

Saanich Schools

2125 Keating Cross Road, Saanichton, BC, Canada V8M 2A5

(250) 652-7300 Fax: (250) 652-6421

October 12, 2017

Christina Zacharuk
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 63 (Saanich) 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,



Victoria Martin
Board Chair

VM/klg

Saanich Schools



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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 School District No. 63 (Saanich).

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. 63 (Saanich) expects employees to accept accountability and to continually develop the skills needed to meet organizational objectives.

Compensation Philosophy

The Board's compensation 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 a 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; and
- 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:

- other BC school districts (primary labour market);
- other Canadian school districts (to the extent that BC school boards recruit from and lose employees to these jurisdictions, the segment of the labour market is weighted to Alberta and Ontario – and to a lesser extent, Saskatchewan) consistent with the industry-standards definition of labour market);
- other public sector organizations; and
- 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; 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 Board typically has determined that the reference point for executive and exempt total compensation is the median 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 only for specific staff who require their vehicle to carry out their duties.

- Annual base salary – Annual base salary is considered in the context of the total compensation package. Generally, base salary is targeted at the median of the comparator labour market. The base salary structure is a salary range that has its maximum step set at the market median salary and its minimum step set at 90% of the maximum.
- Vehicle allowance – Due to the need to visit schools and other district worksites, the Board provides a monthly vehicle allowance to the Superintendent and other senior management positions. The monthly vehicle allowance is set at a level comparable with the vehicle allowances provided to Superintendents and other senior managers in districts of similar size and geography.

Non-cash Compensation

- Health and welfare benefits – The Board of Education provides a standard package of employee health and welfare benefits to its exempt employees consistent with that offered in the K-12 sector generally. Benefits include Medical Services Plan premiums, sick leave, short term and long term disability, life insurance, accidental death and dismemberment (AD&D), extended health, dental plan, and an employee and family assistance program. Eighty percent of the medical, extended health, dental, and life insurance premiums are paid by the Board with twenty percent paid by employees.
- Pension benefits – Executive staff are enrolled in either the Teachers’ Pension Plan or the Municipal Pension Plan.

In addition, upon retirement, executive staff are eligible to receive a long-service recognition award (or retirement allowance) based on the following criteria:

- After completion of ten consecutive years of service with the Board as an executive officer or principal, vice-principal, or district administrator, the executive officer is entitled to a retiring allowance paid upon retirement in the amount of ten days’ salary for each year of service to a maximum of two-hundred days’ worth of salary.
- Paid time off (including annual vacation entitlement of thirty days plus executive staff receive ten days of paid time off annually in addition to annual vacation entitlement, in recognition of attendance at meetings during evening and weekends) – Pursuant to the

Public Sector Employers Act, carry-forward of unused accumulated vacation is not permitted. If however, the individual employment contract does allow for carry-forward of unused accumulated vacation, then 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.

- Other vehicle-related payments (including insurance and maintenance) – The executive are provided with a monthly car allowance and vehicle expenses including fuel, insurance, and maintenance.
- Professional dues – The Board encourages its executives to join professional organizations and to attend and participate in professionally related conferences, seminars, and similar activities, and agrees to establish a budget annually for this.

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 range for the position of Superintendent of Schools (and other executive positions) is based on the premise that, at the outset of the employment relationship, the individual must be fully competent in all aspects of the position(s) in order to effectively fulfill the duties and responsibilities of the position.

The decision of whether to grant a salary increase is at the sole discretion of the Board. Economic increases are consistent with the public sector and approvals from BCPSEA. 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. 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.

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 compensation; and
- 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 63 (Saanich)

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
Keven Elder, Superintendent of Schools	\$ 182,826	-	\$ 8,423	-	\$ 23,507	\$ 214,756	\$ 182,322	\$ 325,715
Mark Fraser, Assistant Superintendent	\$ 137,389	-	\$ 8,436	\$ 18,831	\$ 9,000	\$ 173,656	\$ 169,985	\$ 166,410
Jason D Reid, Secretary Treasurer	\$ 133,582	-	\$ 9,040	\$ 14,191	\$ 10,343	\$ 167,156	\$ 82,843	
Scott Stinson, Assistant Superintendent	\$ 137,389	-	\$ 9,028	\$ 18,831	\$ 16,470	\$ 181,718	\$ 170,200	\$ 186,380

Summary Other Compensation Table at 2017

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Keven Elder, Superintendent of Schools	\$ 23,507	-	\$ 14,231	-	\$ 5,964	-	\$ 3,312
Mark Fraser, Assistant Superintendent	\$ 9,000	-	\$ 529	-	\$ 5,964	-	\$ 2,507
Jason D Reid, Secretary Treasurer	\$ 10,343	-	-	-	\$ 5,964	-	\$ 4,379
Scott Stinson, Assistant Superintendent	\$ 16,470	-	\$ 3,702	-	\$ 5,964	-	\$ 6,804

Notes

Keven Elder, Superintendent of Schools	Other Note: vehicle taxable benefits
Mark Fraser, Assistant Superintendent	Other Note: vehicle taxable benefits
Jason D Reid, Secretary Treasurer	Other Note: vehicle taxable benefits
Scott Stinson, Assistant Superintendent	Other Note: vehicle taxable benefits