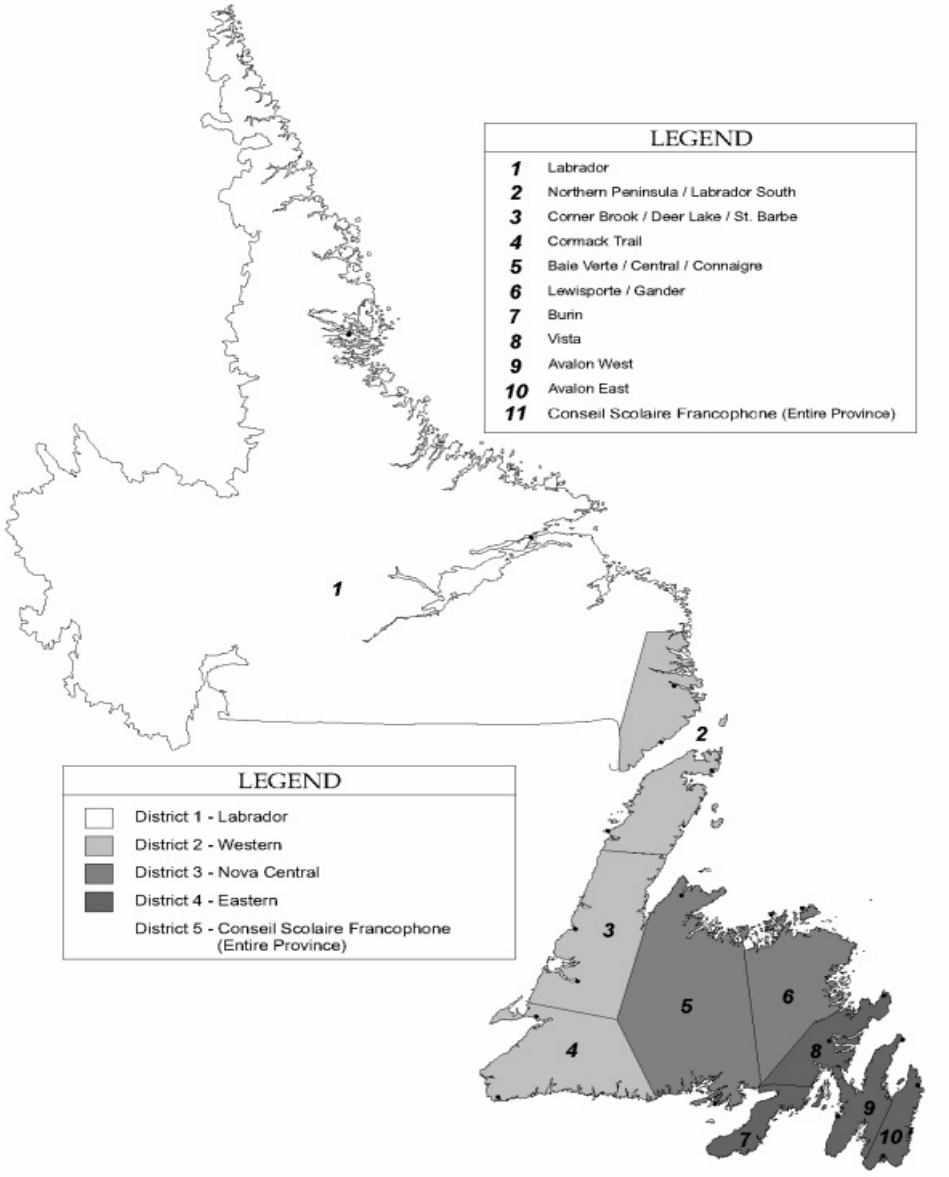
2.11 School Board Executive Compensation Practices

Introduction

As part of Education Reform in 1996-97, 27 denominational school boards were consolidated into 10 school boards and a French-language school board. From 1 January 1997 to 31 August 2004 these 11 school boards operated under the authority of the *Schools Act, 1997*. Effective 1 September 2004, 9 of these 11 boards were dissolved and 3 new boards were created resulting in 5 newly established school boards. Figure 1 shows the former 11 board boundaries and the newly established board boundaries.

