

MONTGOMERY COUNTY, MD

Personnel Management Review

***Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability***

***Montgomery County Government
Office of Human Resources
Classification and Compensation Team
101 Monroe Street, 8th floor
Rockville, MD 20850***

April 2012



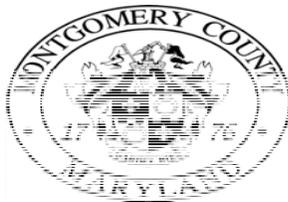
MONTGOMERY COUNTY, MD

Personnel Management Review

**Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability**

**Montgomery County Government
Office of Human Resources
Classification and Compensation Team
101 Monroe Street, 8th floor
Rockville, MD 20850**

April 2012



Personnel Management Review

Table of Contents

Introduction	Page
Merit System Employment Profile	
General Workforce Statistics	1-1
Pay Grade and Salary Distribution	1-6
Collective Bargaining	1-8
Leave Usage and Balances	1-10
Tuition Assistance	1-11
Equal Employment Opportunity (EEO)	1-12
Temporary and Seasonal Employees	1-17
Turnover Analysis	
Summary - Turnover History	2-1
Separated Employee Analysis	2-2
Wage and Salary Comparability	
Comparison of Pay Increases to CPI	3-1
Comparison of Pay Increases to Private Sector	3-3
Eligibility for Service Increments	3-5
Wage and Salary Comparisons	3-6

Montgomery County Government
Office of Human Resources
Classification and Compensation Team
101 Monroe Street, 8th Floor
Rockville, Maryland 20850

INTRODUCTION

The Personnel Management Review is compiled by the Office of Human Resources. The purpose of this report is to provide the County Council and the public with general information concerning the size and composition of the County government workforce; employee turnover rates and reasons for turnover; and information concerning the comparability of County salary ranges with those of public and private sector organizations in the Washington/Baltimore metropolitan area.

Additional information concerning the County government workforce and employee compensation is presented in the County Executive's Recommended FY2012 Operating Budget and Public Services Program.

Any questions concerning information contained in this report may be directed to Kaye Beckley, Division Manager, Business Performance and Operations, Office of Human Resources at (240) 777-5041.

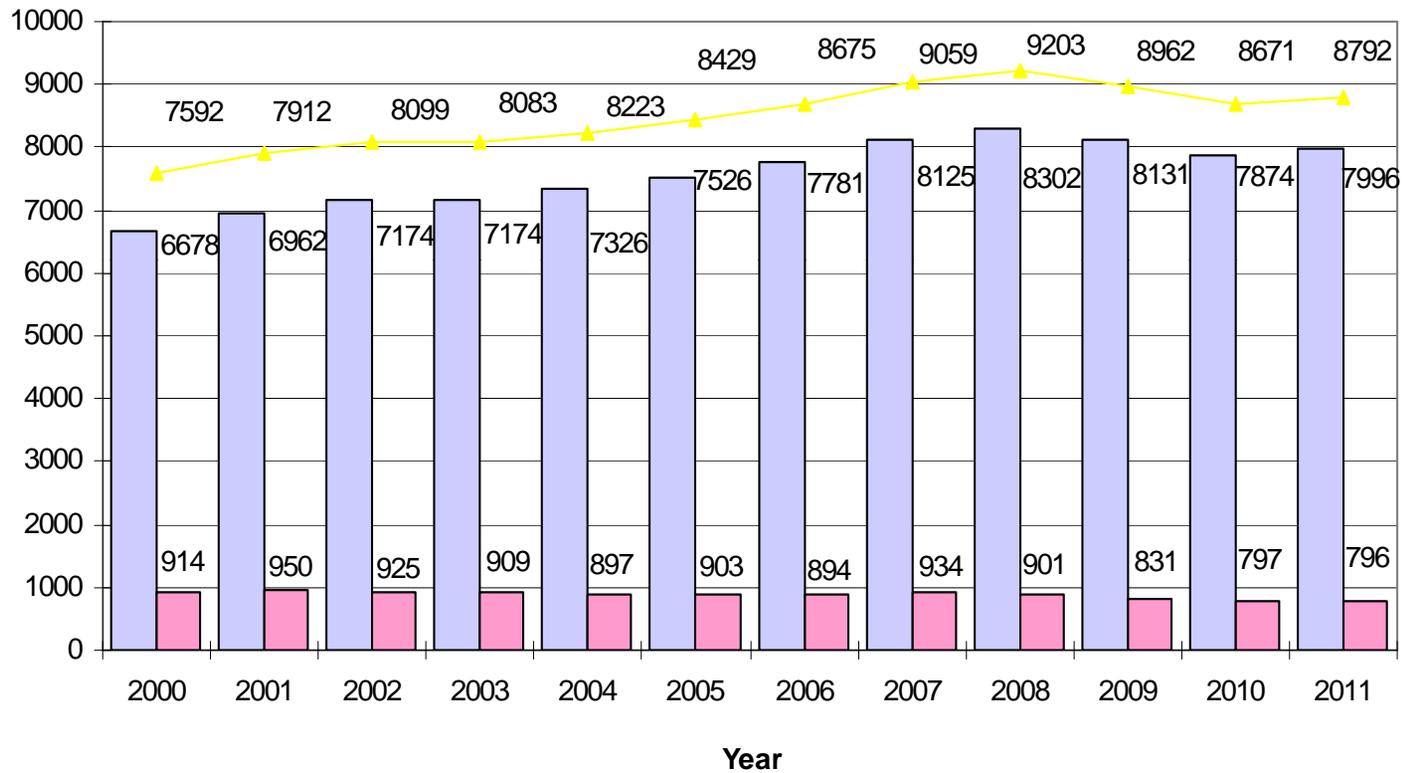
MERIT SYSTEM EMPLOYMENT PROFILE

Note: Data presented in this section on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Elected and appointed officials, paid members of boards, committees, and commissions, and judicial branch employees are excluded from this analysis. Unless otherwise noted, the data reflect the employee population as of the final payroll of each calendar year.

The reader is cautioned that the data in this profile are based on calendar year figures and reflect actual employee counts as of the end of calendar years 2000 through 2011. The recommended operating budget is fiscal-year based. Therefore, these data may not directly correlate to the FY12 recommended personnel complement.

Merit System Permanent Employees 2000-2011

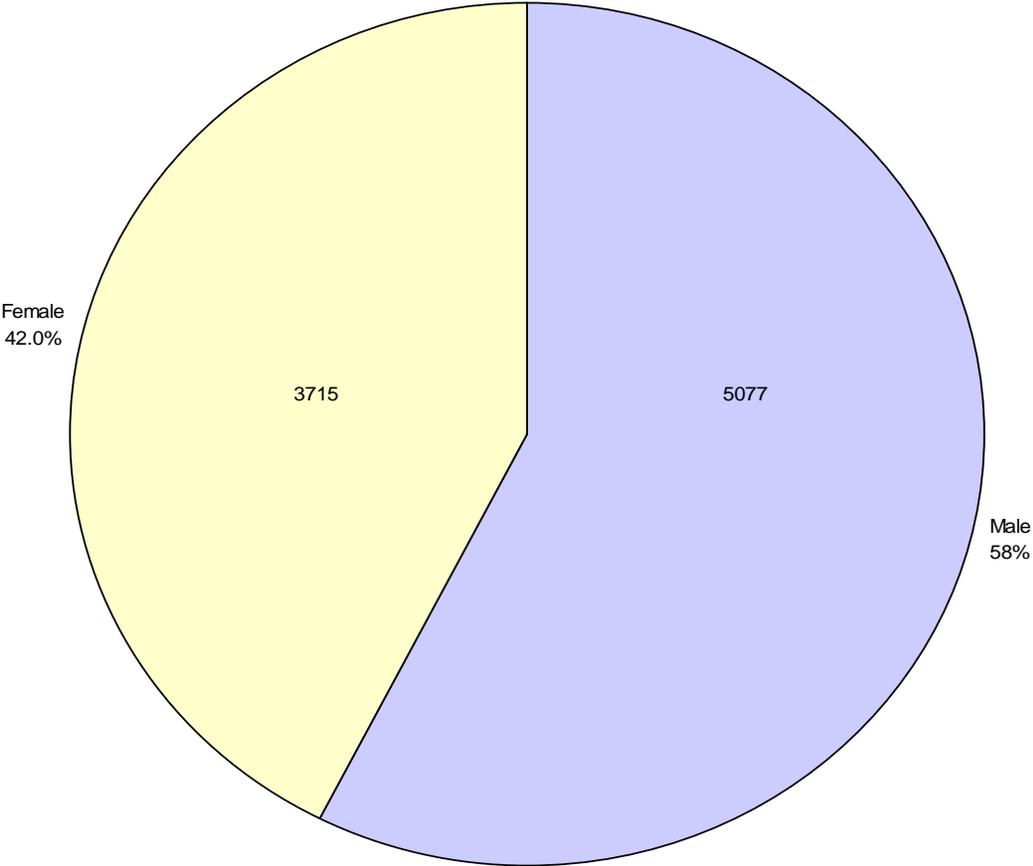
Number of Employees



NOTE: Excludes temporary employees, elected and appointed officials, paid members of boards and commissions, and judicial branch employees

