



TO: SOUTHERN NEVADA DISTRICT BOARD OF HEALTH **DATE:** February 24, 2022

RE: *Acceptance of the Classification and Compensation Study Report by Pontifex Consulting Group and Approval of Implementation of the Non-represented Employee Classification & Compensation Plan, effective July 9, 2022*

PETITION #31-22

That the Southern Nevada District Board of Health *accepts the Classification and Compensation Study Report by Pontifex Consulting Group and approves implementation of the Non-represented Employee Classification & Compensation Plan, effective July 9, 2022.*

PETITIONERS:

Jennifer Fennema, IPMA-SCP, Director of Human Resources *JF*
Karen White, CPA, Chief Financial Officer *KW*
Fermin Leguen, MD, MPH, District Health Officer *FL*

DISCUSSION:

Pontifex Consulting Group was retained to review job content for all SNHD positions, examine the current compensation program and structure, analyze the current competitive labor market compensation practices and provide recommendations for classification (internal equity) and compensation (labor market equity) structure revisions.

Pontifex met with SNHD Leadership and reviewed all SNHD position descriptions. Leadership is recommending a separate classification and compensation plan for the non-represented job classification that is composed of salary ranges with no steps. This will link the non-represented jobs to their competitive labor markets and avoid compression, enabling succession planning efforts and talent retention.

FUNDING:

The funding for the implementation of the Non-represented Employee Classification Compensation Plan will be included in the FY23 Budget.

Compensation Study

Southern Nevada Health District

January 2022

Pontifex Consulting Group LLC



PONTIFEX
CONSULTING GROUP, LLC

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Introduction

What was the Pontifex Consulting Group (PCG) asked to do?

The objectives of the study were to:

- Validate the compensation philosophy and its alignment to the Southern Nevada Health District's (Client) strategy and direction.
- Review job content information for all Client jobs.
- Examine current compensation programs and structures for Client jobs.
- Analyze current competitive labor market compensation practices.
- Provide recommendations for classification structure revisions (internal equity).
- Provide recommendations for compensation structure revisions (labor market equity).
- Provide recommendations for maintenance of classification and compensation systems.
- Perform Fair Labor Standards Act (FLSA) exemption tests and provide audit documentation.
- Prepare a written report of our findings and comparisons.

This report covers all of these objectives.

II. Human Capital Issues and Compensation Philosophy

Human Capital Issues

For the Client to achieve its mission of providing service to the public requires the attraction and retention of key talent to fill their jobs. These are jobs that have a significant depth in customer service, technical and professional competencies, while at the same time possessing advanced skills in communication and team-building. These unique skills are essential for employees to be successful at carrying-out the Client's mission in an effective and efficient manner.

Specifically, the Client's compensation philosophy is oriented towards:

- Attracting and retaining key talent to achieve the organization's core mission,
- Remaining competitive when comparing total compensation packages,
- Empowering staff to reach their full potential through personal and professional development opportunities,
- Promoting a succession plan that supports internal advancement,
- Maintaining a high performance, results oriented culture.

Compensation Strategy

The compensation of an organization’s staff normally follows an established compensation philosophy and strategy. Such strategic documents are critical towards alignment of the organization’s largest budgetary expenditure towards organizational needs and fiscal resources.

A survey of 1,702 organizations across the United States shows that a majority of respondents have a stated compensation strategy of paying at or above the labor market rate for their jobs:

<i>Employee Group</i>	<i>Pay Below Market Rate</i>	<i>Pay Equal to Market Rate</i>	<i>Pay Above Market Rate</i>	<i>Other Percentile or No Strategy</i>
Hourly Employees	2.9%	86.7%	2.8%	7.6%
Salaried Employees	1.8%	87.0%	3.1%	8.1%
Management/Executive Employees	1.8%	77.8%	8.3%	12.1%

SOURCE: *World-at-Work (American Compensation Association) 2020/2021 Salary Budget Survey.*

Compensation Strategy

The “Employer Costs for Employee Compensation” survey is produced by the Bureau of Labor Statistics of the U.S. Department of Labor to show what employer’s average hourly costs are for compensation and its components. Listed below are comparative figures for wages (no benefits data included) between 2009 and 2020:

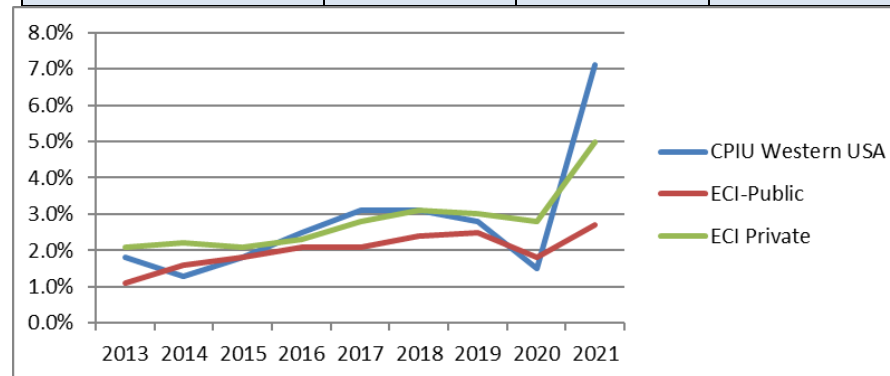
<i>Private Sector Employers</i>	<i>Cost Compensation 2009</i>	<i>Cost Compensation 2020</i>	<i>% Increase</i>
All Private Employers	\$19.41	\$25.48	+31.3%
- Management/Professionals	\$32.16	\$42.95	+33.6%
- Office & Administrative Support	\$15.65	\$19.18	+22.6%
- Service Occupations	\$10.32	\$13.70	+32.8%

