

# Board of Education

School District No. 61 (Greater Victoria)  
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*Chair: Ryan Painter Vice-Chair: Tom Ferris*

*Trustees: Nicole Duncan, Angie Hentze, Elaine Leonard,  
Diane McNally, Rob Paynter, Jordan Watters, Ann Whiteaker*

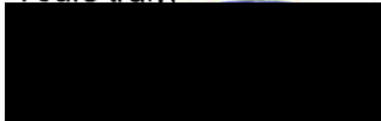
September 26, 2022

Mr. John Davison  
President and CEO  
Public Sector Employers' Council Secretariat  
Suite 210, 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 2021-2022 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,



Ryan Painter  
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 2021-2022**

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 employees 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 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.

On retirement, the Secretary-Treasurer shall have the option of availing themselves of any program stemming from the Board or the Ministry in which the Board has agreed to participate and which may affect retirement times and conditions.

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

- **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 35 days of vacation. The Secretary-Treasurer may accumulate up to 15 days of unused vacation, which must be paid out in a lump sum or taken in the form of an extended vacation, in the employment year immediately following the year for which the unused vacation is attributable. The Secretary-Treasurer may elect to defer an amount no greater than two weeks' vacation pay to a Registered Retirement Savings Plan.

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. 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 with no more than 120 days of sick leave to be used per 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 the 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 of 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."

As increases in recognition of the 2020/21 performance year would be implemented during the current July 1, 2021 – June 30, 2022 reporting year, no performance-based salary adjustments were permitted for the following positions affected by the policy:

- Superintendent
- Secretary Treasurer
- Second-level education-side position regardless of position title-Deputy/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, 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 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. 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.



# Summary Compensation Table at 2022

Name and Position (a)	Salary (b)	Holdback / Bonus / Incentive Plan Compensation (c)	Benefits (d)	Pension (e)	All Other Compensation (expanded below)	2021/22 Total	Previous Two Years Totals 2020/21 2019/20
Shelley Green, Superintendent	\$ 231,423	\$ -	\$ 8,318	\$ 26,151	\$ 26,809	\$ 292,701	\$ 263,741 \$ 238,568
Deborah Whitten, Superintendent	\$ 214,663	\$ -	\$ 9,988	\$ 24,257	\$ -	\$ 248,908	\$ 235,199 \$ 218,817
Kim Morris, Secretary-Treasurer	\$ 194,398	\$ -	\$ 7,222	\$ 18,487	\$ -	\$ 220,107	\$ 216,838 \$ 142,842
Colin Roberts, Deputy Superintendent	\$ 189,472	\$ -	\$ 8,354	\$ 21,411	\$ 66,088	\$ 285,325	\$ 206,266 \$ 189,564
Harold Caldwell, Associate Superintendent	\$ 171,379	\$ -	\$ 8,143	\$ 19,354	\$ -	\$ 198,876	\$ 181,341 \$ 156,349

# Summary Other Compensation Table at 2022

Name and Position (a)	All Other Compensation	Severance (f)	Vacation payout (g)	Leave payout (h)	Vehicle / Transportation Allowance (i)	Perquisites / other Allowances (j)	Other – Retirement Allowance (k)
Shelley Green, Superintendent	\$ 26,809	\$ -	\$ 26,809	\$ -	\$ -	\$ -	\$ -
Colin Roberts, Deputy Superintendent	\$ 66,088	\$ -	\$ 7,035	\$ -	\$ -	\$ -	\$ 59,053

# Notes:

Shelley Green, Superintendent	Superintendent July 1 – October 12, 2021 \$64,086. While compensation decisions for the role of Superintendent rest solely with the Board of Education, there was an expectation that compensation decisions for this position would be included within the spirit of the public sector compensation freeze as announced by the Minister of Finance on August 31, 2020. The Board has elected to apply this policy to the Superintendent position and no performance-based salary increase was awarded in recognition of the 2020/21 performance year. Salary Continuance October 13, 2021 – June 30, 2022 \$167,337. Salary Continuance extends to December 12, 2022.
Deborah Whitten, Superintendent	Interim Superintendent July 1, 2021 – May 31, 2022. Superintendent June 1 – 30, 2022. While compensation decisions for the role of Superintendent rest solely with the Board of Education, there was an expectation that compensation decisions for this position would be included within the spirit of the public sector compensation freeze as announced by the Minister of Finance on August 31, 2020. The Board has elected to apply this policy to the Superintendent position and no performance-based salary increase was awarded in recognition of the 2020/21 performance year.
Kim Morris, Secretary-Treasurer	The position of Secretary-Treasurer met criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was ineligible to receive a performance-based increase for the 2020/21 performance year.
Colin Roberts, Deputy Superintendent	Associate Superintendent July 1 – August 31, 2021. The position of Associate Superintendent did not meet criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was eligible to receive a performance-based increase for the 2020/21 performance year. Deputy Superintendent September 1, 2021 – June 30, 2022. Retirement effective June 30, 2022.

Harold Caldwell, Associate Superintendent

The position of Associate Superintendent did not meet criteria for inclusion in the 2020/21 executive compensation freeze, which came into effect on August 31, 2020. As a result, this individual was eligible to receive a performance-based increase for the 2020/21 performance year.