



bcmb

**BEVERAGE CONTAINER
MANAGEMENT BOARD**

REQUEST FOR PROPOSAL (RFP)

Consulting Services – Compensation Review

Prepared by: Beverage Container Management Board (BCMB)
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Submission Deadline: April 18, 2025, 14:00 (MST)

CONTENTS

1. BACKGROUND	3
2. SCOPE OF SERVICES	3
3. RFP DOCUMENTS	5
4. TIMING.....	5
5. REQUESTS FOR INFORMATION	5
6. RFP RESPONSE REQUIREMENTS	5
7. SCHEDULE OF THE RFP PROCESS	6
8. CONFIDENTIALITY	6
9. GENERAL CONDITIONS	6
10. EVALUATION OF RFP RESPONSES	7
11. SELECTION OF PROPONENT AND NEGOTIATION OF CONTRACT	8
12. CONTACT.....	8

Appendix 1: BCMB's Compensation Philosophy

Appendix 2: BCMB's Staff Organizational Chart

1. BACKGROUND

Beverage Container Management Board (BCMB) is a Delegated Administrative Organization (DAO) created through legislation to aid the Ministry of Environment and Protected Areas (EPA) in achieving its goals and objectives. BCMB is a not-for-profit organization formed by representatives of Alberta beverage manufacturers, depots and the public (environmental organizations, municipalities and interested citizens).

BCMB is charged with the responsibility of regulating and enhancing Alberta's beverage container system. Since its inception on December 1, 1997, BCMB has worked to ensure that Albertans have access to a convenient, innovative, and cost-effective system for recycling and reusing used beverage containers.

For further information on our organization please visit www.bcmb.ab.ca.

2. SCOPE OF SERVICES

BCMB is searching for a consultant to conduct a comprehensive staff compensation review. The purpose of the review is to ensure that compensation paid to staff is reflective of current market conditions. At present, BCMB has a pay grid with eight levels that are in place for approximately seventeen unique staff positions.

BCMB is seeking a consultant who would be able to complete this project in two phases.

Phase 1 – Direct to Organization Salary Survey

A direct to organization salary survey is being considered where we aim to receive a minimum of ten (10) responding organizations and/or data sources. The main goal in this activity is to gain salary insights on specific staff positions with organizations like BCMB (or adjacent, such as Government).

1. Prepare supporting documentation on the usage of any major assumptions, the proposed process, comparable company/peer and job groupings to prepare the report. This information will be provided to Management and BCMB's Governance & Compensation Committee to be considered for feedback.
 - a. We request that the successful proponent be available for our May 22, 2025, Governance & Compensation Committee meeting to address any questions the Committee may have.
2. Assist Management with and administer the following items:
 - a. Identifying appropriate comparator groups, identifying specific organizations within comparator groups,
 - b. Developing survey questions,
 - c. Performing the survey with identified organizations,

- d. Set a minimum sample size to ensure results are statistically meaningful providing clear rationale for that sample size and if required identify additional comparator organizations to meet the minimum, and
 - e. Developing a comparative results assessment.
- 3. The results of this survey should be provided to Management and Committee with the following instructions:
 - a. Data related to the Senior Management Team will be made available only to the President & CEO.
 - b. Data related to the President & CEO should only be made available to the Governance & Compensation Committee.
 - c. All other staffing data can be made available to the Director, Finance & Administration and the President & CEO.
- 4. Timelines for a draft report are flexible depending on timing of responses, but a final report must be available by October 15, 2025, as the results will be shared with BCMB's Governance & Compensation Committee.
- 5. The successful proponent must also be available to present the final report/findings on the survey to the Governance & Compensation Committee at the October 28, 2025, meeting.

Phase 2 – In-depth Review of Compensation Grid

This work is expected to start in late 2025/early 2026 and with a draft report deadline of early March 2026.