Figure 1

Department of Education
School Board Boundaries



2.11 School Board Executive Compensation Practices

In contrast to the old *Schools Act* which allowed a board to set remuneration for its staff, the *Schools Act, 1997* states that salaries for directors and assistant directors (executive) will be paid in accordance with scales approved by the Lieutenant-Governor in Council and that a board will not pay remuneration greater than the approved scales.

The scales that were established were based on the Hay system methodology as was used for other Government management employees. This system was used by Government to rate each school board executive position and to establish a scale for that position. Each salary scale consisted of 33 steps; however, employees could only advance to step 25. Steps 26 to 33 were used to place employees whose salary at the time was already above step 25.

Director and assistant directors were placed on the scale at the next highest step to their salary within the public service at the time. This resulted in some executive being placed below step 25 while others were placed between step 25 and 33. Executive placed below step 25 would advance four steps on the scale with each year of service to a maximum of step 25.

Scope and Objectives

We completed our review in November 2004 of the school boards' executive compensation practices. The objectives of our review were to determine whether:

- school boards' compensation of directors and assistant directors were in compliance with legislation and Government policies; and
- the Department of Education is monitoring the remuneration practices of each school board and that policies are established and communicated.

Conclusions

New Boards

The Department of Education has created inconsistencies in the salary scales of the newly created boards similar to the inconsistencies created in 1996 and which contributed to former boards contravening legislation and Government policy. For example:

- Effective 1 September 2004, the Province restructured the school board system and reduced the number of boards from 11 to 5. Cabinet approved new salary scales for the three newly established boards while the salary scales for the two unchanged school boards remained the same. In addition, the Department of Education did not adjust the salaries of all executives of the former boards who

were taking positions in the new boards to account for salaries which were in excess of that approved by Cabinet.

- Contrary to Government's policy, the Department of Education placed 5 education officers (former associate assistant directors) in the three new boards above step 25 of the Province's management employee (HL28) scale.

Former Boards

As at 31 March 2004, 10 of the 11 school boards had approved salaries for 38 of their 42 executive personnel totalling approximately $322,000 in excess of salaries approved by Cabinet. From October 2002 to February 2004, the boards approved payment of approximately $248,000 in retroactive pay to executives for unapproved increases to step 33. As a result, the boards are not complying with the *Schools Act, 1997* or Government policy, and are utilizing operating funds that could be used for other purposes. In addition to the salary top-ups, executives will eventually be eligible to receive higher pensions, severance, redundancy, and accrued paid leave on retirement or termination of their position as a result of the top-ups.

The Department of Education did not ensure that former boards placed employees on the approved scale and step as directed by Cabinet. In fact, the Department approved certain salaries paid to executive above those approved by Cabinet and Government policy. In other instances, the former boards were refused approval to top-up salaries and, as a result, the Department contributed to inconsistencies within the system. These salary inconsistencies were a major argument that the former boards gave when they disregarded the Cabinet directive on executive salaries.

In addition to regular salaries, some former boards contravened Government policy in compensating executive staff in other areas. For example, one former board reimbursed each of its four executive $252 per month or $12,096 annually for local travel in lieu of submitting travel claims and other supporting documentation. Another former board paid its Assistant Director of Finance approximately $34,000 for leave and overtime in contravention of executive compensation practices and is allowing this individual to accrue annual leave and sick leave instead of paid leave as per Government policy.

2.11 School Board Executive Compensation Practices

Findings and Recommendations

Compliance - Former School Boards

The *Schools Act, 1997* states that salaries for directors and assistant directors will be paid in accordance with scales approved by the Lieutenant-Governor in Council and that a board will not pay remuneration greater than the approved scales. These salary scales were approved by Treasury Board on 4 October 1996 and by the Lieutenant-Governor in Council through OC 96-828. This approval indicated that successful applicants were to be placed on the approved salary scale at the step next highest to their current salary, but in no case above step 33.

The Minister of Education communicated the approved salary scales to the district school boards on 25 October 1996 and at that time indicated that the boards did not have the authority to top-up the approved salaries. Subsequently, in a letter dated 15 November 1996, the Minister provided some flexibility to boards and permitted them to appoint the new directors and assistant directors at any step on the approved scale not in excess of step 25 as long as the boards were prepared to fund the difference in salary from other funds.

