

September 30, 2016

Christina Zacharuk
Interim 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. 45 (West Vancouver) 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 .

Yours truly,



Carolyn Broady
Board Chair

Public Sector Executive Compensation Report

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. 45 (West Vancouver).

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 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 districts 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 is the median of 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, monthly leased vehicle or vehicle allowance, and a monthly internet allowance.

- Annual base salary

Annual base salary is considered in the context of the total compensation package. Generally, base salary is targeted at the median of the comparator labour market. The base salary structure is a single rate structure over a multi-step pay band.

- **Leased Vehicle and Vehicle allowance**

Due to the diverse geography of the district and the need to visit schools and other district worksites, the Board provides a leased vehicle to the Superintendent, and a monthly vehicle allowance to 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.

- **Internet Allowance**

Due to the integral role technology plays in the workplace, the Board provides an annual internet/WAN allowance to the Superintendent and other senior staff.

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 employees are enrolled in either the Teachers' Pension Plan or the Municipal Pension Plan.

In addition, upon retirement executive employees are eligible to receive a long-service recognition award (or retirement allowance) based on the following criteria:

Up to and including fifteen (15) years of consecutive service – twenty-five dollars (\$25.00) per year. Over fifteen (15) years of consecutive service – thirty-five dollars (\$35.00) per year.

- **Paid time off**, including an annual vacation entitlement of up to a maximum 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.

In addition, some executive staff may take up to eighteen (18) additional days paid time off annually at Christmas and Spring breaks, in addition to annual vacation entitlement, in recognition of extraordinarily long hours during specific times of the year, including attendance at meetings during evenings and weekends.

Other exempt staffs, governed by their individual agreements, receive annual vacation entitlement as follows:

| Complete Years of Service | Vacation Entitlement |
|---------------------------|----------------------|
| 0 – 1 years | 15 days |
| 2 – 7 years | 20 days |
| 8 – 15 years | 25 days |
| 15+ years | 30 days |

- **Other vehicle-related payments**, including insurance and maintenance, may be claimed by executive staff as defined in individual contracts.
- **Professional development allowances**, based on a percentage of annual salary as defined in individual employment contracts, may be accessed by executive staff in order to attend professional development activities.

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.

BCPSEA, in conjunction with PSEC, reviewed compensation paid to exempt staff positions at all of the school districts in BC. Western Compensation and Benefits Consultants were retained to benchmark School District 45's total compensation against appropriate comparison organizations with comparable positions and developed a compensation recommendation which included an amended salary grid for all exempt positions (other than principals and vice principals) in the district. The Board adopted this recommended structure.

In addition, 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 (and other management positions) 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 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.

The decision whether to grant a salary increase 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.

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 currently 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: Fiscal Year 2016 (year ending June 30, 2016)

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 |
| Lynne Tomlinson, Director of Instruction | \$ 125,389 | \$ - | \$ 10,917 | \$ 21,351 | \$ 10,630 | \$ 168,287 | \$ 163,213 | \$ 159,899 |
| Chris Kennedy, Superintendent | \$ 184,500 | \$ - | \$ 11,285 | \$ 29,722 | \$ 24,620 | \$ 250,127 | \$ 242,133 | \$ 232,100 |
| Julia Leiterman, Secretary-Treasurer | \$ 149,091 | \$ - | \$ 11,212 | \$ 16,042 | \$ 15,655 | \$ 192,000 | \$ 187,717 | \$ 185,678 |
| Dave Eberwein, Deputy Superintendent | \$ 135,599 | \$ - | \$ 9,324 | \$ 22,405 | \$ 16,195 | \$ 183,523 | \$ 183,306 | \$ 174,241 |
| Sean Nosek, Director of Instruction | \$ 125,389 | \$ - | \$ 11,109 | \$ 21,435 | \$ 19,096 | \$ 177,029 | \$ 163,969 | \$ - |
| Diane Nelson, Director of Instruction | \$ 125,389 | \$ - | \$ 8,382 | \$ 18,470 | \$ 19,791 | \$ 172,032 | \$ 162,191 | \$ - |

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) |
|--|---------------------------|------------------|------------------------|------------------------|---|---|--------------|
| Lynne Tomlinson, Director of Instruction | \$ 10,630 | \$ - | \$ 2,612 | \$ - | \$ 7,160 | \$ 858 | \$ - |
| Chris Kennedy, Superintendent | \$ 24,620 | \$ - | \$ 4,650 | \$ - | \$ 10,700 | \$ 9,270 | \$ - |
| Julia Leiterman, Secretary-Treasurer | \$ 15,655 | \$ - | \$ 311 | \$ - | \$ 8,960 | \$ 6,384 | \$ - |
| Dave Eberwein, Deputy Superintendent | \$ 16,195 | \$ - | \$ 2,725 | \$ - | \$ 8,960 | \$ 4,510 | \$ - |
| Sean Nosek, Director of Instruction | \$ 19,096 | \$ - | \$ 3,135 | \$ - | \$ 7,160 | \$ 5,436 | \$ 3,365 |
| Diane Nelson, Director of Instruction | \$ 19,791 | \$ - | \$ 3,135 | \$ - | \$ 7,160 | \$ 671 | \$ 8,825 |

| Notes: | |
|--|---|
| Lynne Tomlinson, Director of Instruction | Perquisites/Other Allowances: \$438 Pro-D, \$420 annual internet allowance |
| Chris Kennedy, Superintendent | Perquisites/Other Allowances: \$8,850 Pro-D, \$420 annual internet allowance |
| Julia Leiterman, Secretary-Treasurer | Perquisites/Other Allowances: \$5,964 Pro-D, \$420 annual internet allowance |
| Dave Eberwein, Deputy Superintendent | Perquisites/Other Allowances: \$4,090 Pro-D, \$420 annual internet allowance |
| Sean Nosek, Director of Instruction | Perquisites/Other Allowances: \$5,016 Pro-D, \$420 annual internet allowance; Other: retro pay adjustment |
| Diane Nelson, Director of Instruction | Perquisites/Other Allowances: \$251 Pro-D, \$420 annual internet allowance; Other: retro pay adjustment |