- 1. Use the same major assumptions and comparable company/peer and job groupings identified in Phase 1 to prepare the report.
- 2. Update the compensation grid for all grids for any available survey data in Phase 1 and market reports that has become available throughout late 2025/early 2026.
 - a. There is potential that some role adjustments may occur during 2025 which would impact this portion of the findings. Our intent is to inform you of these changes as they finalize.
 - b. The compensation review should consider cash and non-cash comparators to market and any recommendations for improvement.
- 3. The results of this survey should be provided to Management and Committee with the following instructions:
 - a. Data related to the Senior Management Team will be made available only to the President & CEO.
 - b. Data related to the President & CEO should only be made available to the Governance & Compensation Committee.
 - c. All other staffing data can be made available to the Director, Finance & Administration and the President & CEO.
- 4. Provide any insight of whether an alternative compensation model or measure may be beneficial. This could include consideration of whether a separation of grids based on job

type (regulatory vs administration vs other), uniqueness of roles, or if there are other measures that could be used to refine or enhance BCMB's compensation philosophy.

5. Present findings of the in-depth review to the Governance & Compensation Committee on a date and time to be determined (approximately latter half of March 2026).

3. RFP DOCUMENTS

Attached as appendices to this RFP are:

- Appendix 1: BCMB's Compensation Philosophy
- Appendix 2: BCMB's Staff Organizational Chart

4. TIMING

The consultant must be available to provide services to meet overall committee deadlines.

A meeting with Management will be required for the successful proponent to discuss major assumptions, the process being used, peer groupings/comparable companies and the proposed job/role groupings. Phase 1 survey results should be finalized by October 15, 2025, in order to present this at the October 28, 2025, meeting.

The consultant must present their final report for Phase 2 to the BCMB's Governance & Compensation Committee (time and date to be determined but expecting the latter half of March 2026) and final timelines will be planned and communicated during mid-to-late 2025.

5. REQUESTS FOR INFORMATION

Proponents may request additional supplementary information to gain a stronger understanding of the requirements and deliverables reflected in this RFP. These requests are subject to Section 8, "Confidentiality" and can be directed to the main contact of this document in Section 12.

6. RFP RESPONSE REQUIREMENTS

In your response, please provide the following:

1. Methodological Approach - A description of the approach to the required scope of services.
2. Qualifications - Description, timing and scope of similar work assignments.
3. Schedule - Statement committing to the schedule noted in Section 4; and
4. Pricing - Pricing proposal for Phase 1 and 2 individually.
 - a. Costs associated with Phase 1 is requested to be billed throughout 2025.
 - b. Costs associated with Phase 2 is requested to be billed throughout 2026.

7. SCHEDULE OF THE RFP PROCESS

The schedule of the RFP Process is as follows:

Event	Date
1. Submission Deadline	April 18, 2025, 14:00 (MST)
2. Interview with Short Listed Proponent Candidates	April 21 – 25, 2025
3. BCMB Selection of Proponent	April 30, 2025

8. CONFIDENTIALITY

BCMB reserves the right to share RFP responses to the extent required to make an informed decision. RFP responses will not be shared with other proponents.

By submitting a proposal, the proponent agrees not to divulge, release or otherwise use any information that has been given to it or acquired by it from BCMB on a confidential basis as a result of or during the course of the RFP process.

All proposals submitted to BCMB are considered as confidential and will not be shared with other parties unless in accordance with the *Freedom of Information and Protection of Privacy Act* (FOIP).

BCMB is required to comply with the FOIP Act in the course of carrying out its powers, duties and functions. Proponents are asked to identify information contained in their proposals that is submitted on a confidential basis. Subject to its obligations under the FOIP Act, BCMB will hold in confidence any such information submitted by a proponent. However, BCMB reserves the right to distribute information about any proposal internally to its own directors, officers and employees and to its consultants where the distribution of that information is considered necessary by BCMB.

9. GENERAL CONDITIONS

Proponents are solely responsible for their own expenses in preparing a submission and for subsequent negotiations with BCMB. BCMB will not be liable to any proponent for costs, expenses, damages, loss of anticipated profit or any other claims by a proponent in connection with or arising out of this RFP.

By participating in this RFP process, the proponent agrees that neither BCMB nor its directors, officers, employees, agents or other representatives shall be liable to the proponent for any action, cause of action, suits, debts, dues, sums of money, damages, costs, claims and demands of every nature and kind at law or in equity or under statute whatsoever arising out of or in any way connected with this RFP or the performance of any work or services in relation to this RFP.

