



## Response to Request for Proposal Filford County

Presented by Lockton® Companies

June 29, 2018



L O C K T O N C O M P A N I E S

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## LOCKTON QUALIFICATIONS AND OPERATIONS

### History and Structure of Lockton Companies



Lockton Companies began in Kansas City in 1966. Since that time, Lockton Companies has grown from a small, locally operated insurance agency to become a results-oriented organization committed to the highest standards of customer service, operating nationally and internationally in all areas of employee benefits and compensation. Our continuous growth is a direct result of our dedication to providing excellent client service. With over 6,000 associates worldwide, we attribute our success to the ability to attract and retain our industry's top talent, providing them the resources and authority to serve our customers at the highest level. Lockton has doubled in size three times in the last ten years, the fastest organic growth of any company in the industry. This performance, along with our client retention consistently in excess of 95 percent, reflects our unique approach and dedication to service.

### Lockton Companies Overview

The 6,000 professionals of Lockton Companies serve more than 48,000 clients around the world with risk management, insurance, employee benefits consulting, and surety services. Lockton is the world's largest privately owned, independent insurance broker, with 2018 revenue of over \$1.5 billion and offices on six continents.

Lockton is recognized for its leadership and innovation in client service. Clients value our expertise and our passion for our work. Lockton's motto, WE LIVE SERVICE!<sup>®</sup>, sums up our entrepreneurial culture—a culture that helps us retain 95 percent of our U.S. clients annually, the best record in the business.

Although Lockton services a diversified client base, there are a number of industry specific groups within our organization. These dedicated groups serve clients in the private, public, and non-profit sectors and industries such as higher education, pharma, energy, transportation, manufacturing, government, healthcare, technology and telecommunications.

## Compensation Practice Overview

Lockton's Compensation Practice approach is to provide Guilford County with the compensation tools needed to attract, retain, recognize, and reward talented employees who are accountable for achieving organization objectives.

By studying your philosophy, culture, and overall objectives, Lockton will be better prepared to provide compensation solutions that align with your specific needs.

In addition to our commitment to understanding Guilford County's business and human resources needs, Lockton has:

- ❖ Experienced Senior Compensation Consultants who will lead this engagement and be actively involved through completion;
- ❖ A firm understanding of the competitive regional market and peers to survey for compensation data, as well as the most current industry survey resources that will be used in this engagement;
- ❖ Worked with other municipalities and governmental agencies around the country providing similar services as requested by Guilford County.

Lockton's Compensation Practice offers full service compensation and total rewards consulting for clients in the non-profit, for profit, and public-sector industries. **We have worked with over 3,000 domestic and international clients in the past 10 years.** We strive to provide the best professional advice to our clients regarding key issues through our extensive hands-on experience and our balance solutions approach to total rewards.

Lockton is a limited liability corporation. The following are the **officers of Lockton Companies Midwest Series:**

- ❖ Tom Schaffler, Series President
- ❖ Michael Todorovich, St. Louis President
- ❖ Peter Caine, Series Chief Operating Officer

### Description of Data Security Procedures

Lockton utilizes commercially reasonable efforts to protect client information. We diligently maintain policies, procedures, and training on internal security measures to prevent unauthorized access to data residing on our information networks. For example, each Lockton Associate signs a non-disclosure agreement which provides guidelines and requirements for the protection of sensitive client information. In addition, all Lockton Associates receive training on data privacy and records and information governance policies, procedures, and best practices.

Lockton also utilizes numerous technology-related security measures to protect sensitive data from both inside and outside threats. Lockton takes several security measures to control the access points to Lockton's network. For example, each tunnel into the network is encrypted. Enterprise firewalls monitor traffic at a packet level on each high-speed connection to the Internet. VPNs are encrypted and require authentication keys that are distributed in a controlled manner. Citrix remote access is provided to internal associates and requires strong encryption and passwords.

Lockton addresses inside threats by regulating user access to information. Access to information, either in the possession or under the control of Lockton, is provided based on a strict need-to-know basis. All file servers use NTFS file security to control access to sensitive information. Application level security measures also help control access to sensitive information. Access to all network servers is limited to a small, core group of technology

professionals based on a need-to-know basis. User logins are monitored for inappropriate logins or failed login attempts.

