

# **MONTGOMERY COUNTY, MARYLAND**

## **Personnel Management Review**

**Merit System Employment Profile**

**Turnover Analysis**

**Wage and Salary Comparability**

**Management Leadership Service Review**

**May 2021**



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**Merit System Employment Profile  
Turnover Analysis  
Wage and Salary Comparability  
Management Leadership Service Review**

**Montgomery County Government  
Office of Human Resources  
Classification and Compensation Team  
101 Monroe Street, 12<sup>th</sup> 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 FY21 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**

Rosa Hong

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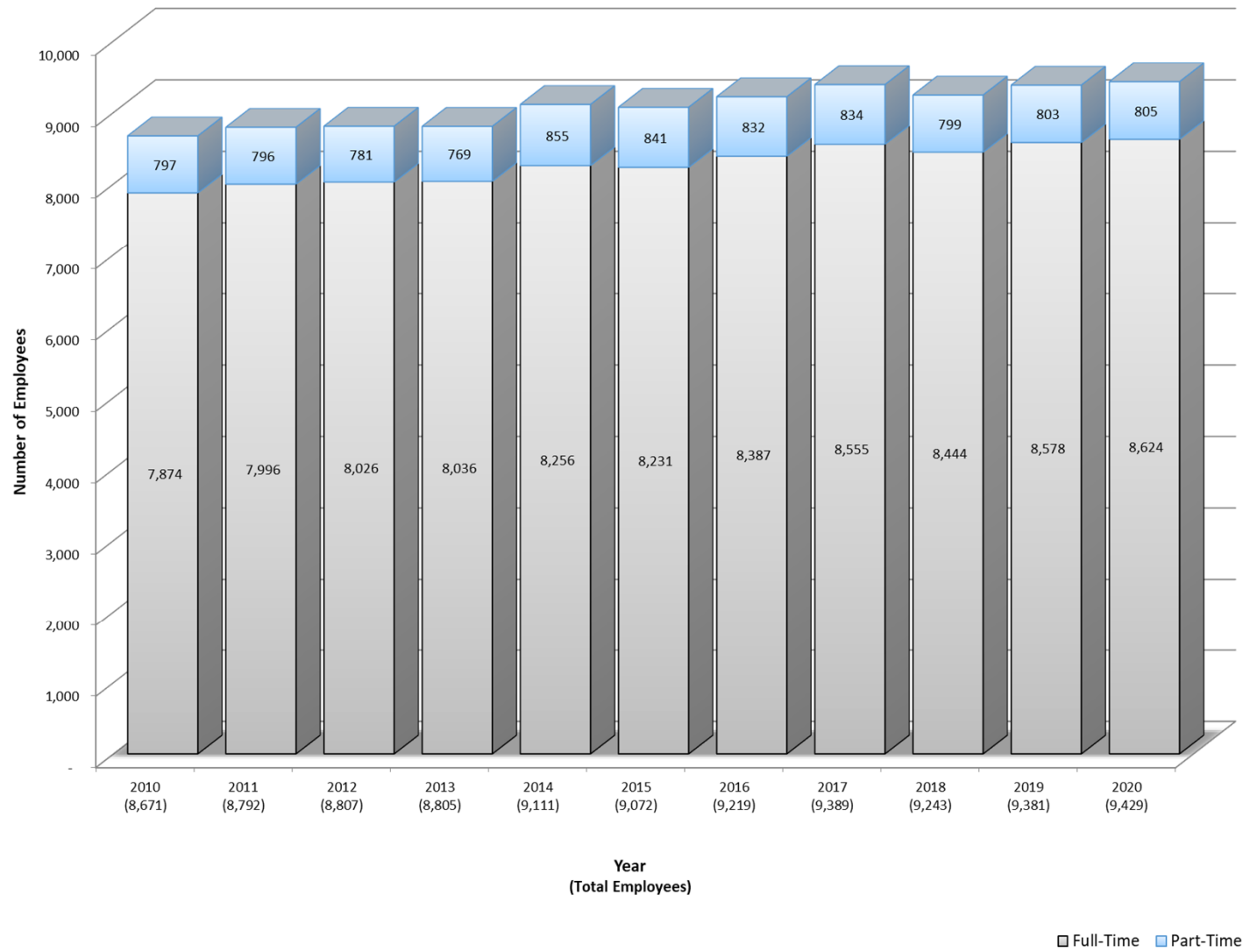
Padmarani Venkatachalam

# MERIT SYSTEM EMPLOYMENT PROFILE

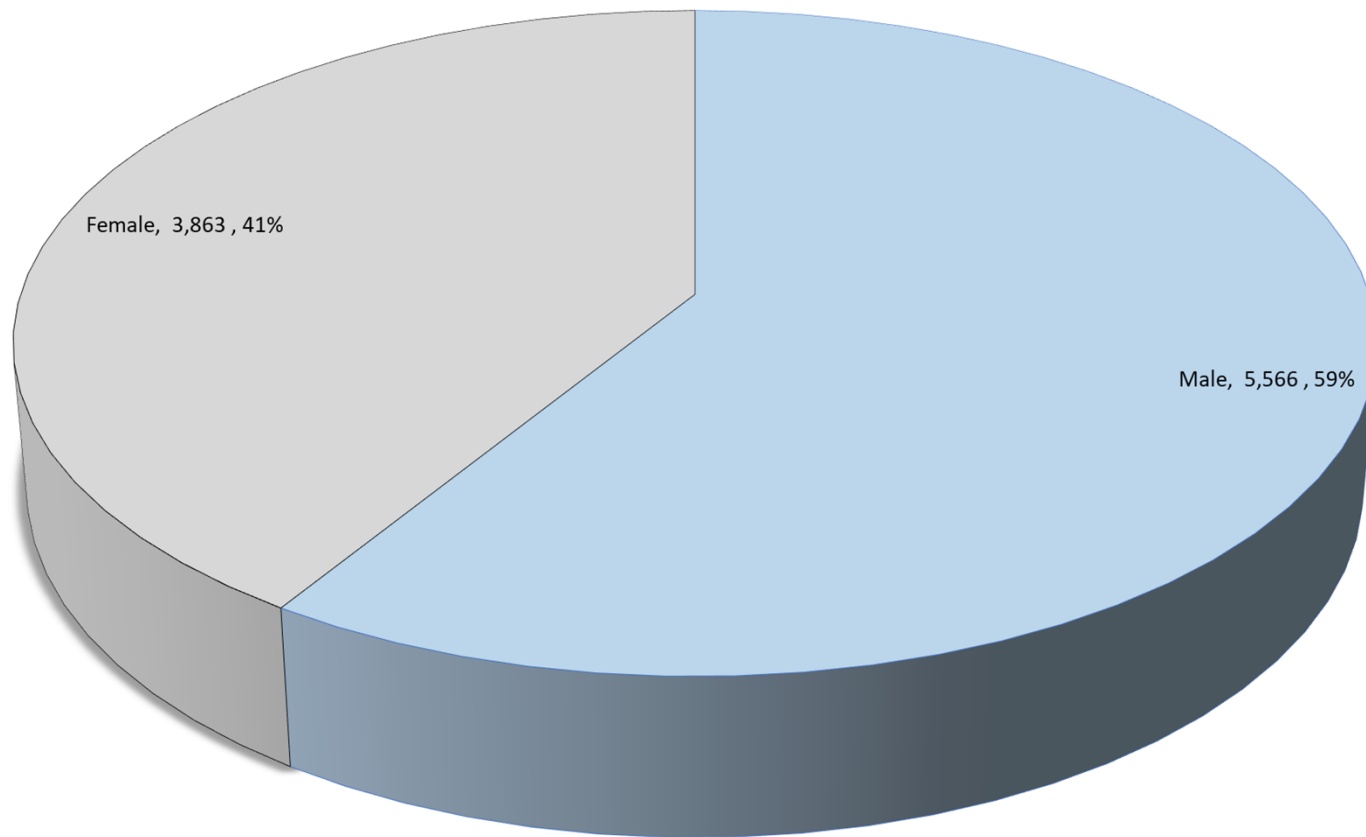
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 4-5; information on pages 4-3 through 4-5 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, 2020.

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2010 through 2020. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY21 Operating Budget and FY20-25 Public Services Program*.

### Merit System Permanent Employees 2010 - 2020



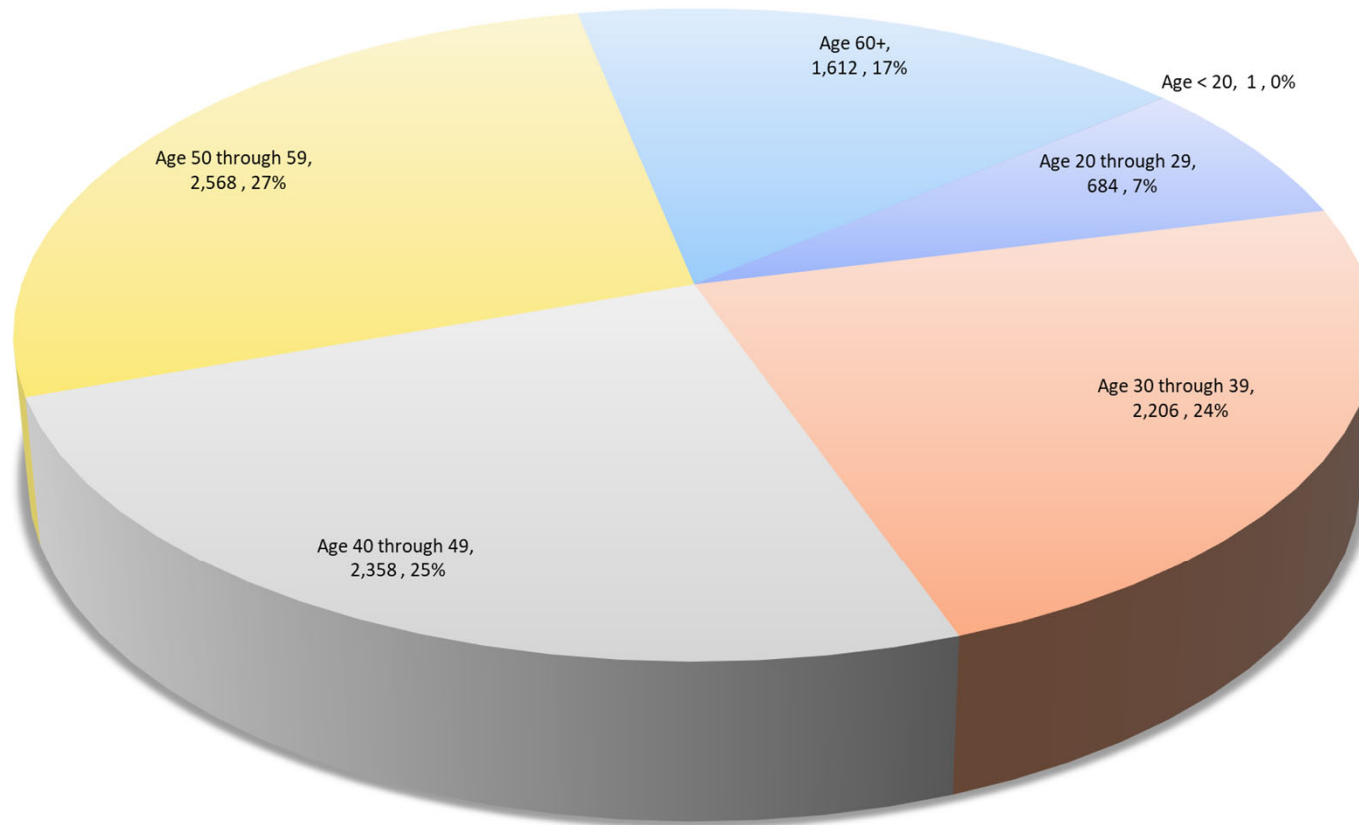
**Permanent Employees by Gender - 2020**