The proponent further agrees that the award of approved status in connection with this RFP is in the sole discretion of BCMB and in no event shall the proponent seek injunctive or other relief to prevent or delay the award of approval in connection with this RFP or the performance of any work or services in relation to this RFP.

This RFP should not be construed as an agreement to purchase goods or services. The lowest priced or any submission will not necessarily be accepted and BCMB is not bound to enter into a contract with any proponent.

Notwithstanding any other provision in this agreement, the BCMB, in its sole discretion, shall have the right to do any or all of the following:

- Accept any submission;
- Reject any submission;
- Reject all submissions;
- Discontinue this RFP process without obligation or liability to any proponent; and
- Negotiate terms with any proponent.

Any submission which does not meet the requirements of this RFP, or which includes qualifications to the requirements of this RFP, may be rejected. However, notwithstanding anything to the contrary contained in this RFP, the BCMB may elect to retain any such submission for consideration and may waive any RFP requirements on such terms and conditions as the BCMB may consider appropriate, and the submission may be considered by the BCMB in the same manner as a submission that fully conforms to the requirements of this RFP.

All unsuccessful submissions will be returned to the proponent it was submitted by and will be removed from all BCMB records.

10. EVALUATION OF RFP RESPONSES

BCMB will evaluate and select a successful RFP response based on the following information:

1. BCMB will evaluate each RFP response separately against the RFP's requirements.
2. During the evaluation process, RFP Respondents may be required to provide additional information, to participate in an interview and/or to clarify statements made in their RFP response.
3. BCMB will rate each RFP response on a scale of 1 (unacceptable) to 5 (exceeds) and will use the following weightings:
 - Breadth of Experience / Qualifications 40%
 - Methodological Approach 35%
 - Price / Budget 25%

11. SELECTION OF PROPONENT AND NEGOTIATION OF CONTRACT

If BCMB selects a preferred proponent, it may enter into a contract, or enter into negotiations with the preferred proponent to attempt to finalize the terms of the contract including amendments to the scope of services and the price set out in the proposal.

If at any time BCMB reasonably forms the opinion that a mutually acceptable agreement is not likely to be reached within a reasonable time, BCMB may give the preferred proponent written notice to terminate discussions, in which event BCMB may then open discussions or negotiations with another proponent or proponents or may terminate the RFP.

Notice in writing that identifies a successful proponent, and the subsequent execution of a written contract will constitute a contract for goods and services and no proponent will acquire any legal or equitable rights relative to the provision of goods and services until the occurrence of both these events.

12. CONTACT

Any questions concerning this RFP requirements are to be directed to:

Name	Jamie Moore, Director, Finance & Administration
Address	#1165, 5555 Calgary Trail NW, Edmonton, AB T6H 5P9
Phone	587-412-5591
Email	jmoore@bcmb.ab.ca

Appendix 1: BCMB's Compensation Philosophy

1. OVERVIEW

The philosophy behind the Beverage Container Management Board's (BCMB) compensation program is to create a compensation program that supports the organization's vision, mandate and values, recognizing that the BCMB's compensation program plays a key role in the organization's ability to attract, motivate and retain quality employees.

2. BCMB COMPENSATION PRINCIPLES

- A. The BCMB will strive to create and maintain a positive and rewarding work environment.
- B. Compensation programs will reflect the BCMB's beliefs and intentions:
 - i. having the right employees is the first and most important step toward the BCMB's success; and
 - ii. a properly directed, motivated, and effective work force can have a dramatic effect on the BCMB's performance.
- C. The BCMB will use compensation to attract and retain high performers and provide base salary, incentives, and rewards that direct behavior to build and sustain the BCMB's culture.
- D. The BCMB's compensation program will emphasize what it wants to accomplish in implementing its business and operating plans, and the BCMB will be clear about what level of performance is expected.
- E. The BCMB will target the midpoints of its base salary ranges at the midpoint of competitive markets for various segments of personnel talent.
- F. The BCMB will recognize the different levels of value that are placed on individual jobs as well as individual performance according to the impact that its people have on the BCMB's performance.

3. COMPENSATION DEFINITION

The BCMB views compensation as including base salary, benefits, pension, vacation and non-monetary elements.

