

# Compensation Structure Options: Elected Officials and Key Classifications and other compensation considerations for 2022

Continued from September 15, 2021, October 6, 2021

Kenneth L. Hermon, Jr., SPHR, SCP-IPMAHR  
Chief HR Officer  
November 17, 2021

Stacey Jones, SPHR  
Deputy Chief HR Officer

# Case for Action



1

Labor Market Trends



2

Great Resignation



3

Abnormally High Attrition



4

Current Challenges



5

Solutions implemented but fires are spreading

# 2022 Compensation Recommendation

January 2022



March 2022



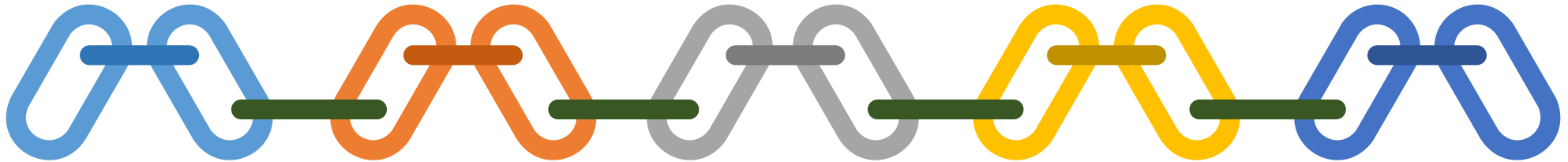
March 2022



July 2022



2022 and beyond



**Cost of Living Adjustment**

**Incremental Compensation Strategy**

**Elected Officials and Key Classification**

**All Other Classification**

**Long-Term Considerations**

- Impacts entire workforce
- Offset growing inflation
- \$10M Est.

- Acknowledges longevity
- Further slows attrition
- \$4.5M Est.

- Sets a new standard
- Market based Approach
- \$5.7M Est.

- Modernizes Compensation Philosophy
- \$20M est.

- Internships
- Better systems
- New Benefits
- Staffing Analysis
- \$???

**All have been contemplated in 2022 Budget**

# Impact

- Public Employer of Choice
- Increase morale and engagement
- More competitive
- Strategic Proactive approach vs Reactive, and most importantly
- Minimize impact to...



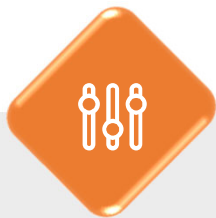


# Recommendations for Elected Officials and Key Classifications

# HR Guiding Principles



Relied on  
data  
collected



Apply  
Basic HR  
principles



Ensure  
Parity



Respect a  
time tested  
hierarchy



Maintain  
Compliance



Establish  
the County  
as  
employer  
of choice

**These principles are typically not readily found in compensation structures that involve elected officials**

# Elected Officials Compensation Models

1

## Option 1

- One shared salary range based on market data
- Liked positions are grouped
- Percentile hierarchical structure
- Commonly establish comp model
- Estimated annual cost increase

**\$2,259,624**

**-OR-**

2

## Option 2

- Model based on Solicitor's approach
- Top market salary + \$3K per municipality
- Not typically utilized as a compensation model
- Estimated annual cost increase

**\$4,407,463**



## Option 1

- One shared salary range based on market data
- Liked positions are grouped
- Percentile hierarchical structure
- Commonly establish compensation model
- Estimated annual cost increase

**\$2,259,624**

### Complications

- Solicitor would make more than State Court Judges
- Salary model not ty
- Requires legislation for Superior Court Judges and DA\*
- Requires additional steps\*\*

| Elected/Appoint Officials |           |  |
|---------------------------|-----------|--|
| 90 <sup>th</sup>          | \$200,902 | Superior Court Judges*, DA*, Public Defender, Solicitor        |
| 85 <sup>th</sup>          | \$197,439 |  |
| 80 <sup>th</sup>          | \$193,975 | State Court Judges, Probate Judge, Chief Magistrate            |
| 75 <sup>th</sup>          | \$190,511 |  |
| 70 <sup>th</sup>          | \$187,047 |  |
| 65 <sup>th</sup>          | \$183,583 | Sheriff, Clerk, Tax Commissioner                               |
| 60 <sup>th</sup>          | \$180,120 |  |
| 55 <sup>th</sup>          | \$176,656 |  |
| 50 <sup>th</sup>          | \$173,192 | Appointed - Marshal, Magistrates Judges, Juvenile Court Judges |
| 45 <sup>th</sup>          | \$169,728 |  |
| 40 <sup>th</sup>          | \$166,264 |  |
| 35 <sup>th</sup>          | \$162,801 | Associated Judges  |
| 30 <sup>th</sup>          | \$159,337 |  |

| Commissioners    |          |                       |
|------------------|----------|-----------------------|
| 90 <sup>th</sup> | \$77,396 | Commissioner, Chair** |
| 85 <sup>th</sup> | \$76,062 |                       |
| 80 <sup>th</sup> | \$74,727 | Commissioner**        |
| 75 <sup>th</sup> | \$73,393 |                       |





2

## Option 2

- Model based on Solicitor's approach
- Top market salary + \$3K per municipality (\$45,000)
- Not typically utilized as a compensation model
- Estimated annual cost increase

