


September 30, 2016

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
Suite 201, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Ms. Zacharuk:

This will confirm that the Board of Education of School District No. 38 is aware of the total compensation paid to executive staff during the 2015-2016 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.

Sincerely,



Mrs. Debbie Tablotney, Chairperson
On Behalf of the Board of Education (Richmond)

Board of Education:
Debbie Tablotney - Chairperson
Donna Sargent - Vice Chairperson
Ken Hamaguchi Jonathan Ho Sandra Nixon
Eric Yung Alice Wong

Executive Compensation Summary School District #38 (Richmond)

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. 38 (Richmond).

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 aligns with the statutory system of exempt staff compensation administration in the K-12 public education sector and the BC Public School Employers' Association (BCPSEA) exempt staff compensation management plan (BCPSEA Policy 95-06, *Compensation and Employment Standards for School District Employees Not Subject to a Collective Agreement*).

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 and rewards—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 rewards 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, and a performance-based organizational culture

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

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 rewards 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
- Considering the ways in which appropriate organizational and individual performance measures may be linked to the administration of the compensation system

In balancing external competitiveness with internal equity, the Board typically has determined that the reference point for executive and exempt total compensation should be reasonably competitive with the relevant comparator labour market.

The Board's total compensation package for executive staff is comprised of the following elements.

Cash Compensation

Total cash compensation includes annual base salary and monthly vehicle allowance:

- **Annual Base Salary** – Annual base salary is considered in the context of the total compensation package. Generally, base salary is targeted to be competitive with the comparator labour market. The base salary structure is a single rate structure.
- **Vehicle Allowance** – The Board provides a monthly vehicle allowance to the Superintendent and other senior management positions. The monthly vehicle allowance is set at a level competitive with the vehicle allowances provided to Superintendents and other senior managers in districts of similar size and geography.

Non-Cash Compensation

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

- **Health and Welfare Benefits**, such as basic medical, extended medical, dental, group life, short-term and long-term disability, employee and family assistance program, etc. consistent with such benefits as offered in the K-12 sector generally
- **Pension Benefits** – executive staff are enrolled in either the Teachers' Pension Plan or the Municipal Pension Plan

The Board provides service recognition payment that is based on an individual's length of service. This provision is a benefit provided to all members of senior staff and *is in lieu* of sick-leave payout that is afforded to members of support staff. The Board agrees to make a service recognition payment according to the following schedule:

After two (2) consecutive years of employment with the Board, the Excluded Staff member will receive the equivalent of ten (10) days salary+ four (4) days salary per year of employment as a member of Excluded Staff.

After three (3) consecutive years of employment with the Board, the Excluded Staff member will receive the equivalent of twenty (20) days salary+ four (4) days salary per year of employment as a member of Excluded Staff.

After five (5) consecutive years of employment with the Board, the Excluded Staff member will receive the equivalent of fifty (50) days salary+ four (4) days salary per year of employment as a member of Excluded Staff.

After ten (10) consecutive years of employment with the Board, the Excluded Staff member will receive the equivalent of thirteen (13) days salary per year of employment as a member of Excluded Staff.

After fifteen (15) consecutive years of employment with the Board, the Excluded Staff member will receive the equivalent of fifteen (15) days salary per year of employment as a member of Excluded Staff.

After twenty (20) consecutive years of employment with the Board, the Excluded Staff member will receive the equivalent of seventeen (17) days salary per year of employment as a member of Excluded Staff.

- **Paid Time Off**, including an annual vacation entitlement of 30 days. Pursuant to the *Public Sector Employers Act*, carry forward of unused accumulated vacation is not permitted. If, however, the individual employment contract does allow for carry forward of unused accumulated vacation, then such 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.

Executive staff receive 10 days (for Assistant Superintendents) and 15 days (for Superintendent and Secretary-Treasurer) respectively of paid time off annually, in addition to annual vacation entitlement, in recognition of attendance at meetings during evenings and weekends.

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, Secretary Treasurer, and Assistant Superintendents, 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 position.

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
- The provincial government Management Compensation Freeze, implemented in September 2012

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.

Summary Compensation Table at FISCAL, 2016

Name and Position (a)	Salary (b)	Holdback / Bonus / Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2015/16 Total	Previous Two Years Totals	
							2014/15	2013/14
Monica Pamer, Superintendent	\$ 109,083	\$ -	\$ 4,253	\$ 17,361	\$ 240,783	\$ 371,480	\$ 233,439	\$ 218,898
Mark DeMello, Secretary-Treasurer	\$ 135,000	\$ -	\$ 9,431	\$ 14,323	\$ 4,800	\$ 163,554	\$ 162,769	\$ 170,477
Wendy Lim, Assistant Superintendent	\$ 131,876	\$ -	\$ 9,082	\$ 20,448	\$ 6,000	\$ 167,406	\$ 166,731	\$ 167,746
Lynn Archer, Assistant Superintendent	\$ 131,876	\$ -	\$ 9,082	\$ 20,448	\$ 6,000	\$ 167,406	\$ 166,731	\$ 167,075
Kathryn D'Angelo, Assistant Superintendent	\$ 131,876	\$ -	\$ 8,993	\$ 20,448	\$ 6,000	\$ 167,317	\$ 166,731	\$ 167,073
Sherry Elwood, Superintendent	\$ 77,917	\$ -	\$ 5,757	\$ 11,744	\$ 4,000	\$ 99,418	\$ -	\$ -

Summary Other Compensation Table at FISCAL, 2016

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)
Monica Pamer, Superintendent	\$ 240,783	\$ -	\$ 16,183	\$ -	\$ 5,600	\$ -	\$ 219,000
Mark DeMello, Secretary-Treasurer	\$ 4,800	\$ -	\$ -	\$ -	\$ 4,800	\$ -	\$ -
Wendy Lim, Assistant Superintendent	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -
Lynn Archer, Assistant Superintendent	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -
Kathryn D'Angelo, Assistant Superintendent	\$ 6,000	\$ -	\$ -	\$ -	\$ 6,000	\$ -	\$ -
Sherry Elwood, Superintendent	\$ 4,000	\$ -	\$ -	\$ -	\$ 4,000	\$ -	\$ -

Notes:

Monica Pamer, Superintendent	Retirement Date: January 31, 2016. Service Recognition Award \$219,000 for 2015/2016
Sherry Elwood, Superintendent	Start Date: February 1, 2016
*Vehicle allowance/lease is \$400 per month for the Secretary-Treasurer; \$500 per month for each of the Assistant Superintendents and \$800 per month for the Superintendent.	