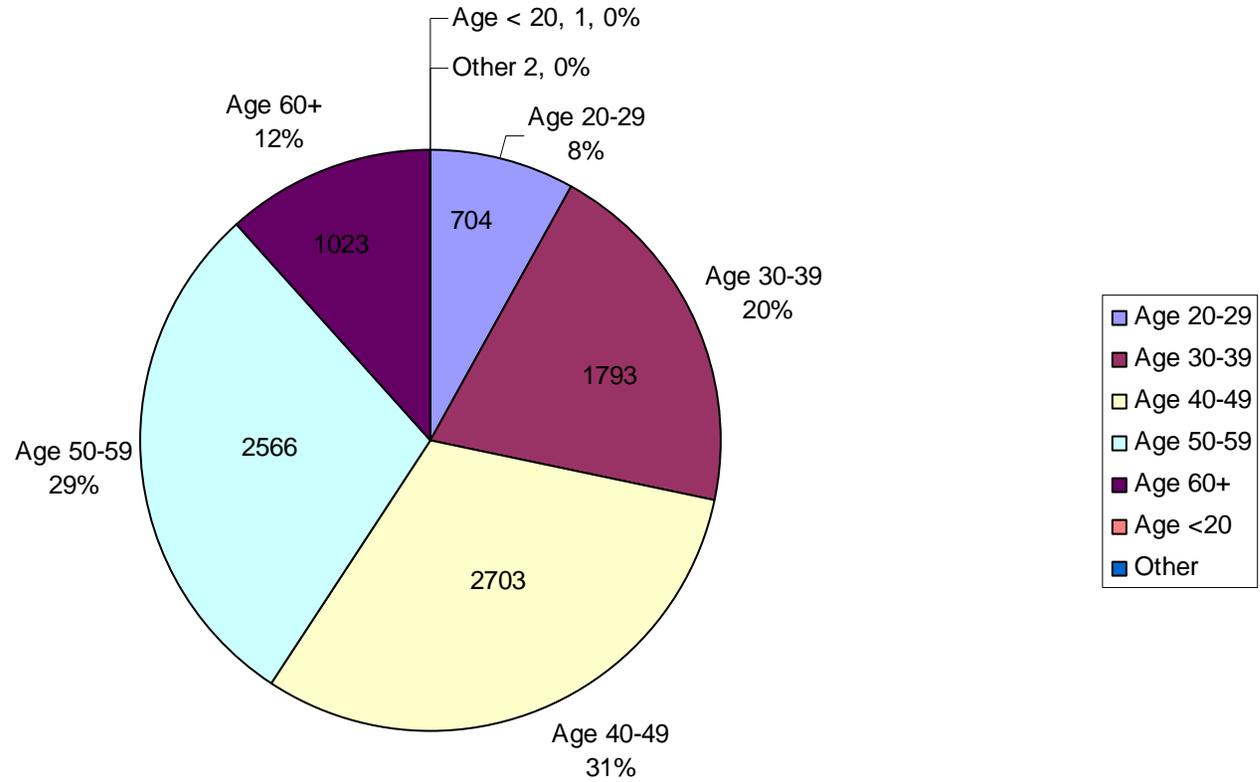
Full Time
 Part Time
 Totals

Permanent Employees by Gender 2011



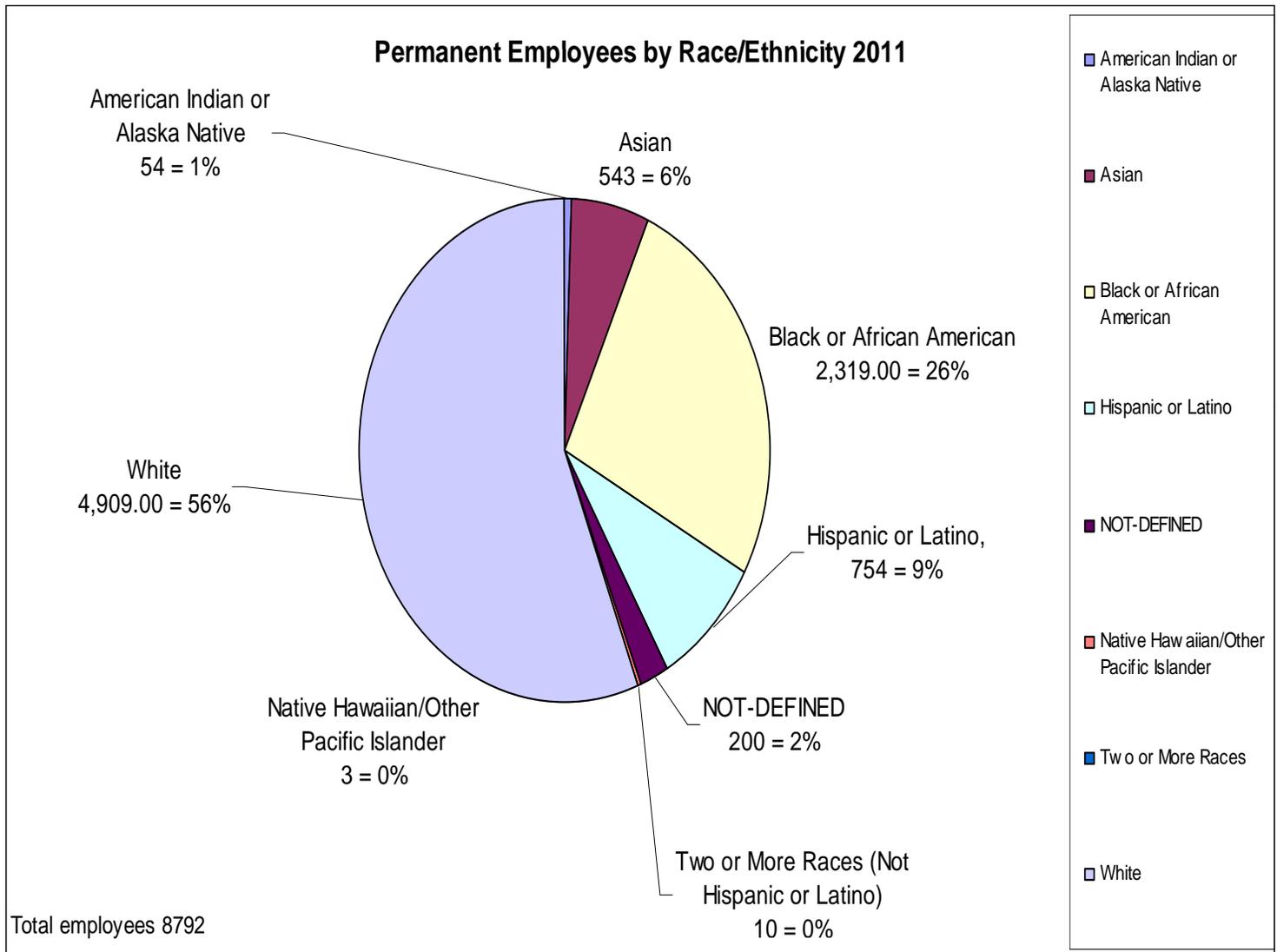
Total employees: 8792

Permanent Employees by Age 2011



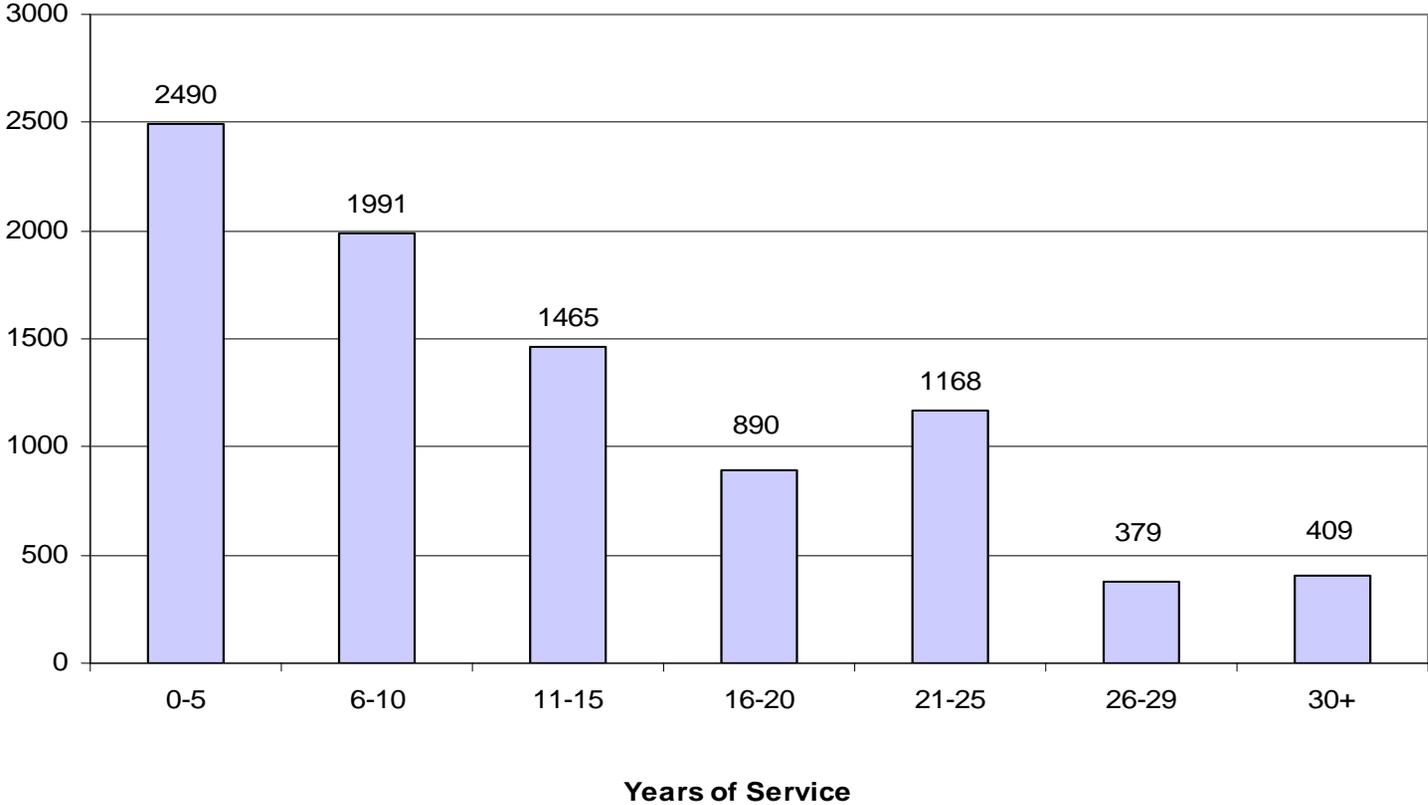
Total employees 8792

NOTE: Excludes temporary employees, elected and appointed officials, paid members of boards and commissions, and judicial branch employees



Length of Service Permanent Employees - 2011

Number of Employees



Total employees: 8792

**Average Annual Salary - 2011
Full-Time Employees**

Grade	Number of Employees	Average Annual Salary*	Grade	Number of Employees	Average Annual Salary*
A1	130	\$97,077	5	4	\$37,534
A2	33	\$115,528	6	1	\$33,406
A3	20	\$135,871	7	5	\$36,552
B1	96	\$88,109	8	23	\$38,997
B2	137	\$107,292	9	28	\$36,690
B3	24	\$122,183	10	46	\$36,113
B4	14	\$134,359	11	30	\$39,604
B6	3	\$152,308	12	37	\$43,160
C1	20	\$91,858	13	260	\$47,146
C2	4	\$103,630	14	171	\$44,356
C3	12	\$40,538	15	791	\$45,338
C4	56	\$50,519	16	410	\$54,537
C5	168	\$59,704	17	178	\$54,015
C6	44	\$79,310	18	455	\$60,584
D1	29	\$86,684	19	128	\$63,707
D2	11	\$97,149	20	281	\$63,684
D3	4	\$110,576	21	348	\$67,944
D4	1	\$129,406	22	131	\$71,017
F1	37	\$41,613	23	491	\$76,479
F2	178	\$50,788	24	337	\$81,282
F3	407	\$61,597	25	357	\$88,116
F4	211	\$80,849	26	98	\$91,099
G3	11	\$49,563	27	78	\$85,036
G4	77	\$66,126	28	120	\$104,466
M1	19	\$145,668	29	5	\$106,542
M2	95	\$126,755	30	7	\$88,234
M3	221	\$106,311	31	2	\$111,331
MD3	2	\$173,733	32	48	\$113,798
MD4	2	\$168,747	33	6	\$128,339
P2	59	\$47,885	34	7	\$129,719
P3	66	\$54,060	35	1	\$114,580
P4	767	\$73,498	38	2	\$151,381
P5	62	\$87,780	39	1	\$146,592
S2	1	\$20,435	40	5	\$136,254

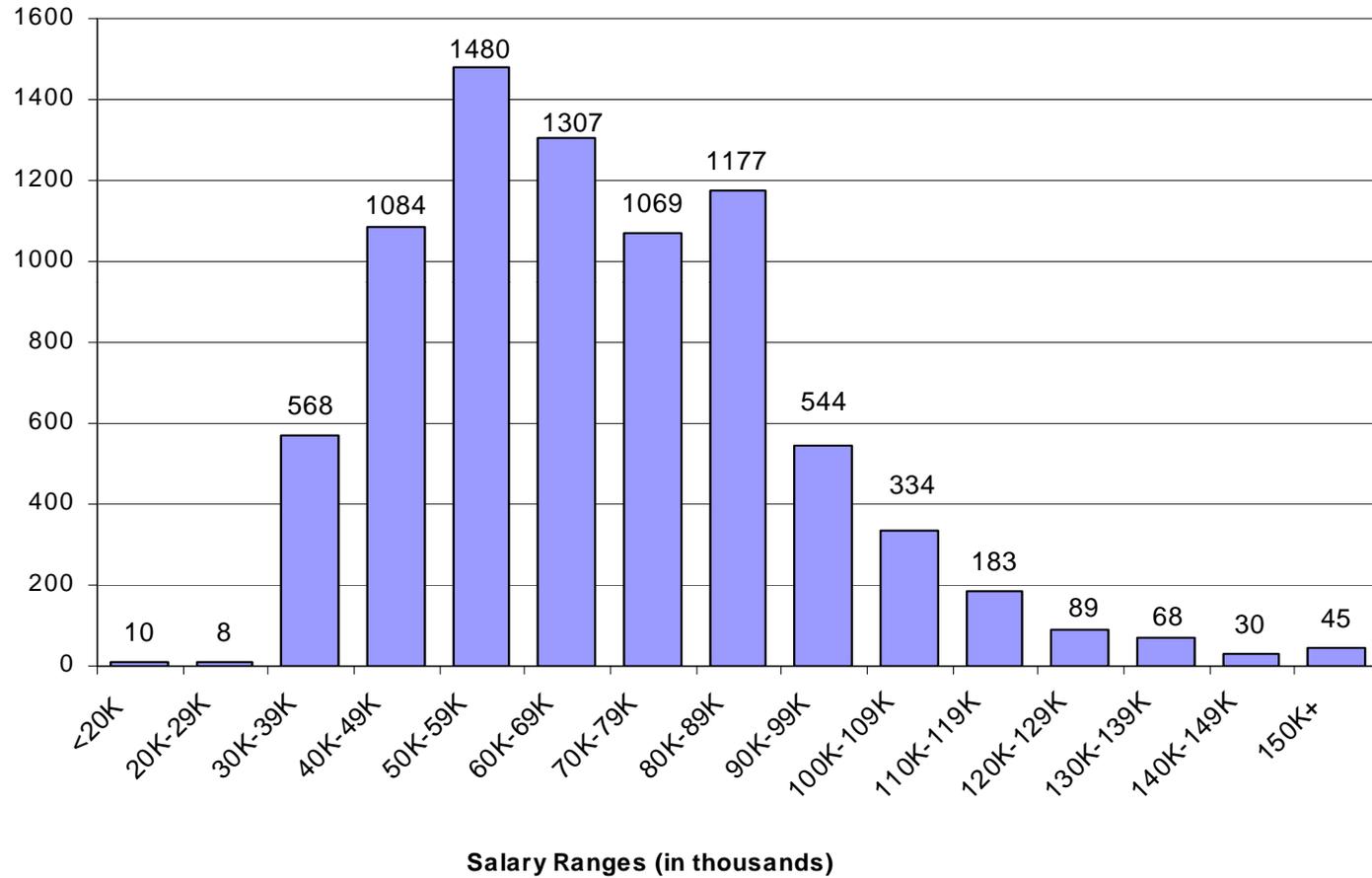
Overall Weighted Ave.: \$85,679

*Does not include overtime, shift or holiday pay

Note: A=Police Mgmt., B=Fire Mgmt., C=Corr. And Rehab. Mgmt., D=Deputy Sheriff Mgmt., F=Firefighter/Rescuer
G=Deputy Sheriff, H=Physician, J=Psychiatrist, M=Mgmt. Ldr. Svc., P=Police

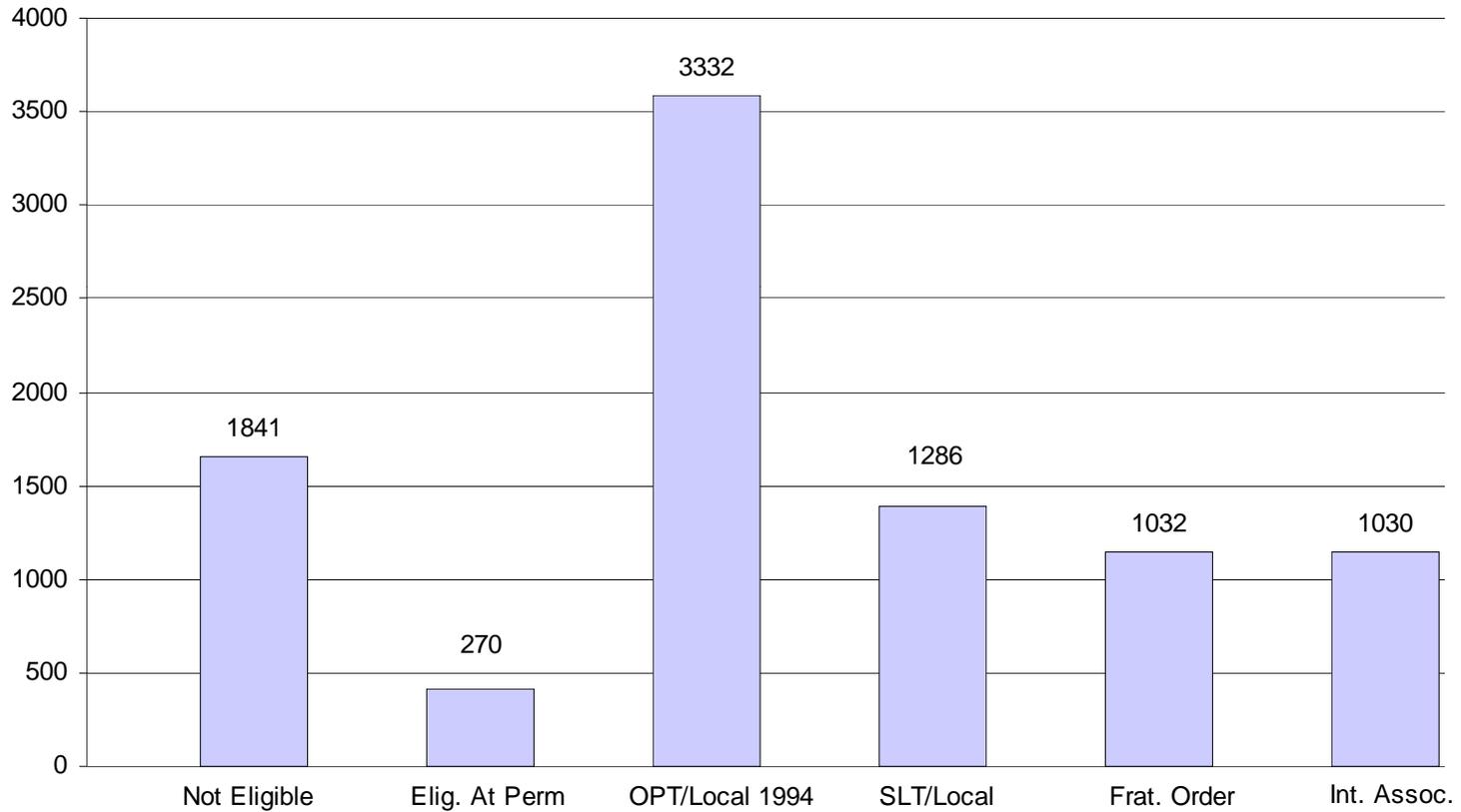
Employee Distribution by Annual Base Salary Full-Time Employees as of December 2011

