



2021 Compensation Survey & Analysis

Phase I - Elected and Appointed Officials & Key Classifications

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WHY?

1

Current salary ranges are stale.

2

Attracting and retaining top candidates in key roles has become difficult.

3

The compensation structure for elected officials hasn't been reviewed in years.



PROJECT OBJECTIVES

Collect and analyze market compensation data.

Build a compensation plan(s) for all positions.

Identify pay compression issues and solutions.

Provide recommendations for implementation.





Compensation Philosophy Guiding Principles

Balance internal equity.

Apply HR perspective and compensation best practices.

Market leader and employer of choice.





Elected and Appointed Officials

Current Compensation Structure

Waterfall Compensation Philosophy ties elected and appointed officials salaries to a percentage of either Superior Court or State Court Judges' compensation.

Elected/Appointed Official	Percent of Superior Court Judge Salary	Percent of State Court Judge Salary
District Attorney	100%	
State Court Judges	95%	
Sheriff	90%	
Clerk of Superior Court	90%	
Probate Court Judge	90%	
Juvenile Court Judges	90%	
Solicitor	90%	
Magistrate Court Judges		75%
Associate Juvenile Court Judges		75%
Marshal		75%





Elected and Appointed Officials

Alternative Compensation Structures

4 Alternative Options	Highlights
1. Minimum Salary with Term Supplements	<ul style="list-style-type: none">• Salary minimum set by state law or local legislation• Supplement for each term elected
2. Individual Market Salary Ranges	<ul style="list-style-type: none">• Market based – top 3 highest salaries• New salary range for each elected or appointed official• Salary set at no less than 75th percentile
3. One Shared Market Salary Range	<ul style="list-style-type: none">• Market based – top 3 highest salaries• Salary range based on the average midpoints from option #2• Assigned to percentiles within the range
4. New Elected and Appointed Officials Pay Plan	<ul style="list-style-type: none">• Market based – top 3 highest salary ranges• New pay plan for elected and appointed officials only• Each official slotted into an appropriate grade





Elected and Appointed Officials

Recommended Compensation Structure

4 Alternative Options	Highlights
1. Minimum Salary with Term Supplements	<ul style="list-style-type: none">• Salary minimum set by state law or local legislation• Supplement for each term elected
2. Individual Market Salary Ranges	<ul style="list-style-type: none">• Market based• New salary range for each elected or appointed official• Salary set at no less than 75th percentile
3. One Shared Market Salary Range	<ul style="list-style-type: none">• Market based• Salary range based on the average midpoints from option #2• Assigned to percentiles within the range
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OPTION 3

Guiding Principles

- Take the ranges from Option 2 to establish a new midpoint
- Establish the range by 20% below and 20% above mid-point
- Establish a salary range percentile hierarchy within the Court
- 10 % spread between top 2 and 15% percentile spread between the others
- **Note** – Superior Court Judges and DA salaries cannot increase due to existing state law that caps supplement at **\$50K**

	STEP 2		
	MIN	AVG.	MAX
Solicitor	\$153,946	\$192,433	\$230,920
Clerk	\$126,277	\$157,846	\$189,416
Sheriff	\$145,192	\$181,491	\$217,789
DA	\$137,918	\$172,398	\$206,877

STEP 3
NEW AVG.
\$176,042

STEP 4		
MIN	AVG.	MAX
\$140,832	\$176,041	\$211,249

FINAL		
STEP 5		
90th	\$204,208	Superior Court Judges, DA, Public Defender
85th	\$200,687	
80th	\$197,166	State Court Judges, Solicitor
75th	\$193,645	
70th	\$190,124	
		Elected Officials - Probate, Sheriff, Clerk, Chief
65th	\$186,603	Magistrate, Tax Commissioner
60th	\$183,083	
55th	\$179,562	
		Appointed - Marshall, Magistrates Judges, Juvenile
50th	\$176,041	Court Judges
45th	\$172,520	
40th	\$168,999	
35th	\$165,478	Associate Judges
30th	\$161,957	

OPTION 3

Commissioners

Guiding Principles

- Take the ranges from Option 2 to establish a new midpoint
- Establish the range by 20% below and 20% above mid-point
- Establish a salary range percentile hierarchy within a 10 % spread
- **Note** – An increase to commissioner salaries requires a review of fiscal impact before it can be voted on. Salary increases would take effect in January follow the next general election.

	STEP 2		
	MIN	AVG.	MAX
Chair	\$55,921	\$69,901	\$83,811
Comm.	\$50,832	\$63,540	\$76,248

STEP 3	
NEW AVG.	
\$66,721	

STEP 4		
MIN	AVG.	MAX
\$53,377	\$66,721	\$80,065

FINAL		
STEP 5		
90 th	\$77,396	Commissioner, Chair
85 th	\$76,062	
80 th	\$74,727	Commissioner
75 th	\$73,393	
70 th	\$72,059	
65 th	\$70,724	
60 th	\$69,390	
55 th	\$68,055	
50 th	\$66,721	



Key Classifications

- Defined as those that are both key to County operations and are also challenging from a recruitment and retention perspective
- 76 classification titles across job families ranging from department heads, professional, technical and skilled trades





Organizations Used for Market Analysis

- County HR Team gathered market data from a number of organizations locally, regionally, and nationally, based on certain measures of comparability including population and number of employees

