

# City of Rochelle, IL Classification and Compensation Study

MIKE VERDOORN | APRIL, 2018

# Who We Are

**Gallagher Benefit Services, Inc. has been thoroughly engaged in public sector trends, providing insights based on nationwide experience for over 35 years**



Office locations are nationwide



In-depth understanding of public sector environments



Documented city experience



Experience in both union and non-union environments



Practical and realistic solutions for public sector HR issues including:

- Compensation & Benefits
- Classification
- Job Evaluation
- Performance Management
- Organization Development

# Public Sector Practice Focus

Nationwide, more than:



150  
City  
clients



75  
County  
clients



28  
State  
clients



75  
District &  
Authority  
clients



100  
College &  
University  
clients

Examples of area clients include:

- City of Batavia, IL
- City of Geneva, IL
- Village of Schaumburg, IL
- Village of Lombard, IL
- Joliet Junior College
- Lake County Forest Preserve District, IL
- City of North Chicago, IL
- City of Des Plaines, IL

# Public Sector Practice Focus

## Other large scale project examples include:

- State of Rhode Island
- City of Raleigh, NC
- City of Tulsa, OK
- City of Detroit, MI
- City of Kansas City, KS
- California Court System
- Oregon Universities
- Maricopa Community College District
- City of Durham, NC
- Beaufort County, SC
- Nassau County, NY



# Managing Directors/Technical Advisors

**Ronnie Charles, SPHR, GPHR, IPMA-SCP (Richmond)**

**Bruce Lawson, MPA, CCP, IPMA-SCP (Phoenix)**

**Jim Fox, PhD, IPMA-SCP (St. Paul)**



## Lead Practice

- Managing directors of the firm
- Responsible for all deliverables
- Quality assurance



## Over 35 Years of Experience

- Directed more than 300 similar projects
- Served as Compensation Leaders for Ernst & Young
- Served as HR Department Leader in Public Sector Organizations



## Teach

- Broad banding, Performance Management, and Skill-based Pay
- International HR Certification

# Project Staffing

## Project Director & Manager

Ronnie Charles, SPHR, GPHR, IPMA-SCP

- Located in Richmond, VA
- Former Chief HR Officer in Baltimore, MD
- Recently named practice-wide director

## Technical Advisor

Bruce Lawson, MPA, CCP, IPMA-SCP

- Served in government executive officer roles
- Served as comp leader for EY & founding partner of Fox Lawson consulting
- Serves as a managing director of GBS's comp consulting practice

## Project Team

Mike Verdoorn, MA-HRIR, CCP, IPMA-CP

Quyang Pan, MA-HRIR, CCP

August Zhu, MA-HRIR, CCP

Deeksha Garg, MA-HRIR

Megan Olson, MA-HRIR

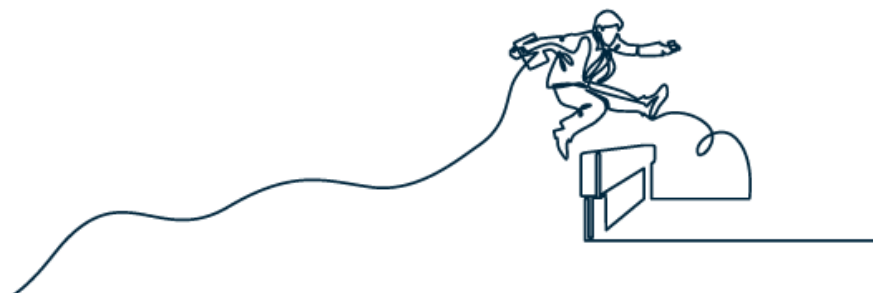
# Project Approach & Methodology

## Phase 1 – Study Initiation

- Assess the strengths and weaknesses of the City's current to classification, compensation, pay and structure, policies, philosophies, and strategies.
- Pay strategy clarified and defined.
- Determination of the means of collecting information related to the work performed by each employee.
- Discuss the Decision Band Method®.
- Develop communication plan and communication materials.
- Confirm project timetable.

