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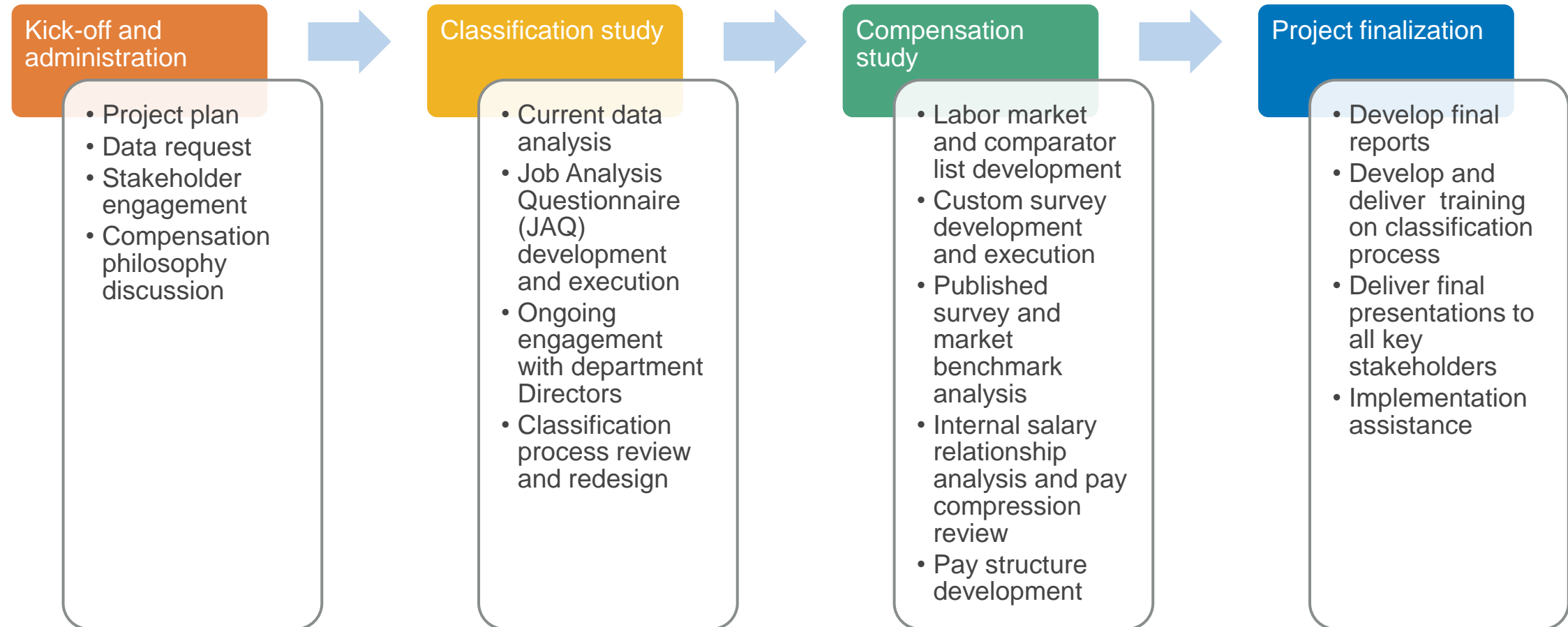
Vermont General Assembly

Final Presentation
April 29, 2026

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Activities and Deliverables by Phase

VGA contracted with Gallagher Benefit Services, Inc. (Gallagher) to conduct a comprehensive Classification, Compensation & Pay Equity Reassessment study.



Market Comparators

Defining and refining market comparator peers, in coordination with department Directors.

