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**School District No. 6  
(Rocky Mountain)**  
Quest for Quality

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Monday, August 8, 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. 6 (Rocky Mountain) 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,

Amber Byklum, Board Chairperson

cc: P. Carriere, Superintendent  
D. Culler, Secretary Treasurer  
Trustees



## **School District No. 6 (Rocky Mountain) Statement of Executive Compensation July 29, 2016**

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. 6 (Rocky Mountain).

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.

### **School District No. 6 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 65<sup>th</sup> percentile 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 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 at the 65<sup>th</sup> percentile of the comparator labour market. The base salary structure is a single rate structure.

## Superintendent

With no adjustments made since 2009 the Superintendent salary fell significantly behind the level required to maintain relativity to other districts as set out in the 2008 Board Policy 95-06. In October 2014 the Board adjusted the Superintendent salary to comply with the stated compensation philosophy of 65<sup>th</sup> percentile of salary range of districts with 2,001-6,000 student enrollment. This correction was made based on the most current salary information available from BCPSEA at the time. The increase to base salary to \$137,267 became effective November 1, 2014.

In February 2016 the Board reviewed and adjusted the Superintendent salary to \$141,601 retro-active to November 1, 2015 to maintain placement at the 65<sup>th</sup> percentile of the salary range of relative districts as per the stated compensation philosophy.

## Secretary Treasurer

The salary set in 2009 for the position of Secretary Treasurer was \$117,172, which was 92% of the Superintendent's salary, and remained unchanged prior to and since the management salary freeze imposed in September 2012. Upon the retirement of the Secretary Treasurer in December 2014 the District faced a significant recruitment issue. The salary level was found to be an impediment to attracting a qualified individual into the role. With the approval of BCPSEA the position was reposted and hired commencing August 1, 2015 at a salary of \$126,285 which restored the salary relationship that existed between the positions of Secretary Treasurer and Superintendent prior to the 2014 salary increase for the latter. The Secretary Treasurer salary remains frozen at that level.

- **Vehicle allowance**

Due to the diverse geography of the district and the need to visit schools and other district worksites, the Board provides a monthly vehicle allowance of \$425.00/month (taxable benefit) to the Superintendent and other senior management positions as part of the reimbursement to executives for vehicle expenses incurred while on Board business. (Senior management also receive a per kilometer rate for using a vehicle in the performance of their duties of \$.27 per kilometer for travel outside the zone). 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 (Superintendent, Assistant Superintendent) or the Municipal Pension Plan (Secretary Treasurer, Director of Operations.)

In addition, upon retirement executive staff are eligible to receive a long-service recognition gift or award based on the following criteria: \$10 value or cash per year of service to the District.

- **Paid time off**, including an annual vacation entitlement of six weeks paid leave and Christmas vacation as scheduled in the school calendar. Pursuant to the *Public Sector Employers Act*, carry forward of unused accumulated vacation is not permitted beyond the maximum of ten days as set out in the employment contract. 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.

## **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 (and other management positions) 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 Superintendent and other senior management roles.

## **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:

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- 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 2015-2016 (year ending June 30, 2016)**

**Summary Compensation Table at FISCAL, 2016**

Name and Position (a)	Salary (b)	Bonus and / or Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2015/16 Total	Previous Two Years Totals	
							2014/15 (s)	2013/14 (t)
Paul Carriere, Superintendent	\$144, 404	\$ N/A	\$9,353	\$22, 469	\$10,464	\$186,689	\$169,195\$	\$161,477
Dale Culler, Secretary Treasurer	\$115, 761	\$ N/A	\$11,695	\$12, 097	\$4, 675	\$144,228	\$ N/A	\$ N/A

**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)
Paul Carriere, Superintendent	\$10, 464	\$ N/A	\$5, 364	\$ N/A	\$5,100	\$ N/A	\$ N/A
Dale Culler, Secretary Treasurer	\$4, 675	\$ N/A	\$ N/A	\$ N/A	\$4, 675	\$ N/A	\$ N/A

**Notes:**

Please note that the compensation for Dale Culler, Secretary Treasurer, reflects a partial year of employment commencing on August 1, 2015.