Number of
Employees



Number of All Employees

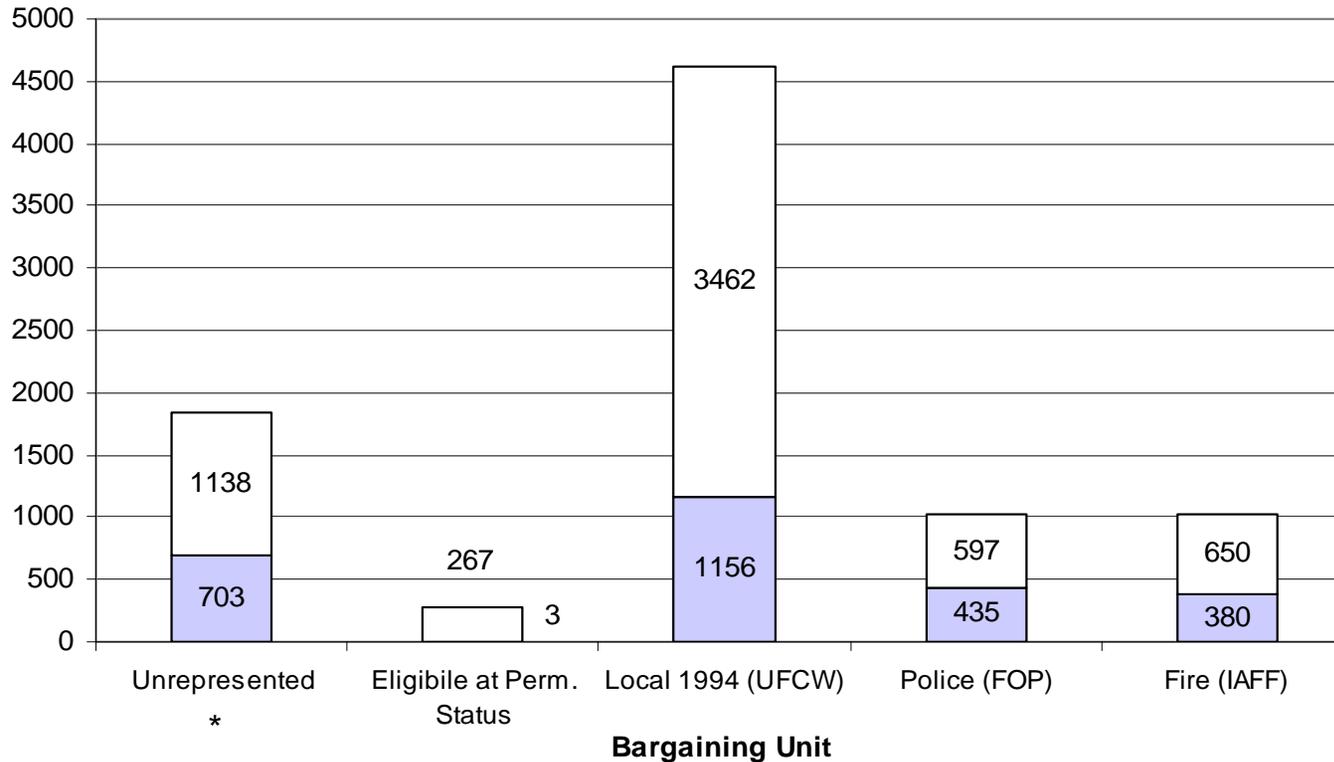
**Employee Representation by Bargaining Unit
Permanent Employees - 2011**



Total permanent employees: 8792
Count shows 8791 employees; missing 1 data record

Number of Employees

Eligibility for Service Increment Permanent Employees - 2011

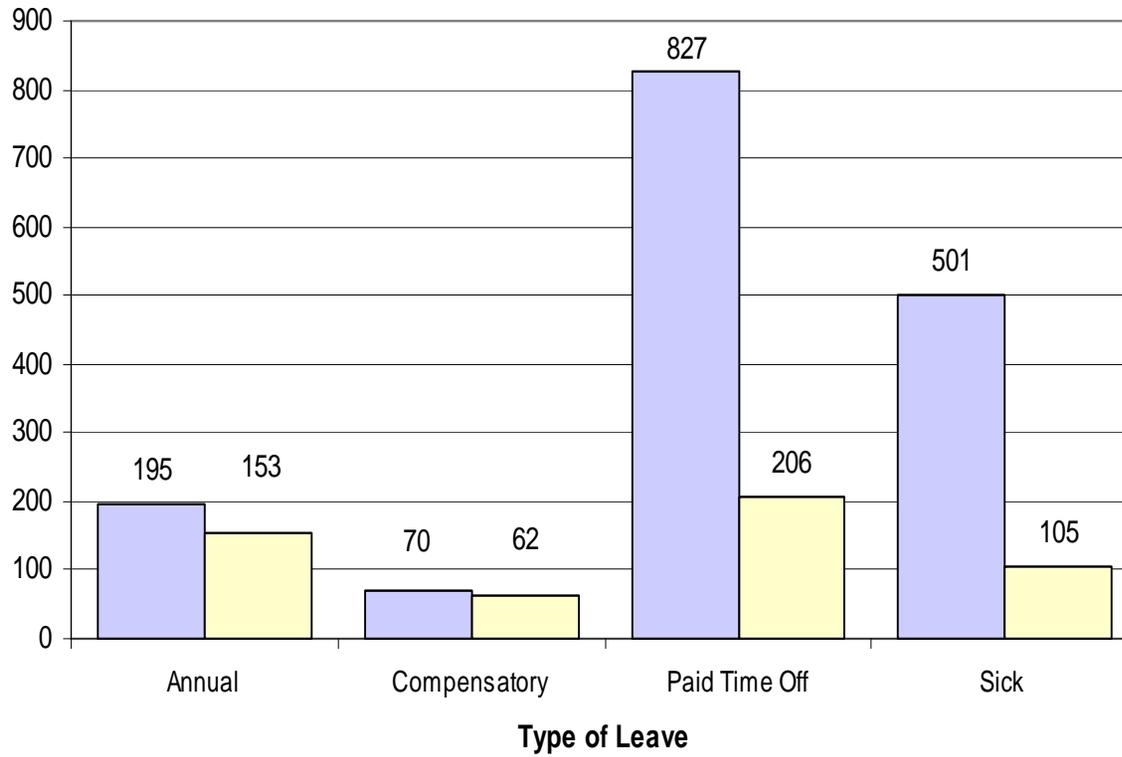


NOTE: *Includes employees in the Management Leadership Service who are not eligible to receive service increments. No service increment paid in 2011. May receive Performance Based Pay but the County did not implement Performance Based Pay in 2011. Count shows 8791 employees; missing 1 data record.

Not at Maximum
 At Maximum

Average Leave Taken/Average Leave Balances Hours for Permanent Employees - 2011

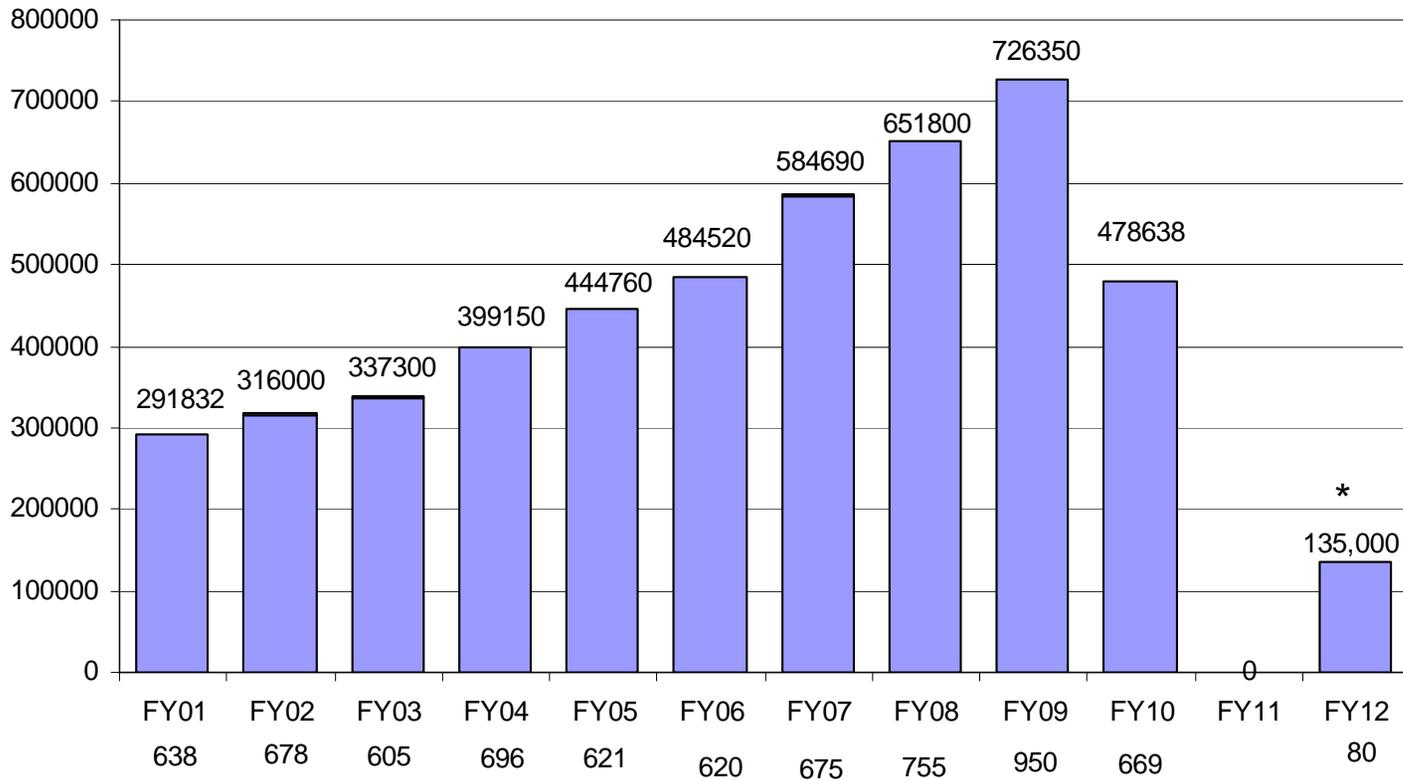
Number of Hours



■ Average Balance (Hours) ■ Average Hours Taken

Tuition Assistance Program Expenditures and Participation FY01-FY12

\$ Budgeted



NOTE: The actual number of participants will not be available until 06/30/12, as the data is maintained on a fiscal year basis.

For FY11, the Tuition Assistance Program was not funded.

For FY12, the Tuition Assistance Program was only open to FOP employees

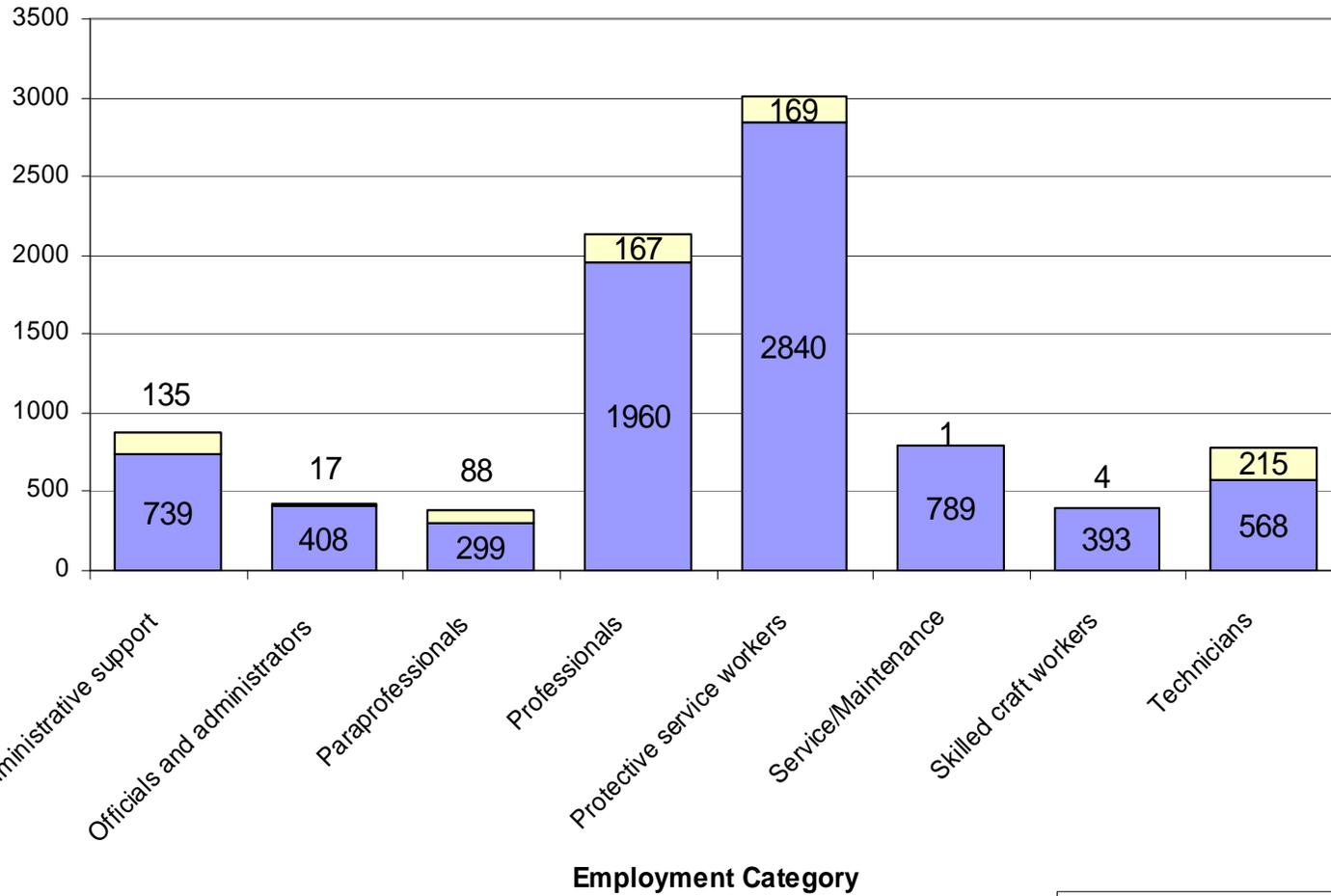
\$135,000 represents funds appropriated for FY12.

