



BOARD OF EDUCATION

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**SCHOOL DISTRICT NO. 61 (GREATER VICTORIA)
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September 25, 2017

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. 61 (Greater Victoria) is aware of the total compensation paid to executive staff during the 2016-2017 fiscal year and further, that we verify the amount of compensation paid was within the compensation plan as approved by the Board and reported to the Public Sector Employers' Council Secretariat.

Yours truly,

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

Edith Loring-Kuhanga
Board Chair

Greater Victoria School District No. 61

2016-2017 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 aligns with the statutory system of exempt staff compensation administration in the K-12 public education sector and the British Columbia 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*), which is an approved compensation plan under the *Public Sector Employers Act*. Compensation mandates adopted by the Public Sector Employers' Council from time to time are the official policy of BCPSEA and any adjustments to exempt staff compensation levels are considered within the context of the applicable compensation mandate.

The Board's compensation philosophy is based upon a set of principles that guide development, maintenance and decision-making with respect to salary structures and total compensation packages and programs.

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). The total rewards compensation program further integrates with plans that establish the board of education's overall education, business, and human resources strategies and objectives to facilitate the attraction and retention of 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 BC students.

Inherent in the compensation philosophy are the following core principles:

- **Performance:** The compensation structure and administration of the structure supports and promotes meaningful career growth and development opportunities, and a performance-based (merit) organizational culture.
 - **Differentiation:** Differentiation of compensation is supported where there are differences in the scope of the position within an organization, and/or due to superior individual/team contributions.
 - **Accountability:** Compensation decisions are objective and based upon a clear and well documented rationale that demonstrates the appropriate expenditure of public funds.
 - **Transparency:** The compensation program is designed, managed, administered, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.
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Labour Market Comparators

Key to the compensation philosophy is the need to maintain a meaningful level of competitiveness with the relevant external labour market. Consistent with industry standards, "labour market" is defined in the 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/organizations
- Size of the organization, as size drives the span of control and scope of accountability
- Geographic location
- 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 BC public sector organizations
3. Other Canadian school districts where relevant (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)
4. Selected private sector organizations where relevant.

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., job content (specific duties/responsibilities), required skill level, required competencies, required qualifications).
- Ensuring appropriate relationships exist between positions in the district's organizational 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 the Superintendent of Schools, the Secretary-Treasurer, the Deputy Superintendent, the Associate Superintendents and the Director, Human Resources is comprised of the following elements:

Cash compensation

Total cash compensation includes annual base salary.

- Annual base salary

Annual base salary is considered in the context of the total compensation package.

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** for the Superintendent of Schools 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 35 days. The Secretary-Treasurer accumulates sick leave 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 and has an annual vacation entitlement of 35 days. Both the Superintendent and the Secretary-Treasurer may carry forward up to, but not exceeding 15 days of unused vacation, which must be paid out in a lump sum or taken in the form of an extended vacation in the employment year immediately following the year for which the unused vacation is attributable.

The Deputy/Associate Superintendents and the Director, Human Resources 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 Deputy Superintendent, Associate Superintendents and Director, Human Resources 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.
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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 conducted and managed through BCPSEA and the PSEC Secretariat ensures that total compensation levels are benchmarked externally against the appropriate labour market and internally against appropriate job criteria.

The Board works with BCPSEA to obtain information and advice relating to the executive and exempt compensation structures and to ensure alignment with the compensation mandates established by PSEC.

▪ Annual base salary administration

The salary structure for the position of Superintendent of Schools is based on placement at the appropriate salary range in the structure reflective of labour market competitiveness and internal equity. Placement and progression through the salary range is dependent upon competency, growth and performance. The maximum of the salary range 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 salary range reflective of the required competence, qualifications, and experience.

The decision whether to grant a salary increase to the position of 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. The Board typically utilizes market compensation data and salary/compensation structures developed by BCPSEA for this position as well as all other positions in the exempt staff structure. Increases are considered within the Board's overall compensation budget.

The salary structure for the position of Secretary-Treasurer, Deputy Superintendent, Associate Superintendent and Director, Human Resources is based on placement at the appropriate salary range in the structure reflective of labour market competitiveness and internal equity. Placement and progression through the salary range is dependent upon competency, growth and performance. The maximum of the salary range 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 salary range reflective of the required competence, qualifications, and experience.

Salary increases for the Secretary-Treasurer, Deputy Superintendent, Associate Superintendents and the Director, Human Resources 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
- Compensation mandates adopted by the Public Sector Employers' Council from time to time. Any adjustments to exempt staff compensation levels are considered within the context of the applicable compensation mandate.

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 of Education 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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School District 61 (Greater Victoria)

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
Pieter Langstraat, Superintendent of Schools	\$ 195,169	-	\$ 11,926	\$ 26,849	-	\$ 233,944	\$ 198,762	
Shelley Green, Deputy Superintendent	\$ 143,514	-	\$ 6,589	\$ 27,801	-	\$ 177,904	\$ 163,071	
Greg Kitchen, Associate Superintendent	\$ 139,926	-	\$ 9,392	\$ 19,194	-	\$ 168,512	\$ 132,300	
Mark Walsh, Secretary-Treasurer	\$ 156,637	-	\$ 10,148	\$ 21,837	-	\$ 188,622	\$ 155,687	
Deborah Whitten, Associate Superintendent	\$ 132,750	-	\$ 10,422	\$ 18,167	-	\$ 161,339		
Debra Laser, Associate Secretary-Treasurer	\$ 102,335	-	\$ 8,796	\$ 10,566	-	\$ 121,697	\$ 178,698	\$ 174,341
Colin Roberts, Director, Human Resources	\$ 123,355	-	\$ 7,603	\$ 16,822	-	\$ 147,780		
Katrina Stride, Associate Secretary-Treasurer	\$ 78,158	-	\$ 4,643	\$ 8,149	-	\$ 90,950		

Notes

Pieter Langstraat, Superintendent of Schools	
Shelley Green, Deputy Superintendent	
Greg Kitchen, Associate Superintendent	
Mark Walsh, Secretary-Treasurer	
Deborah Whitten, Associate Superintendent	
Debra Laser, Associate Secretary-Treasurer	General Note: Worked partial year September 8, 2016 to June 30, 2017
Colin Roberts, Director, Human Resources	
Katrina Stride, Associate Secretary-Treasurer	