Our review of compensation paid to school board executive identified the following issues:

- In January 1997, a total of 12 directors and assistant directors were placed on steps above step 25 because their public service salary at the time was higher than the applicable step 25. Four of these placements were at step 33. Up to February 1999, 2 boards increased another 8 executive to step 33 contrary to Cabinet directive. From October 2002 to February 2004, 9 boards increased 33 current and former executive to step 33 contrary to Cabinet directive. The 9 boards approved these increases retroactively, some dating back three years. Figure 2 provides a summary of these retroactive payments by board.

Figure 2

School Boards
Retroactive Payments to Step 33
October 2002 to February 2004

District #	Number of Positions	Retroactive Payments	Board Approval Date	Effective Date of Increase
1	(Note 1)	$2,573	24 June 2003	1 March 2003
	4	595	3 October 2003	27 September 2003
2	4	16,285	9 February 2004	1 July 2003
3	2	32,654	19 November 2003	1 July 2002
	(Note 2) 1	26,978	19 November 2003	1 September 2001
4	4	28,280	20 June 2003	1 September 2002
5	3	68,367	15 April 2003	1 September 2000
	1	10,690	15 April 2003	1 September 2001
6	4	39,716	30 June 2003	1 July 2002
7	4	10,779	17 June 2003	1 July 2003
8	4	3,784	7 April 2003	1 March 2003
9	1	3,859	24 October 2002	21 May 2002
	1	3,314	4 November 2003	1 July 2003
Total	**33**	**$247,874**		

Source: School Boards
Note 1: On 24 June 2003, the Board approved the advancement of 3 executive positions to step 28 effective 1 March 2003 and on 3 October 2003, all 4 executive were approved for advancement to step 33 effective 27 September 2003.
Note 2: On 19 November 2003 the Board approved the advancement of 1 executive to step 25 effective 1 September 2001 and to step 33 effective 1 July 2002.

- In September 2000, the Minister of Education advised the board chairpersons that the authority of the boards to place directors and assistant directors at step 25 had been removed as it was done previously only as part of the transition process. However, subsequent to this directive, a benefits package, dated 12 June 2001, sent to the boards by the Department of Education did not reflect this revision.

In order to clarify its position, the Department of Education issued a letter on 13 November 2001 to all board chairpersons that the authority of boards to top-up any salary to step 25 had been removed. However, between 12 June 2001 and 13 November 2001, one board **(District #1)** advanced 2 executive to step 25 of the applicable scale and subsequent to 13 November 2001, three more boards **(District #3, District #6 and District #7)** disregarded Government policy and each advanced one executive to step 25, while another Board **(District #5)** disregarded Government policy and advanced three executives to step 25.

- The salary scales as approved by the Cabinet consisted of 3 scales for each board. Separate salary scales were implemented for the Director of Education, the Assistant Directors of Programs and Personnel, and the Assistant Director of Finance. Each of these positions was rated and points and salary assigned.

  Our review disclosed that, contrary to the Cabinet directive, 7 of the 11 boards placed or advanced their Assistant Directors of Finance on the same salary scale as the Assistant Directors of Programs and Personnel. For example, on 20 October 2000, one board **(District #2)** approved the Assistant Director of Finance, who was being paid on step 33, to be paid on step 25 of the Assistant Directors of Personnel and Programs scale effective 1 September 1999, thus resulting in an increase in salary of $2,759 annually.

  As at 31 March 2004, the annual salaries of the Assistant Directors of Finance at the 7 boards were a total of approximately $58,000 higher than their approved scale at step 33.

As a result of these unapproved step increases and classification changes, the school boards approved executive compensation totalling $321,581 above the salary levels as approved by the Lieutenant-Governor in Council. Figure 3 provides details of the annual salary top-ups.

