

**BY HAND DELIVERY**

Mr. Paul Telford  
Chairman, Bermuda Tourism Authority  
22 Church Street  
Hamilton HM 12

**RE: Information Commissioner Decision Notice 01/2018 (Review No. 03092015)**  
**Public Authority: Bermuda Tourism Authority**

25 January 2018

Dear Mr. Telford,

On 3 September 2015, the Applicant asked me to investigate whether Bermuda Tourism Authority (BTA) complied with the Public Access to Information (PATI) Act 2010 in responding to the request for an internal review of PATI Request No. 257.

In the enclosed Decision Notice 01/2018 in Review No. 03092015, I have reversed the decision by BTA to withhold the responsive record in its entirety and require BTA to disclose a redacted version of the record.

Importantly, the Decision does not require the disclosure of any personal information within the meaning of the PATI Act. As outlined in the Decision and accompanying Order, BTA is required to disclose certain information in more narrow bands, as well as information related to any discretionary award portion of the incentive payments, referred to in the Decision as the 'discretionary benefit of a financial nature', which is the language used in section 24(2)(c) of the PATI Act.

Kindly note that the Decision recognises that BTA's prior openness about its public spending is commendable. The additional disclosures are consistent with BTA's aim to achieve full compliance with the PATI Act.

Finally, the Decision requires BTA to disclose the dollar amount of the 2014 discretionary awards payments and the names of the individuals who received them. As a practical matter, BTA may choose to comply with this requirement by searching and redacting records responsive to the PATI request, such as accounting or payroll records. In the interest of efficiency, and to avoid the

need to redact information, this requirement will also be satisfied if BTA chooses to identify and provide the information in a single document.

Decision Notice 01/2018 sets out my conclusions in detail and explains BTA's right to seek judicial review. Please read it carefully.

I will publish the Decision Notice on my website in a week.

This was one of the first reviews that came to the ICO after the PATI Act went into effect. I wish to express my appreciation of the BTA's ongoing cooperation, understanding, and engagement during this investigation as the ICO established its policies and procedures. Please let our Office know if you have any questions.

Sincerely,



Gitanjali S. Gutierrez  
Information Commissioner

cc: Karla Lacey, Information Officer

Enc.: Decision Notice 01/2018

February 16, 2018

Dear BTA Team Member,

In response to a PATI request for a detailed listing of all 2014 incentives payments to BTA staff, the Information Commissioner (IC) recently ruled that the information be 'banded in ranges' by position title, salary, incentive % and \$ amount. This aligns with what the BTA publicly released for the same year, with the presentation further refined.

The performance weighting for that particular year allowed senior managers to add an additional percentage to individual incentive payouts, based on going above and beyond for the year, at their 'discretion'. These payments did not exceed the total contracted incentive % for any individual (ie: 10%, 20%, etc.) Instead, they were particularly aimed at ensuring those whose objectives did not have a true ability to 'exceed' or 'far exceed' were able to be recognized for their hard work in support of BTA's start-up year.

The IC ruled that these discretionary payments be publicly disclosed by individual name and amount. While not required, we will proactively release the same information for 2015 and 2016. All documents, including a copy of this letter, will be posted to our website shortly.

Since the organization's inception, it should be noted that BTA's total cost of compensation as a percentage of budget (19%-22%) runs well below DMO best practice of 33.4%, a point that was highlighted with the Public Accounts committee in January, 2017.

This level of public transparency is unmatched by any other entity in Bermuda. Although we are proud to be leaders in this regard, we look forward to the day when all recipients of Government funding catch-up.