Lockton offers three options for email encryption. Our preferred option is Transport Layer Security (TLS). The second option we provide is Symantec Email Encryption. Lastly, if our Associates need to share large files with a client, we utilize Citrix ShareFile.

Lockton utilizes a hosted Security Information and Event Management (SIEM) system and intrusion detection system that is monitored 24x7x365 through a managed services contract.

## OFFER FORM

### **Signature and Contact for the Proposal Contract:**

Mary Mosqueda  
Senior Vice President, Compensation Practice Leader  
Three City Place, Suite 900  
St. Louis MO, 63141  
mmosqueda@lockton.com  
(314) 812-3201 Office  
(314) 283-1468 Cell

Ms. Mosqueda is available to answer questions or calls at any time.



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Mary Mosqueda, Senior Vice President, Compensation Practice Leader  
June 26, 2018

## OBJECTIVES AND SCOPE OF SERVICES

Lockton understands that the Guilford County is currently soliciting proposals from qualified consulting firms to:

- ❖ Conduct an employee compensation and classification study of public and private employers who are providing equitable services,
- ❖ Determine if new or updated position descriptions are needed and, if so, assist with the development/updating of those descriptions,
- ❖ Prepare a comparative analysis of Guilford County's competitive positioning in the labor market,
- ❖ Provide a 1, 3 and 5-year implementation of salary recommendations,
- ❖ Prepare recommendations for the current pay plan, compensation rules, etc., to ensure Guilford County can maintain competitiveness, reward employees and ensure compliance with FLSA, EEO, Fair Pay Act and ADA

### Background of Guilford County

Guilford County is 3<sup>rd</sup> largest County in North Carolina with a population of 526,593, and:

- ❖ An annual budget of \$620 Million,
- ❖ 2,440 full-time employees,
- ❖ Approximately 470 position titles,
- ❖ A salary structure with approximately 40 to 50 grades,
- ❖ An identified peer group, which includes Alamance, Buncombe, Durham, Forsyth, Orange, Mecklenburg, New Hanover, Rockingham and Wake counties and Asheville, Charlotte, Durham, Greensboro, High Point, Raleigh and Winston-Salem city governments. Guilford also has several private sector labor market competitors.



Lockton is excited about the prospect of working with Guilford County on this engagement. Our team of seasoned professionals understands Guilford County's objectives and project deliverables and, accordingly, will approach this engagement utilizing the following methodology:

## Project Methodology

### Step 1: Project Planning Meeting

Lockton will request a **Project Planning** meeting with Guilford County at the beginning of the engagement to develop and introduce the project team, rearticulate project goals and deliverables, review the project timeline, which includes weekly project calls and gain insight into Guilford County's historical compensation practices. Additionally, we will address the:

- ❖ Compensation Strategy
- ❖ Salary Structure and Ranges
- ❖ Benchmark Jobs and Profiles
- ❖ Job Classifications System
- ❖ Market and Industry Peers for Custom and Published Surveys
- ❖ Scope Data for Lockton Survey Resources
- ❖ Geographic vs. Regional Data Scoping Requirements
- ❖ Use of Incentive / Variable Compensation
- ❖ Competitive retention hurdles and employee engagement

During the Project Planning Meeting, Lockton will provide a **data request** to collect and review a wide range of documentation pertaining to Guilford County's current salary management system (e.g., current salary ranges, past compensation survey data, job evaluation/classification system, salary administration documents, organizational charts, class specifications, etc.). This review will provide us with background information and a firm foundation for addressing Guilford County's needs.

Once Lockton has the opportunity to review the requested information, we will have a follow up discussion with the Project Team to:

- ❖ **Discuss perceptions** of the current plans;
- ❖ Identify and discuss key issues and concerns including critical positions;
- ❖ Identify **jobs that may be difficult to classify** and/or obtain comparative compensation data;
- ❖ Identify **benchmark jobs** to include in the competitive market analysis and discuss how jobs within the organization should be scoped;
- ❖ Discuss the comprehensive **compensation/total rewards strategy** vis a vis the organization's competitive markets;
- ❖ Discuss the organization's preferred **positioning of its compensation plans** relative to the competitive market, specifically salary structure range options;
- ❖ And discuss the importance of **internal equity compared to external competitiveness**.

