



Remuneration Review
of the Management Committee

of the Alma Mater Society
Board of Directors

March, 2000

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► **Introduction**

In 1995-1996 the AMS engaged in a full scale review of its entire remuneration structure. There is still general satisfaction with the remuneration framework that was created then. In 1997-1998 the committee originally took a similar view, choosing to address areas of specific concern instead of attempting a complete review of the system. However, in the course of that review, several issues related to the irregularity and inconsistency of the initial grid framework became of significant concern to the committee, and amendments were introduced. This report, for the 2000-2001 year, also includes a number of changes to the framework through which salaries are determined, but the overall premise of the 1995-1996 framework has remained intact.

This report is presented as an update and revision of previous annual remuneration reports, to be considered for approval by the Board of Directors. The entrenched philosophy of determining remuneration amounts on the basis of a relative, rational scale of defined criteria is retained in this report and recommended for future reviews. This remuneration system is stable and can be applied again next year in an unmodified form. It should not require significant revision in future years, although the topic should be reviewed every year and major changes will surely be indicated at some point.

► **Current and Recommended Scope**

It should be noted that the scope of this report is the set of salaried positions in the AMS; this means that wage positions (e.g., service staff) and honoraria positions (i.e., non-management Studio Q Executive members, *Queen’s Journal* non-management Editorial Staff and Business Staff, the Chair of the Board of Directors, Tricolour Yearbook non-management Editorial Board members) are not explicitly considered herein. Because this system provides a comprehensive and rational organization to the consideration of paying salaries, it is suggested that an ongoing effort should be made to decrease reliance upon honoraria in lieu of remuneration (salaries or wages) for work that the AMS contracts for or should contract for. It is recognized that within the AMS there are some positions that are and should be volunteer positions, and new positions may also be in this category; honoraria are entirely suitable for positions in which the AMS will not hold the incumbent responsible for his or her actions. However, where appropriate, **new positions should be added to this system and, where possible, existing positions should be converted from annually assigned honoraria to established positions within this framework.** A written contract and a position-specific job description should accompany the payment of any salary or wage in the AMS.

► **Keeping Up with Inflation**

In order to understand the proposed changes to salary amounts for 2000-2001, it is worth looking at what the amounts would have been if we had simply adjusted last year’s salary amounts proportional to the increase in the cost of living over the past year (2.4%). For a number of years, salaries in the AMS have by default been increased in line with the February-to-February Consumer Price Index from year to year, using February 1996 as Year Zero. Please note that (i) the compound increase is the real increase in total, rather than simply the sum of the increases each year, and (ii) the value for 2000-2001 will be available in 2001.03.

Inflation		Since 1996
Period	Value	Status
1996-1997	2.5%	Actual
1997-1998	1.1%	Actual
1998-1999	0.8%	Actual
1999-2000	2.4%	Actual
2000-2001	0.0%	n/a
Compound	7.0%	

It is worth noting that increases in tuition over this period (58.9%) have outstripped pay increases, even though these positions *require* student status, and the 1995-1996 framework was heavily weighted in recognition of tuition costs. For example, in 1996-1997, a person in a position that received \$10 000 and who paid \$2000 in tuition had a net income of \$8000. Another person in the same position would now receive \$10 700, but their tuition cost would be \$3200, so their net income is now \$7500, a decrease of more than \$1000 in real dollars, since the value of the \$8000 has by now ‘inflated’ to \$8560. The solution, of course, is not simply to increase salaries at the same rate as tuition increases, but to make sure that increases in tuition do not cause a de facto decrease in salaries from one year to the next.

Increasing salaries in line with inflation, while easy to do, has meant that the effective amount we pay our salaried employees has dropped dramatically over the past five years. This has likely had a negative impact on the accessibility of AMS positions, as may be reflected in the dwindling number of applications for salaried positions over the past few years.

For the 2000-2001 year, an increase in total remuneration for existing positions of 12.5% (\$49 750) is proposed, significantly greater than the 2.4% inflation we experienced in the past year. This is not intended to entirely redress all concerns about the effective decline in AMS salaries, but simply increasing total remuneration by some arbitrary amount (say \$100 000) would not solve the problem—this increase is an important step, and a recognition of this systemic problem. **Future considerations of remuneration should revisit this problem in AMS remuneration.** The creation of one new salaried position has also caused an increase in the total remuneration amount of 1.1% (\$4560).