<i>State & Government Employers</i>	<i>Cost Compensation 2009</i>	<i>Cost Compensation 2020</i>	<i>% Increase</i>
All State & Local Government Employers	\$26.11	\$33.08	+26.7%
- Management/Professionals	\$32.54	\$41.02	+26.1%
- Office & Administrative Support	\$17.02	\$21.29	+25.1%
- Service Occupations	\$17.72	\$22.47	+26.8%

Compensation Strategy

The following chart shows the percentage changes in the Consumer Price Index for Urban Consumers (CPI-U) for the Western United States and the Employment Cost Index (ECI) for private and public sector employers wages and salaries between 2013 and 2021 as reported by the Bureau of Labor Statistics of the U.S. Department of Labor:

Year	CPI-U Western USA	ECI Public Sector	ECI Private Sector
2013	1.8%	1.1%	2.1%
2014	1.3%	1.6%	2.2%
2015	1.8%	1.8%	2.1%
2016	2.5%	2.1%	2.3%
2017	3.1%	2.1%	2.8%
2018	3.1%	2.4%	3.1%
2019	2.8%	2.5%	3.0%
2020	1.5%	1.8%	2.8%
2021	7.1%	2.7%	5.0%
Total	25.0%	18.1%	25.4%
Average 2013-2021	2.8%	2.0%	2.8%



III. Classification Study

Classification Study

Methodology

Pontifex Consulting Group (PCG), met with Client management and Human Resources staff to discuss the project work plan, deliverables, and the Client's issues/concerns with their classification and compensation programs.

PCG conducted briefing sessions on-site in July of 2021 for department directors to inform them of the objectives of the study, timelines, and to answer questions. PCG also reviewed organizational structures and job descriptions with Client management.

The Client supplied PCG with organization charts, job classification descriptions and compensation program information. The job classification descriptions provided critical information on their positions related to:

- Duties and responsibilities;
- Knowledge and Skills required to perform those responsibilities and duties;
- Education and/or Experience levels required to perform duties and responsibilities;
- Supervisory responsibilities;
- Scope of decision-making;
- Delegation of authority;
- Physical Demands; and,
- Environmental and Working Conditions.

PCG will update the job classification descriptions and ensure that they meet legal requirements.

IV. Compensation Analysis

Competitive Compensation Analysis

Methodology

PCG discussed and received direction to provide a compensation study based upon the Client's labor market competitors. For jobs that are recruited from the general labor market, information was obtained from reliable, professionally compiled published survey sources:

- United States Department of Labor, Bureau of Labor Statistics
- Willis Towers Watson Compensation Survey Report

A portion of the Client's jobs only exist in comparable public sector agencies. Therefore, the public sector is one of the Client's primary competitors for talent. The group of comparable agencies designated by the client can be found in Appendix B.

The compensation analysis was conducted in August of 2021.

Overall responsibilities, specific duties and education and experience requirements from Client job classification descriptions were referenced to provide accurate matching. Jobs were matched based on content, responsibilities, level and qualifications and not on title alone. For this reason, the titles in the market do not necessarily align with the titles employed by the Client. This also means that there will be cases where there is not an appropriate match to a Client's job in the survey database and therefore comparison data will not be available or reported.

To maintain data integrity, PCG can only utilize data provided to us through our survey process in order to conduct a professional and objective analysis of the information.

In accordance with industry practice, all data are thoroughly reviewed by compensation professionals using proprietary data diagnostic programs and statistical modeling techniques. Participants are contacted to confirm job matches, resolve omissions, inconsistencies, or other questionable input, and clarify specific policy questions.

Competitive Compensation Analysis

Methodology (continued)

To ensure adherence to Sherman Act Anti-Trust Guidelines (26 Stat. 209 15 USC), survey sources maintain the confidentiality of each individual organization's data, and any information published is aggregated so that individual organization data cannot be identified.

Survey data provide critical competitive salary information; however, compensation of individual positions may differ from the target labor market for many reasons, including stage of organizational growth, organizational performance and the qualifications, specific responsibilities and performance of the individual position incumbents.

Market analyses show labor market competitor pay practices at a specific point in time. They do not yield a "single correct rate" of compensation for a specific job. Organizations should not consider survey reports as an answer book. Survey data should be utilized in context with the organization's compensation philosophy, ability to pay, and the larger economic and labor market climate.

Competitive Compensation Analysis

Salary Range Minimum Rate

The minimum salary range rate represents the minimum rate of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has the minimal level of education and experience required for a job (attraction rate).

The charts on pages 15-17 show the overall comparison of the competitive labor market minimum salary range averages and the Client's salary range minimum rates.