## Step 2: Job Analysis

Lockton will review existing job descriptions with Guilford County to determine if new descriptions need to be created or exiting descriptions updated. Lockton will request new and updated job descriptions be approved by a manager and then obtain final approval from Human Resources. To assist with this process, Lockton will provide a Job Analysis Questionnaire (JAQ) to Guilford County to use. If necessary, Lockton will conduct several job descriptions writing workshops for managers to assist their employees with developing / updating job descriptions. Lockton will review all JAQs or job descriptions, for clarity, conciseness, and completeness. If Guilford County would like assistance from Lockton to write or update job descriptions, Lockton will be delighted to do so.

Lockton will ensure that the job descriptions are compliant with FLSA, EEO, Fair Pay Act and ADA. Finally, during the Job Analysis review process, Lockton will conduct a Job Schema,

which is a process to identify and eliminate redundant job titles where duties and responsibilities are similar. Lockton will identify and recommended collapsing titles to Guilford County.

### Step 3: Market Analysis

Lockton will do the following to develop and analyze the market values of Guilford County's benchmark jobs.

To develop comparison compensation values for Guilford County's identified benchmark jobs, Lockton will invite identified local and regional peers to participate in a custom compensation survey developed and administered by Lockton using our online survey tool. We will develop the survey instrument, submit it to the peer group, download the peer organization data into a summary report with statistical comparisons to Guilford County's compensation practices. All survey participants will receive a free copy of the report in aggregate for participating. If selected as a finalist, Lockton will provide a detailed description of our custom survey methodology, process and timeline at that time.

Lockton will supplement the custom survey data using published survey resources from our reference library of over 200 different survey sources. Published survey data will be used for those positions not included in the custom survey or in cases where the custom survey data points were not sufficient to provide meaningful statistical data. Comparative benchmark data from both custom survey and published sources will be analyzed at the 25<sup>th</sup>, 50<sup>th</sup> and 75<sup>th</sup> percentiles for base salary and total cash compensation.

After computing the comparative compensation values for the benchmark jobs, Lockton will compute incumbents' competitiveness ratios (i.e., ratios of the employees' current compensation to the market values for their jobs), as well as the average competitiveness ratio, and variance in that average ratio, for each job, each department, and Guilford County.

### Step 4: Salary Structure Review/Job Slotting

Based on the defined compensation strategy and comparative compensation review, Lockton will review and revise, as necessary, the current salary structure(s). Options will be presented

with a description of the benefits of each to assist Guilford County with choosing the best alternative. Lockton will also recommend guidelines for placement of jobs within the salary structures, and a methodology for increasing salary levels in future years. Specifically, the following steps will be taken:

- ❖ Benchmark jobs utilized for the external competitiveness review will be grouped by assigned grade;
- ❖ An average competitive salary will be determined for each grade based on assigned benchmark jobs;
- ❖ Salary range midpoints will be established for the structure for each grade based on: (1) the average and/or median competitive salaries associated with each grade; and (2) the philosophy that there should be relative consistency in the percentage spread between midpoints;
- ❖ Salary ranges will be established based on market data to ensure Guilford County will be able to maintain and compete for talent.

### Assign Jobs to Grades in the Base Salary Structure

To assign jobs to their appropriate salary range, Lockton will work with Guilford County to:

- ❖ Assign benchmark jobs to the grades in a recommended compensation structure that best reflects the job's market values;
- ❖ Meet with the project management team to review the jobs' recommended grade and or step assignments;
- ❖ Amend the job grade and or step assignments, as appropriate, to reflect internal value considerations that may not have been adequately captured by the labor market, and then;
- ❖ With assistance from Guilford County and the project management team, slot any positions that were not priced due to insufficient market data using the market pricing grade assignments as anchor points.

Lockton will facilitate a discussion with the Project Management Team to amend the job grade assignments, as appropriate, to reflect internal value considerations that may not have been adequately captured by the labor market.

## Step 5: Financial Impact Analyses

### Pay Analysis

After the jobs have been assigned to “approved” salary grades in the base salary structure(s), Lockton will compare job incumbents’ pay to the minimum, midpoint (or step) and maximum values of their assigned grades, and calculate the amount of pay that is not “captured” by the minimum and maximum values of the incumbents’ grades.