4. COMPENSATION COMPETITIVENESS, COMPARATOR DEFINITION

The BCMB recognizes that a key component of an effective compensation philosophy is the need to maintain a meaningful degree of competitiveness with the relevant external labour market. Given the unique mandate of the BCMB, the appropriate comparator market is defined as one that balances not for profit, public sector and industry components for employees like the BCMB's, doing jobs like the BCMB's, for employers like the BCMB, and in locations near the BCMB, depending on the nature of the job. This is referred to as the composite market.

5. GUIDELINES FOR KEY ELEMENTS OF THE BCMB'S CASH COMPENSATION

Total cash compensation is made up of only base salary. Base salary is generally targeted at the composite market midpoint with a 40% range (+/-20% from the midpoint) from the minimum to maximum in each salary range.

A. Base Salary Management:

- i. Every BCMB position is assigned a base salary range. Placement and movement within the salary range is typically based on an employee's performance and competence level in the role relative to the midpoint of that range. Generally speaking, employees developing in the position would be paid between the minimum and the midpoint and employees consistently exceeding expectations would be paid between the midpoint and the maximum. An employee who consistently performs all aspects of the position in a fully competent manner would be paid at or near the midpoint. In order to merit a salary increase beyond the midpoint, an employee would have to demonstrate excellence of performance during the year which clearly and consistently surpasses the fully competent level. Because the BCMB is a small organization and is limited in the number of developmental employees it can recruit, employees are often recruited at a highly competent level and placed appropriately in the salary range relative to their competence. The lower end of the salary ranges is generally used for promoting and developing internal staff.
- ii. Competence ratings for salary movements: following the end of each calendar year, employee competence will be assessed by their manager and assigned to one of the following overall ratings for salary movements: unsuccessful, developing, fully competent, exceeds expectations, and exceptional.
- iii. Determining salary increases: the employee's competence rating and his or her current salary range placement are used in determining his or her salary increases. The application of employee competence and position in the salary range to determine salary increases is illustrated in the table below, where

‘target’ is the approved average annual increase as approved by the Board for that salary range.

Performance Rating	Current Position in Range		
	At Range Minimum	At Range Midpoint	At Range Maximum
Unsuccessful	0	0	0
Developing	target	target -	0
Fully Competent	target+	target	0
Exceeds Expectations	target++	target+	0
Exceptional	target+++	target++	0

In addition to the average annual increase approved by the Board for a particular salary range, the President & CEO may recommend an overall budget for any additional ‘merit’ increases, based on employees’ positions in their range and their performance. Except in unusual circumstances, employees are not paid at a rate that exceeds the maximum of the pay grade for the job in which they are employed or have been assigned.

An employee’s performance is assessed each year and his or her salary change is determined accordingly. Actual employee base salary increases will be assessed by management and awarded within the Board approved overall compensation budget.

Employees who have worked less than one year during the current review period may be eligible for pro-rated merit increases. Similarly, employees who have been on leave for a substantial amount of time during the evaluation period may also receive pro-rated increases.

- iv. There is consideration for scenarios where an employee is recruited at a premium (e.g. at a base salary starting at or higher than midpoint) due to market factors such as specialization/harder to obtain skillsets or due to a general lack of alternatives in the market.

6. PROMOTIONS

Moving from one job to another job that has a higher pay grade is considered to be a promotion. The BCMB recognizes that promotions require employees to assume greater responsibilities. An employee who is promoted receives a pay increase within the guidelines of this compensation philosophy.

Promoted employees are generally paid at a rate at least as high as the minimum of the pay grade to which their job has been assigned.

7. PAY SUPPLEMENTS / CONDITIONAL PAY / OTHER PAY OPTIONS

From time to time, employees may be asked to perform additional duties for specified periods of time that are beyond the scope of their normal responsibilities. In addition to meeting temporary needs, assuming additional duties can afford an employee opportunities to learn new skills and gain experience that can be beneficial to the employee as well as the organization. Assuming additional duties do not justify a pay increase unless those additional duties substantially change the scope and level of responsibility already required as part of the employee's current position.

When additional duties significantly increase the scope, level of responsibility, and/or volume of work required of an employee for duration greater than 30 days, the employee may be eligible to receive additional compensation (a Pay Supplement) for the duration of the increased duties. The amount of the Pay Supplement is based on the additional duties required and ends when the employee is relieved of the additional duties. Pay Supplements should not continue beyond one year.