Competitive Compensation Analysis

Job Title	Client Minimum Salary Range Rate	Market Average Minimum Salary Range Rate	Client as a Percent of Market Average Rate
Accountant II	\$66,997	\$61,661	+8.7%
Accounting Technician II	\$46,842	\$49,940	-6.2%
Administrative Assistant II	\$42,307	\$43,834	-3.5%
Administrative Secretary	\$51,896	\$49,788	+4.2%
Advanced Practice Registered Nurse II	\$91,042	\$96,203	-5.4%
Applications Programmer	\$70,533	\$69,954	+0.8%
Associate General Counsel	\$91,042	\$95,197	-4.4%
Budget Analyst	\$66,997	\$67,094	-0.1%
Central Supply Assistant	\$46,842	\$47,047	-0.4%
Chief Administrative Nurse	\$117,603	\$111,455	+5.5%
Chief Financial Officer	\$117,603	\$144,089	-18.4%
Chief Information Officer	\$117,603	\$130,104	-9.6%
Clinical Staff Physician	\$144,331	\$168,049	-14.1%
Community Health Nurse II	\$63,669	\$65,764	-3.2%
Community Health Nurse Manager	\$91,042	\$93,316	-2.4%
Community Health Nurse Supervisor	\$78,166	\$75,754	+3.2%
Computer Systems Analyst	\$70,533	\$64,261	+9.8%
Contract Administrator	\$70,533	\$71,259	-1.0%
Controller	\$91,042	\$113,525	-19.8%
Database Administrator	\$78,166	\$70,696	+10.6%
Dental Assistant	\$38,106	\$32,260	+18.1%
Dental Hygienist	\$63,669	\$82,200	-22.5%
Director Community Health Services	\$159,931	\$139,363	+14.8%
Director Environmental Health	\$130,312	\$117,909	+10.5%
Disease Surveillance Manager	\$91,042	\$114,791	-20.7%
Eligibility Worker	\$46,842	\$40,925	+14.5%
Environmental Health Manager	\$91,042	\$93,737	-2.9%

Competitive Compensation Analysis

Job Title	Client Minimum Salary Range Rate	Market Average Minimum Salary Range Rate	Client as a Percent of Market Average Rate
Environmental Health Specialist II	\$60,528	\$65,571	-7.7%
Epidemiologist	\$63,669	\$68,768	-7.4%
Epidemiology Manager	\$91,042	\$88,801	+2.5%
Executive Assistant	\$54,621	\$64,246	-15.0%
Facilities Services Manager	\$91,042	\$83,047	+9.6%
General Counsel	\$144,331	\$143,320	+0.7%
Grant Writer	\$70,533	\$63,362	+11.3%
Health Educator	\$60,528	\$52,074	+16.2%
Health Records Assistant	\$38,106	\$46,237	-17.6%
Human Resources Analyst	\$66,997	\$64,596	+3.7%
Human Resources Director	\$117,603	\$125,288	-6.1%
Human Resources Specialist	\$60,528	\$49,538	+22.2%
HVAC Technician	\$60,528	\$56,181	+7.7%
Information Systems Supervisor	\$78,166	\$83,219	-6.1%
IT Systems Administrator II	\$63,669	\$69,236	-8.0%
Janitor	\$38,106	\$36,612	+4.1%
Laboratory Assistant	\$44,491	\$43,822	+1.5%
Laboratory Technologist II	\$63,669	\$66,472	-4.2%
Legal Secretary	\$51,896	\$54,307	-4.4%
Licensed Clinical Social Worker	\$70,533	\$64,068	+10.1%
Licensed Practical Nurse	\$51,896	\$49,095	+5.7%
Maintenance Specialist	\$60,528	\$57,459	+5.3%
Maintenance Technician	\$51,896	\$52,793	-1.7%
Maintenance Worker	\$42,307	\$42,363	-0.1%
Medical Assistant	\$42,307	\$32,689	+29.4%
Medical Laboratory Technician	\$46,842	\$51,182	-8.5%
Network Administrator	\$63,669	\$67,179	-5.2%
Organization Development Training Analyst	\$57,574	\$62,806	-8.3%

Competitive Compensation Analysis

Job Title	Client Minimum Salary Range Rate	Market Average Minimum Salary Range Rate	Client as a Percent of Market Average Rate
Payroll Specialist	\$60,528	\$56,348	+7.4%
Pharmacy Technician	\$46,842	\$34,197	+37.0%
Physician Assistant II	\$91,042	\$119,040	-23.5%
Purchasing Agent	\$66,997	\$59,319	+12.9%
Public Health Preparedness Planner	\$63,669	\$74,305	-14.3%
Public Health Informatics Manager	\$106,245	\$104,643	+1.5%
Public Health Informatics Scientist II	\$95,687	\$74,302	+28.8%
Public Health Preparedness Manager	\$91,042	\$88,134	+3.3%
Public Information Officer	\$66,997	\$62,692	+6.9%
Registered Dietician	\$54,621	\$55,600	-1.8%
Revenue Cycle Manager	\$78,166	\$89,242	-12.4%
Security Aide	\$38,106	\$38,352	-0.6%
Senior Administrative Assistant	\$46,842	\$52,506	-10.8%
Senior Epidemiologist	\$70,533	\$84,733	-16.8%
Senior Janitor	\$51,896	\$39,503	+31.4%
Senior Human Resources Analyst	\$78,166	\$73,135	+6.9%
Senior Scientist	\$95,687	\$81,264	+17.7%
Social Worker	\$57,574	\$54,138	+6.3%
Software Engineer	\$70,533	\$77,942	-9.5%
Surveillance Biostatistician	\$66,997	\$60,783	+10.2%
Vital Records Assistant	\$38,106	\$46,237	-17.6%
Web Content Specialist	\$57,574	\$59,265	-2.9%

Competitive Compensation Analysis

Salary Range Midpoint Rate

The midpoint of the salary range represents the midpoint of the range of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has a journey-level education and experience. From an experience level this is generally understood to be 6-8 years.