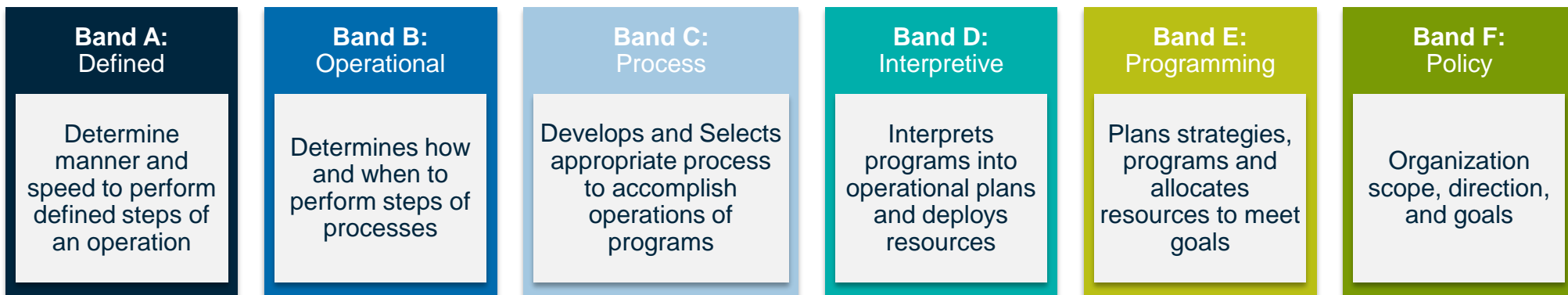
## Phase 2 – Classification Study

- Position Description Questionnaire (PDQ) developed to collect employee data.
- Review of current classification structure and job descriptions.
- Interviews with employees/supervisors.
- Analysis of existing classifications and recommendations on any changes to current classification plan.
- Review proposed classification structure with HR.
- Develop new or revised classification descriptions. (To be completed by end of project)

