

MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

Merit System Employment Profile

Turnover Analysis

Wage and Salary Comparability

Management Leadership Service Review

April 2020



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Turnover Analysis
Wage and Salary Comparability
Management Leadership Service Review**

**Montgomery County Government
Office of Human Resources
Classification and Compensation Team
101 Monroe Street, 12th Floor
Rockville, Maryland 20850**

Personnel Management Review

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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-Arlington-Alexandria, DC-VA-MD-WV metropolitan area. Also included is a review of the Management Leadership Service, required by Montgomery County Personnel Regulations, Section 10-10(c)(3)(F).

Additional information concerning the County government workforce and employee compensation is presented in the *County Executive's Recommended FY20 Operating Budget and FY20-25 Public Services Program*.

Any questions concerning information contained in this report may be directed to Rosa Hong, Senior Performance Management and Data Analyst, Director's Office, Office of Human Resources, at 240.777.5025.

Credits

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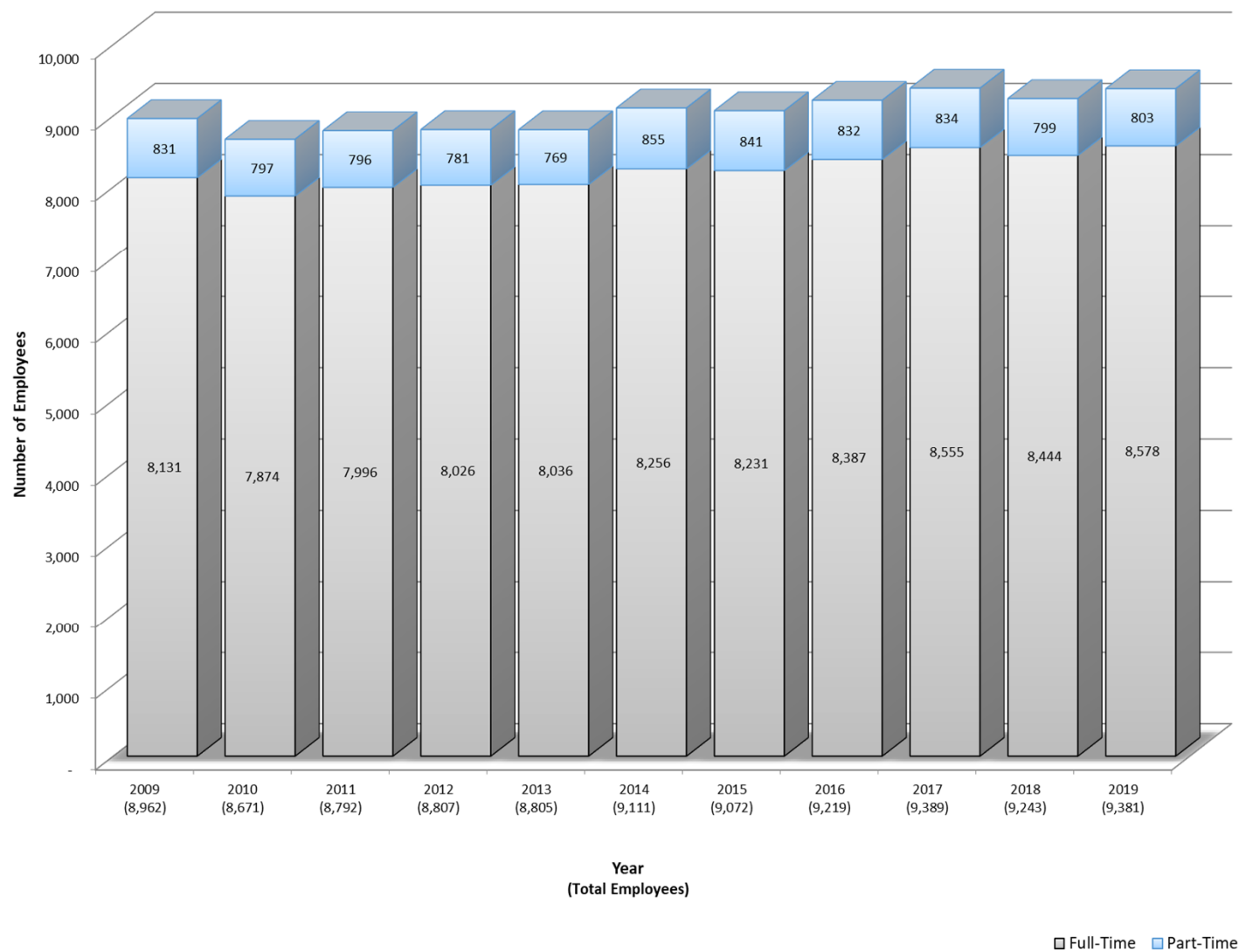
Padmarani Venkatachalam

MERIT SYSTEM EMPLOYMENT PROFILE

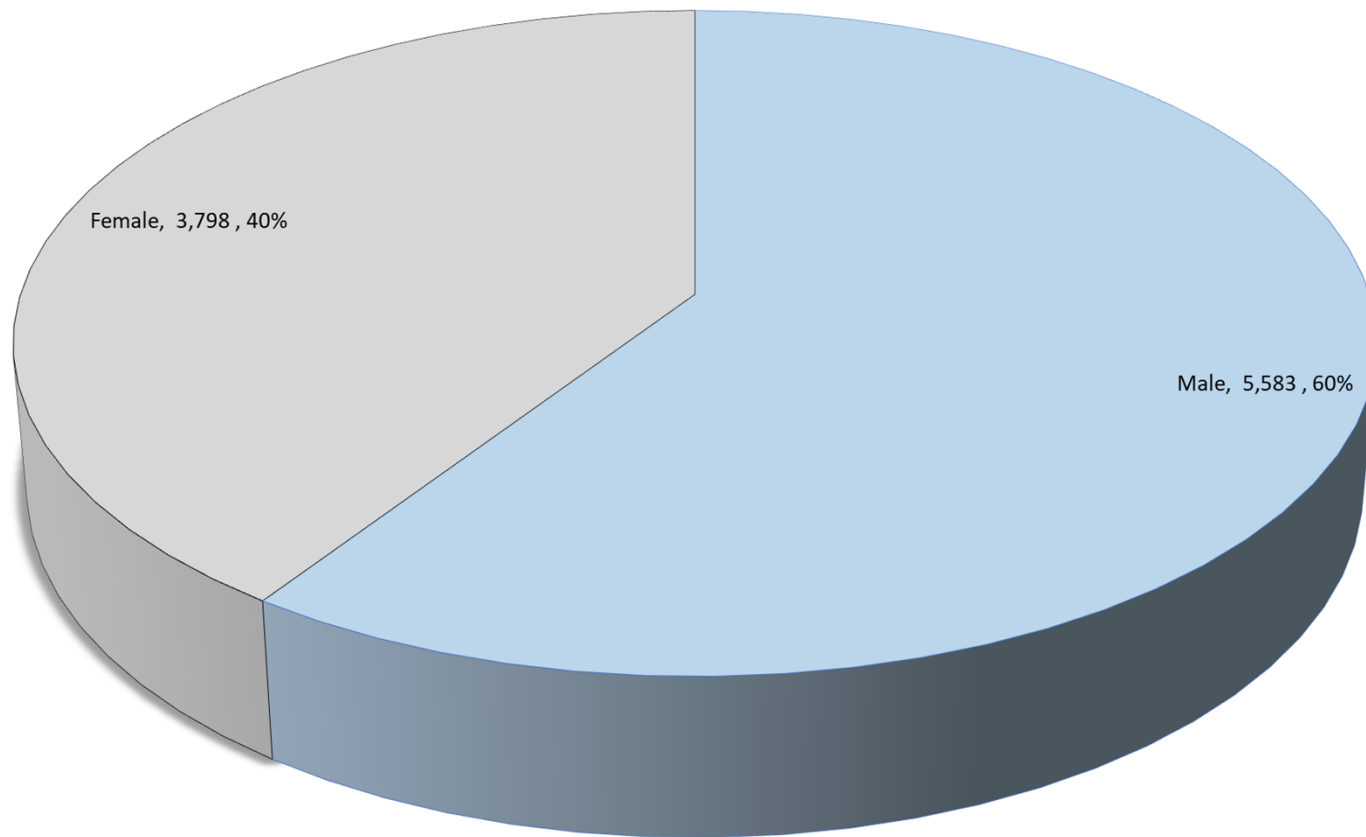
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 4-6; information on pages 4-3 through 4-6 are fiscal year based. Elected and appointed officials, paid members of boards, committees, and commissions, and judicial branch employees are excluded from all data. Unless otherwise noted, the data reflect the employee population as of December 31, 2019.

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2009 through 2019. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY20 Operating Budget and FY20-2 Public Services Program*.

Merit System Permanent Employees 2009 - 2019

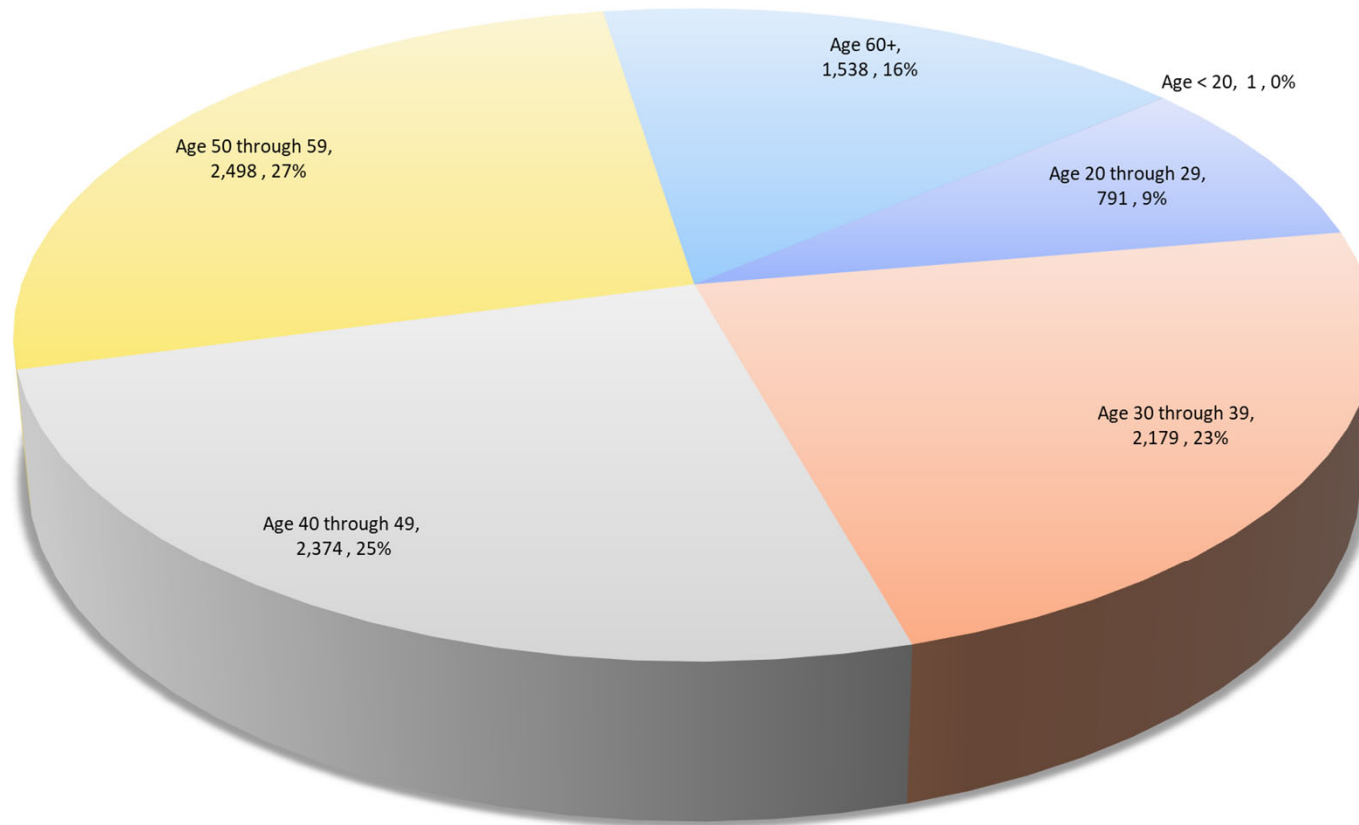


Permanent Employees by Gender - 2019



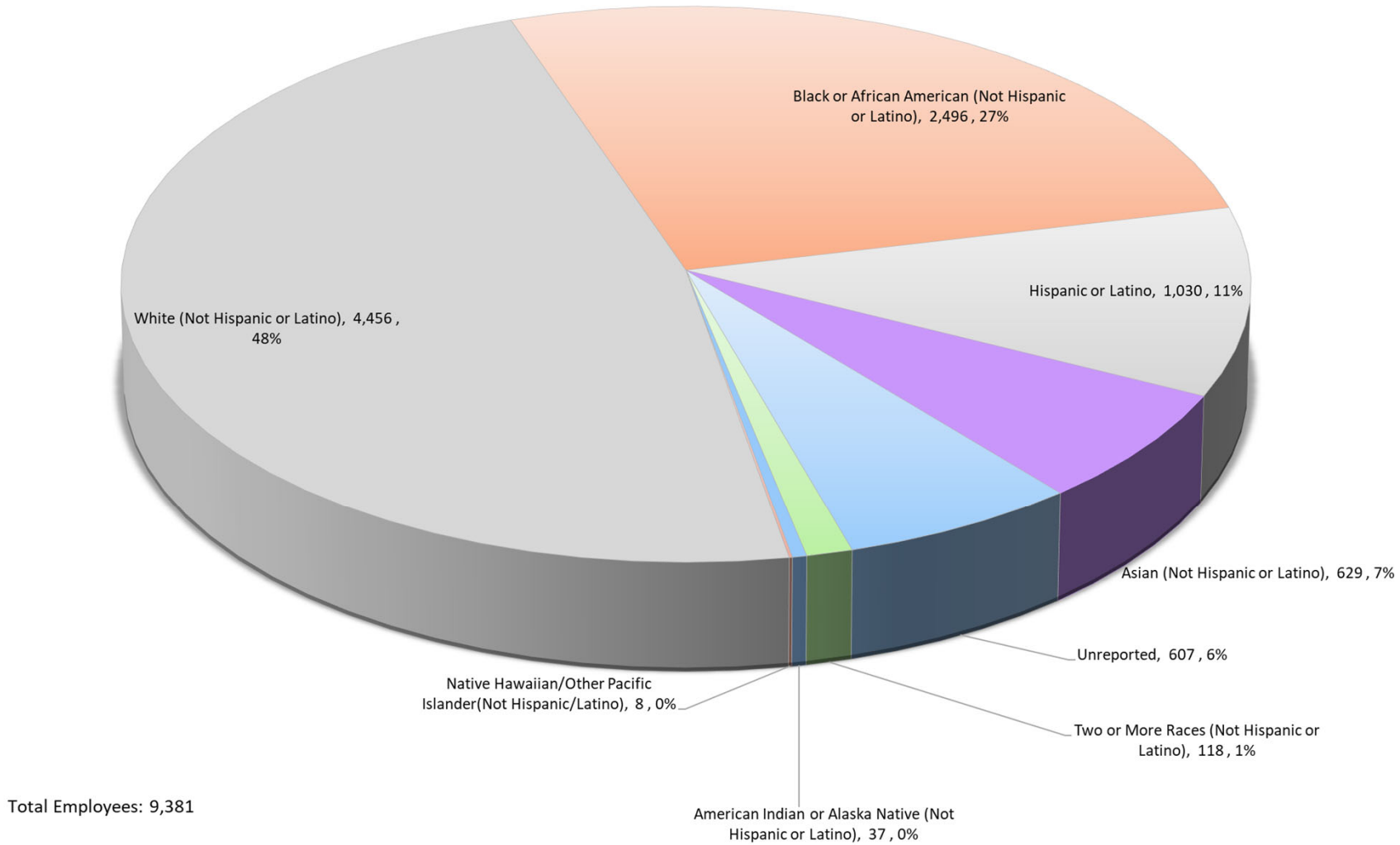
Total Employees: 9,381

Permanent Employees by Age Range - 2019

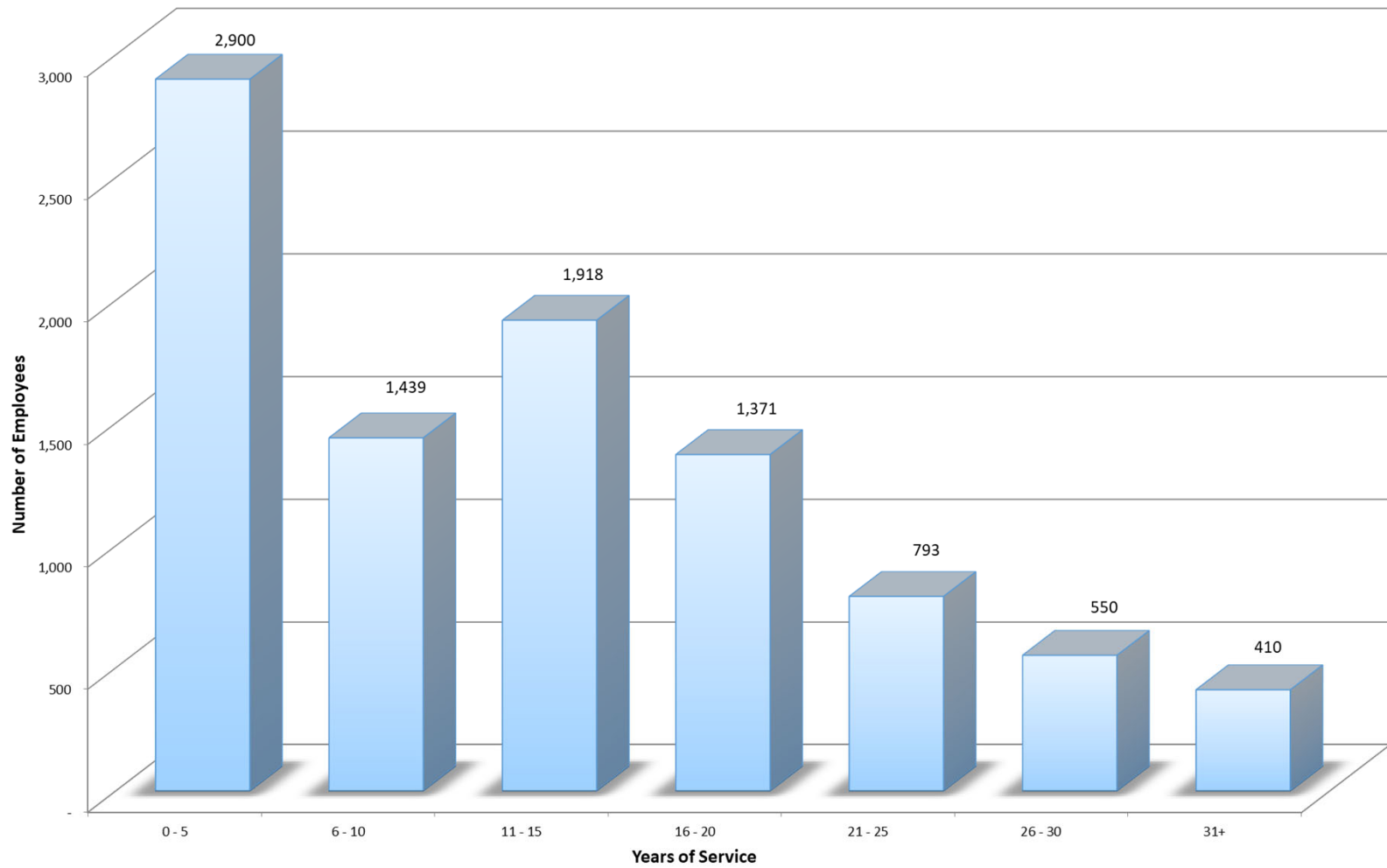


Total Employees: 9,381
Overall Average Age: 47.1

Permanent Employees by Race/Ethnicity - 2019



Permanent Employees by Length of County Service - 2019



Total Employees: 9,381
Overall Average Years of County Service: 12.6

Average Annual Salary¹ - 2019 Full-Time Employees

| Grade | Number of Employees | Average Annual Salary |
|-------|---------------------|-----------------------|
| 5 | 8 | \$41,463 |
| 7 | 2 | \$36,242 |
| 8 | 21 | \$47,518 |
| 9 | 32 | \$45,462 |
| 10 | 47 | \$45,019 |
| 11 | 41 | \$43,688 |
| 12 | 65 | \$47,333 |
| 13 | 186 | \$55,422 |
| 14 | 196 | \$52,658 |
| 15 | 798 | \$55,391 |
| 16 | 415 | \$65,040 |
| 17 | 171 | \$64,118 |
| 18 | 372 | \$69,160 |
| 19 | 255 | \$73,507 |
| 20 | 284 | \$74,872 |
| 21 | 461 | \$82,174 |
| 22 | 114 | \$86,205 |
| 23 | 419 | \$89,528 |
| 24 | 493 | \$93,100 |
| 25 | 369 | \$103,993 |
| 26 | 169 | \$107,996 |
| 27 | 29 | \$113,159 |
| 28 | 146 | \$122,757 |
| 29 | 4 | \$132,398 |
| 30 | 14 | \$135,592 |
| 31 | 1 | \$140,215 |
| 32 | 44 | \$139,556 |
| 33 | 1 | \$127,126 |
| 34 | 3 | \$159,475 |
| 38 | 1 | \$162,708 |
| 39 | 4 | \$171,350 |
| 40 | 1 | \$182,075 |

