



**Justice  
Institute**  
BRITISH COLUMBIA

June 03, 2024

John Davison, President and CEO  
PSEC Secretariat  
Suite 210 – 880 Douglas  
Street Victoria, B.C.  
V8W 2B7

Dear Mr. Davison:

I confirm that the information contained in the attached report accurately states the executive compensation paid out in fiscal 2024 and is in compliance with the compensation plans approved by PSEC.

Maria Prevolos  
Board Chair

## **Justice Institute of British Columbia Compensation Philosophy**

### **Objectives**

JIBC's compensation programs are designed to assist in attracting and retaining excluded qualified staff in a fiscally responsible manner in support of our mission, vision, values and culture.

### **Guiding Principles**

- *Performance:* Compensation programs support and promote a performance-based organizational culture.
- *Differentiation:* Differentiation of salary is supported where there are differences in the scope of the position within an organization.
- *Accountability:* Compensation decisions are objective and based upon a clear and well documented business rationale that demonstrates the appropriate expenditure of public funds
- *Transparent:* Compensation programs are designed, managed, and communicated in a manner that ensures the program is clearly understood by employees and the public while protecting individual personal information.

### **Role of Total Compensation Elements**

JIBC's total compensation program includes four main elements:

- 1) Compensation – Provides fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experience that employees bring to their roles.
- 2) Benefits – Provide security and protection to employees and their families.
- 3) Career Development – Provide support for skill development, upgrades, and other career development activities.
- 4) Work Life – Provide paid time off and other programs to help employees balance their work and personal demands.

**Comparator Groups**

PSEC has provided direction that the primary comparator group should be the BC Public Sector with an emphasis on the BC Public Service. For some jobs where talent may be needed from specific industries or from outside of the public sector, a secondary comparator group may be used.

**Target Pay Positioning**

Our total compensation programs are targeted at approximately the 50<sup>th</sup> percentile of our comparator group.

**Internal Equity**

We consider the relative scope, responsibilities, and complexities of jobs to ensure that compensation levels are fair and equitable. Market competitiveness is balanced with internal equity to ensure that the relative internal value of work is fairly recognized and compensated accordingly.

**Affordability and Sustainability**

JIBC's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time.

**Governance and Administration**

JIBC's Board of Governors is responsible for approving our overall compensation philosophy. People and Culture is responsible for the day-to-day oversight and administration of the compensation programs.

Total compensation programs may be amended from time to time, as determined by the Institute and as approved by the Minister.

Justice Institute of BC

Summary Compensation Table at 2024

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2023/2024 Total Compensation	Previous Two Years Totals Total Compensation	
							2022/2023	2021/2022
Michel A Tarko, President & CEO	\$ 183,144	-	\$ 8,458	\$ 20,020	\$ 4,670	\$ 216,292	\$ 265,830	\$ 254,200
Colleen S Vaughan, Interim President & CEO	\$ 198,851	-	\$ 14,109	\$ 20,921	\$ 6,360	\$ 240,241	\$ 220,278	\$ 212,013
Cindy Dopson, Vice-President, People Culture and Organizational Planning	\$ 176,054	-	\$ 13,510	\$ 18,519	\$ 6,360	\$ 214,443	\$ 195,853	\$ 108,226
Michael J Proud, Vice-President, Finance and Operations	\$ 193,305	-	\$ 13,626	\$ 20,343	\$ 6,360	\$ 233,634	\$ 219,148	\$ 210,941
April van Ert, Vice-President, Brand Communications and Engagement	\$ 155,452	-	\$ 15,034	\$ 16,074	\$ 6,238	\$ 192,798		
Sarah Wareing, Interim Vice President, Academic	\$ 162,820	-	\$ 10,757	\$ 17,130	\$ 6,360	\$ 197,067		

**Summary Other Compensation Table at 2024**

<b>Name and Position</b>	<b>All Other Compensation</b>	<b>Severance</b>	<b>Vacation Payout</b>	<b>Paid Leave</b>	<b>Vehicle / Transportation Allowance</b>	<b>Perquisites / Other Allowances</b>	<b>Other</b>
Michel A Tarko, President & CEO	\$ 4,670	-	-	-	\$ 4,670	-	-
Colleen S Vaughan, Interim President & CEO	\$ 6,360	-	-	-	\$ 6,360	-	-
Cindy Dopson, Vice-President, People Culture and Organizational Planning	\$ 6,360	-	-	-	\$ 6,360	-	-
Michael J Proud, Vice-President, Finance and Operations	\$ 6,360	-	-	-	\$ 6,360	-	-
April van Ert, Vice-President, Brand Communications and Engagement	\$ 6,238	-	-	-	\$ 6,238	-	-
Sarah Wareing, Interim Vice President, Academic	\$ 6,360	-	-	-	\$ 6,360	-	-

**Notes**

Michel A Tarko, President & CEO	<b>General Note:</b> Justice Institute BC provided a 6.75% performance-based increase effective April 1, 2023 for the 2022/2023 performance year. Effective December 31, 2023, M. Tarko retired.
Colleen S Vaughan, Interim President & CEO	<b>General Note:</b> Justice Institute BC provided a 8.5% performance-based increase effective July 1, 2023 for the 2022/2023 performance year. From April 1, 2023 to December 31, 2023, C. Vaughan was in the position of Vice-President, Academic and earned \$148,543. From January 1, 2024, C. Vaughan was appointed as Interim President & CEO with 9.8% salary increase. C. Vaughan earned \$50,308 till March 31, 2024.
Cindy Dopson, Vice-President, People Culture and Organizational Planning	<b>General Note:</b> Justice Institute BC provided a 6.75% performance-based increase effective July 1, 2023 the 2022/2023 performance year. From April 1, 2023 to November 2, 2023, C. Dopson earned \$109,585 as Vice-President, People and Culture. From November 3, 2023, C. Dopson changed position title to Vice-President, People, Culture and Organizational Planning, with 10.33% salary increase, and earned \$66,469 till March 31, 2024.
Michael J Proud, Vice-President, Finance and Operations	<b>General Note:</b> Justice Institute BC provided a 8.5% performance-based increase effective July 1, 2023 for the 2022/2023 performance year.
April van Ert, Vice-President, Brand Communications and Engagement	<b>General Note:</b> Effective April 3, 2023, A. Van Ert was hired as Vice-President, Brand, Communications and Engagement.
Sarah Wareing, Interim Vice President, Academic	<b>General Note:</b> Justice Institute BC provided a 8% performance-based increase effective July 1, 2023 for the 2022/2023 performance year. From April 1, 2023 to December 31, 2023, S. Wareing was in the position of Dean, School of Public Safety and earned \$121,281. From January 1, 2024, S. Wareing appointed as Vice-President, Academic with 11.21% salary increase. S Wareing earned \$41,539 till March 31, 2024.