



BOARD OF EDUCATION

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**SCHOOL DISTRICT NO. 61 (GREATER VICTORIA)
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September 28, 2015

Christina Zacharuk
Interim President and CEO
Public Sector Employers' Council Secretariat
Suite 210, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Ms. Zacharuk:

This will confirm that the Board of Education of School District No. 61 (Greater Victoria) is aware of the total compensation paid to executive staff during the 2014-2015 fiscal year and further, that we verify the amount of compensation paid was within the compensation plan as approved by the Board and as reported in the Summary Compensation Table.

Yours truly,

A handwritten signature in black ink, appearing to read "Edith Loring-Kuhanga", written over a horizontal line.

Edith Loring-Kuhanga
Board Chair

Greater Victoria School District No. 61

2014-2015 Public Sector Executive Compensation Reporting

The Board of Education encourages and adopts practices that enable the district to attract, retain, incent, and reward qualified, high-performing employees, who are critical to the delivery of quality public education programs to students in School District No. 61 (Greater Victoria).

A key component of this approach is the development and maintenance of a framework for executive and exempt staff compensation that is rational, defensible, competitive and able to be effectively administered.

Compensation Philosophy

The Board's compensation philosophy is based upon a set of principles that guide development, maintenance, and decision-making. At its core is an integrated view of compensation — not only traditional, quantifiable elements such as salary and benefits (compensation), but also more intangible elements such as career opportunities, learning and career development, work challenge, and supportive culture (rewards). This total compensation model further integrates with plans that establish the Board's overall education, business, and human resources strategies and objectives.

Inherent in the Board's compensation philosophy are the following objectives:

- To attract and retain qualified, experienced, motivated, and high-potential employees who are committed to the Board's overarching goal of delivering a high-quality public education experience to our students.
- To support employees through the provision of meaningful career growth and development opportunities.

Labour Market Comparators

Key to the compensation philosophy is the need to maintain a meaningful level of competitiveness with the external labour market. Consistent with industry standards, "labour market" is defined in the British Columbia Public School Employers' Association (BCPSEA) sectoral exempt compensation management plan (Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*) as:

- The recruitment pool for these employees
- The destination sector for these employees.

The following considerations guide articulation of the relevant labour market:

- Degree of recruitment from these jurisdictions
 - Transferability of skills
 - Comparability of qualifications and experience
 - Comparability of authority and consequence of error.
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For executive and exempt staff positions in the BC K-12 public education sector, the relevant labour market is:

1. Other BC school districts (primary labour market).
2. Other Canadian school districts (To the extent that BC school boards recruit from and lose employees to these jurisdictions, this segment of the labour market is weighted to Alberta and Ontario (and to a lesser extent, Saskatchewan) consistent with the industry-standard definition of labour market.)
3. Other public sector organizations
4. Selected private sector organizations.

The Board's approach includes:

- Consideration of all components of the total compensation model.
- Consideration of the relevant labour market for compensation comparison purposes.
- Linking pay ranges to neutral, relevant factors (e.g., required skill level, required competencies, job content, required qualifications).
- Ensuring appropriate relationships exist between positions in the district's compensation hierarchy.

The Board's total compensation package for the Superintendent of Schools, the Secretary-Treasurer, the Deputy Superintendent and the Associate Superintendent is comprised of the following elements:

Cash compensation

Total cash compensation includes annual base salary.

- Annual base salary

The salary of the Superintendent of Schools is based on the average of total cash compensation for the position of Superintendent of Schools in the 14 largest British Columbia School Districts as published by the British Columbia Public School Employers' Association (BCPSEA) in its triennial report of total compensation paid to exempt benchmark positions in the K-12 public education sector.

The salary of the Secretary-Treasurer is based on the average of total cash compensation for the position of Secretary-Treasurer in the 14 largest British Columbia School Districts as published by the British Columbia Public School Employers' Association (BCPSEA) in its triennial report of total compensation paid to exempt benchmark positions in the K-12 public education sector.

The salary of the Deputy Superintendent and Associate Superintendents maintains the historical relationship of the exempt staff position salary to the highest paid teacher salary that existed as at June 30, 2006.

Non-cash compensation

The non-cash elements of the total compensation package include:

- **Health and welfare benefits**, including basic medical, extended health benefits, dental, basic group life insurance, basic accidental death and dismemberment insurance and employee and family assistance program based on the benefits coverage provided to all exempt staff employees. Optional voluntary group life and accidental death and dismemberment coverage and long term disability insurance coverage is available, but the employee pays 100% of the premiums.
- **Pension benefits** — executive staff are enrolled in either the Teachers Pension Plan or the Municipal Pension Plan.

In addition, upon retirement and having a minimum of ten years' service as an exempt staff member with the Board, executive staff shall have the option of:

- a. being paid, at their current rate of salary, a retirement allowance of 3 days for every year worked, as an exempt staff member, to a maximum of 45 days, or
 - b. availing themselves of any program stemming from the Board or the Ministry in which the Board has agreed to participate and which may affect retirement times and conditions.
- **Paid time off**, includes sick leave which accumulates up to a maximum of 18 days per year with no more than 125 days of sick leave to be used in one school year, as well as an annual vacation entitlement of 45 days for the Superintendent of Schools. The Secretary-Treasurer and Deputy/Associate Superintendents accumulate sick leave up to a maximum of 18 days per year with no more than 120 days of sick leave to be used in one school year. The Secretary-Treasurer has an annual vacation entitlement of 45 days. The Deputy Superintendent and Associate Superintendents have annual paid vacation leave based on years of service – 1 to 7 years of service receive 30 days; 8 to 15 years of service receive 35 days; 16 to 24 years of service receive 40 days; and greater than 24 years of service receive 45 days. Unused accumulated vacation may be carried forward for one year only and at the end of that year, the unused accumulated vacation must be used in full, paid out, or a combination of the two.
 - The Board pays professional association dues, all reasonable expenses incurred for professional development, and provides a home computer for the Superintendent of Schools, the Secretary-Treasurer, the Deputy Superintendent and the Associate Superintendents.

