



Vancouver Board of Education

School District No. 39

BOARD OF SCHOOL TRUSTEES

1580 West Broadway

Vancouver, B.C. V6J 5K8

Telephone: 604-713-5000

October 3, 2018

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 No. (39) is aware of the total compensation paid to executive staff during the 2017-2018 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,

A handwritten signature in cursive script that reads 'Janet Fraser'.

Janet Fraser
Chairperson
Vancouver Board of Education

cc: Suzanne Hoffman, Superintendent of Schools
J. David Green, Secretary Treasurer

Attachment

Board of School Trustees:
Janet Fraser – Chairperson
Joy Alexander – Vice-Chairperson
Carrie Bercic Fraser Ballantyne Lisa Dominato
Estrellita Gonzalez Allan Wong Judy Zaichkowsky

Public Sector Executive Compensation Disclosure Report 2017-2018 School District No. (39)

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. 39 (Vancouver).

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
- 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
- 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:

1. Other BC school districts (primary labour market)
2. Other BC public sector organizations
3. 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)
4. 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 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.
- 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, deferred savings and monthly vehicle allowance.

- **Annual base salary**

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

- **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 to the Superintendent and other senior management positions. The monthly vehicle allowance is set at a level competitive with the vehicle allowances provided to Superintendents and other senior managers in districts of similar size and geography.

- **Deferred savings**

The Vancouver School Board contributes 2% of the base salary and the employee makes a 2% contribution through payroll deductions to the Vancouver Employee Savings Plan.

Non-cash Compensation

The non-cash elements of the total compensation package include:

- **Health and welfare benefits** – Medical Services Plan of BC, extended health, dental and access to the Employee Family Assistance Program. Group life insurance is a shared contribution of 50% by the employer and employee while long-term disability and all voluntary life insurance coverage including accidental death & dismemberment are 100% employee paid benefits.
- **Pension benefits** — executive/senior management employees are enrolled in either the Teachers’ Pension Plan or the Municipal Pension Plan.
- **Early Retirement Incentive Plan (ERIP)** - executive/senior management employees may be eligible for a retiring allowance and a vacation bonus payout.

District Management	\$	26,562
55		100%
56		90%
57		80%
58		70%
59		60%
60		50%
61		40%
62		30%
63		20%
64		20%

The vacation bonus allows full payout of advanced vacation in the year of retirement.

- **Paid time off**, including an annual vacation entitlement of 35 days. 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.

The Board also offers a **supplementary** vacation entitlement based on years of service as follows:

- 5 additional days are awarded in each of the calendar years in which the senior executive attains 11th, 16th, 21st, 26th, 31st, 36th, 41st or 46th years of service.
- Senior executives are granted a vacation entitlement date of at least 24 years to provide for 35 days of vacation.

Further, executive/senior management employees receive 10 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 a compensation increase 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.

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*.
- 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.
- proposed compensation adjustments for all other executive and exempt positions in the district must be reviewed and approved by BCPSEA prior to implementation.

School District 39 (Vancouver)

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
Suzanne Hoffman, Superintendent	\$ 117,403	-	\$ 9,545	\$ 15,532	\$ 3,900	\$ 146,380		
John Lewis, Superintendent of Schools-Interim	\$ 155,925	-	-	-	\$ 2,088	\$ 158,013	\$ 105,125	
Scott Robinson, Superintendent of Schools	\$ 176,029	-	\$ 10,649	\$ 24,950	\$ 7,800	\$ 219,428	\$ 304,958	\$ 284,615
Guy Bonnefoy, Consultant-Interim Secretary Treasurer	\$ 19,296	-	-	-	\$ 157	\$ 19,453	\$ 169,418	\$ 53,108
Nancy Brennan, Associate Superintendent-Learning Services	\$ 168,313	-	\$ 11,002	\$ 23,177	\$ 6,000	\$ 208,492	\$ 202,594	\$ 174,980
John David Green, Secretary Treasurer	\$ 155,350	-	\$ 12,428	\$ 15,453	\$ 10,554	\$ 193,785		
Jocelyn Langlois, Associate Superintendent	\$ 84,155	-	\$ 9,410	\$ 11,134	\$ 3,000	\$ 107,699		
David Nelson, Deputy Superintendent	\$ 174,156	-	\$ 13,958	\$ 23,943	\$ 24,033	\$ 236,090	\$ 210,742	
Julie Pearce, Associate Superintendent-Field Services	\$ 168,355	-	\$ 8,998	\$ 23,177	\$ 30,512	\$ 231,042	\$ 207,266	\$ 177,918
Robert Schindel, Associate Superintendent	\$ 158,722	-	\$ 13,368	\$ 21,746	\$ 14,665	\$ 208,501		

Summary Other Compensation Table at 2018

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Suzanne Hoffman, Superintendent	\$ 3,900	-	-	-	\$ 3,900	-	-
John Lewis, Superintendent of Schools-Interim	\$ 2,088	-	-	-	\$ 2,088	-	-
Scott Robinson, Superintendent of Schools	\$ 7,800	-	-	-	\$ 7,800	-	-
Guy Bonnefoy, Consultant-Interim Secretary Treasurer	\$ 157	-	-	-	\$ 157	-	-
Nancy Brennan, Associate Superintendent-Learning Services	\$ 6,000	-	-	-	\$ 6,000	-	-
John David Green, Secretary Treasurer	\$ 10,554	-	\$ 4,554	-	\$ 6,000	-	-
Jocelyn Langlois, Associate Superintendent	\$ 3,000	-	-	-	\$ 3,000	-	-
David Nelson, Deputy Superintendent	\$ 24,033	-	\$ 18,033	-	\$ 6,000	-	-
Julie Pearce, Associate Superintendent-Field Services	\$ 30,512	-	\$ 27,512	-	\$ 3,000	-	-
Robert Schindel, Associate Superintendent	\$ 14,665	-	\$ 10,445	-	\$ 4,220	-	-

Notes

Suzanne Hoffman, Superintendent	General Note: Hired as Superintendent on January 8, 2018
John Lewis, Superintendent of Schools-Interim	General Note: Interim Superintendent contract services paid July 1 2017 to January 31 2018
Scott Robinson, Superintendent of Schools	General Note: \$22,414 Vacation paid from July 1 to August 9, 2017 followed by 18 months salary and benefit continuance. \$143,168 paid August 10 2017 to April 2 2018. April 3 2018 he was hired by SD38 and therefore his salary continuance is a top up difference \$10,447. Remaining salary & benefits to be paid until February 9 2019 for \$26,112 salary, \$5200 car allowance, \$2367 Statutory benefits and \$3445 Teachers Pension.
Guy Bonnefoy, Consultant-Interim Secretary Treasurer	General Note: interim Secretary Treasurer contract July 1 to August 31 2017
Nancy Brennan, Associate Superintendent-Learning Services	General Note: Vacation taken in time from February 1 2018 to June 26 2018 and then started 12 months salary and benefit continuance on June 27 2018 to complete on June 26 2019 for \$202,490.
John David Green, Secretary Treasurer	General Note: Hired September 1 2017
Jocelyn Langlois, Associate Superintendent	General Note: Hired January 1 2018
David Nelson, Deputy Superintendent	General Note: July 1 2017 to February 2018 Associate Superintendent and then promoted to Deputy Superintendent March 1 2018
Julie Pearce, Associate Superintendent-Field Services	General Note: Six months Salary Continuance from January 1 to June 30 2018
Robert Schindel, Associate Superintendent	General Note: Director of Instruction July 1 to December 31 2017. Promoted to Associate Superintendent January 1 2018.