**\$4,407,463**

### Complications

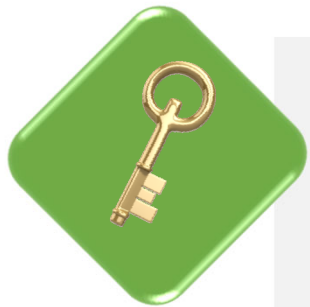
- Doubles the cost
- No hierarchical structure
- Requires legislation for DA and Superior Court Judges \*

| Position  | Top salary + \$3k per municipality                                    | Increase     |
|---|---|--------------|
| <b>Sheriff</b>                                      | Base Pay - \$ 208,231<br><b>Total Comp - \$ 253,231</b>               | <b>\$93K</b> |
| <b>Marshal</b>                                      | Base Pay - \$131,103<br><b>Total Comp - \$176,103</b>                 | <b>\$47K</b> |
| <b>District Attorney*</b>                           | Base pay - \$ 177,973 – (State)<br><b>Total Comp – \$ 222,973</b>     | <b>\$44K</b> |
| <b>Solicitor</b>                                    | Base pay - \$ 209,000<br><b>Total Comp – \$ 254,000</b>               | <b>\$93K</b> |
| <b>Public Defender</b>                              | Base pay - \$107,000 - (State)<br><b>Total Supplement - \$145,000</b> | <b>\$45K</b> |
| <b>Chief Magistrate Judges</b>                      | Base - \$186,268<br><b>Total Comp - \$231,268</b>                     | <b>\$92K</b> |
| <b>Superior Court Judges*</b>                       | Base - \$193,501 – (State)<br><b>Total Comp - \$238,501</b>           | <b>\$60K</b> |
| <b>State Court Judges</b>                           | Base - \$169,611 – (State)<br><b>Total Comp - \$214,611</b>           | <b>\$44K</b> |
| <b>Probate Court Judge</b>                          | Base - \$193,400<br><b>Total Comp - \$238,400</b>                     | <b>\$72K</b> |
| <b>Tax Commissioner</b>                             | Base – \$196,100<br><b>Total Comp - \$241,100</b>                     | <b>\$66K</b> |
| <b>Clerk</b>  | Base \$169,913<br><b>Total Comp - \$ 214,913</b>                      | <b>\$52K</b> |
| <b>Juvenile Court Judges</b>                        | Base - \$149,275<br><b>Total Comp - \$194,275</b>                     | <b>\$31K</b> |
| <b>Associate Judges (JC) &amp; Magistrates (FT)</b> | Base - \$145,168<br><b>Total Comp - \$190,168</b>                     | <b>\$62K</b> |
| <b>Commission Chairperson</b>                       | Base - \$75,466<br><b>Total Comp - \$120,460</b>                      | <b>\$67K</b> |
| <b>County Commissioners</b>                         | Base - \$ 72,360<br><b>Total Comp - \$117,360</b>                     | <b>\$69K</b> |

# Key Classifications



- Key to County operations
- Challenging from a recruitment and retention perspective



- 76 classification titles
- Covers job families ranging from department heads, professional, technical and skilled trades

# Key Classifications Compensation



## Philosophy

### Method

- top 3 salary range midpoints
- minimum and maximum was set at 20% above and 20% below

### Placement

- 75<sup>th</sup> Percentile for department heads and deputy department heads
- 50<sup>th</sup> Percentile for managers, supervisors, technical professionals
- 25<sup>th</sup> Percentile for all others

**-AND-**



## Implementation

- 2 year phased approach
- Need to absorb compensation increases into budget

**Key Classification Est. Cost**

**\$5.2MM**

**Entire County**

**\$10MM - \$20MM Est.**

# Sampling of Key Classification

## Current Recruitment & Retention Challenges

Chief Assistant Purchasing Agent

Assistant Purchasing Agent

Assistant Public Defender I, II, III, IV, and Supervising

Assistant County Attorney I, II, III, and Senior

Property Appraiser, Trainee, and Senior

Property Appraiser Senior

Endpoint Engineer Intermediate and Senior

Assistant CIO, Project Management Office

System Engineer Intermediate and Senior

Network Architect

Service Desk Analyst I and II

Tax Tag Clerk I, II, III

Court Reporter

Electrician

Plumber

# Requested actions

## **Approval to communicate 2022 compensation items**

- COLA – January 2022
- Incremental Compensation Strategy – March 2022
- Elected Officials and Key Classifications – March 2022
- All Other Classifications – June 2022

## **A vote of support of the Leadership leveraging all HR tools**

Questions?

## TWO WAYS TO ACHIEVE COMPENSATION EQUITY

- 1. In comparison to County Attorney:** Establish pay of county Solicitor-General, as equal, to current salary of county attorney, with compensation reviewable, by Board of Commissioners, in the 1<sup>st</sup> Qtr. of each subsequent term of office (or when deemed appropriate by majority of Board of Commissioners).
- 2. In comparison to prosecutor within Fulton County's largest municipality:** Use current salary of current Atlanta Solicitor as benchmark, with \$3,000.00 supplement for each additional municipality from which the Fulton Solicitor receives cases for prosecution.