Figure 3

School Boards
Executive Salaries
31 March 2004

	District											
	1	2	3	4	5	6	7	8	9	10	11	Total
Legislative Approved												
Director	$99,553	$99,553	$96,429	$103,450	$106,250	$106,250	$99,553	$99,553	$106,250	$112,825	$96,631	$1,126,297
Programs	85,002	85,002	95,474	86,469	92,988	93,891	86,637	85,002	93,891	96,509	N/A	900,865
Personnel	87,454	85,002	85,316	89,507	92,086	92,086	89,089	85,002	93,891	95,581	N/A	895,014
Finance	75,930	81,771	80,954	80,954	87,225	87,225	75,930	75,930	87,225	93,196	72,308	898,648
Total	347,939	351,328	358,173	360,380	378,549	379,452	351,209	345,487	381,257	398,111	168,939	3,820,824
Board Approved												
Director	107,211	107,211	111,408	111,408	114,423	114,423	107,211	107,211	114,423	121,504	96,631	1,213,064
Programs	91,541	91,541	95,474	95,474	101,114	101,114	91,541	91,541	101,114	100,221	N/A	960,675
Personnel	91,541	91,541	95,474	95,474	101,114	101,114	91,541	91,541	101,114	95,581	N/A	956,035
Finance	91,541	91,541	95,474	95,474	101,114	101,114	81,771	81,771	101,114	99,409	72,308	1,012,631
Total	381,834	381,834	397,830	397,830	417,765	417,765	372,064	372,064	417,765	416,715	168,939	4,142,405
Top -up												
Director	7,658	7,658	14,979	7,958	8,173	8,173	7,658	7,658	8,173	8,679	0	86,767
Programs	6,539	6,539	0	9,005	8,126	7,223	4,904	6,539	7,223	3,712	N/A	59,810
Personnel	4,087	6,539	10,158	5,967	9,028	9,028	2,452	6,539	7,223	0	N/A	61,021
Finance	15,611	9,770	14,520	14,520	13,889	13,889	5,841	5,841	13,889	6,213	0	113,983
Total	$33,895	$30,506	$39,657	$37,450	$39,216	$38,313	$20,855	$26,577	$36,508	$18,604	$0	$321,581

Note: Mining grants of $14,970 paid annually to each District #1 executive is not included.

Role of the Department of Education

Former School Boards

When the salary scales were approved in 1996, Cabinet directed the Department of Education to ensure boards place employees on the approved scale at the step next highest to their current salary. Our review indicated that the Department did not do this and, in fact, created inconsistencies in the system by approving exceptions for some boards while refusing requests from other boards since 1996. For example:

2.11 School Board Executive Compensation Practices

- Prior to February 1999, two boards **(District #9 and District #10)** paid 8 executive at step 33 without the prior approval of the Minister. However, as a result of legal advice, in February 1999, the Minister wrote the two boards and agreed to let the contracts in question stand but future contracts must be in compliance. Not only did the Minister approve these contracts knowing they were not in compliance with the *Schools Act, 1997* and Cabinet directive; the Minister had no authority to disregard the *Act* or Cabinet directive. However, in 1996 and again in 2001, the Minister refused to approve step 33 for a director at another board **(District #3)**.

- Initially when boards paid executive at levels not approved by the Department, the top-up was not considered pensionable salary and the Department refused to make deductions for pension. However, this was challenged in March 2000 and the Department, on the advice of the Department of Justice, determined that retroactive payments totalling $102,000 to 1 January 1997 related to pension deductions, severance payments and unused vacation payments were required to be made by the Department, the respective boards and the employees in question. These payments were based on the fact that in written correspondence in February 1999, the Minister had allowed contracts placing executive staff on step 33 for two boards **(District #9 and District #10)** to stand. The Minister had no authority to provide direction contrary to the Cabinet directive. A third board **(District #1)** which paid its executive a top-up was also included in the settlement. In this case, no written approval was obtained from the Minister.

  As for the boards that the Department did not approve executive salaries in excess of approved scales, unremitted pension contributions were handled differently depending upon the board. For example, one board **(District #1)** deducted pension contributions and kept them in a bank account after the Pension Division of the Department of Finance refused to accept them. Another board **(District #3)** kept the unremitted pension contributions in an RRSP account.

- An Assistant Director of Personnel was hired by one board **(District #9)** in March 2002 and placed on step 33 of the salary scale as the executive's former salary at a University in Ontario was higher. Although this is not in compliance with Government policy which would require placement on step 1, the Department of Education approved this placement at step 33.

In October 2002, the board also increased its Director's salary from step 25 to step 33 retroactively to May 2002, although a 1% salary differential between the supervisor and the three subordinate positions, as per Government policy, had already existed before the advancement of the Director. The board, at its meeting, stated that it had a "legal, ethical and moral obligation" to approve the increase.