The charts on pages 19-21 show the overall comparison of the competitive labor market midpoint salary range averages and the Client's salary range midpoint rates.

Competitive Compensation Analysis

Job Title	Client Midpoint Salary Range Rate	Market Average Midpoint Salary Range Rate	Client as a Percent of Market Average Rate
Accountant II	\$80,226	\$79,118	+1.4%
Accounting Technician II	\$56,119	\$61,907	-9.3%
Administrative Assistant II	\$50,658	\$53,827	-5.9%
Administrative Secretary	\$62,119	\$62,690	-0.9%
Advanced Practice Registered Nurse II	\$109,034	\$115,591	-5.7%
Applications Programmer	\$84,469	\$86,946	-2.8%
Associate General Counsel	\$109,034	\$123,011	-11.4%
Budget Analyst	\$80,226	\$85,808	-6.5%
Central Supply Assistant	\$56,119	\$57,888	-3.1%
Chief Administrative Nurse	\$140,847	\$129,555	+8.7%
Chief Financial Officer	\$140,847	\$187,387	-24.8%
Chief Information Officer	\$140,847	\$163,429	-13.8%
Clinical Staff Physician	\$172,682	\$204,530	-15.6%
Community Health Nurse II	\$76,232	\$83,018	-8.2%
Community Health Nurse Manager	\$109,034	\$113,642	-4.1%
Community Health Nurse Supervisor	\$93,590	\$91,919	+1.8%
Computer Systems Analyst	\$84,469	\$80,984	+4.3%
Contract Administrator	\$84,469	\$90,073	-6.2%
Controller	\$109,034	\$142,814	-23.7%
Database Administrator	\$93,590	\$85,889	+9.0%
Dental Assistant	\$45,698	\$38,190	+19.7%
Dental Hygienist	\$76,232	\$91,150	-16.4%
Director Community Health Services	\$190,913	\$167,423	+14.0%
Director Environmental Health	\$156,063	\$148,859	+4.8%
Disease Surveillance Manager	\$109,034	\$138,754	-21.4%
Eligibility Worker	\$56,119	\$50,337	+11.5%
Environmental Health Manager	\$109,034	\$116,804	-6.7%

Competitive Compensation Analysis

Job Title	Client Midpoint Salary Range Rate	Market Average Midpoint Salary Range Rate	Client as a Percent of Market Average Rate
Environmental Health Specialist II	\$72,457	\$78,828	-8.1%
Epidemiologist	\$76,232	\$81,165	-6.1%
Epidemiology Manager	\$109,034	\$111,637	-2.3%
Executive Assistant	\$65,427	\$77,677	-15.8%
Facilities Services Manager	\$109,034	\$105,873	+3.0%
General Counsel	\$172,682	\$186,124	-7.2%
Grant Writer	\$84,469	\$78,504	+7.6%
Health Educator	\$72,457	\$62,106	+16.7%
Health Records Assistant	\$45,698	\$54,985	-16.9%
Human Resources Analyst	\$80,226	\$81,003	-1.0%
Human Resources Director	\$140,847	\$158,336	-11.0%
Human Resources Specialist	\$72,457	\$61,947	+17.0%
HVAC Technician	\$72,457	\$68,112	+6.4%
Information Systems Supervisor	\$93,590	\$105,501	-11.3%
IT Systems Administrator II	\$76,232	\$86,509	-11.9%
Janitor	\$45,698	\$44,775	+2.1%
Laboratory Assistant	\$53,300	\$55,295	-3.6%
Laboratory Technologist II	\$76,232	\$77,448	-1.6%
Legal Secretary	\$62,119	\$66,557	-6.7%
Licensed Clinical Social Worker	\$84,469	\$77,115	+9.5%
Licensed Practical Nurse	\$62,119	\$57,217	+8.6%
Maintenance Specialist	\$72,457	\$71,737	+1.0%
Maintenance Technician	\$62,119	\$64,681	-4.0%
Maintenance Worker	\$50,648	\$51,889	-2.4%
Medical Assistant	\$50,658	\$40,562	+24.9%
Medical Laboratory Technician	\$56,119	\$62,353	-10.0%
Network Administrator	\$76,232	\$85,264	-10.6%
Organization Development Training Analyst	\$68,890	\$76,594	-10.1%