Participation # of employees

■ \$ Budgeted □ Participation # of employees

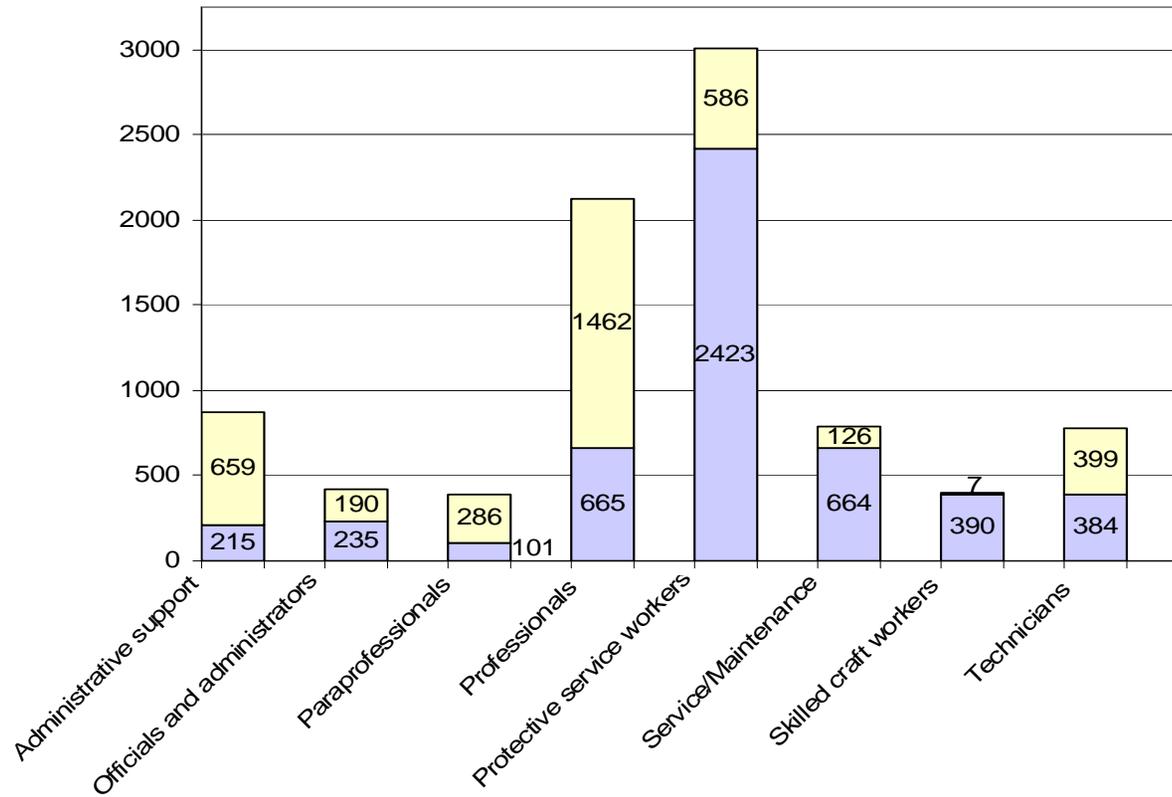
EEOC Employment Category Permanent Employees - 2011

Number of Employees



Number of Employees

Distribution by EEOC Employment Category & Gender Permanent Employees - 2011

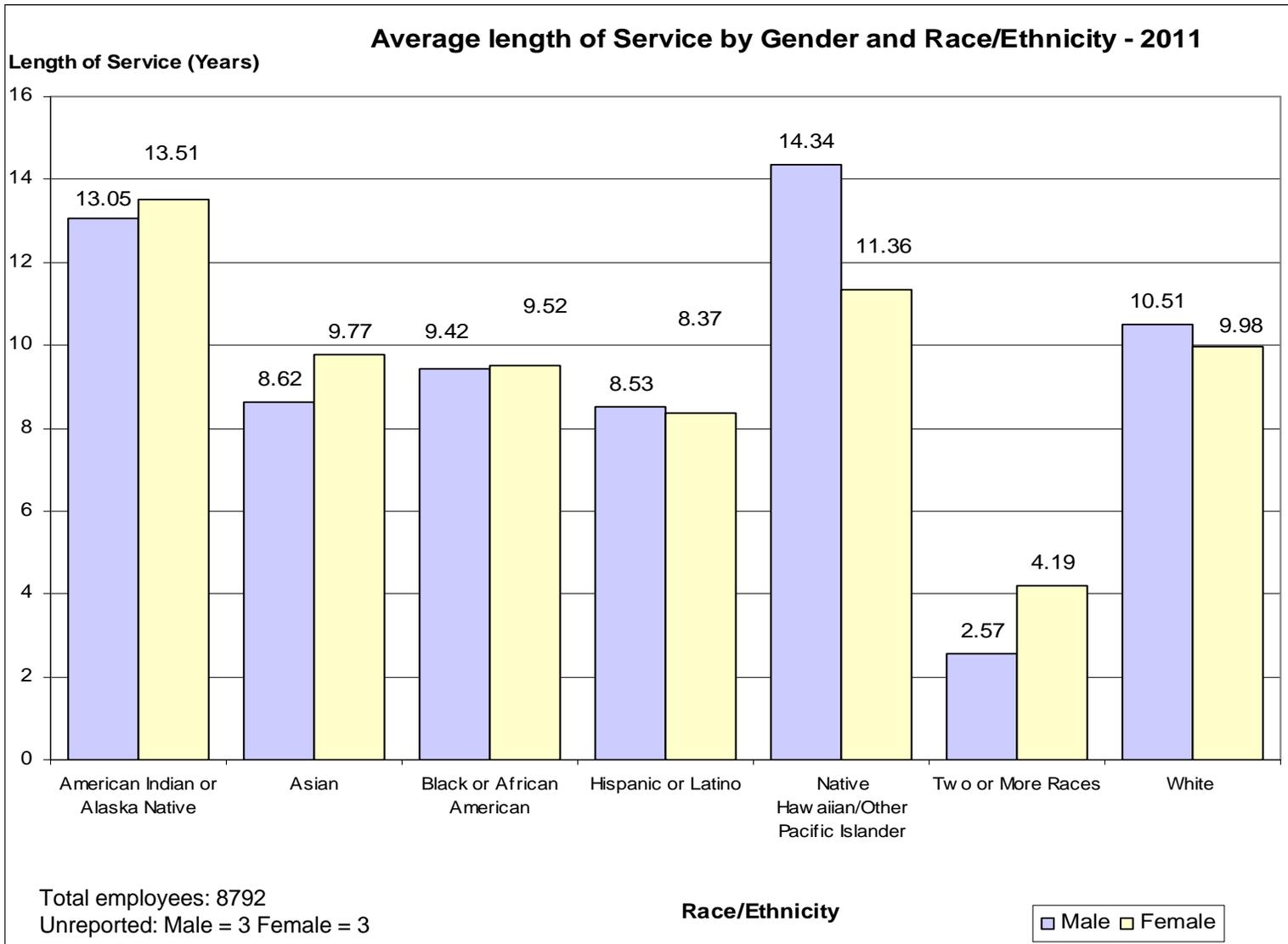


Total employees: 8792

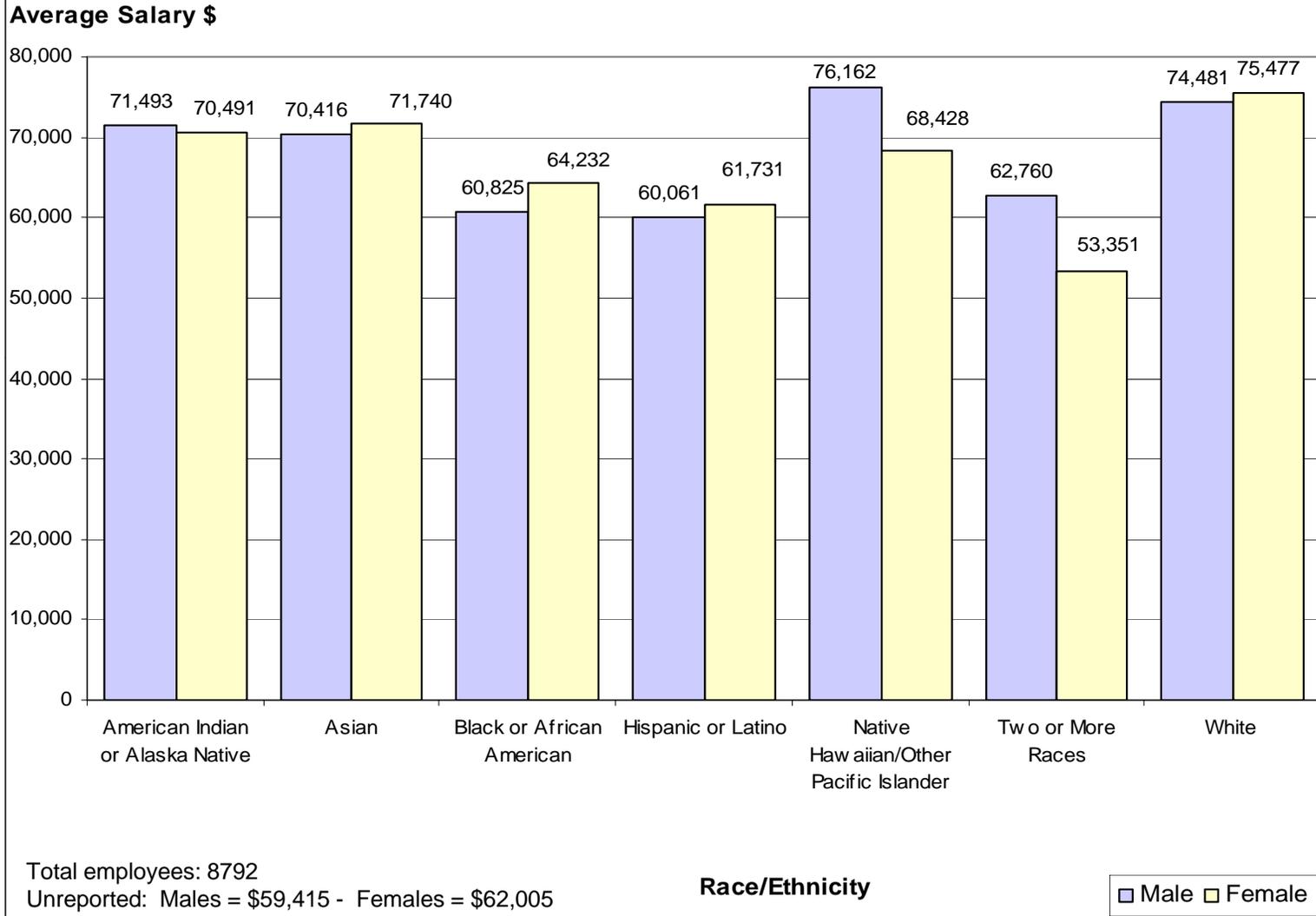
Administrative Support includes clerical and sales

EEOC Employment Category

Male Female



Average Salary by Gender and Race/Ethnicity Full-time Permanent Employee - 2011

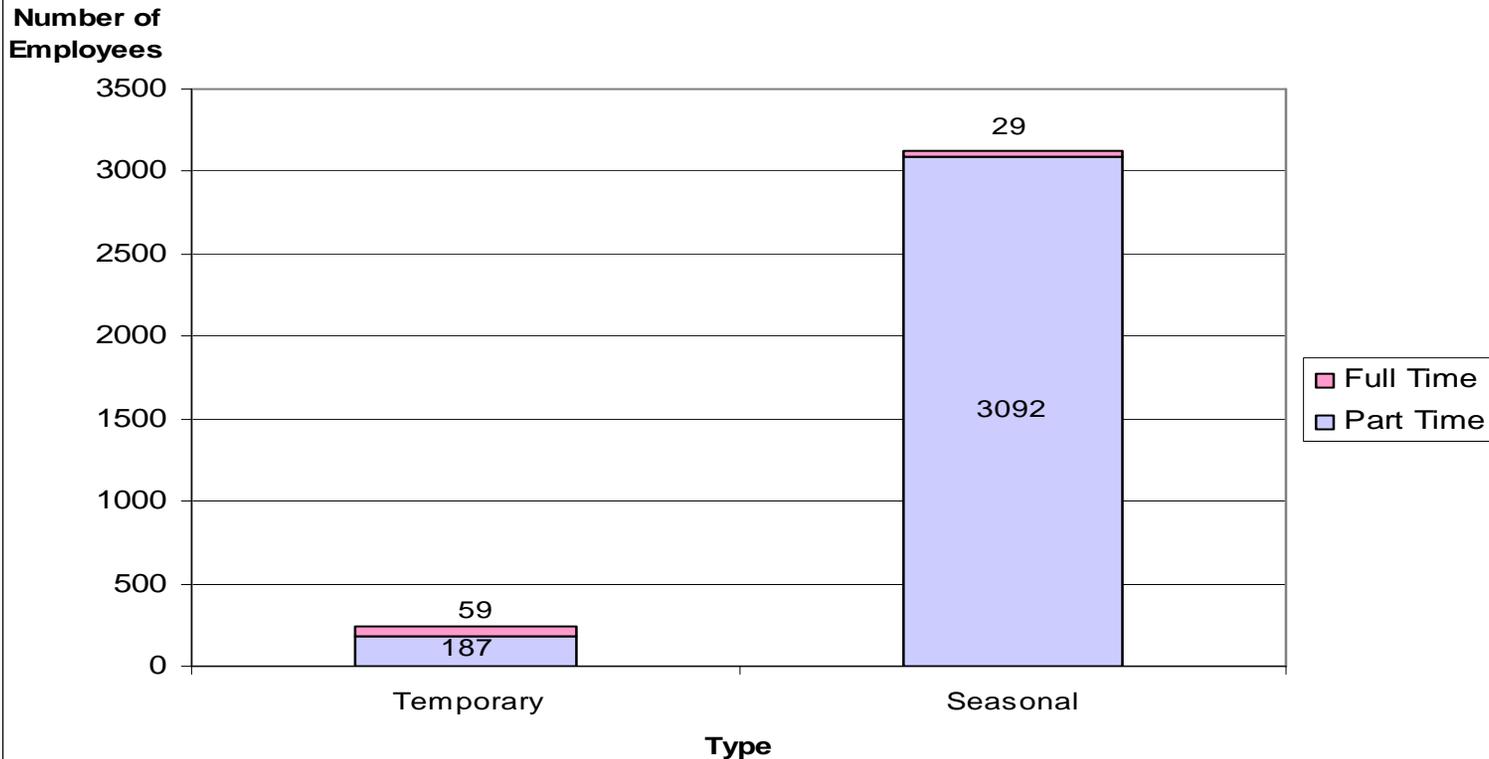


**Distribution by Employment Category and Race/Ethnicity
Permanent Employees - 2011**

Race/Ethnicity		Employment Category	# Empl.	Percent	Race/Ethnicity		Employment Category	# Empl.	Percent
American Indian		Administrative support	2	0.02	Asian		Administrative support	94	0.94
		Officials & Administrators	1	0.01			Officials & Administrators	28	0.28
		Paraprofessionals	3	0.03			Paraprofessionals	60	0.60
		Professional	11	0.11			Professional	164	1.64
		Protective Services	24	0.24			Protective Services	79	0.79
		Service/Maintenance	6	0.06			Service/Maintenance	21	0.21
		Skilled Craft	4	0.04			Skilled Craft	22	0.22
		Technicians	3	0.03			Technicians	75	0.75
		Total	54	0.54			Total	543	5.43
African American		Administrative support	290	2.90	Hispanic		Administrative support	91	0.91
		Officials & Administrators	66	0.66			Officials & Administrators	20	0.20
		Paraprofessionals	83	0.83			Paraprofessionals	76	0.76
		Professional	496	4.96			Professional	182	1.82
		Protective Services	610	6.10			Protective Services	172	1.72
		Service/Maintenance	490	4.90			Service/Maintenance	107	1.07
		Skilled Craft	120	1.20			Skilled Craft	37	0.37
		Technicians	164	1.64			Technicians	69	0.69
		Total	2319	23.19			Total	754	7.54
Two or More Races		Administrative support	14	0.14	White		Administrative support	381	3.81
		Officials & Administrators	10	0.10			Officials & Administrators	300	3.00
		Paraprofessionals	6	0.06			Paraprofessionals	158	1.58
		Professional	58	0.58			Professional	1213	12.13
		Protective Services	33	0.33			Protective Services	2088	20.88
		Service/Maintenance	45	0.45			Service/Maintenance	119	1.19
		Skilled Craft	17	0.17			Skilled Craft	197	1.97
		Technicians	17	0.17			Technicians	453	4.53
		Total	200	2.00			Total	4909	49.09
Native Hawaiian		Protective Services	1	0.01	Tot. Race/Ethnicity Not Avail			10	0.11
		Service/Maintenance	1	0.01	Tot. Employees			8792	100%
/Other Pacific Islander		Technicians	1	0.01					
		Total	3	0.03					