K. Lacey  
*BTA PATI Information Officer*

# BTA 2014 Salaries, Incentives & Discretionary Awards

Incentive % includes Discretion % AND are INCLUSIVE in Total \$

| Title   | Salary range          | Max. Incentive | Incentive % <sup>1</sup> | Start date | No. of days | Score | Performance | Score | Discretion <sup>2</sup> | Total | Total \$ <sup>3</sup> |
|---|-----------------------|----------------|--------------------------|------------|-------------|-------|-------------|-------|-------------------------|-------|-----------------------|
| Chief Executive Officer                           | \$290,000 - \$300,000 |                | 25% - 30%                |            |             |       |             |       | 0.00%                   |       | \$80,000 - \$90,000   |
| Chief Sales & Marketing Officer                   | \$270,000 - \$280,000 |                | 25% - 30%                |            |             |       |             |       | 0.00%                   |       | \$0                   |
| Chief Operating Officer                           | \$225,000 - \$235,000 |                | 25% - 30%                |            |             |       |             |       | 15.00%                  |       | \$40,000 - \$50,000   |
| Chief Investment Officer                          | \$225,000 - \$235,000 |                | 25% - 30%                |            |             |       |             |       | 15.00%                  |       | \$30,000 - \$40,000   |
| Chief Product and Experiences Development Officer | \$225,000 - \$235,000 |                | 25% - 30%                |            |             |       |             |       | 15.00%                  |       | \$40,000 - \$50,000   |
| Director of Finance.                              | \$140,000 - \$150,000 |                | 15% - 20%                |            |             |       |             |       | 15.00%                  |       | \$10,000 - \$20,000   |
| Director of Research & Business Intelligence      | \$130,000 - \$140,000 |                | 15% - 20%                |            |             |       |             |       | 0.00%                   |       | \$10,000 - \$20,000   |
| Director of Marketing,                            | \$120,000 - \$130,000 |                | 15% - 20%                |            |             |       |             |       | 10.00%                  |       | \$10,000 - \$20,000   |
| Director of Partnerships                          | \$115,000 - \$125,000 |                | 15% - 20%                |            |             |       |             |       | 10.00%                  |       | \$10,000 - \$20,000   |
| HR Manager  | \$85,000 - \$95,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$10,000 - \$20,000   |
| Sports and Events Development Manager             | \$85,000 - \$95,000   |                | 15% - 20%                |            |             |       |             |       | 10.00%                  |       | \$0 - \$10,000        |
| General Accountant (Bermuda)                      | \$80,000 - \$90,000   |                | 5% - 10%                 |            |             |       |             |       | 15.00%                  |       | \$0 - \$10,000        |
| Culture and Leisure Events Manager                | \$85,000 - \$95,000   |                | 15% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Business Development Manager (2)                  | \$80,000 - \$90,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Office Admin HR (US)                              | \$80,000 - \$90,000   |                | 5% - 10%                 |            |             |       |             |       | 10.00%                  |       | \$0 - \$10,000        |
| Creative Services Manager                         | \$80,000 - \$90,000   |                | 15% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Communications and Tourism Appreciation Manager   | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 10.00%                  |       | \$0 - \$10,000        |
| Tradeshaw & Events Manager                        | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Hotel Liaison                                     | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Digital Manager                                   | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Business Development Manager (1)                  | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Business Development Manager (3)                  | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Business Development Manager (4)                  | \$70,000 - \$80,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Marketing Coordinator                             | \$65,000 - \$75,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Accounting Assistant (US)                         | \$65,000 - \$75,000   |                | 5% - 10%                 |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Executive Assistant (BDA)                         | \$65,000 - \$75,000   |                | 5% - 10%                 |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Receptionist                                      | \$65,000 - \$75,000   |                | 5% - 10%                 |            |             |       |             |       | 15.00%                  |       | \$0 - \$10,000        |
| External Coordination Manager                     | \$65,000 - \$75,000   |                | 5% - 10%                 |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Assistant Product Development Manager (1)         | \$65,000 - \$75,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Assistant Product Development Manager (2)         | \$65,000 - \$75,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Research Assistant                                | \$60,000 - \$70,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Special Projects                                  | \$60,000 - \$70,000   |                | 10% - 20%                |            |             |       |             |       | 15.00%                  |       | \$0 - \$10,000        |
| Assistant Graphic Designer                        | \$60,000 - \$70,000   |                | 0%                       |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| IT/On-site support                                | \$55,000 - \$65,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Customer Service Representative                   | \$55,000 - \$65,000   |                | 10% - 20%                |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |
| Front Line Ambassador                             | \$55,000 - \$65,000   |                | 5% - 10%                 |            |             |       |             |       | 0.00%                   |       | \$0 - \$10,000        |

<sup>1</sup> Incentive % = actual range awarded, calculated as a % of prorated salary, inclusive of any discretionary award

<sup>2</sup> Discretion % = % of incentive awarded for meeting or exceeding stretch objectives, included in % incentive

<sup>3</sup> Total \$ = incentive %, including discretion, as actual \$ amount

## Discretionary (prorated): met or exceeded stretch objectives

|   |                 | Included in Total \$ 3 |
|---|-----------------|------------------------|
| Chief Operating Officer                           | K Lacey         | \$ 8,377               |
| Chief Investment Officer                          | A Burrows       | \$ 5,492               |
| Chief Product and Experiences Development Officer | P Phillip Fairn | \$ 7,268               |
| Director of Finance                               | D Beveridge     | \$ 2,497               |
| Director of Marketing                             | A Dempsey       | \$ 1,959               |
| Director of Partnerships                          | K Darrell       | \$ 1,733               |
| HR Manager  | W Douglas       | \$ 1,356               |
| General Accountant (Bermuda)                      | K Trott         | \$ 431                 |
| Office Admin HR (US)                              | G Luna          | \$ 326                 |
| Communications and Tourism Appreciation Manager   | J Dill          | \$ 1,205               |
| Receptionist                                      | B Bennett       | \$ 375                 |
| Special Projects                                  | K James         | \$ 1,465               |

