

Bergthorson, Sheena PSEC:EX

From: Rathbone, Chris PSEC:EX
Sent: Monday, February 3, 2014 4:31 PM
To: 'Castle, Lisa'
Cc: Zacharuk, Christina PSEC:EX
Subject: RE: Question re: compensation freeze

Hi Lisa,

A good question – yes, because it's a new, different role you're able to offer him a different salary, subject to the normal conditions of UBC's approved compensation plan.

Let me know if you need anything else,

Chris

From: Castle, Lisa [<mailto:lisa.castle@ubc.ca>]
Sent: February-03-14 4:28 PM
To: Rathbone, Chris PSEC:EX
Cc: Zacharuk, Christina PSEC:EX
Subject: Question re: compensation freeze

Hi Chris, I hope this finds you well. s.22

I have a question.

s.22

He expects to negotiate a salary increase as it is a new role and something we have asked him to do. My question: can I, pursuant to the terms of the Compensation Freeze Policy, negotiate a new salary for him in this new role?

Thank you, Lisa

Bergthorson, Sheena PSEC:EX

From: Castle, Lisa <lisa.castle@ubc.ca>
Sent: Thursday, September 4, 2014 8:48 PM
To: Zacharuk, Christina PSEC:EX
Cc: Rathbone, Chris PSEC:EX
Subject: Recent effects of the freeze

Hi Christina, thanks for the conversation this morning. As noted, the freeze will have it's second birthday next Saturday, and it will be entering the terrible twos! All kidding aside, I am worry daily about the increasingly deleterious effects of the freeze.

I received a report this week that 21 excluded management and professional staff members of the University have fallen below the midpoint of their salary ranges. Midpoint at UBC is defined as fully competent in the job, and it must be achieved in four years. These employees are now in the progression to midpoint or "probationary" part of their salary ranges. That's because they share the same salary ranges as those staff in AAPS who have, by operation of their Agreement, secured increases to salary ranges through GWIs and the implementation of the market review.

s.22

s.13

Thanks for listening...Lisa

Bergthorson, Sheena PSEC:EX

From: Rathbone, Chris PSEC:EX
Sent: Thursday, August 13, 2015 8:45 PM
To: Castle, Lisa
Subject: Re: Need your assistance please

Ok, thanks Lisa. We'll do our best.

Chris Rathbone
PSEC Secretariat
250-812-3246

On Aug 13, 2015, at 8:44 PM, Castle, Lisa <lisa.castle@ubc.ca> wrote:

Hi Chris, thanks for this. I've forwarded it to Ken as per your message. I was hoping to get something tomorrow. Unreasonable, I know...Lisa

From: Rathbone, Chris PSEC:EX [Chris.Rathbone@gov.bc.ca]
Sent: Thursday, August 13, 2015 8:32 PM
To: Castle, Lisa
Subject: Re: Need your assistance please

Hi Lisa, s.22 will get this turned around as quickly as possible... When do you need an answer by?
Early next week ok?

Chris Rathbone
PSEC Secretariat
250-812-3246

On Aug 13, 2015, at 8:21 PM, Castle, Lisa <lisa.castle@ubc.ca<<mailto:lisa.castle@ubc.ca>>> wrote:

Hi Chris, and sorry to bother you, but I need your assistance rather quickly.

s.22

s.13

Any of these work for you? Thanks, Lisa

Bergthorson, Sheena PSEC:EX

From: Castle, Lisa <lisa.castle@ubc.ca>
Sent: Friday, August 21, 2015 7:30 AM
To: Rathbone, Chris PSEC:EX
Cc: Dawson, Ken PSEC:EX
Subject: Re: Request for advice: Executive compensation

No worries Chris and Ken, next week is fine. Have a great weekend, Lisa

Sent from my iPhone

> On Aug 21, 2015, at 7:21 AM, Rathbone, Chris PSEC:EX <Chris.Rathbone@gov.bc.ca> wrote:

>

> Hi Lisa - sorry for the delay in response - s.22

>

> I've asked Ken to follow-up with you - he'll be in touch shortly.

>

> Chris

>

> Chris Rathbone

> PSEC Secretariat

> 250-812-3246

>

>

> On Aug 20, 2015, at 1:30 PM, Castle, Lisa <lisa.castle@ubc.ca<<mailto:lisa.castle@ubc.ca>>> wrote:

>

> Hi Chris, just checking in that you received this, and I did not miss an e-mail. My inbox is under siege! Thanks, Lisa

>

> From: Castle, Lisa

> Sent: August-18-15 12:56 PM

> To: chris.rathbone@gov.bc.ca<<mailto:chris.rathbone@gov.bc.ca>>

> Subject: Request for advice: Executive compensation

>

>

> Hi Chris, yes, me again. While I think I have a detailed understanding of the subject of the Provincial Government's expectations on executive compensation, I want to ensure I understand the guidelines, rules and expectations for a specific issue.

>

>

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s.13,s.22

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>

> I would like to bring a salary increase request forward to the Executive Committee of the Board of Governors for approval in September.

>
>
>
> Thank you, Lisa

Bergthorson, Sheena PSEC:EX

From: Berner, Michelle <Michelle.Berner@ubc.ca>
Sent: Tuesday, December 1, 2015 10:08 AM
To: Rathbone, Chris PSEC:EX
Cc: Castle, Lisa
Subject: Compensation Freeze s.13

Follow Up Flag: Follow up
Flag Status: Flagged

Hi Chris,

s.13

Please let us know if there are any concerns with this approach.

