

Modernization of career Architecture and Pay (MAP) project.

Testimony presented to the Senate Appropriations
4/14/2026

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Project Funding/Progress

- Act 27 (H.493) Sec. B.1100 MISCELLANEOUS FISCAL YEAR 2026 ONE-TIME APPROPRIATIONS

Department of Human Resources. In fiscal year 2026, funds are appropriated for the following: (1) \$1,575,000 General Fund for the Classification Modernization project.

- After a competitive bid process, the State awarded Mercer Consulting the contract to support the Department of Human Resources in this modernization process.
- We began working with Mercer in July of 2025.
- As of April 2026, at nine months into the expected 24-month project we are meeting project milestones and have expended approximately 20% of the project budget or \$304,076.

Project Overview

Purpose

To modernize the State of Vermont's classification and compensation system to support the recruitment, management, and retention of a well-qualified and diverse workforce.

Objectives

- Organize jobs into a clear and logical job architecture that reduces the number of job classes, facilitates career advancement, promotes internal consistency and equity, and simplifies administration.
- Implement a modern approach to work measurement to accurately assess job roles.
- Develop a comprehensive compensation framework—including philosophy, pay structures, and administrative guidelines—that considers both internal equity and external market competitiveness.
- Train and educate managers and employees on the new system to build understanding, consistency, and trust.

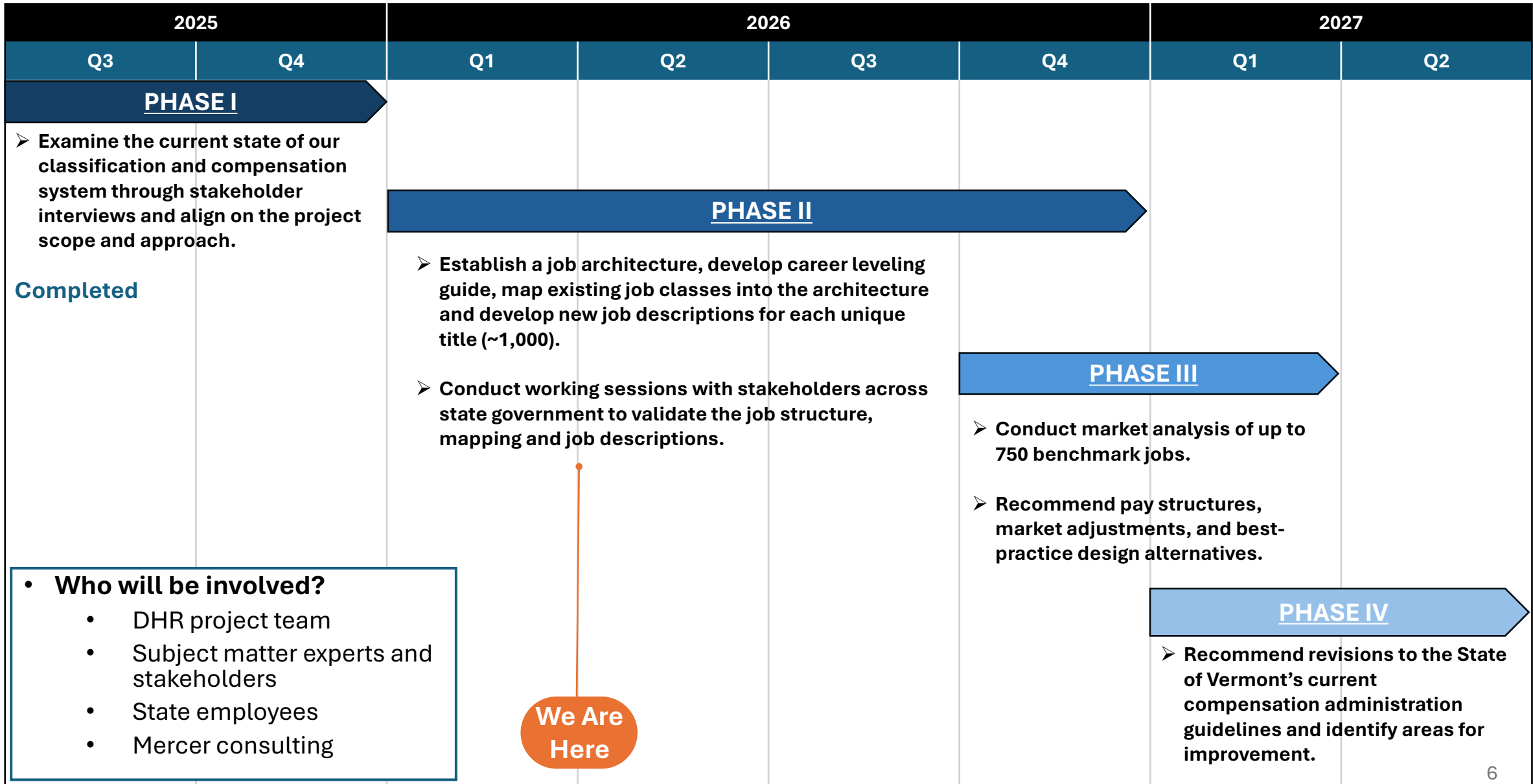
- Establish a standardized, meaningful career architecture and pay structure that supports employees' career goals and the State's recruitment and retention goals.
- We are working in collaboration with stakeholders across the Executive Branch of the State of Vermont.
- This will be the first major review and update of Vermont's classification and compensation system since 1984 – over 40 years.
- The project will cover classified employees from all agencies in the Executive Branch.

- The State is currently reliant on a position measurement tool, Willis, which is outdated, hard to understand and use, and has no technical support available.
- Employees do not have a predictable, clear view of their career and salary trajectory.
- Budgetary impacts are unpredictable. In Fiscal Year 2025, the estimated annualized cost of classification reviews was \$8.2 million.
- The State is managing an inefficient, unwieldy number of job classifications (over 2,000).
- There are many employee-centered, department specific and redundant job classes, which lead to inconsistencies in pay grade assignments and pay within and across departments for comparable work.
- Stakeholders (including the VSEA) generally dislike the current system/process.

What we're Doing

Why we're Doing it

How we're Doing it



Thank you!

Questions?