Competitive Compensation Analysis

Job Title	Client Midpoint Salary Range Rate	Market Average Midpoint Salary Range Rate	Client as a Percent of Market Average Rate
Payroll Specialist	\$72,457	\$70,893	+2.2%
Pharmacy Technician	\$56,119	\$41,452	+35.4%
Physician Assistant II	\$109,034	\$139,260	-21.7%
Purchasing Agent	\$80,226	\$74,257	+8.0%
Public Health Preparedness Planner	\$76,232	\$89,203	-14.5%
Public Health Informatics Manager	\$127,172	\$126,585	+0.5%
Public Health Informatics Scientist II	\$114,695	\$92,766	+23.6%
Public Health Preparedness Manager	\$109,034	\$112,415	-3.0%
Public Information Officer	\$80,226	\$80,097	+0.2%
Registered Dietician	\$65,427	\$66,818	-2.1%
Revenue Cycle Manager	\$93,590	\$112,658	-16.9%
Security Aide	\$45,698	\$48,052	-4.9%
Senior Administrative Assistant	\$56,119	\$62,625	-10.4%
Senior Epidemiologist	\$84,469	\$96,919	-12.8%
Senior Janitor	\$62,119	\$49,182	+26.3%
Senior Human Resources Analyst	\$93,590	\$93,869	-0.3%
Senior Scientist	\$114,695	\$98,968	+15.9%
Social Worker	\$68,890	\$66,738	+3.2%
Software Engineer	\$84,469	\$97,234	-13.1%
Surveillance Biostatistician	\$80,226	\$74,565	+7.6%
Vital Records Assistant	\$45,698	\$54,985	-16.9%
Web Content Specialist	\$68,890	\$75,405	-8.6%

Competitive Compensation Analysis

Salary Range Maximum Rate

The maximum salary range rate represents the maximum rate of pay that an employer will pay for a job/skill set. This is usually understood to be where the organization would set the pay rate for an incumbent who has an above average level of education and experience (retention rate).

The charts on pages 23-25 show the overall comparison of the competitive labor market maximum salary range averages and the Client's salary range maximum rates.

Competitive Compensation Analysis

Job Title	Client Maximum Salary Range Rate	Market Average Maximum Salary Range Rate	Client as a Percent of Market Average Rate
Accountant II	\$93,454	\$96,576	-3.2%
Accounting Technician II	\$65,395	\$73,875	-11.5%
Administrative Assistant II	\$59,009	\$63,819	-7.5%
Administrative Secretary	\$72,342	\$75,593	-4.3%
Advanced Practice Registered Nurse II	\$127,026	\$134,877	-5.8%
Applications Programmer	\$98,405	\$103,939	-5.3%
Associate General Counsel	\$127,026	\$150,825	-15.8%
Budget Analyst	\$93,454	\$104,523	-10.6%
Central Supply Assistant	\$65,395	\$68,728	-4.8%
Chief Administrative Nurse	\$164,091	\$147,655	+11.1%
Chief Financial Officer	\$164,091	\$230,686	-28.9%
Chief Information Officer	\$164,091	\$196,754	-16.6%
Clinical Staff Physician	\$201,032	\$247,735	-18.9%
Community Health Nurse II	\$88,795	\$100,435	-11.6%
Community Health Nurse Manager	\$127,026	\$134,363	-5.5%
Community Health Nurse Supervisor	\$109,013	\$108,084	+0.9%
Computer Systems Analyst	\$98,405	\$97,707	+0.7%
Contract Administrator	\$98,405	\$108,887	-9.6%
Controller	\$127,026	\$172,013	-26.2%
Database Administrator	\$109,013	\$111,779	-2.5%
Dental Assistant	\$53,290	\$44,590	+19.5%
Dental Hygienist	\$88,795	\$98,980	-10.3%
Director Community Health Services	\$221,894	\$195,486	+13.5%
Director Environmental Health	\$181,813	\$179,809	+1.1%
Disease Surveillance Manager	\$127,026	\$162,717	-21.9%
Eligibility Worker	\$65,395	\$60,182	+8.7%
Environmental Health Manager	\$127,026	\$139,871	-9.2%

Competitive Compensation Analysis

Job Title	Client Maximum Salary Range Rate	Market Average Maximum Salary Range Rate	Client as a Percent of Market Average Rate
Environmental Health Specialist II	\$84,386	\$92,086	-8.4%
Epidemiologist	\$88,795	\$93,248	-4.8%
Epidemiology Manager	\$127,026	\$134,473	-5.5%
Executive Assistant	\$76,232	\$91,107	-16.3%
Facilities Services Manager	\$127,026	\$128,698	-1.3%
General Counsel	\$201,032	\$228,928	-12.2%
Grant Writer	\$98,405	\$93,646	+5.1%
Health Educator	\$84,386	\$72,444	+16.5%
Health Records Assistant	\$53,290	\$63,733	-16.4%
Human Resources Analyst	\$93,454	\$97,410	-4.1%
Human Resources Director	\$164,091	\$191,384	-14.3%
Human Resources Specialist	\$84,386	\$74,356	+13.5%
HVAC Technician	\$84,386	\$79,639	+6.0%
Information Systems Supervisor	\$109,013	\$127,783	-14.7%
IT Systems Administrator II	\$88,795	\$103,782	-14.4%
Janitor	\$53,290	\$52,939	+0.7%
Laboratory Assistant	\$62,109	\$66,681	-6.9%
Laboratory Technologist II	\$88,795	\$88,423	+0.4%
Legal Secretary	\$72,342	\$78,815	-8.2%
Licensed Clinical Social Worker	\$98,405	\$90,024	+9.3%
Licensed Practical Nurse	\$72,342	\$65,174	+11.0%
Maintenance Specialist	\$84,386	\$86,015	-1.9%
Maintenance Technician	\$72,342	\$76,569	-5.5%
Maintenance Worker	\$59,009	\$61,414	-3.9%
Medical Assistant	\$59,009	\$48,715	+21.1%
Medical Laboratory Technician	\$65,395	\$73,525	-11.1%
Network Administrator	\$88,795	\$103,349	-14.1%
Organization Development Training Analyst	\$80,205	\$90,381	-11.3%

