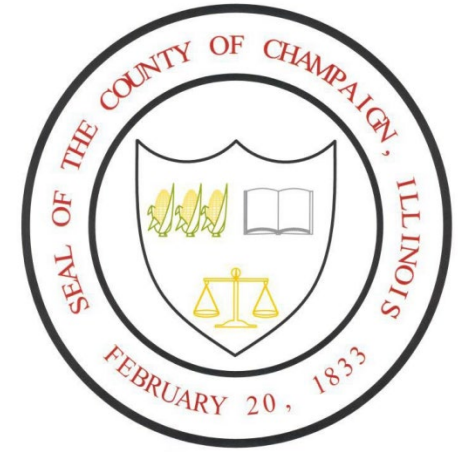


Champaign County Workforce Study

2022



Mike Verdoorn | Managing Principal

Karen Blackwell | Senior Consultant

11/9/2022



Gallagher

Insurance | Risk Management | Consulting

Recruiting & Retention Study: Findings & Recommendations Summary

Karen Blackwell | 11/9/2022

Section Overview: Recruiting & Retention Study

- I. Project Approach
- II. Employee Survey Results
 - A. Top Themes
- III. Employee Focus Group Results
 - A. Top Themes
- IV. Top Themes & Findings: All feedback
- V. Recommendations:
 - A. Recruiting & HR Practices
 - B. Retention Practices

Project Approach

- Confidential Employee Survey
- Human Resources Interviews
- Manager Interviews
- Onsite Employee Focus Groups
- Candidate Experience Review
- Brand & Social Media Review
- Collaboration with Compensation Study



Recruiting & Retention Assessment

Overview & Goals

Overview:

- The County is experiencing challenges attracting and retaining talent
- Candidate/applicant volume is low
- Turnover is high among certain departments

Project Objectives:

- Determine near-term and long-term ways to improve recruiting and retention
- Determine long-term strategies to improve recruiting & retention
- Identify opportunities to improve the Recruiting function to serve Department leaders and their employees better

Employee Survey & Focus Groups:

Survey:

- Confidential
- Administered by Gallagher
- 326 Responses (59%)

Employee Focus Groups:

- Onsite 3 days: 6/21 – 6/23
- Virtual Focus Groups
 - 3 Additional Employee Sessions
 - 4 Leader/Manager Group Sessions
 - 8 One on One conversations (SMEs and Elected Officials)

Employee Survey

Top Themes

- 1. Compensation**
2. Overworked due to understaffing / inappropriate staffing (All dpts)
- 3. Negative impact of politics on work and relationships**
4. Cost of Health Benefits
5. Retirement Benefits have been / are deteriorating

Employee Survey Results

Highlights

Employee Advocacy: Would you refer a family member/friend to the County?

- 37% of the 307 respondents said, “No”, they would not refer.
- 63% said “yes” they would

Employee Retention Indicators:

- 22% of respondents said they are likely to leave within the next three months
- 11% were “passive” and could be at risk if their satisfaction deteriorates slightly
- 68% said no, they were not looking to leave in the next three months.

Employee Survey Results

Highlights

Employee Satisfaction:

- 47% of the respondents said they were “not satisfied”
- 34% were passive and
- 19% said they were satisfied

Employee Survey Results

Employee Engagement:

When asked about engagement, the results were not aligned to the satisfaction question. While not unheard of, it's unusual to have employees report being more engaged when reporting they were very dissatisfied.

- 36% said they were engaged
- 33% said they were neutral on the topic or “passive”
- **30% said they were not engaged**

Survey Theme: Compensation

Details

- Employees were asked to rate their “Overall Compensation Package” and were given a definition of overall compensation.
- 36.3% said it was poor to very poor

50	Very Poor	15.5%	
67	Poor	20.8%	36.3%
67	Okay	20.8%	
79	Good	24.5%	
13	Great	4.0%	28.6%
46	Did not move the scale which was at a default "okay"	14.3%	
322		100.0%	

Survey Theme: Compensation

Themes

- Perception that local retail employers such as Costco, Amazon and Target paying workers higher wages than the County.
- Employees on family health benefit plans said paying the premiums erode wage increases they've received YOY.
- Recent inflation and yearly rise in cost of living have outpaced small increases YOY.
- Employees with tenure are feeling salary compression
 - (New employees making close to what tenured employees are making; devaluing the tenured employees experience and loyalty)