For further details on BTA's Performance Management Process, 2014, see [http://www.gotobermuda.com/sites/default/master/files/pati\\_257.pdf](http://www.gotobermuda.com/sites/default/master/files/pati_257.pdf)

|                 | 2014       |
|-----------------|------------|
| Tourism Fee     | 2,956,880  |
| Total budget    | 20,279,630 |
| Payroll **      | 4,311,368  |
| % of total cost | 21.3%      |

\*\* includes salary, incentive and employer costs for tax, health and pensions

## BTA 2015 Salaries & Incentives

| Title   | Salary range          | Incentive % | Total \$            |
|---|-----------------------|-------------|---------------------|
| CEO   | \$290,000 - \$300,000 | 5% - 10%    | \$15,000 - \$20,000 |
| Chief Sales & Marketing Officer                   | \$270,000 - \$280,000 | 5% - 10%    | \$15,000 - \$20,000 |
| Chief Operating Officer                           | \$225,000 - \$235,000 | 5% - 10%    | \$15,000 - \$20,000 |
| Chief Investment Officer                          | \$225,000 - \$235,000 | 5% - 10%    | \$15,000 - \$20,000 |
| Chief Product and Experiences Development Officer | \$225,000 - \$235,000 | 5% - 10%    | \$15,000 - \$20,000 |
| Director of Finance                               | \$140,000 - \$150,000 | 0% - 5%     | \$0 - \$10,000      |
| Director of Public and Stakeholder Relations      | \$130,000 - \$140,000 | 0% - 5%     | \$0 - \$10,000      |
| Director of Research & Business Intelligence      | \$130,000 - \$140,000 | 0% - 5%     | \$0 - \$10,000      |
| Director of Marketing                             | \$120,000 - \$130,000 | 5% - 10%    | \$0 - \$10,000      |
| Director PR & Content Management                  | \$115,000 - \$125,000 | 0% - 5%     | \$0 - \$10,000      |
| Director of Partnerships                          | \$115,000 - \$125,000 | 0% - 5%     | \$0 - \$10,000      |
| Sports and Events Development Manager             | \$85,000 - \$95,000   | 0% - 5%     | \$0 - \$10,000      |
| HR Manager  | \$85,000 - \$95,000   | 0% - 5%     | \$0 - \$10,000      |
| General Accountant (Bermuda)                      | \$85,000 - \$95,000   | 0% - 5%     | \$0 - \$10,000      |
| Culture and Leisure Events Manager                | \$85,000 - \$95,000   | 0% - 5%     | \$0 - \$10,000      |
| Marketing Production Manager                      | \$85,000 - \$95,000   | 0% - 5%     | \$0 - \$10,000      |
| Business Development Manager (2)                  | \$80,000 - \$90,000   | 5% - 10%    | \$0 - \$10,000      |
| Executive Assistant (US)                          | \$80,000 - \$90,000   | 0% - 5%     | \$0 - \$10,000      |
| Communications and Tourism Appreciation Manager   | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Tradeshow & Events Manager                        | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Administrator                                     | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Assistant Investment Manager                      | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Hotel Liaison                                     | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Digital Manager                                   | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Business Development Manager (1)                  | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Business Development Manager (3)                  | \$70,000 - \$80,000   | 0% - 5%     | \$0 - \$10,000      |
| Business Development Manager (4)                  | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Marketing Coordinator                             | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Accounting Assistant (US)                         | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Executive Assistant (BDA)                         | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Receptionist                                      | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| External Coordination Manager                     | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Assistant Product Development Manager (1)         | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Assistant Product Development Manager (2)         | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Assistant Graphic Designer                        | \$65,000 - \$75,000   | 0% - 5%     | \$0 - \$10,000      |
| Research Assistant                                | \$55,000 - \$65,000   | 0% - 5%     | \$0 - \$10,000      |
| Special projects                                  | \$55,000 - \$65,000   | 0% - 5%     | \$0 - \$10,000      |
| IT/On-site support                                | \$55,000 - \$65,000   | 0% - 5%     | \$0 - \$10,000      |
| Customer Service Representative                   | \$55,000 - \$65,000   | 0% - 5%     | \$0 - \$10,000      |
| Front Line Ambassador                             | \$55,000 - \$65,000   | 0% - 5%     | \$0 - \$10,000      |

### 2015

|                 |            |
|-----------------|------------|
| Tourism Fee     | 3,376,484  |
| Total budget    | 25,430,235 |
| Payroll **      | 4,998,128  |
| % of total cost | 19.7%      |