8. EMPLOYEE EXPENSES

Employees will be reimbursed through an expense report claim for allowable business expenses that they incur. In general, allowances will not be used to cover employee expenses.

9. NON-CASH COMPENSATION

Non-cash compensation includes the following:

- A.** Health Care/Dental Care/Flexible Spending Account/Fitness and other Subsidies – Competitive based on comparators
- B.** Pension – Competitive retirement benefits based on comparators.
- C.** Vacation, Flex Days, Statutory Days, Sick Days, Leaves of Absence – Competitive time off based on comparators

10. NON-FINANCIAL BENEFITS

The BCMB's goal is to provide a work environment that supports and encourages service and recognizes employees who deliver quality service. The BCMB will use non-financial benefits to enhance the workplace environment. Non-financial benefits can include but are not limited to:

- A. Employee recognition;
- B. Work team recognition;
- C. Special recognition events;
- D. Alternative work arrangements. While not every job lends itself to alternative work styles and not every employee desires an alternative, the BCMB will consider opportunities where alternative work arrangements can be beneficial; and
- E. Education and Training opportunities.

11. COMPENSATION REVIEW PROCESS

A. Roles and Responsibilities

The role of the Governance and Compensation Committee in the compensation review process will be:

- i. Recommend to the Board of Directors, the President & CEO's performance evaluation and compensation adjustment;
- ii. Review and advise on the President & CEO's recommended compensation plans for senior management, in aggregate, and application of pay range tables for all other staff;
- iii. Review the appropriateness of compensation adjustments related to staffing vacancies ("slippage") in the determination of the final compensation budget;
- iv. Review and recommend to the Audit Committee, that the proposed compensation plan (in summary) be included in the annual business plan; and
- v. Review and recommend to the Board of Directors, BCMB's Compensation Principles and Guidelines.

The President & CEO will be expected to advise and make recommendations on the following:

- i. Identify any proposed adjustments to pay range tables for years where no external compensation review is occurring.
- ii. Recommend any staffing vacancy adjustments applied to the final compensation budget.
- iii. Recommend a compensation plan for senior management, in aggregate, and the application of pay range tables for all other staff to be considered as part of the development of the annual business plan.

B. External Compensation Review

In keeping with the philosophy of competitiveness outlined above, the Governance and Compensation Committee of the BCMB will conduct an external review of compensation every four years or as deemed required. These external reviews should include analysis of total compensation (cash and noncash) paid by appropriate comparison organizations to positions comparable to those at the BCMB. Unless the business of the BCMB changes, external market reviews of compensation should attempt to replicate a consistent comparator sample of organizations over the longer term.

Comparator market groups should reflect, at a minimum, the following on an equal weighting and in aggregate:

Market	Location	Industry
Non-profit	Alberta	Non-profit
Broader Public Sector	Alberta	Public Administration

The BCMB's estimated three-year operating budget should provide guidance to the sizes of comparator groups. However, the comparators should also be based on a review of job descriptions (based on responsibility and requirements) against surveyed job profiles.

Private sector markets may be considered for analysis but should be presented as separate data and not included in the aggregate comparators as presented above. Wherever possible, the external review should attempt to capture and report on data based on similar Alberta-based regulatory bodies and Government of Alberta roles.

In the years there is an external compensation review, the President & CEO will bring forward a recommendation for salary range adjustments based on the findings of the external review. The compensation plans for senior management and pay range tables in aggregate for all other staff will be included in this recommendation.

C. Years with no external compensation review

In the years that there is no external review of compensation, the President & CEO will bring forward a recommendation for salary range increases based on factors such as Alberta CPI, Alberta Government announced salary range increases and general market movement. If available, market data movement from the vendor of the most recent external compensation review will be obtained to maintain a comparable metric to the pay range tables utilized.

Any adjustments made to the salary ranges will be independent of the salaries and/or placement of individuals within a range but will form part of the potential compensation movement for all employees, except the President & CEO, at the start of each fiscal year. The President & CEO's potential salary adjustment will be recommended to the Board in February of each year, retroactive to January 1st.

Appendix 2: BCMB's Staff Organizational Chart

BCMB Organizational Chart