Survey Theme #3: Politics at work

Details

“Politics” are negatively impacting the Employee Experience:

- **Fairness** (Treatment being politically influenced)
- **Lack of accountability & professionalism**
- **Political conflicts** impact employees’ ability to get their work done

Other Survey Themes:

Notable and/or Red Flags

- Employees feel appreciation and recognition are declining
- Employees are afraid to speak up / provide feedback
- Many mentioned hiring standards are now low due to the talent shortage
- Trust is eroding; skepticism increasing
- DEI: Awareness and importance placed on diversity is low

Employee & Manager Focus Groups

Summary

- Survey feedback and employee focus group feedback were very similar
- No notable differences
- Manager Focus Groups:
- Similar feedback
- Plus, multiple mentions of wanting more recruiting support
- Mentions of JDs being out of date and in need of updating



Employee Feedback Overall

Bottom Line:

Positive Take-aways:

- High feedback engagement
- Your employees enjoy their co workers
- Your employees enjoy serving your community

Red Flags:

- Employees are experiencing burnout and mental health impacts
- Employee skepticism is high
- Employee Satisfaction and Morale are Low

Candidate Experience Assessment

Approach

- Video two “simulations”
- Candidate: Law Enforcement / CO professional
- Scenario 1: Start with Indeed.com
- Scenario 2: Start with Google
- Document how long it takes to find the County’s jobs



Candidate Experience Assessment

Results

- The County is not front and center for Champaign-area talent
- Search logic did not lead to Champaign Law Enforcement / CO openings on either tool
- Its difficult to find the County's careers page and apply
- Talent competitors are using better technology and social medial strategy

Employer Brand & Social Media Review

Goal & Approach

- Determine how easy it is to find the County of Champaign on social media platforms
- Critique pages that are found; point out suggestions for securing profiles
- Observe other County/City's best practices on social media for recruiting
- Is the County's EVP coming through to candidates?



Brand/Social Media Review

Findings

- The County has a limited presence in social media platforms therefore does not show up in social media searches
- The County does not advertise job openings often via social media
- On some platforms, potential profile/account names are already usurped.
- The County's brand and employer value proposition is not coming through

Recommendations

Recruiting & Retention:

Recruiting

Near Term

Applicant Flow:

- Purchase a job bundle on Indeed.com or governmentjobs.com
- Due Diligence is needed: Applitrak is not flowing all jobs to Indeed.com; and/or indeed.com is not “finding them” and therefore advertising them

Social Media & Brand:

- Secure a profile or account for all major social media platforms; even if the County is not able to actively post near-term
- Consider creating a recruiting video for law enforcement
- Hire or identify a Social Media Coordinator
- How does it “feel” to be part of Champaign County?

Recruiting

Long Term

- Adopt a new Human Resources support model
- Create a social media recruiting playbook for all Departments
- Consider robust and cohesive HR software such as neogov.com
- Add recruiting as a function of the Human Resources Department
- Create a County “Alumni Outreach” program
- Create a yearly social media / communications recruiting campaign

Human Resources

Recommendations

- Expand Human Resources to support departments:
 - Recruiting Strategy Support
 - Onboarding, Off boarding
 - Employee Relations
 - Compliance & risk mitigation
 - Job protected leave management
 - Manager training & development
- HR Technology & Recruiting resources need upgrading
- Special Projects: Job Description overhaul, compliance audit

Shared Culture, Mission and Values

Shared Social Media Practices

Core HR, Benefits & Recruiting Practices & Support

Dpt./Elected
Official:

Dpt./Elected
Official

Dpt./Elected
Official

Dpt./Elected
Official

Dpt./Elected
Official

Dpt./Elected
Official

Dpt./Elected
Official

Dpt./Elected
Official

Customized
Approach

Customized
Approach

Customized
Approach

Customized
Approach

Customized
Approach

Customized
Approach

Customized
Approach

Customized
Approach



Unified Employer Brand & Face to the Community



More Consistent Employee and Candidate Experience

Retention:

Recommendations

- Compensation: Act promptly if applicable
- Build trust with employees: Transparency builds trust. Communicate the results of the work study
- Re-allocate and find 2022 budget for retention bonuses for critical staff
- Provide managers with a “Stay Interview Toolkit”
- Open lines of communication - EE and Leadership / HR
- Highlight the County’s EAP Program with employees during 2022 OE
- Ensure departments have set aside ample employee recognition dollars for 2023

