



# SCHOOL DISTRICT 5

SOUTHEAST KOOTENAY

September 14, 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. 05 (Southeast Kootenay) 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,

Frank Lento  
Board Chair

# **Public Sector Executive Compensation Disclosure Report 2020-2021**

## **School District No. 05 (Southeast Kootenay)**

The Board of Education encourages and adopts practices that enable the district to attract, retain and reward qualified, loyal, high-performing employees, who are dedicated to the delivery of quality public education programs, services, relationships, and communications that benefit the students in School District No. 05 Southeast Kootenay.

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 and guidelines 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 (total compensation) but also more intangible and intrinsic elements such as career opportunities, learning and career development, work challenges, and a supportive disciplined culture. The model further integrates with plans that establish the Board's overall objectives, education, business and human resources purposes.

### **Objectives**

To attract and retain qualified, experienced, motivated and loyal employees who are committed to the Board's ultimate goal of delivering distinctive services and opportunities to our students better than any other school district.

To promote an understanding among exempt staff about the purpose of their assignments and how essential each member is to the achievement of the Board's strategic directions.

To promote an understanding of how essential it is for the Board to support employees in their achievement of their personal and professional goals.

### **Educational Purpose**

The Board will nurture the talents and aspirations of all students so that upon graduation every student feels they have a place to belong and a gift to bring to our society.

### **Business Purpose**

The Board will preserve its core values, its strategic directions and purposes, allowing the business strategies and operating practices while respecting the democratic governance of elected trustees.

## **Human Resources Purpose**

The Board will treat ALL employees fairly and respectfully based on the principles of performance, accountability, transparency, and differentiation within a climate of trust where employees feel proud, connected and committed.

## **Guidelines**

The Board believes that total compensation packages including benefits and allowances must be sufficient to attract and retain great people.

The Board believes the maintaining of executive and exempt compensation will include consideration of the compensation granted to public school teachers.

The Board acknowledges the idea that structures, models and frameworks of executive and exempt staff compensation as a key driver in performance is not supported by data and the review of the literature, however, a compensation structure provides an efficient and effective administrative mechanism.

The Board believes total compensation acknowledges and reflects the values of trust, loyalty, accountability, respect, fairness, collaboration integrity and teamwork.

**The Board believes increases to compensation levels must reflect the School District's budget and ability to fund increases.**

The Board believes compensation should be considered as a total rewards structure, which includes all the elements of the total compensation package in personal services contracts.

The Board recognizes that time is considered an important factor in order for executive and exempt staff to carry out their performance of responsibilities and duties in the District's modified school calendar.

The Board believes that compensation decisions must be objective and based upon clear, well documented, and relevant business rationale that demonstrates the appropriate expenditure of public funds.

The Board acknowledges BCPSEA's labour market definition (the recruitment pool and destination Sector) for exempt staff and the articulation of a relevant labour market for the district.

## **Core Principles:**

### **Performance**

Executive and exempt staff compensation packages must support and promote a performance based organizational culture.

Executive and exempt staff compensation increases must be based on performance reviews with formal feedback sources that include not only supervisors and peers but also other stakeholders including students, parents, Trustees and community leaders.

The Board values annual discussions regarding total compensation packages, terms of personal services contracts and changes to job descriptions.

## **Differentiation**

The Board believes differentiation of salary is supported where there are differences in the scope and in the complexity of the position and or due to extraordinary individual contributions that benefit students and the district.

The Board believes executive and exempt staff compensation decisions must be based on relevant data that reflects the District's functions and its transformation to a culture of discipline.

The Board recognizes an appropriate compensation relationship exists among exempt positions in the District.

## **Accountability**

The Board recognizes compensation decisions must reflect the sensitive, complex, and personal nature of individuals while addressing the individuals' overall role in their respective unique settings and environment.

The Board believes compensation decisions must take into account the needs and functions of the district and the unique demographics and dynamics of its urban and rural schools and communities.

The Board understands that compensation must demonstrate the appropriate expenditure of public funds.

The Board understands the Public Sector Employers Act, which establishes the legislative policy framework for executive and exempt staff compensation administrators and managers in the public sector.

The Board understands the BCPSEA exempt staff compensation management plan which is an approved compensation plan under the legislation.

## **Transparency**

The Board recognizes that compensation must be designed, managed and communicated in a manner that ensures compensation decisions are clearly understood by employees and the public while protecting individual personal information.

The Board believes that effective, objective, and fair total executive and exempt staff compensation packages that respect the expenditures of public funds will not have to be defended.

The Board believes that total exempt staff compensation with annual base salaries exceeding \$100,000 should be disclosed to the public in a similar manner that is required for executive disclosures with salaries exceeding \$125,000.

