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City of Hammond

Classification, Salary, and
Compensation Study
RFP #22-13

September 2, 2021



Mr. Ronnie Charles, SPHR, GPHR, IPMA-SCP
National Managing Director | Public Sector & Higher Education

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TITLE PAGE

PERSONAL & CONFIDENTIAL

Jana Thurman Soileau
Purchasing Manager
City of Hammond
310 East Charles St.
Hammond, LA 70401

Dear Ms. Thurman Soileau:

We appreciate the opportunity to present this proposal regarding services Gallagher's Human Resources & Compensation Consulting practice is able to offer the City of Hammond (the City). Gallagher is highly capable and qualified to work with the City based on our extensive experience with public sector organizations and across the country. We would consider it a privilege to serve the City in this capacity.

We believe we will provide the City with the most ethnically diverse project team of any consulting practice in the country, which enhances the solutions and recommendations we will provide on this engagement. The questions and perspective provided by our team ensure we anticipate the many issues the City may face throughout this project, as well as the ongoing management of the new compensation system.

Additionally, a number of our team members previously worked in local government environments as CHRO/HR Director so we specifically understand and are sensitive to the dynamics of municipal operations, politics and administration, and bring that unique knowledge, experience, and insight to the project and ongoing relationship.

It is our understanding that the City is seeking a consultant for the purposes of providing a classification and compensation study. We appreciate having the opportunity to submit this proposal and look forward to assisting the City in conducting this study. In addition, the City has requested a deliverable of a performance review format. While this is connected to the scope of work requested, in our experience, the development of a performance review program (which includes the form or format) is a different project and should be done after the City has built the classification and compensation framework. This is a service Gallagher can provide, however, more discussion on the approach and goals of the performance review would need to be discussed to ensure the appropriate work plan and cost estimate. We are not including this phase in our proposal at this time.



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TABLE OF CONTENTS

Section	Page
Consultant/Firm Profile	3
Outside Consultants	4
Experience and References	5
Key Personnel	10
Approach to Project	14
Cost Proposal	18
Differentiators	19
Data Required	20
Timeline	21
Benchmarking Capabilities	22
Signature Page	25
Exceptions to Terms and Conditions	27
Attachment: Sample Pay Analysis Report Slides	28



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CONSULTANT / FIRM PROFILE

Gallagher Benefit Services, Inc., (GBS) is a wholly owned subsidiary of Arthur J. Gallagher & Company, a publically traded company under the symbol AJG. Gallagher Benefit Services, Inc. was incorporated in 1999 in Delaware. Gallagher Benefit Services, Inc. has approximately 3,300 employees worldwide.

Our firm is organized by nine (9) industry groups, which we call niches. By organizing our resources by industry focus we assure that our services are provided by personnel who are experts in the industry that they serve. One of our niches is public sector. With over 150 consultants, public sector is one of Gallagher's largest industry segments, and is designed to share insight and best practices. High-visibility issues in the public sector are putting the industry under a microscope. This reality calls for a compensation and benefits program that addresses complex issues, protects your bottom line and positions the City as a leader.

Since 1961, we've been helping clients overcome business barriers and create new opportunities to cost-effectively attract, retain and productively engage the best performers in their field. Gallagher started trading on the NYSE under the symbol AJG in 1984.

Gallagher's public sector consulting practice has been in business since 1981, beginning as the public sector compensation consulting practice of Ernst & Young. In January 1995, Ernst & Young elected to withdraw from the public sector marketplace and sold its public sector compensation consulting practice to Fox Lawson & Associates. On October 1, 2009, Arthur J. Gallagher & Company purchased Fox Lawson. We are now a division of Gallagher and operate with the same personnel.

Gallagher's public sector consulting practice includes extensive experience in developing and communicating a compensation philosophy, designing and implementing market-aligned pay structures, and developing job evaluation methods to maintain internal equity. We conduct benchmark analyses, including conducting custom tailored salary surveys (if needed), and recommend appropriate administrative and procedural guidelines to maintain the compensation system. We ensure that our clients are in compliance with applicable laws and regulations, such as the Fair Labor Standards Act (FLSA), the Americans with Disabilities Act (ADA), and Equal Employment Opportunity (EEO) standards and have pay systems that are appropriate for their organization and market strategy.

Gallagher has offices throughout the United States and abroad. Services will be provided by team members located in our Minnesota, Virginia, and Arizona offices. Other members of Gallagher may be utilized as the project requires.



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Our practice is a combination of some of the most respected names in human resources and compensation consulting. Bringing together experts from compensation, performance, search, survey, and leadership fields, Gallagher empowers clients with tools for the entire lifecycle of employment management.

Ethical Company

Gallagher is proud to announce a new partnership with the **National Center for Civil and Human Rights** (NCCHR). The NCCHR is an engaging cultural attraction and human rights institution that connects the historic U.S. Civil Rights movement to the global human rights movements of today. As a part of the partnership, Gallagher will sponsor several outreach programs.

OUTSIDE CONSULTANTS

The proposed project team will furnish all services. We will not use subcontractors.



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EXPERIENCE AND REFERENCES

While we have a broad understanding of human resource systems, our practice primarily **specializes in classification and compensation studies.**

Specialized Resources

Client Service: In a survey of clients that we have served in past years, the independent firm Dun & Bradstreet found that the quality of services Gallagher delivered to its clients exceeded the services delivered by nearly 90 other consulting firms it competes with, many firms which are large, well-known, national firms. The factors rated included cost, timeliness, quality, responsiveness to problems, technical support, quantity delivered versus quantity requested, and the attitude of personnel.

Industry Associations and Presentations: We also have a strategic alliance with the International Public Management Association for Human Resources (IPMA –HR), the National Public Employers Labor Relations Association (NPELRA), and the Colleges and Universities Professional Association for Human Resources (CUPA - HR). We have been featured speakers at every IPMA-HR national conference for the past 20 years.

Industry Leadership: The consultants of Gallagher have demonstrated leadership in the field of compensation. Each member has obtained their IPMA-CP certification, the CCP certification, or teaches courses through WorldatWork. They teach courses on a variety of compensation topics including Job Analysis and Evaluation, Performance Management, Broad Banding, Gainsharing, and Variable Pay seminars. These topics will be addressed in this project.

Published Articles: Gallagher consultants also have published articles in [American City and County](#), [Public Management](#), [Corporate Report Ventures](#), [Corporate Board Member](#), and [Benefits Planner](#). We encourage you to access many of these articles through our website at www.ajg.com/compensation.

Client Expectations: Gallagher takes pride in fulfilling and exceeding our clients' expectations. To ensure that we are accomplishing this, we distribute client satisfaction feedback surveys after completion of any project. These surveys provide valuable feedback regarding our performance on projects and the level of satisfaction of our clients. Below are some of the comments and testimonials we consistently receive from our clients.

References

Our firm has assisted several hundred public sector clients throughout the country. These projects have included a range of less than 100 to more than 100,000 employees. Below are clients we have previously assisted. Contact information is listed for each project. These projects are relevant in demonstrating our ability to meet the needs of the City and show considerable experience reviewing and developing classification and compensation systems. Our references will attest to the timeliness, quality, and responsiveness of services we provide, as well as our knowledge of legal issues such as the ADA, EEO, and the FLSA, the classifications under study, and our skill and ability of dealing with organizations of your size and needs. We continue to provide ongoing services for many of our clients.