Total Employees: 9,429

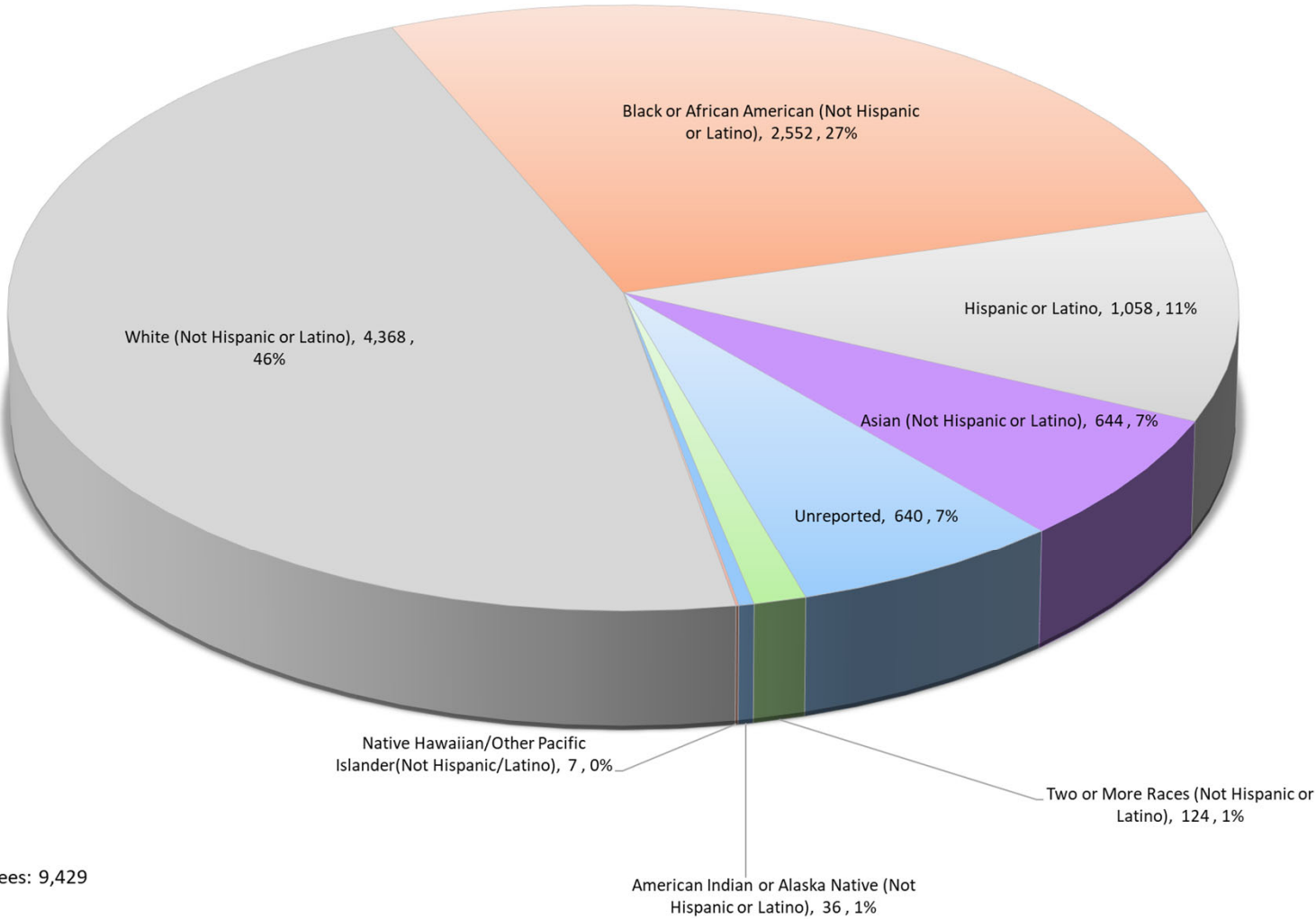


### Permanent Employees by Age Range - 2020



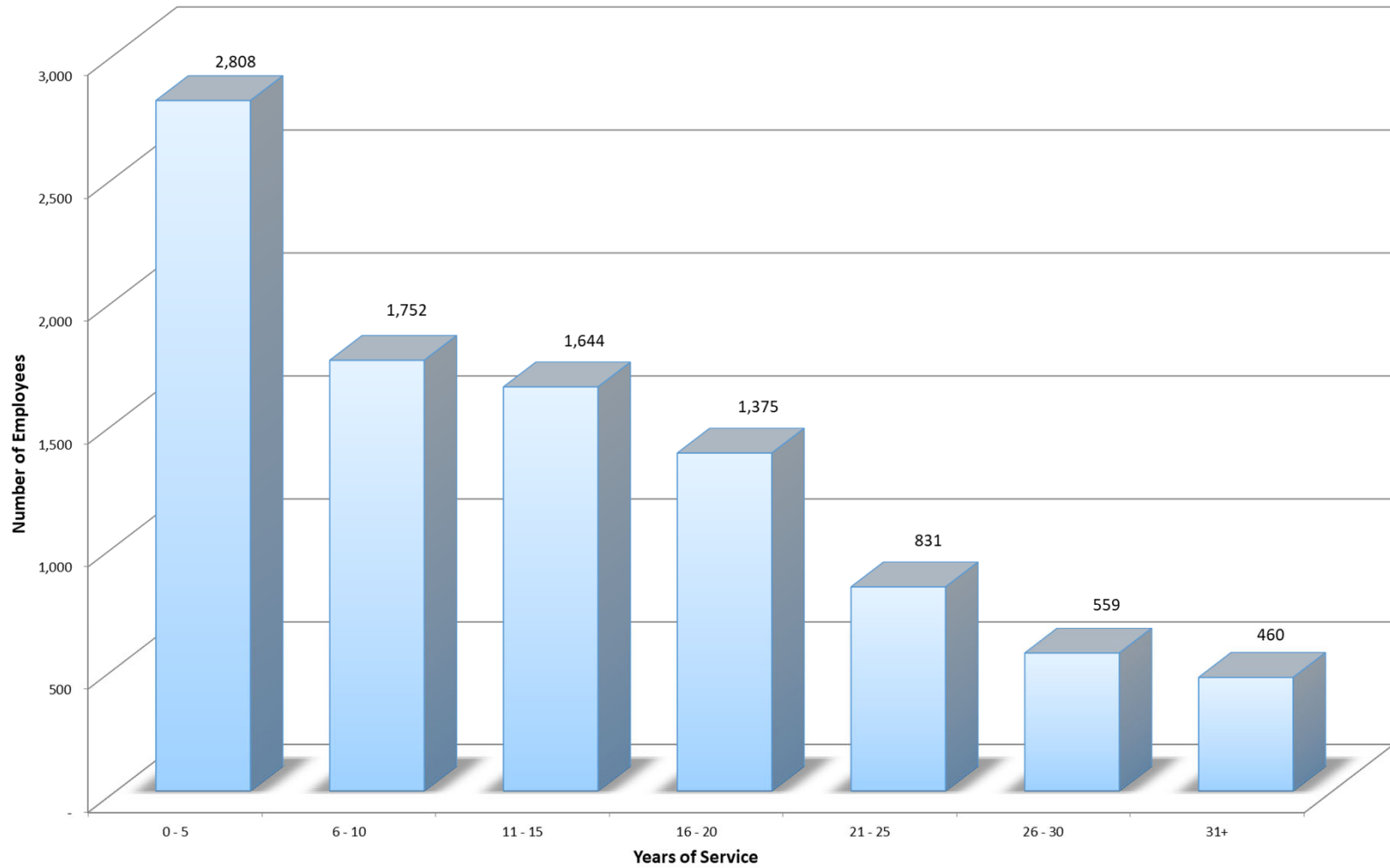
Total Employees: 9,429  
Overall Average Age: 47.5

Permanent Employees by Race/Ethnicity - 2020



Total Employees: 9,429

**Permanent Employees by Length of County Service - 2020**



Total Employees: 9,429  
Overall Average Years of County Service: 12.8

## Average Annual Salary<sup>1</sup> - 2020 Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	8	\$41,930
7	2	\$36,242
8	22	\$48,030
9	34	\$46,489
10	49	\$44,749
11	21	\$48,574
12	63	\$47,315
13	184	\$56,731
14	210	\$52,338
15	856	\$54,735
16	409	\$66,005
17	155	\$66,718
18	382	\$69,907
19	266	\$73,465
20	291	\$74,977
21	456	\$82,623
22	125	\$87,399
23	431	\$89,400
24	513	\$93,349
25	369	\$103,709
26	178	\$108,016
27	34	\$116,024
28	150	\$123,035
29	4	\$130,458
30	15	\$135,974
31	1	\$145,122
32	45	\$140,711
33	2	\$136,563
34	3	\$159,475
38	1	\$162,708
39	4	\$171,350
40	1	\$182,075

