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September 27, 2021

Mr. John Davison
President and CEO
Public Sector Employers' Council Secretariat
Suite 201, 880 Douglas Street
Victoria, BC V8W 2B7

Delivered electronically

Dear Mr. Davison:

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 2020-2021 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.

Sincerely,

A handwritten signature in black ink, appearing to read 'AB', followed by a horizontal line.

Amber Byklum
Chairperson of the Board

cc: K. Shipka, Superintendent of Schools
A. Rice Interim Secretary Treasurer
Trustees





Public Sector Executive Compensation Disclosure Report 2020-21 School District No. 6 (Rocky Mountain)

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.

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/direction adopted by the Public Sector Employers' Council (PSEC) from time to time are the official policy of BCPSEA and any adjustments to exempt staff compensation levels must align with the parameters of the prevailing compensation mandate/direction.

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 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; 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:

- other BC school districts (primary labour market);
- other BC public sector organizations;
- 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); and
- selected private sector organizations where relevant.

The Board's executive and exempt staff salary structure was developed on a total compensation basis, consistent with governance and technical best practice, as part of the BCPSEA Sectoral Exempt Staff Compensation Review Project conducted with the approval of the PSEC Secretariat. This comprehensive market review ensured development of an executive and exempt staff salary structure for each of the province's 60 public school districts in alignment with each district's relevant comparator labour market and internal organizational structure. This 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., job content (specific duties/responsibilities), required skill level, required competencies, required qualifications);
- Ensuring appropriate relationships exist between positions in the district's organizational hierarchy; and
- 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 reference point for executive and exempt total compensation is currently the median of the relevant comparator labour market.

The Board's total compensation package for executive/senior management staff is comprised of the following elements.

Cash Compensation

Total cash compensation includes annual base salary and monthly (*or annual*) vehicle allowance.

Annual base salary

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

Superintendent - outgoing

With no adjustments made since 2009 the Superintendent salary fell significantly behind the level required to maintain relativity to other districts. In October 2014 the Board adjusted the Superintendent salary to comply with the stated compensation philosophy of 65th 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 retroactive to November 1, 2015 to maintain placement at the 65th percentile of the salary range of relative districts as per the stated compensation philosophy. The Board made further increases to the Superintendent salary to \$147,322 effective July 1, 2016 and \$160,190 effective September 1, 2016 toward appropriate placement in the recommended salary grid for this position based on the sectoral review. There was a further adjustment to the Superintendent's salary to \$161,561 within step 2 of the grid on July 1, 2017. July 1, 2018 the Superintendent's salary was adjusted to \$164,642 in accordance with the PSEC Calendar 2018 Compensation Direction. Effective April 1, 2019 the Board approved removal of the Superintendent's vehicle allowance and provision of an increase to salary in the same amount bringing the salary to \$169,742. Effective July 1, 2019 the Board approved the Superintendent to the final step on the approved grid of \$172,713. Retroactive to July 1, 2021, the Board approved the Superintendent to receive the July 1, 2021 increase to \$176,000. The Superintendent retired August 31, 2021.

Superintendent – incoming

The new Superintendent was hired effective August 1, 2021. The Superintendent was hired at the initial step on the grid, \$165,440.

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 remained frozen at that level until the increases allowed by PSEC were applied to bringing the salary to \$134,401 at July 1, 2016 which was at Step 0 of the grid for this position. Within the allowable conditions communicated by BCPSEA there was a

further increase to \$135,546 within Step 0 of the grid effective July 1, 2017. The salary for this position was increased to \$138,257 at July 1, 2018, to \$149,317 at September 1, 2018, to \$152,776 on July 1, 2019 and to \$160,506 on July 1, 2020 with all increases approved by BCPSEA in accordance with the PSEC Calendar 2020 Compensation Direction. The salary for this position is now commensurate with the appropriate step on the approved grid for this employee based on experience and performance.

Assistant Superintendent - outgoing

The salary set in 2009 for the position of Assistant Superintendent 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 until the incremental increases allowed by PSEC were applied. Increases toward Step 0 of the approved salary grid within the approved plan resulted in increases to salary to \$125,491 at July 1, 2016 and \$131,765 at January 1, 2017. Within the allowable conditions communicated by BCPSEA there was a further increase to \$135,546 within Step 0 of the grid effective July 1, 2017. Within the allowable conditions communicated by BCPSEA there was a further increase to \$135, 546 within Step 0 of the grid effective July 1, 2017. The salary for this position was increased to \$138,257 at July 1, 2018, to \$149,317 at September 1, 2018, to \$152,776 on July 1, 2019 and retroactively to \$160,506 on July 1, 2021, with all increases approved by BCPSEA in accordance with the PSEC Calendar 2020 Compensation Direction. The salary for this position is now commensurate with the appropriate step on the approved grid for this employee based on experience and performance. The Assistant Superintendent resigned effective July 31, 2020.

Assistant Superintendent – incoming

The new Assistant Superintendent was hired effective August 1, 2021. The Assistant Superintendent was hired at the initial step on the grid, \$150,876.

Vehicle provisions

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/month (taxable benefit) to the Superintendent, Secretary Treasurer and Assistant Superintendent as part of the reimbursement to executives for vehicle expenses incurred while on Board business. These three (3) positions also receive a per kilometer rate for using a vehicle in the performance of their duties for travel outside the zone. Effective October 1, 2018, the rate or reimbursement changed to on 70% of the Board policy no. 3800 Expenses on Board of Education Business, mileage reimbursement for all other staff. It is further increased annually on July 1 to reflect the increase to the Board policy rate for other staff. The monthly vehicle allowance is set at a level competitive with the vehicle allowances provided to 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.)
- **Retirement and Recognition**, 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 (6) 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. Further, executive and senior management employees received five (5) days of paid time off annually, in addition to annual vacation entitlement, in recognition of attendance at meetings during evenings and weekends.