<p><u>City of Chattanooga, TN</u> Alicia Neihoff Director of Compensation aneihoff@chattanooga.gov</p>	<p>In 2019, we began working with the City to conduct a classification and compensation study for approximately 1,200 general employees in approximately 400 classification titles. In the study, we introduced the City to and trained staff on a new job evaluation methodology, conducted a custom survey, utilized published survey data, created a new pay structure for the City and assisted the City in refining its compensation philosophy and supporting strategies. Today, we continue to assist the City in implementing the recommendations from our study. We are currently engaged to conduct a compensation study for all public safety positions as well as additional work to be defined.</p>
<p><u>City of Angleton, TX</u> Scott Albert, City Manager, 979-849-4364 ext. 2112, salbert@angleton.tx.us</p>	<p>In 2019, we completed a comprehensive Classification and Compensation Study for the City and continue to support the City through updates to classifications and salary structure.</p>
<p><u>City of Monroe, LA</u> Stacey Rowell, CPA Director of Administration 318.329.4925 stacey.rowell@ci.monroe.la.us</p>	<p>In 2018, Gallagher conducted a comprehensive classification and compensation study for all non-public safety positions that included review of all jobs to develop a new classification structure, internal equity, and salary structure. We conducted employee interviews through questionnaires and a custom survey, and wrote new job descriptions.</p>

Missouri City, TX

Martin D. Russell PHR, SHRM-CP,
 Director of Human Resources and
 Organizational Development,
 281.403.8500
 Martin.Russell@Missouricitytx.gov

In 2018, we were engaged to assist the City in conducting a comprehensive compensation and benefits study, and in 2020, we were contracted to conduct the update.

City of Austin, TX

Bryan Dore
 Compensation Manager
 512-974-3216
 bryan.dore@austintexas.gov

In 2019, we completed a comprehensive Classification and Compensation Study for the City and continue to support the City through updates to classifications and salary structure.

We have worked with over 100 cities in the past five years on various projects related to classification and compensation. Many of those cities are included in the following list that represents a partial list of all of the cities and counties we have worked with nationally:

COUNTIES	
Alameda County Office of Education, CA	Maricopa County Attorney, AZ
Baltimore County, MD	Maricopa County Superior Court, AZ
Becker County, MN	Maricopa County, AZ
Blue Earth County, MN	Marin County, CA
Broward County, FL	McLean County, ND
Burleigh County, ND	Mecklenburg County, NC
Carver County, MN	Miami-Dade County, FL
Cass County, ND	Mille Lacs County, MN
Charleston County, SC	Monterey County, CA
City/County of Denver, CO	Montgomery County, MD
City/County of San Francisco, CA	Mower County, MN
Clay County, MN	Multnomah County, OR
Cochise County, AZ	Nassau County, NY
Coconino County, AZ	New Hanover County, NC
Contra Costa County, CA	Olmstead County, MN
Crow Wing County, MN	Pima County, AZ
Dakota County, MN	Pine County, MN
Dodge County, MN	Pipestone County, MN
Douglas County, WI	Polk County, MN
Durham County, NC	Polk County, WI



COUNTIES	
Eau Claire County, WI	Ramsey County, MN
El Dorado County, CA	Rice County, MN
Escambia County, FL	Rockdale County, GA
Faribault County, MN	Santa Cruz County, CA
Freeborn County, MN	Santa Rosa County, FL
Fulton County, GA	Scott County, IA
Greene County, OH	Scott County, MN
Gwinnett County, GA	Sedgwick County, KS
Hennepin County, MN	Shelby County, TN
Itasca County, MN	Sherburne County, MN
Johnson County, KS	Solano County, CA
Kent County, MI	St. Louis County, MN
Kern County, CA	Stearns County, MN
King County Superior Court, WA	Unified Gov't of Wyandotte Co./KCK, KS
King County, WA	Ventura County, CA
Klickitat County, WA	Watsonwan County, MN
Lane County, OR	Yakima County, WA

CITIES	
Ann Arbor, MI, City of	Los Angeles, CA, City of
Arlington, MN, City of	Mandan, ND, City of
Asheville, NC, City of	Mason City, IA, City of
Ashland, OR, City of	Medford, OR, City of
Atlanta Traffic Court, GA	Mercer Island, WA, City of
Baltimore, MD, City of	Mesa, AZ, City of
Barnesville, MN, City of	Mill Creek, WA, City of
Bellingham, WA, City of	Missoula, MT, City of
Bend, OR, City of	Montrose, CO, City of
Beverly Hills, CA, City of	Mount Pleasant, MI, City of
Billings, MT, City of	Mountain View, CA, City of
Bismarck, ND, City of	Murray City Corporation, UT
Burlington, IA, City of	Newcastle, WA, City of
Carlsbad, CA, City of	North Branch, MN, City of
Carson, CA, City of	North Lauderdale, FL, City of
Cave Creek, AZ, Town of	Northfield, MN, City of
College Station, TX, City of	Oceanside, CA, City of
Colorado Springs Attorney's Office, CO	Palo Alto, CA, City of
Colorado Springs, CO, City of	Paradise Valley, AZ, Town of
Concord, NC, City of	Pella, IA, City of
Cumberland, MD, City of	Peoria, AZ, City of
Dallas, TX, City of	Phoenix, AZ, City of



CITIES	
Danville, VA, City of	Plymouth, MN, City of
Davis, CA, City of	Prescott, AZ, City of
Desert Hot Springs, CA, City of	Pulaski, VA, Town of
Des Plaines, IL, City of	Queen Creek, AZ, Town of
Dickinson, ND, City of	Rancho Cucamonga, CA, City of
District of Columbia Government	Redmond, WA, City of
Durham, NC, City of	Richland, WA, City of
Eden Prairie, MN, City of	Rifle, CO, City of
Edmond, OK, City of	Rio Rancho, NM, City of
Encinitas, CA, City of	Riverside, CA, City of
Fargo, ND, City of	Roanoke, VA, City of
Farmington, MN, City of	Rochester, MN, City of
Fayetteville, NC, City of	Roseburg, OR, City of
Federal Way, WA, City of	Sacramento, CA, City of
Fergus Falls, MN, City of	San Clemente, CA, City of
Flagstaff, AZ, City of	San Francisco, CA, City of
Fremont, CA, City of	San Jose, CA, City of
Fresno, CA, City of	San Ramon, CA, City of
Ft. Collins, CO, City of	Santa Ana, CA, City of
Ft. Lauderdale, FL, City of	Santa Cruz, CA, City of
Grants Pass, OR, City of	Schaumburg, IL, Village of
Glen Ellyn, IL, Village of	Scottsdale, AZ, City of
Goodyear, AZ, City of	Seattle, WA, City of
Grand Forks, ND, City of	Shakopee, MN, City of
Greensboro, NC, City of	Sheboygan Falls, WI, City of
Hamilton, OH, City of	Sioux City, IA, City of
Hanford, CA, City of	Sioux Falls, SD, City of
Hartford, CT, City of	Solano Beach, CA, City of
Healdsburg, CA, City of	Surprise, AZ, City of
Hercules, CA, City of	Tacoma, WA, City of
Hilton Head, SC, Town of	Telluride, CO, City of
Huber Heights, OH, City of	Thief River Falls, MN, City of
Huron, SD, City of	Tucson, AZ, City of
Issaquah, WA, City of	Tukwila, WA, City of
Jackson, MN, City of	Upper Arlington, OH, City of
Kalamazoo, MI, City of	Valley City, ND, City of
Kalispell, MT, City of	Vancouver, WA, City of
Kansas City, MO, City of	Walnut Creek, CA, City of
Kennewick, WA, City of	Washington DC, City of
Kingman, AZ, City of	Watertown, NY, City of
Kirkland, WA, City of	West Fargo, ND, City of



CITIES	
Lake Havasu City, AZ, City of	West Hollywood, CA, City of
Lake Oswego, OR, City of	West Jordan, UT, City of
Lakewood, CO, City of	Wichita, KS, City of
Larkspur, CA, City of	Wilmington, NC, City of
Liberty, MO, City of	Windsor, CA, Town of
Litchfield Park, AZ, City of	Woodland Park, CO, City of
Longview, WA, City of	Yuma, AZ, City of

KEY PERSONNEL

Each member of Gallagher’s public sector Human Resources & Compensation Consulting practice has achieved one or more of the following certifications and/or degrees:

- Certified Compensation Professional from *WorldatWork*
- IPMA-CP/SCP from the International Public Management Association for Human Resources
- Master’s degree or above, in Human Resources, Public/Business Administration and/or Organizational Psychology.