Regional Organizations	Georgia Counties Plus City of Atlanta	Atlanta Metro Counties Plus City of Atlanta
Broward County, FL	Carroll County, GA	Cobb County, GA
Carroll County, GA	Cherokee County, GA	DeKalb County, GA
Cherokee County, GA	Clayton County, GA	Gwinnett County, GA
Clayton County, GA	Cobb County, GA	City of Atlanta
Cobb County, GA	Coweta County, GA	
Columbus-Muscogee County, GA	DeKalb County, GA	
Coweta County, GA	Douglas County, GA	
Cuyahoga County, OH	Fayette County, GA	
Dallas County, TX	Forsyth County, GA	
DeKalb County, GA	Gwinnett County, GA	
Douglas County, GA	Henry County, GA	
Fayette County, GA	Rockdale County, GA	
Forsyth County, GA	City of Atlanta, GA	
Franklin County, OH		
Gwinnett County, GA		
Harris County, TX		
Hennepin County, MN		
Henry County, GA		
Mecklenburg County, NC		
Milwaukee County, WI		
Montgomery County, MD		
Nashville/Davidson County, TN		
Orange County, FL		
Rockdale County, GA		
Travis County, TX		
Wake County, NC		
City of Atlanta, GA		





Consideration of Multiple Market Positions

- Market positioning refers to the alignment of the recommended pay structure to the current market pay levels.
- Once the market data was compiled and analyzed, five options were considered in the development of a recommended pay structure specifically for the Key Classifications:
 1. Top 3 salaries of the **Regional** grouping
 2. Top 3 range midpoints of the **Regional** grouping
 3. Average salary of the **Regional** grouping
 4. Average salary of the **Comparable Georgia Counties plus City of Atlanta** grouping
 5. Average salary of the **Atlanta Metro Counties plus City of Atlanta** grouping





Example of Market Assessment

	Assistant County Attorney II			
	Minimum Salary	Midpoint Salary	Maximum Salary	Average Salary
Broward County, FL				
Carroll County, GA				
Cherokee County, GA				
Clayton County, GA				
Cobb County, GA				
Columbus-Muscogee County, GA				
Coweta County, GA				
Cuyahoga County, OH				\$90,250
Dallas County, TX				
DeKalb County, GA	\$68,055	\$85,069	\$105,483	\$78,476
Douglas County, GA				
Fayette County, GA				
Forsyth County, GA				
Franklin County, OH				
Gwinnett County, GA	\$80,179	\$108,241	\$136,304	\$117,522
Harris County, TX	\$57,845	\$77,324	\$88,483	\$82,202
Hennepin County, MN				
Henry County, GA				
Mecklenburg County, NC	\$70,123	\$91,404	\$127,966	\$99,964
Milwaukee County, WI				
Montgomery County, MD	\$72,636	\$96,670	\$120,703	\$94,892
Nashville/Davidson County, TN	\$77,470	\$94,901	\$112,331	\$44,770
Orange County, FL	\$73,445	\$92,102	\$110,760	\$95,326
Rockdale County, GA				
Travis County, TX	\$77,957	\$101,344	\$124,731	\$82,552
Wake County, NC	\$81,230	\$113,730	\$146,220	
City of Atlanta, GA				
Top 3 Organizations	\$79,789	\$107,772	\$136,830	\$104,271
Average - All Organizations	\$73,215	\$95,643	\$119,220	\$87,328
Average - Georgia Counties, Atlanta	\$74,117	\$96,655	\$120,894	\$97,999
Average - Atlanta Metro Counties, Atlanta	\$74,117	\$96,655	\$120,894	\$97,999

- We focused on the market data in the red highlighted cells, corresponding to the 5 potential “market positions”.
- In general, but with some exception, the highest paying “market position” is the “Top 3” salaries of the Regional Organizations grouping.
- Because the Range Midpoint is more reflective of the comparison organizations’ market pay practice, and because individual salaries can vary considerably within a range, Segal generally recommends using the Range Midpoint data in market analysis.





One Option – Key Classification Pay Structure

- One proposed pay range structure is based on the County's desire to be a "pay leader" as a key component of an "Employer of Choice" philosophy.
- Positioning the range structure based on market data which in turn reflects the "Top 3" actual salaries of the select regional organizations strongly supports this mission.
- The pay structure we have developed is based on the "Top 3 Range Midpoints" market definition.
- The structure is recommended specifically for the Key Classifications, due to the specific market sensitivities associated with this group that do not appear to exist with the other County classifications within the Fulton County Classification Plan.





Proposed Key Classification Pay Structure

Pay Grade	Range Minimum	Range Midpoint	Range Maximum
1	38,060	47,575	57,090
2	42,627	53,284	63,941
3	47,742	59,678	71,614
4	53,472	66,839	80,207
5	59,888	74,860	89,832
6	67,075	83,843	100,612
7	75,124	93,905	112,686
8	84,139	105,173	126,208
9	94,235	117,794	141,353
10	105,543	131,929	158,315
11	118,209	147,761	177,313
12	132,394	165,492	198,590
13	148,281	185,351	222,421
14	166,075	207,593	249,112
15	186,003	232,504	279,005
16	208,324	260,405	312,486
17	233,323	291,653	349,984





Placement of Jobs into Recommended Pay Structure

- Each key classification will be placed into the new structure where the new Range Midpoint is closest to the Current Range Midpoint for the job, but not lower.

Examples of Placement Into Recommended Pay Structure:

Job Title	Current Pay Structure			Recommended Market Data for Structure Assignment	Recommended Pay Structure				
	Minimum Salary	Midpoint Salary	Maximum Salary	Pay Range Top 3 Average Midpoint	Proposed Grade	New Minimum Salary	New Midpoint Salary	New Maximum Salary	Proposed Change in Midpoint
Assistant County Attorney II	73,131	87,757	109,696	107,772	7	75,124	93,905	112,686	6,148





Compensation Project Next Steps

1

Get Board feedback regarding Phase I recommendations

2

Come back with action item on Phase I recommendations

3

Completion of Phase II of the project



Questions?