### Multi-year Cost Analysis

Based on the Guilford County’s defined compensation strategy and the comparative market assessment, Lockton Companies will calculate one, three and five-year implementation cost scenarios. To complete the analyses, Lockton will utilize 1) incumbent historical performance scores, if available and 2) the incumbent’s time in job. Lockton believes an employee who is fully competent in his or her job duties and is performing those duties in a fully satisfactory manner should be at comparative pay levels within a stated period of time. Lockton will explain this methodology during the Project Planning Meeting.

The results of the calculations from these analyses will be listed for each employee and department within Guilford County. After the one, three and five-year cost analyses are complete, Lockton will meet with the Project Management Team to review the results and discuss budgetary and policy implications. At this time, Lockton will develop an excel tool that Guilford County can use to create a variety of “budget scenarios” for pay adjustments.

## Step 6: Compensation Policies and Practices, Guidelines, and Communication

Clearly articulated policy guidelines contribute to the ongoing effectiveness of a salary management plan by minimizing the organization's reliance on ad hoc decisions each time key administrative issues arise.

We will review and revise the current Salary Guidelines as necessary to include procedures for new hire ranges, re-classifying jobs, re-titling employees, paying employees at or above the maximum of the range, salary structure adjustments, demotions, promotions, transfers, certification policies, career progressions, new hire policies, etc. We will also review the compensation practices for compliance with certain federal, state and local laws.

The policy for audit and reclassification will include the processes and procedures that should be followed by managers, supervisors, and the employee when a job is in question or is requested for reclassification and will include an appeals process.

To ensure the availability of a comprehensive set of policy guidelines, Lockton will meet with the Project Management Team to review the initial written draft, and then develop a final draft of the guidelines that incorporates the Team's feedback on the first draft.