Budgetary: 2023

- Ensure the County as a whole and/or departments have set aside ample “Employee Recognition Program” monies for 2023.
- Budget for a 2023 Leaders Retreat / Team building exercise.
- Budget for a return of the “Summer Picnic” or a Veterans Day event in addition to other social employee appreciation events
- Consider a “Total Rewards” exercise in 2023
- Budget for a compensation study refresh in Q4 2023
- Budget for a yearly confidential employee engagement survey

Priorities

In this order

- Calibrate Compensation
- Task Force: Create new recruiting & social media strategy
- Expand HR Support
- Evolve HR Technology
- Begin your DEI Journey



Thank You!

Next:

Compensation Study
Findings & Recommendations
Summary

County of Champaign Workforce Study - 2022



Gallagher Human Resources & Compensation Consulting
November, 2022



Insurance | Risk Management | Consulting

Study Background & Objectives

- Analyze the County's personnel salary/benefit administration of approximately 430 employees in 168 job classifications and recommend strategies to improve recruitment and retention.
- The objectives of the study were to:
 - Collect market salary data utilizing custom and published survey sources.
 - Compare and analyze current salaries to the market in terms of base compensation.
 - Review job duties for all positions to ensure correct internal placement in the current pay grade structure.
 - Provide internal equity and external competitiveness recommendations based on market analysis.

Classification Study

Methodology

- Gallagher collected job descriptions in order to understand each job's essential responsibilities, knowledge and skills.
- Using information gained from the job descriptions, Gallagher analyzed current internal hierarchical levels to ensure consistency and differentiation in level of work performed.

General Characteristics of Classification Structure

- Work described more broadly than current systems (reduced narrow classifications, streamlined number of titles).
- Similar "bodies of work" assigned to job family and series regardless of department where work is performed.
- Facilitates visual career path.



Classification Study- Key Terms and Definitions

Classification Structure

- Document that provides an overview of the type and level of work performed at Champaign County
- Includes job family series, classification titles and levels, nature of work and minimum qualifications

Example of Job Family Series:

Job Series	Classification Title	Examples of Current Titles
Financial Services	Accounting Assistant	Account Clerk
	Accountant	Accountant Hwy Projects/MFT Accountant
	Senior Accountant	Senior Accountant
	Financial Services Manager	Chief Deputy Auditor Financial Manager

Classification Study - Internal Slotting

Methodology

- Next, we utilized broad job level definitions to identify an internal hierarchy of positions establishing clearly distinguishable job levels.
- This is beneficial in:
 - Streamlining classifications that are performing similar scope and level of work.
 - Clearly distinguished job levels and gives current and future incumbents a better picture of their potential career paths.
 - New positions are easy to integrate.
 - Based on this approach we identified **potential internal hierarchical levels** from the lowest to the top level.
 - These levels can be used for the development of new and changed job descriptions, along with the potential of managing the placement of jobs into pay ranges in the future.

Classification Study - Internal Slotting

Titling Group	Category	Possible Recommended Title ¹	Role Definition	Education/Experience ²
EXECUTIVE (EXEMPT)	Leadership	Elected	Overall strategic and operational direction and management of the organization responsible for executing the goals and objectives of the Board.	n/a
MANAGEMENT (EXEMPT)	Director / Chief Deputy	Director / Chief Deputy	Supervisor of a major work unit, function, department.	BA + 6 years of experience & 2 years of supervisory experience
	Exempt Manager	Manager	Supervision of exempt or non-exempt transaction processing staff or a function within a unit; or individual contributor performing advanced journey-level work including management oversight of program or function, without staff supervision.	BA + 5 years of experience including lead/supervisory experience; BA + 5 years of journey-level analytical experience
PROFESSIONAL (EXEMPT)	Exempt Self Contributor	Senior Analyst / Coordinator / Generalist	Advanced journey-level work, typically analytical, asset management (no supervision) program coordination.	BA + 3 to 4 years of experience
		Analyst / Coordinator / Generalist	Entry to journey level analytical work.	BA + 1 to 2 years of experience
OPERATIONAL (NON-EXEMPT)	Non-Exempt Supervisor	Supervisor	Supervision of non-exempt operational staff within a unit.	HS + 5 years of experience
	Non-Exempt Self Contributor	Senior Specialist / Technician	Specialized program support or complex administrative support for staff or complex transaction processing including review and verification.	HS + 3 years of experience
		Specialist / Technician	Transaction processing, general administrative support, journey level.	HS + 2 years of experience
		Assistant / Clerk / Representative	Transaction processing, general administrative support, entry to Journey level	HS + 1 year of experience