Grade	Number of Employees	Average Annual Salary
A1	153	\$112,126
A2	39	\$136,850
A3	16	\$164,535
B1	123	\$104,242
B2	143	\$126,065
B3	24	\$142,218
B4	13	\$158,891
B6	3	\$180,627
C1	21	\$109,829
C2	3	\$122,558
C3	25	\$47,891
C4	69	\$57,698
C5	144	\$74,677
C6	41	\$93,204
D1	29	\$102,648
D2	11	\$117,996
D3	4	\$137,982
D4	1	\$153,419

Grade	Number of Employees	Average Annual Salary
F1	4	\$48,219
F2	269	\$59,575
F3	427	\$76,102
F4	211	\$96,127
G1	3	\$50,990
G2	19	\$52,121
G3	25	\$59,676
G4	62	\$84,921
M1	24	\$182,669
M2	119	\$157,789
M3	250	\$130,296
MD2	1	\$158,743
MD3	2	\$206,286
MD4	1	\$228,432
P1	23	\$53,656
P2	80	\$54,258
P3	109	\$62,606
P4	778	\$87,814
P5	71	\$101,391

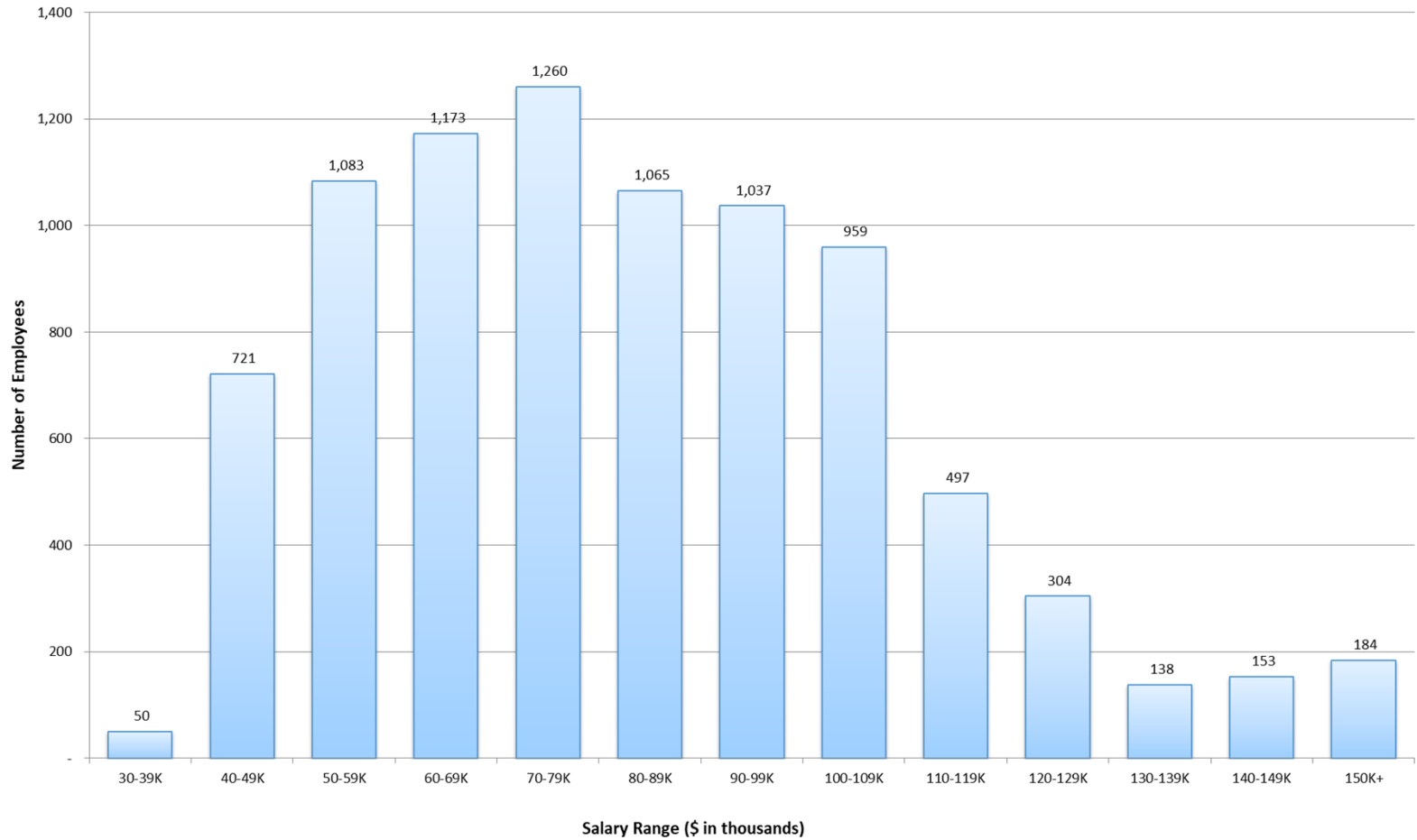
Number of Full-Time Permanent Employees: 8,624

Overall Average Salary, Full-Time Permanent Employees: \$83,420

<sup>1</sup> 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

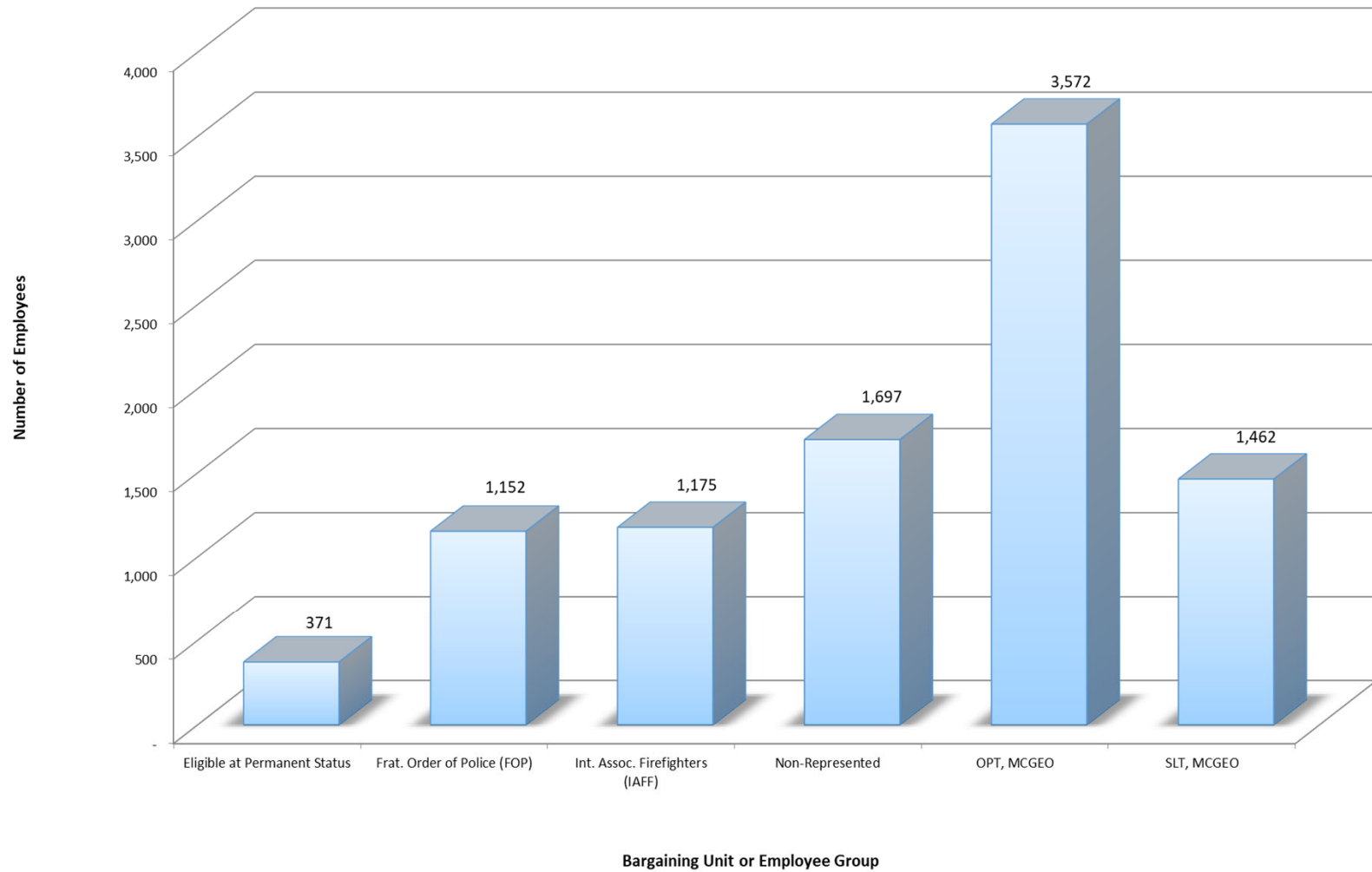
**Employee Distribution by Annual Base Salary<sup>1</sup>**  
**Full-Time Employees - December 2020**



