

Vancouver Island University Compensation Philosophy

Overall Objectives

Our total compensation program is a tool to help us attract and retain highly qualified staff to support Vancouver Island University to be a leader in providing high-quality learning, and to help the University support the well-being of the people of Vancouver Island University and coastal British Columbia by our commitment to student success, community engagement and associated scholarship. Our total compensation program will support the following core values of the University:

Learning: we support student success, access to education, appropriate development and use of technologies, collaboration and engagement with communities, development of literacies, communication and exchange of ideas across disciplines and locations, exploration and application of new thought and pursuit of lifelong learning.

Respect: we promote respectful engagement and support for internal and external relationships, and are committed to promoting respectful, informed discourse about reciprocity and reconciliation as identified by the Truth and Reconciliation Commission of Canada Calls to Action.

Discovery: we promote respectful, ethical, transformative learning and research, scholarship and creative activity by fostering open inquiry that engages learners and supports contributions to knowledge.

Engagement: we value respectful on-going cooperation and collaboration that builds relationships with our partners in education, with communities in our region and with colleagues throughout the world.

Achievement: we believe in the potential of our community of learners and are committed to promoting the excellence and success of our students, faculty, staff and alumni.

Diversity: we value human diversity in all its dimensions and are committed to achieving and ensuring learning and working environments that are equitable, diverse and inclusive.

Celebration: we recognise and actively celebrate the achievements of all our students, faculty, staff, alumni and communities we serve.

Sustainability and Well-being: we foster sustainability in our institution through progressive sustainable operational practices, promotion of environmental awareness, delivery of supporting pedagogy, and provision for wellness in our employees and students.

Guiding Principles:

Achievement of Goals of the University: Our total compensation program supports and rewards staff who are engaged in supporting the University to achieve its mission, visionary purpose and broad goals and objectives set at the department/business unit level and supporting our objectives of continuous improvement. All excluded staff must effectively contribute to their department/business unit meeting required expectations to receive an increment.

Respect, transparency, and accountability: Our total compensation program respects the contribution of all staff, is fully transparent, and supports differentiation of the roles, responsibilities and accountabilities of our staff.

Information about the compensation program is fully disclosed and appropriate accountabilities are in place to ensure the best use of scarce financial resources.

Role of Total Compensation Elements:

Learning, Discovery and Achievement: Core to our values is support for life-long learning, support for skill development, support for career development, and supporting the excellence and success of our staff.

Benefits: Constructed sustainably to support a healthy and well University community. Keeping our community healthy, well and engaged is our priority. We encourage sustainable work practices, and connectivity to our families and our communities. We will provide reasonable insurance for most contingencies of life should our proactive health and wellness initiatives fail.

Base Salary: Constructed to attract and retain staff who will deliver on accessible, high quality learning.

Total compensation is also constructed to support internal equity, crucial to support working collaboratively across the institution. Therefore, core to our success will be recognition of the collaborative contributions of individuals and groups to achieving the goals set annually by the University.

Comparator Groups:

For academic leadership positions and select senior administrative positions (senior leadership roles that require previous experience in a post-secondary environment), our comparator group includes similar post-secondary organizations in British Columbia and similar size/mandate universities across Canada. The comparator group includes institutions that we have recruited staff from and lost staff to within the last five years, as well as institutions from which we have attracted qualified candidates, but our employment offers have been declined due to low compensation.

For leadership positions and excluded positions that are not unique to the post-secondary environment and do not require sector-specific experience, the primary comparator group will be the BC Public Sector, with emphasis on the BC Public Service.

A listing of the organizations in our comparator groups is contained in Appendix A. The comparator group includes institutions surveyed by Western Compensation and Benefits Consultants as part of the 2016 PSEA- CoSEC project.

Target Pay Positioning:

The mid-point of our total compensation program is targeted at the 55th percentile of our comparator group. We note that our locations are small markets (Nanaimo, Duncan, Parksville, and Powell River) which creates recruiting issues related to the availability of employment for co-locating spouses. This is only somewhat mitigated by the positives of the island location and our reputation.

Internal Equity:

Once external market comparative information is assessed, this information will be a factor in determining an appropriate compensation plan that is both market appropriate and supports internal equity. We have a well maintained point factor job evaluation system that also supports internal equity. It is transparent and meets best practices. Internal equity should be benchmarked against the senior academic and select senior administrative leadership positions, as these positions are unique and fundamental to our success as a University.

Sustainability and Accountability:

Our compensation philosophy is based upon the principles of sustainability and accountability. Sustainability includes supporting the University both through the annual planning/budgeting and financial reporting processes, and through long term institutional wellbeing. The compensation plan is also compliant with legislative and policy directives from third parties, including our funding agencies.

Governance and Administration

The Board of Governors is responsible for approving our overall compensation philosophy. Senior administrators are responsible for the day-to-day oversight and administration of the program through dedicated program staff.

Appendix A

Comparator groups:

Academic and Senior Administrative Comparator Group

Athabasca University
Kwantlen Polytechnic University
Lakehead University
MacEwan University
Mount Royal University
Ryerson University
St. Mary's University
Thompson River University
Trent University
University of Lethbridge
University of Northern British Columbia
University of Ontario Institute of Technology
University of Regina
University of Waterloo
University of Winnipeg
University of the Fraser Valley

Excluded Positions Not Unique to the Post-Secondary Environment

BC Public Sector, with emphasis on the BC Public Service