- According to the Department's executive benefits package, when promotions to a higher salary scale occur, the salary shall be set at the same step but the salary increase shall not exceed 10%. In August 1999, an assistant director, whose salary of $71,355 based on step 29, for one board **(District #1)** transferred to a similar higher rated position with another board **(District #10)**.

  At that time, the assistant director was approved a salary of $78,491 at step 25 representing the maximum 10% promotion. However, in July 2002, approximately three years after the appointment, the Department approved a retroactive change to the assistant director's salary back to the date of hire at an annual salary of $82,301 which was based on step 29. The Board stated that, at the time of hire, the assistant director had been incorrectly notified that the new salary would be $82,301 which was based upon the Department's calculation, which had inadvertently excluded the 10% promotion calculation.

- Section 79(4) of the *Schools Act, 1997* requires school boards to obtain the written approval of the Minister of Education for all director and assistant director employment contracts. The Department's Guidelines for Employment Contracts stated that contracts should not make reference to the specific Hay level, the step on the Hay level or the specific salary to be paid as subsequent changes in the scale or classification would create conflicts with the employment contract. However, without reference to these specific items boards were able to change the Hay level and scale without having to have a new contract approved by the Minister.

- 4 executives at 3 boards **(District #3, District #5 and District #6)** refused to sign their employment contracts because they disagreed with the step on the salary scale approved by the Department. These 4 executives were former teachers and therefore continued to be paid at their teachers' salary. As at 31 March 2004, the Department of Education recorded a liability of $170,000 for an amount up to the Department's approved step for these 4 executive. Our review indicated the liability was understated for

one of the four employees by approximately $4,800. Two of the executive have had no contract since September 2001, one since September 2002 and the other since September 2003.

New School Boards

Effective 1 September 2004, the Province restructured the school board system and reduced the number of boards from 11 to 5. Three new salary scales were implemented for each of the three newly established boards while the two unchanged school boards **(District #1 and the Conseil Scolaire Francophone)** had their salary scales unchanged.

A review of the newly established salary scales indicated that the Department is causing inconsistencies and confusion similar to what happened in 1996-97 during the former school board amalgamation. For example:

- The assistant directors of finance for the three newly established boards were paid on the same level as the director of personnel; however, in one of the unchanged boards, the director of finance was paid at a lower level than the assistant director of personnel.

- The assistant directors of programs are paid at a higher level than the assistant directors of personnel with the newly established boards; however, in one of the unchanged boards the directors of personnel and programs are paid on the same level.

- The Department's executive benefits package states that when promotions to a higher salary scale occur, the salary shall be set at the same step of the new scale but the salary increase shall not exceed 10%. Our review of identified the following:

    - The Department placed the Assistant Director of Finance in one board **(new District #4)** on step 33 of the new scale based on promotion; however, the Department did not take into consideration that the employee's previous salary in former District #9 was in contravention of Government policy and the Cabinet directive. In this instance, the employee should have been placed on step 25 of the new salary scale. As a result, the employee will be overpaid by $7,208 annually.

- The Director of a former school board **(District #6)** was approved to be paid on step 25 at $106,250. However, when this Director took a position with the new District #3, the Department placed the Director on step 29 of the new scale at $114,762 instead of step 25 at $110,511, thus contravening the promotion policy which provides that the salary shall be set at the same step of the new scale but the salary increase shall not exceed 10%. As a result, the employee will be overpaid by $4,251 annually.

- The Director of a former school board **(District #3)** was approved to be paid on step 19 at $97,482. However, when this Director took a position with the new District #2, the Department placed the Director on step 21 of the new scale at $106,261 instead of step 19 at $104,138, thus contravening the promotion policy which provides that the salary shall be set at the same step of the new scale but the salary increase shall not exceed 10%. As a result, the employee's annual salary is overstated by $2,123.

- Subsequent to the reorganization of the school boards in 1996, 8 of the 11 former boards created 11 associate assistant director positions **(Districts #3 to #9 - 1 position each and District #10 - 4 positions).** These positions were created by transferring a teaching unit from the various schools to the board offices. These positions were normally paid at 1% above the highest paid principal (including bonus) within the particular district at an average of $85,400.