Type of
Organization
(Public vs. Private)

Size
of Organization

Geographic
Location

Breadth & Type
of Services

Aspirational
Organizations

Organizations to
whom/from
talent is
lost/recruited

Other key
factors identified
by stakeholders

Published Market Data Sources



Mercer



CompData

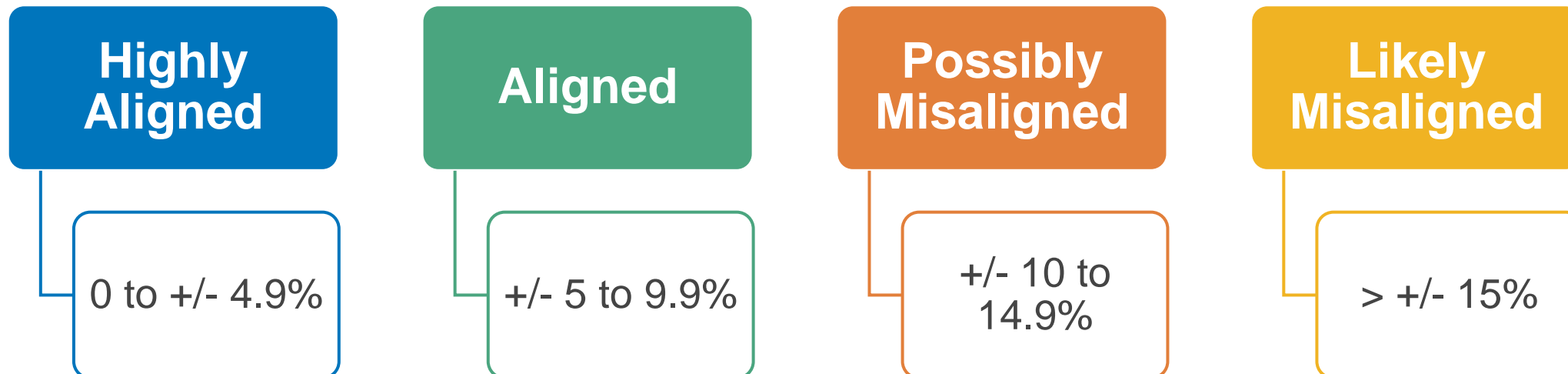


**Economic
Research
Institute**

Measuring the Competitiveness of Pay

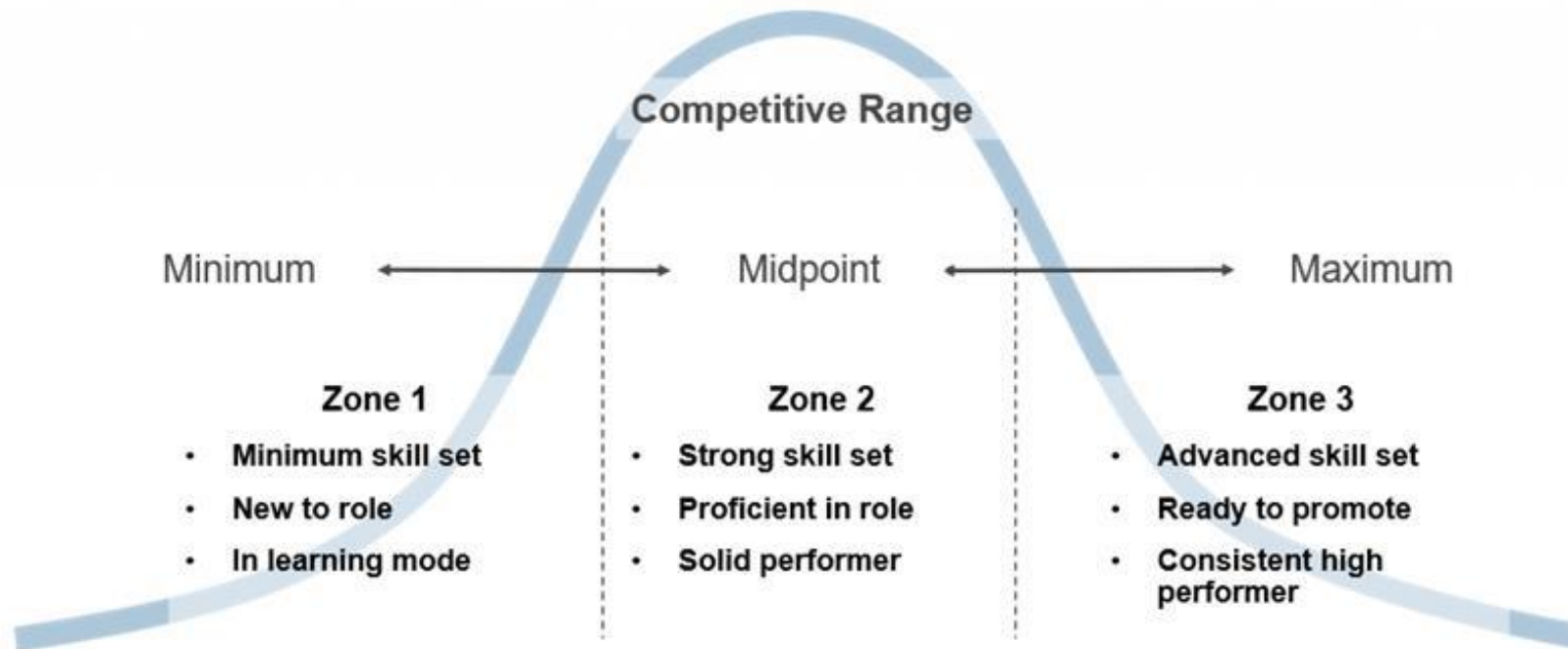
The following are guidelines used to determine the competitive nature of current compensation.