Total Full-Time Employees: 8,624

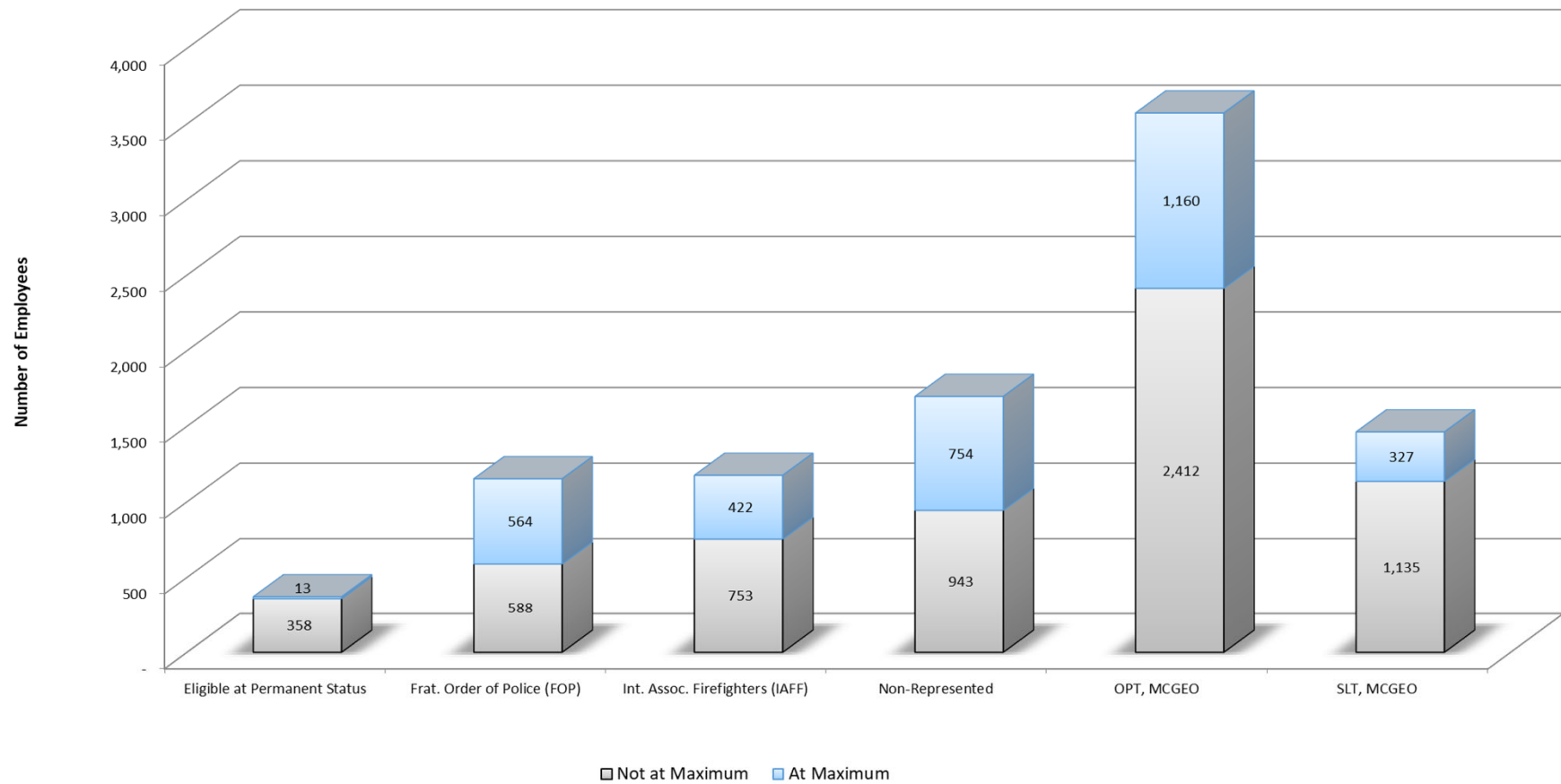
<sup>1</sup> Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

**Employee Representation by Bargaining Unit or Employee Group  
Permanent Employees - 2020**



Total Employees: 9,429

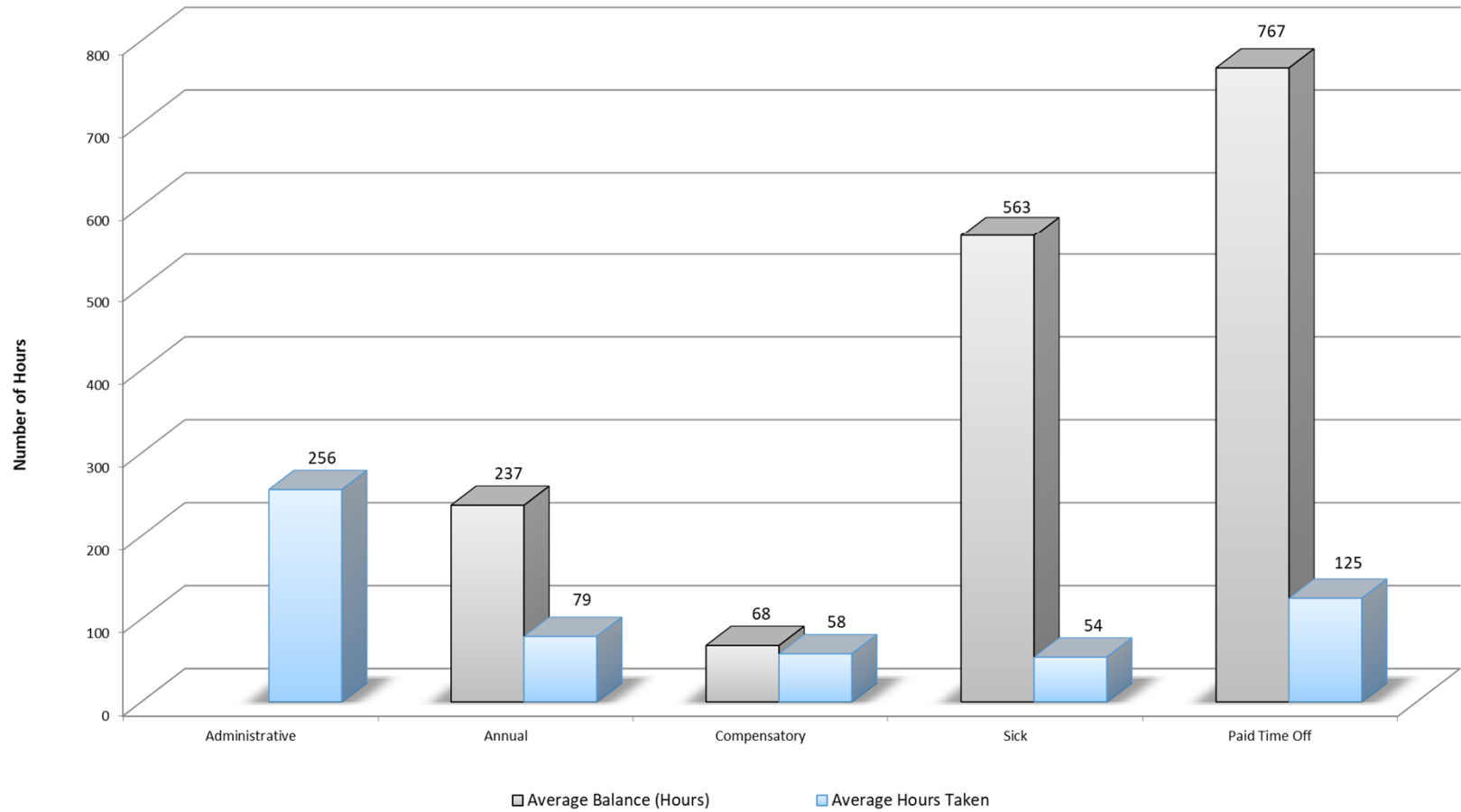
## Eligibility for Service Increments Permanent Employees - 2020



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 and Police Leadership Service (Grade A2, A3) employees (non-represented) who are instead eligible for performance-based pay. Overall, 34% of employees are at the maximum salary for their pay grade.

Total Employees: 9,429

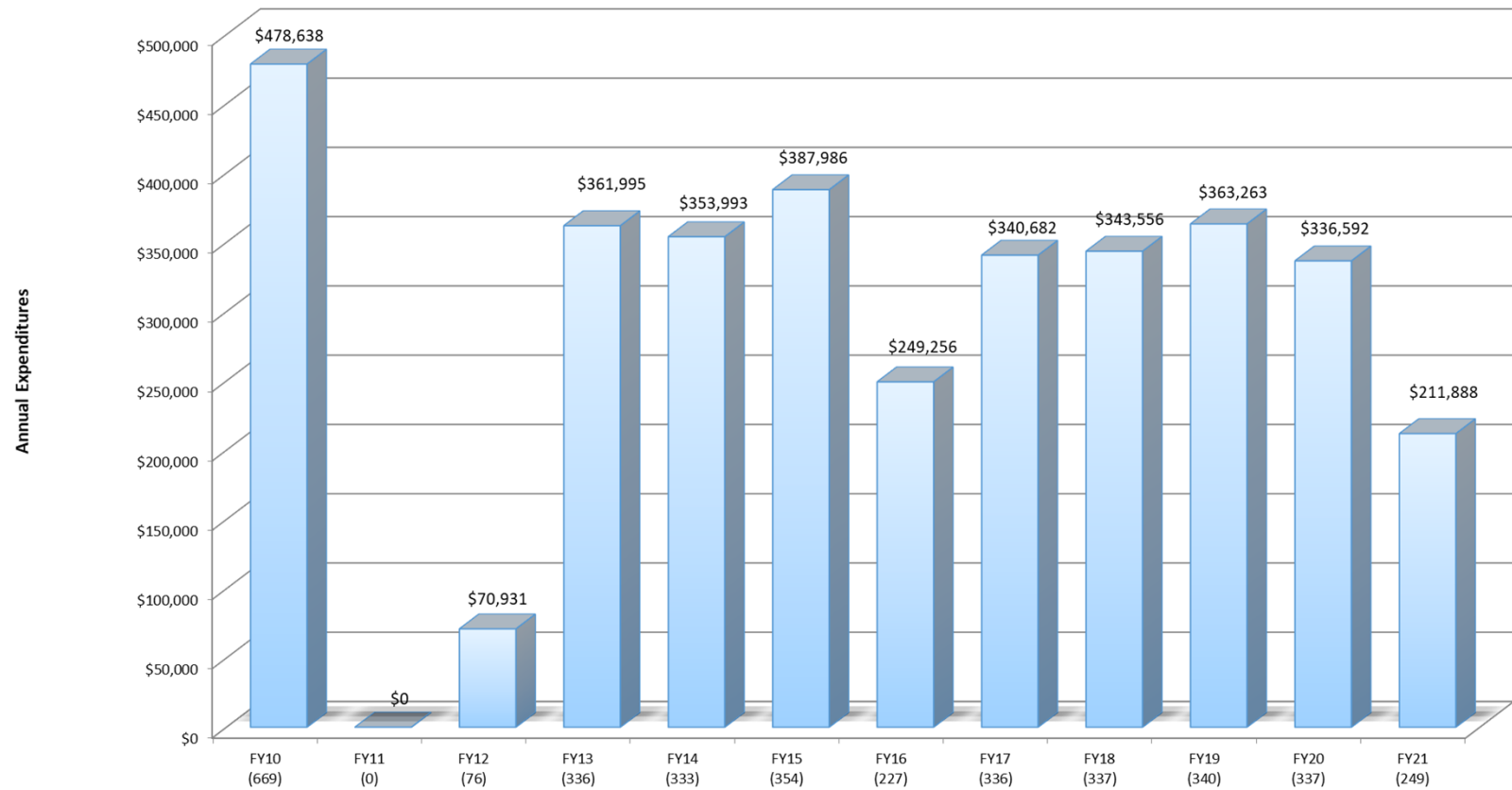
### Leave Balances and Average Leave Taken Permanent Employees - 2020



Note: Leave balances are as of January 2, 2021, the last 2020 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.