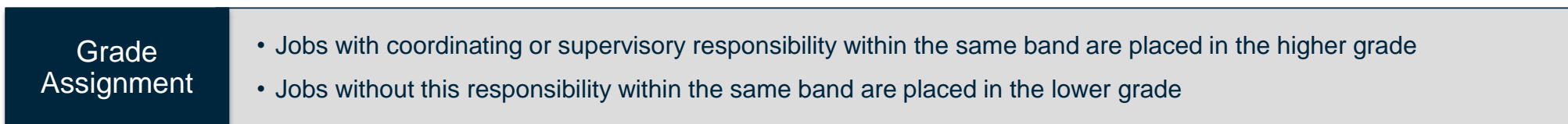


# Decision Band Method®

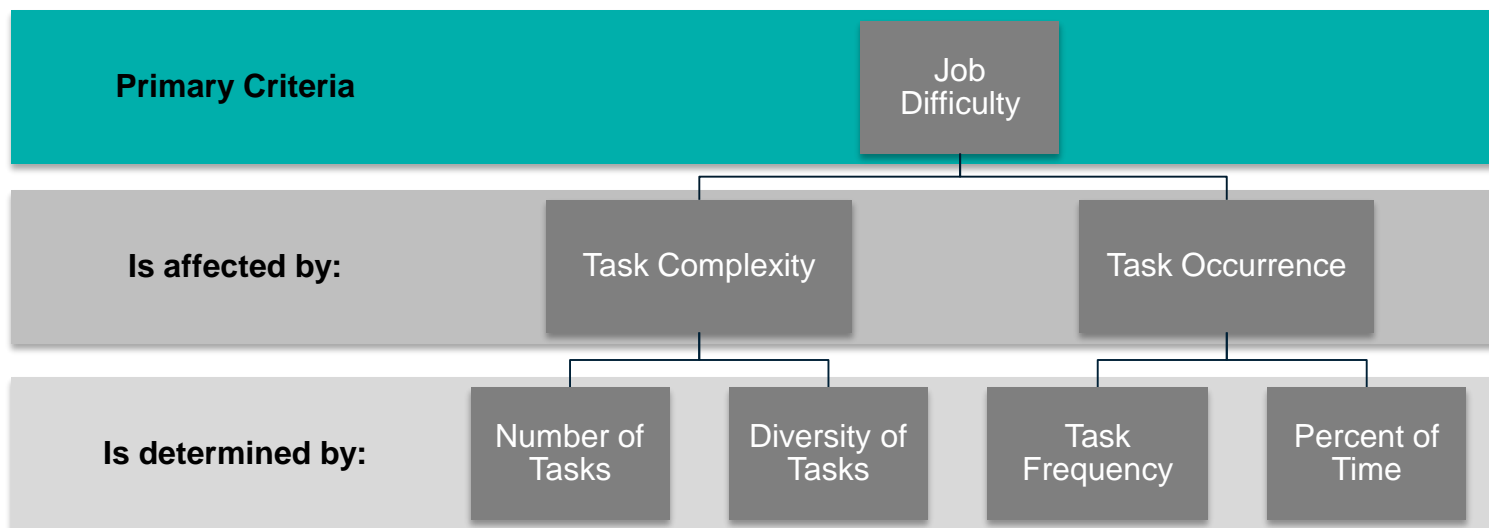
## Step 1: Determine appropriate band



## Step 2: Determine appropriate grade



## Step 3: Determine appropriate subgrade



# Project Approach & Methodology

BAND	GRADE	SUBGRADE
F - Policy	11 – Coordinating/Supervisory	2(5)
		1(4)
	10 - Non-coordinating	3
		2
		1
E - Programming	9 – Coordinating/Supervisory	2(5)
		1(4)
	8 - Non-coordinating	3
		2
		1
D - Interpretive	7 – Coordinating/Supervisory	2(5)
	6 - Non-coordinating	1(4)
		3
		2
C - Process	5 – Coordinating/Supervisory	1
		2(5)
	4 - Non-coordinating	1(4)
		3
		2
B - Operational	3 – Coordinating/Supervisory	1
		2(5)
	2 - Non-coordinating	1(4)
		3
		2
A - Defined	1 –Non-coordinating	1
		3
		2
	0 - Non-coordinating	1
		3
		2
		1



# Project Approach & Methodology

## Phase 5 – Market Pricing and Pay Structure Development

- **Labor Market:** Labor market confirmed and survey participants identified. Identification of hard to recruit and high turnover positions.
- **Data Collection:** Custom survey document developed, approved by the City and distributed to collect data. Published source data identified and approved for compensation research.
- **Data Analysis:** Data verified and competitive analysis performed. Salary compression and gender/race equity assessed.
- **Pay Structures:** Recommended pay structure(s) or update of existing structures.
- **Implementation Options:** Up to 3 transition options costed and next steps/costs outlined. Compression analysis conducted based on results.
- **Comp Policies:** Policies and procedures updated.
- **Pay Plans Review and Approval:** Internal review conducted and consolidated feedback provided. City approves pay plan(s), policies and procedures, and implementation option.