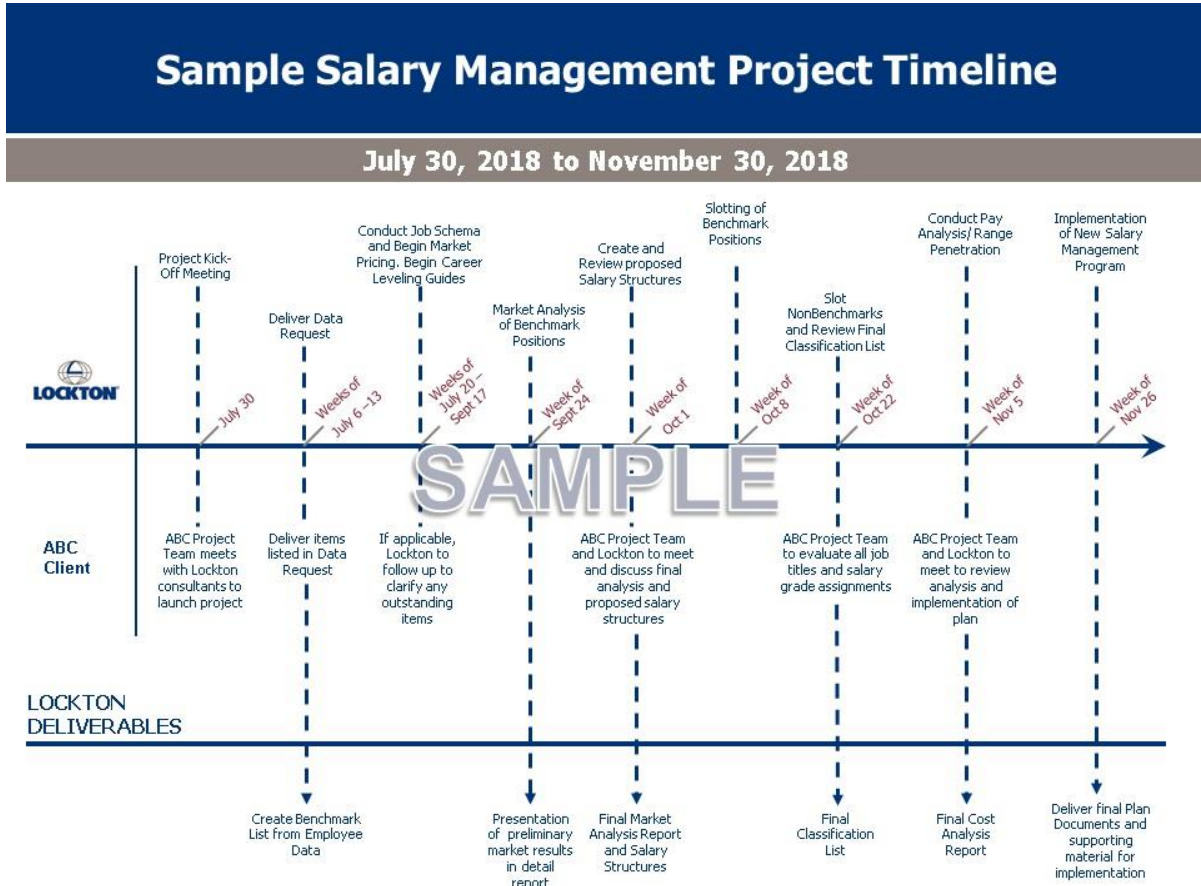
### Communication Aids

Lockton will assist Guilford County with preparing and delivering any communication materials for implementing the compensation plan such as power point presentations with charts/graphs, placemats, and employee letters or handouts, and WebEx presentations. Lockton can also conduct onsite informational meetings for leaders and staff.

As needed, Lockton will prepare two (2) draft communication pieces for review and use by Guilford County to announce the project kickoff and provide a summary of results of the study after the completion of the study. This is in addition to any group communication meetings.



## Sample Project Timeline



*A final project schedule and timeline with the project teams and outcomes will be established after the first meeting however, we have supplied a sample in the above picture.*



## DELIVERABLES

1. Written Total Rewards or Compensation Strategy
2. Job Analysis Questionnaire: Tool for updating and collecting job descriptions
3. Market Analysis: Market Rates for selected benchmarked jobs and an analysis by incumbent.
4. Updated Salary Structure/Ranges
5. Process for slotting jobs into the structure
6. One, three and five-year financial cost impact analyses: Identifying cost implications (amount below min, above max, and into the range using control points such as time in job and performance) includes budget calculator.
7. Updated Compensation Guidelines (Pay Policies and Procedures)
8. Communication materials such as: Executive Presentation, Presentation for Managers, Power point presentations, WebEx, etc.
9. Up to four information sessions (WebEx and or On-site for one day)

***Lockton will provide sample deliverables, if we are chosen as a finalist. Our samples are online and are interactive and will therefore require a “demo”.***

## FEES

Lockton will provide the compensation consulting services described in this proposal on a fixed fee basis. Invoices are issued on a monthly basis. The Guilford County will not be charged for travel up to 10% of the total fees. If we surpass 10%, Lockton will then pass on all expenses related to travel to the Guilford County for reimbursement.

Salary Management Consulting	Fee
1. Project Planning Meeting/ <b>Compensation Strategy</b> (Onsite project meeting and three 1/hour Town Hall sessions)	\$2,500
2. <b>Job Analysis</b> & Job Schema (includes review of current job leveling guides) <i>(Optional)</i> – Job Description Workshops <i>(Optional)</i> – Lockton drafts Job Descriptions FLSA/ADA Review (up to 50 jobs)	\$4,750 \$1,500 per workshop \$150 per Job Description \$5,000
Career Level Guides (Up to 9 for \$2,000 per job family/10 and above \$1,500)	TBD
3. A. <b>Custom Survey</b> of Peer Group (includes report for the Guilford County and Participants and up to 50 benchmark jobs). Benefits and shift differential related questions may be added for no additional cost.	\$20,000
4. B. <b>Market Rates</b> for benchmark positions <b>using published survey</b> data (Includes Base Salary, Total Cash at the 25th, 50 <sup>th</sup> and 75th percentiles and includes shift differential market data) \$250 / selected benchmark job (assumes approximately 100 jobs)	\$25,000
C. <b>Market Analysis</b> Incumbent Report	\$3,500
5. <b>Salary Structure</b> Update or Re-design	\$3,500
<b>Slotting:</b> Whole Job Slotting (includes onsite or WebEx meetings with management)	\$6,000
6. <b>Multi-year Cost Analysis</b> /Range Penetration Analysis (with scenario calculator)	\$7,500
7. Compensation <b>Guidelines</b>	\$3,750
8. <b>Communication</b> Tools and Materials for the Guilford County Communication Informational Sessions Conducted by Lockton (up to four 90 min sessions)	\$2,500 \$3,000
<b>TOTAL (Does not include JD workshops/Job Descriptions drafts/ Career Level Guides which will be billed by the job or job family)</b>	<b>\$87,000</b>

ATTACHMENT B  
GUILFORD COUNTY CONTRACT NO. 1153

\* Fees will be finalized once the exact number of job families are chosen for career level guides and if Lockton is asked to conduct job description workshops or developing job descriptions.