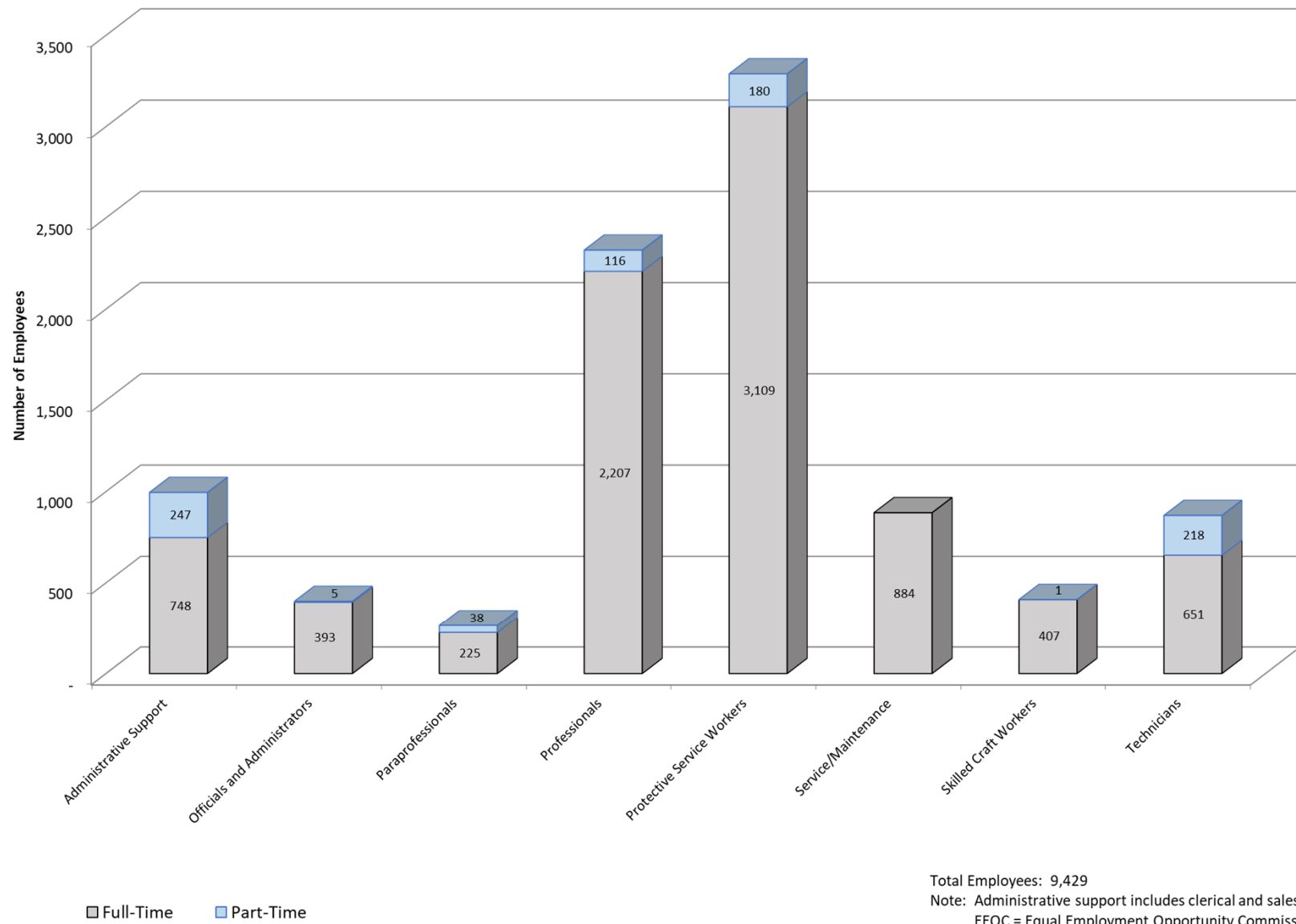
### Tuition Assistance Program Expenditures and Participation FY10 - FY21



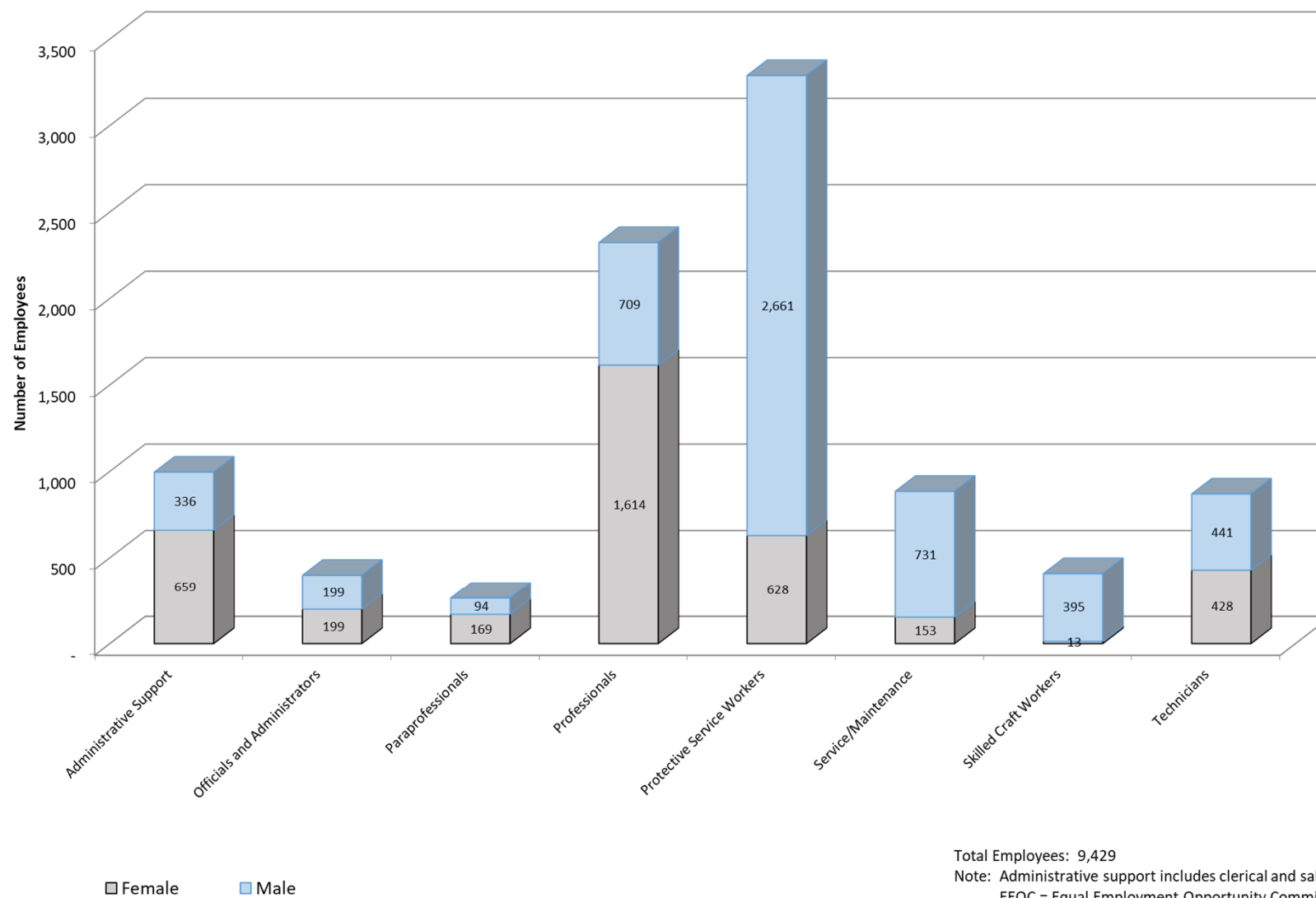
Note: In FY12, the Tuition Assistance Program was open to FOP employees only; after FY12, the program has been open to all employees. In FY16, available funds reduced in the mid-year savings plan. For FY21, the data are as of April 27, 2021.