Gallagher fosters a commitment of excellence, professionalism, integrity, collaboration, and urgency to each of our clients. With each unique client, Gallagher combines these principles to deliver client services customized, specifically to meet your needs. Your Gallagher consulting team has years of experience consulting to public sector clients. Each team member has a back-up so that there would be no loss of momentum should an issue arise with any given staff member.

PROJECT DIRECTOR: Contact	PROJECT MANAGER: Day to Day Contact
<p>Ronnie Charles, SPHR, GPHR, IPMA-SCP Ronnie_Charles@ajg.com</p> <p>6802 Paragon Place, Suite 126 Richmond, VA 23230</p> <p>Phone: (651) 234-0848 Fax: (651) 234-0851</p>	<p>Beverly Moultrie, SPHR, IMPA-SCP Beverly_Moultrie@ajg.com</p> <p>1612 Westgate Circle, Suite 112 Brentwood, TN 37027</p> <p>Phone: (478) 456-9134</p>



RONNIE E. CHARLES, SPHR, GPHR, IPMA-CP – National Managing Director – Mr. Charles will serve as Project Director for this engagement. Mr. Charles is a National Managing Director with the firm. Mr. Charles has over 30 years of Public Sector HR experience including Chief Human Resources Officer (CHRO) experience most recently in the District of Baltimore with additional professional stints in the District of Columbia, State of Virginia, and City of Suffolk, Virginia. Mr. Charles has a Bachelor's Degree in Management from Saint Paul's College. Mr. Charles is a member of several professional organizations, including the International Public Management Association for Human Resources (IPMA-HR) and currently chairs the International IPMA-HR Professional Development Committee. Mr. Charles recently received the Diversity and Inclusion certificate from Cornell University. In addition, Mr. Charles also currently serves as the Chair of the Human Resources Institute (HRCI). Mr. Charles will personally be responsible for project overview and will be directing the services of other staff in our Minneapolis, MN office.

MIKE VERDOORN, MA-HRIR, CCP, IPMA-SCP – Managing Principal – Mr. Verdoorn has been with Gallagher for 15 years and has experience working with public sector organizations across the United States. Mr. Verdoorn has led over 100 similar projects addressing the compensation issues in complex organizations. He has a Master's Degree in Human Resources and Industrial Relations from the University of Minnesota and has earned his CCP certification from WorldatWork. Prior to joining the firm, he was a compensation analyst at Imation and at the University of Minnesota.

BEVERLY MOULTRIE, SPHR, IMPA-SCP - Principal Consultant – Ms. Moultrie serves as Project Manager for this engagement. Ms. Moultrie has over 20 years of human resources and compensation experience and a wide range of expertise working with large, mid-sized and start-up organizations (both public and private) in manufacturing, government, healthcare, and service environments. Ms. Moultrie is particularly adept at managing complex projects and has led the adoption of employee relation strategies and human resource systems where no prior system existed. Prior to joining the firm, Ms. Moultrie was the Chief Human Resources Officer with the City of Chattanooga where she partnered with Gallagher to lead the successful completion of the compensation study for the civilian and public safety workforce. In addition, she launched the strategic development of the City's equity & inclusion work with the Government Alliance on Race and Equity. Ms. Moultrie has a master's degree in business with an emphasis on organization development and is a certified senior human resource professional.



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YOLANDA HOWZE, SPHR, SHRM-SCP, IPMA-SCP – Senior Consultant – Ms. Howze has over 18 years' public sector Human Resources experience—primarily in municipal government. Prior to joining Gallagher she was the Assistant to the City Manager/Director of Human Resources for the City of University City, MO, and her professional experience also includes eight combined years as the Director of Human Resources with the City of University City, MO (2005-2010 and 2018-2020) and over six years as Director of Human Resources with the City of Bellaire, TX (2012-2018). Yolanda has a Bachelor of Arts in Psychology and a Bachelor of Arts in Organizational Leadership from Maryville University St. Louis, as well as a Master of Arts in Public Administration and Policy Analysis from Southern Illinois University Edwardsville.

LISA COHNES – Associate Consultant – Ms. Cohnes received a Bachelor of Arts from Saint Louis University in Organizational Studies and a Minor in Industrial Psychology. Ms. Cohnes spent eight years in Public Sector and seven years in Higher Education where she was involved in a variety of human resources and compensation related functions. Most recently, Ms. Cohnes served as Business Manager-Human Capital Management at St. Louis University. Ms. Cohnes is located in Missouri.

JEAN HORNER, MPA, PHR - Senior Consultant Ms. Horner is an established Human Resources professional with over twenty years of experience in the core functional areas of Human Resources - Classification and Compensation, Benefits, Recruitment and Workforce Planning, Human Resources Information Systems and Training and Development. Her experience spans a variety of public and private sector environments and industries, including HR leadership roles Duke University, the City of Boulder, CO and SAS Software.

KAREN WELCH, MBA, PMP - Consultant - Ms. Welch will provide staff support during all phases of this study. She has a Bachelor of Science degree in Business Administration from Northern Arizona University and a Master of Business Administration degree from the University of Phoenix. Prior to joining Gallagher Benefit Services, she was a consultant with Deloitte Consulting, LLP.

GREG MANGOLD, MA - Consultant Mr. Mangold has over 13 years of experience providing human resources consulting services to 32 Minnesota and North Dakota local units of government. He is a former Carver County, Minnesota Coordinator and chair of the Metropolitan Inter-County Association administrator's group.



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QUYANG PAN, MA-HRIR – Consultant – Ms. Pan will provide staff support during all phases of this study. Ms. Pan has a Bachelor’s Degree in Accounting from Xiamen University, China and a Master’s Degree in Human Resources and Industrial Relations from the University of Minnesota.

AUGUST ZHU, MA-HRIR – Consultant – Mr. Zhu will provide staff support during all phases of this study. Mr. Zhu has a Bachelor of Science Degree in Human Resources from Shanghai Jiao Tong University and a Master’s Degree in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining Gallagher, he was a compensation analyst at BASF (China) and organization development consultant at Bovis Consulting.

DEEKSHA GARG, MA-HRIR – Consultant – Ms. Garg will provide staff support during all phases of this study. Ms. Garg has a Bachelor’s Degree in Psychology from Bangalore University, India and a Master’s Degree in Human Resources and Industrial Relations from the University of Minnesota. She previously worked at Nielsen Company (India) as a consultant for 2 years and later joined Basix Microfinance (India) in talent acquisition.

MEGAN OLSON, MA-HRIR – Consultant – Ms. Olson will provide staff support during all phases of this study. She has a Bachelor’s Degree in Psychology from North Dakota State University and a Master’s Degree in Human Resources and Industrial Relations from the University of Minnesota. Prior to joining Gallagher Benefit Services, she held project based roles in the nonprofit sector and with Ford Motor Company.

AIDAN RAO – Associate Consultant – Aidan comes to HRCC as a recent graduate from the University of Minnesota with a Master’s in Human Resources and with previous experience at Medica in the provider service area. He recently completed his internship with Bristol-Meyers Squibb in an HR rotational program.

