Camosun College
Executive Compensation Disclosure Statement for 2019/2020
Attestation Letter
June 2020

Christina Zacharuk
President & CEO
PSEC Secretariat
2nd Floor, 880 Douglas Street
Victoria, BC V8W 2B7

Dear Madam:

On behalf of the Camosun College Board of Governors, I attest to the following:

- The Board of Governors is aware of the executive compensation paid in the 2019/20 fiscal year.
- The compensation information being disclosed is accurate and includes all compensation paid by the employer, foundations, subsidiaries or any other organization related to or associated with the employer. It also includes the value of any pre or post-employment payments made during the 12 month period before or after the term of employment.
- Compensation provided was within approved compensation plans and complies with the Public Sector Employers' Council Secretariat's Public Service Executive Compensation Reporting Guidelines of February 2020.

Laylee Rohani
Chair, Board of Governors
Camosun College
Attached: Appendix A – Compensation Summary Table
Appendix B - Total Compensation Philosophy 0-5.13

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Executive Compensation Disclosure Statement for 2019/2020
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The following report provides an accurate representation of all compensation provided to the President and the next four highest paid executives with an annualized base salary that was $125,000 or greater in the fiscal year 2019/2020.

Total Compensation Philosophy

The Total Compensation Philosophy (Appendix B) is to be read in concert with the Terms and Conditions of Employment for Exempt Employees which contain four main elements – compensation, benefits including pension, career development and work/life balance provisions.

The total compensation package is designed to allow, to the extent possible, the organization to successfully attract, retain and motivate the best qualified candidates possible to lead the College. Compensation for Camosun College executives is benchmarked against the national salary survey conducted by Western Compensation and Benefits Consultants, under contract to the Post Secondary Employers Association (PSEA), which surveyed all colleges/institutions in the post-secondary sector in British Columbia, the Provincial Public Service and similar post-secondary and other public sector labour markets across the country, with a focus on those organizations with which the sector competes for talent. In specific circumstances and programs, the sector also reviews compensation trends in targeted industry or other sectors, provinces and/or geographic jurisdictions.

The Board Executive sets the salary and benefits for the President. Salaries for other members of the College Executive have been determined by reference to the new, sectoral, market-based Exempt Compensation Framework -- implemented effective July 1, 2018 -- and placed on pay bands in relation to annual salary ranges for benchmark positions and in consideration of internal relativity. All position placements are submitted to the PSEA and the Public Sector Employers' Council (PSEC) for approval.

Camosun College's Total Compensation Philosophy was approved by the Board of Governors in November of 2015 and by the Post Secondary Employer's Council in early 2016. The objectives of its compensation program are:

- To attract competent and capable management and exempt staff that share a passion for education;
- To assist in retaining the services of a high-quality management and exempt group;
- To provide compensation that encourages superior performance;
- To promote individual and team performance and the overall achievement of the College's strategic plan;
- To provide fair and equitable compensation in accordance with the authority and accountability of the employee's position; and,

- To assist the College in reinforcing its commitment to professional development for its exempt staff for succession planning, retention and other purposes.

The College's compensation practices follow these guiding principles:

- *Performance-Related*: Camosun College values the contribution of its entire exempt staff toward the attainment of its strategic and operating objectives and provides compensation that is commensurate with such contributions. The College's compensation program supports and promotes a performance-based organizational culture.
- *Differentiation and Flexibility*: a primary feature of the College's compensation program is to align individual managers and operating units with the College's overall strategy. Within a broad framework, the College's compensation program provides it with the necessary flexibility to make compensation decisions consistent with the need for internal equity, the variation in scope and authority for positions, as well as the need to adapt to changes in the external market.
- *Accountability*: the College makes its compensation decisions objectively using clear and well documented rationale to ensure the appropriate expenditure of public funds.
- *Openness and Transparency*: the College communicates the basic principles and 'mechanics' of its compensation program in an open, honest and direct manner. This principle does not involve the distribution of specific market survey data, or making public personal and individual compensation information.
- *Affordability and Sustainability*: the College's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time, and balanced against market forces.

