Greater VICTORIA School District

Board of Education

School District No. 61 (Greater Victoria)
556 Boleskine Road, Victoria, BC V8Z 1E8
Phone (250) 475-4106 Fax (250) 475-4112

Chair: Ann Whiteaker Vice-Chair: Rob Paynter
Trustees: Nicole Duncan, Tom Ferris, Angie Hentze,
Elaine Leonard, Diane McNally, Ryan Painter, Jordan Watters

September 27, 2021

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

Dear Mr. Davison:

This will confirm that the Board of Education of School District No. 61 (Greater Victoria) 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.

Yours truly,

Ann Whiteaker
Chair, Board of Education

School District No. 61 (Greater Victoria)
Public Sector Executive Compensation Disclosure Report 2020-2021

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. 61 (Greater Victoria).

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 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.

- 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 the Superintendent of Schools, Secretary-Treasurer, Deputy Superintendent and Associate Superintendents is comprised of the following elements:

Cash compensation

Total cash compensation includes annual base salary.

- **Annual base salary**

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

Non-cash compensation

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

- **Health and welfare benefits**, including basic medical, extended health benefits, dental, basic group life insurance, basic accidental death and dismemberment insurance and employee and family assistance program based on the benefits coverage provided to all exempt staff. Optional voluntary group life and accidental death and dismemberment coverage and long term disability insurance coverage is available, but the employee pays 100% of the premiums.

- **Pension benefits** — executive/senior management employees are enrolled in either the Teachers' Pension Plan or the Municipal Pension Plan.

  In addition, upon retirement and having a minimum of ten years' service as an exempt staff member with the Board, some executive/senior management employees have the option of:

  a. being paid, at their current rate of salary, a retirement allowance of 3 days for every year worked, as an exempt staff member, to a maximum of 45 days, or

  b. availing themselves of any program stemming from the Board or the Ministry in which the Board has agreed to participate and which may affect retirement times and conditions.

- **Paid time off** for the Superintendent of Schools and Secretary-Treasurer includes sick leave which accumulates up to a maximum of 18 days per year with no more than 125 days of sick leave to be used in one school year, as well as an annual vacation entitlement of 35 days. The Superintendent of Schools and Secretary-Treasurer may carry forward up to, but not exceeding 15 days of unused vacation, which must be paid out in a lump sum or taken in the form of an extended vacation in the employment year immediately following the year for which the unused vacation is attributable.

  The Deputy Superintendent and both Associate Superintendents accumulate sick leave up to a maximum of 18 days per year with no more than 120 days of sick leave to be used in one school year. The Deputy Superintendent and one Associate Superintendent have annual paid vacation leave based on years of service – 1 to 7 years of service receive 30 days; 8 to 15 years of service receive 35 days; 16 to 24 years of service receive 40 days; and greater than 24 years of service receive 45 days. Unused accumulated 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 other Associate Superintendent has annual paid vacation leave based on 35 days and may carry forward up to, but not exceeding 10 days of unused vacation, which must be paid out in a lump sum or taken in the form of an extended vacation in the employment year immediately following the year for which the unused vacation is attributable.

- The Board pays professional association dues, all reasonable expenses incurred for professional development, and provides a home computer for the Superintendent of Schools, Secretary-Treasurer, Deputy Superintendent and Associate Superintendents.

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 of 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 of Schools 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.

- ***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 K-12 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 20, 2021):

  - Superintendent of Schools
  - Secretary Treasurer
  - 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 positions 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*

- 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.

- the Board of Education must submit proposed salary range placement and compensation adjustments for all other executive and exempt positions in the District to BCPSEA for review and approval prior to implementation.

School District 61 (Greater Victoria)

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
Shelley Green, Superintendent	$ 229,803	-	$ 7,970	$ 25,968	-	$ 263,741	$ 238,568	$ 224,528
Harold Caldwell, Associate Superintendent	$ 156,027	-	$ 7,683	$ 17,631	-	$ 181,341		
Greg Kitchen, Associate Superintendent	$ 33,963	-	$ 628	$ 3,838	$ 2,371	$ 40,800	$ 199,928	$ 190,930
Kim Morris, Secretary-Treasurer	$ 191,523	-	$ 6,718	$ 18,597	-	$ 216,838	$ 142,842	
Colin Roberts, Associate Superintendent	$ 178,409	-	$ 7,697	$ 20,160	-	$ 206,266	$ 189,564	$ 183,821
Deborah Whitten, Deputy Superintendent	$ 195,364	-	$ 9,362	$ 27,343	$ 3,130	$ 235,199	$ 218,817	$ 207,338

Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Shelley Green, Superintendent	-	-	-	-	-	-	-
Harold Caldwell, Associate Superintendent	-	-	-	-	-	-	-
Greg Kitchen, Associate Superintendent	$ 2,371	-	$ 2,371	-	-	-	-
Kim Morris, Secretary-Treasurer	-	-	-	-	-	-	-
Colin Roberts, Associate Superintendent	-	-	-	-	-	-	-
Deborah Whitten, Deputy Superintendent	$ 3,130	-	$ 3,130	-	-	-	-

Notes

Shelley Green, Superintendent	**General Note:** SD 61 provided a 10.6% performance-based increase effective August 1 2020 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 61 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.
Harold Caldwell, Associate Superintendent	
Greg Kitchen, Associate Superintendent	**General Note:** Retired effective 2020-09-01
Kim Morris, Secretary-Treasurer	**General Note:** SD 61 provided a 9.9% performance-based increase effective October 12 2020 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 61 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.
Colin Roberts, Associate Superintendent	
Deborah Whitten, Deputy Superintendent	**General Note:** SD 61 provided a 5.06% performance-based increase effective July 1 2020 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 61 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.