- We would expect:
 - Some positions to be earning at market, reflecting competitive pay relative to similar roles.
 - Some positions to be earning above/below market, which may be influenced by longevity, specialized skills, or historical pay adjustments.
 - Variations in pay due to factors such as single-incumbent roles, tenure, job complexity, and internal equity.



Measuring the Competitiveness of Pay

The below chart is the typical rationale used when placing someone within a pay range.



Market Findings

The following table is an aggregate of all benchmark jobs. All employee and market data findings are from December 17, 2025.

Actual Pay	# of Benchmark Jobs	Comparison to Market 25 th	Comparison to Market 50 th (Median)	Comparison to Market 75 th
All Benchmark Jobs	61	12%	3%	-5%

Pay Structures	# of Benchmark Jobs	Comparison to Market 25 th	Comparison to Market 50 th % (Median)	Comparison to Market 75 th
All Benchmark Jobs	61	-16%	-2%	9%

Recommendation 1

Adopt the proposed pay structure, including associated grade and pay changes, to improve market competitiveness.

- Gallagher recommends a refined 14-grade midpoint-based pay structure.
- The midpoint-based structure groups jobs of similar market value, skill, effort, and responsibility into proposed pay grades with minimum, midpoint, and maximum values.
- The proposed structure was designed with the following priorities in mind:
 - Adjust the lowest midpoint by 2.70% market trend with midpoints aligned at 106% of market median and at 103% of market 75th%, on average.
 - **Base Pay / Grade Change / Promotion Adjustment:** 3.00% where applicable.
 - **Raise to Minimum:** To ensure all employees are paid within the refreshed pay ranges, reflective of the market. This number, when applied, represents the gap between the employee's current pay and the minimum of the pay range.
 - **Years of Service Credit:** 1.25% for every year of credit (following the current practice of weighting applicable experience).
 - **Recognition of Current Stipend Pay:** Incorporating current stipends for lead and lead-adjacent positions into base pay. These adjustments represent a budget-neutral impact.

Summary of Cost Based on Current Staff

Year-Round Staff Cost Impact: **\$51,673**

Seasonal Staff Cost Impact (*estimated*) : **\$20,429**

Total Estimated Cost: ***\$72,102**

*Salary Absorption***: **\$30,500**

**This represents .08% of Payroll.*

***As part of this study, stipends currently paid due to restructuring will now be incorporated into base pay.*

Recommendation 2

Adopt policy revisions.

