



CEO & President of PSEC Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC
V8W 2B7

Northwest Community College Executive Compensation Disclosure Statement 2016/2017

The following report provides an accurate representation of all compensation provided to all employees whose base salary was \$125,000 or greater in the fiscal year 2016/2017.

Compensation Philosophy

Northwest Community College seeks to attract and retain the leaders in every position to ensure that the College is able to successfully respond to the needs of learners and to fulfill the Board of Directors' Strategic Plan as successfully as possible.

Northwest Community College understands that to do their best on the job, employees need to strike a work/life balance that enables them to focus on their health and well-being, as well as have adequate time with their families, and to be active members of the community they live in.

The compensation plan offers financial remuneration as well as the following:

1. Vacation allotment of twenty (20) days with an additional five (5) to sixteen (16) days thereafter depending on years of service;
2. For those hired prior to October 1, 2014 executive benefits comprising of five (5) to fifteen (15) days depending on years of service to compensate for work performed above and beyond the standard work week;
3. Fifteen (15) professional development days;
4. Industry Standard benefits packages with short and long term disability, dental care, eye care, and extended health care.

The NWCC job evaluation plan is based on the Watson Wyatt Job Evaluation Plan approved by PSEA. The evaluation is conducted by the job evaluation committee. The plan evaluates every job on four (4) key elements: skill, responsibility, effort and working conditions, broken down into ten (10) factors for a total of forty (40) rated items. The most recent approved job evaluation was completed and approved by PSEA in 2010.

Excluded positions fall into one (1) of ten (10) pay grades based on results of the Job Evaluation plan. Each grade is broken down into five (5) steps. Advancement through the steps is contingent on a satisfactory performance assessment conducted annually.

The President and CEO compensation package is negotiated with the Board of Directors and falls within the parameters established by Government.

Herb Pond
Chair, NWCC Board of Directors

Policy:	Total Compensation Philosophy	Approved By:	President’s Council
Approval Date:	December 8, 2015	Amendment Date:	N/A
Policy number:	HR - 005	Policy Holder:	Human Resources

TOTAL COMPENSATION PHILOSOPHY

1.00 PURPOSE

The College’s compensation program is intended to assist in recruiting, motivating and retaining a qualified management and exempt group by providing tangible rewards to enable the College to attain its corporate goals and objectives.

2.00 SCOPE

This policy applies equally to all exempt employees of Northwest Community College excluded from membership in a bargaining unit.

3.00 POLICY OBJECTIVES

Northwest Community College’s compensation program objectives are to:

- attract competent and capable management and exempt staff that share a passion for education;
- assist in retaining the services of a high quality management and exempt group;
- provide compensation that encourages superior performance;
- promote individual and team performance and the overall achievement of the College’s strategic plan;
- provide fair and equitable compensation in accordance with the authority and accountability of the employee’s position;
- assist the College in reinforcing its commitment to professional development for its exempt staff for succession planning, retention and other purposes.

4.00 GOVERNANCE AND ADMINISTRATION

The Board of Governors is responsible for approving the College’s overall compensation framework and terms of employment for the Exempt group.

The Collaborative Administration Team (CAT) is responsible for the daily administration of the programs and for making recommendations for the Board’s endorsement.

5.00 POLICY PRINCIPLES

Northwest Community College’s exempt staff members are responsible for leading the College’s major functions and ensuring the overall effectiveness and efficiency of a



wide range of service delivery to its student body and the broader Northwest communities.

The College endeavors to provide the opportunity to its employees to gain fulfillment in important and rewarding careers, recognizing that the College operates in a competitive environment where qualified and competent staff are valued by many organizations.

The College's compensation practices follow these guiding principles:

- *Performance-Related*: Northwest Community College values the contribution of its entire exempt staff toward the attainment of its strategic and operating objectives and provides compensation that is commensurate with such contributions. The College's compensation program supports and promotes a performance-based organizational culture.
- *Differentiation and Flexibility*: a primary feature of the College's compensation program is to align individual managers and operating units with the College's overall strategy. Within a broad framework, the College's compensation program provides it with the necessary flexibility to make compensation decisions consistent with the need for internal equity, the variation in scope and authority for positions, as well as the need to adapt to changes in the external market.
- *Accountability*: the College makes its compensation decisions objectively using clear and well documented rationale to ensure the appropriate expenditure of public funds.
- *Openness and Transparency*: the College communicates the basic principles and 'mechanics' of its compensation program in an open, honest and direct manner. This principle does not involve the distribution of specific market survey data, or making public personal and individual compensation information.
- *Affordability and Sustainability*: the College's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time, and balanced against market forces.