NOTE: Percentages are rounded
Administrative support includes clerical and sales

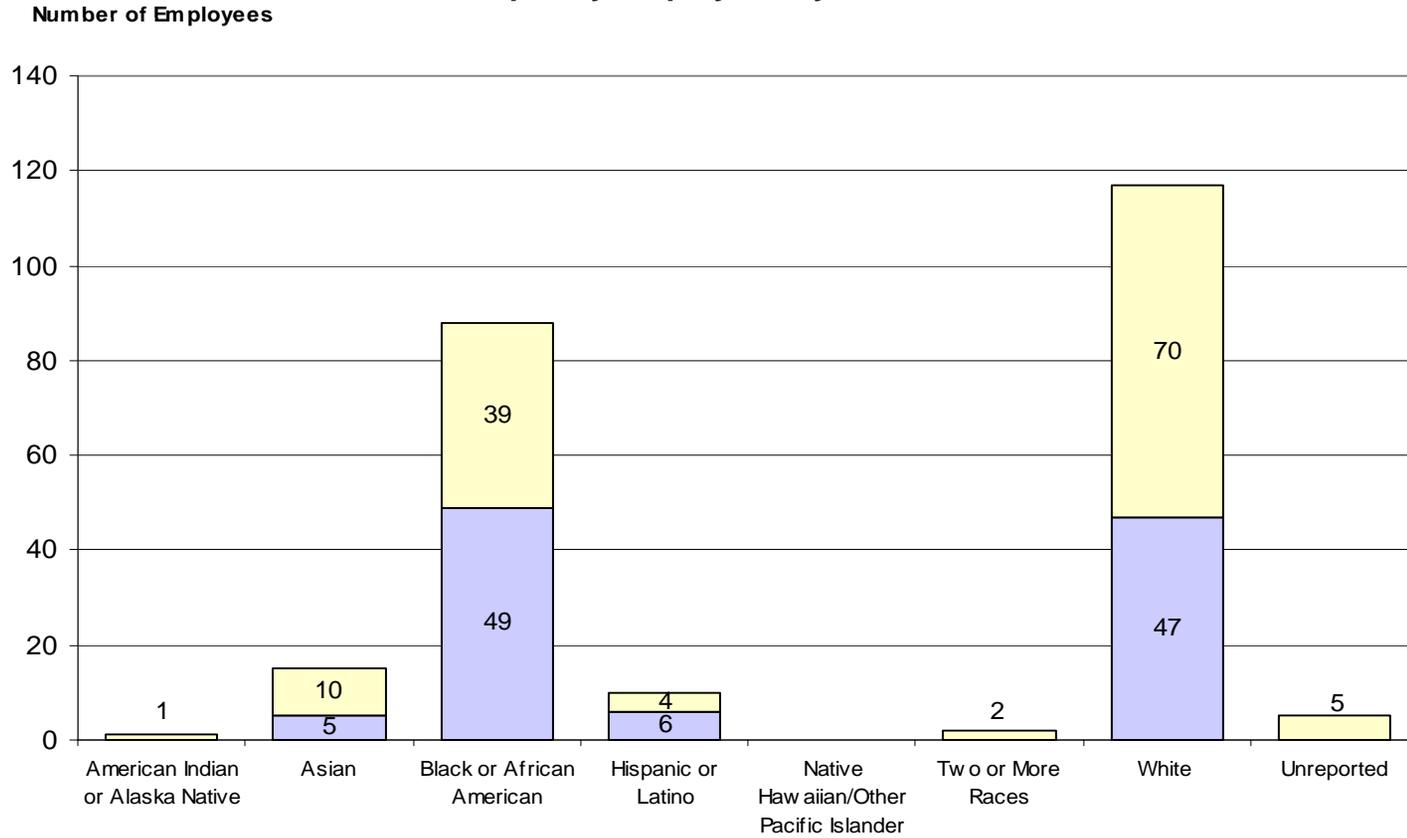
Temporary and Seasonal Employees Full and Part Time - 2011



Total Temporary Employees = 246
 Average Annual Earnings = \$9883.70
 Average Hours Worked = 480.25

Total Seasonal Employees = 3121
 Average Annual Earnings = \$5012.30
 Average Hours Worked = 379.04

Temporary Employees by Gender - 2011



Total Temporary Employees = 246

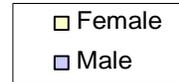
American Indian or Alaska Native = 0 Males, 1 Female

Two or More Races = 0 Males, 2 Females

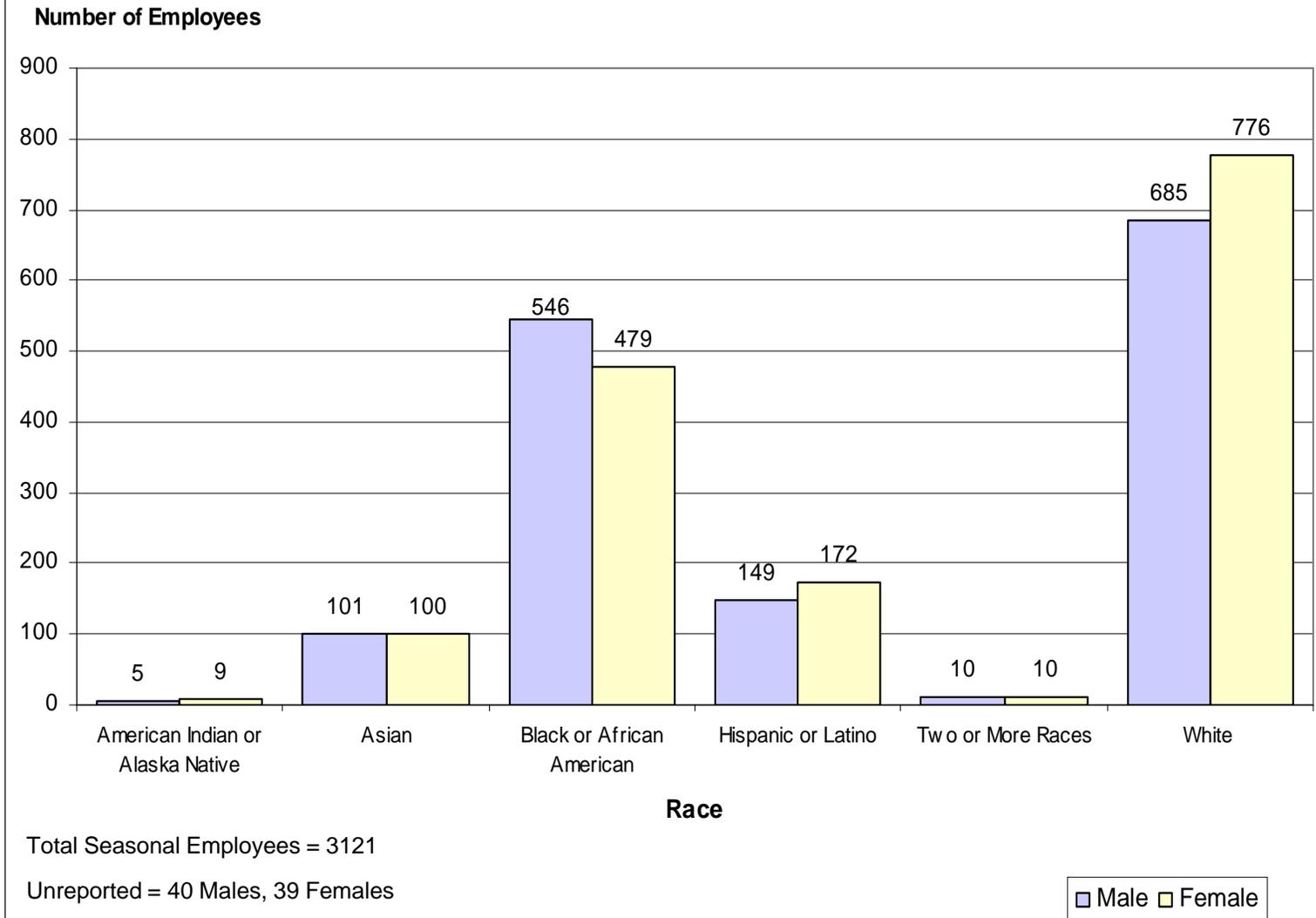
Native Hawaiian/Other Pacific Islander = 0 Males, 0 Females

Unreported = 0 Males, 5 Females

Race



Seasonal Employees by Gender and Race - 2011



TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2001 - 2011**

Separation Reason	2001	2002	2003	2004	2005	2006	2007	2008	2009	2010	2011	% of 2011
Voluntary	(#)	total										
No return LOA/LWOP	12	11	12	7	10	2	8	4	3	6	7	1.09%
AWOL	6	7	3	4	3	11	8	8	4	5	4	0.91%
New job	65	42	0	0	0	0	0	0	0	0	15	0.00%
Non-specified personal reasons	165	133	108	159	194	174	199	180	122	157	81	28.65%
Relocation out of area		4	16	24	28	27	36	18	11	18	14	3.28%
Family responsibilities		2	8	7	5	12	10	23	4	3	15	0.55%
Better compensation		7	23	17	22	25	18	0	0	0	17	0.00%
More flexible work schedule		2	1	0	1	6	1	2	0	0	0	0.00%
Better working conditions		2	1	2	1	3	1	2	1	0	0	0.00%
More opportunity for advancement		4	21	14	6	24	16	14	7	3	1	0.55%
Easier commute		4	5	8	4	9	6	3	1	4	4	0.73%
Return to School		0	1	6	5	3	4	4	3	3	4	0.55%
Quit - no notice	8	6	4	2	1	3	2	8	1	1	3	0.18%
Normal retirement	75	146	145	122	104	123	123	172	90	162	187	29.56%
Early retirement	22	26	34	30	40	32	32	54	28	17	37	3.10%
Sub Total	353	396	382	402	424	454	464	492	275	379	389	69.16%
Involuntary												
Disciplinary	1	0	0	0	0	0	0	0	0	0	0	0.00%
Unsatisfactory performance	2	2	2	4	2	3	2	0	1	2	7	0.36%
Misconduct	6	6	2	5	7	5	4	7	5	4	11	0.73%
Non-disciplinary	1	0	2	3	4	0	0	1	4	9	5	1.64%
Excess absences	5	0	3	0	1	1	0	1	0	1	0	0.18%
Failed Probation	22	23	19	23	16	22	37	28	13	21	4	3.83%
Sub Total	37	31	28	35	30	31	43	37	23	37	27	6.75%
Management/fiscal												
Discontinued service retirement	19	7	28	12	5	7	2	0	14	46	15	8.39%
Reduction-in-force	1	0	2	3	0	0	0	3	12	15	13	2.74%
Lack of funding	0	0	2	0	2	3	3	0	0	0	0	0.00%
Sub Total	20	7	32	15	7	10	5	3	26	61	28	11.13%
Medical/other												
Unknown/other	13	11	6	9	7	10	14	0	14	0	76	0.00%
Service-connected disability ret.	23	20	22	23	30	28	26	32	26	32	33	5.84%
Non-service connected disability ret.	17	14	11	12	10	21	16	9	10	8	9	1.46%
Other medical	0	1	7	3	3	13	2	5	14	20	11	3.65%
Death	10	10	10	7	4	8	14	7	9	11	8	2.01%
Sub Total	63	56	56	54	54	80	72	53	73	71	137	12.96%
TOTAL SEPARATIONS	473	490	498	506	515	575	584	585	397	548	581	
Total Employees	7912	8099	8083	8223	8429	8675	9059	9203	9072	8671	8792	
TURNOVER RATE	5.98%	6.05%	6.16%	6.15%	6.11%	6.63%	6.45%	6.36%	4.38%	6.32%	6.61%	

**Turnover - Separations by Employment Category
Permanent Employees - 2011**

<u>Employment Category</u>	<u># of Separations</u>	<u>Percent of Total</u>
Officials & Administrators	48	8.26%
Professionals	160	27.54%
Technicians	41	7.06%
Protective Services	121	20.83%
Paraprofessionals	25	4.30%
Office/Clerical	69	11.88%
Skilled Craft	31	5.34%
Service Maintenance	75	12.91%
Category Unreported	<u>11</u>	<u>1.89%</u>
	581	100.00%

**Turnover - Separations by Race/Ethnicity
Permanent Employees - 2011**

<u>EEO Category</u>	<u># of Separations</u>	<u>Percent of Total</u>
White	324	55.77%
African American	176	30.29%
Hispanic	35	6.02%
Asian	18	3.10%
Native American	4	0.69%
Race/Ethnicity Unreported	<u>24</u>	<u>4.13%</u>
	581	100.00%

WAGE & SALARY COMPARABILITY

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE NOT AT MAXIMUM SALARY ⁽¹⁾
vs.
CONSUMER PRICE INDEX (CPI)

Year	MCG GWA ⁽²⁾	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	CPI Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
<u>FY09-FY12 Compounded Change:</u>			<u>11.94%</u>	<u>9.30%</u>	<u>2.645%</u>	
2011 (FY12)	0.00%	0.00%	--	<u>3.30%</u>	--	11-10 - 11-11
2010 (FY11)	0.00%	0.00%	--	<u>1.60%</u>	--	11-09 - 11-10
2009 (FY10)	0.00%	3.50%	--	<u>1.60%</u>	--	11-08 - 11-09
2008 (FY09)	4.50%	3.50%	--	<u>2.50%</u>	--	11-07 - 11-08
<u>FY05-FY08 Compounded Change:</u>			<u>30.08%</u>	<u>15.75%</u>	<u>14.33%</u>	
2007 (FY08)	4.00%	3.50%	--	<u>4.50%</u>	--	11-06 - 11-07
2006 (FY07) ⁽⁵⁾	4.00%	3.50%	--	<u>3.10%</u>	--	11-05 - 11-06
2005 (FY06)	2.75%	3.50%	--	<u>3.70%</u>	--	11-04 - 11-05
2004 (FY05)	2.00%	3.50%	--	<u>3.60%</u>	--	11-03 - 11-04
<u>FY01-FY04 Compounded Change:</u>			<u>29.97%</u>	<u>11.13%</u>	<u>18.84%</u>	
2003 (FY04) ⁽⁶⁾	2.90%	3.50%	--	<u>2.40%</u>	--	11-02 - 11-03
2002 (FY03)	3.50%	3.50%	--	<u>2.80%</u>	--	11-01 - 11-02
2001 (FY02)	3.25%	3.50%	--	<u>2.20%</u>	--	11-00 - 11-01
2000 (FY01)	3.00%	3.50%	--	<u>3.30%</u>	--	11-99 - 11-00
<u>FY97-FY00 Compounded Change:</u>			<u>27.03%</u>	<u>8.96%</u>	<u>18.07%</u>	
<u>FY93-FY96 Compounded Change: ⁽⁷⁾</u>			<u>21.74%</u>	<u>8.76%</u>	<u>12.98%</u>	

(1) Excludes police and fire bargaining unit employees.

(2) MCG did not provide a GWA in FY12.

(3) Employees not at the maximum of their assigned grade are eligible for a service increment.

Approximately 72% (4,867 of 6,729) of permanent employees were not at maximum of grade as of 12/1/11, however no service increments were given in FY12.

(4) CPI(u) change for all Urban Consumers, Washington/Baltimore area.

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.

(7) For FY94 employees received a \$250 lump sum payment (not added to base salary) in August 1993.

(Note: This amount is not included in the reported data).