- Gallagher proposed changes to “*Position Reclassification and Allocation Policy #00012*, in line with actual practice and refreshed compensation and classification structures. Refer to Appendix A in the final report to review the policy revisions (pg. 36-40).

Recommendation 3

Ensure pay equity and budget management by implementing strong pay discipline for employees paid above the maximum of their assigned pay grade.

- Maintain salaries for employees paid at or above the base salary maximum. Do not continue to increase base pay beyond the maximum of the employees assigned pay range.
- Modify how staff are affected when they reach the maximum of their assigned pay range. Should an employee be less than the maximum at the time of an adjustment, they would be eligible for the full adjustment. If an employee is over the current maximum at the time of an adjustment, they would be eligible for a lump sum adjustment.
- Providing one-time payments in lieu of base pay adjustments for employees at or over the maximum of the range without advanced warning can lead to employee morale issues and turnover. Consider providing written notification to affected employees in advance.

Recommendation 4

Continue to adopt a market-based approach to pay planning and review the compensation plan and update as needed to maintain market competitiveness.

- Grant pay raises based on available budget each year and appropriate approvals.
- Review the existing pay structure and grades annually and adjust them as needed to maintain a competitive position in the local market. A typical approach is to adjust the salary structure by 1.0% less of the pay increase granted annually to allow employee pay to move at a faster rate than the pay range movement while complying with budget constraints.
- Following this recommendation allows VGA to be more selective in its compensation study cadence moving to an every 5 year or as market necessitates.

Recommendation 5

Adopt Compensation Philosophy.

- Adherence to and recognition of the Gallagher developed, and VGA directorship revised, Compensation Philosophy to inform decision making. Refer to Appendix B in the final report to review the proposed Compensation Philosophy (pg. 41-44).

Recommendation 6

Integrate existing stipends.

- Integrate existing stipend pay scenarios into base pay, ongoing, for those employees currently compensated in this manner.

Recommendation 7

Adapt a personal time plan.

Gallagher, in its review of total compensation, including accruals, has determined the current accrual process is inconsistent with best practice and with other legislative bodies, with the exception of attorneys within the Office of Legislative Counsel, which accrue time differently than the rest of the VGA staff. Generally, best practice is a minimum of three (3) weeks of time off (e.g., vacation) in the first five (5) years of employment. Therefore, it is recommended that Legislative Human Resources review and implement a practice change, in coordination with HR systems and policy. There will need to be flexibility built within the implementation timeline.

- During the first five years of employment, VGA lags market practice relative to other legislative bodies, which typically provide a combined three weeks of paid time off annually.
- The VGA should adapt the personal time plan, with the following practices in place:
 - provide 40 hours of personal leave, on a front-loaded basis (prorated based on each employee's full-time equivalent (FTE) status),
 - prorate personal leave for new hires, based on start date,
 - reset 40 hours of personal leave at the beginning of each fiscal year (forfeited annually on a rolling basis),
 - continue to administer annual and sick leave separately, and
 - applicable for all employees eligible for personal time.

Recommendation 7 Continued

- For accruals beyond fifteen (15) years, any increases to personal leave accrual rates should remain as they are currently.
- In the event that accrued time off is required to offset additional benefits (e.g., exchange of 8 hours of time for long term disability bank), it is recommended that the FY accrual front-load be modified to accommodate this time (i.e., 48 hours) to offset this cost.

Any practice change should continue to provide VGA flexibility to 1) address market conditions at time of hire that may require additional negotiated time off; and 2) the flexibility to maintain parity with other branches of Vermont government that would inform adjustments to the accrual process.