► Payroll Burden

When someone is employed the AMS, the cost (in dollars) is greater than the amount we pay the individual because we must also pay the employer contributions for the Canada Pension Plan, the Employment Insurance programme, the Employers Health Tax, and the Workers' Compensation Board. This is referred to as the payroll burden. Because the amount required for this last amount varies with the nature of the position, the payroll burdens for different services are different. Most units of the AMS do not require WCB payments at all. The total cost to the AMS for a given position is the sum of the amount the person receives and the payroll burden; this is why the budgeted salary amounts in AMS units exceed the amounts paid to the salaried employees. The specific amounts of the burdens at the different units are detailed below:

Payroll Burdens	2000-2001				
	ALF	QPP	PCC	UBS	OTHER
Amount received by employee	100.00%	100.00%	100.00%	100.00%	100.00%
Employer's Portion – CPP	3.90%	3.90%	3.90%	3.90%	3.90%
Employer's Portion – EI	3.36%	3.36%	3.36%	3.36%	3.36%
Workers' Compensation Board	1.77%	1.77%	0.25%	0.99%	0.00%
Employment Health Tax	1.95%	1.95%	1.95%	1.95%	1.95%
Burdens (Salaries & Honoraria)	10.98%	10.98%	9.46%	10.20%	9.21%
Vacation Pay	4.00%	4.00%	4.00%	4.00%	4.00%
Burdens (Wages)	14.98%	14.98%	13.46%	14.20%	13.21%

► Criteria and Revisions Thereto

The original 1995-1996 system made extensive use of a point grid for the comparison of the nature of different positions and their worth to the AMS, whereby a position would have a certain number of points assessed to it in a given category and a total would be generated from the points given in all categories. Although some of the categories, and some of the scales have been changed in the years since then, this remains the basic outline of the system. Please see Appendix A for the main table.

In recent remuneration reviews, salaries were determined by multiplying the number of points accumulated in the various categories by \$500. This year, it was felt that having a salaried

position within the AMS indicated a minimum requirement of work that justified setting salaries as a base amount of \$2000 to which is added the number of points multiplied by \$450. This change reflects that even the position assessed the ‘least nature-of-work points’ is of threshold worth to the AMS, and serves to slightly level out the salaries received by AMS employees (i.e., this change decreases the disparity between the minimum and maximum salaries).

Further changes to the point framework include: an adjustment of the scale of point scores in the ‘Time Commitment’ assessment, an increase to the sensitivity of the ‘Consequence of Error’ assessment, the addition of a ‘Summer Requirement’ assessment, and the removal of the ‘Odd Working Conditions’ assessment. This last change was made on the basis that the category did not serve to meaningfully discriminate between positions, since most positions in the AMS have some odd characteristics.

Note that there is no explicit hierarchy within this remuneration structure, but ‘supervisors’ tend to be assigned higher remuneration than those who are ‘supervised’. How does this arise, given that both people might be expected to work the same hours? This characteristic of the salaries is derived from the notion of heritability of responsibility: supervisors ‘inherit’ some of the responsibility from those they supervise, and since supervisors tend to supervise more than one person, they inherit a larger collection of responsibilities than any one of the people supervised, and this is reflected in their pay. For example, a service Assistant Manager and the Head Manager might be directly responsible for similar loads of staff supervision and projects, but the Head Manager is *also* responsible for ensuring that the Assistant’s work gets done—clearly this is an additional responsibility.

► Notes on Reading the Table

The table in Appendix A, implicitly referred to throughout this report, is a big table, and its complexity warrants some explanation. This positions are indicated in the leftmost column; from left to right, here are more details about each column:

- The details of the contents of the columns under the headings **Hours**, **Nature of Job**, and **Extra** are explained more fully in the following sections of this report.
- **Total Points** indicates the sum of the points assigned to each position for 2000-2001.
- **LY Bench (2000 \$)** indicates the full-year salary amount that would have been proposed for the 2000-2001 year if (this year’s salary) = (last year’s salary) + (inflation); this number can be compared with the **Bench (2000 \$)** amount, which is the proposed annual salary of the position. Both of these numbers assume that the position requires 52 weeks of work.
- **Weeks** indicates the required number of weeks of work, as detailed in **Appendix B**, a calendar of the 2000-2001 year and when each position requires its incumbent to be at work.
- **#** is the number of such positions for the 2000-2001 year. Note that some positions will not be filled because others are (e.g., there is no Journal Editor-in-Chief because there are two Co-editors-in-chief for 2000-2001). Other positions are included as hypothetical examples (e.g., Deputy Commissioners) and so the number indicated is zero, even though there will be Deputy Commissioners, because this report does itself recommend these salaries.
- **2000-2001** indicates the proposed total salary for each position for this year.