| Grade | Number of Employees | Average Annual Salary |
|-------|---------------------|-----------------------|
| A1 | 157 | \$106,905 |
| A2 | 37 | \$138,968 |
| A3 | 21 | \$156,781 |
| B1 | 121 | \$100,226 |
| B2 | 142 | \$117,298 |
| B3 | 25 | \$135,023 |
| B4 | 12 | \$148,712 |
| B6 | 3 | \$168,617 |
| C1 | 21 | \$106,804 |
| C2 | 5 | \$118,414 |
| C3 | 37 | \$47,543 |
| C4 | 68 | \$59,678 |
| C5 | 142 | \$75,701 |
| C6 | 38 | \$94,118 |
| D1 | 29 | \$102,048 |
| D2 | 12 | \$114,358 |
| D3 | 6 | \$133,622 |
| D4 | 1 | \$159,332 |

| Grade | Number of Employees | Average Annual Salary |
|-------|---------------------|-----------------------|
| F1 | 115 | \$49,026 |
| F2 | 229 | \$59,596 |
| F3 | 409 | \$73,892 |
| F4 | 210 | \$90,861 |
| G1 | 6 | \$50,990 |
| G2 | 28 | \$53,635 |
| G3 | 14 | \$60,496 |
| G4 | 66 | \$83,640 |
| M1 | 21 | \$182,282 |
| M2 | 114 | \$160,526 |
| M3 | 252 | \$132,146 |
| MD2 | 1 | \$153,375 |
| MD3 | 2 | \$203,593 |
| MD4 | 1 | \$223,953 |
| P1 | 32 | \$52,904 |
| P2 | 91 | \$56,783 |
| P3 | 60 | \$64,277 |
| P4 | 810 | \$85,381 |
| P5 | 74 | \$96,738 |

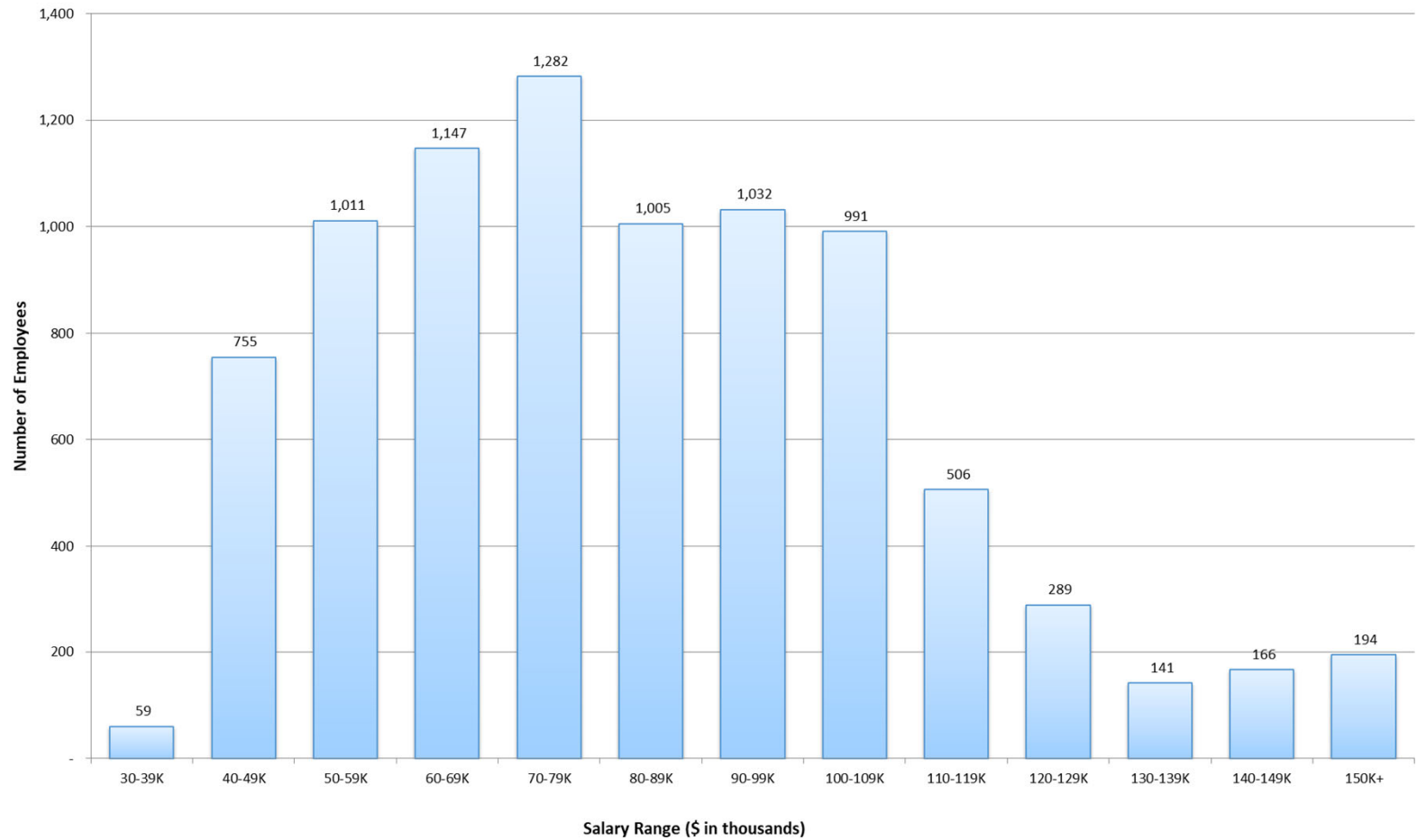
Number of Full-Time Permanent Employees: 8,578

Overall Average Salary, Full-Time Permanent Employees: \$82,258

¹ Average total county salary: includes salary differentials included in total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Note: A=Police Management; B=Fire Management; C=Corrections and Rehabilitation Management; D=Deputy Sheriffs Management; F=IAFF; G=Deputy Sheriffs; MD=Physician; M=MLS; P=FOP

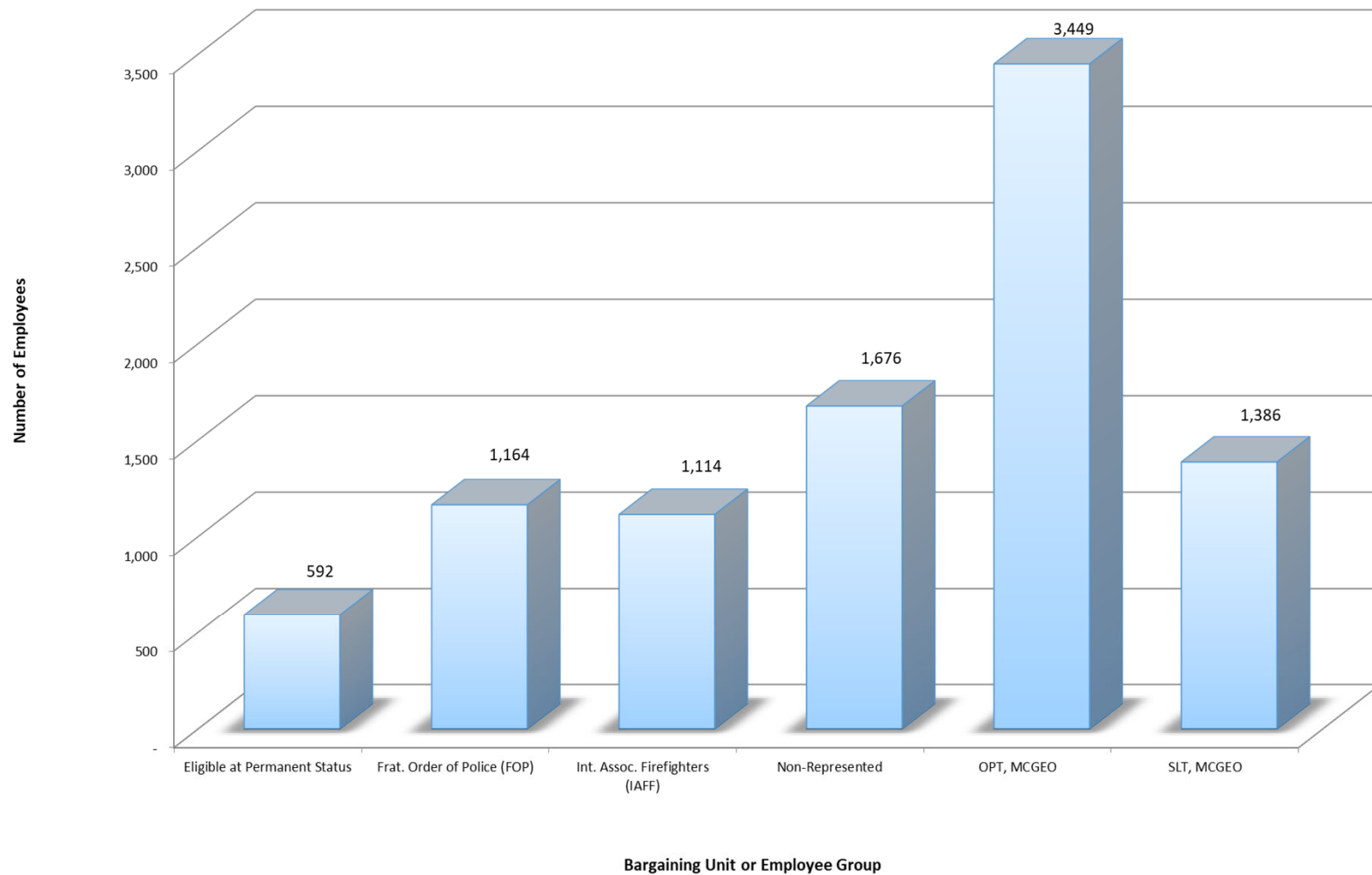
Employee Distribution by Annual Base Salary¹
Full-Time Employees - December 2019



Total Full-Time Employees: 8,578

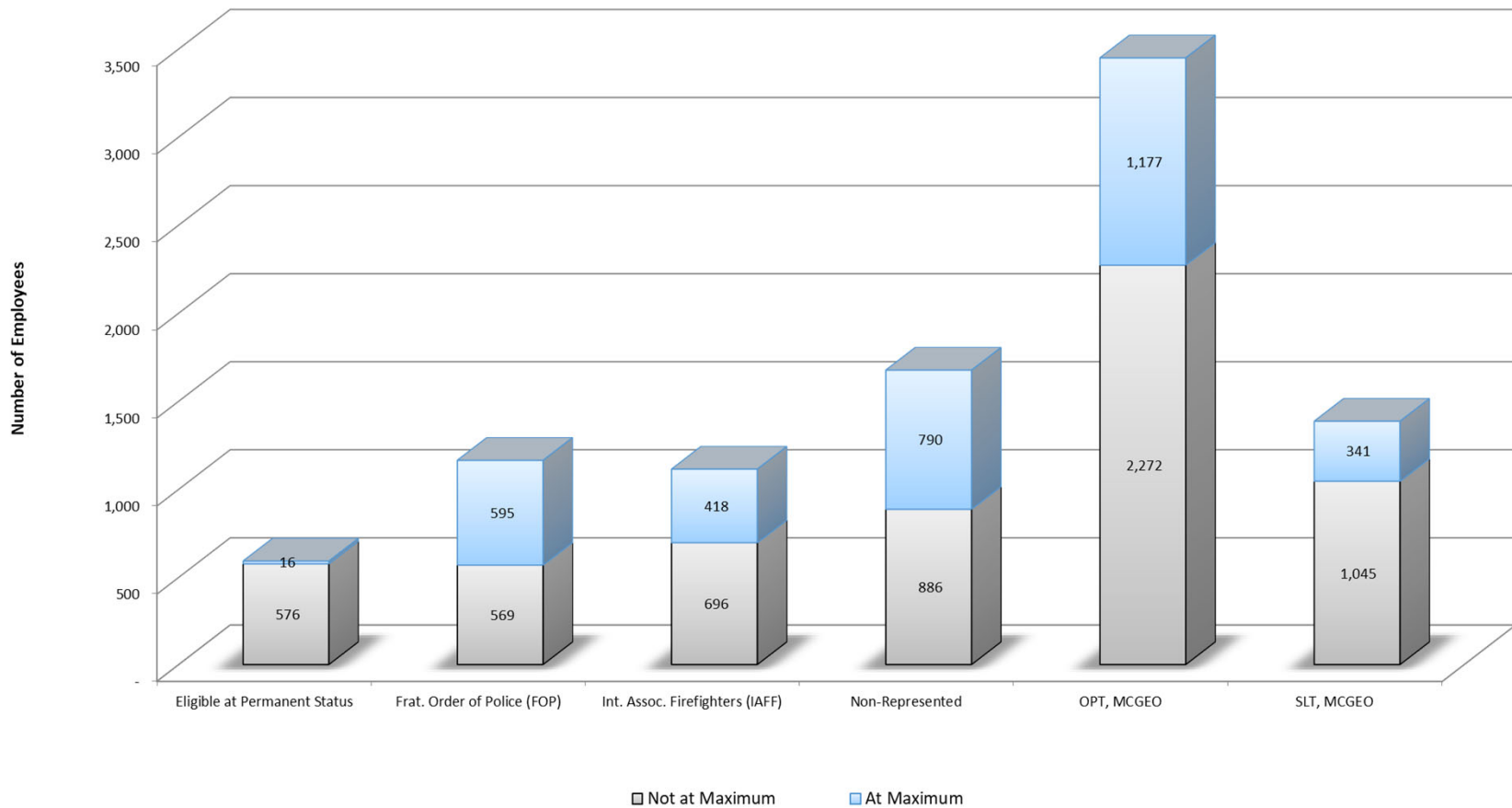
¹ Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

**Employee Representation by Bargaining Unit or Employee Group
Permanent Employees - 2019**



Total Employees: 9,381

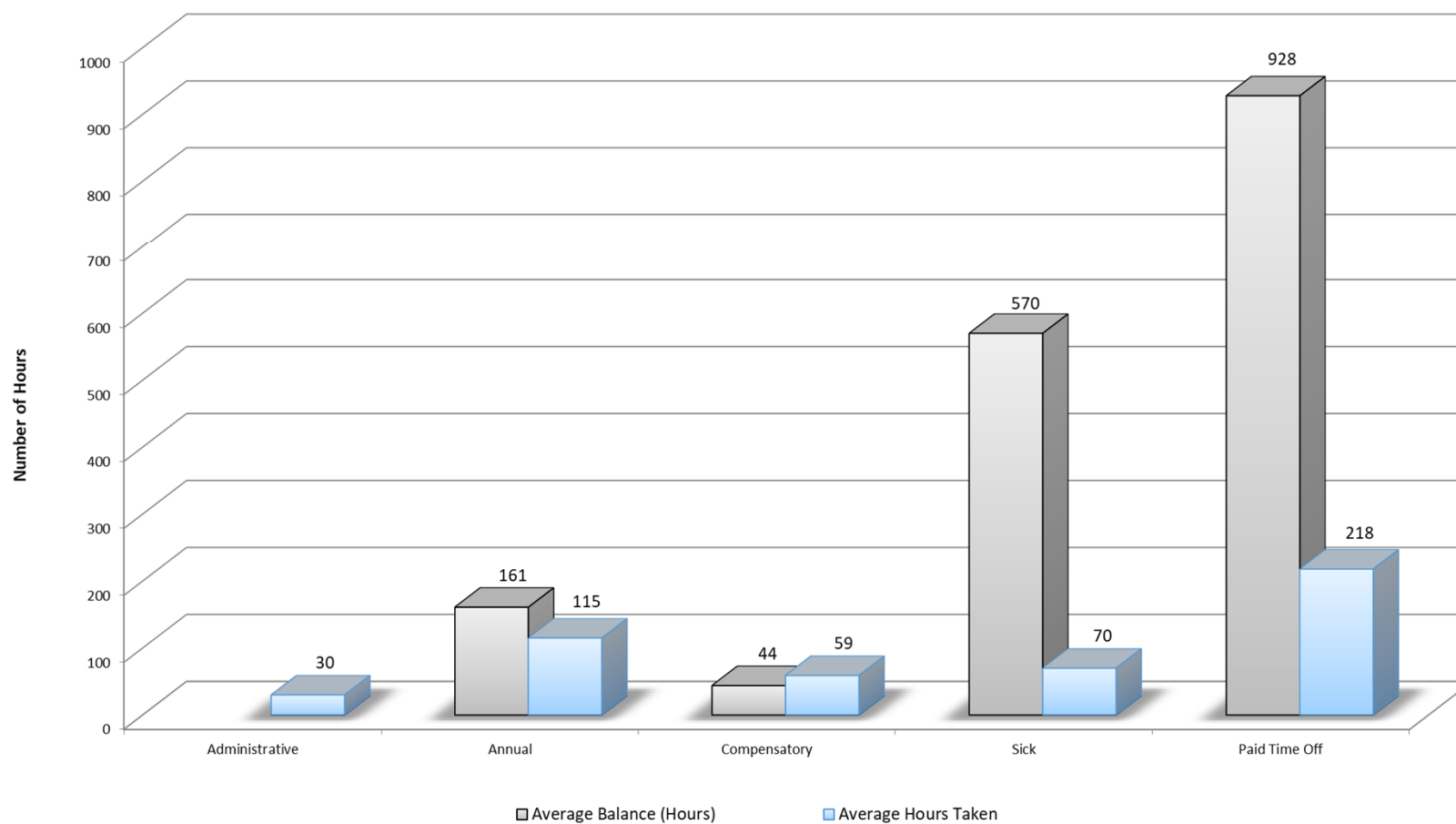
Eligibility for Service Increments Permanent Employees - 2019



Note: employees not at the maximum salary for their grade are assumed to be eligible for service increments, with the exception of Management Leadership Service employees (non-represented) who are instead eligible for performance-based pay. Overall, 33% of employees are at the maximum salary for their pay grade.

