.

³ Total Payments and Benefits increased by greater than 5% over the previous fiscal year for R. Bissoondatt reflecting a larger unused vacation payout compared to the prior year.