**Fiscal Year  
(Number of Participants)**

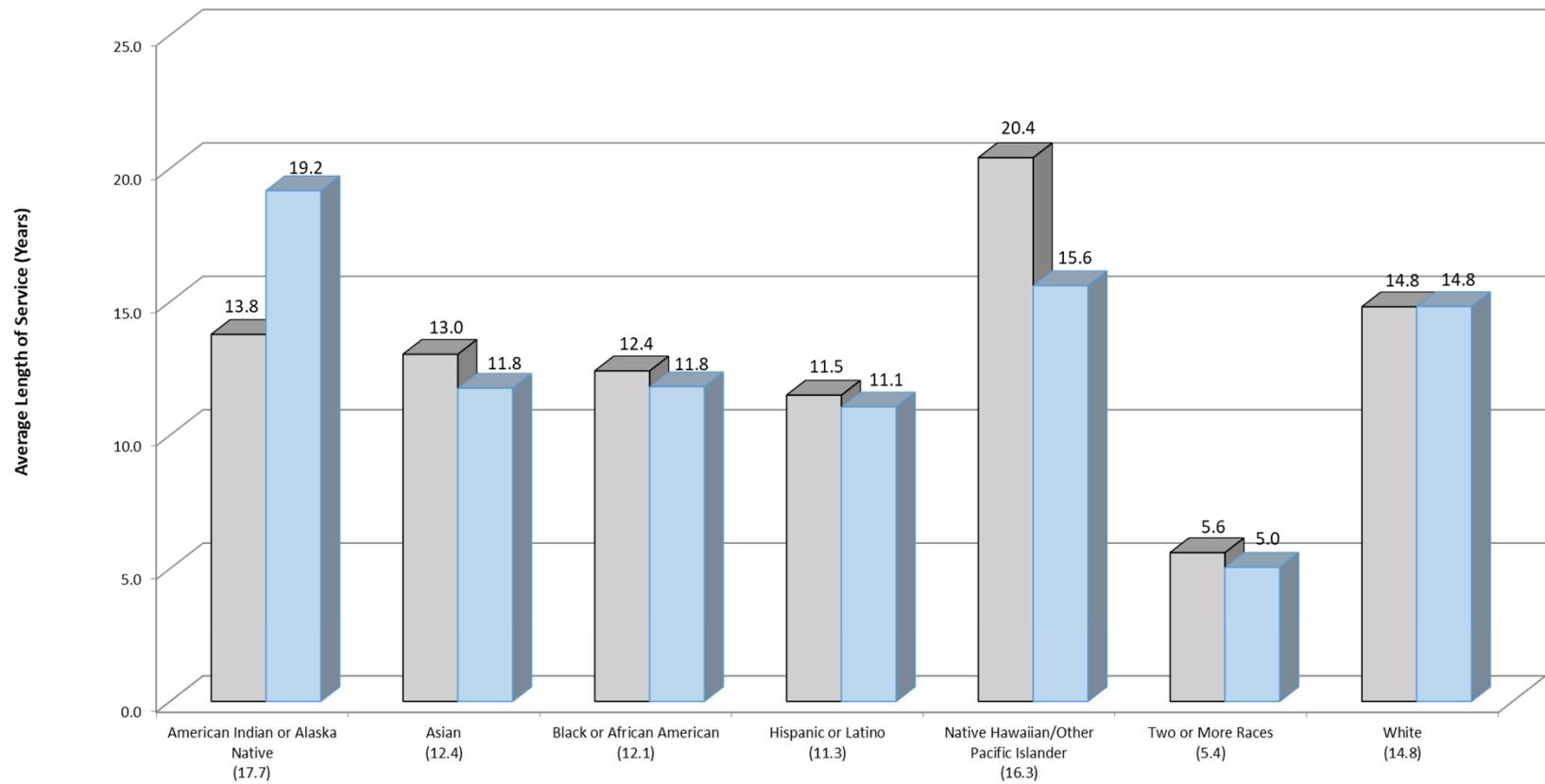
**EEOC Employment Category - Permanent Employees - 2020**



### EEOC Employment Category and Gender Permanent Employees - 2020



### Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2020



Total Employees: 9,429

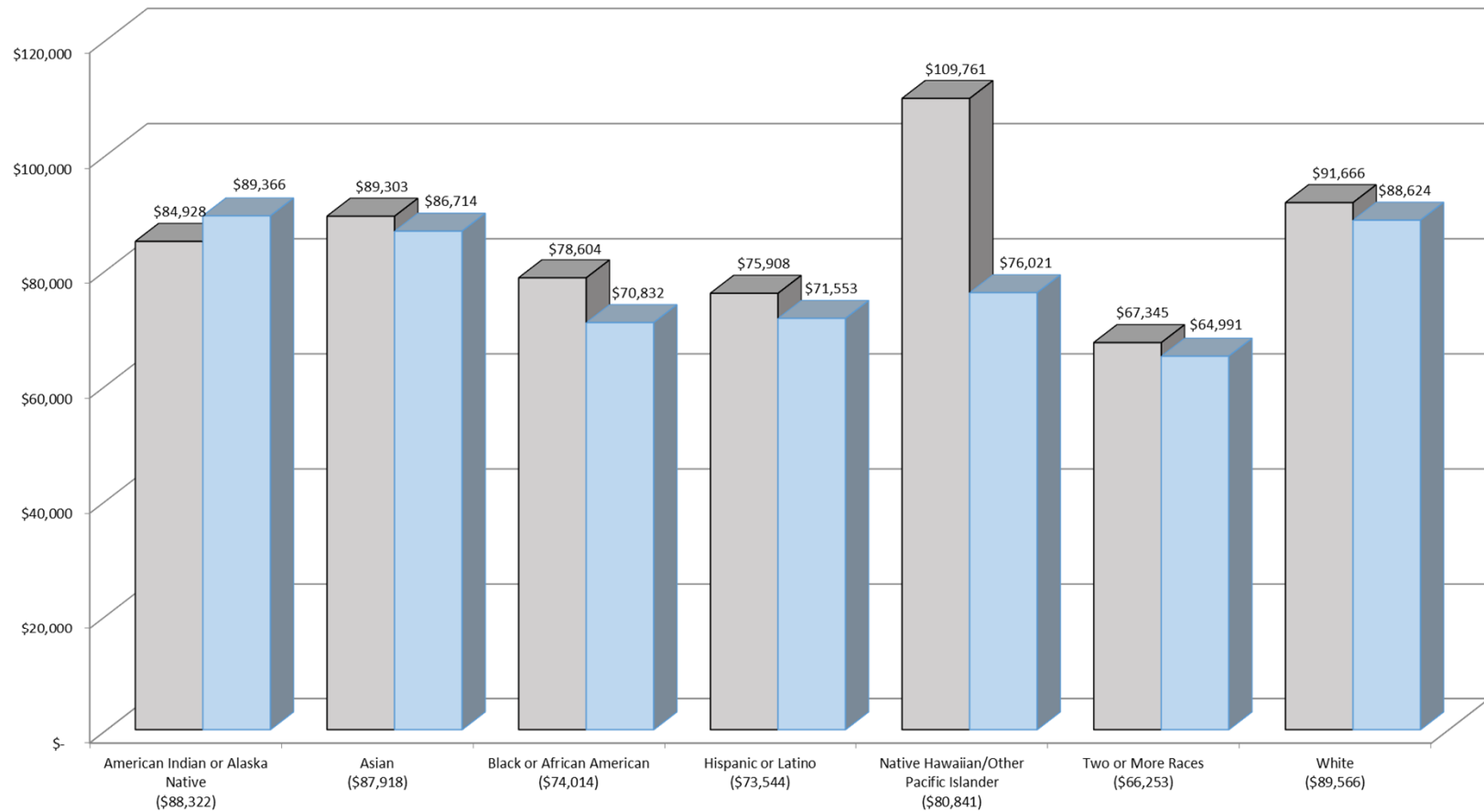
Unreported Race/Ethnicity: 269 (female), 371 (male)

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

Female  
(12.7)

Male  
(12.9)

### Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2020



Total Full-Time Employees: 8,624

Unreported Race/Ethnicity: 236 (female), 336 (male)

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

Female (\$84,364)  
Male (\$81,564)

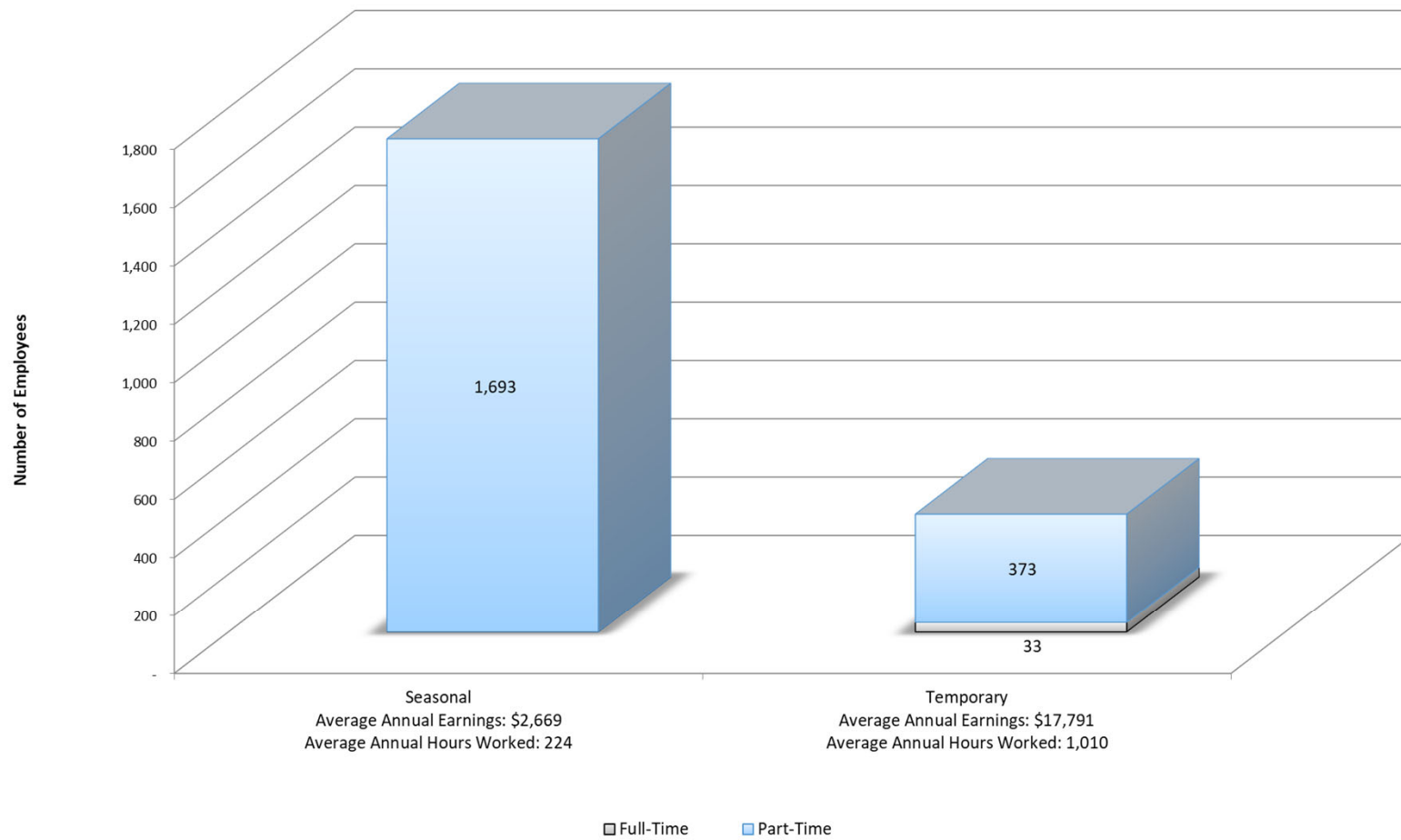
## Distribution by Employment Category and Race/Ethnicity