  Our review indicated that the boards contravened section 92 of the *Schools Act, 1997* in that the required Cabinet approval was neither requested nor obtained when the scales were assigned to these 11 positions. Furthermore the positions were never classified by Treasury Board Secretariat as is normal for school board positions under section 7 of the *Financial Administration Act*. Although the Department of Education was aware that the classifications were established by the boards and not by Treasury Board Secretariat, the Department did not take any action to address the matter. The Department's awareness was evidenced by the fact that, in these instances, it paid the salaries through its Teachers' Payroll Division and was reimbursed by the boards for the topped-up portion of the salaries.

In 2004 the school boards were again consolidated and the Department requested that all the associate assistant director positions be eliminated and that individuals filling these positions be returned to their permanent teaching position and salary.

With the creation of three new boards and the continuation of two former boards the Department created and Treasury Board Secretariat classified 9 senior education officer and regional education officer positions within the three new boards. Of the 9 new positions, 5 were filled by previous associate assistant directors and, therefore, in accordance with Government's personnel policies and procedures, these individuals should have been placed on the scale at a level 5% above their current permanent bargaining unit position (e.g. teacher pay rate of $68,117 plus 5% = $71,523). However, the Department and the boards placed these 5 individuals on the scale at a level based on the unapproved and terminated associate assistant director scale. As a result, 5 of the 9 regional and senior education officers are being paid above step 25 of the Province's management employee (HL28) scale at an average salary of $83,700, contrary to Government's policy.

Other Compensation Issues

All school board executive must abide with the Executive Compensation Plan and boards are required to comply with the *Schools Act, 1997* as to their duties and responsibilities. Our review identified the following:

- Government policy permits the payment of a car allowance where employees are required to have a car as a condition of their employment and also reimburses employees for actual distance travelled based on the submission of a travel claim. One former board **(District #3)** reimbursed its staff in accordance with this policy; however, it reimbursed its four executive for 800 kilometres per month ($252) in lieu of local travel claims without supporting documentation. For the 2003-04 fiscal year, this resulted in payments of $12,096 to these executive without adequate documentation.

2.11 School Board Executive Compensation Practices

- Our review identified a number of compensation issues with an Assistant Director of Finance with one board **(District #1)** as follows:

  - As per the Benefits Package provided to school boards, assistant directors with up to 10 years of service were to accrue 25 paid leave days per year. This new policy eliminated the use of annual leave, sick leave and family responsibility leave provisions used under the former school board system. This individual was hired in June 1997 from outside the Provincial government and commenced to accrue 30 days in annual leave per year plus 2 days sick leave per month. As a result, this individual accrued approximately 35 more leave days and 168 days more sick leave days during the past 7 years than provided by Government policy. As at November 2004, leave continues to accrue in contravention of Government policy. We also identified that from July 2002 to July 2003, this individual was paid $18,292 over 11 pay periods for 55 days of unused annual leave. This is not in accordance with Government policy.

  - In August 1997, correspondence from the Minister of Education regarding overtime compensation practices stated that *"…the Executive Compensation Plan does not include a provision for overtime compensation; school boards are not permitted to authorize time off in lieu of overtime or pay for overtime worked by Directors or Assistant Directors."* From October 2003 to February 2004, this individual was paid $11,424 for 235 hours of overtime which was worked in 1997-98. The amount was paid after the individual started to be paid at a higher salary on Step 33 of an incorrect salary scale (i.e. contrary to Cabinet directive). In December 2003, the individual was paid $3,435 for 70 hours above regular salary, without any clear evidence as to why this amount was paid. In April 2004, this individual was paid $2,792 for 37 hours in overtime during the public sector strike. In May 2004, the assistant director was paid $717 for 9.5 hours in overtime.

Recommendations

The Department of Education should:

- *ensure school boards comply with the* Schools Act, 1997 *and Government Policy; and*

- *apply policies and procedures related to school board executive compensation consistently.*

Department's Response

The department's comments with respect to the Auditor General's observations and recommendations are as follows:

- ***ensure that the School Boards comply with the Schools Act, 1997 and government policy.***

The department acknowledges that there were inconsistencies in the way school board executives were paid from 1997 to 2004. This was a result of the former boards believing, based on legal advice, that they had the authority to place directors and assistant directors on any point on the salary scale established by government and approved by the Lieutenant Governor in Council.