Classification Study- Next Steps

- Project Team to review position allocation recommendations.
 - All positions have been allocated to an appropriate classification level within the classification structure.
 - Positions were allocated based on the type and level of work performed within the organization.

Compensation Study

Data Collection Methodology

Market Comparison Analysis

Market Comparison Findings & Results

Data Collection Methodology

Survey Sources

- Gallagher conducted a custom salary survey and supplemented market data from published survey sources representing the local, regional, and national labor markets where applicable.
- Gallagher partnered with Champaign County project team to identify peer organizations for administering a custom salary survey.
- 28 comparable peer organizations identified representing local and regional comparator organizations (public sector).
- The following slide provides a list of peer organizations surveyed for compensation and pay practice information.

Custom Survey Participant Organizations

- 7 participant organizations (or 18% of total list) participated in the custom salary survey.
- Additionally, Gallagher data mined information for 5 participant organizations using official published job descriptions and salary ranges.

Participant Name	
St. Clair County	Douglas County
Madison County	Piatt County
Winnebago County	City of Urbana
McHenry County	City of Champaign
Kane County	City of Decatur
Will County	City of Bloomington
Sangamon County	City of Danville
Peoria County	City of Savoy
McLean County	City of Rantoul
Rock Island County	Champaign-Urbana Transit
Ford County	Champaign Unit 4 School District
Iroquois County	Urbana School District 116
Vermillion County	UIUC
Edgar County	Parkland College

Data Collection Methodology

Published Survey Sources

- We supplemented the custom survey data with published survey sources using private sector and public sector data cuts where applicable.
- The following annually published survey sources were referenced:
 - Willis Towers Watson Surveys, 2021
 - Mercer Surveys, 2021
 - Compdata Benchmark Pro Survey, 2021
 - Economic Research Institute
- The utilized above published sources meet the following standard compensation criteria:
 - Conducted by a reputable salary survey firm.
 - Survey data is not self reported.
 - Survey is conducted on a continual basis instead of a one-time event.
 - Survey reports its data sources, the effective date of the data, and was tested to ensure accurate.

Data Collection Methodology

List of Benchmark Jobs

- Market salary data was collected for the following list of 65 benchmark jobs:

1st Assistant Public Defender	Corrections Sergeant	Facility Maintenance Director	Legal Advocate Manager
Accountant	County Clerk Senior Specialist	Facility Maintenance Manager	Legal Clerk
Accounting Assistant	County Clerk Specialist	Facility Maintenance Worker	Legal Services Advocate
Administrative Assistant	County Clerk Supervisor	Facility Maintenance Worker, Senior	Legal Services Assistant
Administrative Clerk	County Engineer	Financial Services Manager	Legal Services Investigator
Administrative Supervisor	Court Administrator	GIS Director	Legal Support Director
Animal Control Director	Court Clerk	GIS Programmer	Librarian
Animal Control Officer	Court Services Coordinator	GIS Specialist	Maintenance Specialist
Animal Control Worker	Court Services Director	GIS Technician	Master Control Officer
Assessment Analyst	Court Services Officer	Highway Maintenance Engineer	Mental Health Director
Assessment Technician	Court Services Supervisor	Highway Maintenance Foreman	Mental Health Program Associate Director
Assistant Animal Control Director	Custodian	Highway Maintenance Mechanic	Mental Health Program Coordinator
Assistant County Engineer	Data Analyst	Highway Maintenance Worker	Paralegal
Assistant Public Defender	Deputy Coroner	Human Resources Director	Payroll Accountant
Assistant State's Attorney	Deputy County Clerk	Insurance Specialist	Planner
Associate Planner	Deputy Director of Finance	IT Analyst	Program Coordinator
Chief Deputy Circuit Clerk	Deputy EMA Coordinator	IT Director	Public Defender
Chief Deputy Coroner	Deputy Sheriff	IT Manager	Senior Accountant
Chief Deputy County Clerk	Deputy Sheriff Captain	IT Specialist	Senior Court Services Officer
Chief Deputy Recorder	Deputy Sheriff Lieutenant	IT Technician	Senior Executive Assistant / Office Manager
Chief Deputy Sheriff	Deputy Sheriff Sergeant	Jury Commission	Senior Planner
Chief Deputy Treasurer	Director of Planning & Zoning	Jury Coordinator	Structural Engineer
Circuit Clerk Supervisor	EMA Coordinator	Juvenile Detention Assistant Superintendent	Supervisor of Assessments
Corrections Captain	Engineering Technician	Juvenile Detention Superintendent	VAC Superintendent
Corrections Lieutenant	Evidence Property Officer	Lead Custodian	Veterinarian
Corrections Officer	Executive Assistant	Lead Prosecutor	Zoning Officer
			Zoning Technician