The College adheres to the policy, guidelines and directions of Government regarding executive compensation. Post Secondary Colleges and Institutions have the authority to utilize a flexible approach to making decisions within the bounds of their approved compensation plans whereby performance-based, within-range increases are limited to 2% per calendar year for Executives and 5% for Excluded Employees without further authorization. Cumulative increases of up to 5% for Executives and up to 10% for Excluded Employees must be submitted to PSEA/PSEC for approval; exceptional performance must consistently be demonstrated and the submission must be accompanied by a compelling rationale in accordance with The Guide to Implementing the Excluded Employee Accountable Compensation Direction in the Post-Secondary Sector.

The President is entitled to six months of administration leave with pay and benefits during the term of her five year employment contract. Such leave will be of mutual benefit to the President and the College as approved by the Board Chair or designate. Under no circumstances will administrative leave be paid out upon termination of employment. Senior executives are provided with various leaves including vacation leave and may also apply for professional development leave with or without pay. The various leaves are an important aspect of our compensation package that reflects fair but not excessive leave that is comparable to leaves granted to the College's unionized employees and not inconsistent with other similar positions in the public service.

Laylee Rohani
Chair, Board of Governors

Attached: Appendix A – Statement and Compensation Summary Table
Appendix B – Total Compensation Philosophy

EXECUTIVE COMPENSATION DISCLOSURE

Camosun College

Summary Compensation Table at 2020

Name and Position	Salary	Holdback/Bonus/ Incentive Plan Compensation	Benefits	Pension	All Other Compensation (expanded below)	2019/2020 Total Compensation	Previous Two Years Totals Total Compensation	
							2018/2019	2017/2018
Sherri D Bell, President	$ 204,391	-	$ 16,442	$ 21,134	-	$ 241,967	$ 225,028	$ 214,791
John Boraas, Vice President, Education	$ 176,967	-	$ 15,127	$ 18,298	-	$ 210,392	$ 192,855	$ 189,093
Heather M Cummings, Vice President, Student Experience	$ 104,570	-	$ 13,333	$ 10,813	-	$ 128,716		
Deborah Huelscher, Chief Financial Officer/Acting VP Administration	$ 185,714	-	$ 14,390	$ 19,203	-	$ 219,307	$ 190,394	
Geoff Wilmshurst, Vice President, Partnerships	$ 170,941	-	$ 15,247	$ 17,675	-	$ 203,863	$ 193,729	$ 189,105
Joan Yates, VP, Communications, Advancement and Planning	$ 110,647	-	$ 8,882	$ 11,441	-	$ 130,970	$ 191,115	$ 186,349

EXECUTIVE COMPENSATION DISCLOSURE

Summary Other Compensation Table at 2020

Name And Position	All Other Compensation	Severance	Vacation payout	Leave payout	Vehicle / Transportation Allowance	Perquisites / other Allowances	Other
Sherri D Bell, President	-	-	-	-	-	-	-
John Boraas, Vice President, Education	-	-	-	-	-	-	-
Heather M Cummings, Vice President, Student Experience	-	-	-	-	-	-	-
Deborah Huelscher, Chief Financial Officer/Acting VP Administration	-	-	-	-	-	-	-
Geoff Wilmshurst, Vice President, Partnerships	-	-	-	-	-	-	-
Joan Yates, VP, Communications, Advancement and Planning	-	-	-	-	-	-	-

EXECUTIVE COMPENSATION DISCLOSURE

Notes

Sherri D Bell, President	
John Boraas, Vice President, Education	
Heather M Cummings, Vice President, Student Experience	**General Note:** Started as VP, Student Experience on August 19, 2019.
Deborah Huelscher, Chief Financial Officer/Acting VP Administration	
Geoff Wilmshurst, Vice President, Partnerships	
Joan Yates, VP, Communications, Advancement and Planning	**General Note:** Left the role of VP, Communications, Advancement and Planning effective June 23, 2019 and returned to a instructional role with Camosun's faculty. Portion of base pay attributable to VP role for the year is $41,289.

Policy:	**O-5.13**
Approved By:	**Board of Governors**
Approval Date:	**November 2, 2015**
PSEC Approval:	**February 19, 2016**
Amendment Date:	
Policy Holder:	**Exec. Dir. Human Resources**

TOTAL COMPENSATION PHILOSOPHY

Purpose / Rationale

The College's compensation program is intended to assist in recruiting, motivating and retaining a qualified management and exempt group, by providing tangible rewards to enable the College to attain its corporate goals and objectives.