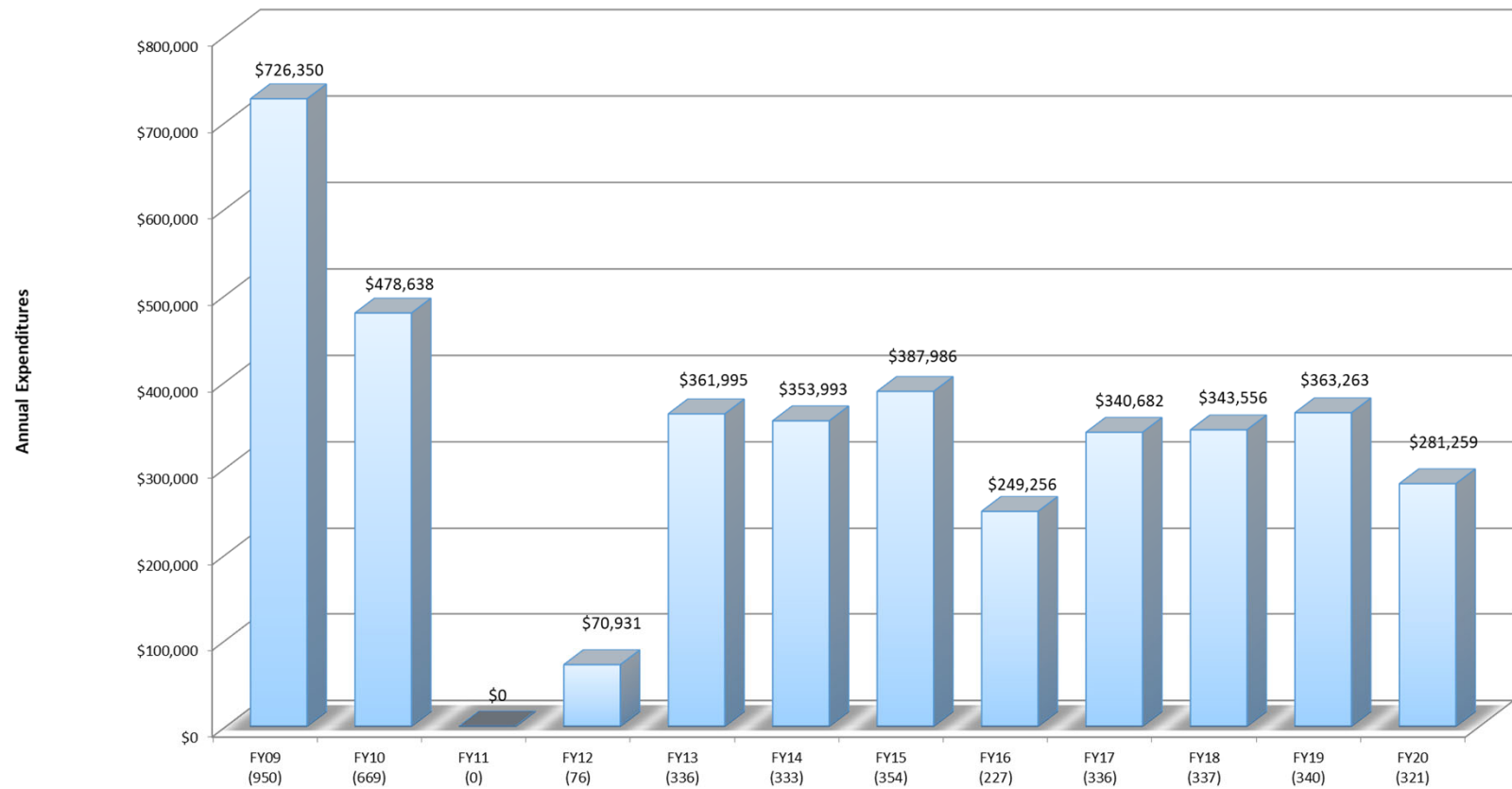
Total Employees: 9,381

Leave Balances and Average Leave Taken Permanent Employees - 2019



Note: Leave balances are as of January 4, 2020, the last 2019 pay period end date. Sick leave includes hours available to individual employees through sick leave banks. Paid Time Off (PTO) data reflect balances and hours taken for employees with PTO balances (primarily Management Leadership Service employees); other types of leave include those currently accruing either annual, compensatory, or sick. Please note that administrative leave is approved and taken on a situational basis and does not accrue.

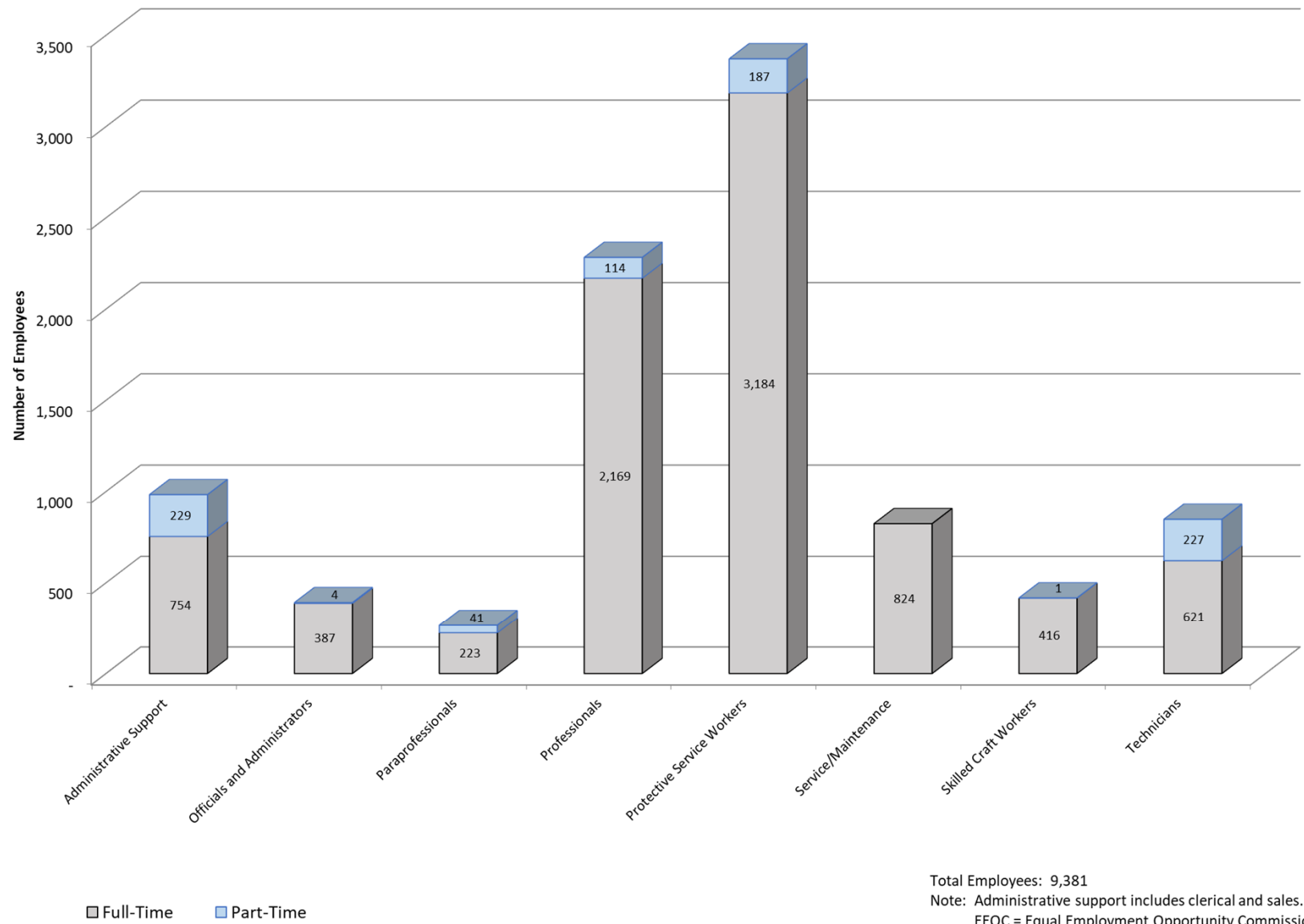
Tuition Assistance Program Expenditures and Participation FY09 - FY20



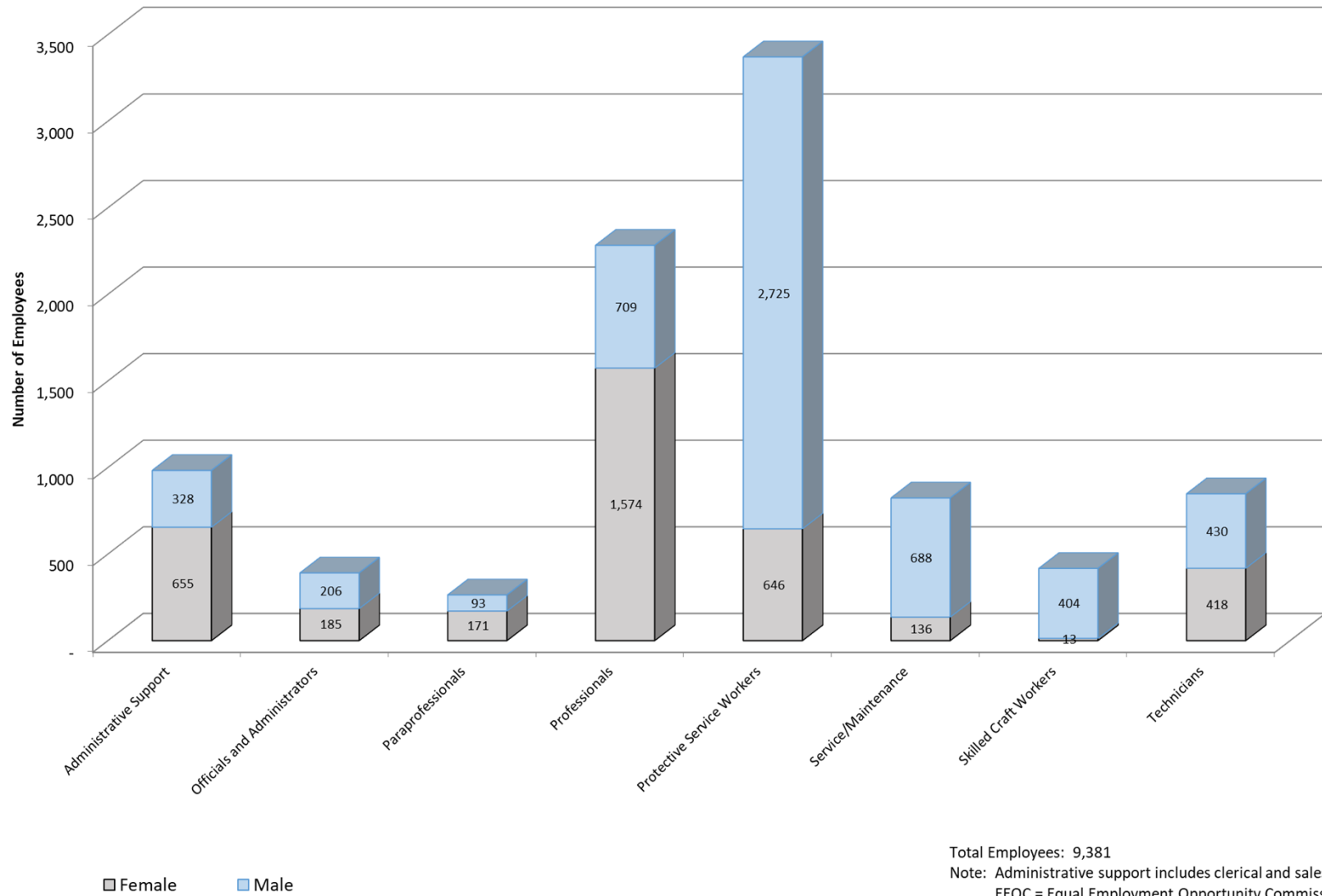
Note: In FY12, the Tuition Assistance Program was open to FOP employees only; after FY12, the program has been open to all employees. In FY16, available funds reduced in the mid-year savings plan. For FY20, the data are as of March 17, 2020.

**Fiscal Year
(Number of Participants)**

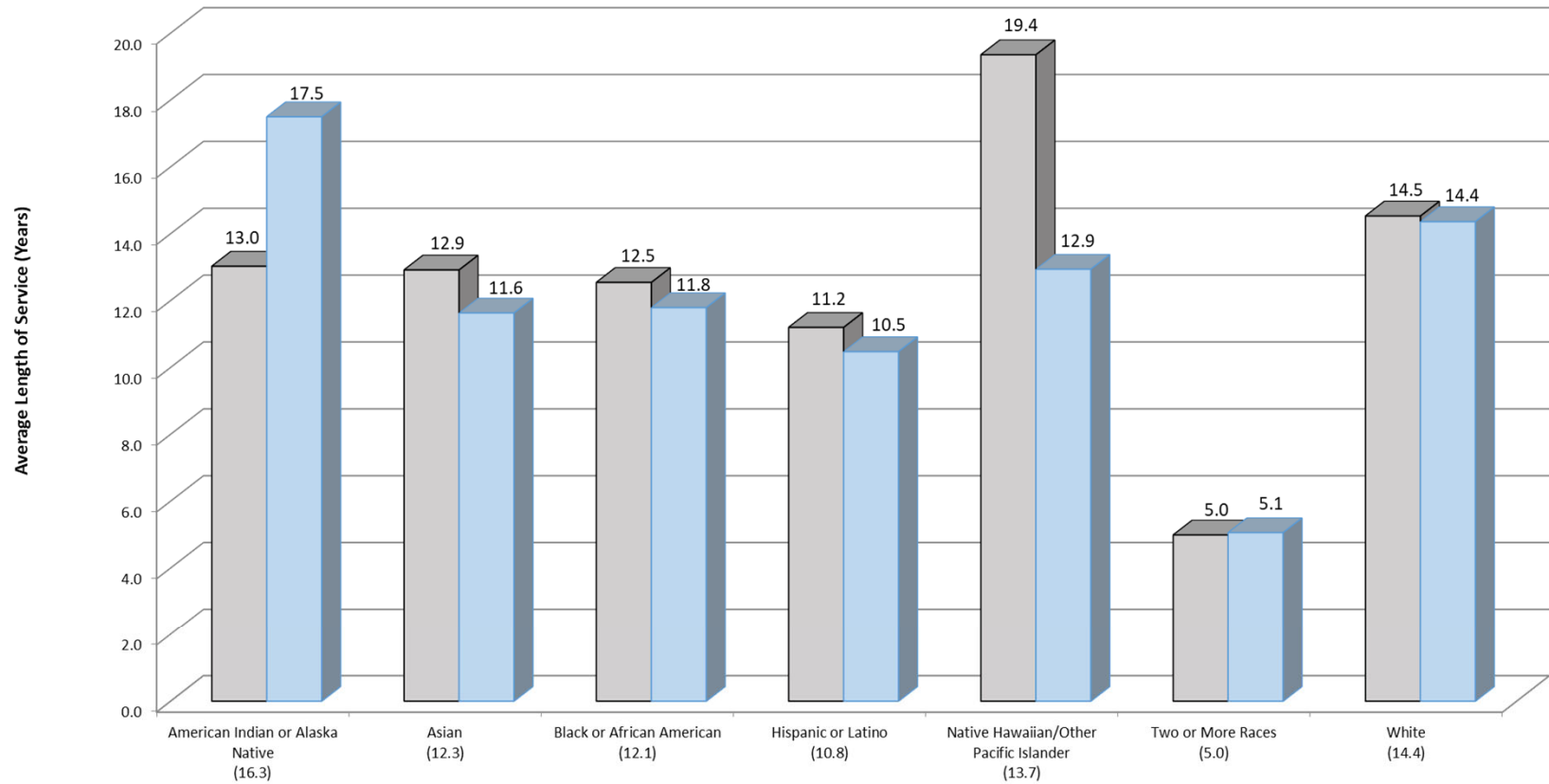
EEOC Employment Category - Permanent Employees - 2019



EEOC Employment Category and Gender Permanent Employees - 2019



Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2019



Total Employees: 9,381

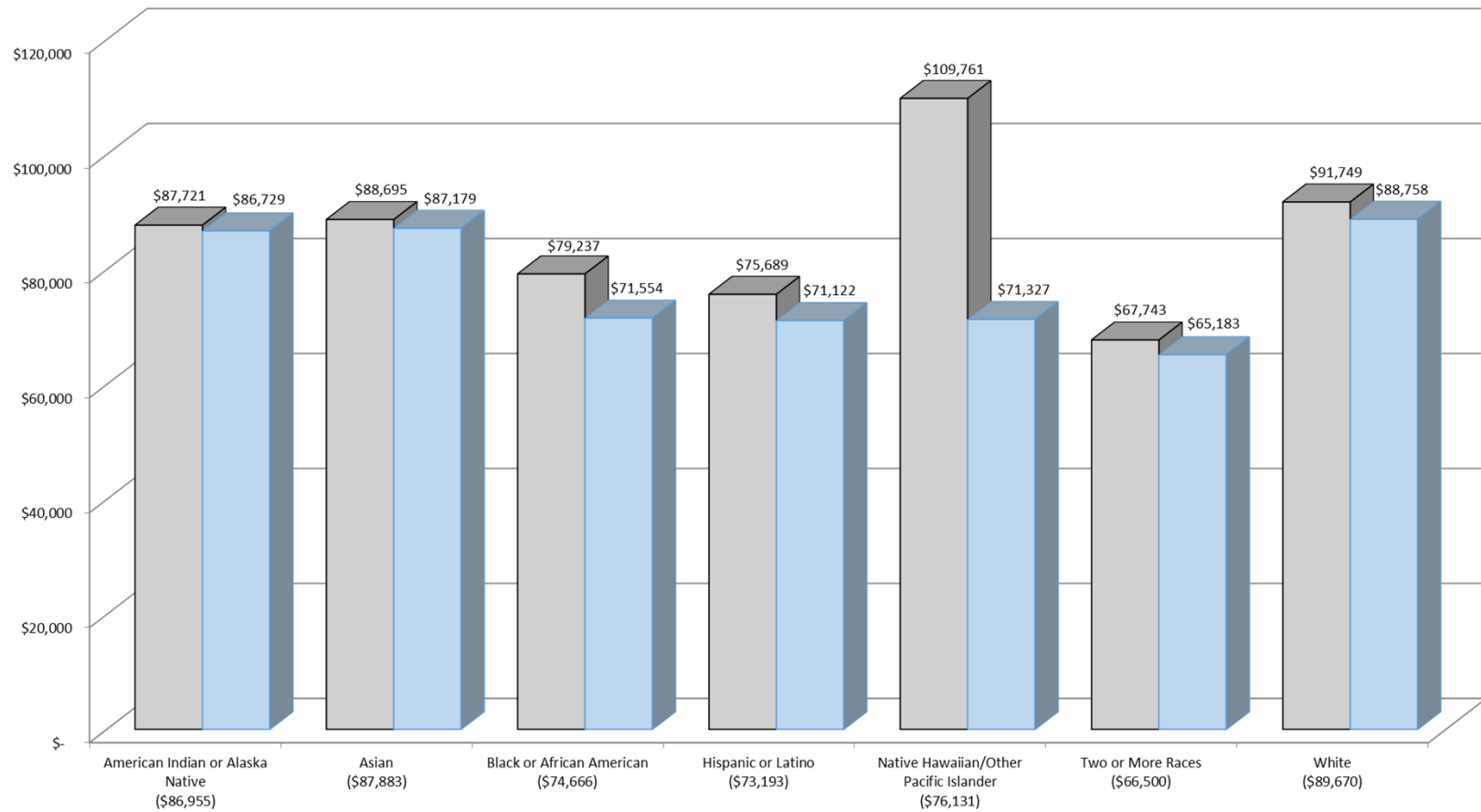
Unreported Race/Ethnicity: 248 (female), 359 (male)

Note: Overall average years of service in each category is noted in parentheses.