- **Per Week**, as might be expected, indicates the gross income of the person in the position. From this amount will be deducted Income Tax and the employee contributions to CPP, EI, where applicable.
- **# & 1999-2000**, and **# & 1998-1999** are similar to the columns described above, but represent actual past values. Note that some of the numbers are estimated, and some job titles have changed somewhat, so old documents might indicate slightly different information.
- **Delta** indicates the percentage change from last year's actual salary amount.
- **Burden** represents the percentage amount that the AMS must pay on top of the salary as a cost of employing someone in this position, as described elsewhere in this report; the sum of the salary and the payroll burden is shown under **Total Cost**.

► **Required Hours (Hours)**

This criterion is a simple reflection of the number of hours that the employee is *required* to work per week, *on average*, through the term of their employment. It is expected that employees will put in more hours (perhaps 25% to 50% again on top of the required hours) transitioning, hiring, learning, at special functions, in travel, socializing at work-related events, &c; within the AMS, this overall extra amount is generally referred to as the 'volunteer component' of a position. When offered the opportunity to comment on whether or not the existence of this 'volunteer component' was reasonable, an overwhelming majority of incumbent AMS salaried employees who responded said, 'yes.'

As can be seen in this table, the number of points assessed to the different number of required hours per week was modified this year. The new relationship between the number of hours and points is now linear. The result is that salaries are influenced less by hours per week than in the past; i.e., differences in salary now are more related to differences in the nature of the role.

Required Hours		2000.03
Hours per Week	New Points	Old Points
5	0.75	1
10	1.50	2
15	2.25	4
20	3.00	6
25	3.75	8
30	4.50	9
35	5.25	10
40	6.00	11
45	6.75	12
50	7.50	13
55	8.25	14

► **Consequence of Actions (Actn)**

Although this criterion is called 'Consequence of Actions', its meaning is more positive than that implies. This category reflects the possible problems that can be caused by acts of commission or omission on the part of incumbents, but it also reflects the magnitudes of possible benefits that

can be realized in different positions. The possible frequency, scale and intractability of legal, financial, individual satisfaction, public perception and other problems are considered. Another twist on this category is, ‘how important is it to AMS members that this job is done right?’

Consequence of Error		2000.03
Valuation		Points
Most		7
		6
		5
		4
		3
		2
Least		1

► **Initiative (Init)**

Some jobs are relatively straightforward sequences of simple execution; others are expected to require resourcefulness, ingenuity and insight due to novel, unanticipated, and surprising factors. This category provides an assessment of the importance of development and implementation of new ideas in this position, and the extent that the job requires original thought and creativity. Or, ‘in order for the position’s mandate to be accomplished, how much innovation is required?’

Initiative		2000.03
Valuation		Points
Most		5
		4
		3
		2
Least		1

► **Judgement (Judg)**

This category is intended to assess how often it is necessary for the incumbent to make decisions at work, and the overall number of judgement decisions that are necessary. Judgements might be either quantitative or qualitative in nature. There is also consideration for decision-making on behalf of others, a requirement for dealing with confidential matters, and regard for decision making on ethical issues.

Judgement		2000.03
Valuation		Points
Most		5
		4
		3
		2
Least		1

► **Supervision (Supr)**

How many people are supervised (the scope of supervision), how often, and how many levels of authority are supervised (the depth of supervision)? For example, a Director is required to supervise (directly and indirectly) Managers, Assistant Managers and Staff, while an Assistant is required to supervise only staff.

Supervision		2000.03
Valuation		Points
Most		5
		4
		3
		2
Least		1

► **Cash Handling (Cash)**

There is a level of responsibility that comes into play when significant dollars are transacted in cash within someone’s area of responsibility. This assessment simply indicates whether or not salaried employees routinely deal with significant amounts of cash.

Cash Handling		2000.03
Valuation		Points
Handles >\$100 for deposits		1
Does not Handle >\$100 for deposits		0

► **Summer Requirement (Sum)**

Many positions within the AMS require a commitment of significant hours over the summer break. Working the four summer months in low-paid AMS jobs likely represents a greater sacrifice of employment income than working four months during the academic year, since many students earn the majority of their annual income during the summer. In order to diminish the financial downside of forgoing better-paid employment in order to hold their AMS positions, this assessment allows for a moderate increase in the pay received in positions with summer work.

