

CHRO Today Executive Network



Shared Problem-Solving Discussion

Mike Sorensen will facilitate a group discussion on **Compensation Strategies**.

He will walk us through the strategy he is using including a new program that allows employees to choose their raise amount going forward by selecting additional value they can add or projects they are willing to work on.

After that we can discuss other compensation strategies members are using or are considering using.



Mike Sorensen

*Chief Collaborator
Experience Officer
Nightingale College*



Mike Yonker

Executive Vice President,

CHRO
MARRIOTT
VACATIONS
WORLDWIDE
SM

**Congratulations, Mike
Yonker, on being
appointed the **Chair**
of **C-TEN!****

HR  **TODAY**
ASSOCIATION



NIGHTINGALE

EDUCATION GROUP



NIGHTINGALE
COLLEGE



NIGHTINGALE
INNOVATIONS



Evolv**Ed**



NIGHTINGALE
SOLUTIONS



Market Benchmarks

- Mission Support, Nightingale Innovations and Nightingale Solutions are benchmarked against all industries nationally in comparably sized companies (500-1000 employees + \$50m-\$200m in revenue)
- Nightingale College is benchmarked against comparably sized Colleges and Universities nationally (500-1000 employees + \$50m-\$200m in revenue)
- Remote Nursing Faculty are benchmarked against comparably sized hospitals and Colleges and Universities nationally. (500-1000 employees + \$50m-\$200m in revenue)
- On-Ground Nursing Faculty are benchmarked against comparably sized hospitals in the geographic area that they are performing work. (500-1000 employees + \$50m-\$200m in revenue)
- Executive Roles are benchmarked against comparably sized companies in the Salt Lake City, Utah area. (500-1000 employees + \$50m-\$200m in revenue)
- Two Datasets will be used to balance the Market benchmark by August 2025



Every Collaborators Compensation is determined by the following factors:

Market Benchmarks

Mission Criticalness

Difficulty of Replacement

Expected Performance

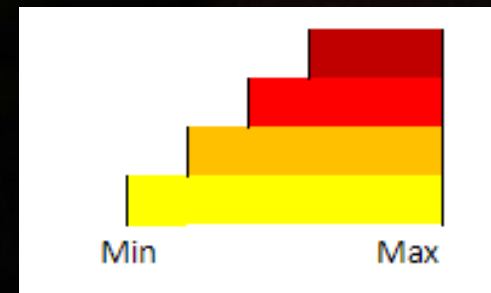
Continuous Contribution in Current Role

Higher Performance

Market Criticalness and Difficulty of Replacement Percentage Adjustments

Because certain roles may be more difficult to hire or replace, the salary band minimum will be raised to ensure the pay base for these highly important positions reflects the criticalness of the position to the success of the company.

M C r i t i c a l	High	3	4	5
	Medium	2	3	4
	Low	1	2	3
		Low	Medium	High
		Difficulty to Replace		



Market Target Percentages

- Current Market Target is set at a 40% Maximum for each collaborator.
- In 2025 the proposed Market Target will be moved to 42% Maximum for each collaborator.
- The long-term goal being to set all collaborator pay bands to have a midpoint of 50% of the Market Target to continue to stay ahead of the competition and recruit higher level talent.

- *Market Targets are reviewed on an annual basis.

Impact Commitment Pay Increases

Utilizing both sustained and short-term increases in pay to compensate for higher level production of KPI's as agreed upon between Nightingale and the Collaborator. These could include additional responsibilities, higher-impact results or additional job requirements.

Sustained KPI Pay Increases -

To be used when a higher level of sustained KPI's and production are committed to before an employee is ready for job laddering.

These pay increases are permanent for as long as the higher level of KPI's are sustained.

Short Term KPI Pay Increase -

To be used for a short-term higher level of KPI's or production are committed to above the current expectations.

These pay increases are temporary for as long as the higher level of KPI's are needed or produced.





Performance + Continuous Contribution Percentage Increase

Collaborators will receive increases in compensation based upon continuous contribution in their current role and by contributing at a high level.