Data Collection Methodology

Data Collection and Job Match Validation

- In accordance with *WorldatWork** guidelines, Gallagher reviewed participant job matches to ensure they reflect at least 80% of the duties outlined in the Job Descriptions.
- Market salary data gathered for actual salaries and salary range (structure minimum and maximum).
- Gallagher follows the U.S Department of Justice and Federal Trade Commission guidelines, which states five job matches should exist per job in order to conduct statistical analyses or for drawing conclusions.
- Market data was available for 64 of the 65 of the benchmark positions

**WorldatWork* is a professional compensation association covering total rewards topics for public and private industries.

Data Collection Methodology

Aging Salary Data

- The market salary data represents information aged to January 2023.

Adjusting Salary Data

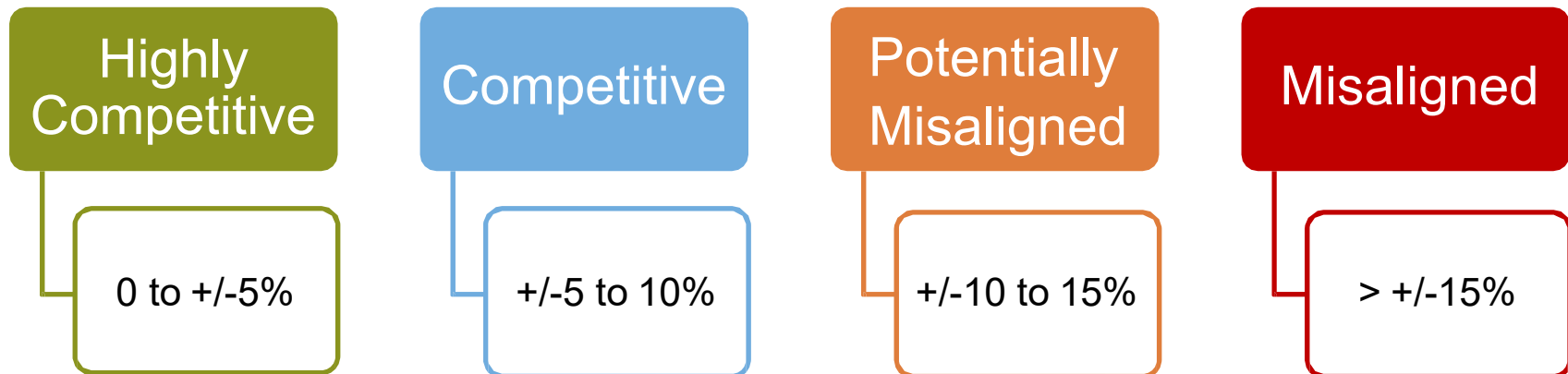
- We applied geographic differentials to published salary data only to ensure that the data was reflective of Champaign County's labor market and economic conditions.
- All the market salary data were geographically adjusted for the Champaign, IL labor market using the Economic Research Institute's (ERI) Geographic Assessor for cost of labor to establish geographic differentials.