\*\* includes salary, incentive and employer costs for tax, health and pensions

## BTA 2016 Salaries & Incentives

| Title   | Salary range          | Incentive % | Total \$            |
|---|-----------------------|-------------|---------------------|
| Chief Sales & Marketing Officer                   | \$310,000 - \$320,000 | 25% - 30%   | \$90,000 - \$95,000 |
| CEO   | \$290,000 - \$300,000 | 25% - 30%   | \$85,000 - \$90,000 |
| Chief Operating Officer                           | \$235,000 - \$245,000 | 25% - 30%   | \$70,000 - \$75,000 |
| Chief Investment Officer                          | \$225,000 - \$235,000 | 25% - 30%   | \$65,000 - \$70,000 |
| Chief Product and Experiences Development Officer | \$225,000 - \$235,000 | 25% - 30%   | \$65,000 - \$70,000 |
| Director of Finance                               | \$150,000 - \$160,000 | 10% - 15%   | \$15,000 - \$25,000 |
| Director of Public and Stakeholder Relations      | \$140,000 - \$150,000 | 10% - 15%   | \$15,000 - \$25,000 |
| Director of Research & Business Intelligence      | \$130,000 - \$140,000 | 10% - 15%   | \$15,000 - \$25,000 |
| Director of Marketing                             | \$130,000 - \$140,000 | 15% - 20%   | \$20,000 - \$30,000 |
| Director PR & Content Development                 | \$120,000 - \$130,000 | 15% - 20%   | \$15,000 - \$25,000 |
| Sports and Events Development Manager             | \$90,000 - \$100,000  | 10% - 15%   | \$5,000 - \$15,000  |
| General Accountant (Bermuda)                      | \$90,000 - \$100,000  | 5% - 10%    | \$5,000 - \$15,000  |
| HR Manager  | \$90,000 - \$100,000  | 15% - 20%   | \$10,000 - \$20,000 |
| Product Development Manager                       | \$90,000 - \$100,000  | 10% - 15%   | \$5,000 - \$15,000  |
| Marketing Production Manager                      | \$90,000 - \$100,000  | 10% - 15%   | \$5,000 - \$15,000  |
| Business Development Manager (2)                  | \$80,000 - \$90,000   | 15% - 20%   | \$5,000 - \$15,000  |
| Executive Assistant (US)                          | \$80,000 - \$90,000   | 5% - 10%    | \$5,000 - \$15,000  |
| PR Project Manager                                | \$80,000 - \$90,000   | 15% - 20%   | \$10,000 - \$20,000 |
| Tradeshaw & Events Manager                        | \$80,000 - \$90,000   | 10% - 15%   | \$5,000 - \$15,000  |
| Administrator                                     | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Assistant Investment Manager                      | \$70,000 - \$80,000   | 5% - 10%    | \$5,000 - \$15,000  |
| Partnerships and Promotions Manager               | \$70,000 - \$80,000   | 15% - 20%   | \$5,000 - \$15,000  |
| Digital Manager                                   | \$70,000 - \$80,000   | 10% - 15%   | \$10,000 - \$20,000 |
| Business Development Manager (1)                  | \$70,000 - \$80,000   | 15% - 20%   | \$10,000 - \$20,000 |
| Business Development Manager (3)                  | \$70,000 - \$80,000   | 15% - 20%   | \$5,000 - \$15,000  |
| Business Development Manager (4)                  | \$70,000 - \$80,000   | 15% - 20%   | \$5,000 - \$15,000  |
| Marketing Coordinator                             | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Receptionist                                      | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Assistant Product Development Manager (1)         | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Accounting Assistant (US)                         | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| External Coordination Manager                     | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Assistant Product Development Manager (2)         | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Graphic Designer                                  | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Research Assistant Manager                        | \$70,000 - \$80,000   | 5% - 10%    | \$0 - \$10,000      |
| Special projects                                  | \$60,000 - \$70,000   | 5% - 10%    | \$0 - \$10,000      |
| Special projects Intern                           | \$60,000 - \$70,000   | 5% - 10%    | \$0 - \$10,000      |
| IT/On-site support                                | \$55,000 - \$65,000   | 5% - 10%    | \$0 - \$10,000      |
| Customer Service Representative                   | \$55,000 - \$65,000   | 10% - 15%   | \$0 - \$10,000      |
| Front Line Ambassador                             | \$55,000 - \$65,000   | 10% - 15%   | \$0 - \$10,000      |

|                 |             |
|-----------------|-------------|
|                 | <u>2016</u> |
| Tourism Fee     | 5,757,941   |
| Total budget    | 28,207,941  |
| Payroll **      | 6,027,131   |
| % of total cost | 21.4%       |

\*\* includes salary, incentive and employer costs for tax, health and pensions