Note also that where a position has a summer requirement, there is a minimum remuneration that is indicated. No salaried employee that is required to work the whole summer will be paid less than (minimum wage) x (35 hours per week) x (the number of weeks in the summer); for 2000-2001, this minimum amount is \$4560. Similarly, no salaried employee that is required to work for part of the summer will be paid less than (minimum wage) x (35 hours per week) x (half the number of weeks in the summer); for 2000-2001, this minimum amount is \$2280.

Summer Requirement	2000.03
Valuation	Points
Needed for summer	2
Needed for part of summer	1
Not needed for summer	0

► **Public Relations Responsibility / Public Accountability (Publ)**

While roles within the AMS require that the incumbent act as an ‘ambassador’ of the relevant unit of the Society, there are some positions that require people to act, from time to time, as ‘ambassadors’ of the AMS as a whole.

Public Relations	2000.03
Valuation	Points
Is expected to be	1
Is not expected to be	0

► **Weeks of Pay**

In the review for 1999-2000, the basis for determining the number of weeks worked was changed so that people who work all year are paid for 52 weeks of work. These 52 weeks include two weeks of legally mandated paid vacation. Positions that require less than a full year of work are remunerated for the relevant fraction, over a denominator of 52 weeks; e.g., a position that involves 8 weeks off in the summer is remunerated for 44 weeks. Prior to the 1999-2000, a full year was understood to be 50 weeks (52 less the two weeks for vacation).

Most ‘full-year’ positions are paid for 49 weeks—this is because we do not require most employees to work over the Reading Week, the last week of December, or the first week of January; the most notable exception to this is the Walkhome manager, since that service is required to operate during the Week.

► **Changes to Specific Positions for 2000-2001**

In the period preceding the committee’s consideration of remuneration, all salaried employees of the AMS were invited, and even encouraged, to indicate their own thoughts on the subject to the committee. Many managers, commissioners, assistant managers, and so forth, chose to make comments, and many did not. These comments were taken into account, but are not necessarily reflected in this report, as the requirement of integrating all the diverse comments and opinions into a single comprehensive system would be impractical. Special attention was given to positions that were identified by the incumbent or a supervisor to be inappropriately remunerated at present. Adjustments to job descriptions and/or titles are not mentioned here except with relation to a change in remuneration, but positions undergoing changes in job description or time commitment were reviewed as a matter of course.

These descriptions will assume that readers are referring to the main table, and are presented in the same order that the positions appear on the table.

Remuneration for Co-holders of positions

It can be noted that there are three examples of co-held positions in the presented table, Co-editor-in-chief of the Queen's Journal, Co-executive Producer of Studio Q, and Co-editor-in-chief of the Tricolour Yearbook. In these cases, it is assumed that the sharing of this 'top spot' in the unit will mean that another role within the unit is not required, and it is assumed that this second position is left empty. The total remuneration for the two co-held positions is expected to be roughly equal to the total of the remuneration for the 'top-spot' and the unnecessary position.

To accomplish this, the remuneration for co-holders of positions is decreased by arbitrarily halving the required hours of work. It can be seen that this does not halve the remuneration receive by co-holders of a position, but it does provide some compensation for the fact that neither of the two is meeting the full requirements of the 'top spot.'

Variance between similar jobs

One feature of past remuneration reports has been that Assistant Managers in the same service have been paid the same amount. This year, the committee has recognized that different Assistant Managers have different responsibilities, indicating different amounts of pay. This change from past reports is found in all services, but will not be noted in more detail except where other changes to positions' requirements are also described.

It is recommended that future Remuneration Reviews consider whether every single position should be assessed on its own (e.g., each Commissioner position or each Executive position could be assessed different point values), rather than grouping some similar positions together.

Computer Support Manager & Assistant

Over time, the world has become more and more reliant upon computers, and the AMS is no exception. Many services are entirely dependent upon their computers and software to function on a day-to-day basis and produce required outputs. The criticality of the computer support function within the AMS and the amount of time required to accomplish this work both continue to increase. To help meet this demand, a wage-based Computer Support Assistant position has been created. This means additional responsibilities of supervision and direction for the Computer Support Manager, on top of the regular workload.