**PAY INCREASES- MONTGOMERY COUNTY GOVERNMENT EMPLOYEES AT MAXIMUM SALARY
vs.
CONSUMER PRICE INDEX (CPI)**

Year	MCG GWA ⁽²⁾	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	CPI Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
<u>FY09-FY12 Compounded Change:</u>			<u>4.50%</u>	<u>9.30%</u>	<u>-4.80%</u>	
2011 (FY12)	0.00%	0.00%	--	<u>3.30%</u>	--	11-10 - 11-11
2010 (FY11)	0.00%	0.00%	--	<u>1.60%</u>	--	11-10 - 11-11
2009 (FY10)	0.00%	0.00%	--	<u>1.60%</u>	--	11-08 - 11-09
2008 (FY09)	4.50%	0.00%	--	<u>2.50%</u>	--	11-07 - 11-08
<u>FY05-FY08 Compounded Change:</u>			<u>13.36%</u>	<u>15.75%</u>	<u>-2.39%</u>	
2007 (FY08)	4.00%	0.00%	--	4.50%	--	11-06 - 11-07
2006 (FY07) ⁽⁵⁾	4.00%	0.00%	--	3.10%	--	11-05 - 11-06
2005 (FY06)	2.75%	0.00%	--	3.70%	--	11-04 - 11-05
2004 (FY05)	2.00%	0.00%	--	3.60%	--	11-03 - 11-04
<u>FY01-FY04 Compounded Change:</u>			<u>13.26%</u>	<u>11.13%</u>	<u>2.13%</u>	
2003 (FY04) ⁽⁶⁾	2.90%	0.00%	--	2.40%	--	11-02 - 11-03
2002 (FY03)	3.50%	0.00%	--	2.80%	--	11-01 - 11-02
2001 (FY02)	3.25%	0.00%	--	2.20%	--	11-00 - 11-01
2000 (FY01)	3.00%	0.00%	--	3.30%	--	11-99 - 11-00
<u>FY97-FY00 Compounded Change:</u>			<u>10.70%</u>	<u>8.96%</u>	<u>1.74%</u>	
<u>FY93-FY96 Compounded Change: ⁽⁷⁾</u>			<u>6.09%</u>	<u>8.76%</u>	<u>-2.67%</u>	

(1) Excludes police and fire bargaining unit employees.

(2) MCG did not provide a GWA in FY12

(3) Employees at the maximum of their assigned grade are not eligible for a service increment.
Approximately 28% (1,862 of 6,729) of permanent employees were at maximum of grade as of 12/1/11.

(4) CPI(u) change for all Urban Consumers, Washington/Baltimore area.

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.

(7) For FY94 employees received a \$250 lump sum payment (not added to base salary) in August 1993.

(Note: This amount is not included in the reported data).

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE NOT AT MAXIMUM SALARY ⁽¹⁾
vs.
PRIVATE SECTOR

Year	MCG GWA ⁽²⁾	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	Private Sector Pay Increase ⁽⁴⁾	Difference MCG vs. Private Sector
<u>FY09-FY12 Compounded Change:</u>			<u>11.94%</u>	<u>11.88%</u>	<u>0.07%</u>
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	3.50%	--	2.20%	--
2008 (FY09)	4.50%	3.50%	--	3.90%	--
<u>FY05-FY08 Compounded Change:</u>			<u>30.08%</u>	<u>15.34%</u>	<u>14.74%</u>
2007 (FY08)	4.00%	3.50%	--	3.80%	--
2006 (FY07) ⁽⁵⁾	4.00%	3.50%	--	3.63%	--
2005 (FY06)	2.75%	3.50%	--	3.65%	--
2004 (FY05)	2.00%	3.50%	--	3.45%	--
<u>FY01-FY04 Compounded Change:</u>			<u>29.97%</u>	<u>17.15%</u>	<u>12.82%</u>
2003 (FY04) ⁽⁶⁾	2.90%	3.50%	--	3.40%	--
2002 (FY03)	3.50%	3.50%	--	3.75%	--
2001 (FY02)	3.25%	3.50%	--	4.55%	--
2000 (FY01)	3.00%	3.50%	--	4.45%	--
<u>FY97-FY00 Compounded Change:</u>			<u>27.03%</u>	<u>17.89%</u>	<u>9.145%</u>
<u>FY93-FY96 Compounded Change: ⁽⁷⁾</u>			<u>21.74%</u>	<u>17.89%</u>	<u>3.85%</u>

(1) Excludes police and fire bargaining unit employees.

(2) MCG did not provide a GWA in FY12.

(3) Employees not at the maximum of their assigned grade are eligible for a service increment. Approximately 72% (4,867 of 6,729) of permanent employees are not at maximum of grade as of 12/1/11, however, no service increments were given in FY12.

(4) Source: **World At Work 2011 - 2012 Salary Budget Survey, Top Level Data (pg. 3)**. Pay increase is the average of General Wage Adjustments (GWAs), Cost of Living Adjustments (COLAs), and Merit Increases for non-exempt and exempt employees in the United States.

(5) GWAs of 3% effective 7/9/06(FY07) and 1% effective 1/7/07(FY07).

(6) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.

(7) For FY94 employees received a \$250 lump sum payment (not added to base salary) in August 1993.

(Note: This amount is not included in the reported data).

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE AT MAXIMUM SALARY ⁽¹⁾
vs.
PRIVATE SECTOR

Year	MCG GWA ⁽²⁾	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	Private Sector Pay Increase ⁽⁴⁾	Difference MCG vs. Private Sector
<u>FY09-FY12 Compounded Change:</u>			<u>4.50%</u>	<u>11.88%</u>	<u>-7.38%</u>
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	0.00%	--	2.20%	--
2008 (FY09)	4.50%	0.00%	--	3.90%	--
<u>FY05-FY08 Compounded Change:</u>			<u>13.36%</u>	<u>15.34%</u>	<u>-1.98%</u>
2007 (FY08)	4.00%	0.00%	--	3.80%	--
2006 (FY07) ⁽⁵⁾	4.00%	0.00%	--	3.63%	--
2005 (FY06)	2.75%	0.00%	--	3.65%	--
2004 (FY05)	2.00%	0.00%	--	3.45%	--
<u>FY01-FY04 Compounded Change:</u>			<u>13.26%</u>	<u>17.15%</u>	<u>-3.89%</u>
2003 (FY04) ⁽⁶⁾	2.90%	0.00%	--	3.40%	--
2002 (FY03)	3.50%	0.00%	--	3.75%	--
2001 (FY02)	3.25%	0.00%	--	4.55%	--
2000 (FY01)	3.00%	0.00%	--	4.45%	--
<u>FY97-FY00 Compounded Change:</u>			<u>10.70%</u>	<u>17.89%</u>	<u>-7.19%</u>
<u>FY93-FY96 Compounded Change: ⁽⁷⁾</u>			<u>6.09%</u>	<u>17.89%</u>	<u>-11.797%</u>

(1) Excludes police and fire bargaining unit employees.

(2) MCG did not provide a GWA in FY12.

(3) Employees at the maximum of their assigned grade are not eligible for a service increment.
 Approximately 28% (1,862 of 6,729) of permanent employees are at maximum as of 12/1/11.

(4) Source: **World At Work 2010 - 2011 Salary Budget Survey, Top Level Data (pg. 3)**. Pay increase is the average of General Wage Adjustments (GWAs), Cost of Living Adjustments (COLAs), and Merit Increases for non-exempt and exempt employees in the United States.

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

(6) Average of non-represented (2.0% effective 7/13/03 (FY04)) and MCGEO (3.75% effective 11/30/03 (FY04)) adjustments.

(7) For FY94 employees received a \$250 lump sum payment (not added to base salary) in August 1993.
 (Note: This amount is not included in the reported data).

**ELIGIBILITY OF PERMANENT EMPLOYEES FOR SERVICE INCREMENT
(If at Maximum Salary, NOT Eligible; If Not at Maximum Salary, Eligible)**

Bargaining Unit		At <u>Maximum</u>	Not at <u>Maximum</u>	<u>TOTAL</u>	PERCENTAGE OF <u>TOTAL EMPLOYEE COUNT</u>

Police Bargaining Unit (FOP)	Number	435	597	1032	11.74%
	Percent	42.2%	57.8%	100%	
Fire Bargaining Unit (IAFF)	Number	380	650	1030	11.72%
	Percent	36.9%	63.1%	100%	
MCGEO, UFCW Local 1994 (2)	Number	1156	3462	4618	52.5%
	Percent	25.0%	75.0%	100%	
Eligible at Permanent Status (Local 1994 and IAFF)	Number	3	267	270	3.1%
	Percent	<u>1.1%</u>	<u>98.9%</u>	<u>100%</u>	

Total Represented	Number	1974	4976	6950	79.1%
	Percent	28.4%	71.6%	100%	

Total Unrepresented ⁽¹⁾	Number	704	1137	1841	20.9%
	Percent	38.2%	61.8%	100%	

ALL EMPLOYEES	Number	2678	6113	8791	⁽³⁾ 100.0%
	Percent	30.5%	69.5%	100%	

(1) Includes employees in the Management Leadership Service who are not eligible to receive service increments, but may receive performance based pay.

(2) Data extrapolated from page 1-9 of this report.

(3) Total employees: 8,792 employees (6,950 represented, 1,841 non-represented, and 1 unaccounted record).

**COMPARISON OF SALARIES FOR MIDDLE MANAGEMENT AND PROFESSIONAL POSITIONS
FEDERAL GOVERNMENT VS. MONTGOMERY COUNTY GOVERNMENT**

FEDERAL GOVERNMENT ^{(1) (2)} Effective January 2012			MONTGOMERY COUNTY GOVERNMENT ^{(3) (4)} Effective January 2012					
Federal Grade	Minimum	Maximum	MCG Grade	# Permanent FT Emp.	Minimum	Maximum ⁽²⁾	% Diff. At Min	% Diff. At Max
GS-11	\$62,467	\$81,204	21	348	\$47,028	\$77,756	-32.8%	-4.4%
			22 ⁽⁵⁾	131	\$49,253	\$81,513	-26.8%	0.4%
GS-12	\$74,872	\$97,333	23	491	\$51,598	\$85,463	-45.1%	-13.9%
			24	337	\$54,054	\$89,596	-38.5%	-8.6%
			25	357	\$56,631	\$93,944	-32.2%	-3.6%
GS-13 ⁽⁶⁾	\$89,033	\$115,742	24	337	\$54,054	\$89,596	-64.7%	-29.2%
			25	357	\$56,631	\$93,944	-57.2%	-23.2%
			26	98	\$59,345	\$98,513	-50.0%	-17.5%
			27	78	\$62,168	\$103,309	-43.2%	-12.0%
			M3	221	\$63,411	\$115,901	-40.4%	0.1%
GS-14 ⁽⁷⁾	\$105,211	\$136,771	28	120	\$64,960	\$108,343	-62.0%	-26.2%
			29	5	\$67,890	\$90,759	-55.0%	-50.7%
			30 ⁽⁵⁾	7	\$70,791	\$119,183	-48.6%	-14.8%
			31	2	\$74,206	\$125,010	-41.8%	-9.4%
			M2	95	\$73,811	\$133,992	-42.5%	-2.1%
GS-15	\$123,758	\$155,500	M2	95	\$73,811	\$133,992	-67.7%	-16.1%
			M1	19	\$84,407	\$149,917	-46.6%	-3.7%

(1) Locality Pay for Washington - Baltimore (DC-MD-VA-WV and St. Marys County-MD).

(2) Federal Government salaries obtained from <http://www.opm/oca/12/tables/html/dcb.asp>.

(3) Does not include longevity.

(4) Montgomery County Government employees did not receive a GWA in FY12. As such the minimum and maximum amounts have not changed from the 2011 report.

(5) Pay grades 22 and 30 did not appear on previous reports, but have been added this year and will appear on reports moving forward.

(6) There were no salary schedule increases in the Federal Government for 2012. However, in the 2011 PMR, the GS-13 maximum salary was incorrectly listed as \$92,001. The correct GS-13 maximum salary should have been listed as \$115,742 for 2011 and remains the same for this 2012 report.

(7) There were no salary schedule increases in the Federal Government for 2012. However, in the 2011 PMR, the GS-14 maximum salary was incorrectly listed as \$108,717. The correct GS-14 maximum salary should have been listed as \$136,771 for 2011 and remains the same for this 2012 report.

SALARY COMPARISONS
WASHINGTON-BALTIMORE METROPOLITAN REGION Vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2011 COMPENSATION SURVEY REPORT
AND MCG FY12 SALARY SCHEDULES

Human Resources Association (HRA) Job Title	Montgomery County Government (MCG) Job Title	MCG Range Minimum	HRA Avg. Range Minimum	% Change Req. to Reach HRA Avg. Minimum	% Dif. Bet. MCG & HRA Minimum	MCG Range Maximum	HRA Avg. Range Maximum	% Change Req. to Reach HRA Avg. Maximum	% Dif. Bet. MCG & HRA Maximum
Computer Oper. I	IT Technician I	\$34,484	\$30,900	-10.4%	11.6%	\$56,030	\$49,300	-12.0%	13.7%
Computer Oper. II	IT Technician II	\$37,457	\$35,100	-6.3%	6.7%	\$61,498	\$61,800	0.5%	-0.5%
Applications Analyst/Developer II	IT Specialist III	\$59,345	\$53,400	-10.0%	11.1%	\$98,513	\$91,800	-6.8%	7.3%
Applications Analyst/Developer III	Sr. IT Specialist	\$64,960	\$64,200	-1.2%	1.2%	\$108,343	\$109,500	1.1%	-1.1%
Systems Programmer III	Sr. IT Specialist	\$64,960	\$65,200	0.4%	-0.4%	\$108,343	\$123,600	14.1%	-12.3%
IT/Helpdesk Support Analyst I	IT Specialist I	\$44,900	\$43,900	-2.2%	2.3%	\$74,181	\$79,300	6.9%	-6.5%
System Administrator III	Sr. IT Specialist	\$64,960	\$66,300	2.1%	-2.0%	\$108,343	\$115,500	6.6%	-6.2%
Accounting Clerk I	Principal Admin. Aide	\$33,107	\$29,700	-10.3%	11.5%	\$53,483	\$48,100	-10.1%	11.2%
Accounting Clerk II	Office Services Coordinator	\$37,457	\$32,100	-14.3%	16.7%	\$61,498	\$53,900	-12.4%	14.1%
Accounting Clerk III	Fiscal Assistant	\$37,457	\$34,100	-9.0%	9.8%	\$61,498	\$57,400	-6.7%	7.1%
Payroll Clerk I	Office Services Coordinator	\$37,457	\$34,200	-8.7%	9.5%	\$61,498	\$56,400	-8.3%	9.0%
Accountant I	Accountant/Auditor I	\$40,952	\$39,900	-2.6%	2.6%	\$67,533	\$67,300	-0.3%	0.3%
Accountant III	Accountant/Auditor III	\$51,598	\$56,600	9.7%	-8.8%	\$85,463	\$94,700	10.8%	-9.8%
Budget Analyst II	Mgmt. & Budget Spec. II	\$49,253	\$52,900	7.4%	-6.9%	\$81,513	\$84,600	3.8%	-3.6%
Budget Analyst III	Sr. Mgmt. & Budget Spec.	\$62,168	\$62,900	1.2%	-1.2%	\$103,309	\$97,600	-5.5%	5.8%
Buyer II	Procurement Spec. II	\$49,253	\$47,500	-3.6%	3.7%	\$81,513	\$78,700	-3.5%	3.6%
EEO Representative II	Human Resources Spec. III	\$56,631	\$53,500	-5.5%	5.9%	\$93,944	\$97,100	3.4%	-3.3%
Recruiting (Employment) Manager	Manager III	\$63,411	\$76,700	21.0%	-17.3%	\$115,901	\$124,500	7.4%	-6.9%
Librarian/Information Center Asst I	Library Assistant I	\$33,107	\$28,900	-12.7%	14.6%	\$53,483	\$61,200	14.4%	-12.6%
Janitor/Custodian I	Bldg. Svc. Wkr. II	\$27,165	\$25,400	-6.5%	6.9%	\$42,522	\$39,400	-7.3%	7.9%
Call Center Rep I	Customer Service Rep I	\$33,107	\$31,900	-3.6%	3.8%	\$53,483	\$50,500	-5.6%	5.9%
Call Center Supervisor	Program Manager I	\$51,598	\$46,200	-10.5%	11.7%	\$85,463	\$77,800	-9.0%	9.8%
Security Guard I	Security Officer I	\$35,923	\$26,400	-26.5%	36.1%	\$58,693	\$48,000	-18.2%	22.3%
Security Guard Supvr.	Security Officer IV (LT.)	\$51,598	\$45,600	-11.6%	13.2%	\$85,463	\$72,400	-15.3%	18.0%
Admin. Assistant I	Administrative Aide	\$31,797	\$30,500	-4.1%	4.3%	\$51,062	\$48,200	-5.6%	5.9%
Admin. Assistant II	Principal Admin. Aide	\$33,107	\$32,400	-2.1%	2.2%	\$53,483	\$52,900	-1.1%	1.1%
Admin. Assistant III	Office Services Coordinator	\$37,457	\$36,700	-2.0%	2.1%	\$61,498	\$59,900	-2.6%	2.7%
Executive Assist/Secretary	Senior Executive Admin. Aide	\$40,952	\$44,200	7.9%	-7.3%	\$67,533	\$74,700	10.6%	-9.6%
Executive Asst to CEO III	Exec. Admin. Aide to CAO	\$44,900	\$55,100	22.7%	-18.5%	\$74,181	\$90,400	21.9%	-17.9%
Office Manager	Administrative Specialist II	\$47,028	\$41,400	-12.0%	13.6%	\$77,756	\$78,800	1.3%	-1.3%
Public Relations Specialist II	Public Information Officer II	\$56,631	\$47,600	-15.9%	19.0%	\$93,944	\$78,400	-16.5%	19.8%
Graphics Designer II	Graphics Artist	\$42,883	\$46,200	7.7%	-7.2%	\$70,773	\$77,700	9.8%	-8.9%
Legal Secretary II	Legal Secretary II	\$37,457	\$43,800	16.9%	-14.5%	\$61,498	\$82,300	33.8%	-25.3%
Legal Assistant/Paralegal III	Paralegal Specialist	\$51,598	\$58,700	13.8%	-12.1%	\$85,463	\$85,700	0.3%	-0.3%
In-House Attorney II	Asst. County Attorney II	\$62,168	\$117,800	89.5%	-47.2%	\$103,309	\$186,400	80.4%	-44.6%
In-House Attorney III	Asst. County Atty. III	\$77,596	\$120,700	55.5%	-35.7%	\$128,836	\$174,200	35.2%	-26.0%
Social Worker II (MSW-LCSW)	Social Worker II	\$51,598	\$44,100	-14.5%	17.0%	\$85,463	\$75,200	-12.0%	13.6%
Staff Nurse III (RN)	Community Health Nurse II	\$51,598	\$51,400	-0.4%	0.4%	\$85,463	\$85,000	-0.5%	0.5%
Nurse Practitioner	Nurse Practitioner	\$56,631	\$69,400	22.5%	-18.4%	\$93,944	\$124,100	32.1%	-24.3%
Licensed Practical Nurse	Licensed Practical Nurse (LPN)	\$40,952	\$35,500	-13.3%	15.4%	\$67,533	\$59,100	-12.5%	14.3%
Marketing Analyst II	Transit Mktng. Specialist	\$47,028	\$41,300	-12.2%	13.9%	\$77,756	\$72,200	-7.1%	7.7%
Laborer (Heavy)	Public Service Worker II	\$28,238	\$31,900	13.0%	-11.5%	\$44,468	\$49,800	12.0%	-10.7%
Plumber	Plumber I	\$39,157	\$42,300	8.0%	-7.4%	\$64,441	\$61,800	-4.1%	4.3%
Avg % Change FY10:				1.57%					
Avg % Difference FY10:					1.16%				
						2.87%			
						-0.59%			

