



April 14, 2016

Ms. Christina Zacharuk
President & CEO
Public Sector Employers' Council Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Ms. Zacharuk:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal 2016 and is in compliance with the compensation plans approved by PSEC.

Sincerely,

Wilda Schab, Chair
College of the Rockies
Board of Governors

Attach.

Total Compensation Philosophy

Purpose and Rationale

College of the Rockies total compensation programs are a tool to help the institution attract and retain qualified staff and are designed in a fiscally responsible manner in support of our Strategic Plan, Mission and Vision, with flexibility to respond to changing and unique circumstances.

The Guiding Principles for our total compensation programs are as follows:

Performance – Compensation programs support and promote a performance-based organizational culture and the College is exploring performance measures that provide an accurate measure of performance.

Differentiation – Differentiation of salary is supported where there are differences in the scope and breadth of the position within the institution and within the parameters of established job evaluation methods and approved pay bands.

Accountability – Compensation decisions are objective and based upon a clear and well documented rationale that demonstrates the appropriate expenditure of public funds in accordance with the Taxpayer Accountability Principles.

Transparency – Compensation programs are designed, managed and communicated in a manner that ensures the program is clearly understood by the employees and the public while protecting individual personal information, except where disclosure is required by government regulation, statute or policy.

Sustainability – Our total compensation programs are designed, administered and updated in a fiscally responsible manner that ensures that costs are affordable and sustainable over time and continue to meet the needs of the institution.

Our total compensation program includes four main elements:

Total Compensation

Compensation

The College strives to provide fair compensation, in the form of salary bands that recognize the scope and breath of job responsibilities and the education and experience that employees bring to their roles.

Benefit and Pension

The College provides an excellent benefit package to employees and their dependents during their employment and contributes to their pension plans. Benefits provided include: Medical Services Plan, Basic Life Insurance and Accidental Death and Dismemberment Insurance; Short and Long Term Disability; Extended Health and Dental.

Career Development

The College provides support for skill and other career development activities through access to professional development funds as well as providing opportunities for career growth through challenging assignments, while supporting the College's Strategic Plan.

Work/Life

The College provides appropriate programs to support recreational and other leisure activities to help employees balance their work and personal demands.

Comparator Groups

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 the province and jobs that require skills from specific industries or from outside of the public sector, a secondary comparator group may be used. Our total compensation programs are targeted at approximately the 50th percentile of our comparator group.

A multi-factor job evaluation program is utilized to guide and support internal equity and ensure positions are placed appropriately within the compensation structure.

Governance and Administration

The Board of Governors is responsible for approving our overall compensation philosophy and programs in accordance with Government policy and legislation. The President and senior 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 Board and the Minister.