### Permanent Employees - 2020

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	150	1.8%
	Officials and Administrators	1	0.0%		Officials and Administrators	26	0.2%
	Paraprofessionals	1	0.0%		Paraprofessionals	63	0.6%
	Professionals	3	0.0%		Professionals	283	3.3%
	Protective Service Workers	23	0.2%		Protective Service Workers	265	3.1%
	Service/Maintenance	2	0.0%		Service/Maintenance	130	1.5%
	Technicians	4	0.0%		Skilled Craft Workers	48	0.6%
	<b>Total</b>	<b>36</b>	<b>0.3%</b>		Technicians	93	1.1%
Asian	Administrative Support	134	1.2%		<b>Total</b>	<b>1,058</b>	<b>12.3%</b>
	Officials and Administrators	31	0.3%	Two or More Races	Administrative Support	20	0.3%
	Paraprofessionals	24	0.2%		Officials and Administrators	1	0.0%
	Professionals	232	2.7%		Paraprofessionals	3	0.1%
	Protective Service Workers	98	1.1%		Professionals	34	0.6%
	Service/Maintenance	27	0.4%		Protective Service Workers	43	0.7%
	Skilled Craft Workers	24	0.2%		Service/Maintenance	10	0.2%
	Technicians	74	0.7%		Skilled Craft Workers	2	0.0%
	<b>Total</b>	<b>644</b>	<b>6.8%</b>		Technicians	11	0.2%
Black or African American	Administrative Support	308	3.2%		<b>Total</b>	<b>124</b>	<b>2.2%</b>
	Officials and Administrators	75	0.6%	White	Administrative Support	288	2.5%
	Paraprofessionals	85	0.8%		Officials and Administrators	236	1.8%
	Professionals	590	6.6%		Paraprofessionals	69	0.5%
	Protective Service Workers	569	5.7%		Professionals	1,014	10.2%
	Service/Maintenance	560	7.4%		Protective Service Workers	2,115	18.6%
	Skilled Craft Workers	135	1.4%		Service/Maintenance	91	0.9%
	Technicians	230	2.7%		Skilled Craft Workers	170	1.4%
	<b>Total</b>	<b>2,552</b>	<b>28.4%</b>		Technicians	385	4.1%
Native Hawaiian/Other Pacific Islander	Professionals	1	0.0%		<b>Total</b>	<b>4,368</b>	<b>39.9%</b>
	Protective Service Workers	2	0.0%	Race/Ethnicity Not Available			
	Service/Maintenance	2	0.0%				
	Skilled Craft Workers	1	0.0%	Total Employees	640	10.1%	
	Technicians	1	0.0%		9,429	100.0%	
	<b>Total</b>	<b>7</b>	<b>0.1%</b>				

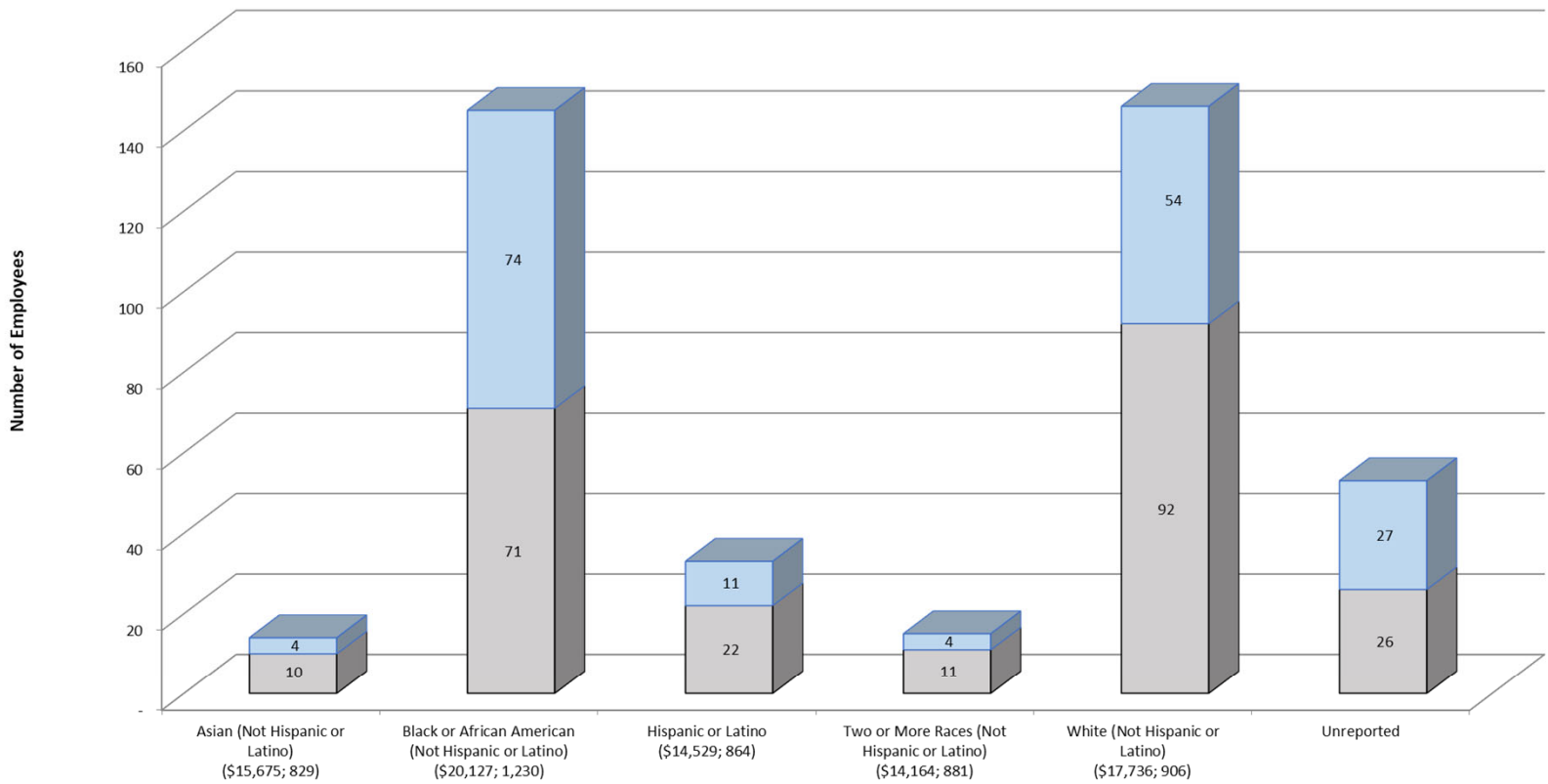
Note: Administrative support includes clerical and sales.

### Temporary and Seasonal Employees Full and Part-Time - 2020



Note: Temporary/seasonal employees who were active as of December 31, 2020, but who had no hours or earnings during 2020 are not included here.

### Temporary Employees by Gender and Race/Ethnicity - 2020



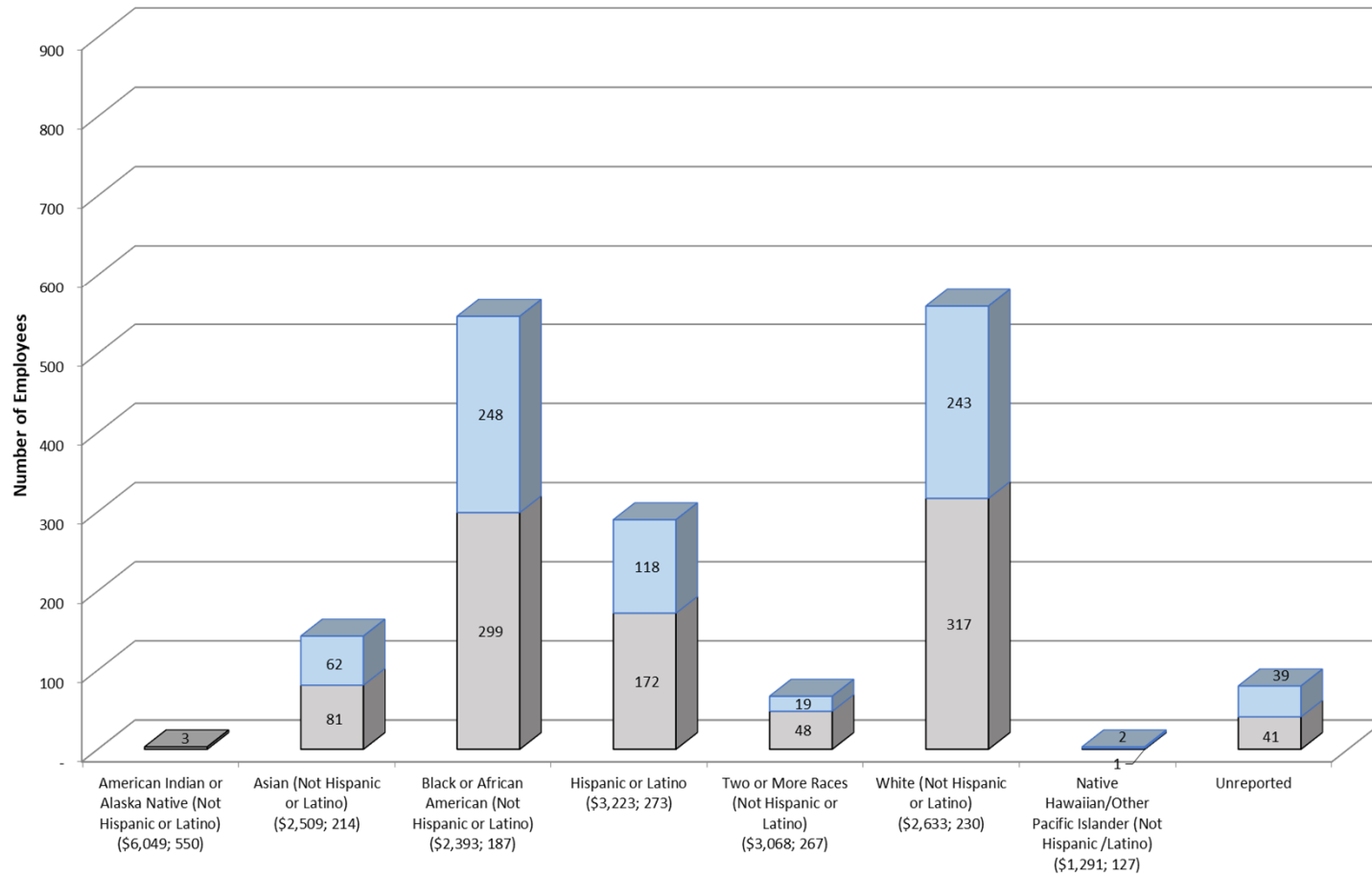
Total Temporary Employees: 406  
Total Unreported: 26 Female, 27 Male