Female
(12.6)

Male
(12.6)

Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2019



Total Full-Time Employees: 8,578

Unreported Race/Ethnicity: 216 (female), 324 (male)

Note: Overall average total County salary in each category is noted in parentheses.

■ Female (\$84,019)
■ Male (\$81,237)

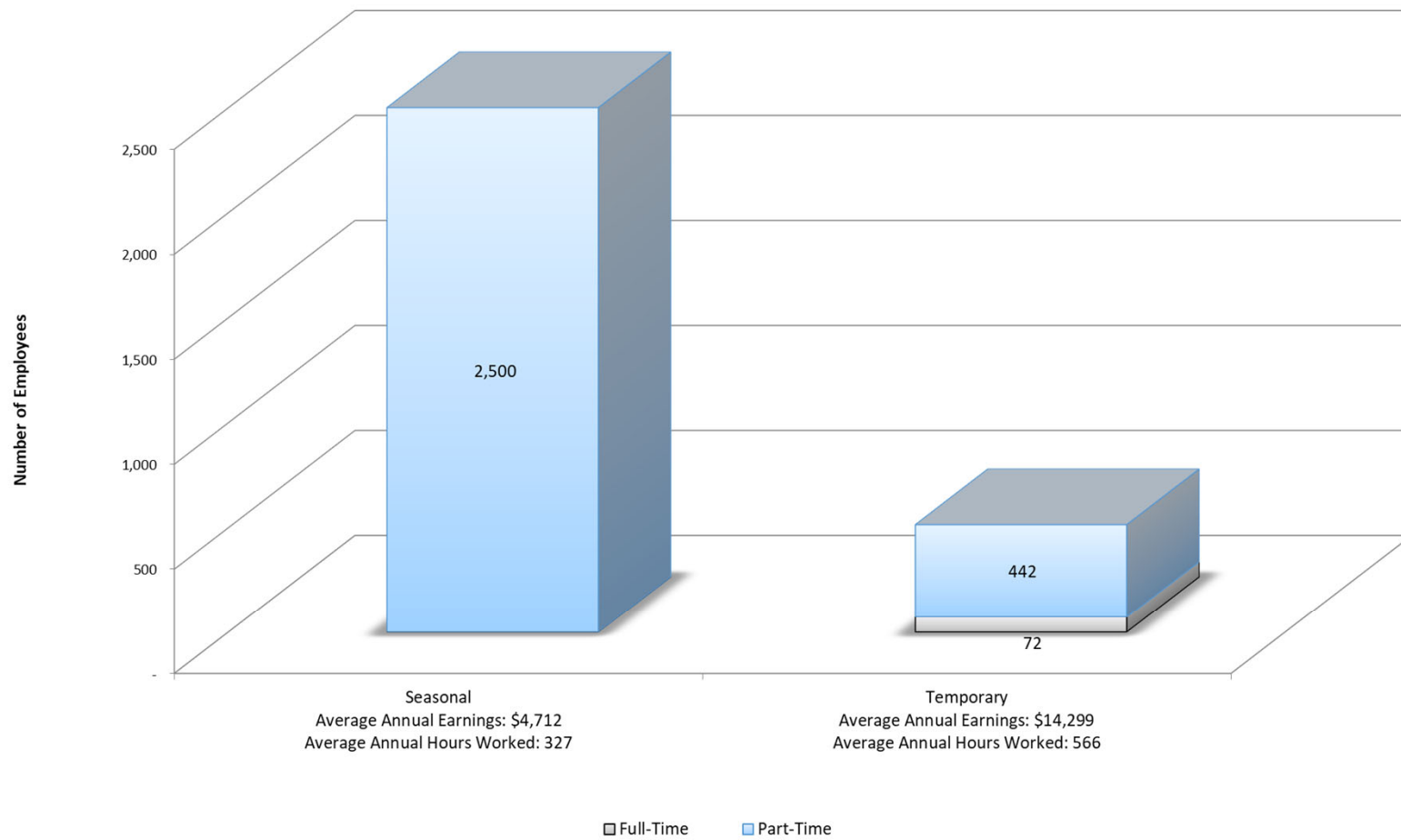
Distribution by Employment Category and Race/Ethnicity

Permanent Employees - 2019

| Race/Ethnicity | Employment Category | # of Employees | % of Employees | Race/Ethnicity | Employment Category | # of Employees | % of Employees |
|--|------------------------------|----------------|----------------|------------------------------|------------------------------|----------------|----------------|
| American Indian or Alaska Native | Administrative Support | 2 | 0.0% | Hispanic or Latino | Administrative Support | 144 | 1.5% |
| | Officials and Administrators | 1 | 0.0% | | Officials and Administrators | 23 | 0.2% |
| | Paraprofessionals | 1 | 0.0% | | Paraprofessionals | 64 | 0.7% |
| | Professionals | 5 | 0.1% | | Professionals | 273 | 2.9% |
| | Protective Service Workers | 24 | 0.3% | | Protective Service Workers | 266 | 2.8% |
| | Service/Maintenance | 1 | 0.0% | | Service/Maintenance | 123 | 1.3% |
| | Technicians | 3 | 0.0% | | Skilled Craft Workers | 51 | 0.5% |
| | Total | 37 | 0.4% | | Technicians | 86 | 0.9% |
| Asian | Administrative Support | 126 | 1.3% | | Total | 1,030 | 11.0% |
| | Officials and Administrators | 27 | 0.3% | Two or More Races | Administrative Support | 17 | 0.2% |
| | Paraprofessionals | 25 | 0.3% | | Officials and Administrators | 1 | 0.0% |
| | Professionals | 230 | 2.5% | | Paraprofessionals | 3 | 0.0% |
| | Protective Service Workers | 101 | 1.1% | | Professionals | 34 | 0.4% |
| | Service/Maintenance | 26 | 0.3% | | Protective Service Workers | 44 | 0.5% |
| | Skilled Craft Workers | 23 | 0.2% | | Service/Maintenance | 5 | 0.1% |
| | Technicians | 71 | 0.8% | | Skilled Craft Workers | 2 | 0.0% |
| | Total | 629 | 6.7% | | Technicians | 12 | 0.1% |
| Black or African American | Administrative Support | 316 | 3.4% | | Total | 118 | 1.3% |
| | Officials and Administrators | 68 | 0.7% | White | Administrative Support | 291 | 3.1% |
| | Paraprofessionals | 83 | 0.9% | | Officials and Administrators | 245 | 2.6% |
| | Professionals | 568 | 6.1% | | Paraprofessionals | 71 | 0.8% |
| | Protective Service Workers | 577 | 6.2% | | Professionals | 1,024 | 10.9% |
| | Service/Maintenance | 520 | 5.5% | | Protective Service Workers | 2,181 | 23.2% |
| | Skilled Craft Workers | 138 | 1.5% | | Service/Maintenance | 89 | 0.9% |
| | Technicians | 226 | 2.4% | | Skilled Craft Workers | 174 | 1.9% |
| | Total | 2,496 | 26.6% | | Technicians | 381 | 4.1% |
| Native Hawaiian/Other Pacific Islander | Professionals | 1 | 0.0% | | Total | 4,456 | 47.5% |
| | Protective Service Workers | 2 | 0.0% | Race/Ethnicity Not Available | | | |
| | Service/Maintenance | 3 | 0.0% | | | | |
| | Skilled Craft Workers | 1 | 0.0% | Total Employees | | | |
| | Technicians | 1 | 0.0% | | | | |
| | Total | 8 | 0.1% | | | | |

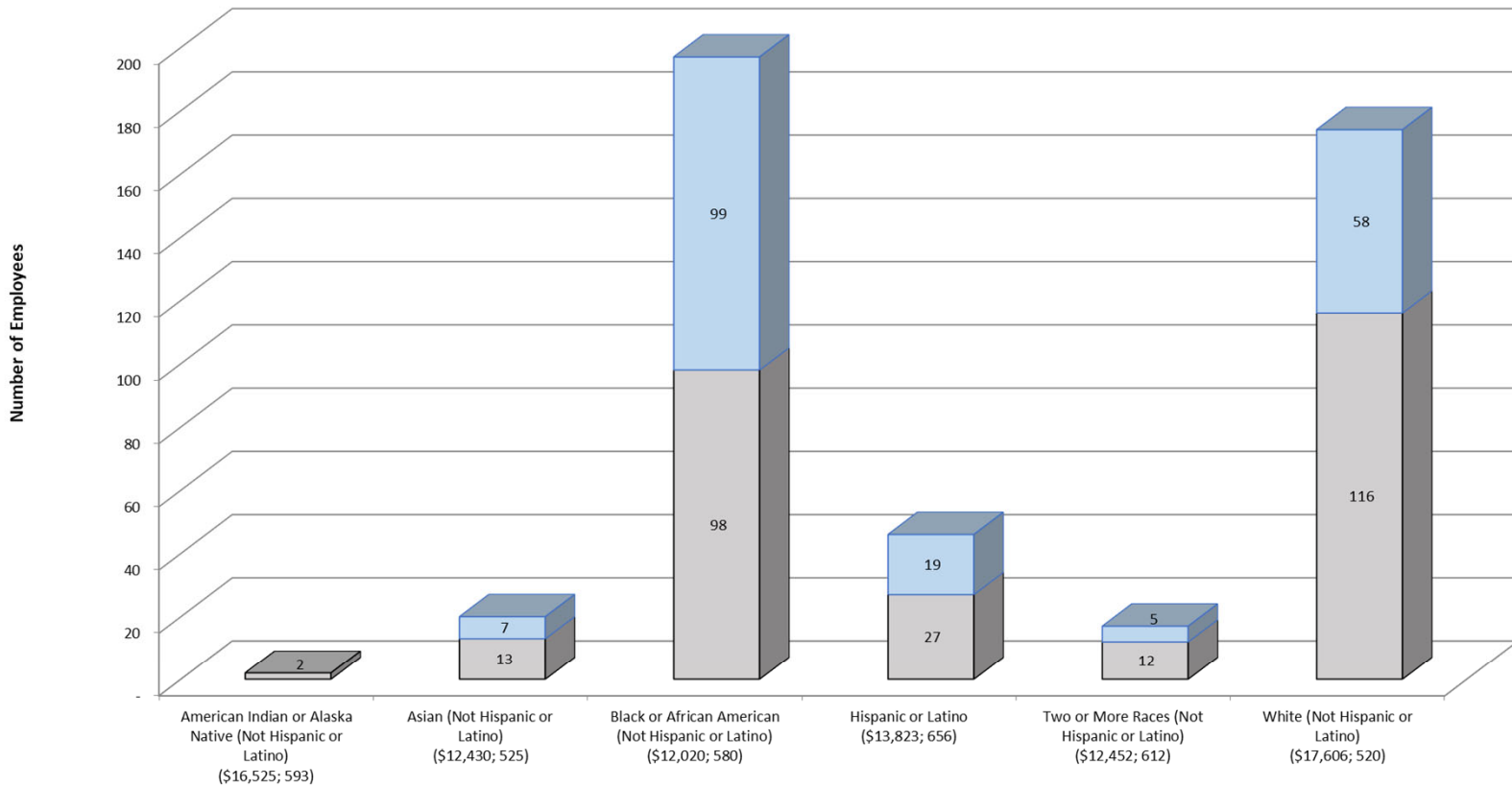
Note: Administrative support includes clerical and sales.

Temporary and Seasonal Employees Full and Part-Time - 2019



Note: Temporary/seasonal employees who were active as of December 31, 2019, but who had no hours or earnings during 2019 are not included here.

Temporary Employees by Gender and Race/Ethnicity - 2019

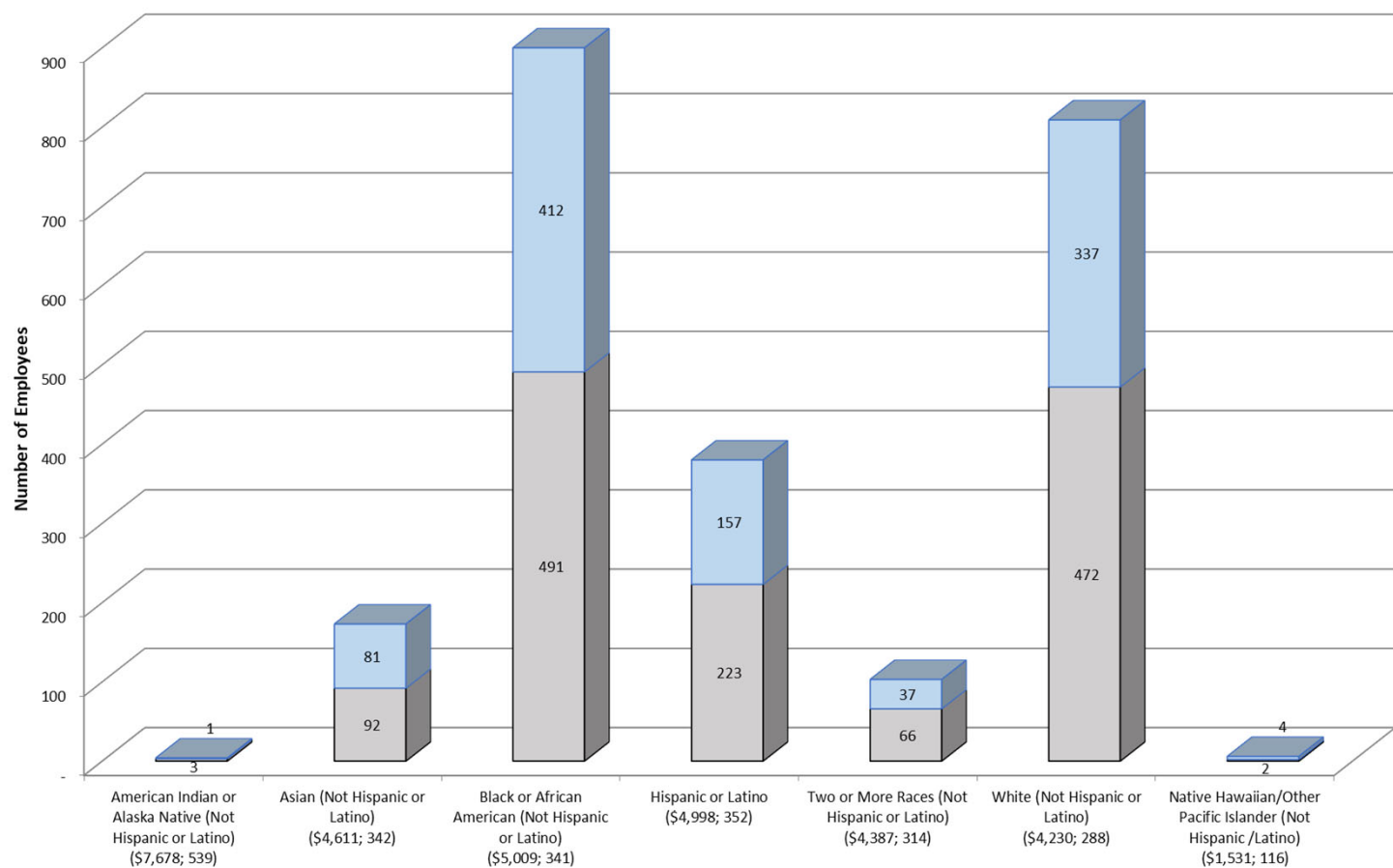


Total Temporary Employees: 514
 Total Unreported: 24 Female, 34 Male

Note: Average annual earnings and hours are listed below each group.

□ Female □ Male

Seasonal Employees by Gender and Race/Ethnicity - 2019



Total Seasonal Employees: 2,500

Total Unreported: 60 Female, 62 Male

Note: Average annual earnings and hours are listed below each group.