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Appendix

Aggregate Data by Office

Total Year-round and Seasonal Staff

Office	Increase Amount	Staff Increase Percentage of Total Cost Impact
Total Stipends (LC and JFO)	\$30,500.00	-
	*\$30,500.00	
LC - Drafting Operations	\$13,570.84	18.8%
Clerk of the House	\$10,779.34	15.0%
Sergeant at Arms	\$8,467.79	11.7%
LC - Committee Services	\$8,340.75	11.6%
Leadership Offices	\$7,032.90	9.8%
Capitol Police	\$5,521.15	7.6%
Secretary of the Senate	\$5,391.50	7.5%
Joint Fiscal	\$4,977.22	6.9%
Leg. HR	\$4,626.34	6.4%
Leg. IT	\$3,394.56	4.7%
TOTAL	\$72,102.39	100%

**As part of this study, stipends currently paid due to restructuring will now be incorporated into base pay.*

Summary of Recommendations

- **Number of People Changing Grades** (*year-round and seasonal*): **23**
- **Number of Staff Recommended to Receive an Increase to Base Pay** (*market change, promotions/stipends, market adjustments, alignment*): **23 year-round, 28 seasonal**

Amount (annualized)	Number of Year-Round Staff Receiving Increases	Number of Seasonal Staff Receiving Increases
\$0-\$1,000	3	24
\$1,000-\$2,500	5	2
\$2,500-\$5,000	9	2
\$5,000+	6*	-
TOTAL	23	28

**5 out of the 6 are conversions of stipends*

Proposed Pay Structure

Pay Grade	Range Minimum (Annual)	Range Midpoint (Annual)	Range Maximum (Annual)	Range Minimum (Hourly)	Range Midpoint (Hourly)	Range Maximum (Hourly)	Midpoint Progression	Range Spread
1								
2	\$37,377.60	\$46,726.81	\$56,076.80	\$17.97	\$22.46	\$26.96	-	50.0%
3	\$41,496.00	\$51,875.20	\$62,254.40	\$19.95	\$24.94	\$29.93	11.0%	50.0%
4	\$46,051.20	\$57,574.40	\$69,097.60	\$22.14	\$27.68	\$33.22	11.0%	50.0%
5	\$51,126.40	\$63,897.60	\$76,668.80	\$24.58	\$30.72	\$36.86	11.0%	50.0%
6	\$56,742.40	\$70,928.00	\$85,113.60	\$27.28	\$34.10	\$40.92	11.0%	50.0%
7	\$62,982.40	\$78,728.00	\$94,473.60	\$30.28	\$37.85	\$45.42	11.0%	50.0%
8	\$69,908.80	\$87,380.80	\$104,852.80	\$33.61	\$42.01	\$50.41	11.0%	50.0%
9	\$77,584.00	\$96,990.40	\$116,396.80	\$37.30	\$46.63	\$55.96	11.0%	50.0%
10	\$82,908.80	\$107,660.80	\$132,412.80	\$39.86	\$51.76	\$63.66	11.0%	60.0%
11	\$87,651.20	\$118,435.20	\$149,219.20	\$42.14	\$56.94	\$71.74	10.0%	70.0%
11b	\$93,787.20	\$126,734.40	\$159,681.60	\$45.09	\$60.93	\$76.77	7.0%	70.0%
12	\$96,408.00	\$130,270.40	\$164,132.80	\$46.35	\$62.63	\$78.91	10.0%	70.0%
13	\$106,038.40	\$143,291.20	\$180,544.00	\$50.98	\$68.89	\$86.80	10.0%	70.0%