Scope

This policy applies equally to all exempt employees of Camosun College excluded from membership in a bargaining unit.

Objectives

Camosun College's compensation program objectives are:

- to attract competent and capable management and exempt staff that share a passion for education;
- to assist in retaining the services of a high quality management and exempt group;
- to provide compensation that encourages superior performance;
- to promote individual and team performance and the overall achievement of the College's strategic plan;
- to provide fair and equitable compensation in accordance with the authority and accountability of the employee's position;
- to assist the College in reinforcing its commitment to professional development for its exempt staff for succession planning, retention and other purposes.

Governance and Administration

The Board of Governors is responsible for approving the College's overall compensation framework and terms of employment for the Exempt group.

The College Executive Team (CET) is responsible for the daily administration of the programs and for making recommendations for the Board's endorsement.

Principles

Camosun College's exempt staff members are responsible for leading the College's major functions and ensuring the overall effectiveness and efficiency of a wide range of service delivery, to its student body and the broader Victoria, South Island and Gulf Island communities. The College endeavors to provide the opportunity to its employees to gain fulfillment in important and rewarding careers, recognizing that the College operates in a competitive environment where qualified and competent staff are valued by many organizations.

The College's compensation practices follow these guiding principles:

- *Performance-Related*: Camosun College values the contribution of its entire exempt staff toward the attainment of its strategic and operating objectives and provides compensation that is commensurate with such contributions. The College's compensation program supports and promotes a performance-based organizational culture.

- *Differentiation and Flexibility*: a primary feature of the College's compensation program is to align individual managers and operating units with the College's overall strategy. Within a broad framework, the College's compensation program provides it with the necessary flexibility to make compensation decisions consistent with the need for internal equity, the variation in scope and authority for positions, as well as the need to adapt to changes in the external market.

- *Accountability*: the College makes its compensation decisions objectively using clear and well documented rationale to ensure the appropriate expenditure of public funds.

- *Openness and Transparency*: the College communicates the basic principles and 'mechanics' of its compensation program in an open, honest and direct manner. This principle does not involve the distribution of specific market survey data, or making public personal and individual compensation information.

- *Affordability and Sustainability*: the College's total compensation programs are designed and administered in a fiscally responsible manner that ensures that costs are affordable and sustainable over time, and balanced against market forces.

Comparator Groups

Camosun College recognizes that a compensation policy needs to consider all elements of a total compensation program and believes that it is important to consider both internal and external factors when making compensation decisions.

Internally, importance is placed on recognition of job value/content through a formal job evaluation methodology, as well as assessments of individual leaders' demonstrated competencies and performance, to ensure that the relative internal value of work is fairly recognized.

Externally, Camosun College monitors first, the Provincial Public Service and similar post-secondary and other public sector labour markets to continually assess compensation trends and levels, with a focus on those organizations with which it competes for talent. Second, in specific circumstances and programs, the College may review compensation trends in targeted industry or other sectors, or other provinces / geographic jurisdictions.

Typically, positions within the Exempt grid are reviewed annually within the context of the Post- Secondary Employers' Association (PSEA) *Exempt Compensation Guidelines* and adjusted by the College's Board of Governors after consultation with the CET so as to maintain a competitive salary structure.

Total Compensation

This policy is to be read in concert with the *Terms and Conditions of Employment for Exempt Employees* established by the College which includes four main elements:

- *Compensation* – providing fair compensation for the scope and breadth of job responsibilities and the education, competencies, and experiences that employees bring to their roles;
- *Benefits* – providing security and protection for employees and their families;
- *Career Development* – providing support for skill development, upgrades and other career development activities; and
- *Work / Life Balance* – providing paid time off and other programs to help employees balance their work and personal demands.

Exempt employees are placed in salary pay bands that reflect their duties and responsibilities as evaluated under the College's factor based, point rating *Exempt Employee Job Evaluation Plan*.

Total compensation programs may be amended from time to time, as determined by the College, and as approved by the Minister. Wage rates associated with exempt salary pay bands are adjusted consistent with direction from the Public Sector Employers Council.

Legislated References and Collective Agreements

College and Institute Act [RSBC 1996] c. 52

Public Sector Employers Act [RSBC 1996] c. 384

Links to Supporting Forms, Documents, Websites, Related Policies

G-1.7 Board Executive Committee Terms of Reference

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