Female Male

Residences of Montgomery County Employees¹

| State County/City | Permanent | | Temporary and Seasonal | | Total | | State County/City | Permanent | | Temporary and Seasonal | | Total | |
|-----------------------------|--------------|--------------|---------------------------|--------------|---------------|--------------|----------------------|--------------|---------------|---------------------------|---------------|---------------|---------------|
| | # | % | # | % | # | % | | # | % | # | % | # | % |
| District of Columbia | 172 | 1.8% | 41 | 1.4% | 213 | 1.7% | Virginia | 184 | 2.0% | 8 | 0.27% | 192 | 1.5% |
| Maryland | 8,624 | 91.9% | 2,949 | 97.8% | 11,573 | 93.4% | Fairfax | 71 | 0.8% | 1 | 0.0% | 72 | 0.6% |
| Montgomery | 5,147 | 54.9% | 2,567 | 85.2% | 7,714 | 62.2% | Loudoun | 26 | 0.3% | - | 0.0% | 26 | 0.2% |
| Frederick | 1,306 | 13.9% | 102 | 3.4% | 1,408 | 11.4% | Arlington | 14 | 0.1% | 1 | 0.0% | 15 | 0.1% |
| Prince Georges | 741 | 7.9% | 162 | 5.4% | 903 | 7.3% | Alexandria City | 17 | 0.2% | 1 | 0.0% | 18 | 0.1% |
| Howard | 284 | 3.0% | 46 | 1.5% | 330 | 2.7% | Prince William | 16 | 0.2% | - | 0.0% | 16 | 0.1% |
| Washington | 264 | 2.8% | 9 | 0.3% | 273 | 2.2% | Other | 40 | 0.4% | 5 | 0.2% | 45 | 0.4% |
| Carroll | 247 | 2.6% | 19 | 0.6% | 266 | 2.1% | West Virginia | 137 | 1.5% | 3 | 0.1% | 140 | 1.1% |
| Anne Arundel | 219 | 2.3% | 19 | 0.6% | 238 | 1.9% | Jefferson | 50 | 0.5% | - | 0.0% | 50 | 0.4% |
| Baltimore | 133 | 1.4% | 7 | 0.2% | 140 | 1.1% | Berkeley | 82 | 0.9% | 2 | 0.1% | 84 | 0.7% |
| Baltimore City | 104 | 1.1% | 11 | 0.4% | 115 | 0.9% | Other | 5 | 0.1% | 1 | 0.0% | 6 | 0.0% |
| Charles | 47 | 0.5% | 1 | 0.0% | 48 | 0.4% | Other States | 21 | 0.2% | 5 | 0.2% | 26 | 0.2% |
| Harford | 31 | 0.3% | - | 0.0% | 31 | 0.3% | | | | | | | |
| Calvert | 25 | 0.3% | - | 0.0% | 25 | 0.2% | | | | | | | |
| Queen Anne's | 29 | 0.3% | 1 | 0.0% | 30 | 0.2% | | | | | | | |
| St Mary's | 10 | 0.1% | - | 0.0% | 10 | 0.1% | | | | | | | |
| Other | 37 | 0.4% | 5 | 0.2% | 42 | 0.3% | | | | | | | |
| Pennsylvania | 243 | 2.6% | 8 | 0.3% | 251 | 2.0% | Grand Total | 9,381 | 100.0% | 3,014 | 100.0% | 12,395 | 100.0% |
| Adams | 62 | 0.7% | 4 | 0.1% | 66 | 0.5% | | | | | | | |
| Franklin | 54 | 0.6% | - | 0.0% | 54 | 0.4% | | | | | | | |
| York | 45 | 0.5% | 2 | 0.1% | 47 | 0.4% | | | | | | | |
| Lancaster | 15 | 0.2% | - | 0.0% | 15 | 0.1% | | | | | | | |
| Cumberland | 16 | 0.2% | - | 0.0% | 16 | 0.1% | | | | | | | |
| Chester | 11 | 0.1% | - | 0.0% | 11 | 0.1% | | | | | | | |
| Other | 40 | 0.4% | 2 | 0.1% | 42 | 0.3% | | | | | | | |

¹ As of December 31, 2019

TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2009 - 2019**

| Separation Reason | 2009 | 2010 | 2011 | 2012 | 2013 | 2014 | 2015 | 2016 | 2017 | 2018 | 2019 | % of 2019 |
|---------------------------------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|--------------|
| Voluntary | (#) | (#) | (#) | (#) | (#) | (#) | (#) | (#) | (#) | (#) | (#) | Total |
| No return LOA/LWOP | 3 | 6 | 7 | 2 | 2 | 1 | 1 | 3 | 1 | 2 | 0 | 0.0% |
| AWOL | 4 | 5 | 4 | 5 | 7 | 5 | 2 | 6 | 4 | 5 | 7 | 1.1% |
| New job | 0 | 0 | 15 | 23 | 29 | 47 | 40 | 41 | 34 | 51 | 41 | 6.2% |
| Non-specified personal reasons | 122 | 157 | 81 | 50 | 83 | 95 | 127 | 113 | 130 | 139 | 138 | 20.9% |
| Relocation out of area | 11 | 18 | 14 | 18 | 21 | 23 | 21 | 11 | 22 | 26 | 19 | 2.9% |
| Family responsibilities | 4 | 3 | 15 | 11 | 11 | 14 | 10 | 8 | 16 | 16 | 19 | 2.9% |
| Better compensation | 0 | 0 | 17 | 8 | 3 | 7 | 2 | 3 | 2 | 0 | 1 | 0.2% |
| More flexible work schedule | 0 | 0 | 0 | 0 | 0 | 1 | 0 | 1 | 0 | 1 | 1 | 0.2% |
| Better working conditions | 1 | 0 | 0 | 3 | 3 | 2 | 4 | 1 | 2 | 2 | 2 | 0.3% |
| More opportunity for advancement | 7 | 3 | 1 | 14 | 11 | 5 | 3 | 7 | 6 | 4 | 3 | 0.5% |
| Easier commute | 1 | 4 | 4 | 0 | 0 | 8 | 4 | 2 | 5 | 4 | 6 | 0.9% |
| Return to School | 3 | 3 | 4 | 5 | 4 | 3 | 3 | 3 | 2 | 7 | 2 | 0.3% |
| Quit - no notice | 1 | 1 | 3 | 3 | 1 | 1 | 3 | 4 | 3 | 2 | 2 | 0.3% |
| Normal retirement | 90 | 162 | 187 | 178 | 197 | 265 | 200 | 188 | 242 | 254 | 269 | 40.7% |
| Early retirement | 28 | 17 | 37 | 30 | 18 | 17 | 26 | 11 | 6 | 6 | 0 | 0.0% |
| Sub Total | 275 | 379 | 389 | 350 | 390 | 494 | 446 | 402 | 475 | 519 | 510 | 77.2% |
| Involuntary | | | | | | | | | | | | |
| Disciplinary | 0 | 0 | 0 | 7 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Unsatisfactory performance | 1 | 2 | 7 | 0 | 3 | 12 | 14 | 7 | 3 | 5 | 6 | 0.9% |
| Misconduct | 5 | 4 | 11 | 7 | 10 | 11 | 7 | 9 | 18 | 5 | 12 | 1.8% |
| Non-disciplinary | 4 | 9 | 5 | 5 | 3 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Excess absences | 0 | 1 | 0 | 0 | 1 | 0 | 3 | 2 | 3 | 0 | 1 | 0.2% |
| Failed probation | 13 | 21 | 4 | 17 | 26 | 31 | 33 | 33 | 27 | 32 | 27 | 4.1% |
| Sub Total | 23 | 37 | 27 | 36 | 43 | 54 | 57 | 51 | 51 | 42 | 46 | 7.0% |
| Management/Fiscal | | | | | | | | | | | | |
| Discontinued service retirement | 14 | 46 | 15 | 3 | 0 | 1 | 0 | 1 | 0 | 0 | 0 | 0.0% |
| Reduction-in-force | 12 | 15 | 13 | 1 | 1 | 0 | 1 | 3 | 0 | 0 | 0 | 0.0% |
| Lack of funding | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Sub Total | 26 | 61 | 28 | 4 | 1 | 1 | 1 | 4 | 0 | 0 | 0 | 0.0% |
| Medical/Other | | | | | | | | | | | | |
| Unknown/other | 14 | 0 | 76 | 148 | 75 | 83 | 42 | 44 | 55 | 81 | 50 | 7.6% |
| Service-connected disability ret. | 26 | 32 | 33 | 32 | 26 | 17 | 12 | 11 | 7 | 25 | 13 | 2.0% |
| Non-service connected disability ret. | 10 | 8 | 9 | 9 | 13 | 5 | 5 | 6 | 4 | 3 | 12 | 1.8% |
| Other medical | 14 | 20 | 11 | 3 | 13 | 13 | 13 | 8 | 12 | 18 | 16 | 2.4% |
| Death | 9 | 11 | 8 | 12 | 7 | 8 | 12 | 15 | 17 | 10 | 14 | 2.1% |
| Sub Total | 73 | 71 | 137 | 204 | 134 | 126 | 84 | 84 | 95 | 137 | 105 | 15.9% |
| Total Separations | 397 | 548 | 581 | 594 | 568 | 675 | 588 | 541 | 621 | 698 | 661 | |
| Total Employees | 9,072 | 8,671 | 8,792 | 8,809 | 8,805 | 9,111 | 9,072 | 9,219 | 9,389 | 9,243 | 9,381 | |
| Turnover Rate | 4.38% | 6.32% | 6.61% | 6.74% | 6.45% | 7.41% | 6.48% | 5.87% | 6.61% | 7.55% | 7.05% | |

Turnover - Separations by Employment Category Permanent Employees - 2019

| Employment Category | # in Category | % of Total Employees | # of Separations | % of Total Separations | Turnover Rate by Category |
|------------------------------|--------------------------|---------------------------------|-----------------------------|-----------------------------------|--------------------------------------|
| Officials and Administrators | 391 | 4.2% | 54 | 8.2% | 13.81% |
| Professionals | 2,283 | 24.3% | 172 | 26.0% | 7.53% |
| Technicians | 848 | 9.0% | 70 | 10.6% | 8.25% |
| Protective Services | 3,371 | 35.9% | 170 | 25.7% | 5.04% |
| Paraprofessionals | 264 | 2.8% | 10 | 1.5% | 3.79% |
| Administrative Support | 983 | 10.5% | 64 | 9.7% | 6.51% |
| Skilled Craft | 417 | 4.4% | 25 | 3.8% | 6.00% |
| Service/Maintenance | 824 | 8.8% | 96 | 14.5% | 11.65% |
| | <u>9,381</u> | <u>100.0%</u> | <u>661</u> | <u>100.0%</u> | <u>7.05%</u> |

**Turnover - Separations by Race/Ethnicity
Permanent Employees - 2019**

| EEO Category | # in Category | % of Total Employees | # of Separations | % of Total Separations | Turnover Rate by Category |
|--|--------------------------|---------------------------------|-----------------------------|-----------------------------------|--------------------------------------|
| White | 4,456 | 47.5% | 303 | 45.8% | 6.80% |
| Black or African American | 2,496 | 26.6% | 210 | 31.8% | 8.41% |
| Hispanic or Latino | 1,030 | 11.0% | 64 | 9.7% | 6.21% |
| Asian | 629 | 6.7% | 42 | 6.4% | 6.68% |
| Two or More Races | 118 | 1.3% | 6 | 0.9% | 5.08% |
| American Indian or Alaska Native | 37 | 0.4% | 0 | 0.0% | 0.00% |
| Native Hawaiian/Other Pacific Islander | 8 | 0.1% | 2 | 0.3% | 25.00% |
| Race/Ethnicity Unreported | 607 | 6.5% | 34 | 5.1% | 5.60% |
| | <u>9,381</u> | <u>100.0%</u> | <u>661</u> | <u>100.0%</u> | <u>7.05%</u> |

WAGE AND SALARY COMPARABILITY

BASE PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY ⁽¹⁾

**vs.
CONSUMER PRICE INDEX (CPI)**

| Year | MCG GWA | MCG Service Increment ⁽³⁾ | Total MCG Pay Increase | CPI -U Change ⁽⁴⁾ | Difference MCG vs. CPI Change | Date of CPI Changes |
|--|--------------------|---|-----------------------------------|---|--|--------------------------------|
| FY17-FY20 Compounded Change ⁽²⁾ : | | | <u>23.30%</u> | <u>5.61%</u> | <u>17.69%</u> | |
| 2019 (FY20) | 2.25% | 3.50% | -- | 1.50% | -- | 11-18 - 11-19 |
| 2018 (FY19) | 2.00% | 3.50% | -- | 1.30% | -- | 11-17 - 11-18 |
| 2017 (FY18) | 2.00% | 3.50% | -- | 1.50% | -- | 11-16 - 11-17 |
| 2016 (FY17) | 1.00% | 3.50% | -- | 1.20% | -- | 11-15 - 11-16 |
| FY13-FY16 Compounded Change ⁽²⁾ : | | | <u>20.56%</u> | <u>5.71%</u> | <u>14.85%</u> | |
| 2015 (FY16) | 2.00% | 3.50% | -- | 0.60% | -- | 11-14 - 11-15 |
| 2014 (FY15) | 3.25% | 3.50% | -- | 1.20% | -- | 11-13 - 11-14 |
| 2013 (FY14) | 3.25% | 3.50% | -- | 1.70% | -- | 11-12 - 11-13 |
| 2012 (FY13) | 0.00% | 0.00% | -- | 2.10% | -- | 11-11 - 11-12 |
| FY09-FY12 Compounded Change: | | | <u>11.94%</u> | <u>9.30%</u> | <u>2.65%</u> | |
| 2011 (FY12) | 0.00% | 0.00% | -- | 3.30% | -- | 11-10 - 11-11 |
| 2010 (FY11) | 0.00% | 0.00% | -- | 1.60% | -- | 11-09 - 11-10 |
| 2009 (FY10) | 0.00% | 3.50% | -- | 1.60% | -- | 11-08 - 11-09 |
| 2008 (FY09) | 4.50% | 3.50% | -- | 2.50% | -- | 11-07 - 11-08 |
| FY05-FY08 Compounded Change ⁽⁵⁾ : | | | <u>30.12%</u> | <u>15.75%</u> | <u>14.37%</u> | |
| FY01-FY04 Compounded Change ⁽⁶⁾ : | | | <u>29.95%</u> | <u>11.13%</u> | <u>18.81%</u> | |

(1) Excludes police and fire bargaining unit employees.

(2) FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); FY18 GWA was effective August 6, 2017; and FY19 GWA effective December 9, 2018; and FY20 GWA effective December 8, 2019.

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

Approximately 64% (6,044 of 9,381) of permanent employees were not at maximum of grade as of 12/31/19.

(4) November 2017 and 2019: CPI-U change, Washington-Arlington-Alexandria, DC-VA-MD-WV; November 2016 and before: CPI-U change, Washington-Baltimore, DC-MD-VA-WV.

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

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

BASE PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES AT MAXIMUM SALARY ⁽¹⁾
vs.
CONSUMER PRICE INDEX (CPI)

| Year | MCG GWA | MCG Service Increment ⁽³⁾ | Total MCG Pay Increase | CPI -U Change ⁽⁴⁾ | Difference MCG vs. CPI Change | Date of CPI Changes |
|--|--------------------|---|-----------------------------------|---|--|--------------------------------|
| FY17-FY20 Compounded Change ⁽²⁾ : | | | <u>5.10%</u> | <u>5.61%</u> | <u>-0.51%</u> | |
| 2019 (FY20) | 2.25% | 0.00% | -- | 1.50% | -- | 11-18 - 11-19 |
| 2018 (FY19) | 2.00% | 0.00% | -- | 1.30% | -- | 11-17 - 11-18 |
| 2017 (FY18) | 2.00% | 0.00% | -- | 1.50% | -- | 11-16 - 11-17 |
| 2016 (FY17) | 1.00% | 0.00% | -- | 1.20% | -- | 11-15 - 11-16 |
| FY13-FY16 Compounded Change ⁽²⁾ : | | | <u>8.74%</u> | <u>5.71%</u> | <u>3.03%</u> | |
| 2015 (FY16) | 2.00% | 0.00% | -- | 0.60% | -- | 11-14 - 11-15 |
| 2014 (FY15) | 3.25% | 0.00% | -- | 1.20% | -- | 11-13 - 11-14 |
| 2013 (FY14) | 3.25% | 0.00% | -- | 1.70% | -- | 11-12 - 11-13 |
| 2012 (FY13) | 0.00% | 0.00% | -- | 2.10% | -- | 11-11 - 11-12 |
| FY09-FY12 Compounded Change: | | | <u>4.50%</u> | <u>9.30%</u> | <u>-4.80%</u> | |
| 2011 (FY12) | 0.00% | 0.00% | -- | 3.30% | -- | 11-10 - 11-11 |
| 2010 (FY11) | 0.00% | 0.00% | -- | 1.60% | -- | 11-09 - 11-10 |
| 2009 (FY10) | 0.00% | 0.00% | -- | 1.60% | -- | 11-08 - 11-09 |
| 2008 (FY09) | 4.50% | 0.00% | -- | 2.50% | -- | 11-07 - 11-08 |
| FY05-FY08 Compounded Change ⁽⁵⁾ : | | | <u>13.39%</u> | <u>15.75%</u> | <u>-2.36%</u> | |
| FY01-FY04 Compounded Change ⁽⁶⁾ : | | | <u>13.24%</u> | <u>11.13%</u> | <u>2.11%</u> | |

(1) Excludes police and fire bargaining unit employees.

(2) FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); FY18 GWA was effective August 6, 2017; and FY19 GWA effective December 9, 2018; and FY20 GWA effective December 8, 2019.

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

Approximately 64% (6,044 of 9,381) of permanent employees were not at maximum of grade as of 12/31/19.

(4) November 2017 and 2019: CPI-U change, Washington-Arlington-Alexandria, DC-VA-MD-WV; November 2016 and before: CPI-U change, Washington-Baltimore, DC-MD-VA-WV.

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

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

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY ⁽¹⁾

**vs.
PRIVATE SECTOR**

| Year | MCG GWA | MCG Service Increment ⁽³⁾ | Total MCG Pay Increase | Private Sector Change ⁽⁴⁾ | Difference MCG vs. Private Sector |
|--|--------------------|---|-----------------------------------|---|--|
| FY17-FY20 Compounded Change ⁽²⁾ : | | | <u>23.30%</u> | <u>12.99%</u> | <u>10.31%</u> |
| 2019 (FY20) | 2.25% | 3.50% | -- | 3.20% | -- |
| 2018 (FY19) | 2.00% | 3.50% | -- | 3.10% | -- |
| 2017 (FY18) | 2.00% | 3.50% | -- | 3.10% | -- |
| 2016 (FY17) | 1.00% | 3.50% | -- | 3.00% | -- |
| FY13-FY16 Compounded Change ⁽²⁾ : | | | <u>20.56%</u> | <u>12.22%</u> | <u>8.34%</u> |
| 2015 (FY16) | 2.00% | 3.50% | -- | 3.00% | -- |
| 2014 (FY15) | 3.25% | 3.50% | -- | 3.00% | -- |
| 2013 (FY14) | 3.25% | 3.50% | -- | 2.90% | -- |
| 2012 (FY13) | 0.00% | 0.00% | -- | 2.80% | -- |
| FY09-FY12 Compounded Change: | | | <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% | -- |
| FY05-FY08 Compounded Change ⁽⁵⁾ : | | | <u>30.12%</u> | <u>15.34%</u> | <u>14.78%</u> |
| FY01-FY04 Compounded Change ⁽⁶⁾ : | | | <u>29.95%</u> | <u>17.15%</u> | <u>12.80%</u> |

(1) Excludes police and fire bargaining unit employees.

(2) FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); FY18 GWA was effective August 6, 2017; and FY19 GWA effective December 9, 2018; and FY20 GWA effective December 8, 2019.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 64% (6,044 of 9,381) of permanent employees were not at maximum of grade as of 12/31/19.

(4) World at Work 2019-2020 Salary Budget Survey (top-level results). Salary budget increases (zeros included) for all categories of private sector employees in the U.S.

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

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

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES AT MAXIMUM SALARY ⁽¹⁾

**vs.
PRIVATE SECTOR**

| Year | MCG GWA | MCG Service Increment ⁽³⁾ | Total MCG Pay Increase | Private Sector Change ⁽⁴⁾ | Difference MCG vs. Private Sector |
|--|--------------------|---|-----------------------------------|---|--|
| FY17-FY20 Compounded Change ⁽²⁾ : | | | <u>7.44%</u> | <u>12.99%</u> | <u>-5.54%</u> |
| 2019 (FY20) | 2.25% | 0.00% | -- | 3.20% | -- |
| 2018 (FY19) | 2.00% | 0.00% | -- | 3.10% | -- |
| 2017 (FY18) | 2.00% | 0.00% | -- | 3.10% | -- |
| 2016 (FY17) | 1.00% | 0.00% | -- | 3.00% | -- |
| FY13-FY16 Compounded Change ⁽²⁾ : | | | <u>8.74%</u> | <u>12.22%</u> | <u>-3.49%</u> |
| 2015 (FY16) | 2.00% | 0.00% | -- | 3.00% | -- |
| 2014 (FY15) | 3.25% | 0.00% | -- | 3.00% | -- |
| 2013 (FY14) | 3.25% | 0.00% | -- | 2.90% | -- |
| 2012 (FY13) | 0.00% | 0.00% | -- | 2.80% | -- |
| FY09-FY12 Compounded Change: | | | <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% | -- |
| FY05-FY08 Compounded Change ⁽⁵⁾ : | | | <u>13.39%</u> | <u>15.34%</u> | <u>-1.95%</u> |
| FY01-FY04 Compounded Change ⁽⁶⁾ : | | | <u>13.24%</u> | <u>17.15%</u> | <u>-3.91%</u> |

(1) Excludes police and fire bargaining unit employees.