PROJECT APPROACH

Our review and recommendations will enable the City to maintain a competitive position with other comparable public and private companies. The goals of the City's project for conducting a classification and compensation study are similar to those of many other projects we have successfully performed for hundreds of public sector organizations throughout the country.

We understand the importance of this study as one of many strategies to address current human resources issues and appreciate the delicate nature of public sector spending. The work plan proposed is designed to provide the flexibility necessary to attract, retain, and motivate employees to provide quality services and ensure the system is not an administrative and/or costly burden to the City now or in the future. Below are some key considerations we have in this type of project, followed by our approach to the areas identified by the City, and then our detailed work plan.

Employee Involvement. The study should be introduced to employees so they know what will happen and can ask questions, and then we suggest summarizing the study findings at the end of the project in an open session so they can see the results. Updates throughout the process will go a long way toward acceptance of the results. We believe that if employees know how and why they are compensated the way they are, they will accept the results better than if the system was created without their involvement.

Leadership Sponsorship. Change is complicated! Updating classification and compensation systems requires strong and visible support of an organization's management and governance.

Internal Equity. While market parity is important, most employees want to make sure that they are paid fairly in relation to other employees. We have extensive experience with designing pay systems that take into consideration internal equity and mitigate compression.

Project Timing. Doing it right produces a better study outcome than trying to meet unrealistic deadlines.

Data/Exceptions. Rely on data, but make decisions based on humans. It has been our philosophy that the results and recommendations should be based on verifiable, auditable and valid data. Once the basic structure is in place, there may need to be adjustments for special conditions or other factors. However, the classification and compensation systems should be based on verifiable facts and solid professional standards.

Communication. These systems need to be understood. They need to be simple, straightforward and transparent.

Pay Compression. Attention needs to be paid to implementation costs when employees are placed in the pay ranges and there is potential for creating or increasing pay compression.



Classification Structure Development: As the City has requested, and to ensure our understanding of job functions, employees will complete Position Description Questionnaires (PDQs) so we can determine if jobs are accurately documented. Upon completion of the PDQs, we then review employee input against job documentation and update job descriptions as appropriate. Additionally, we can make recommendations on job description content to ensure compliance with applicable laws and regulations.

Internal Equity: We will work with the City to evaluate each job title with the current job evaluation methodology to determine internal equity. We will present an alternative method for review of internal equity. Our project plan and cost reflect reviewing all City job titles and ensuring internal consistency and accuracy of job functions. We have significant experience in applying job evaluation methods, but will work with the City to ensure our understanding of the method and the jobs. In many cases we will verify the current evaluations of the City and ask follow-up questions to clarify any questions.

Market Comparison: We will work with the City identify benchmark job classes for the purposes of competitive market analysis. We recommend that the City should be collecting market data on its job titles to ensure sufficient data and validity of the resulting salary structure. We will survey both current rates of pay, minimum and maximum rates of pay, in addition to the relevant benefits and the employer and employee cost. We will also integrate private sector salary information in the market comparison process from survey sources that represent the local area market.

Salary Structure Development & Implementation Analysis: In order to develop a reliable salary structure, we integrate market data and custom survey results with the internal equity ratings from job evaluation, so that the structure is internally equitable and externally competitive. In this step, we assign all jobs to the right pay grade and all employees to the right place in the range based on agreed upon criteria. During this phase, we also discuss how pay progression is integrated in a sustainable system that grows with the City and allows for employee development and contribution to goal achievement. Up to three implementation scenarios will be provided to the City. These resulting pay structures and implementation scenarios will be reviewed to ensure a gender and race neutral system.



Final Report: Our final report will be prepared which outlines the process, methods, techniques and findings and recommendations of the study. It will include a financial impact analysis and recommended ways to implement and maintain the system in the future. We will provide the data in a format that can be used to update your HRIS system based on your implementation approach. Finally, we will train the HR staff in the proper procedure and methods to manage and maintain the system.

PHASE 1: STUDY INITIATION & STRATEGY DEVELOPMENT

Meeting via telephone to initiate project and discuss timelines and key deliverables.

Organization & salary material collected.

Discussion/review of the strengths and weaknesses of the City's current classification & compensation systems.

Discussion of the City's current compensation philosophy and supporting strategies.

Project timetable confirmed.

Employee orientation sessions conducted on-site, if applicable.

PHASE 2: CLASSIFICATION & JOB EVALUATION STUDY

Analysis of existing classifications and recommendations on any changes to current classification plan.

Review and analysis of *current job descriptions/documentation approved by management* for all employees covered by the study.

Utilize Positions Description Questionnaires (PDQs) that are completed by employees to obtain current job description information (this option adds additional time to the project timeline as employees will need sufficient time to complete and Gallagher consultants will need sufficient time to review).

Conducting interviews by telephone or onsite with a representative sample of employees covered by the study in order to gather additional details of the type and nature of work being performed, as necessary.

Review exempt and non-exempt classifications to ensure proper Fair Labor Standards Act (FLSA) status.

Recommendation of standard classification and titling conventions.

Introducing the City to the job evaluation methodologies provide training for HR and management personnel in the use of the selected job evaluation system if chosen.

(Optional) Development of new or updated job descriptions at additional cost.

PHASE 3: COMPENSATION STUDY

CUSTOM SURVEY

Labor market confirmed and survey participants identified to gather data from local, state and regional sources.

Benchmark jobs identified and summarized.

Identification of hard to recruit positions and assessment of the relevance of compensation for recruiting.

Benefit and pay practice questions determined for inclusion in the custom survey.

Custom survey developed and conducted.

INTEGRATE PUBLISHED SURVEY SOURCES

Identify appropriate published survey sources.

Collect market data from published survey sources using data cuts from public, private, local, state and regional sources.

The following activities will be performed on all data:

Comprehensive internal salary relationship analysis of data to ensure the structure is internally equitable and externally competitive.

Competitive analysis performed.

Diagnostic review of current salary structures conducted to identify opportunities for simplification, reduction in pay compression.

Recommended pay structure developed or existing structures updated (includes 1 revision if requested).

Internal review conducted and consolidated feedback provided by the City. The City approves the updates to the pay plan(s) and other recommendations and implementation options.

Provide the City with up to three (3) transition options, recommendations and next steps/ongoing maintenance.

PHASE 4: PROJECT FINALIZATION, DRAFT & FINAL REPORTS

Provision of bi-weekly progress reports for City project staff.

Conduct of meetings with the leadership team at critical intervals to discuss deliverables.

Draft and final report and presentations developed.

Finalization of the City's compensation philosophy and supporting strategies alongside compensation study results.

Training provided for staff including necessary tools to maintain the system.



COST PROPOSAL

Our fees to conduct the classification and compensation study outlined above (including out-of-pocket expenses) will not exceed \$147,000. The table below outlines the price per phase.

Phase	Fees
Phase 1: Project Initiation, Administration and Strategy Development	\$22,000 - \$35,100
Phase 2: Classification & Job Evaluation Study	\$40,000 - \$62,650 (does not include the writing / updating of job descriptions)
Phase 3: Compensation Study	\$65,000
Phase 4: Project Finalization, Draft and Final Reports	\$20,000 - \$24,040
TOTAL COST (inclusive of all Tasks): \$147,000 - 186,790	

*Should the City request Gallagher to update/w rite job descriptions, those services will be priced separately since we are unable to determine the number that will be required. Pricing would be \$275 per job description and is in addition to the "Total Cost" identified above.

Our study costs are directly derived from estimating the number of hours needed to perform the work and the level of the consultant charged with performing the work. Gallagher typically bills on a monthly basis up to the maximum of each deliverable; however, has agreed to bill the City on a quarterly basis as appropriate. Please note, as phases may sometimes run concurrently, a phase may not be completed at the time it is billed. All expenses are included in this quote.