NOTES:

- o 2011 HRA Compensation Survey Report includes data on 512 survey jobs from 305 participating employers in the Washington-Baltimore Consolidated Metropolitan Statistical Area. The survey provides useful data on current salaries in the area but is not a reliable measure of salary changes over time, as survey participants, jobs, and job matches change from year to year.
- o Percent change required for MCG salary to reach HRA average salary was calculated by dividing dollar difference by MCG salary.
- o Percent difference between MCG salary and HRA average salary was calculated by dividing dollar difference by HRA salary.

**FY '12 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

MCG TITLE	MCG Grade	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWAR D CO GOVT	MNCPP C	PG CO GOVT	WSSC	MEDIAN	MONT CO GOVT	MCG VS MEDIAN	%DIFF FROM MEDIAN TO MCG
ACCOUNTANT/AUDITOR III	23	49.05	43.06	47.05	40.00	45.63	51.07	49.73	47.54	43.14	46.54	46.80	51.60	9.3%	10.3%
BUIDING SERVICES WORKER II	8	27.88	23.90	26.52		25.27	23.26		26.55	21.61	24.90	25.09	27.17	7.7%	8.3%
CARPENTER I	17			31.18	30.26	34.55	35.13	36.84	37.14	28.96	38.63	34.84	39.16	11.0%	12.4%
COMMUNITY HEALTH NURSE II	23	51.50		43.80	56.79	49.83	48.62			42.79		49.22	51.60	4.6%	4.8%
CORRECTIONAL SHIFT COMMANDER - LT	C1	55.66	43.63	54.08		44.74	52.09	49.73		44.44		49.73	51.74	3.9%	4.0%
CORRECTIONAL OFFICER III	C5	50.49	38.05	46.75		39.66	47.35	37.08		40.35		40.35	46.82	13.8%	16.0%
CORRECTIONAL OFFICER I	C3	43.61		44.13						38.45		43.61	40.53	-7.6%	-7.1%
DATA ENTRY OPERATOR	10				27.96	27.42		24.23	29.91	29.18		29.18	29.37	4.8%	5.1%
ELECTRICIAN I	18				32.95	39.56	38.50	41.73	37.14	28.96	38.55	38.50	40.95	6.0%	6.4%
ENGINEER III	25	51.50	53.78	47.05	46.70	47.62	58.80	61.01	53.84	55.06	49.72	52.64	56.63	7.1%	7.6%
ENGINEERING TECHNICIAN II	18	33.37		34.30	40.54	39.67	38.50	36.55	41.93	36.97	38.55	38.50	40.95	6.0%	6.4%
EQUIPMENT OPERATOR I	14	27.77	29.10	26.52	29.01	29.06	32.07	31.08	33.09	26.27		29.06	34.48	15.7%	18.7%
EQUIPMENT OPERATOR III	16	33.37	33.80	31.18	34.04	34.55	36.82	34.30	37.14	28.96	30.83	33.92	37.46	9.4%	10.4%
FIRE/RESCUE LIEUTENANT	B1	55.66	48.40	55.35	51.29	52.71	58.89	71.46		51.91		54.03	55.52	2.7%	2.8%
FIREFIGHTER/RESCUER III	F3	45.80	36.07	46.75	33.65	42.80	48.88	52.06		42.84		44.32	45.87	3.4%	3.5%
FIREFIGHTER/RESCUER I	F1	43.61	36.07	45.07	34.14	34.10		45.07		40.84		40.84	41.61	1.9%	1.9%
HIGHWAY CONSTRUCTION INSPECTOR II	22	42.37	39.17	43.80	37.41	39.67	44.33	44.85		36.97	40.80	40.80	49.25	17.2%	20.7%
HUMAN RESOURCES SPECIALIST III	25	49.05	49.93	47.05	46.70	45.63	51.07	61.01	47.54	43.14	49.72	48.29	56.63	14.7%	17.3%
HVAC MECHANIC I	18	36.59		48.80	32.95	39.56	40.34	41.73	37.14	28.96	38.55	38.55	40.95	5.9%	6.2%
IT SPECIALIST III (LGPA Title: Autm Systms)	26	49.05		54.10		45.63		44.85	56.53	49.54		49.29	59.35	16.9%	20.4%
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26	54.08	49.93	48.80	45.99	52.12		55.06	49.91	45.26		49.92	59.35	15.9%	18.9%
IT TECHNICIAN II	16				32.31	31.62				29.20		31.62	37.45	15.6%	18.4%
LIBRARIAN I	21	40.35		43.80	42.27	31.55	42.25		41.93			42.09	47.03	10.5%	11.7%
MANAGEMENT & BUDGET SPECIALIST III	25	46.72	62.37	40.66	56.00	69.14	51.07	49.73	53.84	42.79	53.12	52.09	56.63	8.0%	8.7%
MECHANIC TECHNICIAN II	18	38.44	33.80	36.00	35.19	37.81	36.82	41.73	37.14	33.53	38.63	36.98	40.95	9.7%	10.7%
OFFICE CLERK	5	28.08	23.61	26.52	26.32	25.19	25.48	24.33	26.62	22.88	22.63	25.34	24.24	-4.5%	-4.3%
PERMITTING SERVICES INSPECTOR III	23	40.35	39.17	43.81	34.56	41.65	42.25	40.48	41.93	36.97		40.48	51.60	21.6%	27.5%
PLANNING SPECIALIST III	23	49.05	49.93	47.05	46.70	45.63	51.07	49.73	47.54	42.79		47.54	51.60	7.9%	8.5%
POLICE OFFICER I	P2	43.62	41.62	45.74	42.29	46.70	47.10	45.93	47.85	46.61	24.83	45.83	46.97	2.4%	2.5%
POLICE SERGEANT	A1	55.66	57.01	56.26	60.38	58.68	56.88	64.71	55.37	72.71	40.80	56.95	59.82	4.8%	5.0%
PRINCIPAL ADMINISTRATIVE AIDE	20	27.86	25.94	26.52	26.32	29.87	30.61	26.83	33.09	24.61	0.00	26.68	33.11	19.4%	24.1%
PRINTING TECHNICIAN II	13			34.30	38.94	32.81	35.13		37.14	32.19	30.77	34.30	35.92	4.5%	4.7%
PROCUREMENT SPECIALIST II	15	46.72	46.37	47.05	44.08	45.63	51.07	44.85	53.84	34.63	46.54	46.46	49.25	5.7%	6.0%
PUBLIC SAFETY COMM. SPEC. III	22	38.44	35.49	40.66	37.41	35.98	45.36	41.96	37.14	39.10		38.44	42.88	10.4%	11.6%
PUBLIC SERVICE WORKER II	9	27.97	25.11	26.52	27.75	25.27	26.64	26.75	26.55	22.69		26.55	28.24	6.0%	6.4%
RECREATION SPECIALIST	21	44.49	49.93	40.66	42.27	45.63	44.33	40.48	47.54	42.79		44.33	47.03	5.7%	6.1%
SOCIAL WORKER II	23	51.50		47.05	45.99	49.83	48.62	49.73		42.79		48.62	51.60	5.8%	6.1%
THERAPIST II	24	42.37		47.05			48.62			49.54		47.83	54.05	11.5%	13.0%

NOTES:

- o Salary data from local sources, including FY2012 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.
- o Median salary does not include Montgomery County (MCG).
- o The percent difference between MCG Vs Median is calculated by dividing dollar difference between MCG salary and median by the MCG salary.
- o MNCPPC = Maryland-National Capital Park & Planning Commission.
MCG = Montgomery County Government.
WSSC = Washington Suburban Sanitary Commission.

**FY '12 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

MCG TITLE	MONT CO GOVT GRADE	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWAR D CO GOVT	MNCPP C	PG CO GOVT	WSSC	MEDIAN	MONT CO GOVT	MCG VS MEDIAN	%DIFF FROM MEDIAN TO MCG
ACCOUNTANT/AUDITOR III	23	84.94	68.04	77.81	48.90	56.84	85.11	80.16	81.34	83.94	78.72	79.44	85.46	7.0%	7.6%
BUILDING SERVICES WORKER II	8	38.37	34.11	37.05		30.35	38.77		47.72	40.39	42.77	38.57	42.52	9.3%	10.3%
CARPENTER I	17			51.52	33.34	43.33	58.55	54.77	63.54	53.55	65.46	54.16	64.44	16.0%	19.0%
COMMUNITY HEALTH NURSE II	23	89.18		72.43	64.73	62.22	81.03			78.36		75.39	85.46	11.8%	13.4%
CORRECTIONAL SHIFT COMMANDER -LT	C1	96.39	81.66	89.46		55.72	76.97	77.77		77.88		77.88	83.76	7.0%	7.6%
CORRECTIONAL OFFICER III	C5	75.53	65.45	77.33		49.82	69.96	57.99		70.68		69.96	70.75	1.1%	1.1%
CORRECTIONAL OFFICER I	C3	75.53		72.94						67.34		72.94	59.19	-23.2%	-18.9%
DATA ENTRY OPERATOR	10				32.24	34.36		39.15	51.18	58.65		39.15	46.57	15.9%	19.0%
ELECTRICIAN I	18				36.85	50.17	64.17	62.01	63.54	53.55	65.44	62.01	67.53	8.2%	8.9%
ENGINEER III	25	89.18	89.28	77.81	56.50	59.19	98.00	98.43	92.30	107.13	83.99	89.23	93.94	5.0%	5.3%
ENGINEERING TECHNICIAN II	18	57.78	0.00	56.70	49.22	49.83	64.17	58.99	71.75	67.90	65.44	58.38	67.53	13.5%	15.7%
EQUIPMENT OPERATOR III	16	57.78	48.13	51.52	38.26	43.33	61.37	50.81	63.54	53.55	52.65	52.08	61.50	15.3%	18.1%
EQUIPMENT OPERATOR I	14	48.09	41.52	41.60	31.31	36.07	53.44	43.85	56.63	48.74		43.85	56.03	21.7%	27.8%
FIRE/RESCUE LIEUTENANT	B1	96.39	95.64	91.54	62.58	71.37	87.01	105.48		98.52		93.59	89.88	-4.1%	-4.0%
FIREFIGHTER/RESCUER III	F3	79.31	74.76	77.33	54.56	57.39	72.21	76.77		78.88		75.77	74.27	-2.0%	-2.0%
FIREFIGHTER/RESCUER I	F1	75.53	74.76	74.50	54.56	46.84		46.47		71.04		71.04	67.36	-5.5%	-5.2%
HIGHWAY CONSTRUCTION INSPECTOR II	22	73.38	55.85	72.43	45.22	49.83	73.88	72.38		67.90	69.17	69.17	81.51	15.1%	17.9%
HUMAN RESOURCES SPECIALIST III	25	84.94	82.90	97.41	56.50	56.84	85.11	98.43	81.34	83.94	89.65	84.44	93.94	10.1%	11.3%
HVAC MECHANIC I	18	63.36		80.70	36.85	50.17	67.23	62.01	63.54	53.55	65.44	63.36	67.53	6.2%	6.6%
IT SPECIALIST III (LGPA Title: Autm Sysms Spect	26	84.94		89.48		56.84		72.38	93.64	90.41		87.21	98.51	11.5%	13.0%
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26	93.64	82.90	80.70	56.00	65.38		88.80	85.41	90.98		84.15	98.51	14.6%	17.1%
IT TECHNICIAN II	16				38.43	39.66				56.81		39.66	61.49	35.5%	55.0%
LIBRARIAN I	21	69.88		72.43	51.37	48.95	70.42		71.75			70.15	77.76	9.8%	10.8%
MANAGEMENT & BUDGET SPECIALIST III	25	80.90	103.54	92.98	68.50	107.71	85.11	80.16	92.30	78.36	89.65	87.38	93.94	7.0%	7.5%
MECHANIC TECHNICIAN II	18	66.56	48.13	59.53	39.75	47.86	61.37	62.01	63.54	61.72	65.46	61.54	67.53	8.9%	9.7%
OFFICE CLERK	5	42.00	35.03	37.04	29.91	31.26	42.47	39.15	47.86	44.51	38.98	39.07	37.44	-4.3%	-4.1%
PERMITTING SERVICES INSPECTOR III	23	69.88	55.85	72.49	41.65	52.12	70.42	65.40	71.75	67.90		67.90	85.46	20.6%	25.9%
PLANNING SPECIALIST III	23	84.94	82.90	77.81	56.50	56.84	85.11	80.16	81.34	78.36		80.16	85.46	6.2%	6.6%
POLICE OFFICER I	P2	75.53	79.37	75.65	68.52	61.02	69.58	69.39	74.84	64.52	42.65	69.48	76.04	8.6%	9.4%
POLICE SERGEANT	A1	96.39	95.58	92.98	79.49	77.88	84.04	85.18	93.25	94.90	69.17	89.08	96.83	8.0%	8.7%
PRINCIPAL ADMINISTRATIVE AIDE	20	45.95	38.56	41.60	29.91	37.75	51.02	43.39	56.63	47.88		43.39	53.48	18.9%	23.3%
PRINTING TECHNICIAN II	13			56.70	47.18	41.65	58.55	0.00	63.54	62.64	52.51	54.61	58.69	7.0%	7.5%
PROCUREMENT SPECIALIST II	15	80.90	76.98	97.41	53.64	56.84	85.11	72.38	92.30	67.37	78.72	77.85	81.51	4.5%	4.7%
PUBLIC SAFETY COMM. SPEC. III	22	66.56	50.59	67.25	45.22	45.63	66.97	69.72	63.54	78.60		66.56	70.77	6.0%	6.3%
PUBLIC SERVICE WORKER II	9	43.94	35.82	37.04	28.66	30.35	44.39	37.81	47.72	42.30		37.81	44.47	15.0%	17.6%
RECREATION SPECIALIST	21	77.04	82.90	67.25	51.37	56.84	73.88	65.40	81.34	78.36		73.88	77.76	5.0%	5.2%
SOCIAL WORKER II	23	89.18		77.81	56.00	62.22	81.03	80.16		78.36		78.36	85.46	8.3%	9.1%
THERAPIST II	24	73.38		77.81			81.03			90.41		79.42	89.60	11.4%	12.8%