Market Results and Comparisons

- Aggregate comparisons of the market salaries against Champaign County’s actual salaries are shown on the next slides.
 - **Actual Salary** is defined as the salary rate being paid to job incumbents.
- The County’s actual salaries are compared to the following summary statistics:
 - **Market 50th Percentile (Median):** Represents the figure where 50% of the actual salary rates are below, and 50% of the actual salary rates are above.
- The comparisons between the County and the market have been separated by General Government and Public Safety (Law Enforcement, Corrections, Detention, and Probation)

Findings and Analysis

- For each benchmark comparison, the percentage difference was calculated between Champaign County's actual salary and the market:
 - Positive (+) figures indicate that the County pays above the market.
 - Negative (-) figures indicate that the County pays below the market.
- The following guidelines are used when determining the competitive nature of current actual compensation:



Analysis and Findings

Base Salary

- Overall, the County actual average salaries is competitive with the Full Market (custom and published private and public sector data) at -2.5% below market 50th percentile for actual salaries (or median).
- The County actual average salaries are highly competitive with the custom survey labor market at -0.2% below market 50th percentile for actual salaries (or median).
-

Labor Market Group	Percentage Difference County Actual (Base) Salary vs. Market		
	Market 50 th (All Benchmarks)	Market 50 th (General Government)	Market 50 th (Law Enforcement/Corrections/ Detention/Probation)
Full Market	-2.5%	-1.5%	-7.7%
Custom Survey Group	-0.2%	1.1%	-7.7%
Published Surveys	-5.4%	-5.4%	n/a

Analysis and Findings

- Below are the benchmark job titles where the County actual pay was more than +/-15% off the market 50th percentile. These are individual positions for specific review, although the recommended salary range placement addresses the market rate and would place the positions in a range that allows the County to pay competitively:

Animal Control Officer
Chief Deputy Coroner
Corrections Officer
Deputy County Clerk
Chief Deputy County Clerk
Maintenance Specialist
Deputy Director of Finance
Highway Maintenance Worker
Human Resources Director
Deputy Sheriff
Legal Services Assistant
Legal Services Advocate
Legal Support Director
Zoning Technician
Zoning Officer

Market Comparison Findings & Results

- While the County's compensation is competitive with the market on an overall basis, individual jobs vary significantly, with some jobs being further above or below the market than the overall amounts.
- Some of the job titles that are significantly misaligned (>+/-15% difference) with the market, do not necessarily mean misalignment. Factors such as performance, turnover and longevity will impact actual salaries and may explain some of the differences between the County and the market actual salaries for individual jobs.
- **The purpose of gathering market data was the development of an updated salary structure and determining potential costs for implementation in order for the salary the budget**

Salary Structure Development

- Gallagher developed a salary structure that is anchored in the market:
 - The lowest market data point collected and placed that 50th percentile at the midpoint of the first grade.
 - Utilized a 10% midpoint to midpoint differential from midpoint to midpoint
 - Slotted jobs into the salary range with the midpoint that most closely aligns with the market rate.
 - If the position did not have market data, align with jobs of a similar level or the current midpoint (ensuring salary ranges did not decrease)
- This method recognizes market influence and balances the internal equity for those positions without valid market data.
- Utilized consistent range spread (40% difference between minimum to maximum), which is a consistent practice in the local labor market.

Proposed Salary Structure

Anchor using lowest data point					
Grade	Minimum	Midpoint	Maximum	Range Spread	Midpt Diff
1	\$15.50	\$18.60	\$21.70	40%	
2	\$17.05	\$20.46	\$23.87	40%	10%
3	\$18.75	\$22.51	\$26.26	40%	10%
4	\$20.63	\$24.76	\$28.88	40%	10%
5	\$22.69	\$27.23	\$31.77	40%	10%
6	\$24.96	\$29.95	\$34.95	40%	10%
7	\$27.46	\$32.95	\$38.44	40%	10%
8	\$30.20	\$36.24	\$42.29	40%	10%
9	\$33.22	\$39.87	\$46.51	40%	10%
10	\$36.55	\$43.86	\$51.17	40%	10%
11	\$40.20	\$48.24	\$56.28	40%	10%
12	\$44.22	\$53.07	\$61.91	40%	10%
13	\$48.64	\$58.37	\$68.10	40%	10%
14	\$53.51	\$64.21	\$74.91	40%	10%
15	\$58.86	\$70.63	\$82.40	40%	10%
16	\$64.74	\$77.69	\$90.64	40%	10%

Proposed Salary Structure Metrics

Comb MKT Min 50th	Comb MKT Max 50th
\$18.60	\$81.67
County Min	County Max
\$16.34	\$80.03
MKT Avg Range Spread	
40%	