Take care,

Michelle Berner

Director, Human Resources - Total Compensation
Human Resources

The University of British Columbia

627 – 6190 Agronomy Road | Vancouver, BC Canada V6T 1Z3

Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134

michelle.berner@ubc.ca | www.hr.ubc.ca



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UBC100

Bergthorson, Sheena PSEC:EX

From: Berner, Michelle <Michelle.Berner@ubc.ca>
Sent: Monday, January 18, 2016 3:11 PM
To: Dawson, Ken PSEC:EX
Cc: 'Blair Littler'; Rathbone, Chris PSEC:EX; Castle, Lisa; Coburn, Lindsay PSEC:EX
Subject: RE: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation
Attachments: UBC_Business_Case_forPSEC_ExclMgtCompAdj_Jan18-2016.pdf;
UBC_Business_Case_forPSEC_ExclMgtCompAdj_Jan18-2016.xlsx

Hi Ken,

Further to your message, find attached UBC's submission and business case.

Please advise if UBC's proposal meets PSEC's requirements, and when we can proceed with implementation.

Take care,

Michelle Berner

Director, Human Resources - Total Compensation

Human Resources

The University of British Columbia

627 – 6190 Agronomy Road | Vancouver, BC Canada V6T 1Z3

Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134

michelle.berner@ubc.ca | www.hr.ubc.ca



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THE UNIVERSITY OF BRITISH COLUMBIA

UBC100

-----Original Message-----

From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]

Sent: January-16-16 2:44 PM

To: Berner, Michelle

Cc: 'Blair Littler'; Rathbone, Chris PSEC:EX; Castle, Lisa; Coburn, Lindsay PSEC:EX

Subject: Re: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation

Hi Michelle,

Thanks for the time yesterday to review UBC's submission and business case - I appreciated you making yourself available on short notice.

As agreed, UBC is withdrawing this submission and will resubmit to PSEC a proposal in line with the Employer's Guide and based on our discussion.

I look forward to reviewing the submission once you have it ready - s.22
available to assist if you need anything further.

Chris or Lindsay are

Regards,

Ken

Ken Dawson | Director, Labour Relations

Public Sector Employers' Council Secretariat

Suite 210 – 880 Douglas Street

Victoria, BC V8W 2B7

Mobile: 778.679.0891

Office: 250.356.5978

Email: Ken.Dawson@gov.bc.ca<mailto:Ken.Dawson@gov.bc.ca>

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From: Berner, Michelle <Michelle.Berner@ubc.ca>

Sent: January-15-16 7:03 AM

To: Dawson, Ken PSEC:EX

Cc: 'Blair Littler'; Rathbone, Chris PSEC:EX; Castle, Lisa

Subject: RE: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation

Hi Ken,

Find attached UBC's business case pertaining to the January 1, 2016 excluded management compensation adjustment (the last section of the business case is the "Compensation Adjustment Report Template", and this is found in the attached Excel file).

As with UBC's July 1, 2015 business case, differentiation has been applied to the proposal by limiting increases to 38% of the exempt management group.

Please advise if UBC's proposal meets PSEC's requirements, and when we can proceed with implementation.

Take care,

Michelle
[cid:image001.jpg@01D1075C.A1EC7930]

From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]
Sent: November-24-15 11:33 AM
To: Berner, Michelle <Michelle.Berner@ubc.ca>
Cc: 'Blair Littler' <Blair.Littler@rucbc.ca>; Rathbone, Chris PSEC:EX <Chris.Rathbone@gov.bc.ca>; Castle, Lisa <lisa.castle@ubc.ca>
Subject: RE: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation

Thanks for this Michelle.

I will connect with you on timing once our office has established a meeting time with the Minister of Finance – although it will not be until the New Year.

Regards,
Ken

From: Berner, Michelle [mailto:Michelle.Berner@ubc.ca]
Sent: Tuesday, November 24, 2015 11:24 AM
To: Dawson, Ken PSEC:EX
Cc: 'Blair Littler'; Rathbone, Chris PSEC:EX; Castle, Lisa
Subject: RE: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation

Hi Ken,

Thank you for reviewing our draft. Further to your feedback, we have revised the document^{s.13,s.17}
s.13,s.17
s.13,s.17

Please let us know if anything further is required.

Take care,

Michelle
[cid:image001.jpg@01D1075C.A1EC7930]

From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]
Sent: November-19-15 3:21 PM
To: Berner, Michelle <Michelle.Berner@ubc.ca<mailto:Michelle.Berner@ubc.ca>>; Castle, Lisa <lisa.castle@ubc.ca<mailto:lisa.castle@ubc.ca>>

Cc: 'Blair Littler' <Blair.Littler@rucbc.ca<mailto:Blair.Littler@rucbc.ca>>; Rathbone, Chris PSEC:EX
<Chris.Rathbone@gov.bc.ca<mailto:Chris.Rathbone@gov.bc.ca>>
Subject: FW: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation

Hi Michelle,
My apologies for not getting back to you sooner on this one.
s.13,s.17

Other than that, the document looks very good – please contact me directly if you have any further questions.
Thanks,
Ken

Ken Dawson | Director, Labour Relations
Public Sector Employers' Council Secretariat Suite 210 – 880 Douglas Street Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.356.5978
Email: Ken.Dawson@gov.bc.ca<mailto:Ken.Dawson@gov.bc.ca>

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Thank you.

