



Vancouver School Board

School District No. 39

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October 17, 2017

Christina Zacharuk
President and CEO
Public Sector Employers' Council Secretariat
Suite 201, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Ms. Zacharuk:

This will confirm that the Board of Education of School District No. 39 (Vancouver) is aware of the total compensation paid to executive staff during the 2016-2017 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,

A handwritten signature in black ink, appearing to read 'Dianne Turner'. The signature is fluid and cursive, with the first name 'Dianne' being more prominent than the last name 'Turner'.

Dianne Turner
Official Trustee for the
Vancouver Board of Education

c: John Lewis, Interim Superintendent
David Green, Secretary Treasurer

Public Sector Executive Compensation Report School District No. 39 (Vancouver)

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. 39 (Vancouver).

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 adopted by the Public Sector Employers' Council from time to time are the official policy of BCPSEA and any adjustments to exempt staff compensation levels are considered within the context of the applicable compensation mandate.

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 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 Board typically has determined that the reference point for executive and exempt total compensation is the median of the relevant comparator labour market.

The Board's total compensation package for executive 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 the Superintendent 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.

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. Long-term disability /income protection program is paid 100% by the employee.
- **Pension benefits** — executive employees are enrolled in either the Teachers' Pension Plan or the Municipal Pension Plan.

The Vancouver School Board offers an Early Retirement Incentive Plan (ERIP). Through this plan, staff are eligible to receive an early retirement allowance (ERIP) based on a minimum of 10 years of service, leaving employment at the top pay step, between ages 55 and 64, and going on pension.

- **Deferred Savings** – the Vancouver Board contributes an amount equal to 2% of the salary and the employee makes a contribution of the same amount.
- **Paid time off** – this includes an annual vacation entitlement of 20 to 35 days depending on the length of service and pursuant to the *Public Sector Employers Act*, carry forward of unused accumulated vacation is not permitted. However, the individual employment contract does allow for carry forward of unused accumulated vacation, and 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.

The Board also offers a supplementary vacation entitlement based on years of service as follows: 5 additional vacation days in each of the 11th, 16th, 21st, 26th, 31st, 36th, 41st, of 46th calendar year of service.

In addition, executive staff receive:

- **Compensatory Time:** up to a maximum of 10 days of paid time off annually, in recognition of attendance at meetings during evenings and weekends.

- Gratuity Days: 1 day per quarter (up to maximum 4 days annually) of paid time off or pay out are earned, if no sick time is used.
- Bereavement Leave and Funeral Attendance
- Jury Duty Leave
- Leave to attend Education Ceremonies
- Examination Leave
- Citizenship Court Appearance Leave
- Parental and Adoption Leave
- Workers Compensation: Salary continuance for 52 weeks or WCB settlement, whichever comes first. After 52 weeks, top up from sick bank until depleted.
- Sick Leave: 20 days per year accumulative with no maximum (prorated for less than one year of service)
- Professional Development: payment for courses, seminars, workshops / conferences
- Vehicle Vandalism: For vehicles stolen or damaged through vandalism at a worksite or school function, or while on Board Business, and an ICBC claim is filed, reimbursement will be made up to the deductible amount stipulated in the employee's ICBC comprehensive insurance option to a maximum of \$300.
- Personal Property Claim: Reimbursement will be made for personal property stolen or damaged at a worksite or school function, up to 50% of the deductible as stipulated in the employee's insurance coverage to a maximum of \$100.
- Vehicle allowance of \$650 per month for business use of their own vehicle.

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 established by PSEC.

▪ Annual base salary administration

The salary structure for the position of Superintendent of Schools 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 is at the sole discretion of the Board. 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 adopted by the Public Sector Employers' Council from time to time. Any adjustments to exempt staff compensation levels are considered within the context of the applicable compensation mandate.

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, we are accountable to our public and therefore ensure that we adhere to proper human resources practices 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 39 (Vancouver)