NOTES:

- o Salary data from local sources, including FY 2012 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.
- o Median salary does not include Montgomery County (MCG).
- o The percent difference between MCG Vs Median is calculated by dividing dollar difference between MCG salary and median by the MCG salary.
- o MNCPPC = Maryland-National Capital Park & Planning Commission.
- o MCG = Montgomery County Government.
- o WSSC = Washington Suburban Sanitary Commission.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY '12 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

MCG TITLE	MCG Grade	MCG MEDIAN	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWAR D CO GOVT	MNCPP C	PG CO GOVT	WSSC
ACCOUNTANT/AUDITOR III	23	47.05	4%	-8%		-15%	-3%	9%	6%	1%	-8%	-1%
BUIDING SERVICES WORKER II	8	25.27	10%	-5%	5%			-8%		5%	-14%	
CARPENTER I	17	35.13			-11%	-14%			5%	6%	-18%	10%
COMMUNITY HEALTH NURSE II	23	49.83	3%		-12%	14%		-2%			-14%	
CORRECTIONAL SHIFT COMMANDER - LT	C1	50.74	10%	-14%	7%			3%	-2%		-12%	
CORRECTIONAL OFFICER III	C5	43.55	16%	-13%	7%		-9%	9%	-15%		-7%	
CORRECTIONAL OFFICER I	C3	42.07	4%		5%						-9%	
DATA ENTRY OPERATOR	10	28.57				-2%	-4%			5%	2%	
ELECTRICIAN I	18	38.53				-14%	3%		8%		-25%	
ENGINEER III	25	53.78	-4%		-13%	-13%	-11%	9%	13%		2%	-8%
ENGINEERING TECHNICIAN II	18	38.53	-13%		-11%	5%	3%		-5%	9%	-4%	
EQUIPMENT OPERATOR I	14	29.08	-4%		-9%			10%	7%	14%	-10%	
EQUIPMENT OPERATOR III	16	34.04	-2%	-1%	-8%		1%	8%	1%	9%	-15%	-9%
FIRE/RESCUE LIEUTENANT	B1	55.35	1%	-13%		-7%		6%	29%		-6%	
FIREFIGHTER/RESCUER III	F3	45.80		-21%	2%	-27%		7%	14%			
FIREFIGHTER/RESCUER I	F1	41.23	6%	-13%	9%	-17%	-17%		9%		-1%	
HIGHWAY CONSTRUCTION INSPECTOR II	22	41.59	2%	-6%	5%	-10%	-5%	7%	8%		-11%	
HUMAN RESOURCES SPECIALIST III	25	49.05		2%	-4%	-5%	-7%	4%	24%	-3%	-12%	1%
HVAC MECHANIC I	18	39.06	-6%		25%	-16%	1%	3%	7%	-5%	-26%	-1%
IT SPECIALIST III (LGPA Title: Autm Sysms Spec	26	49.54	-1%		9%				-9%	14%		
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26	49.93	8%		-2%	-8%	4%		10%		-9%	
IT TECHNICIAN II	16	31.97			-100%	1%	-1%				-9%	
LIBRARIAN I	21	42.25			4%		-25%			-1%		
MANAGEMENT & BUDGET SPECIALIST III	25	53.12	-12%	17%	-23%	5%	30%	-4%	-6%	1%	-19%	
MECHANIC TECHNICIAN II	18	37.14	4%	-9%	-3%	-5%	2%	-1%	12%		-10%	4%
OFFICE CLERK	5	25.19	11%	-6%	5%	4%		1%	-3%	6%	-9%	-10%
PERMITTING SERVICES INSPECTOR III	23	41.06		-5%	7%	-16%	1%	3%		2%	-10%	
PLANNING SPECIALIST III	23	48.29	2%	3%	-3%	-3%	-6%	6%	3%		-11%	
POLICE OFFICER I	P2	45.93	-5%	-9%		-8%	2%	3%		4%	1%	-46%
POLICE SERGEANT	A1	57.01	-2%		-1%	6%	3%		14%	-3%	28%	-28%
PRINCIPAL ADMINISTRATIVE AIDE	20	26.83	4%	-3%	-1%	-2%	11%	14%		23%	-8%	
PRINTING TECHNICIAN II	13	34.71			-1%	12%		1%		7%	-7%	-11%
PROCUREMENT SPECIALIST II	15	46.54			1%	-5%	-2%	10%	-4%	16%	-26%	
PUBLIC SAFETY COMM. SPEC. III	22	38.77		-8%	5%	-4%	-7%	17%	8%	-4%	1%	
PUBLIC SERVICE WORKER II	9	26.59	5%	-6%		4%	-5%		1%		-15%	
RECREATION SPECIALIST	21	44.41		12%	-8%	-5%	3%		-9%	7%	-4%	
SOCIAL WORKER II	23	49.17	5%			-6%	1%	-1%	1%		-13%	
THERAPIST II	24	48.22	-12%		-2%			1%			3%	
AVG % DIFF FROM MEDIAN:			1%	-5%	-4%	-5%	-1%	5%	5%	5%	-9%	-9%
# OF CLASSES MATCHED:			26	20	31	29	26	25	27	21	35	11

NOTES:

- o Salary data from local sources, including FY 2012 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.
- o Median salary includes MCG. The percent difference from the median is calculated by dividing dollar difference between the respective jurisdiction/agency salary and median by the median salary.
- o MNCPPP = Maryland-National Capital Park & Planning Commission.
MCG = Montgomery County Government.
WSSC = Washington Suburban Sanitary Commission.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY '12 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

MCG TITLE	MONT CO GOVT GRADE	MEDIAN	ALEX CITY GOVT	ANNE AR CO GOVT	ARL CO GOVT	BALT CITY GOVT	BALT CO GOVT	FAIR CO GOVT	HOWAR D CO GOVT	MNCPP C	PG CO GOVT	WSSC
ACCOUNTANT/AUDITOR III	23	80.16	6%	-15%	-3%	-39%	-29%	6%		1%	5%	-2%
BUILDING SERVICES WORKER II	8	38.77		-12%	-4%		-22%			23%	4%	10%
CARPENTER I	17	54.77			-6%	-39%	-21%	7%		16%		20%
COMMUNITY HEALTH NURSE II	23	78.36	14%		-8%		-21%	3%				
CORRECTIONAL SHIFT COMMANDER -LT	C1	79.77	21%	2%	12%		-30%	-4%			-2%	
CORRECTIONAL OFFICER III	C5	70.32	7%	-7%	10%		-29%	-1%	-18%		1%	
CORRECTIONAL OFFICER I	C3	70.14	8%		4%						-4%	
DATA ENTRY OPERATOR	10	42.86					-20%		-9%	19%	37%	
ELECTRICIAN I	18	62.77				-41%	-20%	2%	-1%	1%		4%
ENGINEER III	25	89.28			-13%	-37%	-34%	10%	10%	3%	20%	-6%
ENGINEERING TECHNICIAN II	18	58.99	-2%		-4%	-17%	-16%	9%		22%	15%	11%
EQUIPMENT OPERATOR III	16	52.65	10%	-9%	-2%	-27%	-18%	17%	-3%	21%	2%	
EQUIPMENT OPERATOR I	14	45.97	5%	-10%	-10%	-32%	-22%	16%		23%	6%	
FIRE/RESCUE LIEUTENANT	B1	91.54	5%	4%		-32%	-22%	-5%	15%		8%	
FIREFIGHTER/RESCUER III	F3	74.76	6%		3%	-27%	-23%	-3%	3%		6%	
FIREFIGHTER/RESCUER I	F1	69.20	9%	8%	8%	-21%	-32%		-33%		3%	
HIGHWAY CONSTRUCTION INSPECTOR II	22	70.77	4%	-21%	2%	-36%	-30%	4%			-4%	
HUMAN RESOURCES SPECIALIST III	25	84.94		-2%	15%	-33%	-33%		16%	-4%	-1%	6%
HVAC MECHANIC I	18	63.45			27%	-42%	-21%	6%	-2%		-16%	3%
IT SPECIALIST III (LGPA Title: Autm Sysms Sp	26	89.48	-5%				-36%			5%	1%	
IT SPECIALIST III (LGPA Title: Prog Anal - Jrny)	26	85.41	10%	-3%	-6%	-34%	-23%		4%		7%	
IT TECHNICIAN II	16	48.24				-20%	-18%				18%	
LIBRARIAN I	21	70.42	-1%		3%		-30%			2%		
MANAGEMENT & BUDGET SPECIALIST III	25	89.65	-10%	15%	4%	-24%	20%	-5%	-11%	3%	-13%	
MECHANIC TECHNICIAN II	18	61.72	8%	-22%	-4%	-36%	-22%	-1%		3%		6%
OFFICE CLERK	5	38.98	8%	-10%	-5%	-23%	-20%	9%		23%	14%	
PERMITTING SERVICES INSPECTOR III	23	68.89	1%	-19%	5%	-40%	-24%	2%	-5%	4%		
PLANNING SPECIALIST III	23	80.75	5%	3%	-4%	-30%	-30%	5%		1%	-3%	
POLICE OFFICER I	P2	69.58	9%	14%	9%	-2%	-12%			8%	-7%	-39%
POLICE SERGEANT	A1	92.98	4%	3%		-15%	-16%	-10%	-8%		2%	-26%
PRINCIPAL ADMINISTRATIVE AIDE	20	44.67	3%	-14%	-7%	-33%	-15%	14%		27%	7%	
PRINTING TECHNICIAN II	13	56.70				-17%	-27%	3%		12%	10%	
PROCUREMENT SPECIALIST II	15	78.72	3%	-2%	24%	-32%	-28%	8%	-8%	17%	-14%	
PUBLIC SAFETY COMM. SPEC. III	22	66.77		-24%	1%	-32%	-32%		4%	-5%	18%	
PUBLIC SERVICE WORKER II	9	40.06	10%	-11%	-8%	-28%	-24%	11%		19%	6%	
RECREATION SPECIALIST	21	75.46	2%	10%	-11%	-32%	-25%		-13%	8%	4%	
SOCIAL WORKER II	23	79.26	13%			-29%	-22%	2%	1%		-1%	
THERAPIST II	24	80.22	-9%		-3%			1%			13%	
AVG % DIFF FROM MEDIAN:			5%	-5%	1%	-29%	-23%	4%	-3%	10%	4%	-1%
# OF CLASSES MATCHED:			28	23	30	29	36	26	19	24	32	11

NOTES:

- o Salary data from local sources, including FY 2012 Local Government Personnel Association Salary Survey. Survey includes data from 31 public sector organizations in the national capital area. 38 of 96 non-school jobs have been matched.
- o Median salary includes MCG. The percent difference from the median is calculated by dividing dollar difference between the respective jurisdiction/agency salary and median by the median salary.
- o MNCPPC = Maryland-National Capital Park & Planning Commission.
MCG = Montgomery County Government.
WSSC = Washington Suburban Sanitary Commission.

**PROJECTED TOTAL PAY INCREASES
2011 - 2012
SALARY BUDGET SURVEYS**

<u>Survey Name</u>	Number of Organizations Participating in Survey	Geographic Area of Survey	Average Total Pay Increase ⁽¹⁾		
			Survey - Actual 2011	MCG - Average 2011 ⁽²⁾	Survey - Budgeted 2012
World At Work 2011-2012 Salary Budget Survey (April 2011)	2,256	National	2.76%	0.00%	2.90%
		Washinton, DC Metropolitan area	2.09%	0.00%	3.10%
Mercer- 2011-2012 U.S. Compensation Planning Survey	over 1,200	National	2.90%	0.00%	3.00%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report (August 2011)	305	Washington/Baltimore Metropolitan Area	2.80%	0.00%	2.85%
2012 Local Gov't Personnel Association (LGPA) Benchmark Salary and Comprehensive Benefits Survey- Cost of Living Adjustments (COLAs) Report (September 2011)	24	Washington/Baltimore Metropolitan Area	0.43% (average increases used for 15 of the 24 jurisdictions surveyed) ⁽³⁾	0.00%	N/A

(1) Average salary increase (e.g., cost of living, merit, general wage adjustment, etc.) reported for non-exempt (union and non-union) and exempt union and non-union) salaried employees.

(2) Although 72% (4,867) of employees were eligible to receive a service increment in FY11, no service increments were given in FY11. Performance based pay and General wage adjustments (GWAs) were not approved for FY11, therefore General Salary Schedule employees, who comprise 28%(1,862 employees) of all employees, did not receive any performance based pay or GWA in FY11; Management Leadership Service (MLS) employees, who comprise 3.81% (335 employees) of all employees did not receive any performance based pay or a GWA in FY11; Uniformed Firefighters and Uniformed Fire/Rescue Management, who comprise 12.18%(1,071 employees) of all employees, did not receive any performance based pay or a GWA in FY11; Uniformed Police and Uniformed Police Management, who comprise 12.34% (1,085 employees) of all employees did not receive performance based pay or a GWA in JulyFY11.

(3) Averages totaled from the following 15 locations: Alexandria City, Annapolis City, Anne Arundel County, Arlington, Baltimore City, Baltimore County, Carroll County, District of Columbia, Fairfax County, Falls church, Frederick County, Howard County, MD National Pk & Planning, Prince Georges County, and Washington Metro Transist Authority.