From: "Berner, Michelle" <Michelle.Berner@ubc.ca<mailto:Michelle.Berner@ubc.ca>>
Date: October 28, 2015 at 12:47:57 PM PDT
To: "'Dawson, Ken PSEC:EX'" <Ken.Dawson@gov.bc.ca<mailto:Ken.Dawson@gov.bc.ca>>
Cc: "Castle, Lisa" <lisa.castle@ubc.ca<mailto:lisa.castle@ubc.ca>>, "Chris.Rathbone@gov.bc.ca" <Chris.Rathbone@gov.bc.ca<mailto:Chris.Rathbone@gov.bc.ca>>, "Blair Littler (Blair.Littler@rucbc.ca<mailto:Blair.Littler@rucbc.ca>)" <Blair.Littler@rucbc.ca<mailto:Blair.Littler@rucbc.ca>>
Subject: RE: 344284_CEO Ltr to Employers' Associations re BC Public Sector Compensation Review - Implementation Hi Ken,

This follows up on the BC Public Sector Compensation Review, and the requirement to amend our compensation philosophy and plan.

As a baseline, we used the excluded compensation plan for Service Unit Director (SUD) and Excluded Management & Professional (XMP) staff, which was approved by PSEC in 2010 (attached in PDF form are the pages from the original 2010 document pertaining to SUD/XMP). We made a number of edits to this document in order to address the new requirements.

Further to your previous suggestion, we're hoping that you could review our draft, and provide any feedback prior to us seeking UBC's Executive and Board approvals, and then formally submitting the revised document to PSEC.

Any feedback on the attached draft would be appreciated.

Thank you,

Michelle Berner

Director, Human Resources - Total Compensation Human Resources The University of British Columbia
627 – 6190 Agronomy Road | Vancouver, BC Canada V6T 1Z3 Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134 michelle.berner@ubc.ca<mailto:first.last@ubc.ca> | www.hr.ubc.ca>

Page 13 to/à Page 14

Withheld pursuant to/removed as

s.13;s.17

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:

Job title

Current Annualized Salary this is the salary an individual would receive in a 12 month period at full time pay.

Proposed New Annualized Salary this is the salary an individual will be receiving based on a 12 month period at the new full time pay.

Please put an X in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.

Inversion occurs if one has subordinates who earn more than the supervisor's salary.

Other, if choosing other please provide details in the documents sent to PSEC.

Employer: BC Corp

Total increase to salaries			\$ 14,400	This increase is addressing (mark one):				
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
1	Human Resource Manager	\$ 75,000	\$ 76,500		x			
2	Manger of IT	\$ 84,500	\$ 86,100			x		
3	Project Director	\$ 90,000	\$ 91,700		x			
	Project Director	\$ 90,000	\$ 91,800		x			
	Executive Admin Assistant	\$ 55,000	\$ 56,000			x		
4	Executive Admin Assistant	\$ 55,000	\$ 56,000			x		
5	Director of Finance	\$ 83,500	\$ 85,150				x	To prevent a high performing EE from leaving.
6	Communications Manager	\$ 75,000	\$ 75,450				x	To prevent a high performing EE from leaving.
7	Director of Policy	\$ 82,000	\$ 83,500		x			
8	Manager of Operations	\$ 76,000	\$ 77,200			x		
9		\$ -	\$ -					
10		\$ -	\$ -					

s.13,s.17,s.22

s.13,s.17,s.22



Page 18 to/à Page 27

Withheld pursuant to/removed as

s.13;s.17

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	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
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7	Director of Policy	\$ 82,000	\$ 83,500		x			
8	Manager of Operations	\$ 76,000	\$ 77,200			x		
9		\$ -	\$ -					
10		\$ -	\$ -					

s.13,s.17

Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Monday, March 20, 2017 6:12 PM
To: 'Berner, Michelle'
Cc: Bhatnagar, Pratibha PSEC:EX
Subject: RE: Important Update - BC Public Sector Common Compensation Philosophy Implementation
Attachments: UBC_Business_Case_Exec_(2) Nov10-2016.xlsx

Hi Michelle,

Thank for this benchmarking information.

s.13,s.17

Let me know if you need anything further.

Ken

Ken Dawson A/ Executive Director
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.387.0846
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Berner, Michelle [mailto:Michelle.Berner@ubc.ca]
Sent: Thursday, March 16, 2017 10:19 AM
To: Dawson, Ken PSEC:EX
Subject: RE: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Ken,

s.13,s.17

s.13,s.17

s.13,s.17

s.13,s.17

s.13,s.17

Thank you,

Michelle



THE UNIVERSITY OF BRITISH COLUMBIA

From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]

Sent: November-10-16 1:21 PM

To: Berner, Michelle <Michelle.Berner@ubc.ca>

Cc: Castle, Lisa <lisa.castle@ubc.ca>

Subject: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Michelle,

Thank you for submitting the attached business case and proposal for increases for UBC excluded staff in relation to the July 2016 direction from PSEC.

As discussed, the Business Case and salary increases are approved (effective July 1, 2016) as submitted for all positions with the exception of the 2 positions of s.13,s.17. For these two positions, we require updated benchmarking from UBC in advance of being in a position to grant approval. I will leave that with you.

I also note that UBC's submission for other executive level positions is forthcoming.

Please contact me directly if you have any questions on this.