As suggested above, the Computer Support Assistant is planned to be a position remunerated with wages rather than a salary. One can note that the planned wage of \$10, when multiplied by the planned 10 hours per week and by the 34 planned weeks of work, yields a total amount that is uncannily similar number to that provided by this hypothetical salary.

Communications Officer

Two different people, for two different periods, in two different roles staffed the Communications Office in the 1999-2000 year. This proposed increase in remuneration reflects the changes to the Communications structure approved by Assembly in the winter of 2000, and the resultant changes to the responsibilities of the supervisor of this unit.

Online Services Manager

The Web Manager has, in the past, had simple day-to-day functional responsibility for the mechanics and posting of the contents of the AMS website. In the past two years, we have seen a

great increase in the opportunities that the AMS is passing up because its web infrastructure cannot keep up. This position now demands much more than in the past, and the proposed increase in remuneration reflects this.

Summer Researcher

Past incumbents in this position have completed special projects for the AMS and worked developing background and policy documents for the Society. Although no description has yet been presented for the 2000-2001 year, the inclusion of this item in the table will provide guidance for the remuneration of someone if this position is filled in the coming weeks.

Business Development Office

These three salary amounts are intended to reflect the remuneration that incumbents in these positions would receive if their pay were based entirely on a salary. Please note that there is interest in making some or all of these positions somewhat dependent upon revenue-based commissions. Where commissions are made a part of the remuneration, it is expected that these salary figures should serve as a guideline for the expected total remuneration of these positions. I.e., a commission would not simply be on top of these amounts, rather a commission would supplement a base salary of some fraction of these amounts. This allows for flexibility, but of course, any proposed commission structures will ultimately require approval by the Board of Directors, and their rationales will be presented therein.

Extended Child Care

The increase in remuneration for this position is largely attributable to the base amount of \$2000 upon which points-based remuneration is added.

Hoods & Gowns Manager

As above, the increase in remuneration for this position is largely attributable to the base amount of \$2000 upon which points-based remuneration is added. In addition, the requirement that this person work for approximately half of the summer increased the amount beyond its past values.

Queen's Journal

Note that the framework within which different management structures are determined was previously approved by the Journal Board of Directors. This table illustrates the main points of the document that Journal Board approved, namely that the management team of the Journal is composed of either (i) one Editor-in-chief, a Business Manager, a Managing Editor and a Production Manager, or (ii) co-Editors-in-chief, a Business Manager and a Production Manager. Note that the specific titles of the Managing Editor and Production Editor might change from year to year, but that there is always a four-person management team.

Note that in 2000-2001, the editorial and business staff of the Journal are expected to receive honoraria, and perhaps, in the case of Business Sales Representatives, commissions, all of which will have the prior approval of the Journal Board of Directors and will be supported by the Annual Budget of the *Queen's Journal*.

Orientation Roundtable Speaker

The proposed total remuneration for this position is based on the minimum amount for a summer role, as described above. The requirements of the position do not indicate this total amount of money, but it is considered necessary to remunerate this position at no less than this amount because the incumbent is required to work at the AMS for the summer.

Queen's Entertainment Agency Manager and Assistant Manager

For the 1999-2000 year, one of two Assistant Manager positions was eliminated. As might be expected, this has resulted in an increase in the amount of work that must be accomplished by the incumbents of the Manager position and the remaining Assistant Manager position. The addition of this load was not worked into the 1999-2000 remuneration, but is now included for 2000-2001.

Queen's Student Constables

Prior to the 1999-2000 year, Assistant Managers of the QSC were responsible for the allocation of wage hours to staff *and themselves*, collecting only a small salary on top of the shifted waged hours they worked. This system placed these Assistants in an uncomfortable conflict of interest, so the remuneration of the Assistant Manager positions was changed to be solely salary based in 1999-2000. This is continued for 2000-2001, but in recognition that all members of the QSC must work a significant number of shifted hours in which they do the same job as a waged duty Senior, their remuneration has increased.

Studio Q Executive

The table shows a number of values for positions within Studio Q, but there is much concern that the service, as it operates now, simply cannot support the cost of this proposed remuneration. Some more in-depth consideration of this issue by service management and the Board of Directors is recommended before the AMS decides to offer these amounts to incumbents in the 2000-2001 year. Please note also that at this time, the 1999-2000 numbers indicated are rough estimates because the Board of Directors has not yet set these amounts. The position 'STQ Executive' shown on the grid is an indication of the other members of the Executive team of the STQ that are not the Executive Producer or the Business Manager.