Should the City wish to have on-site presentation days or meetings, the estimated cost would be \$5,000 per day.



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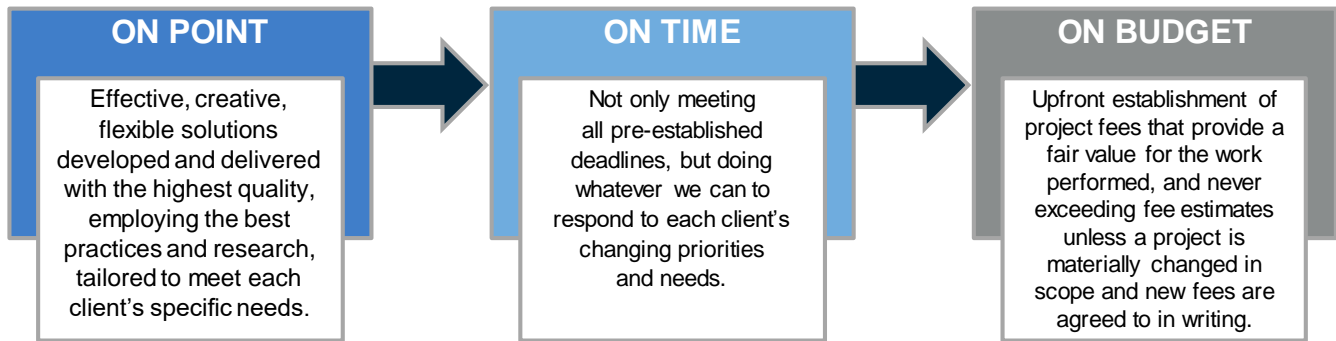
DIFFERENTIATORS

Our organization prides itself on its creativity and track record in developing innovative solutions to compensation and benefit issues. We spend considerable time and effort in researching and exploring trends and technical issues to be able to develop and test innovative approaches not usually considered by other consulting firms.

For years, we have pioneered innovative ways to provide greater insights, helping you motivate your people to reach your objectives and better align your organization. In addition, our Gallagher approach gives us the unique ability to integrate solutions that work together for even greater performance. We differentiate ourselves from our competitors in several important ways:

- We use our **expertise in business strategy, financial analysis, and compensation** to more effectively integrate compensation programs with the economics and dynamics of our clients' business and culture;
- Unlike many consulting firms, we commit a level of seniority to each project, as our managing directors stay actively involved in each and every engagement we complete. While the projects will require the skills and expertise of a team of specialists at Gallagher, senior leadership will be intimately involved in any project work and will be responsible for all work product.
- Our unique culture is what truly distinguishes our business. It is a culture that values teamwork, ethics, client service and a dedication to the communities we operate in (over 112,000 hours served across 22,000 employees). 2021 we were recognized by **Forbes magazine as a "World's Best Employer"** – and for nine straight years we have been named a **World's Most Ethical Company** by the Ethisphere Institute.

Gallagher’s managing directors are supported by a staff of compensation and benefits specialists. All of our projects are completed by a team of associates representing several disciplines (e.g., benefits, cash compensation, governance, financial analysis, etc.). This team structure stimulates creative thinking and provides you with experts in multiple areas and several knowledgeable project contacts. Our approach to all projects is to establish a partnership with each client, and to deliver work that is:



DATA REQUIRED



Gallagher’s consulting philosophy is that total compensation should be directly reflective of the organization’s mission, vision, and strategy. Our methodology is to understand each organization in order to develop the appropriate compensation philosophy, program, and structure.

Data collected will include:	
Census information, including names, titles, dates of hire, salary and incentive payouts	City’s Classification Structure and Pay/Incentive Policies
Organization charts	Job Descriptions



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TIMELINE

The following is an estimate to complete each phase by month. We will discuss the details of each phase during Phase I and identify specific deadlines for the project at that time. We will conduct frequent conference calls with the City to ensure that the schedule is monitored throughout the project.

In today's world, speed is very important. However, given the significance of this project, it is just as important for City officials, department heads, and employees to have sufficient time to review and approve the recommendations of Gallagher and to ensure proper communications occur. We have prepared a timeline to ensure the City has the work products in an expeditious manner.

Our phases run concurrently, in that we do not wait until the full completion of a phase to begin another phase. We are prepared to commence the work within two weeks of receiving your authorization to proceed.

	PHASE 1	PHASE 2	PHASE 3	PHASE 4
Month	Study Initiation & Strategy Development	Classification & Job Evaluation Study	Compensation Study	Project Finalization, Draft & Final Reports
1				
2				
3				
4				
5				
6				
7				

*If the PDQ option is selected or more review or discussion of job descriptions are needed, more time will be added to the timeline above.

BENCHMARKING CAPABILITIES

We follow guidelines for job matching (match only those jobs that match at least 80% of the duties, responsibilities and functions as outlined in the benchmark job summary). While some firms may claim to use a higher percentage, we believe anything over 80% may exclude data that are good, valid matches. We do not ask participants to rate the quality of the match, as this introduces additional subjectivity to the process that cannot be controlled.

We follow professionally accepted guidelines for defining labor markets and selecting organizations to survey. We factor in that different jobs will have different recruiting markets by:

- Type of organization (e.g. Public vs. Private sector)
- Size of organization
- Geographic location

It is important to define an organization's labor market prior to the survey rather than after the data have been collected so that it does not appear that the labor market data are being manipulated to support a certain conclusion. This could cause significant issues from an employee perception standpoint as well as potentially violate Federal Trade Commission and the U.S. Department of Labor's Sherman Antitrust Act guidelines in regard to the analysis of salary data.

Any published sources utilized must meet the following criteria:

- Be 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 matches and data

We will develop a data collection form that poses questions in a fashion that is easy for participants to answer, as well as being easy to quantify and analyze.

We follow-up with participants to ensure data quality and validity of matches and data being reported. If there are any questions about the comparator data, we may request comparator job descriptions, organizational charts and other information.

We perform several reviews of the data as well as statistical tests to identify any extreme data and to ensure the validity of the data. Items we check for and follow-up on are:

- Job matches
- Labor market is right for each benchmark (as it was defined in the beginning of study)
- The range of salaries reported for each benchmark (any abnormally high or low)
- Extreme range spreads (either abnormally high or low)
- Relationship of minimums and maximums (minimums not higher than maximums)
- Actual salaries fall within the specified ranges (not less than minimum or significantly over maximum)
- Relationship of progression in levels (e.g., a level II job should have a higher salary than a level I job)



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We utilize trend factors for aging data so that all data is consistent to a current point in time. The trend factors are derived from either the U.S. Department of Labor data or *WorldatWork* Surveys.

We apply geographic differentials as appropriate and necessary to ensure that the data are reflective of SDBOR's labor market and economic conditions. We use third party resources (ERI) to identify the appropriate geographic differences. These geographic differentials will be developed separately for each comparator/geographic area.

We calculate various statistics for summarizing the data (means, medians, highs, lows, percentiles).

We follow the Federal Trade Commission and the U.S. Department of Labor guidelines that five (5) matches should exist per job in order to draw reliable conclusions. Therefore, we do not calculate statistics (means, medians, etc.) on jobs with fewer than five (5) job matches.



SIGNATURE PAGE

10

Request for Proposals # 22-13 Signature Page

The City of Hammond is soliciting Request for Proposals (RFPs) for a Salary and Compensation Study.

Proposals will be received until 10:00am on September 2, 2021.

Acknowledge Receipt of Addenda:

Number: _____

Number: _____

Number: _____

Proposer Name: Gallagher Benefit Services, Inc.