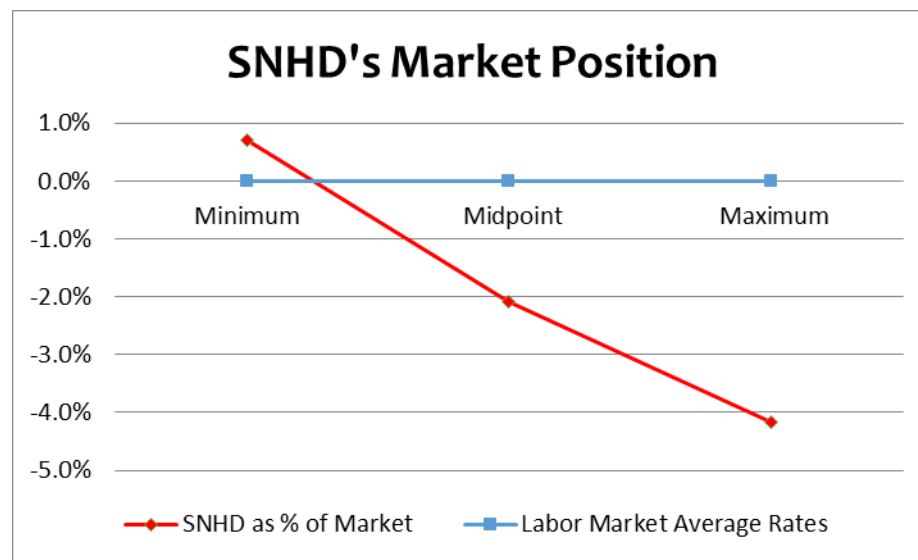
Competitive Compensation Analysis

Job Title	Client Maximum Salary Range Rate	Market Average Maximum Salary Range Rate	Client as a Percent of Market Average Rate
Payroll Specialist	\$84,386	\$85,439	-1.2%
Pharmacy Technician	\$65,395	\$50,041	+30.7%
Physician Assistant II	\$127,026	\$161,950	-21.6%
Purchasing Agent	\$93,454	\$89,195	+4.8%
Public Health Preparedness Planner	\$88,795	\$104,100	-14.7%
Public Health Informatics Manager	\$148,138	\$148,526	-0.3%
Public Health Informatics Scientist II	\$133,702	\$112,435	+18.9%
Public Health Preparedness Manager	\$127,026	\$136,695	-7.1%
Public Information Officer	\$93,454	\$97,502	-4.2%
Registered Dietician	\$76,232	\$78,590	-3.0%
Revenue Cycle Manager	\$109,013	\$136,074	-19.9%
Security Aide	\$53,290	\$57,751	-7.7%
Senior Administrative Assistant	\$65,395	\$72,745	-10.1%
Senior Epidemiologist	\$98,405	\$109,014	-9.7%
Senior Janitor	\$72,342	\$58,860	+22.9%
Senior Human Resources Analyst	\$109,013	\$114,604	-4.9%
Senior Scientist	\$133,702	\$116,672	+14.6%
Social Worker	\$80,205	\$80,658	-0.6%
Software Engineer	\$98,405	\$116,526	-15.6%
Surveillance Biostatistician	\$93,454	\$86,852	+7.6%
Vital Records Assistant	\$53,290	\$63,733	-16.4%
Web Content Specialist	\$80,205	\$91,544	-12.4%

Competitive Compensation Analysis

Client in comparison to competitive labor market salary range rates

Client as a Percentage of Labor Market		
Minimum Rate	Midpoint Rate	Maximum Rate
+0.7%	-2.0%	-4.1%



V. Summary and Recommendations

Compensation Structure

Salary Ranges

The market analysis shows that Client pay ranges (as an aggregate) are at market at the minimum rates and slightly below market at the midpoint and maximum rates.

PCG is recommending a separate compensation and benefits plan for the non-represented job classifications that is composed of salary ranges with no steps. The non-represented compensation plan is listed in Appendix A of this report. The objective of the recommendation is to link the Client's non-represented jobs to their competitive labor markets and will maintain appropriate spacing that is critical to maintain for the purposes of avoiding compression, enabling succession planning efforts and retention of talent. The structure is also designed to allow the Client to be successful in recruiting and retaining critical jobs that are in high demand in the labor market.

PCG will provide the Client with compensation recommendations for represented (union) job classifications that will be discussed with the respective collective bargaining groups during negotiations.

PCG has benchmarked competitive labor market average salary rates to Client midpoint salary range rates to construct the recommended new compensation ranges. This methodology is based upon:

- Pay structure rates reflect what value the organization has determined for a particular skill set (job). This provides an objective and measurable indicator of how other organizations value a job/skill set.
- The midpoint rate reflects pay at the journey-level of a particular job. This is a professionally accepted data point used to construct a pay range that reflects the breadth of skill sets within a particular job and allows for valid pay range construction.

This analysis recommends compensation parameters for **jobs**. In setting the compensation of an **individual employee**, the Client should consider such criteria as experience, value to the organization, scope and complexity of the position in relation to other positions at the same pay grade level. Actual incumbent employee pay level and position within the range is normally determined by years of service, performance and the individual's knowledge, skills and experience.

Summary and Recommendations

System Maintenance:

The market positioning of Client's jobs should be reviewed at a minimum every twenty-four (24) months. This will provide needed data necessary for use in calculating adjustments to the wage structure based upon labor market movement.

