Coast Mountains Board of Education School District 82
3211 Kenney Street, Terrace, BC V8G 3E9
Tel. (250) 635-4931 or 1-855-635-4931 · www.cmsd.bc.ca

October 8, 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 82 (Coast Mountains) 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,

Margaret Warcup
Chair, Board of Education

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Public Sector Executive Compensation Disclosure Report 2020-2021
School District No. 82 (Coast Mountains)

October 8, 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. 82 (Coast Mountains).

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

Superintendent of Schools:

- Total cash compensation includes annual base salary and an employer-provided vehicle including the cost for insurance and maintenance.
- Annual base salary is considered in the context of the total compensation package.

Secretary Treasurer and Directors:

- Total cash compensation includes 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** - such as basic medical, extended medical, dental, group life, short-term and long-term disability, employee and family assistance program, etc. consistent with such benefits as offered in the K-12 sector generally.

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

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

  > Employees with 10 or more years of service who are retiring at age 55 years or older will be presented with a gift and a plaque at a Recognition of Service ceremony in June. Such gifts shall be valued at $10 per year of service to the school district.

- **Paid time off**, including an annual vacation entitlement of 35 days for the Superintendent, Secretary Treasurer and the Directors. 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.

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.

- **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.

- 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 82 (Coast Mountain)

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
Katherine A McIntosh, Superintendent of Schools & CEO	$ 176,946	-	$ 7,054	$ 19,995	-	$ 203,995	$ 230,501	$ 211,309
Janet L Meyer, Superintendent of Schools & CEO	$ 175,911	-	$ 7,088	$ 19,878	$ 7,865	$ 210,742	$ 194,034	$ 166,991
Agnes M Casgrain, Director of Instruction, Indigenous Education	$ 145,253	-	$ 7,006	$ 16,716	$ 2,673	$ 171,648	$ 165,297	$ 166,072
Virginia May Fuller, Secretary Treasurer	$ 152,552	-	$ 9,127	$ 15,085	$ 2,808	$ 179,572	$ 74,581	
Geraldine P Lawlor, Director of Instruction, Graduation & Innovation	$ 138,491	-	$ 8,937	$ 15,935	$ 2,527	$ 165,890	$ 158,193	
Julia M Nieckarz, Director of Instruction, Learner Support	$ 140,217	-	$ 8,951	$ 16,136	$ 2,581	$ 167,885	$ 161,952	$ 161,706

Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Katherine A McIntosh, Superintendent of Schools & CEO	-	-	-	-	-	-	-
Janet L Meyer, Superintendent of Schools & CEO	$ 7,865	-	-	-	$ 7,865	-	-
Agnes M Casgrain, Director of Instruction, Indigenous Education	$ 2,673	-	-	-	-	-	$ 2,673
Virginia May Fuller, Secretary Treasurer	$ 2,808	-	-	-	-	-	$ 2,808
Geraldine P Lawlor, Director of Instruction, Graduation & Innovation	$ 2,527	-	-	-	-	-	$ 2,527
Julia M Nieckarz, Director of Instruction, Learner Support	$ 2,581	-	-	-	-	-	$ 2,581

Notes

Katherine A McIntosh, Superintendent of Schools & CEO	**General Note:** The Ministry of Education seconded Ms. McIntosh for an assignment period of August 1, 2019 to August 31, 2020. The Ministry subsequently extended the secondment assignment to December 31, 2020. Ms. McIntosh is presently on salary continuance from January 1, 2021 to November 8, 2021.
Janet L Meyer, Superintendent of Schools & CEO	**General Note:** Superintendent compensation decisions are 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 the 2020/21 year. Ms. Meyer did not receive a performance-based increase during the period of July 1, 2020 to June 30, 2021.
Agnes M Casgrain, Director of Instruction, Indigenous Education	**Other Note:** Retroactive salary adjustments from July 1, 2020 to December 31, 2020 as a result of current salary increase from $142,579 to $147,926 received on December 31, 2021.
Virginia May Fuller, Secretary Treasurer	**General Note:** SD 82 provided a 3.75% salary increase to Ms. Fuller 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 82 will forgo standard performance-based increases for the 2020/21 performance year. **Other Note:** Retroactive salary adjustments from July 1, 2020 to December 31, 2020 as a result of current salary increase from $149,744 to $155,359 received on December 31, 2021.
Geraldine P Lawlor, Director of Instruction, Graduation & Innovation	**Other Note:** Retroactive salary adjustments from July 1, 2020 to December 31, 2020 as a result of current salary increase from $134,769 to $139,823 received on December 31, 2021.
Julia M Nieckarz, Director of Instruction, Learner Support	**Other Note:** Retroactive salary adjustments from July 1, 2020 to December 31, 2020 as a result of current salary increase from $137,636 to $142,797 received on December 31, 2021.