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/directions established by PSEC.

Annual base salary administration

The salary structure for executive and exempt positions 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 only is at the sole discretion of the Board and is the only executive/exempt position for which BCPSEA approval of an increase to any element of the compensation package is not required. 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.

BC Public Sector Executive Compensation Freeze Policy: 2020-2021 Performance Year

Further to BCPSEA *Exempt Staff Issues* bulletin No. 2020-04 dated August 31, 2020, as directed by the Minister of Finance in her letter dated August 31, BCPSEA amended the exempt staff compensation management plan for the K12 public education sector (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*, "...to indicate there will be no increases or adjustments paid to executive-level employees for the 2020/21 performance year.

The following positions in the K-12 public education sector are affected by the *BC Public Sector Executive Compensation Freeze Policy* for the performance year 2020-2021 (July 1, 2020 – June 30, 2021):

- Superintendent of Schools,
- Secretary Treasurer, and
- Second-level education side position, regardless of position title – Deputy/Assistant/Associate Superintendent.

In acknowledging that boards of education in the K-12 public education sector have sole purview to determine compensation decisions for the position of Superintendent of Schools, in her August 31, 2020 letter, the Minister stated as follows:

"I am confident that Boards will see the value in ensuring this policy direction is applied equitably across all executive position in the school system and that Superintendent compensation will, like other executives in the public sector, not be increased during this time."

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 *Public Sector Employers Act*; and

- compensation mandates/direction adopted by the Public Sector Employers' Council from time to time. Any adjustments to exempt staff compensation levels must align with the parameters of the prevailing PSEC compensation mandate/direction.

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, the Board is accountable to its public and therefore ensures that it adheres to proper human resources practices including statutory requirements with respect to executive and exempt staff compensation; and
- proposed salary range placement and compensation adjustments for all other executive and exempt positions in the district must be reviewed and approved by BCPSEA prior to implementation.

School District 06 (Rocky Mountain)

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
Paul R Carriere, Superintendent	\$ 29,349	-	\$ 1,060	\$ 3,253	\$ 830	\$ 34,492	\$ 201,507	\$ 198,765
Karen J Shipka, Superintendent of Schools	\$ 151,653	-	\$ 13,065	\$ 17,137	\$ 4,675	\$ 186,530		
Dale Culler, Secretary Treasurer	\$ 160,506	-	\$ 8,700	\$ 15,633	\$ 5,100	\$ 189,939	\$ 183,253	\$ 175,152
Trenton Dolgopol, Director of Instruction - Technology and Innovative Learning	\$ 130,619	-	\$ 13,631	\$ 14,760	\$ 4,675	\$ 163,685		
Viveka Johnson, Director of Instruction - Learning Support Services	\$ 130,619	-	\$ 13,631	\$ 14,760	\$ 4,675	\$ 163,685		
Cheryl Lynne Lenardon, Assistant Superintendent	\$ 13,409	-	\$ 366	\$ 1,438	\$ 1,138	\$ 16,351	\$ 185,780	\$ 178,544
Steve J Wyer, Assistant Superintendent of Schools	\$ 138,303	-	\$ 9,295	\$ 15,629	\$ 4,675	\$ 167,902		

Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Paul R Carriere, Superintendent	\$ 830	-	\$ 830	-	-	-	-
Karen J Shipka, Superintendent of Schools	\$ 4,675	-	-	-	\$ 4,675	-	-
Dale Culler, Secretary Treasurer	\$ 5,100	-	-	-	\$ 5,100	-	-
Trenton Dolgopol, Director of Instruction - Technology and Innovative Learning	\$ 4,675	-	-	-	\$ 4,675	-	-
Viveka Johnson, Director of Instruction - Learning Support Services	\$ 4,675	-	-	-	\$ 4,675	-	-
Cheryl Lynne Lenardon, Assistant Superintendent	\$ 1,138	-	\$ 713	-	\$ 425	-	-
Steve J Wyer, Assistant Superintendent of Schools	\$ 4,675	-	-	-	\$ 4,675	-	-

Notes

Paul R Carriere, Superintendent	General Note: Partial reporting year as the employee retired effective August 31, 2020.
Karen J Shipka, Superintendent of Schools	General Note: Hired Aug 1, 2020
Dale Culler, Secretary Treasurer	General Note: SD 06 provided a 5.06% performance-based increase effective July 1 2020 (include your effective date) for the 2019/20 performance year. As the executive freeze was implemented on August 31, 2020, it is expected that the affected executives at SD 06 will forgo standard performance-based increases for the 2020/21 performance year. Superintendent compensation decisions are the purview of elected School Boards. While Superintendents do not fall under the freeze, Boards have been asked to consider a freeze for these positions for this year.
Trenton Dolgopol, Director of Instruction - Technology and Innovative Learning	General Note: New hire - Aug 1, 2020
Viveka Johnson, Director of Instruction - Learning Support Services	General Note: New hire - Aug 1, 2020
Cheryl Lynne Lenardon, Assistant Superintendent	General Note: Partial reporting year as the employee resigned effective July 31, 2020.
Steve J Wyer, Assistant Superintendent of Schools	General Note: Promoted from Principal effective August 1 2020