Appendix A

Non-Represented Compensation Plan

Southern Nevada Health District Non-Represented Compensation Plan

Pay Grade	Job Title	Salary Range		
		Minimum	Midpoint	Maximum
E1	Director Community Health Director Disease Surveillance & Control Director Primary & Preventative Care General Counsel	\$141,419	\$176,774	\$212,129
E2	Chief Administrative Nurse Chief Communications Officer Chief Financial Officer Chief Information Officer Director Environmental Health Director Human Resources FQHC Operations Officer Laboratory Director	\$127,277	\$159,097	\$190,916

Southern Nevada Health District Non-Represented Compensation Plan

Pay Grade	Job Title	Salary Range		
		Minimum	Midpoint	Maximum
M1	Accounting Supervisor Associate General Counsel CD Prevention & Health Promotion Manager Community Health Nurse Manager Contact Tracer Manager Controller Disease Surveillance Manager EMS & Trauma Manager Environmental Health Manager Facilities Services Manager FQHC Manager Human Resources Supervisor Information Technology Operations Supervisor Laboratory Manager Medical Investigator/Epidemiology Manager OPHP Manager Organizational Development & Strategy Officer Pharmacy Manager Public Health Informatics Manager Public Health Preparedness Manager Revenue Cycle Manager	\$97,906	\$127,277	\$156,649



Southern Nevada Health District Non-Represented Compensation Plan

Pay Grade	Job Title	Salary Range		
		Minimum	Midpoint	Maximum
NPR1	Physician Assistant Public Health Informatics Scientist Senior Scientist	\$88,115	\$114,550	\$140,984
NPR2	Applications Developer Contract Administrator Database Administrator ERP Coordinator IT Technology Project Coordinator Organizational Development Coordinator Senior Compliance Specialist Senior Human Resources Analyst	\$79,304	\$103,095	\$126,886
NPR3	Executive Assistant Grants Coordinator Grants Writer HRIS Analyst Human Resources Analyst Public Information Officer	\$71,373	\$92,785	\$114,197
NPR4	Human Resources Specialist Legal Secretary	\$64,236	\$83,507	\$102,777
NPR5	Administrative Secretary Human Resources Assistant	\$57,812	\$75,156	\$92,500
MD1	Clinical Staff Physician Medical Epidemiologist	\$163,624	\$204,530	\$245,436

Appendix B

Labor Market Comparables

Local Public Sector

Clark County
City Boulder City
City Henderson
City Las Vegas
City North Las Vegas
Las Vegas Visitors & Convention Authority
Las Vegas Valley Water District
Regional Transportation Commission of Southern Nevada
University Medical Center

Regional Health Districts

City & County of Denver, Colorado
King County, Washington
Maricopa County, Arizona
Multnomah County, Oregon
Pima County, Arizona
Washoe County, Nevada



Classification & Compensation Study

Project Overview Presentation

February 2022



PONTIFEX
CONSULTING GROUP, LLC





Pontifex Consulting Group

- Created sixteen years ago by seasoned professionals
- Experience as practitioners and consultants
- Experience in public sector across the country
- Extensive experience in Nevada labor market
- Provide customized solutions based on client needs, resources and culture

+ Study Purpose

- Internal Equity – Objective method of determining internal worth, relationships and career paths
- External Competitiveness - Benchmark against competitive labor markets
- Process Equity - Provide means to update and maintain compensation plan
- Culturally appropriate
- Financially responsible



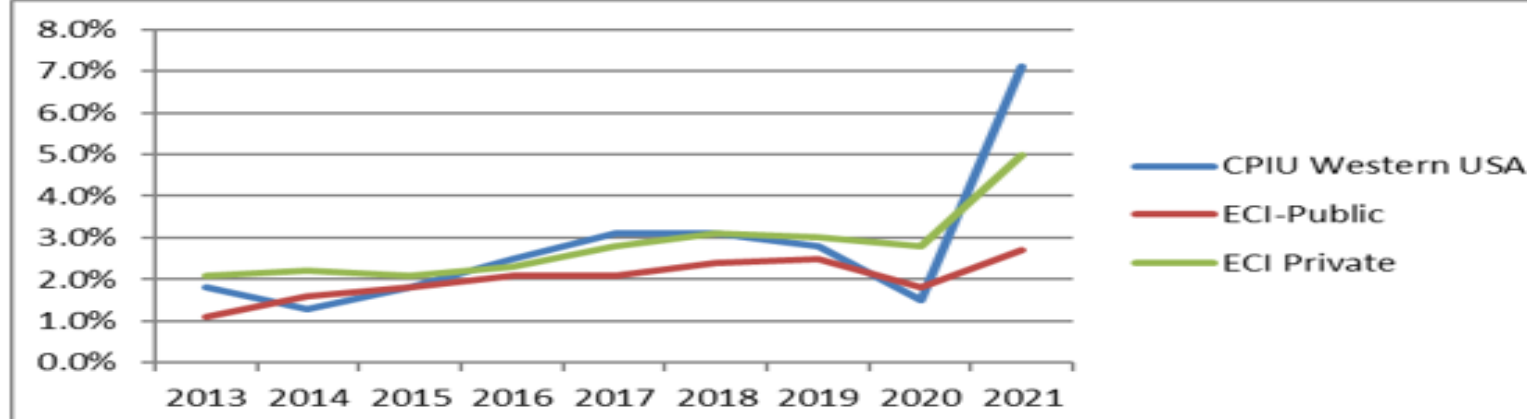
Study Tasks

- Analyze job descriptions to identify relevant skill sets
- Compose updated job descriptions
- Develop appropriate classification structure recommendations
- Collect & analyze market data
- Develop new salary structure(s) recommendations
- Recommend revised policies