Cost Implementation

- It is important for Champaign County to implement the proposed salary ranges through consistent pay implementation process to reduce potential salary compression issues and impact of inflation.
- Potential cost implementation options to bring employees into the proposed structures include the following:

Implementation	Benefit	Potential Drawback
Bring to Minimum	<ul style="list-style-type: none"> ✓ Brings all employees within competitive range ✓ Cost effective 	<ul style="list-style-type: none"> ✓ Does not factor in time in position
Bring to Position in Range, Up to Maximum (based on time in current position)	<ul style="list-style-type: none"> ✓ Brings all employees within competitive range ✓ Factors in time in position for placing employees 	<ul style="list-style-type: none"> ✓ Expensive ✓ Potentially places employees near the maximum of the new range

- The implementation strategy/plan is based on the following aspects:
 - No pay cuts will occur.
 - Existing salaries may fall above the new pay range maximum.

Implementation Costs

Option 1- Bring to Minimum

- Employees below the minimum in the proposed structure are moved to the new range minimum.
- If an employee is currently paid above the new salary range minimum, no adjustment is made in this option.

Option 2 - Bring to Step Based on Years of Service (up to maximum)

- All employees are moved to appropriate progression salary rate within the proposed salary range, referencing years of service in current position.
- Each progression salary rate increment is equal to a approximately 3% general increased for each year of service in the current position.
- If an employee is currently paid above the new salary rate, then no adjustment is made in this option.

Implementation Costs

Cost to Implement Proposed Salary Structure

The following table outlines costs associated with placing employees into the proposed structures. Costing includes FTE adjustments:

Structure Implementation - All			Structure Implementation - Government Services		
Bring to Min	Cost	\$149,670	Bring to Min	Cost	\$110,957
	% of Group Payroll	0.5%		% of Group Payroll	0.6%
	# Increases	28		# Increases	21
Bring to Years of Service Step	Cost	\$1,719,175	Bring to Years of Service Step	Cost	\$1,167,832
	% of Group Payroll	6.18%		% of Group Payroll	6.49%
	# Increases	183		# Increases	129

Structure Implementation - Public Safety (JDC, Corrections, Probation, Law Enforcement)		
Bring to Min	Cost	\$38,713
	% of Group Payroll	0.4%
	# Increases	7
Bring to Years of Service Step	Cost	\$551,343
	% of Group Payroll	5.61%
	# Increases	54

Next Steps

- Adopt the proposed new classification structure incorporating consistency across the County job classes while allowing flexibility and identifying transparent potential employee career paths.
- Select proposed salary structure implementation method that aligns with County priorities and budget.
- Utilize cost implementation estimate for budgeting purposes.

Ongoing System Maintenance

We recommend the following classification guidelines for maintaining internal equity:

- The County should annually review its internal alignment and classification of jobs to ensure proper leveling between jobs.
- We recommend using a classification structure framework that provides a comprehensive and consistent framework for establishing and defining potentially similar level of work.
- The internal hierarchical levels identified provide a consistent internal framework that can be modified to include new levels of work as required.

Ongoing System Maintenance

Looking ahead, conduct regular review of the compensation system and relevant market data to ensure that a competitive structure is maintained:

- The salary structure should be adjusted by a structure movement trend factor every year to remain competitive with the market.
- Salary advancement through the structure should be at a higher rate than the salary structure adjustment.
- In addition to adjust the salary structure each year to keep pace with the market, the County should conduct a comprehensive market compensation study similar to the salary study part of the project at least every three to five years.

Thank you!

Mike Verdoorn
Managing Principal
Mike_Verdoorn@ajg.com

Karen Blackwell
Senior Consultant
Karen_Blackwell@ajg.com

2850 Golf Road
Rolling Meadows, IL 60008-4050
USA



Gallagher

Insurance | Risk Management | Consulting

Consulting and insurance brokerage services to be provided by Gallagher Benefit Services, Inc. and/or its affiliate Gallagher Benefit Services (Canada) Group Inc. Gallagher Benefit Services, Inc. is a licensed insurance agency that does business in California as “Gallagher Benefit Services of California Insurance Services” and in Massachusetts as “Gallagher Benefit Insurance Services.” Neither Arthur J. Gallagher & Co., nor its affiliates provide accounting, legal or tax advice.



Gallagher

Insurance | Risk Management | Consulting