(2) FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); FY18 GWA was effective August 6, 2017; and FY19 GWA effective December 9, 2018; and FY20 GWA effective December 8, 2019.

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

Approximately 64% (6,044 of 9,381) of permanent employees were not at maximum of grade as of 12/31/19.

(4) World at Work 2019-2020 Salary Budget Survey (top-level results). Salary budget increases (zeros included) for all categories of private sector employees in the U.S.

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

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

ELIGIBILITY OF PERMANENT EMPLOYEES FOR SERVICE INCREMENT⁽¹⁾
(If at Maximum Salary, NOT Eligible; If Not at Maximum Salary, Eligible)

| Bargaining Unit | | <u>At Maximum</u> | <u>Not at Maximum</u> | <u>Total</u> |
|---|----------------|------------------------------|----------------------------------|---------------------|
| <hr/> | | | | |
| Police Bargaining Unit (FOP) | Number | 595 | 569 | 1,164 |
| | Percent | 51.1% | 48.9% | 100% |
| Fire Bargaining Unit (IAFF) | Number | 418 | 696 | 1,114 |
| | Percent | 37.5% | 62.5% | 100% |
| MCGEO, UFCW Local 1994 | Number | 1,518 | 3,317 | 4,835 |
| | Percent | 31.4% | 68.6% | 100% |
| Eligible at Permanent Status (Local 1994 and IAFF) | Number | 16 | 576 | 592 |
| | Percent | 2.7% | 97.3% | 100% |
| <hr/> | | | | |
| Total Represented | Number | 2,547 | 5,158 | 7,705 |
| | Percent | 33.1% | 66.9% | 100% |
| <hr/> | | | | |
| Total Non-Represented⁽²⁾ | Number | 790 | 886 | 1,676 |
| | Percent | 47.1% | 52.9% | 100% |
| <hr/> | | | | |
| ALL EMPLOYEES | Number | 3,337 | 6,044 | 9,381 |
| | Percent | 35.6% | 64.4% | 100% |

(1) As of December 31, 2019.

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

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

FEDERAL GOVERNMENT⁽¹⁾
Effective January 2020⁽²⁾

MONTGOMERY COUNTY GOVERNMENT
January 2020

| <u>Federal Grade</u> | <u>Minimum</u> | <u>Maximum</u> | <u>MCG Grade</u> | <u># Permanent FT Emp.</u> | <u>Minimum</u> | <u>Maximum</u> | <u>% Diff. At Min</u> | <u>% Diff. At Max</u> |
|----------------------|----------------|----------------|------------------|----------------------------|----------------|----------------|-----------------------|-----------------------|
| GS-11 | \$72,030 | \$93,638 | 21 | 461 | \$54,947 | \$90,848 | -31.1% | -3.1% |
| GS-12 | \$86,335 | \$112,240 | 23 | 419 | \$60,285 | \$99,852 | -43.2% | -12.4% |
| | | | 24 | 493 | \$63,155 | \$104,680 | -36.7% | -7.2% |
| | | | 25 | 369 | \$66,164 | \$109,761 | -30.5% | -2.3% |
| GS-13 | \$102,663 | \$133,465 | 24 | 493 | \$63,155 | \$104,680 | -62.6% | -27.5% |
| | | | 25 | 369 | \$66,164 | \$109,761 | -55.2% | -21.6% |
| | | | 26 | 169 | \$69,337 | \$115,099 | -48.1% | -16.0% |
| | | | 27 | 29 | \$72,636 | \$120,703 | -41.3% | -10.6% |
| | | | M3 | 252 | \$79,196 | \$144,751 | -29.6% | 7.8% |
| GS-14 | \$121,316 | \$157,709 | 28 | 146 | \$75,897 | \$126,584 | -59.8% | -24.6% |
| | | | 29 | 4 | \$79,320 | \$132,759 | -52.9% | -18.8% |
| | | | 31 | 1 | \$86,699 | \$146,057 | -39.9% | -8.0% |
| | | | M2 | 114 | \$92,185 | \$167,345 | -31.6% | 5.8% |
| GS-15 | \$142,701 | \$170,800 | M2 | 114 | \$92,185 | \$167,345 | -54.8% | -2.1% |
| | | | M1 | 21 | \$105,419 | \$187,233 | -35.4% | 8.8% |

(1) Locality Pay for Washington-Baltimore-Northern Virginia, DC-MD-VA-WV-PA.

Source: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/20Tables/html/DCB.aspx>

(2) Federal government employees received a general schedule increase of 2.6% in January 2020; with the locality payment of 30.48%, The total increase was 3.52%.

SALARY COMPARISONS
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2019 COMPENSATION SURVEY REPORT
AND MCG FY19 SALARY SCHEDULES

| Human Resources Association (HRA) Job Title | MoCo Grade | 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 Operator I | 14 | IT Technician I | \$39,402 | \$35,000 | -11.2% | 12.6% | \$64,023 | \$58,300 | -8.9% | 9.8% |
| Computer Operator II | 16 | IT Technician II | \$42,802 | \$45,400 | 6.1% | -5.7% | \$70,271 | \$77,400 | 10.1% | -9.2% |
| Applications Analyst/Developer II | 26 | IT Specialist III | \$67,811 | \$64,900 | -4.3% | 4.5% | \$112,566 | \$107,300 | -4.7% | 4.9% |
| Applications Analyst/Developer III | 28 | Senior IT Specialist | \$74,227 | \$78,000 | 5.1% | -4.8% | \$123,799 | \$133,000 | 7.4% | -6.9% |
| Systems Programmer III | 28 | Senior IT Specialist | \$74,227 | \$64,100 | -13.6% | 15.8% | \$123,799 | \$149,200 | 20.5% | -17.0% |
| IT/Helpdesk Support Analyst I | 20 | IT Specialist I | \$51,305 | \$58,100 | 13.2% | -11.7% | \$84,762 | \$93,300 | 10.1% | -9.2% |
| Accounting Clerk I | 13 | Principal Administrative Aide | \$37,830 | \$34,800 | -8.0% | 8.7% | \$61,113 | \$56,100 | -8.2% | 8.9% |
| Accounting Clerk II | 16 | Office Services Coordinator | \$42,802 | \$39,400 | -7.9% | 8.6% | \$70,271 | \$63,300 | -9.9% | 11.0% |
| Accounting Clerk III | 16 | Fiscal Assistant | \$42,802 | \$41,200 | -3.7% | 3.9% | \$70,271 | \$65,500 | -6.8% | 7.3% |
| Payroll Clerk I | 16 | Office Services Coordinator | \$42,860 | \$36,900 | -13.9% | 16.2% | \$70,271 | \$60,800 | -13.5% | 15.6% |
| Accountant I | 18 | Accountant/Auditor I | \$46,795 | \$46,000 | -1.7% | 1.7% | \$77,166 | \$75,300 | -2.4% | 2.5% |
| Accountant III | 23 | Accountant/Auditor III | \$58,958 | \$62,600 | 6.2% | -5.8% | \$97,655 | \$109,800 | 12.4% | -11.1% |
| Budget Analyst II | 22 | Mgmt. & Budget Spec. II | \$56,280 | \$56,600 | 0.6% | -0.6% | \$93,140 | \$98,700 | 6.0% | -5.6% |
| Budget Analyst III | 25 | Mgt and Budget Specialist III | \$64,708 | \$72,900 | 12.7% | -11.2% | \$107,346 | \$121,500 | 13.2% | -11.6% |
| Buyer II | 23 | Procurement Specialist II | \$58,958 | \$52,100 | -11.6% | 13.2% | \$97,655 | \$90,700 | -7.1% | 7.7% |
| Employee Relations (EEO) Representative II | 25 | Human Resources Specialist | \$64,708 | \$76,900 | 18.8% | -15.9% | \$107,346 | \$134,500 | 25.3% | -20.2% |
| Recruiting (Employment) Manager | M3 | Manager III | \$75,934 | \$90,900 | 19.7% | -16.5% | \$138,790 | \$155,100 | 11.8% | -10.5% |
| Librarian/Information Center Specialist II | 21 | Librarian I | \$53,738 | \$50,900 | -5.3% | 5.6% | \$88,949 | \$90,800 | 2.1% | -2.0% |
| Janitor/Custodian I | 8 | Building Services Worker II | \$31,294 | \$27,800 | -11.2% | 12.6% | \$48,588 | \$46,500 | -4.3% | 4.5% |
| Call Center Representative I | 13 | Customer Service Rep I | \$37,830 | \$36,000 | -4.8% | 5.1% | \$61,113 | \$59,000 | -3.5% | 3.6% |
| Call Center Supervisor | 23 | Program Manager I | \$58,958 | \$61,800 | 4.8% | -4.6% | \$97,655 | \$94,300 | -3.4% | 3.6% |
| Security Guard I (Unarmed) | 15 | Security Officer I | \$41,047 | \$30,100 | -26.7% | 36.4% | \$67,066 | \$48,600 | -27.5% | 38.0% |
| Security Guard Supervisor | 23 | Security Officer IV (Lt.) | \$58,958 | \$56,600 | -4.0% | 4.2% | \$97,655 | \$84,900 | -13.1% | 15.0% |
| Administrative Assistant I | 12 | Administrative Aide | \$36,333 | \$33,700 | -7.2% | 7.8% | \$58,347 | \$61,700 | 5.7% | -5.4% |
| Administrative Assistant II | 13 | Principal Administrative Aide | \$37,830 | \$38,300 | 1.2% | -1.2% | \$61,113 | \$65,400 | 7.0% | -6.6% |
| Administrative Assistant III | 16 | Office Services Coordinator | \$42,802 | \$41,500 | -3.0% | 3.1% | \$70,271 | \$71,000 | 1.0% | -1.0% |
| Executive Assistant III | 18 | Senior Executive Admin. Aide | \$46,795 | \$50,600 | 8.1% | -7.5% | \$77,166 | \$89,300 | 15.7% | -13.6% |
| Executive Assistant to CEO III | 20 | Executive Admin. Aide to CAO | \$51,305 | \$61,300 | 19.5% | -16.3% | \$84,762 | \$106,800 | 26.0% | -20.6% |
| Office Manager | 21 | Administrative Specialist II | \$53,738 | \$68,200 | 26.9% | -21.2% | \$88,849 | \$99,800 | 12.3% | -11.0% |
| Public Relations Specialist III | 25 | Public Information Officer II | \$64,708 | \$67,700 | 4.6% | -4.4% | \$107,346 | \$113,700 | 5.9% | -5.6% |
| Graphics Designer II | 19 | Graphic Artist | \$49,000 | \$51,700 | 5.5% | -5.2% | \$80,271 | \$94,200 | 17.4% | -14.8% |
| Legal Secretary II | 16 | Legal Secretary II | \$42,802 | \$54,400 | 27.1% | -21.3% | \$70,271 | \$74,800 | 6.4% | -6.1% |
| Legal Assistant/Paralegal II | 23 | Paralegal Specialist | \$58,958 | \$52,900 | -10.3% | 11.5% | \$97,655 | \$81,200 | -16.9% | 20.3% |
| In House Attorney II | 27 | Assistant County Attorney II | \$71,038 | \$104,000 | 46.4% | -31.7% | \$118,047 | \$163,400 | 38.4% | -27.8% |
| In House Attorney III | 32 | Assistant County Attorney III | \$88,665 | \$142,000 | 60.2% | -37.6% | \$147,215 | \$213,800 | 45.2% | -31.1% |
| Social Worker (MSW-LCSW) - II | 24 | Social Worker III | \$61,765 | \$61,500 | -0.4% | 0.4% | \$102,377 | \$104,900 | 2.5% | -2.4% |
| Staff Nurse (RN) II | 24 | Community Health Nurse II | \$61,765 | \$61,700 | -0.1% | 0.1% | \$102,377 | \$96,400 | -5.8% | 6.2% |
| Nurse Practitioner III | 26 | Nurse Practitioner | \$67,811 | \$85,400 | 25.9% | -20.6% | \$112,566 | \$143,200 | 27.2% | -21.4% |
| Marketing Analyst II | 21 | Transit Marketing Specialist | \$53,738 | \$54,100 | 0.7% | -0.7% | \$112,566 | \$103,700 | -7.9% | 8.5% |
| Vehicle Mechanic II | 19 | Mechanic Technician II | \$49,000 | \$46,700 | -4.7% | 4.9% | \$80,271 | \$77,400 | -3.6% | 3.7% |
| Plumber II | 17 | Plumber I | \$44,743 | \$44,200 | -1.2% | 1.2% | \$73,633 | \$76,700 | 4.2% | -4.0% |

| | | | |
|------------------------|---------------|--|---------------|
| Avg % Change FY19: | 3.86% | | 4.55% |
| Avg % Difference FY19: | <u>-1.62%</u> | | <u>-2.53%</u> |

NOTES:

- 2019 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 541 job titles from 227 participating private and public-sector 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.
- Percentage change required for MCG salary to reach HRA average salary was calculated by dividing dollar difference by MCG salary.
- Percentage difference between MCG salary and HRA average salary was calculated by dividing dollar difference by HRA salary.

**FY20 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

| Montgomery County Title | MCG Grade | Alex City | Anne Arundel | Arlington Co | Balt City | Balt Co | Fairfax Co | Howard Co | MNCPPC | PG Co | Median | MCG | % Chg Req for MCG to Reach Median | % Dif Between MCG & Median | Median including MCG |
|---|-----------|-----------|--------------|--------------|-----------|---------|------------|-----------|--------|-------|--------|------|-----------------------------------|----------------------------|----------------------|
| Accountant/Auditor III | 23 | 56.8 | 50.4 | 62.8 | 60.6 | 50.3 | 59.6 | 55.4 | 54.0 | 49.0 | 55.4 | 60.2 | -8.0% | 8.7% | 56.1 |
| Building Services Worker II | 8 | 31.3 | 27.7 | 29.2 | 30.7 | 29.7 | 28.4 | | 30.1 | 27.7 | 29.5 | 31.9 | -7.7% | 8.3% | 29.7 |
| Carpenter I | 17 | | | 39.8 | 34.0 | 39.8 | 44.9 | 41.0 | 42.1 | 32.9 | 39.8 | 45.7 | -12.9% | 14.8% | 40.4 |
| Community Health Nurse II | 24 | 59.6 | | 62.8 | 63.9 | 60.1 | 56.8 | | | 48.6 | 59.9 | 63.1 | -5.2% | 5.4% | 60.1 |
| Correctional Supervisor - Sergeant | C6 | | 56.7 | 62.9 | | 50.3 | 60.9 | 56.5 | | 50.8 | 56.6 | 59.1 | -4.2% | 4.4% | 56.7 |
| Correctional Officer I (Pvt) | C3 | | | | | | 52.6 | | | 44.8 | 48.7 | 46.3 | 5.2% | -4.9% | 46.3 |
| Correctional Officer III (Corporal) | C5 | | 44.3 | 51.9 | | 43.7 | 55.2 | 45.1 | | 43.0 | 44.7 | 53.5 | -16.4% | 19.7% | 45.1 |
| Electrician I | 18 | | | | 37.1 | 45.6 | 49.3 | 46.5 | 42.1 | 32.9 | 43.9 | 47.8 | -8.3% | 9.0% | 45.6 |
| Engineer III | 25 | 69.0 | 63.0 | 57.3 | 68.5 | 52.5 | 68.7 | 68.0 | 65.3 | 62.6 | 65.3 | 66.1 | -1.2% | 1.2% | 65.7 |
| Engineer Technician II | 18 | 42.3 | | 43.6 | 45.5 | 43.7 | 47.1 | 41.1 | | 42.0 | 43.6 | 47.8 | -8.8% | 9.6% | 43.7 |
| Equipment Operator III | 16 | 38.6 | 39.2 | 43.6 | 38.3 | 39.8 | 43.0 | 38.2 | 42.1 | 32.9 | 39.2 | 43.7 | -10.3% | 11.5% | 39.5 |
| Fire/Rescue Lieutenant | B1 | 62.9 | 47.9 | 67.0 | 63.5 | 60.7 | 68.4 | 83.6 | | 55.6 | 63.2 | 62.8 | 0.6% | -0.6% | 62.9 |
| Firefighter/Rescuer I | F1 | 49.2 | 44.3 | 55.7 | 38.8 | 37.6 | 56.8 | 54.9 | | 43.7 | 46.8 | 47.1 | -0.7% | 0.7% | 47.1 |
| Firefighter/Rescuer III | F3 | 51.7 | 39.4 | | | 47.2 | 56.8 | 60.9 | | 45.9 | 49.5 | 51.9 | -4.7% | 5.0% | 51.7 |
| Highway Inspector I | 19 | 49.1 | 45.4 | 54.6 | 42.1 | 40.0 | 51.8 | 50.0 | | 42.0 | 47.3 | 50.1 | -5.7% | 6.0% | 49.1 |
| Human Resources Specialist II (pg. 48) | 22 | | 58.5 | 57.4 | | 50.4 | 62.6 | 61.4 | 54.1 | 49.1 | 57.4 | 57.5 | -0.2% | 0.2% | 57.5 |
| HVAC Mechanic I | 18 | 46.7 | 39.2 | 66.1 | 37.1 | 41.5 | 47.1 | 46.5 | 42.1 | 32.9 | 42.1 | 47.8 | -11.9% | 13.5% | 44.3 |
| Senior Information Technology Specialist | 28 | 54.1 | | | 64.5 | 50.3 | | 50.0 | 64.2 | 56.3 | 55.2 | 75.8 | -27.2% | 37.3% | 56.3 |
| Information Technology Specialist III | 26 | 59.6 | 58.5 | 65.5 | | 50.3 | 65.4 | 68.0 | 54.0 | 56.7 | 59.1 | 69.3 | -14.8% | 17.4% | 59.6 |
| Librarian I | 21 | 51.5 | | 57.3 | 47.6 | 35.5 | 51.8 | | | | 51.5 | 54.9 | -6.2% | 6.6% | 51.7 |
| Management and Budget Specialist III | 25 | 56.8 | 73.0 | 54.6 | 64.5 | 76.3 | 59.6 | 55.4 | 65.3 | 48.6 | 59.6 | 66.1 | -9.8% | 10.9% | 62.1 |
| Mechanic Technician II | 18 | 44.5 | 39.2 | 52.3 | 39.6 | 43.6 | 49.3 | 46.5 | 42.1 | 38.1 | 43.6 | 47.8 | -8.8% | 9.6% | 44.1 |
| Office Clerk | 5 | 32.0 | 27.3 | 26.0 | 29.6 | 28.9 | 39.2 | 31.0 | 25.5 | 26.0 | 28.9 | 31.9 | -9.4% | 10.4% | 29.3 |
| Permitting & Code Enforcement Inspector III | 23 | 44.5 | 45.4 | 58.4 | 43.8 | 45.9 | 51.8 | 76.8 | | 42.0 | 45.7 | 60.2 | -24.2% | 31.9% | 45.9 |
| Planning Specialist III | 23 | 56.8 | 58.5 | | 64.5 | 50.3 | 59.6 | 55.4 | 54.0 | 48.6 | 56.1 | 60.2 | -6.8% | 7.3% | 56.8 |
| Police Officer I | P2 | 50.8 | 52.5 | | 53.5 | 54.0 | 53.9 | 55.9 | 53.1 | 53.2 | 53.4 | 55.1 | -3.2% | 3.3% | 53.5 |
| Police Sergeant | A1 | 61.7 | 66.6 | 66.0 | 76.3 | 67.8 | 65.6 | 78.7 | 61.4 | 67.2 | 66.6 | 66.9 | -0.4% | 0.5% | 66.8 |
| Public Safety Communications Specialist III | 19 | 49.1 | 41.1 | 54.3 | 42.1 | 43.9 | 51.1 | 43.3 | 42.1 | | 43.6 | 50.1 | -13.0% | 14.9% | 43.9 |
| Principal Administrative Aide | 13 | 36.9 | 34.6 | 35.6 | 31.4 | 32.9 | 39.2 | 33.6 | 42.1 | 30.1 | 34.6 | 38.6 | -10.4% | 11.6% | 35.1 |
| Procurement Specialist III | 25 | 56.8 | 54.3 | 57.3 | 49.6 | 50.3 | 59.6 | 49.9 | 61.2 | 49.0 | 54.3 | 66.1 | -17.9% | 21.7% | 55.6 |
| Public Service Worker II | 9 | 32.4 | 29.0 | 29.2 | 31.2 | 29.7 | 31.1 | 31.8 | 30.1 | 28.4 | 30.1 | 32.9 | -8.5% | 9.3% | 30.6 |
| Recreation Specialist | 21 | 51.5 | 58.5 | 56.7 | 47.6 | 50.3 | 51.8 | 45.1 | 61.2 | 48.6 | 51.5 | 54.9 | -6.2% | 6.6% | 51.7 |
| Social Worker II | 23 | 59.6 | | 57.3 | 51.8 | 60.1 | 56.8 | 54.4 | | 48.6 | 56.8 | 60.2 | -5.6% | 6.0% | 57.1 |
| Therapist II | 24 | 62.6 | | 57.3 | | | 56.8 | | | 56.3 | 57.1 | 63.1 | -9.6% | 10.6% | 57.3 |

NOTES:

- Source: FY2020 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY20 salary schedules.
- Median salary does not include Montgomery County (MCG).
- Percent change required for MCG salary to reach LGPA median salary was calculated by dividing dollar difference by MCG salary. Instances where the MCG salary is higher than the median are characterized as a negative.
- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.