Address: 6802 Paragon Place, Ste. 128, Richmond, VA 23230

Phone: 651-234-0648 Fax: 612-339-2569

Email: Ronnie.Charles@aig.com

Printed Name of Person Authorized to Sign: Ronnie Charles

Title of Person Authorized to Sign: National Managing Director

Signature of Authorized Person: *Ronnie Charles*

Date: August 31, 2021

This RFP signature page must be signed by an authorized Representative of the Consultant/Firm for proposal to be valid. Signing indicates you have read and comply with everything described in the Request for Proposals specifications.



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* * * * *

Thank you for this opportunity to offer our services. Please feel free to contact us at any time if you have any questions or require additional information. If this proposal meets with your approval, please sign and return the service agreement on the following page. We look forward to hearing from you soon.

Sincerely,

A handwritten signature in blue ink that reads 'Ronnie Charles'.

Ronnie Charles, SPHR, GPHR, IPMA-SCP
National Managing Director

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.



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EXCEPTIONS TO TERMS AND CONDITIONS

Our legal team has provided the following notes regarding the RFP's terms and conditions. We are open to discussion on these matters and do not want them to impede a relationship.

- Indemnification (PDF page 8) – Indemnification should be limited to negligent acts and omissions, breaches of the contract, intentional misconduct, or violations of law.
- Indemnification (PDF page 8) - A limitation of liability of fees paid needs to be added to the indemnification provision. We would set this limit at \$1,000,000.



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Attachment: Sample Pay Analysis Report Slides

Methodology: Compensation



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Benchmark Jobs

CLASSIFICATION TITLE		
Administrative Assistant [†]	Chief Deputy Client Attorney*	Client Attorney
Administrative Coordinator*	Chief Deputy Court Clerk	Client Executive
Administrative Specialist*	Chief Finance Officer*	Custodian*
Assistant Client Attorney	Chief Information Officer*	Deputy Client Executive
Assistant Library Director*	Chief Park Ranger	Deputy Court Clerk*
Assistant Planning Director	Claims Analyst [†]	Deputy Court Clerk Supervisor
Assistant Public Works Director	Clerk to the Board	Detention Specialist*
Building Official*	Clinical Services Case Management Manager	Development Services Division Manager (Asst Director)
Business Services Analyst [†]	Clinical Services Caseworker*	Director of Human Resources*
Business Systems Manager*	Code Enforcement Inspector*	Director of Social Services
Business Systems Specialist [†]	Commercial Appraiser*	Engineer*

* Supplemented custom data with published survey data

Sample Final Report

Methodology: Compensation



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Benchmark Jobs

CLASSIFICATION TITLE		
Engineering Division Manager (Asst Director)*	Human Resources Technician*	IT Solutions Division Manager*
Engineering Manager*	Human Services Case Management Division Manager (Asst Director)	IT Solutions Manager*
Financial Regulatory Analyst*	Human Services Case Management Manager*	Librarian*
Financial Regulatory Technician*	Human Services Caseworker*	Library Technician*
Fiscal Division Manager (Asst Director)*	Human Services Specialist	Licensed Practical Nurse*
Fiscal Manager*	Human Services Supervisor	Maintenance & Operations Specialist*
Fiscal Specialist*	Inspector	Maintenance & Operations Superintendent*
Fiscal Technician*	IT Infrastructure Administrator*	Maintenance & Operations Supervisor*
Fleet Worker*	IT Infrastructure Analyst*	Maintenance & Operations Technician*
GIS Analyst*	IT Solutions Administrator*	Paralegal*
Human Resources Manager*	IT Solutions Analyst*	Park Ranger

* Supplemented custom data with published survey data

Sample Final Report

Methodology: Compensation



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Benchmark Jobs

CLASSIFICATION TITLE		
Planner	Recreation Technician	Senior Engineer*
Planning Division Manager (Asst Director)	Registered Nurse*	Senior Executive Assistant*
Planning Manager	Residential Appraiser*	Senior Fiscal Analyst*
Probation/Pretrial Officer*	Risk & Wellness Division Manager (Asst Director)*	Senior Human Resources Analyst*
Psychiatrist*	Senior Assistant Client Attorney*	Senior Human Services Caseworker*
Public Safety Communications Shift Supervisor (Manager)*	Senior Business Services Analyst*	Senior Inspector*
Public Safety Telecommunicator*	Senior Clinical Services Caseworker	Senior Librarian*
Recreation Assistant	Senior Communications Analyst*	Senior Library Manager*
Recreation Supervisor	Senior Development Services Technician	Senior Planner

* Supplemented custom data with published survey data

Sample Final Report



Appendix II: Pay Practices



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Pay Practices

Pay Practices

- The following slides detail pay practices provided by survey participants. We have provided the following definitions and notes regarding the slides:
 - Percentages do not always equal 100. Not all participants responded to each question, and participants could select more than one answer for most questions
 - n/a indicates insufficient data to summarize



Pay Practices

Pay Practices

- The following table outlines type of base pay increases commonly used:
 - Note that participants could select more than one answer

Employee Group	COLA	Merit	Step Progression (based on length of service)	General Across the Board Increase (not COLA)
Executive/Management Employees	5 of 14 (36%)	10 of 14 (71%)	1 of 14 (7%)	3 of 14 (21%)
Exempt Employees	6 of 14 (43%)	12 of 14 (86%)	3 of 14 (21%)	2 of 14 (14%)
Non-Exempt Employees	6 of 14 (43%)	12 of 14 (86%)	3 of 14 (21%)	2 of 14 (14%)

- Merit increases are most popular in the market



Pay Practices

Pay Practices

- The following table outlines projected average total percentage base pay increases for 2019-2020:

Employee Group	COLA		Merit		Step Progression (based on length of service)		General Across the Board Increase (not COLA)	
	Average (N)	Median (N)	Average (N)	Median (N)	Average (N)	Median (N)	Average (N)	Median (N)
Executive/Management Employees	1.89% (5)	2.03% (5)	2.48% (6)	3.00% (6)	n/a	n/a	n/a	n/a
Exempt Employees	n/a	n/a	2.55% (8)	3.00% (8)	n/a	n/a	n/a	n/a
Non-Exempt Employees	n/a	n/a	2.55% (8)	3.00% (8)	n/a	n/a	n/a	n/a

- Merit increases are most popular in the market



Pay Practices

Pay Practices

- The following table outlines frequency of pay increases granted:

Employee Group	Annually	Twice per Year	Every Other Year	Other
Executive/Management Employees	12 of 14 (86%)	n/a	1 of 14 (7%)	n/a
Exempt Employees	14 of 14 (100%)	n/a	1 of 14 (7%)	n/a
Non-Exempt Employees	14 of 14 (100%)	n/a	1 of 14 (7%)	n/a

- Annual increases are most popular in the market



Pay Practices

Pay Practices

- The following table outlines the number of organizations utilizing established salary ranges for each employee group:

Executive/Management	Exempt	Non-Exempt
11 of 14 (79%)	13 of 14 (93%)	13 of 14 (93%)