## **Relevant Labour Market**

- School District No. 5 Southeast Kootenay is an Urban and Rural district
- 10 schools considered urban in one community by the province
- 7 schools considered rural in four communities by the province
- School District No. 5 consists of:
  - 5700 FTE students

- 690 FTE employees
- 59 FTE exempt staff
- School Districts annual operating budget is \$65.5 million
- Exempt Staff compensation accounts for approximately \$6.3 million
- School District No. 5 has a modified calendar with 173 days of instruction and 180 days in session

### **Recruitment Pool**

1. Primary labour market- current employees  
(School District's development model provides various district committees teacher in charge opportunities, department head opportunities, school leadership opportunities and mentorship experiences).
2. Secondary labour market- adjacent School Districts, particularly School District 6 (Communities in SD6 are closer to SD5's urban center than the rural communities of SD5, with recent exempt hiring from SD6.)
3. Tertiary labour market - other 59 School Districts
4. Fourth labour market - other Canadian school Districts

### **Destination Sector**

Employees have the opportunity:

1. To remain and pursue maximum compensation levels
2. To remain and pursue promotions
3. To pursue other opportunities outside the district
4. To remain and continue to contribute

The Board's total compensation package for executive and exempt staff is comprised of the following elements.

### **Cash Compensation**

Total cash compensation includes annual base salary 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 certain senior management positions. The monthly vehicle allowance is set at a level competitive with the vehicle allowance provided to other senior managers in districts of similar size and geography.

### **Non-cash Compensation**

The non-cash elements of total compensation 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 Teacher's Pension Plan or the Municipal Pension Plan.

**Long Service Recognition**, in addition, upon retirement executive/senior management employees are eligible to receive a long-service recognition award based on the following criteria: Payment of one month of salary upon retirement, after five years of continuous service.

**Paid time off**, including annual vacation entitlement for employees under new contracts is set at 6 weeks. There are employees who receive 5 or 6 weeks plus the winter and spring break as laid out in the recently modified school calendar under their respective contracts. 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.

### **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 of Education and is the only executive/exempt position for which BCPSEA approval of an increase to any element of the compensation package 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 salary range placement and compensation adjustments for all other executive and exempt positions in the district must be reviewed and approved by BCPSEA prior to implementation.



School District 05 (South East Kootenay)

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
Silke Yardley, Superintendent	\$ 172,666	-	\$ 11,402	\$ 19,673	\$ 1,431	\$ 205,172	\$ 180,537	
Diane Casault, Director of Instruction Learning and Innovation	\$ 146,800	-	\$ 12,446	\$ 16,588	\$ 5,100	\$ 180,934	\$ 172,319	\$ 173,899
Brent Reimer, Director of Instruction	\$ 148,152	-	\$ 12,451	\$ 16,741	\$ 9,080	\$ 186,424	\$ 178,919	\$ 182,340
Donald Alan Rice, Secretary Treasurer	\$ 158,827	-	\$ 12,484	\$ 15,530	\$ 1,273	\$ 188,114	\$ 173,319	\$ 44,807
Jason Tichauer, Director of Instruction	\$ 146,800	-	\$ 12,446	\$ 16,588	\$ 10,652	\$ 186,486	\$ 174,985	\$ 177,643

Summary Other Compensation Table at 2021

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Silke Yardley, Superintendent	\$ 1,431	-	-	-	-	-	\$ 1,431
Diane Casault, Director of Instruction Learning and Innovation	\$ 5,100	-	-	-	\$ 5,100	-	-
Brent Reimer, Director of Instruction	\$ 9,080	-	\$ 3,980	-	\$ 5,100	-	-
Donald Alan Rice, Secretary Treasurer	\$ 1,273	-	-	-	-	-	\$ 1,273
Jason Tichauer, Director of Instruction	\$ 10,652	-	\$ 5,552	-	\$ 5,100	-	-

Notes

Silke Yardley, Superintendent	<b>General Note:</b> SD 05 provided a 8.38% performance-based increase effective April 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 05 will forgo standard performance-based increases for 2020/21 performance year. Superintendent compensation decisions are the purview of elected School Boards. While Superintendents do not fall under the freeze, Board have been asked to consider a freeze for these positions for this year. <b>Other Note:</b> Retroactive pay due to timing of pay change in 2020.
Diane Casault, Director of Instruction Learning and Innovation	
Brent Reimer, Director of Instruction	
Donald Alan Rice, Secretary Treasurer	<b>General Note:</b> SD 05 provided a 5.31% performance-based increase effective April 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 05 will forgo standard performance-based increases for 2020/21 performance year. Superintendent compensation decisions are the purview of elected School Boards. While Superintendents do not fall under the freeze, Board have been asked to consider a freeze for these positions for this year. <b>Other Note:</b> Retroactive pay due to timing of pay change in 2020.
Jason Tichauer, Director of Instruction	