



## **PROPOSED EXECUTIVE COMPENSATION PLAN**

### **Grand Erie District School Board**

November 2017



## Grand Erie District School Board

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November 8, 2017

Dear Grand Erie Community Members,

In 2014, the Government of Ontario began the process of developing public sector compensation frameworks to ensure a transparent and consistent approach to executive compensation. This applies to all Ontario public sector designated employers in universities, colleges, hospitals, and school boards – including those at the Grand Erie District School Board.

Grand Erie is committed to meeting the intent and goals of the Ministry of Education and Treasury Board Secretariat to ensure responsible and transparent executive compensation management in the Ontario broader public sector.

In the education sector, a competitive, fair, and responsible Executive Compensation Program is vital for attracting and retaining the talented, innovative leadership required to ensure continued progress in student achievement and success. Grand Erie's proposed Executive Compensation Plan balances the need to manage compensation costs and the need to attract and retain the executive talent we seek.

As part of the Government Regulations, all Ontario broader public sector employers are required to conduct a 30-day public consultation on their proposed Executive Compensation Plan. This document provides details of the proposed Grand Erie Plan. Following consultation and review of the input, the final Executive Compensation Plan will be posted. If you have feedback on Grand Erie's plan, please email Kimberly Newhouse, Grand Erie Manager of Communications and Community Relations by clicking on the link below:

[kimberly.newhouse@granderie.ca](mailto:kimberly.newhouse@granderie.ca)

We will be accepting public input until December 8. All feedback is appreciated and will be kept on record.

Thank you,

David Dean  
Chair of the Board

*SUCCESS* for Every Student

The Grand Erie District School Board is committed to supporting and ensuring the goals of the *Broader Public Sector Executive Compensation Act of 2014* are met, including:

- Standardization - providing a consistent, evidence-based approach to setting compensation, based on research and consultation;
- Balance - managing compensation costs while allowing the school boards to attract and retain the talent necessary to deliver high quality public services; and,
- Transparency - enhancing the transparency of executive compensation decisions through public consultation and posting.

At the Grand Erie District School Board, the proposed Executive Compensation Program applies to the following designated executives:

Designated Executive	Executive Class
Director of Education	Director of Education
Superintendent of Business	Executive / Supervisory Officer
Superintendent of Education	Executive / Supervisory Officer

**Executive Talent Needs**

The Grand Erie District School Board requires highly skilled and highly principled leaders to lead the organization in providing, promoting, and enhancing publicly funded education. Student achievement and success is a critical public service and requires innovative leadership to further advance the current public education system, taking into consideration technology advances that can assist with student learning. In their leadership capacity, executives are required to work and communicate with a variety of unique community groups, Government, and other stakeholders, understanding and taking into consideration the school board's population diversity when making decisions (i.e., spoken languages, socio economics, and differing abilities of students, parents, and other community members).

Directors of Education and Academic Supervisory Officers are typically recruited from the education sector (often within the school boards). Recently, there has been difficulty attracting and retaining executive talent at the school boards, due to the compensation compression resulting from executive compensation freezes and increasing Principal and Teacher salaries through collective bargaining. There have also been challenges attracting and retaining Business Supervisory Officers and other executives, who often have increased opportunity for alternative employment. These executive jobs are typically recruited from a variety of broader public sector organizations, as well as private sector organizations.

The Grand Erie District School Board encompasses the city of Brantford and the counties of Brant, Haldimand and Norfolk. As such, Grand Erie has a mixture of urban and rural schools. Many of our schools are the only school in their community.

The jurisdiction of Grand Erie includes two thriving Indigenous communities - Six Nations of the Grand River, which is the largest native community, by population, in all of Canada and the Mississaugas of the New Credit First Nation. We have Tuition Agreements with both of these communities and the care and maintenance of these agreements are an additional component of work and effort for the school board. Building and maintaining relationships with our Indigenous communities is an important part of this work and much senior staff time and effort is taken up in this pursuit. In the southwest region of our board, there is a large Low German speaking Mennonite population which also adds a unique situation. Many families in this community annually migrate to Mexico and farm the land there between October and April returning in late April or early May. This situation is complex and requires much attention to accommodate the learning needs of this population and support for families.

# Comparator Organizations

The Government Regulations stipulate that a minimum of eight comparators must be used in the Comparative Analysis and development of the Executive Compensation Framework. In addition, all comparator organizations must be comparable with respect to three or more of the following factors:

- A. The scope of responsibilities of the organization's executives
- B. The type of operations the organization engages in
- C. The industries within which the organization competes for executives
- D. The size of the organization
- E. The location of the organization

Based on these factors Grand Erie has been designated a Level 4 Board of the provincially approved seven levels.

Canadian Public Sector or Broader Public Sector Comparators Selected as part of the Grand Erie compensation plan:

- Niagara College
- St. Clair College
- University of Windsor
- Windsor-Essex Catholic District School Board
- Education Quality and Accountability Office
- Ontario Educational Communications Authority
- The Ontario French Language Educational Communications Authority
- Region of Halton
- Ontario Government Executive

Comparable positions generally include those that are similar with respect to essential competencies (knowledge, skills, and abilities), relative complexity, and the level of accountability associated with the position. The Director of Education executive class is compared to the head of an organization (e.g., President or Chief Executive Officer) and the Supervisory Officer executive class is compared to the Vice President level at comparator organizations.

# Proposed Executive Compensation Framework

The following criteria was considered when determining their placement in the base salary range:

- The scope of the executive work, including the accountabilities and complexities of the position;
- External public sector comparators and internal school board comparators (at the same level as well as the levels directly above and below); and,
- The tenure, experience, and other individual characteristics (often a composite) of incumbents.

The table below details the base salary range minimums and maximums for the Directors of Education, Associate Directors, and other executives (including Superintendents) for all seven levels.

Base salaries are presented in CAD \$000's

School Board Level	1	2	3	4	5	6	7
Directors	\$166 - \$198	\$176 - \$218	\$192 - \$237	\$208 - \$257	\$224 - \$277	\$239 - \$296	\$255 - \$316
Associate Directors	\$158 - \$166	\$167 - \$176	\$183 - \$192	\$198 - \$208	\$213 - \$224	\$228 - \$239	\$243 - \$255
Executives	\$140 - \$157	\$140 - \$166	\$140 - \$176	\$140 - \$185	\$140 - \$194	\$140 - \$204	\$140 - \$213

Our Board is accountable for determining the appropriate placement of our designated executives within the base salary range. The following criteria was considered when determining placement in the base salary range:

- The scope of the executive work, including the accountabilities and complexities of the position;
- External public sector comparators and internal school board comparators (at the same level as well as the levels directly above and below); and,
- The tenure, experience, and other individual characteristics (often a composite) of incumbents.

Grand Erie is a Level 4 board and our executive positions include the Director and Superintendents. Grand Erie does not have Associate Director positions. The table below details the Director of Education, and Superintendent base salary ranges for Level 4 school boards, including our Board:

Director of Education	\$208 - \$257
Superintendents	\$140 - \$185

The Government Regulations requires the calculation of a pay envelope (total of all actual base salaries paid to executives) and an annual maximum rate of increase.

The table below outlines the pay envelope at the Grand Erie District School Board and the proposed maximum rate of increase for 2017-18.

Envelope	Proposed Maximum Rate of Increase
\$1,279,841.	5%