Economic Trends

Year	CPI-U Western USA	ECI Public Sector	ECI Private Sector
2013	1.8%	1.1%	2.1%
2014	1.3%	1.6%	2.2%
2015	1.8%	1.8%	2.1%
2016	2.5%	2.1%	2.3%
2017	3.1%	2.1%	2.8%
2018	3.1%	2.4%	3.1%
2019	2.8%	2.5%	3.0%
2020	1.5%	1.8%	2.8%
2021	7.1%	2.7%	5.0%
Total	25.0%	18.1%	25.4%
Average 2013-2021	2.8%	2.0%	2.8%



+ Classification Study

- Each job was thoroughly reviewed to determine its current duties and responsibilities.
- Directors were consulted on organizational relationships, job descriptions, duties and responsibilities.
- Recommended classification structures designed in accordance with job descriptions, organizational structure and reporting relationships.
- Updated job descriptions that are legally compliant.
- Fair Labor Standards Act (FLSA) tests and documentation to support exemption status

+ Compensation Study

- Validate District's competitive labor markets
- Conduct a competitive labor market analysis based upon the District's different markets for attraction and retention of labor
 - Private Sector Southern Nevada
 - Public Sector Southern Nevada
 - Regional Health Districts
- Recommend salary ranges that align to market values for skill sets (minimum and maximum values)
- Provide financial impact and implementation recommendations

+ Market Analysis DOES NOT:

- Place a dollar value on individual employees
- Reflect performance
- Place a dollar value on employee performance
- Reflect internal equity
- Ignore supply and demand

Market Analysis DOES:

- Determine average minimum and maximum value of skill set in the competitive labor market



Labor Market Competitors

Local Public Sector

- Clark County
- City Boulder City
- City Henderson
- City Las Vegas
- City North Las Vegas
- LVCVA
- LVVWD
- RTCSNV
- University Medical Center

Regional Health Districts

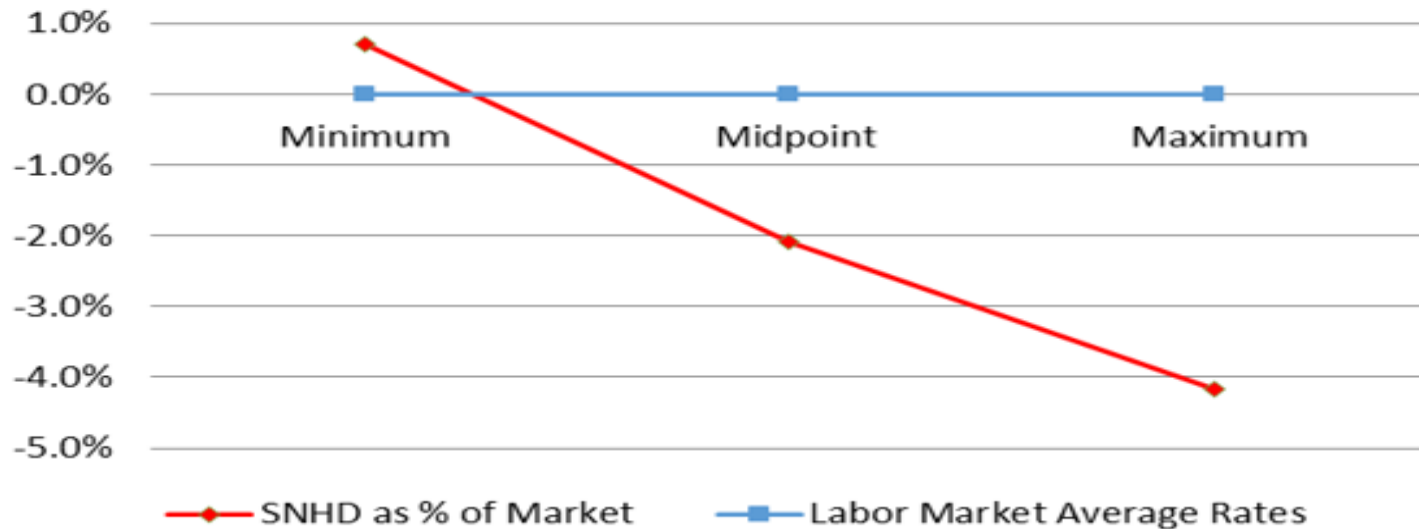
- City & County Denver, CO
- King County, WA
- Maricopa County, AZ
- Multnomah County, AZ
- Pima County, AZ
- Washoe County, NV



Competitive Compensation Analysis

District as a Percentage of Labor Market		
Minimum Rate	Midpoint Rate	Maximum Rate
+0.7%	-2.0%	-4.1%

SNHD's Market Position





Final Result = Pay System

- Competitiveness in relevant labor market
- Updated job documentation/descriptions
- FLSA compliance
- Ability to be maintained/updated
- Compensation plan for non-represented staff for Board consideration
- Compensation plan for represented staff to be discussed in collective bargaining



Questions?

