Central Okanagan Public Schools

Together We Learn

September 24, 2025

Public Sector Employers' Council Secretariat
Suite 201, 880 Douglas Street
Victoria, BC V8W 2B7

Attn: Mr. John Davison, President/CEO

Dear Mr. Davison:

Re: 2024/2025 Executive Staff Compensation Reporting and Annual Executive Compensation Disclosure

This will confirm that the Board of Education of School District No. 23 (Central Okanagan) is aware of the total compensation paid to the executive staff during the 2024/2025 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.

Julia Fraser

Chair, Board of Education
Central Okanagan Public Schools

Board of Education – Trustees

Julia Fraser, Board Chair
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Central Okanagan Public Schools
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Central Okanagan Public Schools 2024/2025 Public Sector Executive Compensation Disclosure Report

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 Central Okanagan Public Schools.

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:

- Other BC school districts (primary labour market).
- Other BC public sector organizations.
- 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).
- 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, and 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 and an annual vehicle allowance.

- **Annual Base Salary**
  Annual base salary is considered in the context of the total compensation package.

- **Vehicle Allowance**
  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 the Superintendent of Schools/CEO and other senior management positions. The monthly vehicle allowance is set at a level competitive with the vehicle allowances provided to Superintendents and other senior managers in districts of similar size and geography.

- **Car Allowance**
  Due to the diverse geography of the district and the need to visit schools and other district worksites, the Board provides a monthly car allowance to the Assistant Superintendent positions. The monthly car allowance is set at a level competitive with the car allowances provided to Assistant Superintendents in districts of similar size and geography.

Non-Cash Compensation

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

- **Health and Welfare Benefits** - such as 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.
- **Long Service Recognition** - In addition, upon retirement executive/senior management employees are eligible to receive a long-service recognition award (or retirement allowance) based on one week of final compensation for every year employed with Central Okanagan Public Schools to a maximum of twenty (20) weeks compensation, provided the employee has reached the age of 55.
- **Paid Time Off** - including an annual vacation entitlement of up to 30 days. 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.
- **Compensatory Time Off** - The Board also offers a supplementary vacation entitlement of 5 days paid time off annually in recognition of attendance at meetings during evenings and weekends.
- **Sick Leave** - 18 days per year accumulated to a maximum of 180 days.
- **Professional Development** - Payment for professional dues, courses, seminars, workshops, and conferences related to employment.
- **Leaves** - Additional leaves as mutually agreed upon between the employee and the employer.

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 themself 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 of Schools/CEO 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.

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/CEO. 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 23 (Central Okanagan)

Summary Compensation Table at 2025

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2024/2025 Total Compensation	Previous Two Years Totals Total Compensation	
							2023/2024	2022/2023
Kevin Kaardal, Superintendent/CEO	$ 305,087	-	$ 19,956	$ 34,456	$ 8,602	$ 368,101	$ 356,012	$ 332,959
Terry-Lee Beaudry, Deputy Superintendent	$ 166,881	-	$ 9,693	$ 18,832	$ 8,602	$ 204,008	$ 274,666	$ 250,770
Delta Carmichael, Secretary Treasurer/CFO	$ 243,315	-	$ 19,157	$ 24,505	$ 8,602	$ 295,579	$ 267,570	$ 250,425
Alan Lalonde, Assistant Superintendent	$ 217,075	-	$ 20,321	$ 22,613	$ 6,900	$ 266,909	$ 253,086	$ 230,684
Jon Rever, Assistant Superintendent	$ 221,300	-	$ 19,331	$ 25,505	$ 6,900	$ 273,036	$ 258,472	$ 239,227

Summary Other Compensation Table at 2025

Name and Position	All Other Compensation	Severance	Vacation Payout	Paid Leave	Vehicle / Transportation Allowance	Perquisites / Other Allowances	Other
Kevin Kaardal, Superintendent/CEO	$ 8,602	-	-	-	$ 8,602	-	-
Terry-Lee Beaudry, Deputy Superintendent	$ 8,602	-	-	-	$ 8,602	-	-
Delta Carmichael, Secretary Treasurer/CFO	$ 8,602	-	-	-	$ 8,602	-	-
Alan Lalonde, Assistant Superintendent	$ 6,900	-	-	-	$ 6,900	-	-
Jon Rever, Assistant Superintendent	$ 6,900	-	-	-	$ 6,900	-	-

Notes

Kevin Kaardal, Superintendent/CEO	**General Note:** Kevin received a 3% performance-based salary increase as of date in accordance with the K-12 sector-based process for annual, performance-based salary increases for exempt staff. This increase is supported by a Board of Education board motion. With an increase in salary, EHT and pension costs increase plus CPP, EI & WCB rates increased over the prior year which caused on overall increase in benefit costs.
Terry-Lee Beaudry, Deputy Superintendent	**General Note:** Terry received a 5.23% performance-based salary increase as of date in accordance with the K-12 sector-based process for annual, performance-based salary increases for exempt staff. With an increase in salary, EHT and pension costs increase plus CPP, EI & WCB rates increased over the prior year which caused on overall increase in benefit costs. Terry also retired February 28, 2025.
Delta Carmichael, Secretary Treasurer/CFO	**General Note:** Delta received a 9.99% performance-based salary increase as of date in accordance with the K-12 sector-based process for annual, performance-based salary increases for exempt staff. In the prior year. With an increase in salary, EHT and pension costs increase plus CPP, EI & WCB rates increased over the prior year which caused on overall increase in benefit costs.
Alan Lalonde, Assistant Superintendent	**General Note:** Al received a 5.37% performance-based salary increase as of date in accordance with the K-12 sector-based process for annual, performance-based salary increases for exempt staff. With an increase in salary, EHT and pension costs increase plus CPP, EI & WCB rates increased over the prior year which caused on overall increase in benefit costs.
Jon Rever, Assistant Superintendent	**General Note:** Jon received a 5.00% performance-based salary increase as of date in accordance with the K-12 sector-based process for annual, performance-based salary increases for exempt staff.. With an increase in salary, EHT and pension costs increase plus CPP, EI & WCB rates increased over the prior year which caused on overall increase in benefit costs.