Summary Compensation Table at 2017

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2016/2017 Total Compensation	Previous Two Years Totals Total Compensation	
							2015/2016	2014/2015
Steve Cardwell, Superintendent of Schools-Acting	\$ 10,181	-	\$ 1,056	-	\$ 12,675	\$ 23,912		\$ 243,563
John Lewis, Superintendent of Schools-Interim	\$ 105,125	-	-	-	-	\$ 105,125		
Scott Robinson, Superintendent of Schools	\$ 207,305	-	\$ 13,309	\$ 30,019	\$ 54,325	\$ 304,958	\$ 284,615	\$ 226,820
Guy Bonnefoy, Consultant-Interim Secretary Treasurer	\$ 169,418	-	-	-	-	\$ 169,418	\$ 53,108	
Nancy Brennan, Associate Superintendent-Learning Services	\$ 162,244	-	\$ 11,130	\$ 23,220	\$ 6,000	\$ 202,594	\$ 174,980	
Murray Doucette, Associate Superintendent-Employee Services	\$ 159,063	-	\$ 17,776	\$ 16,533	\$ 35,965	\$ 229,337	\$ 6,780	
Russell A Horswill, Secretary Treasurer	\$ 55,093	-	\$ 3,430	\$ 6,147	\$ 18,973	\$ 83,643	\$ 87,661	
Rick Krowchuk, Secretary Treasurer	\$ 7,059	-	\$ 141	-	\$ 18,712	\$ 25,912	\$ 195,248	\$ 221,461
David Nelson, Associate Superintendent-Strategic Planning & Implementation	\$ 163,423	-	\$ 14,109	\$ 23,389	\$ 9,821	\$ 210,742		
Julie Pearce, Associate Superintendent-Field Services	\$ 162,244	-	\$ 15,165	\$ 23,220	\$ 6,637	\$ 207,266	\$ 177,918	
Janet Stewart, Associate Superintendent-Human Resources	\$ 25,419	-	\$ 1,884	\$ 3,082	\$ 18,152	\$ 48,537	\$ 192,539	\$ 188,161
Janson Ho, Vancouver Seismic Project Office Director	\$ 150,063	-	\$ 14,923	\$ 15,634	\$ 11,175	\$ 191,795	\$ 190,082	\$ 33,856

Summary Other Compensation Table at 2017

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Steve Cardwell, Superintendent of Schools-Acting	\$ 12,675	\$ 12,350	-	-	\$ 325	-	-
John Lewis, Superintendent of Schools-Interim	-	-	-	-	-	-	-
Scott Robinson, Superintendent of Schools	\$ 54,325	-	\$ 46,525	-	\$ 7,800	-	-
Guy Bonnefoy, Consultant-Interim Secretary Treasurer	-	-	-	-	-	-	-
Nancy Brennan, Associate Superintendent-Learning Services	\$ 6,000	-	-	-	\$ 6,000	-	-
Murray Doucette, Associate Superintendent-Employee Services	\$ 35,965	-	\$ 29,965	-	\$ 6,000	-	-
Russell A Horswill, Secretary Treasurer	\$ 18,973	-	\$ 16,973	-	\$ 2,000	-	-
Rick Krowchuk, Secretary Treasurer	\$ 18,712	\$ 18,462	-	-	\$ 250	-	-
David Nelson, Associate Superintendent-Strategic Planning & Implementation	\$ 9,821	-	\$ 3,821	-	\$ 6,000	-	-
Julie Pearce, Associate Superintendent-Field Services	\$ 6,637	-	\$ 637	-	\$ 6,000	-	-
Janet Stewart, Associate Superintendent-Human Resources	\$ 18,152	-	\$ 18,152	-	-	-	-
Janson Ho, Vancouver Seismic Project Office Director	\$ 11,175	-	\$ 5,175	-	\$ 6,000	-	-

Notes

Steve Cardwell, Superintendent of Schools-Acting	General Note: Steve Cardwell was appointed Acting Superintendent from September 29, 2016 to October 17, 2016.
John Lewis, Superintendent of Schools-Interim	General Note: John Lewis was engaged as Interim Superintendent from November 2, 2016 to February 21, 2017, and April 20, 2017 onward.
Scott Robinson, Superintendent of Schools	
Guy Bonnefoy, Consultant-Interim Secretary Treasurer	General Note: Guy Bonnefoy was engaged as the Interim Secretary Treasurer from November 2, 2016 onward.
Nancy Brennan, Associate Superintendent-Learning Services	
Murray Doucette, Associate Superintendent-Employee Services	General Note: Murray Doucette's last working day was June 30, 2017.
Russell A Horswill, Secretary Treasurer	General Note: Russell Horswill resigned on October 28, 2016.
Rick Krowchuk, Secretary Treasurer	General Note: Rick Krowchuk was appointed as Acting Secretary Treasurer from October 3, 2016 until October 17, 2016.
David Nelson, Associate Superintendent-Strategic Planning & Implementation	
Julie Pearce, Associate Superintendent-Field Services	
Janet Stewart, Associate Superintendent-Human Resources	General Note: Janet Stewart resigned on August 31, 2016.
Janson Ho, Vancouver Seismic Project Office Director	General Note: Janson Ho's retroactive amounts owing from January 1, 2017 were paid in September 2017.