6.00 COMPARATOR GROUPS

Northwest Community College recognizes that a compensation policy needs to consider all elements of a total compensation program and believes that it is important to consider both internal and external factors when making compensation decisions.



Internally, importance is placed on recognition of job value/content through a formal job evaluation methodology, as well as assessments of individual leaders' demonstrated competencies and performance, to ensure that the relative internal value of work is fairly recognized.

Externally, Northwest Community College monitors first, the Provincial Public Service and similar post-secondary and other public sector labour markets to continually assess compensation trends and levels, with a focus on those organizations with which it competes for talent. Second, in specific circumstances and programs, the College may review compensation trends in targeted industry or other sectors, or other provinces/geographic jurisdictions.

Typically, positions within the Exempt grid are reviewed annually within the context of the Post- Secondary Employers' Association (PSEA) Exempt Compensation Guidelines and adjusted by the College's Board of Governors after consultation with the CAT so as to maintain a competitive salary structure.

7.00 TOTAL COMPENSATION

This policy is to be read in concert with the Terms and Conditions of Employment for Exempt Employees established by the College which includes four main elements:

- Compensation – providing fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experiences that employees bring to their roles;
- Benefits – providing security and protection for employees and their families;
- Career Development – providing support for skill development, upgrades and other career development activities; and
- Work/Life Balance – providing paid time off and other programs to help employees balance their work and personal demands.

Exempt employees are placed in salary pay bands that reflect their duties and responsibilities as evaluated under the College's factor based, point rating Exempt Employee Job Evaluation Plan.

Total compensation programs may be amended from time to time, as determined by the College, and as approved by the Minister. Wage rates associated with exempt salary pay bands are adjusted consistent with direction from the Public Sector Employers Council.

8.00 LEGISLATED REFERENCES AND COLLECTIVE AGREEMENTS

- College and Institute Act [RSBC 1996] c. 52
- Public Sector Employers Act [RSBC 1996] c. 384



Northwest Community College

Summary Compensation Table at 2017

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2016/2017 Total Compensation	Previous Two Years Totals Total Compensation	
							2015/2016	2014/2015
Ken Burt, President	\$ 166,972	-	\$ 15,370	\$ 16,798	-	\$ 199,140	\$ 197,098	\$ 101,432
Laurel Campbell, VP Corporate Services	\$ 119,610	-	\$ 15,260	\$ 12,033	-	\$ 146,903		
Justin L Kohlman, VP Education, Student & International	\$ 130,987	-	\$ 14,910	\$ 13,178	-	\$ 159,075	\$ 130,739	
Cathay Sousa, VP Finance and Administration	-	-	-	-	\$ 80,059	\$ 80,059	\$ 254,168	\$ 155,616

Summary Other Compensation Table at 2017

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Ken Burt, President	-	-	-	-	-	-	-
Laurel Campbell, VP Corporate Services	-	-	-	-	-	-	-
Justin L Kohlman, VP Education, Student & International	-	-	-	-	-	-	-
Cathay Sousa, VP Finance and Administration	\$ 80,059	-	-	-	-	-	\$ 80,059

Notes

Ken Burt, President	
Laurel Campbell, VP Corporate Services	General Note: Started in this position on April 18, 2016. There was a title change from VP Finance & Administration to the current title of VP Corporate Services. VP People & Planning is not continuing.
Justin L Kohlman, VP Education, Student & International	General Note: Full year compensation compared to last year's partial year.
Cathay Sousa, VP Finance and Administration	General Note: Cathay Sousa retired on Jan 29, 2016. During 2015/16 disclosure a review was underway to determine early retirement monies owed to her. The review concluded and the payout is as follows: Last year (Fiscal 2016): \$82,636.87 for Executive Benefit Days. This was a program that was offered to management in the past where they were able to bank up to 15 vacation days each calendar year and accumulate for future use or payment upon retirement of the outstanding banked amount. She was paid this full amount. The \$28,500 is one payment of the \$89,227 (Retirement allowance) + \$19,332 (Superannuation Allowance) that is to be paid over 4 years. Remaining amount would be $\$89,227 + \$19,332 - \$28,500 = \$80,059$ Fiscal 2017: Payment of \$17,450 + \$20,869.85 = \$38,319.85 Remaining amount would be $\$80,059 - \$38,319.85 = \$41,739.15$ Next Fiscal year 2018: Payment of \$20,869.83 Remaining amount would be $\$41,739.15 - \$20,869.83 = \$20,869.32$ Following Fiscal year 2019: Payment of \$20,869.32 Remaining amount would be $\$20,869.32 - \$20,869.32 = \$0$ Other Note: Retirement payments.