## Phase 6 – Project Finalization

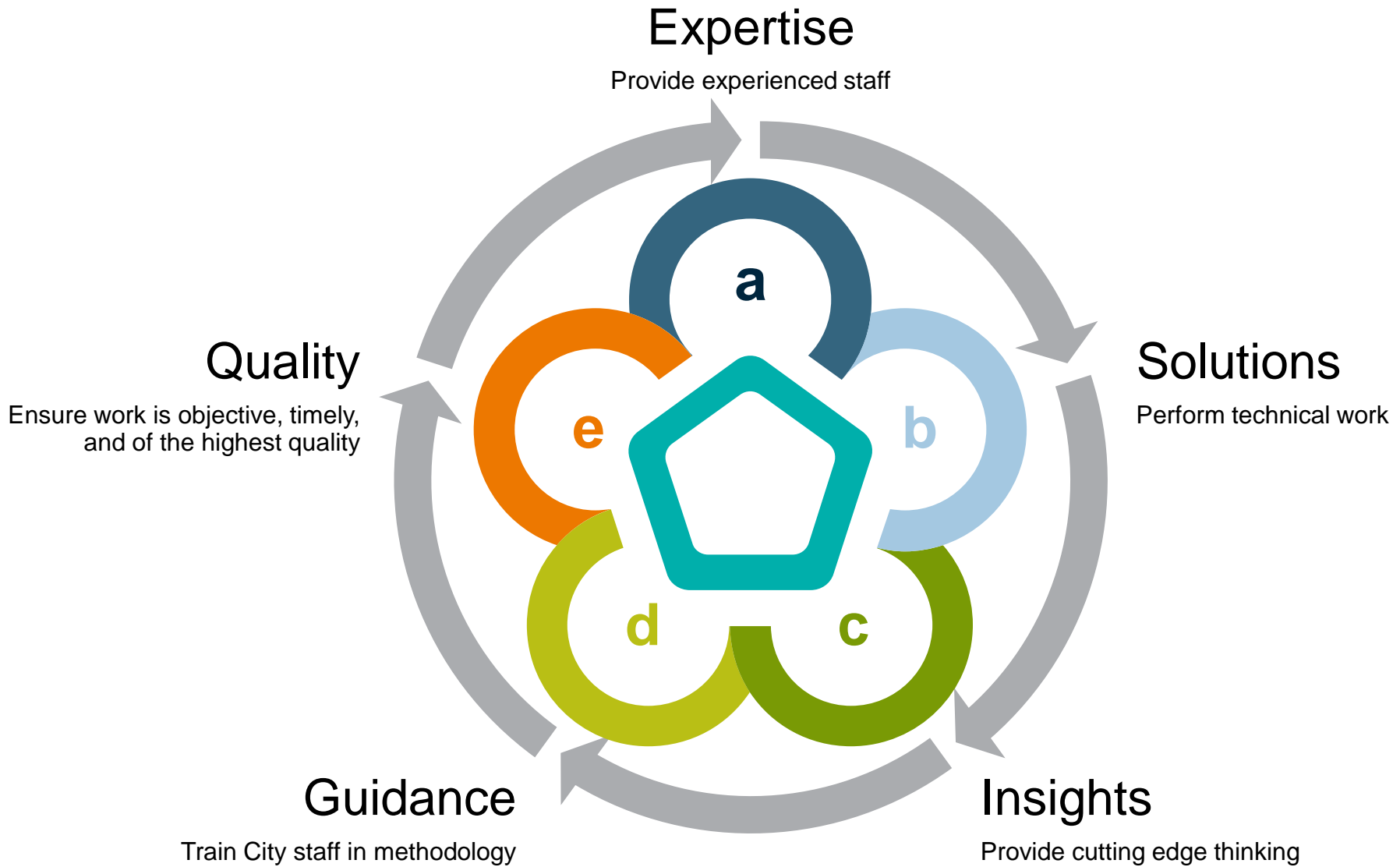
- **Draft Report:** Draft report developed and discussed with the City.
- **Technical Review:** Quality assurance reviews conducted.
- **Final Report:** City review and written feedback provided. Draft report is updated and finalized.
- **Presentations:** Final presentations scheduled and made to the Board and other groups as specified by the City.
- **Project Finalization:** Project closure and training to steering committee and human resources staff as appropriate and requested by the City.



# Project Schedule (by week)

PHASE	DESCRIPTION	1-2	3-4	5-6	7-8	9-10	11-12	13-14	15-16
1	Study Initiation, Diagnostic and Interviews								
2	Strategy Development								
3	Classification Study								
4	Job Evaluation								
5	Market Pricing and Pay Structure Development								
6	Draft and Final Reports								

# Our Consulting Role



# Key Differentiators



Technical experience & understanding of best practices



Customer service, customization & flexibility to fit your needs



National public sector compensation, organizational, and benefits focus



Public sector thought leaders



Committed to the human resources needs of the City

# Thank You

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