

May 25, 2021

John Davison, President & CEO
PSEC Secretariat
Suite 210 - 880 Douglas Street
Victoria, BC V8W 2B7

Dear Mr. Davison:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal year 2021 and is in compliance with the compensation plans approved by PSEC.



Scott Weatherford
Board Chair

APPENDIX D

Compensation Philosophy

A. PURPOSE/OBJECTIVE

Selkirk College's total compensation programs are a tool to help attract and retain qualified staff and are designed in a fiscally responsible manner in support of our mission, vision, values, and culture with flexibility to respond to changing and unique circumstances.

B. SCOPE

This policy applies to all Selkirk College employees who are excluded from or not recognized by a union or association, excepting student employees, contractors, CE instructors, secondments from other institutions and the President of the College. For the purposes of this Policy, "total compensation" means salary, other forms of cash payments (including stipends and honoraria), vacation, pension, benefits, travel allowances, and perquisites with measurable value.

C. GUIDING PRINCIPLES

The guiding principles of the total compensation program at Selkirk College are as follows:

- a) **Performance:** Selkirk College establishes compensation programs that support and promote a performance-based organizational structure.
- b) **Differentiation:** Selkirk College supports a differentiation of salary where there are differences in the scope of the position and/or where there are superior individual or team contributions.
- c) **Accountability:** Total compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds.
- d) **Transparent:** Total compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

D. ROLE OF TOTAL COMPENSATION ELEMENTS

The role of the total compensation program at Selkirk College includes four main elements:

- e) **Compensation:** Selkirk College provides fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experience that employees bring to their roles.
- f) **Benefits:** Selkirk College provides security and protection to employees and their families.
- g) **Career Development:** Selkirk College provides support for skill development, professional development, and other career development opportunities.
- h) **Work/Life:** Selkirk College provides paid time off and other programs to help employees balance their work and personal demands.

E. COMPARATOR GROUPS

The comparator group for Selkirk College includes organizations where we can attract qualified employees from and are at risk of losing qualified employees to. Our core comparator group includes similar post-secondary and other public sector organizations in BC. For other jobs where talent may be needed from out-of-province and jobs that require skills from specific industries or from outside the public sector, a secondary

comparator group may be used.

F. INTERNAL EQUITY

Selkirk College considers the relative scope, responsibilities, and complexities of jobs to ensure that compensation levels are fair and equitable. Market competitiveness is balanced with internal equity to ensure that the relative internal value of work is fairly recognized.

G. AFFORDABILITY AND SUSTAINABILITY

Selkirk College total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

H. GOVERNANCE

The Board of Governors is responsible for approving Selkirk College's overall compensation philosophy. The executive team is responsible for the day-to-day oversight and administration of the programs. Total compensation programs may be amended from time to time, as determined by the College, and as approved by the designated Minister.

Summary Compensation Table at 2021

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2020/2021 Total Compensation	Previous Two Years Totals Total Compensation	
							2019/2020	2018/2019
Angus Graeme, President & CEO	\$ 200,262	-	\$ 11,381	\$ 22,054	\$ 16,136	\$ 249,833	\$ 227,610	\$ 213,671
Rhys Andrews, VP Education	\$ 140,250	-	\$ 8,989	\$ 15,060	\$ 13,434	\$ 177,733	\$ 174,586	\$ 161,641
Kerry Clarke, VP College Services, CFO	\$ 139,395	-	\$ 9,530	\$ 14,968	\$ 20,966	\$ 184,859	\$ 170,809	\$ 160,949
John Kincaid, VP Students & Advancement/Registrar	\$ 139,395	-	\$ 10,858	\$ 14,968	\$ 13,461	\$ 178,682	\$ 172,495	\$ 158,962

Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Angus Graeme, President & CEO	\$ 16,136	-	-	-	\$ 3,115	-	\$ 13,021
Rhys Andrews, VP Education	\$ 13,434	-	-	-	\$ 8,040	-	\$ 5,394
Kerry Clarke, VP College Services, CFO	\$ 20,966	-	\$ 7,505	-	\$ 8,100	-	\$ 5,361
John Kincaid, VP Students & Advancement/Registrar	\$ 13,461	-	-	-	\$ 8,100	-	\$ 5,361

Notes

Angus Graeme, President & CEO	<p>General Note: Statutory and Health Benefits does not include EHT for fiscal 2021. Fiscal 2020 includes \$3,719 in EHT. Selkirk College provided a 5% performance based increase effective September 1, 2019 for the 2020 performance year. As the executive freeze was implemented on August 31, 2020, the executives at Selkirk College will forgo standard performance based increases for the 2020/2021 performance year.</p> <p>Other Note: Other: Includes retroactive pay to September 1, 2019 for performance based increase and salary amount of 1 additional pay period due to having a 27 pay period year. (26 pay periods is a normal year)</p>
Rhys Andrews, VP Education	<p>General Note: Statutory and Health Benefits does not include EHT for fiscal 2021. Fiscal 2020 includes \$2,734 in EHT. As the executive freeze was implemented on August 31, 2020, the executives at Selkirk College will forgo standard performance based increases for the 2020/2021 performance year.</p> <p>Other Note: Other: Salary amount of 1 additional pay period due to having a 27 pay period year. (26 pay periods is a normal year)</p>
Kerry Clarke, VP College Services, CFO	<p>General Note: Statutory and Health Benefits does not include EHT for Fiscal 2021. Fiscal 2020 includes \$2,676 in EHT. Other compensation includes \$7,505 in vacation payout in Fiscal 2021. As the executive freeze was implemented on August 31, 2020, the executives at Selkirk College will forgo standard performance based increases for the 2020/2021 performance year.</p> <p>Other Note: Other: Salary amount of 1 additional pay period due to having a 27 pay period year. (26 pay periods is a normal year)</p>
John Kincaid, VP Students & Advancement/Registrar	<p>General Note: Statutory and Health Benefits does not include EHT for Fiscal 2021. Fiscal 2020 includes \$2,680 in EHT. As the executive freeze was implemented on August 31, 2020, the executives at Selkirk College will forgo standard performance based increases for the 2020/2021 performance year.</p> <p>Other Note: Other: Salary amount of 1 additional pay period due to having a 27 pay period year. (26 pay periods is a normal year)</p>