



**WEST VANCOUVER  
SCHOOL DISTRICT**  
*The premier place for learning*

September 7, 2010

Paul Straszak  
President and CEO  
Public Sector Employers' Council  
PO Box 9400 Stn Prov Govt  
Victoria, BC V8V 9V1

Dear Mr. Straszak:

This will confirm that the Board of Education of School District No. 45 (West Vancouver) is aware of the total compensation paid to executive staff during the 2009-2010 fiscal year and further, that we verify the amount of compensation paid was within the compensation plan as approved by the Board and as reported in the Summary Compensation Table .

Yours truly,

A handwritten signature in cursive script that reads "Mary-Ann Booth".

Mary-Ann Booth,  
Board Chair  
School District #45 (West Vancouver)  
1075 21<sup>st</sup> Street  
West Vancouver, BC V7W 4A9

## **Public Sector Executive Compensation Report 2009/10 School District No. 45 (West Vancouver)**

The Board of Education encourages and adopts practices that enable the district to attract, retain and reward qualified, high-performing employees who are critical to the delivery of quality public education programs to students in School District No. 45 (West 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 is based upon a set of principles that guide 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 (compensation), but also more intangible elements such as career opportunities, learning and career development, work challenge, and supportive culture (rewards). This total rewards model further integrates with plans that establish the Board's overall education, business, and human resources strategies and objectives.

Inherent in the Board's compensation philosophy are the following objectives:

- To attract and retain 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 our students.
- To support employees through the provision of meaningful career growth and development opportunities, and a performance-based organizational culture.

### **Labour Market Comparators**

Key to the compensation philosophy is the need to maintain a meaningful level of competitiveness with the external labour market. Consistent with industry standards, "labour market" is defined in the British Columbia Public School Employers' Association (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
- 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 is:

1. Other BC school districts (primary labour market)
2. Other Canadian school districts (To the extent that BC school boards 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.)
3. Other public sector organizations
4. Selected private sector organizations.

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., required skill level, required competencies, job content, required qualifications).
- Ensuring appropriate relationships exist between positions in the district's compensation 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 competitive in 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 or leased vehicle.

- Annual base salary

Annual base salary is considered in the context of the total compensation package. 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. Recent efforts to compare our salaries to other districts used school districts in the metro region as our relevant labour market.

- Vehicle allowance (OR leased vehicle, etc.)

Due to the diverse geography of the district and the need to visit schools and other district worksites, the Board supports a vehicle lease for the Superintendent and an Assistant Superintendent and a monthly vehicle allowance to the 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 staff are enrolled in either the Teachers Pension Plan or the Municipal Pension Plan.

Upon retirement, executive staff are eligible to receive a long-service recognition award (or retirement allowance) based on the following criteria:

Up to and including fifteen (15) years: twenty-two dollars and fifty cents (\$22.50) per year  
Over fifteen (15) years: twenty-nine dollars and thirty-five cents (\$29.35) per year

Exempt staff retiring at age 55 plus and receiving a pension from the Municipal Pension Plan are entitled to a retiring allowance of 1 month’s salary upon retiring.

▪ **Paid time off**

Educational executive staff may receive up to 18 additional days paid time off annually at Christmas and Spring breaks, in addition to annual vacation entitlement, in recognition of attendance at meetings during evenings and weekends.

Other exempt staff, governed by the Exempt Staff Agreement, receive annual vacation entitlement as follows:

Complete Years of Service	Vacation Entitlement
0 – 7 years	20 days
8 – 10 years	25 days
11 – 24 years	30 days
25 + years	35 days

In recognition of extraordinary workloads, the immediate supervisor may grant up to five additional days off with pay with approval from the Secretary Treasurer

Insurance and maintenance payments are provided to the executive staff.

**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 ensures that total compensation levels are benchmarked externally against the appropriate labour market and internally against appropriate job evaluation criteria.

The Board works with BCPSEA to obtain information and advice relating to the executive and exempt compensation structures. In addition, the Board utilizes the BCPSEA *Report on Total Compensation Paid to Exempt Employees* — the results of BCPSEA's triennial survey of total compensation paid to exempt benchmark positions in BC public school districts as well as school districts in Alberta, Saskatchewan, and Ontario, and other relevant public sector employers.

- Annual base salary administration

The salary structure for the position of Superintendent of Schools (and other management positions) is a single pay band in the structure reflective of labour market competitiveness and internal equity. Placement and progression through the steps on the pay band is dependent upon competency growth and performance. The maximum point on the pay band 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 pay band reflective of the required competence, qualifications, and experience.

The decision whether to grant a salary increase 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. Increases are considered with 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 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 legislation, and
- the *Public Education Negotiating Framework Compensation Plan – Exempt Staff (2006-2010)*.

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.
- the Board must submit proposed compensation adjustments for all other executive and exempt positions in the district to BCPSEA for review and approval prior to implementation.

### Summary Compensation Table: Fiscal 2009-2010 (year ending June 30, 2010)

Name and Principal Position (a)	Salary (\$) (b)	Bonus (\$) (c)	Incentive Plan Compensation Paid (\$) (d)	Pension (\$) (e)	All Other Compensation (\$) (f)*	Total (\$) (g)	Previous 2 Years Totals (h)**
<b>Geoff Jopson, Superintendent</b>	\$143,860 <sup>(1)</sup>	\$0	\$0	\$0	\$13,842	\$157,702	2007-2008: \$187,334 2008-2009: \$205,434
<b>Warren Hicks, Assistant Superintendent</b>	\$132,371	\$0	\$0	\$17,546	\$10,885	\$160,802	2007-2008: \$ N/A 2008-2009: \$ 155,255
<b>Maureen Ciarniello, Assistant Superintendent</b>	\$132,371	\$0	\$0	\$17,546	\$11,590	\$161,507	2007-2008: \$ N/A 2008-2009: \$ 154,812
<b>Chris Kennedy, Assistant Superintendent</b>	\$135,571 <sup>(2)</sup>	\$0	\$0	\$17,987	\$13,042	\$166,601	2007-2008: \$ N/A 2008-2009: \$ 156,187
<b>Ellen Forsyth, Secretary Treasurer</b>	\$149,091	\$0	\$0	\$13,448	\$11,163	\$173,702	2007-2008: \$171,976 2008-2009: \$176,113

Notes:

(b<sup>1</sup>) This amount is for 11 months salary in 2009/10. Mr. Jopson retired June 30, 2009 and was re-engaged Aug. 1, 2009.

(b<sup>2</sup>) This amount includes additional salary in recognition of Mr. Kennedy's appointment as Deputy Superintendent

(f) This amount includes vehicle allowance/lease of \$600 per month for the Superintendent \$455 per month for the Assistant Superintendents and Secretary Treasurer, employer-paid CPP and EI benefits premiums, and employer-paid health and welfare benefits premiums.

\*\* The first reporting year is fiscal 2007-2008.