- Most organizations utilize established salary ranges in the market



Appendix III: Benchmark Comparisons

Benchmark Comparisons Combined Data



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Job Code	Benchmark Titles	DBM	Count of Custom Survey Matches	25th	Diff. w/25th	50th	Diff. w/50th	75th	Diff. w/75th
1	Administrative Assistant	A12	20	\$17.39	-9.2%	\$19.17	-17.7%	\$21.57	-26.8%
2	Administrative Specialist	B23	17	\$21.32	16.3%	\$23.18	7.0%	\$26.65	-7.0%
3	Administrative Coordinator	B31	16	\$25.74	17.7%	\$27.99	8.3%	\$31.74	-4.5%
4	Senior Executive Assistant	B25	15	\$28.71	57.2%	\$33.49	34.8%	\$39.66	13.8%
5	Business Services Analyst	C41	11	\$28.17	21.2%	\$31.69	7.7%	\$37.68	-9.4%
6	Senior Business Services Analyst	C42	9	\$36.51	9.3%	\$40.80	-2.2%	\$45.94	-13.1%
7	Code Enforcement Inspector	B23	18	\$27.86	5.2%	\$27.16	7.9%	\$33.32	-12.0%
8	Senior Communications Analyst	C42	15	\$32.16	27.6%	\$38.56	6.4%	\$44.39	-7.5%
9	Deputy Court Clerk	A13	10	\$18.36	15.7%	\$21.04	0.9%	\$26.54	-20.0%
10	Deputy Court Clerk Supervisor	B31	8	\$28.27	3.9%	\$36.17	-18.8%	\$38.87	-24.4%
11	Chief Deputy Court Clerk	D61	8	\$42.02	15.9%	\$54.28	-10.3%	\$61.43	-20.7%
12	Detention Specialist	B22	9	\$26.51	-9.6%	\$26.06	-8.0%	\$29.82	-19.6%
13	Probation/Pretrial Officer	C42	10	\$26.42	26.9%	\$28.35	18.2%	\$31.97	4.8%
14	Engineer	C42	17	\$35.71	12.4%	\$38.36	4.6%	\$41.69	-3.7%
15	Senior Engineer	C43	16	\$41.35	-0.8%	\$44.35	-7.5%	\$48.32	-15.1%
16	Engineering Manager	D61	14	\$50.07	20.1%	\$56.11	7.2%	\$62.69	-4.1%
17	Engineering Division Manager (Asst Director)	D63	12	\$60.69	26.7%	\$67.28	14.3%	\$73.29	5.0%
18	Clerk to the Board	D62	11	\$44.04	28.1%	\$52.07	8.3%	\$55.06	2.5%
19	Financial Regulatory Technician	B21	12	\$20.62	28.8%	\$21.36	24.3%	\$25.03	6.1%

Sample Final Report

Benchmark Comparisons Combined Data



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Job Code	Benchmark Titles	DBM	Count of Custom Survey Matches	25th	Diff. w/25th	50th	Diff. w/50th	75th	Diff. w/75th
20	Financial Regulatory Analyst	C42	16	\$31.48	26.4%	\$36.08	10.3%	\$39.99	-0.5%
21	Fiscal Technician	B22	17	\$20.69	17.9%	\$23.93	2.0%	\$27.16	-10.2%
22	Fiscal Specialist	B24	14	\$23.21	21.6%	\$26.38	7.0%	\$31.30	-9.8%
23	Senior Fiscal Analyst	C42	16	\$35.75	6.8%	\$41.99	-9.0%	\$44.16	-13.5%
24	Fiscal Manager	C52	15	\$50.87	1.3%	\$55.71	-7.5%	\$63.23	-18.5%
25	Fiscal Division Manager (Asst Director)	D63	16	\$59.87	1.3%	\$68.93	-12.0%	\$77.49	-21.7%
26	Fleet Worker	B22	16	\$21.75	31.5%	\$24.64	16.1%	\$27.69	3.3%
27	Licensed Practical Nurse	C41	10	\$24.79	19.6%	\$27.67	7.2%	\$29.65	0.0%
28	Registered Nurse	C42	9	\$33.81	2.8%	\$37.33	-6.9%	\$41.60	-16.5%
29	Psychiatrist	D61	6	\$94.96	23.3%	\$107.17	9.3%	\$105.44	11.1%
30	Human Resources Technician	B22	17	\$21.66	47.1%	\$24.39	30.6%	\$27.43	16.1%
31	Senior Human Resources Analyst	C42	18	\$37.36	23.9%	\$42.93	7.8%	\$47.28	-2.1%
32	Human Resources Manager	C52	11	\$47.73	26.7%	\$54.99	10.0%	\$63.40	-4.6%
33	Clinical Services Caseworker	C42	7	\$30.04	11.6%	\$32.71	2.5%	\$34.87	-3.8%
34	Senior Clinical Services Caseworker	C43	9	\$34.20	22.5%	\$39.09	7.2%	\$41.65	0.6%
35	Clinical Services Case Management Manager	C52	7	\$42.86	14.5%	\$46.70	5.0%	\$52.99	-7.4%
36	Human Services Caseworker	C42	12	\$27.54	16.4%	\$30.04	6.7%	\$40.74	-21.3%
37	Senior Human Services Caseworker	C43	12	\$29.80	24.8%	\$32.87	13.1%	\$34.79	6.9%
38	Human Services Case Management Manager	C52	8	\$40.01	10.9%	\$41.83	6.1%	\$42.81	3.7%

Sample Final Report

Benchmark Comparisons

Custom Data



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Job Code	Benchmark Titles	DBM	Count of Custom Survey Matches	25th	Diff. w/25th	50th	Diff. w/50th	75th	Diff. w/75th
1	Administrative Assistant	A12	20	\$18.78	-16.0%	\$20.68	-23.7%	\$22.13	-28.7%
2	Administrative Specialist	B23	17	\$23.43	5.8%	\$24.84	-0.2%	\$27.99	-11.4%
3	Administrative Coordinator	B31	16	\$27.94	8.4%	\$28.72	5.5%	\$30.03	0.9%
4	Senior Executive Assistant	B25	15	\$26.22	72.2%	\$33.71	33.9%	\$38.31	17.8%
5	Business Services Analyst	C41	11	\$28.90	18.1%	\$31.31	9.0%	\$38.93	-12.3%
6	Senior Business Services Analyst	C42	9	\$37.38	6.8%	\$39.08	2.1%	\$41.55	-3.9%
7	Code Enforcement Inspector	B23	18	\$27.86	5.2%	\$29.83	-1.7%	\$33.32	-12.0%
8	Senior Communications Analyst	C42	15	\$29.98	36.9%	\$34.41	19.3%	\$38.79	5.8%
9	Deputy Court Clerk	A13	10	\$18.36	15.7%	\$21.72	-2.2%	\$26.54	-20.0%
10	Deputy Court Clerk Supervisor	B31	8	\$28.27	3.9%	\$36.17	-18.8%	\$38.87	-24.4%
11	Chief Deputy Court Clerk	D61	8	\$42.02	15.9%	\$54.28	-10.3%	\$61.43	-20.7%
12	Detention Specialist	B22	9	\$26.51	-9.6%	\$28.82	-16.8%	\$29.82	-19.6%
13	Probation/Pretrial Officer	C42	10	\$26.42	26.9%	\$29.36	14.2%	\$31.97	4.8%
14	Engineer	C42	17	\$36.07	11.3%	\$37.48	7.1%	\$39.99	0.3%
15	Senior Engineer	C43	16	\$41.99	-2.3%	\$44.44	-7.7%	\$48.62	-15.6%
16	Engineering Manager	D61	14	\$46.57	29.1%	\$50.91	18.1%	\$54.99	9.3%
17	Engineering Division Manager (Asst Director)	D63	12	\$57.45	33.9%	\$62.08	23.9%	\$63.71	20.7%
18	Clerk to the Board	D62	11	\$44.04	28.1%	\$52.07	8.3%	\$55.06	2.5%
19	Financial Regulatory Technician	B21	12	\$20.62	28.8%	\$22.31	19.0%	\$25.03	6.1%