Thanks,

Ken

Ken Dawson A/ Executive Director

Public Sector Employers' Council Secretariat

Suite 210 – 880 Douglas Street

Victoria, BC V8W 2B7

Mobile: 778.679.0891

Office: 250.387.0846

Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Berner, Michelle [mailto:Michelle.Berner@ubc.ca]

Sent: Thursday, November 10, 2016 10:11 AM

To: Dawson, Ken PSEC:EX

Cc: Castle, Lisa

Subject: FW: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Ken,

Further to our discussion, find attached the updated spreadsheet. This includes job titles of the "zeros". There are now 17 zeros (not 18) as one has left the University.

Take care,

Michelle



THE UNIVERSITY OF BRITISH COLUMBIA

From: Berner, Michelle

Sent: November-02-16 8:27 AM

To: 'Dawson, Ken PSEC:EX' <Ken.Dawson@gov.bc.ca>

Cc: Castle, Lisa <lisa.castle@ubc.ca>

Subject: RE: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Ken,

This follows up on PSEC's July 2016 updated guidelines on the compensation freeze as pertaining to flexibility to pursue modest compensation adjustments for "executive" staff.

In accordance with these guidelines, UBC is submitting the attached business case for compensation adjustments for one of UBC's "executive" groups (the last section of the business case is the "Compensation Adjustment Report Template", and this is found in the attached Excel file).

The updated compensation plan pertaining to this group was previously approved by PSEC (see attached).

Note that other UBC "executive" groups are still outstanding (e.g., VPs, AVPs), and the business case for those groups is forthcoming.

We look forward to your approval to proceed with implementation for the group outlined in the attached business case.

Let me know if we can provide any additional information.

Take care,

Michelle Berner

Director, Human Resources - Total Compensation

Human Resources

The University of British Columbia | Vancouver Campus

627 – 6190 Agronomy Road | Vancouver BC | V6T 1Z3 Canada

Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134

michelle.berner@ubc.ca

<http://www.hr.ubc.ca>



THE UNIVERSITY OF BRITISH COLUMBIA

From: Wilson, Barbara A PSEC:EX [<mailto:Barbara.Wilson@gov.bc.ca>] **On Behalf Of** Zacharuk, Christina
PSEC:EX

Sent: Friday, July 29, 2016 11:38 AM

Subject: Important Update - BC Public Sector Common Compensation Philosophy Implementation

For the attention of employers' associations CEOs/Chairs and Deputy Ministers responsible:

On July 21, the Minister of Finance and Minister responsible for the *Public Sector Employers Act*, released the 2015/16 Public Accounts. In that context, the Minister made reference to the compensation freeze (see attached Information Bulletin) and additional flexibility to pursue modest compensation adjustments, where appropriate, for excluded management and executive employees.

Please find attached important information regarding the implementation of this flexibility.

PSEC will be hosting a conference call for more information, questions and discussion as follows:

Tuesday, August 2nd at 2:00pm

Dial-in details: s.15,s.17

with participant code s.15,s.17

Regards,

Christina Zacharuk
President and CEO
PSEC Secretariat

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

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Job title

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10		\$ -	\$ -					

s.13,s.17,s.22

Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Thursday, April 13, 2017 1:50 PM
To: 'Berner, Michelle'
Cc: Bhatnagar, Pratibha PSEC:EX
Subject: RE: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Michelle,
Thanks for this added benchmarking information. s.13,s.17
is approved as submitted.

Have a nice long weekend.

Ken

Ken Dawson A/ Executive Director
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.387.0846
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Berner, Michelle [mailto:Michelle.Berner@ubc.ca]
Sent: Thursday, April 13, 2017 12:30 PM
To: Dawson, Ken PSEC:EX
Subject: RE: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Ken,

s.13,s.17

Thank you,

Michelle



THE UNIVERSITY OF BRITISH COLUMBIA

From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]
Sent: November-10-16 1:21 PM
To: Berner, Michelle <Michelle.Berner@ubc.ca>
Cc: Castle, Lisa <lisa.castle@ubc.ca>
Subject: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Michelle,

Thank you for submitting the attached business case and proposal for increases for UBC excluded staff in relation to the July 2016 direction from PSEC.

As discussed, the Business Case and salary increases are approved (effective July 1, 2016) as submitted for all positions with the exception of the 2 positions of s.13.s.17 . For these two positions, we require updated benchmarking from UBC in advance of being in a position to grant approval. I will leave that with you.

I also note that UBC's submission for other executive level positions is forthcoming.

Please contact me directly if you have any questions on this.

Thanks,

Ken

Ken Dawson A/ Executive Director
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.387.0846
Email: Ken.Dawson@gov.bc.ca

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Thank you.

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Sent: Thursday, November 10, 2016 10:11 AM
To: Dawson, Ken PSEC:EX
Cc: Castle, Lisa
Subject: FW: Important Update - BC Public Sector Common Compensation Philosophy Implementation

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Take care,

Michelle



THE UNIVERSITY OF BRITISH COLUMBIA

From: Berner, Michelle

Sent: November-02-16 8:27 AM

To: 'Dawson, Ken PSEC:EX' <Ken.Dawson@gov.bc.ca>

Cc: Castle, Lisa <lisa.castle@ubc.ca>

Subject: RE: Important Update - BC Public Sector Common Compensation Philosophy Implementation

Hi Ken,

This follows up on PSEC's July 2016 updated guidelines on the compensation freeze as pertaining to flexibility to pursue modest compensation adjustments for "executive" staff.