On an annual basis, Lockton will provide merit and structure recommendations based on Salary Survey data provided by WorldatWork at no charge.

On the third or fourth year, Lockton will assist the County with recalibrating the study by benchmarking 50 jobs, resubmitting the custom survey and updating the salary structure for a fee of \$27-35,000, (not to exceed \$35,000). This fee will be dependent upon the number of jobs priced and how many jobs are included in the custom survey.

## COMPENSATION PRACTICE HOURLY FEES

Practice Leader: \$350

Senior Consultant: \$300

Consultant: \$275

Associate Consultant: \$225

## OUT OF SCOPE SERVICES

Guilford County requested advice on following compensation programs, which Lockton is delighted to provide along with other employee compensation, benefit and retention topics.

Lockton believes it is appropriate to first address Guilford County's salary administration program needs, which is the foundation on which the programs listed below will be built.

However, Guilford County may include questions in the custom compensation survey pertaining to the below programs. As comparative data becomes available, Lockton will include such data in our summary report to Guilford County.

- ❖ Incentive Compensation
- ❖ On-call compensation

## REFERENCES

<b>Client</b>	City of Lenexa
<b>Address</b>	12350 West 87 <sup>th</sup> Street Parkway, Lenexa KS
<b>Contact</b>	Kristin Crow, Human Resources Manager
<b>Telephone Number</b>	(913) 477-7578
<b>Email Address</b>	kcrow@lenexa.com
<b>Services Provided</b>	Job analysis, external market analysis of, custom compensation and benefits survey, internal value analysis, salary structure update, financial analyses for range penetration

<b>Client</b>	St. Louis County Library
<b>Address</b>	1640 Lindbergh Blvd., St. Louis, MO 63131
<b>Contact</b>	Kristen Sorth
<b>Title</b>	Executive Director
<b>Telephone Number</b>	(314) 994-9411 *202
<b>Email Address</b>	ksorth@slcl.org
<b>Services Provided</b>	Salary Management, Performance Management

<b>Client</b>	Mid-Continent Public Library
<b>Address</b>	13700 East 35th St S, Independence, MO 64055
<b>Contact</b>	Don Bridgforth, Human Resources Manager
<b>Telephone Number</b>	(816) 503-4174
<b>Email Address</b>	dbridgforth@mymcpl.org
<b>Services Provided</b>	External market analysis, internal value analysis, salary structure update, financial analyses for range penetration and custom survey

<b>Client</b>	City of Memphis
<b>Address</b>	125 N Main Street, Memphis, Tennessee 38103
<b>Contact</b>	William C. Byrd Jr., Compensation Manager
<b>Telephone Number</b>	(901) 636-6469
<b>Email Address</b>	William.Byrd@memphistn.gov
<b>Services Provided</b>	Job analysis, external market analysis of select benchmark jobs, custom survey and published pay data, updated salary ranges and made slotting recommendations

## COMPENSATION PRACTICE MEMBERS



Lockton service team | Compensation practice

### Compensation



**Mary Mosqueda**  
SVP, Compensation Practice  
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**James Dalluge**  
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**Angie Bellers**  
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### Executive Benefits



**John Cahill**  
Executive Benefits Director  
314.812.3849  
jcahill@lockton.com

## Resumes of Principal Consultants for the Guilford County Project

Your assigned team will be led by talented seasoned professionals who have more than 30 years of combined technical and creative design experience. This senior team will work with other members of Lockton's Compensation Consulting team to provide project services and deliverables to Guilford County.



