



October 3, 2019

Christina Zacharuk
Interim 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. 05 (Southeast Kootenay) is aware of the total compensation paid to executive staff during the 2018-2019 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 'Frank Lento', written in a cursive style.

Frank Lento,
Board Chair

Public Sector Executive Compensation Disclosure Report 2018-2019 School District No. 5 (Southeast Kootenay)

The Board of Education encourages and adopts practices that enable the district to attract, retain and reward qualified, loyal, high-performing employees, who are dedicated to the delivery of quality public education programs, services, relationships, and communications that benefit the students in School District No.5 Southeast Kootenay.

The Board's compensation philosophy is based upon a set of principles and guidelines that guide schools development, maintenance, and decision-making. At its core is an integrated view of compensation and rewards-not only traditional, quantifiable elements such as salary and benefits (total compensation) but also more intangible and intrinsic elements such as career opportunities, career learning, career development, work challenges within a supportive and disciplined culture. The model further integrates with plans that establish the Board's overall objectives, education, business and human resources purposes.

Objectives

To attract and retain qualified, experienced, motivated and loyal employees who are committed to the Boards' overarching goal of delivering distinctive services and opportunities to our students better than any other school district.

To promote an understanding among exempt staff about the purpose of their assignments and how essential each member is to the achievement of the Board's strategic directions.

To promote an understanding of how essential it is for Board members to support employees in their achievement of their personal and professional goals.

Educational Purpose

The Board will nurture the talents and aspirations of all students so that upon graduation every student feels they have a place to belong and a gift to bring to our society.

Business Purpose

The Board will preserve its core values, its strategic direction and purpose, allowing the business strategies and operating practices to meet the scrutiny of the public and respect the democratic governance of elected trustees.

Human Resources Purpose

The Board will treat ALL employees fairly and respectfully based on the four core principles of: performance, accountability, transparency, and differentiation within a climate of trust where employees feel proud, connected and committed.

Guidelines

The Board believes that total compensation packages including benefits and allowances must be sufficient to attract and retain great people.

The Board believes the maintaining of compensation packages will include consideration of the compensation granted to public school teachers.

The Board acknowledges the research and the review of the literature that compensation structures, models, and frameworks of executive and exempt staff as a key driver in performance, is not supported by the data however, a compensation model provides an efficient and effective administrative mechanism.

The Board believes compensation acknowledges and reflects the values of trust, loyalty, accountability, respect, fairness, collaboration, integrity, and teamwork.

The Board believes increases to compensation levels must reflect the School District's budget and ability to fund increases.

The Board believes compensation be considered as a total rewards structure, which includes all the elements of the total compensation package in personal services contracts.

The Board recognizes that time is considered an important factor in order for executive and exempt staff to carry out their performance of responsibilities and duties in the Districts modified school calendar.

The Board believes that compensation decisions must be objective and based upon clear, well documented, and relevant business rationale that demonstrates the appropriate expenditure of public funds.

The Board understands it must submit proposed compensation adjustments for all executives and exempt positions other than the Superintendent of Schools to BCPSEA for review and approval prior to implementation.

The Board acknowledges BCPSEA's labour market definition (the recruitment pool and destination sector) for exempt staff and the articulation of a relevant labour market for the district.

Core Principles:

Performance

Executive and exempt staff compensation packages must support and promote a performance based organizational culture.

Executive and exempt staff compensation increases must be based on performance reviews with formal feedback sources that include not only supervisors and peers but also other stakeholders including students, parents, Trustees and community leaders.

The Board values annual discussions regarding total compensation packages, terms of personal services contracts and changes to job descriptions.

Differentiation

The Board believes differentiation of salary is supported where there are differences in the scope and in the complexity of the position and or due to extraordinary individual contributions that benefit students and the district.

The Board Believes exempt staff compensation decisions must be based on relevant data that reflects the District's functions and its transformation to a culture of discipline.

The Board recognizes an appropriate compensation relationship exists among exempt positions in the District.

Accountability

The Board recognizes compensation decisions must reflect the sensitive, complex, and personal nature of individuals while addressing the individuals' over all role in their respective unique settings and environment.

The Board believes compensation decisions must take into account the needs and the functions of the district and the unique demographics and dynamics of its urban and rural schools and communities.

The Board understands that compensation must demonstrate the appropriate expenditure of public funds.

The Board understands the Public Sector Employers Act, which establishes the legislative policy framework for exempt staff compensation administration in the public sector.

The Board understands the BCPSEA exempt staff compensation management plan which is an approved compensation plan under the legislation.

Transparency

The Board recognizes that compensation must be designed, managed and communicated in a manner that ensures compensation decisions are clearly understood by employees and the public while protecting individual personal information.

The Board believes that effective, objective, and fair total exempt staff compensation packages that respect the expenditures of public funds will not have to be defended.

The Board believes that total exempt staff compensation with annual base salaries exceeding \$100,000 should be disclosed to the public of the district in a similar manner that is required for executive disclosures with salaries exceeding \$125,000 to PSEC.

Relevant Labour Market

- School District No 5 Southeast Kootenay is an Urban and Rural district
- 10 schools considered urban in one community by the province
- 7 schools considered rural in four communities by the province
- School District No 5 consists of
 - 5444 FTE students
 - 682 FTE employees
 - 55 FTE exempt staff
- School District No 5's annual operating budget is 62 million
- Exempt Staff compensation accounts for approximately 6.2 million
- School District No 5 has a modified calendar with:
 - 172 days of instruction and 180 days in session

Recruitment Pool

1. Primary labour market- current employees
(School District's development model provides various district committees, teacher in charge opportunities, department head opportunities, school leadership opportunities and mentorship experiences).
2. Secondary labour market - includes adjacent School Districts, particularly School District 6 (Communities in SD6 are closer to SD5's urban center than the rural communities of SD5).
3. Tertiary labour market- other BC School Districts
4. Fourth labour market- other Canadian School Districts

Destination Sector

Employees have the opportunity:

1. To remain and pursue maximum compensation levels
2. To remain and pursue promotions
3. To pursue other opportunities outside the District
4. To remain and continue to contribute

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 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.

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 based on the following criteria: Payment of one month salary upon retirement or resignation, after five years of continuous service.

Paid time off, including an annual vacation entitlement of 5 or 6 weeks plus the winter and spring break as laid out in the school calendar. 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.

Personal days, further, executive/senior management employees may receive personal days of paid time off, in addition to annual vacation entitlement. These personal days must be approved by the Superintendent or the Board.