In accordance with these guidelines, UBC is submitting the attached business case for compensation adjustments for one of UBC's "executive" groups (the last section of the business case is the "Compensation Adjustment Report Template", and this is found in the attached Excel file).

The updated compensation plan pertaining to this group was previously approved by PSEC (see attached).

Note that other UBC "executive" groups are still outstanding (e.g., VPs, AVPs), and the business case for those groups is forthcoming.

We look forward to your approval to proceed with implementation for the group outlined in the attached business case.

Let me know if we can provide any additional information.

Take care,

Michelle Berner

Director, Human Resources - Total Compensation

Human Resources

The University of British Columbia | Vancouver Campus

627 – 6190 Agronomy Road | Vancouver BC | V6T 1Z3 Canada

Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134

michelle.berner@ubc.ca

<http://www.hr.ubc.ca>



THE UNIVERSITY OF BRITISH COLUMBIA

From: Wilson, Barbara A PSEC:EX [<mailto:Barbara.Wilson@gov.bc.ca>] **On Behalf Of** Zacharuk, Christina
PSEC:EX

Sent: Friday, July 29, 2016 11:38 AM

Subject: Important Update - BC Public Sector Common Compensation Philosophy Implementation

For the attention of employers' associations CEOs/Chairs and Deputy Ministers responsible:

On July 21, the Minister of Finance and Minister responsible for the *Public Sector Employers Act*, released the 2015/16 Public Accounts. In that context, the Minister made reference to the compensation freeze (see attached Information Bulletin) and additional flexibility to pursue modest compensation adjustments, where appropriate, for excluded management and executive employees.

Please find attached important information regarding the implementation of this flexibility.

PSEC will be hosting a conference call for more information, questions and discussion as follows:

Tuesday, August 2nd at 2:00pm

Dial-in details: s.15,s.17

with participant code s.15,s.17

Regards,

Christina Zacharuk
President and CEO
PSEC Secretariat

Bergthorson, Sheena PSEC:EX

From: Dawson, Ken PSEC:EX
Sent: Thursday, April 27, 2017 9:23 AM
To: 'Berner, Michelle'
Cc: Bhatnagar, Pratibha PSEC:EX; Rathbone, Chris PSEC:EX; Castle, Lisa; 'Blair Littler'
Subject: s.13,s.17
Attachments:

Hi Michelle,

Thanks for the business case submission for salary adjustments for UBC VP's effective July 1, 2016; this email confirms PSEC approval to implement the performance based increases as requested.

s.13,s.17

Please contact me directly if you have any questions on the above issues.

Thanks,

Ken

Ken Dawson A/ Executive Director
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.387.0846
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Berner, Michelle [<mailto:Michelle.Berner@ubc.ca>]
Sent: Wednesday, April 12, 2017 12:56 PM
To: Bhatnagar, Pratibha PSEC:EX
Cc: Dawson, Ken PSEC:EX; Rathbone, Chris PSEC:EX; Castle, Lisa
Subject: s.13

Hi Pratibha,

s.13,s.17

We look forward to your approval to proceed with implementation for the group outlined in the attached business case.

Let me know if we can provide any additional information.

Take care,

Michelle Berner
Director, Human Resources - Total Compensation
Human Resources
The University of British Columbia | Vancouver Campus
627 – 6190 Agronomy Road | Vancouver BC | V6T 1Z3 Canada
Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134
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Page 42 to/à Page 43

Withheld pursuant to/removed as

s.13;s.17

**The University of British Columbia
Compensation Plans for Excluded Employee Groups**

[1] Vice Presidents

Compensation for Vice Presidents is guided by UBC Board of Governors Policy #31, "Total Compensation for Executive Officers, Management Officers, Service Unit Directors Excluded from AAPS, and Staff Members who are Excluded From or Not Represented by a Union or Association".

In addition, Vice President compensation is guided by a Framework that provides for processes of determining compensation levels upon appointment and reappointment, and compensation adjustments each year.

**THE UNIVERSITY OF BRITISH COLUMBIA
Framework & Guideline for Compensation: Vice Presidents**

Approved: Management Resources Compensation Committee of the Board of Governors
Date: October 14, 2010
Proposed: November 2016 (amendments)

1. Introduction

The Board of Governors approved Policy 31 – "Total Compensation for Executive Officers, Management Officers, Service Unit Directors Excluded from AAPS, and Staff Members who are Excluded From or Not Represented by a Union or Association" in April 2014 to articulate the principles for establishing compensation packages for the President and Vice Presidents (including the Deputy Vice Chancellor and Principal) of UBC, and to provide for full disclosure of such compensation.

Consistent with Policy 31, this document provides an overall compensation framework and guideline for Vice Presidents at the University of British Columbia. It is important to stress that while salary is the most significant element of compensation – in essence the foundation – other elements of compensation include benefits, pension, leaves (including vacation), perquisites, health & wellbeing programming, and working conditions. The latter element includes the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, flexible work arrangements, the ability to grow one's capacity in an intellectually stimulating environment, and other valuable forms of meaningful conditions.