**MARY MOSQUEDA**

Compensation Practice Leader  
mmosqueda@lockton.com

## Compensation Consulting

### Compensation Practice

#### Professional Profile

Mary is the Practice Leader for the Lockton Companies Compensation Consulting Division in St. Louis, Missouri. With over fifteen years experience in compensation, human resources and work/life programs, she has been a key contributor in the strategic development and design of public and private sector executive compensation and total rewards programs.

Mary has extensive expertise in managing and designing competitive broad-based total rewards programs that attract and retain top talent. She assists clients with strategy, design, funding, administration, and communication of total rewards programs, incentive compensation plans, including annual and sales programs, executive and board compensation negotiation, total remuneration for international and expatriate compensation, pay-for-performance systems, and work/life programs.

Mary has performed numerous presentations across the Nation for several human resource associations on topics such as Designing and Developing a Total Rewards Program and Current Executive Compensation Trends in a Downshifting Economy.

#### Current and Previous Positions

- ❖ Lockton Companies
  - Compensation Practice Leader
- ❖ Wachovia Employer Solutions Group
  - Compensation Practice Leader
- ❖ Palmer & Cay
  - Compensation Practice Leader

#### Education

- ❖ B.A., Business Communication: Rockhurst University, Kansas City, emphasis in Public Speaking

#### Professional Affiliations

- ❖ Alliance for Work/Life Professionals
- ❖ Employee Benefits Association of St. Louis
- ❖ Member of the WorldatWork Compensation Advisory Board





**ANGELA MILLER**

CCP

Sr. Compensation Consultant  
amiller@lockton.com

## Compensation Practice

### Employee Benefits

#### Professional Profile

Angela is a Compensation Consultant for Lockton Companies Compensation Consulting Practice. She has over thirteen years of compensation experience in the manufacturing and healthcare industries.

Angela has experience in designing and implementing base, incentive and executive compensation programs with emphasis in market competitive analyses, salary system design and implementation, short-term incentive and long-term incentive design, and performance management. She also has experience in mergers and acquisitions due diligence and implementation. Angela is committed to helping Lockton's clients achieve their rewards goals, oftentimes applying creative solutions to complex environments. She supports the daily servicing of Lockton's clients and works toward complete client satisfaction.

#### Current and Previous Positions

- ❖ Lockton Companies
  - Compensation Consultant
- ❖ Express Scripts
  - Compensation Consultant
- ❖ Hilti, Inc.
  - Senior Compensation Specialist

#### Education

- ❖ M.A., Industrial/Organizational Psychology:  
University of Tulsa
- ❖ B.S., Psychology: Missouri State University

#### Professional Designations

- ❖ WorldatWork Certified Compensation Professional (CCP) designation

#### Professional Affiliations

- ❖ WorldatWork
- ❖ National Association of Stock Plan Professionals







**JOSEPH MEYER**

CCP, SPHR  
Sr. Compensation Consultant  
jpmeyer@lockton.com

## Compensation Practice

### Employee Benefits

#### Professional Profile

Joseph is a Compensation Consultant for Lockton Companies Compensation Consulting Practice. He has over ten years of compensation experience in technology, wholesale, and utilities industries.

Joseph has extensive experience in all aspects of salary administration including performance management, incentive plan design, sales compensation, and total rewards. Employee engagement and custom survey development are also areas of specialty. He is committed to helping Lockton's clients achieve their rewards goals, oftentimes applying creative solutions to complex environments. He supports the daily servicing of Lockton's clients and works toward complete client satisfaction.

#### Current and Previous Positions

- ❖ Lockton Companies
  - Compensation Consultant
- ❖ Rackspace Hosting
  - Sr. Compensation Analyst
- ❖ United Stationers, Inc.
  - Sr. Compensation & Benefits Analyst
- ❖ UniSource Energy Corporation
  - Compensation & Benefits Analyst II

#### Education

- ❖ B.S., Finance: University of Arizona

#### Professional Designations

- ❖ Senior Professional in Human Resources (SPHR)
- ❖ Certified Compensation Professional (CCP)

#### Professional Affiliations

- ❖ WorldatWork
- ❖ Society for Human Resource Management (SHRM)



## SUPPLEMENTAL MATERIALS

(Insurance Certificates)

### **Our Mission**

To be the worldwide value and service leader in  
insurance brokerage, employee benefits, and risk management

### **Our Goal**

To be the best place to do business and to work