Tricolour Yearbook

The TYB now offers most of its Editorial Board significant honoraria. Some more in-depth consideration of this issue by service management and the Board of Directors is recommended before the AMS decides to offer these amounts to incumbents in the 2000-2001 year. It is recommended that some shift away from honoraria within TYB is investigated for the 2000-2001 year. Please note also that at this time, the 1999-2000 numbers indicated are rough estimates because the Board of Directors has not yet set these amounts. The position 'TYB Executive' shown on the grid is an indication of the other members of the Executive team of the TYB that are not the Editor-in-chief or the Business Manager.

Walkhome

Like in the QSC, prior to the 1999-2000 year, Assistant Managers of the WHS were responsible for the allocation of wage hours to staff *and themselves*, collecting only a small salary on top of

the shifted waged hours they worked. This system placed these Assistants in an uncomfortable conflict of interest, so the remuneration of the Assistant Manager positions was changed to be solely salary based in 1999-2000. This is continued for 2000-2001, but in recognition that both members of the WHS management team must work a significant number of shifted hours in the capacity of waged Day Co-ordinators, their remuneration has been increased. Note that because the Walkhome service is expected to function over Reading Week, the Manager paid to work this extra week and the Assistant is not expected to work for the week. If the Assistant Manager works the week in place of the Manager (at the behest of the Manager, and as agreed), then the remuneration for this week of work should be re-directed to the Assistant Manager.

► Additional Positions for 2000-2001

Communications Assistant

This position was created to support the revised Communications Office through the summer months, when there is much promotional work to be completed. The position is herein indicated as a summer job because the position will be reviewed at the end of the summer. Note that if the position were for the whole year with the same levels in the various categories, it would have a proposed total salary \$7810. It is expected that if this position is extended for the academic year with the same level of responsibilities, this will be the total salary for the incumbent across the entire year.

Who's Where / What's Next Graphic Designer

In the 1999-2000 year, the previous pattern of having a three-person team responsible for the *Who's Where* and *What's Next* project was broken. It was felt that the Business Development Office might better serve as site of advertising sales, (being the new locus for advertising sales in the AMS), and the Publishing & Copy Centre might better serve the project as the site of the books' design (being the intended locus of high-quality graphic design work within the AMS).

After one year of moderate, if somewhat disappointing sales, the BDO is expected to be able to meet and exceed expectations in the long term with continued work on this project. Confounding dispersed management of the project's design needs with personnel problems in the Publishing & Copy Centre, the store proved unable to meet the *Who's Where* and *What's Next's* design requirements. For the 2000-2001 year, a dedicated designer is once more required for the creation of the *Who's Where* and *What's Next*.

► Remunerating Other Positions within the AMS

A number of issues over the past few years have proved problematic for the Executive and Commissioners in the area of remuneration within the Commissions. While it is generally understood and accepted that the Commissions are volunteer operations, exceptions have inconsistently been made in the past, for very specific reasons. For example, the ESOS chair has received an honorarium because of summer commitments, and similarly Winter House Check positions have received pay over the break between semesters. New in 1999-2000 is another position, Co-ordinator of the Peer Support Centre, which has a significant time and reliability requirement. Other past petitions for pay have included the CRO, due to the amount of notoriety and pressure facing the incumbent and, the co-ordinator of STRIVE. It is recommended that these, and other positions within the Commissions, receive thorough consideration in 2000-2001.

Although it is beyond the scope of the committee, a tentative assessment of the Deputy Commissioner role was undertaken, to provide an estimate of how much it might cost the AMS (in dollar terms) to remunerate these positions with salaries. It must be understood that this indication of point values and dollar values for Deputy Commissioners in this report does not indicate that these positions should be or will be paid as salaried positions now or at any time in the future; the numbers provided to establish more information on which to base discussion. This issue, and consideration of possible remuneration for Committee Chairs, is recommended for consideration by AMS Council and AMS Assembly in the upcoming year.

► **Conclusion**

There will undoubtedly be some who feel that aspects of this report do not do justice to some or all of the positions within the AMS. This is a deficiency that the committee is well aware of, something that we have struggled with. It is impossible to both build a totally comprehensive system and fill it out anew each year. We have worked to make the Remuneration Report for 2000-2001 as good as possible, and we hope that it will be understood in that light, and approved by the Board of Directors.

Owen,
on behalf of the Committee.