**FY20 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

| Montgomery County Title | MCG Grade | Alex City | Anne Arundel | Arlington Co | Balt City | Balt Co | Fairfax Co | Howard Co | MNCPPC | PG Co | WSSC | Median | MCG | % Chg Req for MCG to Reach Median | % Dif Between MCG & Median | Median including MCG |
|---|-----------|-----------|--------------|--------------|-----------|---------|------------|-----------|--------|-------|------|--------|-------|-----------------------------------|----------------------------|----------------------|
| Accountant/Auditor III | 23 | 93.4 | 85.7 | 95.9 | 95.4 | 62.7 | 99.4 | 94.8 | 92.5 | 95.4 | | 94.8 | 99.8 | -5.0% | 5.3% | 95.1 |
| Building Services Worker II | 8 | 42.2 | 43.2 | 44.6 | 32.3 | 36.5 | 47.3 | | 54.1 | 45.9 | | 43.9 | 49.6 | -11.5% | 13.0% | 44.6 |
| Carpenter I | 17 | | | 60.8 | 37.5 | 50.3 | 74.9 | 62.8 | 72.0 | 60.8 | | 60.8 | 75.2 | -19.1% | 23.7% | 61.8 |
| Community Health Nurse II | 24 | 98.0 | | 98.2 | 72.9 | 75.6 | 99.4 | | | 89.1 | | 93.6 | 104.6 | -10.6% | 11.8% | 98.0 |
| Correctional Supervisor - Sergeant | C6 | | 99.4 | 106.3 | | 62.7 | 90.0 | 93.7 | | 97.8 | | 95.8 | 99.1 | -3.4% | 3.5% | 97.8 |
| Correctional Officer I (Pvt) | C3 | | | | | | 77.8 | | | 87.0 | | 82.4 | 70.0 | 17.7% | -15.0% | 77.8 |
| Correctional Officer III (Corporal) | C5 | | 67.0 | 87.7 | | 54.9 | 81.6 | 70.1 | | 91.3 | | 75.9 | 86.6 | -12.4% | 14.2% | 81.6 |
| Electrician I | 18 | | | | 41.5 | 58.0 | 82.2 | 71.2 | 72.0 | 82.7 | | 71.6 | 78.9 | -9.3% | 10.2% | 72.0 |
| Engineer III | 25 | 113.5 | 112.4 | 114.0 | 109.5 | 65.3 | 114.5 | 116.4 | 113.8 | 139.7 | | 113.8 | 109.7 | 3.7% | -3.6% | 113.7 |
| Engineer Technician II | 18 | 69.6 | | 66.6 | 55.4 | 68.6 | 78.5 | 69.4 | | 77.2 | | 69.4 | 78.9 | -12.0% | 13.7% | 69.5 |
| Equipment Operator III | 16 | 63.5 | 60.9 | 66.6 | 43.0 | 50.3 | 71.7 | 58.2 | 72.0 | 60.8 | | 60.9 | 71.8 | -15.2% | 17.9% | 62.2 |
| Fire/Rescue Lieutenant | B1 | 111.4 | 109.1 | 113.2 | 77.5 | 82.3 | 101.1 | 123.5 | | 117.0 | | 110.3 | 108.9 | 1.2% | -1.2% | 109.1 |
| Firefighter/Rescuer I | F1 | 87.3 | 83.0 | 94.0 | 62.0 | 51.3 | 83.9 | 81.1 | | 84.4 | | 83.5 | 81.7 | 2.1% | -2.1% | 83.0 |
| Firefighter/Rescuer III | F3 | 91.6 | 83.0 | | | 63.3 | 83.9 | 89.9 | 77.1 | 93.7 | | 83.9 | 90.0 | -6.8% | 7.3% | 86.9 |
| Highway Inspector I | 19 | 80.7 | 70.7 | 94.9 | 50.9 | 68.6 | 86.3 | 85.0 | | 77.2 | | 79.0 | 82.6 | -4.4% | 4.6% | 80.7 |
| Human Resources Specialist II | 22 | | 104.5 | 114.0 | | 62.7 | 104.3 | 105.1 | 92.5 | 120.7 | | 104.5 | 95.2 | 9.8% | -8.9% | 104.4 |
| HVAC Mechanic I | 18 | 76.8 | 60.9 | 100.9 | 45.5 | 58.0 | 78.5 | 71.2 | 72.0 | 60.8 | | 71.2 | 78.9 | -9.8% | 10.8% | 71.6 |
| Senior Information Technology Specialist | 28 | 88.9 | | | 103.2 | 62.7 | | 85.0 | 110.2 | 102.8 | | 95.9 | 126.5 | -24.2% | 32.0% | 102.8 |
| Information Technology Specialist III | 26 | 98.0 | 104.4 | 128.2 | 59.4 | 62.7 | 109.1 | 116.4 | 79.2 | 110.4 | | 104.4 | 115.0 | -9.2% | 10.2% | 106.8 |
| Librarian I | 21 | 84.7 | | 91.8 | 57.8 | 55.1 | 86.3 | | | | | 84.7 | 90.8 | -6.7% | 7.2% | 85.5 |
| Management and Budget Specialist III | 25 | 93.4 | 130.4 | 109.2 | 103.2 | 118.8 | 99.4 | 94.8 | 113.8 | 89.1 | | 103.2 | 109.7 | -5.9% | 6.3% | 106.2 |
| Mechanic Technician II | 18 | 73.2 | 60.9 | 79.9 | 44.7 | 55.3 | 82.2 | 71.2 | 72.0 | 70.1 | | 71.2 | 78.9 | -9.8% | 10.8% | 71.6 |
| Office Clerk | 5 | 46.2 | 44.3 | 39.7 | 33.6 | 36.2 | 65.4 | 44.6 | 58.0 | 50.6 | | 44.6 | 43.7 | 2.1% | -2.0% | 44.5 |
| Permitting & Code Enforcement Inspector III | 23 | 73.2 | 70.7 | 89.2 | 53.1 | 57.5 | 94.6 | 76.8 | | 77.2 | | 75.0 | 99.8 | -24.8% | 33.1% | 76.8 |
| Planning Specialist III | 23 | 93.4 | 104.4 | | 103.2 | 62.7 | 99.4 | 94.8 | 92.5 | 89.1 | | 94.1 | 99.8 | -5.7% | 6.1% | 94.8 |
| Police Officer I | P2 | 90.0 | 84.2 | | 92.5 | 70.5 | 79.7 | 57.9 | 83.0 | | | 83.0 | 88.0 | -5.7% | 6.0% | 83.6 |
| Police Sergeant | A1 | 109.4 | 100.8 | 111.7 | 107.3 | 90.1 | 96.9 | 103.8 | 103.4 | 111.7 | | 103.8 | 112.0 | -7.3% | 7.9% | 105.6 |
| Public Safety Communications Specialist III | 19 | 80.7 | 64.0 | 82.9 | 50.9 | 55.4 | 75.6 | 74.2 | 72.0 | 118.4 | | 74.2 | 82.6 | -10.2% | 11.3% | 74.9 |
| Principal Administrative Aide | 13 | 60.6 | 64.7 | 54.4 | 36.3 | 52.5 | 65.4 | 56.7 | 72.0 | 58.5 | | 58.5 | 62.4 | -6.3% | 6.7% | 59.6 |
| Procurement Specialist III | 25 | 93.4 | 97.0 | 114.0 | 60.4 | 62.7 | 99.4 | 85.6 | 104.9 | 95.4 | | 95.4 | 109.7 | -13.0% | 15.0% | 96.2 |
| Public Service Worker II | 9 | 48.3 | 45.3 | 44.6 | 32.2 | 36.5 | 51.8 | 43.4 | 54.1 | 48.0 | | 45.3 | 51.9 | -12.7% | 14.6% | 46.7 |
| Recreation Specialist | 21 | 84.7 | 104.4 | 86.5 | 57.8 | 62.7 | 86.3 | 77.3 | 104.9 | 89.1 | | 86.3 | 90.8 | -5.0% | 5.2% | 86.4 |
| Social Worker II | 23 | 98.0 | | 87.6 | 63.0 | 75.6 | 94.6 | 94.8 | | 89.1 | | 89.1 | 99.8 | -10.7% | 12.0% | 91.9 |
| Therapist II | 24 | 102.9 | | 87.6 | | | 94.6 | | | 102.8 | | 98.7 | 104.6 | -5.6% | 6.0% | 102.8 |

NOTES:

- Source: FY2020 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY20 salary schedules; Maximum salary includes longevity.
- Median salary does not include Montgomery County (MCG).
- Percent change required for MCG salary to reach LGPA median salary was calculated by dividing dollar difference by MCG salary. Instances where the MCG salary is higher than the median are characterized as a negative.
- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY20 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

| Montgomery County Title | MCG Grade | Median | Alex City | Anne Arundel | Arlington Co | Balt City | Balt Co | Fairfax Co | Howard Co | MNCPPC | PG Co | MCG |
|---|--------------|--------|--------------|-----------------|-----------------|--------------|------------|---------------|--------------|--------|----------|-------|
| Accountant/Auditor III | 23 | 55.4 | 2.6% | -9.0% | 13.4% | 9.4% | -9.2% | 7.6% | 0.0% | -2.5% | -11.6% | 8.7% |
| Building Services Worker II | 8 | 29.5 | 6.3% | -5.9% | -0.8% | 4.2% | 0.8% | -3.6% | | 2.2% | -5.9% | 8.3% |
| Carpenter I | 17 | 39.8 | | | | -14.6% | 0.0% | 12.8% | 3.0% | 5.8% | -17.3% | 14.8% |
| Community Health Nurse II | 24 | 59.9 | -0.4% | | 4.9% | 6.8% | 0.4% | -5.1% | | | -18.8% | 5.4% |
| Correctional Supervisor - Sergeant | C6 | 56.6 | | 0.2% | 11.1% | | -11.1% | 7.6% | -0.2% | | -10.2% | 4.4% |
| Correctional Officer I (Pvt) | C3 | 48.7 | | | | | | 8.0% | | | -8.0% | -4.9% |
| Correctional Officer III (Corporal) | C5 | 44.7 | | -0.9% | 16.1% | | -2.2% | 23.5% | 0.9% | | -3.8% | 19.7% |
| Electrician I | 18 | 43.9 | | | | -15.4% | 4.0% | 12.4% | 6.0% | -4.0% | -25.0% | 9.0% |
| Engineer III | 25 | 65.3 | 5.7% | -3.5% | -12.3% | 4.9% | -19.6% | 5.2% | 4.1% | 0.0% | -4.1% | 1.2% |
| Engineer Technician II | 18 | 43.6 | -3.0% | | 0.0% | 4.4% | 0.2% | 8.0% | -5.7% | | -3.7% | 9.6% |
| Equipment Operator III | 16 | 39.2 | -1.5% | 0.0% | 11.2% | -2.3% | 1.5% | 9.7% | -2.6% | 7.4% | -16.1% | 11.5% |
| Fire/Rescue Lieutenant | B1 | 63.2 | -0.5% | -24.2% | 6.0% | 0.5% | -4.0% | 8.2% | 32.3% | | -12.0% | -0.6% |
| Firefighter/Rescuer I | F1 | 46.8 | 5.2% | -5.2% | 19.1% | -17.0% | -19.6% | | 17.4% | | -6.5% | 0.7% |
| Firefighter/Rescuer III | F3 | 49.5 | 4.6% | -20.3% | -100.0% | | -4.6% | 14.9% | 23.2% | | -7.2% | 5.0% |
| Highway Inspector I | 19 | 47.3 | 3.9% | -3.9% | 15.6% | -10.9% | -15.3% | 9.6% | 5.8% | | -11.1% | 6.0% |
| Human Resources Specialist II | 22 | 57.4 | | 1.9% | 0.0% | | -12.2% | 9.1% | 7.0% | -5.7% | -14.5% | 0.2% |
| HVAC Mechanic I | 18 | 42.1 | 10.9% | -6.9% | 57.0% | -11.9% | -1.4% | 11.9% | 10.5% | 0.0% | -21.9% | 13.5% |
| Senior Information Technology Specialist | 28 | 55.2 | -2.0% | | | 16.8% | -8.9% | | -9.4% | 16.3% | 2.0% | 37.3% |
| Information Technology Specialist III | 26 | 59.1 | 0.9% | -0.9% | | -100.0% | -14.8% | | 15.2% | -8.6% | -4.0% | 17.4% |
| Librarian I | 21 | 51.5 | 0.0% | | 11.3% | -7.6% | -31.1% | 0.6% | | | | 6.6% |
| Management and Budget Specialist III | 25 | 59.6 | -4.7% | 22.5% | -8.4% | 8.2% | 28.0% | 0.0% | -7.0% | 9.6% | -18.5% | 10.9% |
| Mechanic Technician II | 18 | 43.6 | 2.2% | -10.1% | 20.0% | -9.2% | 0.0% | 13.1% | 6.7% | -3.4% | -12.6% | 9.6% |
| Office Clerk | 5 | 28.9 | 10.7% | -5.5% | -10.0% | 2.4% | 0.0% | 35.6% | 7.3% | -11.8% | -10.0% | 10.4% |
| Permitting & Code Enforcement Inspector III | 23 | 45.7 | -2.5% | -0.5% | 27.9% | -4.1% | 0.5% | 13.5% | 68.2% | | -8.0% | 31.9% |
| Planning Specialist III | 23 | 56.1 | 1.2% | 4.3% | | 15.0% | -10.3% | 6.2% | -1.2% | -3.7% | -13.4% | 7.3% |
| Police Officer I | P2 | 53.4 | -4.8% | -1.6% | | 0.3% | 1.2% | 1.0% | 4.8% | -0.5% | -0.3% | 3.3% |
| Police Sergeant | A1 | 66.6 | -7.4% | 0.0% | -0.9% | 14.6% | 1.8% | -1.5% | 18.2% | -7.8% | 0.9% | 0.5% |
| Public Safety Communications Specialist III | 19 | 43.6 | 12.6% | -5.7% | 24.5% | -3.4% | 0.7% | 17.2% | -0.7% | -3.4% | -100.0% | 14.9% |
| Principal Administrative Aide | 13 | 34.6 | | 0.0% | 2.9% | -9.2% | -4.9% | 13.3% | -2.9% | 21.7% | -13.0% | 11.6% |
| Procurement Specialist III | 25 | 54.3 | 4.6% | 0.0% | 5.5% | -8.7% | -7.4% | 9.8% | -8.1% | 12.7% | -9.8% | 21.7% |
| Public Service Worker II | 9 | 30.1 | 7.6% | -3.7% | -3.0% | 3.7% | -1.3% | 3.3% | 5.6% | 0.0% | -5.6% | 9.3% |
| Recreation Specialist | 21 | 51.5 | 0.0% | 13.6% | 10.1% | -7.6% | -2.3% | 0.6% | -12.4% | 18.8% | -5.6% | 6.6% |
| Social Worker II | 23 | 56.8 | 4.9% | | 0.9% | -8.8% | 5.8% | 0.0% | -4.2% | | -14.4% | 6.0% |
| Therapist II | 24 | 57.1 | 9.7% | | 0.4% | | | -0.4% | | | -1.3% | 10.6% |
| Average \$ Difference from Median: | | | 2.5% | -2.6% | 4.4% | -5.0% | -4.2% | 8.1% | 6.3% | 2.0% | -12.5% | 9.7% |
| # of Classes Matched: | | | 27 | 25 | 28 | 28 | 32 | 31 | 29 | 21 | 33 | 34 |

NOTES:

- Source: FY2020 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY20 salary schedules; Maximum salary includes longevity.
- Median salary includes Montgomery County.
- Percent difference between salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY20 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

| Montgomery County Title | MCG Grade | Median | Alex City | Anne Arundel | Arlington Co | Balt City | Balt Co | Fairfax Co | Howard Co | MNCPPC | PG Co | MCG |
|---|--------------|--------|--------------|-----------------|-----------------|--------------|------------|---------------|--------------|--------|----------|--------|
| Accountant/Auditor III | 23 | 94.8 | -1.5% | -9.6% | 1.2% | 0.6% | -33.9% | 4.9% | 0.0% | -2.4% | 0.6% | 5.3% |
| Building Services Worker II | 8 | 43.9 | -3.9% | -1.6% | 1.6% | -26.4% | -16.9% | 7.7% | | 23.2% | 4.6% | 13.0% |
| Carpenter I | 17 | 60.8 | | | 0.0% | -38.3% | -17.3% | 23.2% | 3.3% | 18.4% | 0.0% | 23.7% |
| Community Health Nurse II | 24 | 93.6 | 4.8% | | 5.0% | -22.1% | -19.2% | 6.3% | | | -4.8% | 11.8% |
| Correctional Supervisor - Sergeant | C6 | 95.8 | | 3.8% | 11.0% | | -34.5% | -6.0% | -2.1% | | 2.1% | 3.5% |
| Correctional Officer I (Pvt) | C3 | 82.4 | | | | | | -5.6% | | | 5.6% | -15.0% |
| Correctional Officer III (Corporal) | C5 | 75.9 | | -11.7% | 15.6% | | -27.6% | 7.6% | -7.6% | | 20.4% | 14.2% |
| Electrician I | 18 | 71.6 | | | | -42.0% | -19.0% | 14.8% | -0.6% | 0.6% | 15.5% | 10.2% |
| Engineer III | 25 | 113.8 | -0.3% | -1.2% | 0.2% | -3.8% | -42.6% | 0.6% | 2.3% | 0.0% | 22.8% | -3.6% |
| Engineer Technician II | 18 | 69.4 | 0.3% | | -4.0% | -20.2% | -1.2% | 13.1% | 0.0% | | 11.2% | 13.7% |
| Equipment Operator III | 16 | 60.9 | 4.3% | 0.0% | 9.4% | -29.4% | -17.4% | 17.7% | -4.4% | 18.2% | -0.2% | 17.9% |
| Fire/Rescue Lieutenant | B1 | 110.3 | 1.0% | -1.0% | 2.7% | -29.7% | -25.4% | -8.3% | 12.0% | | 6.1% | -1.2% |
| Firefighter/Rescuer I | F1 | 83.5 | 4.6% | -0.5% | 12.6% | -25.7% | -38.5% | | -2.8% | | 1.1% | -2.1% |
| Firefighter/Rescuer III | F3 | 83.9 | 9.2% | -1.1% | -100.0% | | -24.6% | 0.0% | 7.2% | | 11.7% | 7.3% |
| Highway Inspector I | 19 | 79.0 | 2.2% | -10.4% | 20.2% | -35.5% | -13.1% | 9.3% | 7.7% | | -2.2% | 4.6% |
| Human Resources Specialist II | 22 | 104.5 | | 0.0% | 9.1% | | -40.0% | -0.2% | 0.6% | -11.5% | 15.5% | -8.9% |
| HVAC Mechanic I | 18 | 71.2 | 7.9% | -14.5% | 41.7% | -36.1% | -18.5% | 10.3% | 0.0% | 1.1% | -14.6% | 10.8% |
| Senior Information Technology Specialist | 28 | 95.9 | -7.3% | | | 7.7% | -34.6% | | -11.3% | 15.0% | 7.3% | 32.0% |
| Information Technology Specialist III | 26 | 104.4 | -6.1% | 0.0% | | -43.1% | -39.9% | | 11.5% | -24.1% | 5.7% | 10.2% |
| Librarian I | 21 | 84.7 | 0.0% | | 8.4% | -31.8% | -34.9% | 1.9% | | | | 7.2% |
| Management and Budget Specialist III | 25 | 103.2 | -9.5% | 26.4% | 5.8% | 0.0% | 15.1% | -3.7% | -8.1% | 10.3% | -13.7% | 6.3% |
| Mechanic Technician II | 18 | 71.2 | 2.8% | -14.5% | 12.2% | -37.2% | -22.3% | 15.4% | 0.0% | 1.1% | -1.5% | 10.8% |
| Office Clerk | 5 | 44.6 | 3.6% | -0.7% | -11.0% | -24.7% | -18.8% | 46.6% | 0.0% | 30.0% | 13.5% | -2.0% |
| Permitting & Code Enforcement Inspector III | 23 | 75.0 | -2.4% | -5.7% | 18.9% | -29.2% | -23.3% | 26.1% | 2.4% | | 2.9% | 33.1% |
| Planning Specialist III | 23 | 94.1 | -0.7% | 10.9% | | 9.7% | -33.4% | 5.6% | 0.7% | -1.7% | -5.3% | 6.1% |
| Police Officer I | P2 | 83.0 | 8.4% | 1.4% | | 11.4% | -15.1% | -4.0% | -30.2% | 0.0% | -100.0% | 6.0% |
| Police Sergeant | A1 | 103.8 | 5.4% | -2.9% | 7.6% | 3.4% | -13.2% | -6.6% | 0.0% | -0.4% | 7.6% | 7.9% |
| Public Safety Communications Specialist III | 19 | 74.2 | 8.8% | -13.7% | 11.7% | -31.4% | -25.3% | 1.9% | 0.0% | -3.0% | 59.6% | 11.3% |
| Principal Administrative Aide | 13 | 58.5 | | 10.6% | -7.0% | -37.9% | -10.3% | 11.8% | -3.1% | 23.1% | 0.0% | 6.7% |
| Procurement Specialist III | 25 | 95.4 | -2.1% | 1.7% | 19.5% | -36.7% | -34.3% | 4.2% | -10.3% | 10.0% | 0.0% | 15.0% |
| Public Service Worker II | 9 | 45.3 | 6.6% | 0.0% | -1.5% | -28.9% | -19.4% | 14.3% | -4.2% | 19.4% | 6.0% | 14.6% |
| Recreation Specialist | 21 | 86.3 | -1.9% | 21.0% | 0.2% | -33.0% | -27.3% | 0.0% | -10.4% | 21.6% | 3.2% | 5.2% |
| Social Worker II | 23 | 89.1 | 10.0% | | -1.7% | -29.3% | -15.2% | 6.2% | 6.4% | | 0.0% | 12.0% |
| Therapist II | 24 | 98.7 | 4.3% | | -11.2% | | | -4.2% | | | 4.2% | 6.0% |
| Average \$ Difference from Median: | | | 1.8% | -0.5% | 2.8% | -22.8% | -23.2% | 6.8% | -1.4% | 7.1% | 2.6% | 8.6% |
| # of Classes Matched: | | | 27 | 25 | 28 | 28 | 32 | 31 | 29 | 21 | 33 | 34 |

NOTES:

- Source: FY2020 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY20 salary schedules; Maximum salary includes longevity.
- Median salary includes Montgomery County.
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**SALARY BUDGET SURVEYS
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2019 - 2020
NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA
VS. MONTGOMERY COUNTY GOVERNMENT**

| Survey Name | Number of Participating | Geographic Survey Area | Average Total Pay Increase ⁽¹⁾ | | |
|---|----------------------------|---|---|--------------------------------------|---------------------------|
| | | | Survey - Actual FY19 | MCG - Average FY20 ⁽²⁾ | Survey - Budgeted FY20 |
| World At Work 2019-2020 Salary Budget Survey (July 2019) | 1,900+ | National | 3.2% | 5.0% | 3.3% |
| Mercer- 2019/2020 U.S. Compensation Planning Survey (August 2019) | 1,500+ | National | 2.9% | 5.0% | 3.0% |
| Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 40th Edition, pages 1-4 (September 2019). | 227 | Washington/Baltimore Metropolitan Area | 1.7% | 5.0% | 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) FY20 average percentage increase for all non-MLS merit employees was 5.0% (2.4% GWA for IAFF/Fire Management, 2.25% GWA for PLS, MCGEO, Non-Rep; 3.5% service increment for employees not at the maximum salary for their grade; 3.5% FY12/13 deferred service increment for FOP, 1% FY11 deferred service increment for MCGEO; new longevity steps for IAFF, Fire Management, FOP, MCGEO, etc.). MLS employees received an average performance-based increase of 1.98% in FY20 (plus a 2.25% GWA in FY20). Please refer to FY20 Compensation Changes Memo:

<https://www.montgomerycountymd.gov/HR/Resources/Files/Classification/Compensation%20Documents/REVISED%20Memo%20FY20%20Compensation%20Changes%206-11-2019.pdf>

Management Leadership Service Review

MLS Demographic Data by Manager Grade - 2019*

| | Manager I | | Manager II | | Manager III | | MLS Total | | County Workforce | |
|--|-----------|-------------|------------|-------------|-------------|-------------|------------|-------------|------------------|-------------|
| | # | % | # | % | # | % | # | % | # | % |
| Gender | | | | | | | | | | |
| Female | 13 | 48% | 51 | 43% | 127 | 51% | 191 | 48% | 3,798 | 40% |
| Male | 14 | 52% | 69 | 58% | 122 | 49% | 205 | 52% | 5,583 | 60% |
| Race/Ethnicity | | | | | | | | | | |
| American Indian or Alaska Native | - | 0% | - | 0% | 2 | 1% | 2 | 1% | 37 | 0% |
| Asian | 1 | 4% | 4 | 3% | 18 | 7% | 23 | 6% | 629 | 7% |
| Black or African American | 3 | 11% | 24 | 20% | 49 | 20% | 76 | 19% | 2,496 | 27% |
| Hispanic or Latino | 2 | 7% | 5 | 4% | 17 | 7% | 24 | 6% | 1,030 | 11% |
| Native Hawaiian/Other Pacific Islander | - | 0% | - | 0% | - | 0% | - | 0% | 8 | 0% |
| Two or More Races | - | 0% | - | 0% | 1 | 0% | 1 | 0% | 118 | 1% |
| White | 21 | 78% | 81 | 68% | 151 | 61% | 253 | 64% | 4,456 | 48% |
| Not Indicated | - | 0% | 6 | 5% | 11 | 4% | 17 | 4% | 607 | 6% |
| Age (as of December 2018) | | | | | | | | | | |
| Age < 20 | - | 0% | - | 0% | - | 0% | | 0% | 1 | 0% |
| Age 20 through 29 | - | 0% | - | 0% | - | 0% | - | 0% | 791 | 8% |
| Age 30 through 39 | 1 | 4% | 8 | 7% | 13 | 5% | 22 | 6% | 2,179 | 23% |
| Age 40 through 49 | 4 | 15% | 23 | 19% | 52 | 21% | 79 | 20% | 2,374 | 25% |
| Age 50 through 59 | 8 | 30% | 40 | 33% | 100 | 40% | 148 | 37% | 2,498 | 27% |
| Age 60+ | 14 | 52% | 49 | 41% | 84 | 34% | 147 | 37% | 1,538 | 16% |
| Total | 27 | 100% | 120 | 100% | 249 | 100% | 396 | 100% | 9,381 | 100% |

* MLS workforce as of December 31, 2019. Please note that the data cover both full and part-time employees.

MLS Separations by Reason for Separation Calendar Years 2013 - 2019

| Separation Reason | 2013 (#) | 2014 (#) | 2015 (#) | 2016 (#) | 2017 (#) | 2018 (#) | 2019 (#) | % of 2019 Total |
|----------------------------------|-------------|-------------|-------------|-------------|-------------|-------------|--------------|--------------------|
| Voluntary | 17 | 30 | 31 | 22 | 29 | 24 | 48 | 92.3% |
| Non-specified personal reasons | 1 | 2 | 3 | 2 | 10 | 3 | 4 | 7.7% |
| Better compensation | 0 | 1 | 1 | 0 | 0 | 0 | 0 | 0.0% |
| More opportunity for advancement | 1 | 1 | 1 | 1 | 1 | 1 | 3 | 5.8% |
| Normal retirement | 12 | 21 | 20 | 15 | 16 | 15 | 37 | 71.2% |
| Early retirement | 2 | 2 | 1 | 0 | 0 | 1 | 0 | 0.0% |
| Other Voluntary | 1 | 3 | 5 | 4 | 2 | 4 | 4 | 7.7% |
| Involuntary | 0 | 1 | 0 | 1 | 1 | 2 | 2 | 3.8% |
| Management/Fiscal | 0 | 1 | 0 | 0 | 0 | 0 | 0 | 0.0% |
| Medical/Other | 2 | 1 | 0 | 3 | 2 | 1 | 2 | 3.8% |
| Total Separations | 19 | 33 | 31 | 26 | 32 | 27 | 52 | |
| Total Employees | 369 | 387 | 385 | 391 | 402 | 407 | 396 | |
| Turnover Rate | 5.1% | 8.5% | 8.1% | 6.6% | 8.0% | 6.6% | 13.1% | |

MLS Demographic Data by Rating Category - FY19

| | Exceptional | | Highly Successful | | Successful | | Below Expectations | | Does Not Meet Expectations | | MLS Total | |
|--|-------------|-------------|-------------------|-------------|------------|-------------|--------------------|-------------|----------------------------|-----------|------------|-------------|
| | # | % | # | % | # | % | # | % | # | % | # | % |
| Gender | | | | | | | | | | | | |
| Female | 54 | 50% | 100 | 46% | 19 | 40% | 1 | 100% | - | | 174 | 47% |
| Male | 55 | 50% | 116 | 54% | 29 | 60% | - | 0% | - | | 200 | 53% |
| Race/Ethnicity | | | | | | | | | | | | |
| American Indian or Alaska Native | 1 | 1% | 1 | 0% | - | 0% | - | 0% | - | | 2 | 1% |
| Asian | 9 | 8% | 13 | 6% | - | 0% | - | 0% | - | | 22 | 6% |
| Black or African American | 14 | 13% | 36 | 17% | 14 | 29% | - | 0% | - | | 64 | 17% |
| Hispanic or Latino | 5 | 5% | 13 | 6% | 4 | 8% | - | 0% | - | | 22 | 6% |
| Native Hawaiian/Other Pacific Islander | - | 0% | - | 0% | - | 0% | - | 0% | - | | - | 0% |
| Two or More Races | - | 0% | 1 | 0% | - | 0% | - | 0% | - | | 1 | 0% |
| White | 75 | 69% | 143 | 66% | 28 | 58% | 1 | 100% | - | | 247 | 66% |
| Not Indicated | 5 | 5% | 9 | 4% | 2 | 4% | - | 0% | - | | 16 | 4% |
| Age (as of June 30, 2019) | | | | | | | | | | | | |
| Age < 20 | - | 0% | - | 0% | - | 0% | - | 0% | - | | - | 0% |
| Age 20 through 29 | - | 0% | - | 0% | - | 0% | - | 0% | - | | - | 0% |
| Age 30 through 39 | 6 | 6% | 11 | 5% | 1 | 2% | - | 0% | - | | 18 | 5% |
| Age 40 through 49 | 26 | 24% | 43 | 20% | 8 | 17% | - | 0% | - | | 77 | 21% |
| Age 50 through 59 | 41 | 38% | 82 | 38% | 17 | 35% | 1 | 100% | - | | 141 | 38% |
| Age 60+ | 36 | 33% | 80 | 37% | 22 | 46% | - | 0% | - | | 138 | 37% |
| Total | 109 | 100% | 216 | 100% | 48 | 100% | 1 | 100% | 0 | 0% | 374 | 100% |

Note: 28 MLS employees were ineligible for performance-based pay in FY19.

**Distribution of Performance Ratings by Pay Band:
FY13 through FY19**

| | FY13 | FY14 | FY15 | FY16 | FY17 | FY18 | FY19 |
|----------------------------|-------------|-------------|-------------|-------------|-------------|-------------|-------------|
| Manager I | | | | | | | |
| Exceptional | 61% | 54% | 45% | 54% | 63% | 56% | 52% |
| Highly Successful | 35% | 45% | 55% | 42% | 33% | 33% | 48% |
| Successful | 0% | 0% | 0% | 4% | 4% | 7% | 0% |
| Below Expectations | 0% | 0% | 0% | 0% | 0% | 4% | 0% |
| Does Not Meet Expectations | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Manager II | | | | | | | |
| Exceptional | 41% | 43% | 36% | 37% | 45% | 40% | 41% |
| Highly Successful | 56% | 54% | 54% | 58% | 50% | 49% | 48% |
| Successful | 3% | 3% | 9% | 5% | 4% | 10% | 11% |
| Below Expectations | 0% | 0% | 1% | 0% | 1% | 1% | 0% |
| Does Not Meet Expectations | 0% | 0% | 0% | 0% | 0% | 0% | 0% |
| Manager III | | | | | | | |
| Exceptional | 23% | 22% | 21% | 21% | 22% | 22% | 22% |
| Highly Successful | 66% | 68% | 63% | 61% | 59% | 62% | 63% |
| Successful | 11% | 10% | 16% | 18% | 18% | 15% | 15% |
| Below Expectations | 0% | 1% | 0% | 0% | 1% | 1% | 0% |
| Does Not Meet Expectations | 0% | 0% | 0% | 0% | 0% | 0% | 0% |

Note: 28 MLS employees were ineligible for performance-based pay in FY19.

Average Pay Award Based on Rating Category and Salary Range Position - FY19

| Position in Salary Range | Maximum Permitted* | # Eligible Employees | Addition to Base | | Lump Sum | | Combined Award | |
|-----------------------------------|--------------------|----------------------|------------------|----------------|--------------|----------------|----------------|----------------|
| | | | % | \$ | % | \$ | % | \$ |
| Exceptional | | 109 | 0.87% | \$1,125 | 1.63% | \$2,519 | 2.48% | \$3,623 |
| Top of Pay Band | 4% | 57 | - | - | 2.27% | \$3,500 | 2.27% | \$3,500 |
| Control Point or Above | 4% | 28 | 0.89% | \$1,350 | 1.57% | \$2,485 | 2.40% | \$3,739 |
| Below Control Point | 6% | 24 | 2.91% | \$3,553 | 0.17% | \$229 | 3.08% | \$3,782 |
| Highly Successful | | 216 | 1.11% | \$1,408 | 0.77% | \$1,136 | 1.84% | \$2,494 |
| Top of Pay Band | 3.5% | 63 | - | - | 1.67% | \$2,485 | 1.67% | \$2,485 |
| Control Point or Above | 3.5% | 59 | 0.80% | \$1,198 | 0.91% | \$1,340 | 1.69% | \$2,498 |
| Below Control Point | 4% | 94 | 2.01% | \$2,445 | 0.07% | \$80 | 2.06% | \$2,498 |
| Successful | | 48 | 0.77% | \$875 | 0.81% | \$1,131 | 1.51% | \$1,933 |
| Top of Pay Band | 2% | 6 | - | - | 1.23% | \$1,917 | 1.23% | \$1,917 |
| Control Point or Above | 2% | 16 | - | - | 1.39% | \$1,993 | 1.39% | \$1,993 |
| Below Control Point | 3.5% | 26 | 1.30% | \$1,481 | 0.35% | \$419 | 1.64% | \$1,900 |
| Below Expectations | 0% | 1 | - | - | - | - | - | - |
| Does Not Meet Expectations | 0% | 0 | - | - | - | - | - | - |
| All Eligible MLS | | 374 | 0.99% | \$1,256 | 1.03% | \$1,537 | 1.98% | \$2,745 |
| Top of Pay Band | | 126 | - | - | 1.92% | \$2,917 | 1.92% | \$2,917 |
| Control Point or Above | | 104 | 0.72% | \$1,077 | 1.16% | \$1,736 | 1.82% | \$2,730 |
| Below Control Point | | 144 | 2.03% | \$2,456 | 0.14% | \$168 | 2.15% | \$2,604 |

* Montgomery County Personnel Regulations, Section 10-10(a)(2)(C)

Key Changes to MLS Performance-Based Pay

Fiscal Year

| | |
|---------|--|
| FY00 | Control point set at 90% of pay band; pay band increased by 2% |
| FY02 | Size of MLS more than doubled with the addition of the Manager III classification; fourth rating category added (highly successful) |
| FY03 | Performance awards capped due to budget limitations |
| FY04 | Top of pay bands increased by 3.75% |
| FY08 | Performance awards fixed and distributed as lump sum awards due to budget constraints |
| FY09 | Fifth rating category added (below expectations). Awards limited to lump sums of 2% for exception and highly successful ratings; all other ratings received 0% |
| FY10 | Awards limited to 2% for exceptional and highly successful ratings and 1% for successful ratings |
| FY11-12 | No performance awards due to budget constraints |
| FY13 | Lump sum awards of \$2,000 across the board |
| FY14 | Top of the pay band increased by 6.75% (3.25% GWA and 3.5% market adjustment) |
| FY15 | Top of the pay band increased by 6.75% (3.25% GWA and 3.5% market adjustment) |
| FY16 | General wage adjustment of 2% |
| FY17 | General wage adjustment of 1% (0.5% in July and 0.5% in January) |
| FY18 | General wage adjustment of 2% in August |
| FY19 | General wage adjustment of 2% in December |
| FY20 | General wage adjustment of 1.25% in October |