The method and level of compensation delivered to Vice Presidents will, within the requirements established by the Public Sector Employers' Council (PSEC) from time to time, be dependent primarily upon internal equity, external competitiveness of compensation and individual performance:

- Internal equity is based upon the relative worth of each position to the University as an academic institution consistently ranked in the top 40 universities in the world, and with aspirations for increasing excellence. Consequently, higher compensation values are often provided to senior academic roles to reflect this, and to provide incentives for faculty members to undertake these demanding roles;
- External competitiveness is based primarily upon a comparison of similar sized positions relative to the median of other large Canadian universities (e.g. University of Alberta and University of Toronto), as well as appropriate public and private sector employers in the global market. In the latter regard, the weighting is in favour of the public sector and

more particularly UBC's university competitors in Canada and internationally. Our external competitiveness is also affected by the cost of acquiring a home in Vancouver and Kelowna; and

- Actual salary paid will be dependent upon incumbent qualifications, experience and performance. Rewarding sustained performance and assessing the promise of future performance is a fundamental element of framework and a primary driver of compensation adjustments.

It is important to adapt these statements to a compensation guideline that provides the University with both flexibility and certainty given the complexity and diversity of responsibilities of Vice Presidents. The compensation guideline is that Vice Presidents will normally be provided with compensation packages that do not exceed 90% of that of the President.

The balance of this document outlines the roles and responsibilities of the various parties involved in administering this framework and guideline to ensure effective governance, and the determination of individual Vice President compensation adjustments. UBC's Vice President roles are listed in Appendix A.

This guideline is subject, at all times, to mandates, guidelines and/or rules established for executive compensation by the PSEC.

2. Principles

The overarching principle of compensation is to retain and attract outstanding people to the roles of Vice Presidents who will contribute to and further UBC's excellence within British Columbia, Canada, and the world. Within that fundamental guiding principle, the compensation plan for Vice Presidents at UBC is based on the following foundational principles:

Performance – Compensation programs support and promote a performance-based (merit) organizational culture.

Differentiation – Differentiation of salary is supported where there are differences in the scope of the position within an organization, responsiveness to market conditions (some skills, competencies and professional designations are more costly), and/or due to superior individual team contributions.

Accountability – Compensation decisions are objective, aligned with UBC's commitments to equity and improving the diversity of its workforce, and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.

Transparency – Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

3. Roles and Responsibilities

These are provided for under each of the headings.

President

The President, with support from the Vice President Human Resources, will be responsible for reviewing the ongoing effectiveness of Policy 31 and this guideline.

Executive Committee of the Board of Governors

The role of the Board's Executive Committee is, upon submission by the President, to approve:

- The framework and compensation guideline as provided for in this document;
- Any actual compensation increases for Vice Presidents after receiving the recommendation of the President;
- Any exceptions and/or changes to the framework and compensation guideline; and
- Any other decision necessary to ensure the overall effectiveness of this framework and guideline.

4. Market Compensation Information

Current market compensation information must be used to assess the 90% compensation guideline.

The overall policy is to provide competitive compensation arrangements with major Canadian universities, as well as appropriate public and private sector employers. Primary comparators are:

- Large Canadian universities (e.g. University of Alberta and University of Toronto); and
- Large, complex private sector organizations (to be utilized only normally for specialized administrative Vice President roles with significant recruitment and retention pressure from the private sector).

On occasion, exceptional and unusual market demands require the analysis of other marketplaces and the need to adjust compensation levels. In such situations, any required increases to the compensation guideline must be reasonable, respecting public sector values of prudence and probity.

5. Actual Compensation Review Process

Normally, the compensation paid to each Vice President should be within the compensation guideline.

The actual salary of each Vice President should be reviewed each year. Rewarding sustained performance and assessing the promise of future performance is a fundamental element of this framework and a primary driver of compensation adjustments. Subject to PSEC requirements, any adjustments should address the performance and experience of the incumbent.

Normally performance will be assessed based upon actual performance compared to pre-determined established goals and objectives. These goals and objectives should align with the University's strategic plan, the President's goals and operational imperatives.

The timing of any salary adjustment should be made at the end of a one-year period during which performance is measured.

The timing of any salary adjustment will be determined by the President, and does not have to be the same for each Vice President. The selection of timing should be such as to be appropriate for the purposes of assessing one year's performance.

Newly appointed Vice Presidents will not normally receive a salary review until the end of their first completed year performance period. Exceptions may be considered for Vice Presidents appointed early in the performance year period and/or the incumbent exhibits an outstanding level of performance.

Appendix A

Vice President Roles:

- Provost and Vice President Academic
- Deputy Vice Chancellor and Principal (UBC Okanagan)
- Vice President, Finance and Operations
- Vice President, Research
- Vice President, Students
- Vice President, Human Resources
- Vice President, External Relations
- Vice President, Development and Alumni Engagement

[1] Vice Presidents

Compensation for Vice Presidents is guided by UBC Board of Governors Policy #31, Executive Compensation (see Appendix A). Policy #31 provides guiding principles and general procedures.

In addition, Vice President compensation is guided by a Framework that provides for processes of determining compensation levels upon appointment and reappointment, and compensation adjustments each year.

THE UNIVERSITY OF BRITISH COLUMBIA Framework & Guideline for Compensation: Vice Presidents

Approved: Management Resources Compensation Committee of the Board of Governors
Date: October 14, 2010

1. Introduction

The Board of Governors approved Policy 31 – Executive Compensation in June 2005 to articulate the principles for establishing compensation packages for the President and Vice Presidents (including the Deputy Vice Chancellor and Principal) of UBC, and to provide for full disclosure of such compensation.

Consistent with Policy 31, this document provides an overall compensation framework and guideline for Vice Presidents at the University of British Columbia. It is important to stress that while salary is the most significant element of compensation – in essence the foundation – other elements of compensation include benefits, pension, leaves, perquisites and working conditions. The latter element includes the intrinsic value of the job, opportunities to advance and to work with peers and other colleagues, the physical environment, flexible work arrangements, the ability to grow one's capacity in an intellectually stimulating environment, and other valuable forms of meaningful conditions.