Sample Final Report

Benchmark Comparisons

Custom Data



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Job Code	Benchmark Titles	DBM	Count of Custom Survey Matches	25th	Diff. w/25th	50th	Diff. w/50th	75th	Diff. w/75th
20	Financial Regulatory Analyst	C42	16	\$30.46	30.6%	\$35.72	11.4%	\$39.53	0.6%
21	Fiscal Technician	B22	17	\$21.30	14.5%	\$24.94	-2.2%	\$27.68	-11.9%
22	Fiscal Specialist	B24	14	\$23.69	19.2%	\$26.82	5.3%	\$33.53	-15.8%
23	Senior Fiscal Analyst	C42	16	\$39.27	-2.7%	\$44.48	-14.1%	\$47.52	-19.6%
24	Fiscal Manager	C52	15	\$44.93	14.7%	\$51.13	0.8%	\$54.65	-5.7%
25	Fiscal Division Manager (Asst Director)	D63	16	\$50.23	20.7%	\$58.14	4.3%	\$64.51	-6.0%
26	Fleet Worker	B22	16	\$24.23	18.1%	\$25.91	10.4%	\$27.91	2.5%
27	Licensed Practical Nurse	C41	10	\$26.89	10.3%	\$30.12	-1.6%	\$32.00	-7.3%
28	Registered Nurse	C42	9	\$34.52	0.7%	\$37.54	-7.4%	\$38.92	-10.7%
29	Psychiatrist	D61	6	\$94.96	23.3%	\$101.54	15.3%	\$105.44	11.1%
30	Human Resources Technician	B22	17	\$21.30	49.6%	\$24.97	27.6%	\$26.94	18.3%
31	Senior Human Resources Analyst	C42	18	\$35.28	31.2%	\$40.51	14.3%	\$43.36	6.8%
32	Human Resources Manager	C52	11	\$46.70	29.5%	\$54.97	10.0%	\$58.26	3.8%
33	Clinical Services Caseworker	C42	7	\$31.38	6.9%	\$32.47	3.3%	\$34.28	-2.2%
34	Senior Clinical Services Caseworker	C43	9	\$34.20	22.5%	\$39.09	7.2%	\$41.65	0.6%
35	Clinical Services Case Management Manager	C52	7	\$42.86	14.5%	\$46.70	5.0%	\$52.99	-7.4%
36	Human Services Caseworker	C42	12	\$27.23	17.7%	\$30.13	6.4%	\$34.79	-7.8%
37	Senior Human Services Caseworker	C43	12	\$33.29	11.7%	\$35.09	6.0%	\$37.93	-2.0%
38	Human Services Case Management Manager	C52	8	\$43.72	1.5%	\$46.78	-5.1%	\$47.89	-7.3%

Sample Final Report

Benchmark Comparisons Published Data



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Job Code	Benchmark Titles	DBM	Count of Custom Survey Matches	25th	Diff. w/25th	50th	Diff. w/50th	75th	Diff. w/75th
1	Administrative Assistant	A12	20	\$15.99	-1.3%	\$17.66	-10.6%	\$21.00	-24.8%
2	Administrative Specialist	B23	17	\$19.20	29.1%	\$21.52	15.3%	\$25.32	-2.1%
3	Administrative Coordinator	B31	16	\$23.53	28.8%	\$27.26	11.2%	\$33.45	-9.4%
4	Senior Executive Assistant	B25	15	\$31.20	44.7%	\$33.26	35.7%	\$41.00	10.1%
5	Business Services Analyst	C41	11	\$27.44	24.4%	\$32.07	6.5%	\$36.43	-6.3%
6	Senior Business Services Analyst	C42	9	\$35.65	11.9%	\$42.53	-6.1%	\$50.33	-20.7%
7	Code Enforcement Inspector	B23	18	n/a	n/a	\$24.49	19.7%	n/a	n/a
8	Senior Communications Analyst	C42	15	\$34.35	19.5%	\$42.71	-3.9%	\$49.99	-17.9%
9	Deputy Court Clerk	A13	10	n/a	n/a	\$20.36	4.3%	n/a	n/a
10	Deputy Court Clerk Supervisor	B31	8	n/a	n/a	n/a	n/a	n/a	n/a
11	Chief Deputy Court Clerk	D61	8	n/a	n/a	n/a	n/a	n/a	n/a
12	Detention Specialist	B22	9	n/a	n/a	\$23.29	2.9%	n/a	n/a
13	Probation/Pretrial Officer	C42	10	n/a	n/a	\$27.34	22.6%	n/a	n/a
14	Engineer	C42	17	\$35.36	13.5%	\$39.24	2.3%	\$43.39	-7.5%
15	Senior Engineer	C43	16	\$40.70	0.8%	\$44.27	-7.3%	\$48.02	-14.6%
16	Engineering Manager	D61	14	\$53.57	12.2%	\$61.30	-1.9%	\$70.40	-14.6%
17	Engineering Division Manager (Asst Director)	D63	12	\$63.94	20.3%	\$72.48	6.1%	\$82.88	-7.2%
18	Clerk to the Board	D62	11	n/a	n/a	n/a	n/a	n/a	n/a
19	Financial Regulatory Technician	B21	12	n/a	n/a	\$20.42	30.1%	n/a	n/a

Sample Final Report

Benchmark Comparisons Published Data



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Job Code	Benchmark Titles	DBM	Count of Custom Survey Matches	25th	Diff. w/25th	50th	Diff. w/50th	75th	Diff. w/75th
20	Financial Regulatory Analyst	C42	16	\$32.50	22.4%	\$36.43	9.2%	\$40.44	-1.6%
21	Fiscal Technician	B22	17	\$20.07	21.6%	\$22.92	6.5%	\$26.64	-8.4%
22	Fiscal Specialist	B24	14	\$22.73	24.2%	\$25.94	8.8%	\$29.07	-2.9%
23	Senior Fiscal Analyst	C42	16	\$32.23	18.5%	\$39.50	-3.3%	\$40.81	-6.4%
24	Fiscal Manager	C52	15	\$56.82	-9.3%	\$60.29	-14.5%	\$71.81	-28.2%
25	Fiscal Division Manager (Asst Director)	D63	16	\$69.50	-12.7%	\$79.71	-23.9%	\$90.46	-33.0%
26	Fleet Worker	B22	16	\$19.28	48.4%	\$23.38	22.4%	\$27.47	4.2%
27	Licensed Practical Nurse	C41	10	\$22.69	30.7%	\$25.22	17.6%	\$27.31	8.6%
28	Registered Nurse	C42	9	\$33.09	5.0%	\$37.13	-6.4%	\$44.29	-21.5%
29	Psychiatrist	D61	6	n/a	n/a	\$112.80	3.8%	n/a	n/a
30	Human Resources Technician	B22	17	\$22.01	44.7%	\$23.82	33.7%	\$27.92	14.1%
31	Senior Human Resources Analyst	C42	18	\$39.43	17.4%	\$45.35	2.1%	\$51.20	-9.6%
32	Human Resources Manager	C52	11	\$48.76	24.0%	\$55.01	9.9%	\$68.55	-11.8%
33	Clinical Services Caseworker	C42	7	\$28.71	16.8%	\$32.96	1.8%	\$35.46	-5.4%
34	Senior Clinical Services Caseworker	C43	9	n/a	n/a	n/a	n/a	n/a	n/a
35	Clinical Services Case Management Manager	C52	7	n/a	n/a	n/a	n/a	n/a	n/a
36	Human Services Caseworker	C42	12	\$27.86	15.1%	\$29.95	7.0%	\$46.68	-31.3%
37	Senior Human Services Caseworker	C43	12	\$26.30	41.4%	\$30.65	21.3%	\$31.65	17.5%
38	Human Services Case Management Manager	C52	8	\$36.29	22.3%	\$36.87	20.4%	\$37.73	17.6%

Sample Final Report



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