



BRITISH COLUMBIA
INSTITUTE OF TECHNOLOGY

Board of Governors
3700 Willingdon Avenue
Burnaby, British Columbia
Canada V5G 3H2

bcit.ca

May 29, 2018

Christina Zacharuk
President & CEO
Public Sector Employers' Council Secretariat
Suite 210 - 880 Douglas Street
Victoria, BC
V8W 2B7

Dear Ms. Zacharuk,

On behalf of the Board of Governors for the British Columbia Institute of Technology (BCIT), please find attached BCIT's Statement of Executive Compensation for the 2017/18 fiscal year and the Institute's Excluded Management Compensation Philosophy.

I confirm that the Board is aware of the compensation paid to the members of the executive as outlined in the attached statement and that the compensation provided is within BCIT's approved compensation plan and complies with the 2018 PSEC guidelines.

Sincerely,

A handwritten signature in black ink, appearing to read "Jack Davidson", is written over a long, thin horizontal line that extends across the page.

Jack Davidson
Chair, BCIT Board of Governors



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British Columbia Institute of Technology

Total Compensation Philosophy

Objectives

BCIT employees contribute to the economic, social, and environmental prosperity of British Columbia through their applied research initiatives, entrepreneurial pursuits, and commitment to teaching excellence. BCIT's total compensation package, including salary, group benefits, pension and other programs and services are designed in a fiscally responsible manner to help us recruit and retain a diverse group of qualified staff to support the Institute's goals and culture of excellence. BCIT's programs are designed with flexibility for responsiveness to market conditions within industry.

Guiding Principles

BCIT's Management Compensation Plan supports and promotes a performance based organizational culture to ensure that management salaries are sufficiently competitive in the market place. Differentiation of salary is supported where there are differences in the scope of positions within an organization, and/or due to superior individual contributions. Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates accountability and the appropriate expenditure of public funds. BCIT's compensation programs are designed, managed and communicated in a manner that ensures programs are clearly understood by employees and the public while protecting individual personal information.

BCIT's management compensation plan is designed to:

1. attract and retain a high calibre of staff and remain competitive in the labour market;
2. recognize the growth of individuals as they assume the full scope and responsibilities of their position through increment progression; and
3. recognize employees for work performed based on level of performance and contribution to the strategic objectives of the organization.

Regular surveys of management compensation in other marketplaces are conducted to ensure BCIT salaries are competitive.

An important principle underlying the compensation policy is that all management positions are evaluated using one standard job evaluation plan.

Some features of the compensation policy include flexibility in the new hire placement, performance-based progression on the salary band, the ability for merit recognition beyond the job rate (top step). Merit recognition is in the form of a re-earnable meritorious annual award and achieved through exemplary performance and consistently exceeding expectations. All recommendations for meritorious rewards must be reviewed and approved by the Compensation Committee.

Individual performance is measured on the core leadership competencies related to the following:

- People Management
- Personal Characteristics
- Executing Vision and Mission
- Strategic Focus

Overall employee performance is rated as: Exceeding Performance Plan; Fully Satisfactory; Developing within the Performance Plan or Unsatisfactory. Individuals may earn 6% (in exceptional circumstances and with prior approval from the Compensation Committee or President), 4%, 2%, or 0% depending on the overall performance rating. Key opportunities for development and a learning plan are developed with the manager and employee during the performance appraisal process, and are measured over the year leading up to the next appraisal period.

(Excerpts taken from Section 5- BCIT Management Terms and Conditions, approved by the BCIT Board of Governors).

Total Compensation Elements

BCIT's total compensation program includes integrated programs and benefits in recognition of our employee's contributions. The programs include four main elements:

Compensation – BCIT provides fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experience that employees bring to their roles

Health and Wellness plans – BCIT's benefits package is a competitive, cost effective program to provide security and protection to employees and their families and includes a defined benefit pension plan, employee and family assistance program and an organizational health and wellness program

Professional Development – BCIT is committed to the professional development of our employees. Professional and leadership development programs are encouraged and supported.

Work / Life Balance – BCIT provides a generous vacation package and other paid time off to support employees with work life balance.

Comparator Groups

Our comparator group includes organizations where we can attract qualified employees from and are at risk of losing qualified employees to. Our core competitor group includes similar post-secondary and other public sector organizations in BC. For jobs where talent is required from specific industries or outside the public sector, a secondary comparator group may be used.

Internal Equity

BCIT 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.

Target Pay Positioning

Our total compensation programs are targeted at approximately the 50th percentile of our comparator group. A differentiated strategy may be used for highly specialized roles.

Governance and Administration

BCIT's Board of Governors approves recommendations for changes to our total compensation plan. The HR department, in conjunction with the Compensation Committee, is responsible for the day to day oversight and administration of the programs. The programs may be amended from time to time with approval from the Board and PSEC. In addition, BCIT recognizes that the compensation philosophy is governed by the Public Sector Executive Compensation Reporting Guidelines.

British Columbia Institute of Technology

Summary Compensation Table at 2018

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2017/2018 Total Compensation	Previous Two Years Totals Total Compensation	
							2016/2017	2015/2016
Katherine A Kinloch, President	\$ 269,023	-	\$ 8,609	\$ 27,306	-	\$ 304,938	\$ 291,505	\$ 300,080
Ana Lopez, Vice President, Human Resources & People Development	\$ 209,547	-	\$ 15,719	\$ 21,878	\$ 6,000	\$ 253,144	\$ 153,219	
Paul H McCullough, Vice President Advancement and Alumni Relations	\$ 212,026	-	\$ 15,622	-	\$ 6,000	\$ 233,648	\$ 218,543	\$ 211,180
Lorcan O'Melinn, Vice President, Administration and CFO	\$ 215,596	-	\$ 15,845	\$ 22,492	\$ 6,000	\$ 259,933	\$ 248,355	\$ 255,860
Tom Roemer, Vice President Academic	\$ 203,872	-	\$ 15,559	\$ 21,302	\$ 6,000	\$ 246,733	\$ 237,470	\$ 36,835

Summary Other Compensation Table at 2018

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Katherine A Kinloch, President	-	-	-	-	-	-	-
Ana Lopez, Vice President, Human Resources & People Development	\$ 6,000	-	-	-	\$ 6,000	-	-
Paul H McCullough, Vice President Advancement and Alumni Relations	\$ 6,000	-	-	-	\$ 6,000	-	-
Lorcan O'Melinn, Vice President, Administration and CFO	\$ 6,000	-	-	-	\$ 6,000	-	-
Tom Roemer, Vice President Academic	\$ 6,000	-	-	-	\$ 6,000	-	-

Notes

Katherine A Kinloch, President	
Ana Lopez, Vice President, Human Resources & People Development	General Note: Increase in total compensation due to 2016-17 being a partial year.
Paul H McCullough, Vice President Advancement and Alumni Relations	
Lorcan O'Melinn, Vice President, Administration and CFO	
Tom Roemer, Vice President Academic	