The method and level of compensation delivered to Vice Presidents will, within the requirements established by the Public Sector Employers' Council (PSEC) from time to time, be dependent primarily upon internal equity, external competitiveness of compensation and individual performance:

- Internal equity is based upon the relative worth of each position to the University as a world ranked academic institution. Consequently, higher compensation values are often provided to senior academic roles to reflect this, and to provide incentives for faculty members to undertake these demanding roles;
- External competitiveness is based primarily upon a comparison of similar sized positions relative to the median of other large Canadian universities (e.g. University of Alberta and University of Toronto), as well as appropriate public and private sector employers in the global market. In the latter regard, the weighting is in favour of the public sector and more particularly UBC's university competitors in Canada and internationally. Our external competitiveness is also affected by the cost of acquiring a home in Vancouver and Kelowna; and
- Actual salary paid will be dependent upon incumbent qualifications, experience and performance. Rewarding sustained performance and assessing the promise of future performance is a fundamental element of framework and a primary driver of compensation adjustments.

It is important to adapt these statements to a compensation guideline that provides the University with both flexibility and certainty given the complexity and diversity of responsibilities of Vice

Presidents: The compensation guideline is that Vice Presidents will normally be provided with compensation packages that do not exceed 90% of that of the President.

The balance of this document outlines the roles and responsibilities of the various parties involved in administering this framework and guideline to ensure effective governance, and the determination of individual Vice President compensation adjustments.

This guideline is subject, at all times, to mandates, guidelines and/or rules established for executive compensation by the PSEC.

2. Roles and Responsibilities

These are provided for under each of the headings.

President

The President, with support from the Associate Vice President Human Resources, will be responsible for reviewing the ongoing effectiveness of Policy 31 and this guideline.

Management Resources Compensation Committee

The role of the Management Resources Compensation Committee is, upon submission by the President, to approve:

- The framework and compensation guideline as provided for in this document;
- Any actual compensation increases for Vice Presidents after receiving the recommendation of the President;
- Any exceptions and/or changes to the framework and compensation guideline; and
- Any other decision necessary to ensure the overall effectiveness of this framework and guideline.

3. Market Compensation Information

Current market compensation information should be used to assess the 90% compensation guideline.

The overall policy is to provide competitive compensation arrangements with major Canadian universities (e.g. University of Alberta and University of Toronto), as well as appropriate public and private sector employers.

On occasion, exceptional and unusual market demands require the analysis of other marketplaces and the need to adjust compensation levels. In such situations, any required increases to the compensation guideline must be reasonable, respecting public sector values of prudence and probity.

4. Actual Compensation Review Process

Normally, the compensation paid to each Vice President should be within the compensation guideline.

The actual salary of each Vice President should be reviewed each year. Rewarding sustained performance and assessing the promise of future performance is a fundamental element of this

framework and a primary driver of compensation adjustments. Subject to PSEC requirements, any adjustments should address the performance and experience of the incumbent.

Normally performance will be assessed based upon actual performance compared to pre-determined established goals and objectives. These goals and objectives should align with the University's strategic plan, the President's goals and operational imperatives.

The timing of any salary adjustment should be made at the end of a one-year period during which performance is measured.

The timing of any salary adjustment will be determined by the President, and does not have to be the same for each Vice President. The selection of timing should be such as to be appropriate for the purposes of assessing one year's performance.

Newly appointed Vice Presidents will not normally receive a salary review until the end of their first completed year performance period. Exceptions may be considered for Vice Presidents appointed early in the performance year period and/or the incumbent exhibits an outstanding level of performance.

[2] Associate Vice Presidents (AVPs)

Compensation for Associate Vice Presidents is negotiated on a case-by-case basis, and is detailed along with other terms and conditions of employment in individual employment contracts. There are a number of material principles underlying compensation provided to UBC's AVPs, as outlined in the University's "Framework and Guidelines for Salary Administration: Associate Vice Presidents":

THE UNIVERSITY OF BRITISH COLUMBIA Framework and Guidelines for Salary Administration: Associate Vice Presidents

Approved: Employee Relations Committee of the Board of Governors
Date: December 1, 2005
May 30, 2008 (amendment)
July 30, 2010 (housekeeping amendments)

5. Introduction

The Board of Governors approved Policy 32 – Compensation for Management Officers including Associate Vice Presidents in June 2005. As the complexity and challenges of the University developed, including a multi-campus system, the number of positions entitled Associate Vice President had experienced considerable growth in the first half of the last decade. As at the original date of approval of this document, there were 22 such positions and 20 incumbents (18 as of the date of amendment; 13 as of July 2010). Even though the number of positions has declined, it remains prudent and necessary to provide more effective structure and discipline to the foundational salary element of compensation for Associate Vice Presidents.

Consistent with Policy 32, this document provides a framework and guidelines for effective governance of salaries for all positions of Associate Vice President at the University of British Columbia. It is important to stress that while salary is the most significant element of compensation – in essence the foundation – other elements of compensation include benefits, pension, leaves, perquisites and working conditions.

The following is a template to help us better understand the nature of the changes made to your compensation philosophy and quantify the increase in salary and what issues it was addressing.

Please enter your employer name in cell B20

For each employee receiving an increase please enter:

Job title

Current Annualized Salary this is the salary an individual would receive in a 12 month period at full time pay.