New Compensation Structure Recommendation

Grade	Titles	Minimum (annualized)	Midpoint (annualized)	Maximum (annualized)
2	<ul style="list-style-type: none"> Office Assistant - seasonal (SAA) Head Tour Guide (SAA) 	\$37,377.60	\$46,726.81	\$56,076.80
3	-	\$41,496.00	\$51,875.20	\$62,254.40
4	<ul style="list-style-type: none"> Leg Counsel Support Specialist (LC) Drafting Coordinator (LC) Drafting Coordinator – seasonal (LC) Resolutions Editor and Coordinator – seasonal (LC) Visitor Services Coordinator (SAA) Doorkeeper – seasonal (SAA) Police Trainee (CPD) Clerk Associate (House) Senior Office Assistant – seasonal (Senate) Copy Room Technician (Leg IT) User Support Specialist – seasonal (Leg IT) 	\$46,051.20	\$57,574.40	\$69,097.60
5	<ul style="list-style-type: none"> Legislative Editor (LC) Committee Assistants – seasonal (LC and JFO) Assistant to the Sergeant at Arms (SAA) HR Associate (Leg HR) 	\$51,126.40	\$63,897.60	\$76,668.80
6	<ul style="list-style-type: none"> Senior Staff Associate (JFO) Financial Operations Coordinator (JFO) Senior Legislative Editor (LC) Committee Services Support – seasonal (LC) Capitol Police Officer: Level II (CPD) Second Assistant – Seasonal (House) Calendar Clerk – Seasonal (Senate) User Support Specialist (Leg IT) 	\$56,742.40	\$70,928.00	\$85,113.60

New Compensation Structure Recommendation (cont'd)

Grade	Titles	Minimum (annualized)	Midpoint (annualized)	Maximum (annualized)
7	<ul style="list-style-type: none"> Systems Analyst (JFO) Fiscal Editor and Bill Coordinator (JFO) Supervisor of Committee Services (LC) Capitol Police Officer: Level III (CPD) Audio-Visual Specialist (Leg IT) User Support Specialist-Trainer (Leg IT) HR Generalist (Leg HR) Deputy Director of Communications and Leg Affairs (Speaker of the House) 	\$62,982.40	\$78,728.00	\$94,473.60
8	<ul style="list-style-type: none"> Fiscal Analyst (JFO) Supervisor of Drafting Operations (LC) Capitol Police Sergeant: Level II (CPD) Journal Clerk (House) Operations Manager/Journal Clerk (Senate) Systems Administrator (Leg IT) 	\$69,908.80	\$87,380.80	\$104,852.80
9	<ul style="list-style-type: none"> Senior Fiscal Analyst (JFO) Capitol Police Sergeant: Level III (CPD) Systems Analyst/Business Manager (Leg IT) Web Developer (Leg IT) 	\$77,584.00	\$96,990.40	\$116,396.80
10	<ul style="list-style-type: none"> Principal Fiscal Analyst (JFO) First Assistant (House) Assistant Secretary (Senate) Chiefs of Staff (Speaker of the House and President Pro Tempore of the Senate) 	\$82,908.80	\$107,660.80	\$132,412.80

New Compensation Structure Recommendation (cont'd)

Grade	Titles	Minimum (annualized)	Midpoint (annualized)	Maximum (annualized)
11	<ul style="list-style-type: none"> Financial Operations Manager (JFO) Associate Fiscal Officer (JFO) Legislative Counsel (LC) Legislative Counsel-Resolutions Drafter (LC) In-House Counsel (LC) 	\$87,651.20	\$118,435.20	\$149,219.20
11b	<ul style="list-style-type: none"> Legislative Counsel Team Lead (LC) Statutory Revision Counsel Lead (LC) Network Security Administrator (Leg IT) 	\$93,787.20	\$126,734.40	\$159,681.60
12	<ul style="list-style-type: none"> Deputy Fiscal Officer (JFO) Deputy Chief Counsel (LC) Chief of Police (CPD) 	\$96,408.00	\$130,270.40	\$164,132.80
13	<ul style="list-style-type: none"> Chief Fiscal Officer (JFO) Director and Chief Counsel (LC) Sergeant at Arms (SAA) Clerk of the House (House) Secretary of the Senate (Senate) Director of IT (Leg IT) Director of HR (Leg HR) 	\$106,038.40	\$143,291.20	\$180,544.00



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Questions
