

Together We Learn



**Central Okanagan
Public Schools**

Board of Education

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September 27, 2017

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

Dear Ms. Zacharuk:

RE: 2016-2017 Executive Staff Compensation

This will confirm that the Board of Education of School District No. 23 (Central Okanagan) 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,

Moyra Baxter
Chairperson

Board of Education - Trustees

Moyra Baxter
Christopher L. Gorman

Deb Butler
Lee Mossman

Rolli Cacchioni
Lee-Ann Tiede

Julia Fraser



Central Okanagan Public Schools 2016/2017 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 Central Okanagan Public Schools.

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*). This plan is the approved management 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.

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) sectorial 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; and,
- 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; and,
- 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 includes:

1. Other BC school districts (primary labour market);
2. Other Canadian school districts;
3. Other public sector organizations;
4. Selected private sector organizations.

The Board’s approach includes:

- Considering all components of the total rewards model;
- Considering the relevant labour market for compensation comparison purposes;
- Linking pay ranges to neutral, relevant factors (i.e., required skill level, required competencies, job content, and 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; and,
- Ensuring Government-mandated compensation controls are applied.

In balancing external competitiveness and compensation restrictions with internal equity, the Board typically has implemented a compensation model that considers the requirements of the specific position in relation to the overall organization.

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 annual vehicle allowance or leased vehicle.

- ***Annual base salary***

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

- ***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 to the Superintendent, Deputy Superintendent, Assistant Superintendents and Secretary-Treasurer. The monthly vehicle allowance is set at a level competitive with the vehicle allowances provided to Superintendents, Deputy Superintendents, Assistant Superintendents and Secretary-Treasurers.

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.



■ ***In addition, executive staff receive:***

- Long Service Recognition: Upon retirement, a payment is based on the following criteria:
 - One week of final compensation for every year employed with Central Okanagan Public Schools to a maximum of twenty (20) weeks' compensation, provided the employee has reached the age of 55.
- Paid time off, including an annual vacation entitlement of up to 30 days. Pursuant to the *Public Sector Employers Act*, carry forward of unused accumulated vacation is permitted to a maximum of 30 days.
- Compensatory time: Up to 5 days of paid time off annually in recognition of attendance at meetings during evenings and weekends.
- Sick Leave: 18 days per year accumulated to a maximum of 180 days.
- Professional Development: Payment for professional dues, courses, seminars, workshops and conferences relating to employment.
- Employee Assistance Program (EAP): Available to all employees of the School District.
- Leaves: Additional leaves as mutually agreed upon between the employee and the employer.

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 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 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. Potential 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 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; and,
- 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; and,
- 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.

School District 23 (Central Okanagan)

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
Kevin Kaardal, Superintendent/CEO	\$ 190,740	-	\$ 8,618	\$ 26,465	\$ 10,212	\$ 236,035	\$ 163,285	
Terry-Lee Beaudry, Deputy Superintendent	\$ 148,049	-	\$ 6,363	\$ 10,322	\$ 15,275	\$ 180,009	\$ 174,556	\$ 175,211
Vianne Kintzinger, Assistant Superintendent	\$ 144,545	-	\$ 7,885	\$ 20,113	\$ 15,572	\$ 188,115		
Rick Oliver, Assistant Superintendent	\$ 144,545	-	\$ 8,011	\$ 20,113	\$ 9,394	\$ 182,063		
Rhonda Ovelson, Assistant Superintendent	\$ 144,545	-	\$ 8,011	\$ 20,113	\$ 9,537	\$ 182,206		
Larry Paul, Secretary Treasurer	\$ 157,748	-	\$ 8,177	\$ 16,243	\$ 15,070	\$ 197,238	\$ 170,824	\$ 171,514
Jon Rever, Assistant Superintendent	\$ 144,545	-	\$ 6,391	\$ 20,113	\$ 11,360	\$ 182,409		

Summary Other Compensation Table at 2017

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Kevin Kaardal, Superintendent/CEO	\$ 10,212	-	-	-	\$ 8,602	\$ 137	\$ 1,473
Terry-Lee Beaudry, Deputy Superintendent	\$ 15,275	-	-	-	\$ 8,602	\$ 5,200	\$ 1,473
Vianne Kintzinger, Assistant Superintendent	\$ 15,572	-	-	-	\$ 6,926	\$ 7,173	\$ 1,473
Rick Oliver, Assistant Superintendent	\$ 9,394	-	-	-	\$ 6,926	\$ 995	\$ 1,473
Rhonda Ovelson, Assistant Superintendent	\$ 9,537	-	-	-	\$ 6,926	\$ 1,138	\$ 1,473
Larry Paul, Secretary Treasurer	\$ 15,070	-	-	-	\$ 8,602	\$ 4,512	\$ 1,956
Jon Rever, Assistant Superintendent	\$ 11,360	-	-	-	\$ 6,926	\$ 2,961	\$ 1,473

Notes

Kevin Kaardal, Superintendent/CEO	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues
Terry-Lee Beaudry, Deputy Superintendent	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues
Vianne Kintzinger, Assistant Superintendent	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues
Rick Oliver, Assistant Superintendent	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues
Rhonda Ovelson, Assistant Superintendent	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues
Larry Paul, Secretary Treasurer	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues
Jon Rever, Assistant Superintendent	Perquisite/Other Allowance Note: Professional Development Allowance Other Note: Professional Dues