Beginning in March, 2004 the department took the following measures to clarify the procedures to be followed and ensure that Boards comply with the Schools Act, 1997 and government policy by issuing the following directives:

- *The Minister of Education issued a policy directive dated April 19, 2004, under the Schools Act, 1997, which terminated school board authority to use teaching units for non-teaching positions at the board office (i.e. Associate Assistant Director positions).*

- *The Minister of Education issued a policy directive dated March 30, 2004, under the Schools Act, 1997, which directed that the filling of vacancies, renewal or alterations of employment contracts, and extensions of contracts of employment relating to positions at school district offices could be made only if prior written approval of the Minister of Education had been granted.*

2.11 School Board Executive Compensation Practices

Government has reduced the number of senior positions by 32 as a result of the consolidation of nine boards to three (from 90 under the old structure, to 58 under the new structure). Draft contracts for directors have been prepared by the department and sent to school board chairs. These proposed employment contracts clearly identify the approved HAY classification and step on the salary scale.

All executive, Senior Education Officer (SEO) and Regional Education Officer (REO) - Hay Levels in the new board structures have been approved by Treasury Board.

The former Associate Assistant Director positions in the old Boards have been eliminated commencing in September, 2004. However, in setting the salary level they were treated in a similar and consistent manner as the Directors and Assistant Directors. While these positions are considered by the Auditor General to be unapproved and unclassified they have existed for quite some time - 6 years. Therefore, the department had to recognize the salaries these individuals were receiving in placing them on the new scale as REO's and SEO's. The department used judgements consistent with the NLTA Collective Agreement.

- ***apply policies and procedures related to school board executive compensation consistently.***

With due respect, the department could accept some criticism for the past, however, it takes issue with the Auditor General's statement that it has created inconsistencies in the salary scales of the newly established boards of 2004 similar to the inconsistencies created in 1996, which contributed to former boards contravening legislation and government policy.

The department did adjust the salaries of all executives of the former boards who accepted positions within the new boards to eliminate top-up.

The Auditor General's other observation with respect to 2004, is that 5 Education Officers (former Associate Assistant Directors) who accepted positions with three new boards were placed at a step above Step 25 of the province's salary scale, HL 28. These individuals had been in Associate Assistant Director positions and paid through a teacher allocation as previously outlined. In order to implement government's decision in 2004, the department was obligated to follow approved government policy in recognition that the previous salary was defined in accordance with the provisions of the NLTA collective agreement.

2.11 School Board Executive Compensation Practices

The Auditor General uses the example (Role of the Department of Education - New School Boards - bullet 1) where the department did not apply the salaries of directors of finance and directors of personnel consistently. The department only reviewed the classification levels of the senior staff at three new boards. In addition, government has moved to treat both the classifications of directors of finance and directors of personnel consistent with other government classified positions.

In response to the Auditor General's comments concerning leave associated with an executive member of the Labrador School Board, a letter has been written to the board asking that the board ensure compliance with government policy relative to leave.

The Minister will also address the issue of car allowances by directing school boards to comply with government policy.

In conclusion, the Department has acted appropriately with recent school board executive contracts through compliance with the following:

- *The Lieutenant-Governor in Council approved new Hay levels.*
- *Treasury Board has been directly involved in the implementation of Cabinet's direction regarding classification levels for all senior level positions.*
- *The Public Service Commission was involved in all executive hiring.*
- *Staff were placed on salary scales in accordance with those approved by Cabinet and in accordance with policies and procedures of government.*
- *The department set criteria to determine new base salaries - any exceptions have been approved by Treasury Board.*

The Department strongly believes it used the right opening base salary for new board positions and was consistent in its application. The Department has also taken action to ensure future compliance:

- *The department has now assumed the payroll and benefits management of all Executive positions at the School districts.*
- *Treasury Board approvals have been sought and received for all appointments made for any upscale hiring of Executive positions at the school districts.*
- *New contracts have been drafted for all school board director positions.*
- *Issues of compensation and benefits have been addressed to ensure compliance with government's general practices as outlined in the Human Resource Policy.*
- *New contracts will be representative of the new accountability framework of government.*