Compensation Administration

The Board engages in consistent and ongoing administration of the compensation structure to ensure that reality matches philosophy and that equity is maintained. An ongoing system of compensation review ensures that total compensation levels are benchmarked externally against the appropriate labour market and internally against appropriate job evaluation criteria.

The Board works with BCPSEA to obtain information and advice relating to the executive and exempt compensation structures. In addition, the Board utilizes the BCPSEA *Report on Total Compensation Paid to Exempt Employees* — the results of BCPSEA's triennial survey of total compensation paid to exempt benchmark positions in BC public school districts as well as school districts in Alberta, Saskatchewan, and Ontario, and other relevant public sector employers.

- **Annual base salary administration**

The salary structure for the position of Superintendent of Schools is a three-step pay band reflective of labour market competitiveness and internal equity. There is 1.8% between steps in the structure. Placement and progression through the steps on the pay band is dependent upon competency, growth and performance. The maximum point on the pay band typically represents the job rate for the position, defined as the salary that should be paid to an incumbent who has established him/herself as meeting all of the goals and expectations of the position in a fully satisfactory manner.

The decision whether to grant a salary increase to the Superintendent of Schools is at the sole discretion of the Board. In determining whether a salary increase is warranted, the Board considers such factors as performance, competence, external competitiveness, and internal equity including the maintenance of appropriate salary differentials through the organization. Increases are considered within the Board's overall compensation budget.

The salary structure for the position of Secretary-Treasurer is a single rate structure, based on the premise that, at the outset of the employment relationship, the individual must be fully competent in all aspects of the position in order to effectively fulfill the duties and responsibilities of the Secretary-Treasurer.

The salary structure for the position of Deputy Superintendent and Associate Superintendent is based on placement at the appropriate pay band in the structure reflective of labour market competitiveness and internal equity. Placement and progression through the steps on the pay band is dependent upon competency, growth and performance. The maximum point on the pay band typically represents the job rate for the position, defined as the salary that should be paid to an incumbent who has established him/herself as meeting all of the goals and expectations of the position in a fully satisfactory manner. New hires are generally not placed at the job rate on commencement of employment, although due to the key leadership roles and responsibilities, such individuals are generally recruited at a highly competent level and are often placed at the mid- to maximum point in the pay band reflective of the required competence, qualifications, and experience.

Salary increases for the Secretary-Treasurer, Deputy Superintendent and the Associate Superintendents are proposed by the Board and approved by BCPSEA.

Accountability

Underlying the Board's compensation philosophy and approach is the understanding that legal and regulatory mandates are considered a baseline for implementing any compensation plan or practice. Compensation administration in the K-12 public education sector operates within the following context:

- the *Public Sector Employers Act*, which establishes the legislative policy framework for exempt staff compensation administration in the public sector
 - the BCPSEA exempt staff compensation management plan (Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*), which is an approved compensation plan under the legislation, and
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Under the current compensation administration system in the K-12 sector:

- the Board of Education is solely responsible for the establishment and maintenance of compensation levels for the position of Superintendent of Schools. As elected school trustees, we are accountable to our public and therefore ensure that we adhere to proper human resources practices with respect to executive and exempt staff compensation.
 - the Board must submit proposed compensation adjustments for all other executive and exempt positions in the district to BCPSEA for review and approval prior to implementation.
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Summary Compensation Table at FISCAL, 2015

Name and Position (a)	Salary (b)	Bonus and / or Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2014/15 Total	Previous Two Years Totals	
							2013 / 14 (s)	2012 / 13 (t)
Sherri Bell, Superintendent	\$ 176,796	\$ -	\$ 6,040	\$ 32,446	\$ -	\$ 215,281	\$ 182,100	\$ 157,155
Debra Laser, Secretary-Treasurer	\$ 149,464	\$ -	\$ 8,049	\$ 16,828	\$ -	\$ 174,341	\$ 175,184	\$ 167,509
Patrick Duncan, Deputy Superintendent	\$ 130,985	\$ -	\$ 8,664	\$ 25,362	\$ -	\$ 165,011	\$ 164,916	\$ 160,509
Cam Pinkerton, Associate Superintendent	\$ 118,894	\$ -	\$ 12,262	\$ 20,609	\$ -	\$ 151,765	\$ -	\$ -

Summary Other Compensation Table at FISCAL, 2015

Name and Position (a)	All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other (k)
Debra Laser, Secretary-Treasurer	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Patrick Duncan, Deputy Superintendent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Cam Pinkerton, Associate Superintendent	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -

Notes:

Sherrill Bell, Superintendent	
Debra Laser, Secretary-Treasurer	
Patrick Duncan, Deputy Superintendent	
Cam Pinkerton, Associate Superintendent	start date 01/08/2014