

Board of Education

School District No. 61 (Greater Victoria)
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Chair: Nicole Duncan Vice-Chair: Karin Kwan

*Trustees: Natalie Baillaut, Angela Carmichael, Mavis David,
Derek Gagnon, Emily Mahbobi, Diane McNally, Rob Paynter*

September 25, 2023

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 2022-2023 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,



Nicole Duncan
Chair, Board of Education

The Greater Victoria School District wishes to recognize and acknowledge the Esquimalt and Songhees Nations, on whose traditional territories, we live, we learn, and we do our work.

One *Learning* Community

School District No. 61 (Greater Victoria)

Public Sector Executive Compensation Disclosure Report 2022-2023

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 facilitated by the Public Sector Employers' Council Secretariat (PSEC Secretariat) 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 executive/senior management staff 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** 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 are enrolled in either the Teachers' Pension Plan or the Municipal Pension Plan.

In addition, some executive/senior management employees are eligible to receive a retirement benefit.

On retirement, on having a minimum of ten years' continuous service with the Board, the Superintendent and Secretary-Treasurer shall receive a retirement benefit equivalent to three days' pay, at their standard daily rate, exclusive of benefit costs, for each year of service to a maximum of 45 days.

- **Paid time off** for the Superintendent includes sick leave which accumulates at 1.5 days per month with no more than 120 days of sick leave to be used per year. The Superintendent is entitled to annual paid vacation of 35 days in recognition of 8-15 years' service in the employment in any position of the Board. The Superintendent may accumulate up to 10 days of unused vacation and carry it forward for one year only, which may be taken as vacation in the following year or paid out in a lump sum cash payment.

The Secretary-Treasurer accumulates sick leave at 1.5 days per month up to a maximum of 18 days per year with no more than 125 days of sick leave to be used per year. The Secretary-Treasurer is entitled to annual paid vacation of 35 days. The Secretary-Treasurer may accumulate up to 10 days of unused vacation, which must be taken in the employment year immediately following the year for which the unused vacation is attributable.

The Deputy Superintendent accumulates sick leave at 1.5 days per month with no more than 120 days of sick leave to be used per year. The Deputy Superintendent is entitled to annual paid vacation of 35 days in recognition of 8-15 years' of service in the employment of the Board in any position. The Deputy Superintendent may accumulate up to 10 days of unused vacation and carry it forward for one year only, which may be taken as vacation in the following year or paid out in a lump sum cash payment.

The Associate Superintendent accumulates sick leave at 1.5 days per month up to a maximum of 18 days per year, and up to a maximum of 240 days, with no more than 120 days of paid sick leave to be used in any one school year. The Associate Superintendent is entitled to 35 days of vacation. The Associate Superintendent may accumulate up to 10 days of unused

vacation, which must be carried forward and taken as vacation in the immediately following year or paid out in a lump sum cash payment in the immediately following year.

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 for the provincial public sector by PSEC Secretariat.

▪ 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.

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 facilitated by the PSEC Secretariat from time to time. Any adjustments to exempt staff compensation levels must align with the parameters of the prevailing 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 61 (Greater Victoria)

Summary Compensation Table at 2023

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2022/2023 Total Compensation	Previous Two Years Totals Total Compensation	
							2021/2022	2020/2021
Deborah Whitten, Superintendent of Schools	\$ 241,975	-	\$ 10,716	\$ 27,343	\$ 5,366	\$ 285,400	\$ 248,908	\$ 235,199
Thomas Aerts, Associate Superintendent	\$ 175,713	-	\$ 10,097	\$ 19,856	-	\$ 205,666		
Harold Caldwell, Deputy Superintendent	\$ 194,628	-	\$ 9,145	\$ 21,993	\$ 1,469	\$ 227,235	\$ 198,876	\$ 181,341
Kim Morris, Secretary-Treasurer	\$ 194,398	-	\$ 7,748	\$ 18,098	\$ 8,636	\$ 228,880	\$ 220,107	\$ 216,838
Katrina Stride, Secretary-Treasurer	\$ 182,050	-	\$ 10,590	\$ 16,949	\$ 1,886	\$ 211,475		

Summary Other Compensation Table at 2023

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Deborah Whitten, Superintendent of Schools	\$ 5,366	-	\$ 5,366	-	-	-	-
Thomas Aerts, Associate Superintendent	-	-	-	-	-	-	-
Harold Caldwell, Deputy Superintendent	\$ 1,469	-	\$ 1,469	-	-	-	-
Kim Morris, Secretary-Treasurer	\$ 8,636	-	\$ 8,636	-	-	-	-
Katrina Stride, Secretary-Treasurer	\$ 1,886	-	\$ 1,886	-	-	-	-

Notes

Deborah Whitten, Superintendent of Schools	General Note: Deb Whitten received a 2.5% performance-based salary increase as of July 1, 2022 in accordance with the K-12 sector-based process for annual, performance-based salary increases for Exempt staff.
Thomas Aerts, Associate Superintendent	General Note: Tom Aerts was in the position of Principal, Secondary School from July 1, 2022 to July 31, 2022. Tom Aerts received a 16% increase as a result of their promotion to the position of Associate Superintendent effective August 1, 2022. Tom Aerts received a 5% performance-based salary increase as of August 1, 2022, and a 2.1% performance-based salary increase as of December 31, 2022, in the position of Associate Superintendent from August 1, 2022 to June 30, 2023, in accordance with the K-12 sector-based process for annual, performance-based salary increases for Exempt staff.
Harold Caldwell, Deputy Superintendent	General Note: Harold Caldwell received a 2.5% performance-based salary increase in the position of Associate Superintendent from July 1, 2022 to July 31, 2022, in accordance with the K-12 sector-based process for annual, performance-based salary increases for Exempt staff. Harold Caldwell received a 4.7% salary increase as a result of their promotion to the position of Deputy Superintendent effective August 1, 2022. Harold Caldwell received a 5% performance-based salary increase as of August 1, 2022 in the position of Deputy Superintendent from August 1, 2022 to June 30, 2023, in accordance with the K-12 sector-based process for annual, performance-based salary increases for Exempt staff.
Kim Morris, Secretary-Treasurer	General Note: Kim Morris was in the position of Secretary-Treasurer from July 1, 2022 to November 8, 2022. Kim Morris received salary continuance from November 9, 2022 to June 30, 2023 in the amount of \$125,611. Salary continuance extends to November 8, 2023.
Katrina Stride, Secretary-Treasurer	General Note: Katrina Stride received a 5% performance-based salary increase as of July 1, 2022 in the position of Associate Secretary-Treasurer from July 1, 2022 to November 8, 2022, in accordance with the K-12 sector-based process for annual performance-based salary increases for Exempt staff. Katrina Stride received an 8% salary increase as a result of their promotion to the position of Acting Secretary-Treasurer effective November 9, 2022. Katrina Stride received a 5% performance-based salary increase as of November 9, 2022 in the position of Acting Secretary-Treasurer from November 9, 2022 to November 30, 2022, in accordance with the K-12 sector-based process for annual, performance-based salary increases for Exempt staff. Katrina Stride received a 1.2% salary increase as a result of their promotion to the position of Secretary-Treasurer effective December 1, 2022.