Proposed New Annualized Salary this is the salary an individual will be receiving based on a 12 month period at the new full time pay.

Please put an X in one of the boxes to indicate if the increase was used to address compression, inversion or another issue.

Compression occurs if one has subordinates who earn 90% or more of the supervisor's salary.

Inversion occurs if one has subordinates who earn more than the supervisor's salary.

Other, if choosing other please provide details in the documents sent to PSEC.

Employer: BC Corp

Total increase to salaries			\$ 14,400		This increase is addressing (mark one):			
	Job Title	CURRENT Annualized Salary	Proposed NEW Annualized Salary	% increase	Compression	Inversion	Other	Other Details
1	Human Resource Manager	\$ 75,000	\$ 76,500		x			
2	Manger of IT	\$ 84,500	\$ 86,100			x		
3	Project Director	\$ 90,000	\$ 91,700		x			
	Project Director	\$ 90,000	\$ 91,800		x			
	Executive Admin Assistant	\$ 55,000	\$ 56,000			x		
4	Executive Admin Assistant	\$ 55,000	\$ 56,000			x		
5	Director of Finance	\$ 83,500	\$ 85,150				x	To prevent a high performing EE from leaving.
6	Communications Manager	\$ 75,000	\$ 75,450				x	To prevent a high performing EE from leaving.
7	Director of Policy	\$ 82,000	\$ 83,500		x			
8	Manager of Operations	\$ 76,000	\$ 77,200			x		
9		\$ -	\$ -					
10		\$ -	\$ -					

s.13,s.17

Bergthorson, Sheena PSEC:EX

From: Castle, Lisa <lisa.castle@ubc.ca>
Sent: Thursday, April 27, 2017 11:06 AM
To: Dawson, Ken PSEC:EX; Berner, Michelle
Cc: Bhatnagar, Pratibha PSEC:EX; Rathbone, Chris PSEC:EX; 'Blair Littler'
Subject: s.13

Hi Ken,

Thanks for getting back so quickly.

It's not a problem to resubmit; Michelle had both prepared as we were on the cusp, and delayed with our VP increases as our new President settled in. No apologies necessary, it is quite simple.

s.13,s.17

We will make the other change, and send in the final version once we've decided s.13,s.17

Thanks again, Lisa

From: Dawson, Ken PSEC:EX [mailto:Ken.Dawson@gov.bc.ca]
Sent: April-27-17 10:55 AM
To: Castle, Lisa ; Berner, Michelle
Cc: Bhatnagar, Pratibha PSEC:EX ; Rathbone, Chris PSEC:EX ; 'Blair Littler'
Subject: s.13

Hi Lisa,

If the increases are being implemented as at the July 1, 2016 effective date we will require an updated executive compensation disclosure submission with these increases incorporated. I apologize about the timing of this one – hopefully the amended submission will be fairly straightforward for your staff. I will let our folks know here that some updated data will be coming in for the affected VP's.

s.13,s.17

We recognize that UBC is a significant institution in the province – and that our policy requirements should be able to recognize this fact.

I hope this addresses your concerns.

Thanks,

Ken

Ken Dawson A/ Executive Director
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.387.0846
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Castle, Lisa [<mailto:lisa.castle@ubc.ca>]
Sent: Thursday, April 27, 2017 10:37 AM
To: Dawson, Ken PSEC:EX; Berner, Michelle
Cc: Bhatnagar, Pratibha PSEC:EX; Rathbone, Chris PSEC:EX; 'Blair Littler'
Subject: s.13

Good morning Ken,

Thanks for copying me on this email, I appreciate it.

s.13,s.17

Thank you, Lisa

From: Dawson, Ken PSEC:EX [<mailto:Ken.Dawson@gov.bc.ca>]
Sent: April-27-17 9:23 AM
To: Berner, Michelle <Michelle.Berner@ubc.ca>
Cc: Bhatnagar, Pratibha PSEC:EX <Pratibha.Bhatnagar@gov.bc.ca>; Rathbone, Chris PSEC:EX <Chris.Rathbone@gov.bc.ca>; Castle, Lisa <lisa.castle@ubc.ca>; 'Blair Littler' <Blair.Littler@rucbc.ca>
Subject: s.13

Hi Michelle,

Thanks for the business case submission for salary adjustments for UBC VP's effective July 1, 2016; this email confirms PSEC approval to implement the performance based increases as requested.

Please contact me directly if you have any questions on the above issues.

Thanks,

Ken

Ken Dawson A/ Executive Director
Public Sector Employers' Council Secretariat
Suite 210 – 880 Douglas Street
Victoria, BC V8W 2B7
Mobile: 778.679.0891
Office: 250.387.0846
Email: Ken.Dawson@gov.bc.ca

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Thank you.

From: Berner, Michelle [<mailto:Michelle.Berner@ubc.ca>]
Sent: Wednesday, April 12, 2017 12:56 PM
To: Bhatnagar, Pratibha PSEC:EX
Cc: Dawson, Ken PSEC:EX; Rathbone, Chris PSEC:EX; Castle, Lisa
Subject: s.13

Hi Pratibha,

s.13,s.17

We look forward to your approval to proceed with implementation for the group outlined in the attached business case.

Let me know if we can provide any additional information.

Take care,

Michelle Berner

Director, Human Resources - Total Compensation

Human Resources

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Phone 604 822 9177 | Cell 604 220 5795 | Fax 604 822 8134

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