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

Female Male



### Seasonal Employees by Gender and Race/Ethnicity - 2020



Total Seasonal Employees: 1,693  
Total Unreported: 41 Female, 39 Male

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

Female Male

## Residences of Montgomery County Employees<sup>1</sup>

State County/City	Permanent		Temporary		Total		State County/City	Permanent		Temporary		Total	
	#	%	#	%	#	%		#	%	#	%	#	%
<b>District of Columbia</b>	<b>169</b>	<b>1.8%</b>	<b>28</b>	<b>1.3%</b>	<b>197</b>	<b>1.7%</b>	<b>Virginia</b>	<b>172</b>	<b>1.8%</b>	<b>9</b>	<b>0.43%</b>	<b>181</b>	<b>1.6%</b>
<b>Maryland</b>	<b>8,679</b>	<b>92.0%</b>	<b>2,050</b>	<b>97.7%</b>	<b>10,729</b>	<b>93.1%</b>	Fairfax	59	0.6%	2	0.1%	61	0.5%
Montgomery	5,109	54.2%	1,783	84.9%	6,892	59.8%	Loudoun	28	0.3%	1	0.0%	29	0.3%
Frederick	1,334	14.1%	78	3.7%	1,412	12.2%	Arlington	14	0.1%	1	0.0%	15	0.1%
Prince Georges	761	8.1%	105	5.0%	866	7.5%	Alexandria City	14	0.1%	2	0.1%	16	0.1%
Howard	286	3.0%	35	1.7%	321	2.8%	Prince William	17	0.2%	-	0.0%	17	0.1%
Washington	265	2.8%	3	0.1%	268	2.3%	Other	40	0.4%	3	0.1%	43	0.4%
Carroll	258	2.7%	14	0.7%	272	2.4%	<b>West Virginia</b>	<b>144</b>	<b>1.5%</b>	<b>3</b>	<b>0.1%</b>	<b>147</b>	<b>1.3%</b>
Anne Arundel	229	2.4%	13	0.6%	242	2.1%	Jefferson	57	0.6%	-	0.0%	57	0.5%
Baltimore	140	1.5%	5	0.2%	145	1.3%	Berkeley	82	0.9%	3	0.1%	85	0.7%
Baltimore City	112	1.2%	10	0.5%	122	1.1%	Other	5	0.1%	-	0.0%	5	0.0%
Charles	50	0.5%	1	0.0%	51	0.4%	<b>Other States</b>	<b>26</b>	<b>0.3%</b>	<b>5</b>	<b>0.2%</b>	<b>31</b>	<b>0.3%</b>
Harford	31	0.3%	-	0.0%	31	0.3%							
Calvert	27	0.3%	-	0.0%	27	0.2%							
Queen Anne's	29	0.3%	1	0.0%	30	0.3%							
St Mary's	10	0.1%	-	0.0%	10	0.1%							
Other	38	0.4%	2	0.1%	40	0.3%							
<b>Pennsylvania</b>	<b>239</b>	<b>2.5%</b>	<b>4</b>	<b>0.2%</b>	<b>243</b>	<b>2.1%</b>	<b>Grand Total</b>	<b>9,429</b>	<b>100.0%</b>	<b>2,099</b>	<b>100.0%</b>	<b>11,528</b>	<b>100.0%</b>
Adams	65	0.7%	3	0.1%	68	0.6%							
Franklin	54	0.6%	-	0.0%	54	0.5%							
York	47	0.5%	1	0.0%	48	0.4%							
Lancaster	13	0.1%	-	0.0%	13	0.1%							
Cumberland	15	0.2%	-	0.0%	15	0.1%							
Chester	10	0.1%	-	0.0%	10	0.1%							
Other	35	0.4%	-	0.0%	35	0.3%							

<sup>1</sup> As of December 31, 2020

# TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION  
CALENDAR YEARS 2010 - 2020**

Separation Reason	2010	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	% of 2020
<b>Voluntary</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>Total</b>
No return LOA/LWOP	6	7	2	2	1	1	3	1	2	0	0	0.0%
AWOL	5	4	5	7	5	2	6	4	5	7	4	0.8%
New job	0	15	23	29	47	40	41	34	51	41	18	3.5%
Non-specified personal reasons	157	81	50	83	95	127	113	130	139	138	127	24.5%
Relocation out of area	18	14	18	21	23	21	11	22	26	19	15	2.9%
Family responsibilities	3	15	11	11	14	10	8	16	16	19	3	0.6%
Better compensation	0	17	8	3	7	2	3	2	0	1	0	0.0%
More flexible work schedule	0	0	0	0	1	0	1	0	1	1	0	0.0%
Better working conditions	0	0	3	3	2	4	1	2	2	2	0	0.0%
More opportunity for advancement	3	1	14	11	5	3	7	6	4	3	0	0.0%
Easier commute	4	4	0	0	8	4	2	5	4	6	4	0.8%
Return to School	3	4	5	4	3	3	3	2	7	2	2	0.4%
Quit - no notice	1	3	3	1	1	3	4	3	2	2	2	0.4%
Normal retirement	162	187	178	197	265	200	188	242	254	269	228	44.0%
Early retirement	17	37	30	18	17	26	11	6	6	0	0	0.0%
<b>Sub Total</b>	<b>379</b>	<b>389</b>	<b>350</b>	<b>390</b>	<b>494</b>	<b>446</b>	<b>402</b>	<b>475</b>	<b>519</b>	<b>510</b>	<b>403</b>	<b>77.8%</b>
<b>Involuntary</b>												
Disciplinary	0	0	7	0	0	0	0	0	0	0	0	0.0%
Unsatisfactory performance	2	7	0	3	12	14	7	3	5	6	4	0.8%
Misconduct	4	11	7	10	11	7	9	18	5	12	8	1.5%
Non-disciplinary	9	5	5	3	0	0	0	0	0	0	0	0.0%
Excess absences	1	0	0	1	0	3	2	3	0	1	1	0.2%
Failed probation	21	4	17	26	31	33	33	27	32	27	29	5.6%
<b>Sub Total</b>	<b>37</b>	<b>27</b>	<b>36</b>	<b>43</b>	<b>54</b>	<b>57</b>	<b>51</b>	<b>51</b>	<b>42</b>	<b>46</b>	<b>42</b>	<b>8.1%</b>
<b>Management/Fiscal</b>												
Discontinued service retirement	46	15	3	0	1	0	1	0	0	0	0	0.0%
Reduction-in-force	15	13	1	1	0	1	3	0	0	0	1	0.2%
Lack of funding	0	0	0	0	0	0	0	0	0	0	0	0.0%
<b>Sub Total</b>	<b>61</b>	<b>28</b>	<b>4</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0.2%</b>
<b>Medical/Other</b>												
Unknown/other	0	76	148	75	83	42	44	55	81	50	38	7.3%
Service-connected disability ret.	32	33	32	26	17	12	11	7	25	13	10	1.9%
Non-service connected disability ret.	8	9	9	13	5	5	6	4	3	12	3	0.6%
Other medical	20	11	3	13	13	13	8	12	18	16	6	1.2%
Death	11	8	12	7	8	12	15	17	10	14	15	2.9%
<b>Sub Total</b>	<b>71</b>	<b>137</b>	<b>204</b>	<b>134</b>	<b>126</b>	<b>84</b>	<b>84</b>	<b>95</b>	<b>137</b>	<b>105</b>	<b>72</b>	<b>13.9%</b>
<b>Total Separations</b>	<b>548</b>	<b>581</b>	<b>594</b>	<b>568</b>	<b>675</b>	<b>588</b>	<b>541</b>	<b>621</b>	<b>698</b>	<b>661</b>	<b>518</b>	
<b>Total Employees</b>	<b>9,072</b>	<b>8,671</b>	<b>8,792</b>	<b>8,809</b>	<b>8,805</b>	<b>9,111</b>	<b>9,072</b>	<b>9,219</b>	<b>9,389</b>	<b>9,243</b>	<b>9,429</b>	
<b>Turnover Rate</b>	<b>6.04%</b>	<b>6.70%</b>	<b>6.76%</b>	<b>6.45%</b>	<b>7.67%</b>	<b>6.45%</b>	<b>5.96%</b>	<b>6.74%</b>	<b>7.43%</b>	<b>7.15%</b>	<b>5.49%</b>	

## Turnover - Separations by Employment Category Permanent Employees - 2020

<b>Employment Category</b>	<b># in Category</b>	<b>% of Total Employees</b>	<b># of Separations</b>	<b>% of Total Separations</b>	<b>Turnover Rate by Category</b>
Officials and Administrators	398	4.2%	42	8.1%	10.55%
Professionals	2,323	24.6%	134	25.9%	5.77%
Technicians	869	9.2%	37	7.1%	4.26%
Protective Services	3,289	34.9%	157	30.3%	4.77%
Paraprofessionals	263	2.8%	7	1.4%	2.66%
Administrative Support	995	10.6%	82	15.8%	8.24%
Skilled Craft	408	4.3%	16	3.1%	3.92%
Service/Maintenance	884	9.4%	43	8.3%	4.86%
	<u>9,429</u>	<u>100.0%</u>	<u>518</u>	<u>100.0%</u>	<u>5.49%</u>

**Turnover - Separations by Race/Ethnicity  
Permanent Employees - 2020**

<b>EEO Category</b>	<b># in Category</b>	<b>% of Total Employees</b>	<b># of Separations</b>	<b>% of Total Separations</b>	<b>Turnover Rate by Category</b>
White	4,368	46.3%	245	47.3%	5.61%
Black or African American	2,552	27.1%	148	28.6%	5.80%
Hispanic or Latino	1,058	11.2%	44	8.5%	4.16%
Asian	644	6.8%	34	6.6%	5.28%
Two or More Races	124	1.3%	5	1.0%	4.03%
American Indian or Alaska Native	36	0.4%	1	0.2%	2.78%
Native Hawaiian/Other Pacific Islander	7	0.1%	1	0.2%	14.29%
Race/Ethnicity Unreported	640	6.8%	40	7.7%	6.25%
	9,429	100.0%	518	100.0%	5.49%

# WAGE AND SALARY COMPARABILITY

**BASE PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY <sup>(1)</sup>**  
**vs.**  
**CONSUMER PRICE INDEX (CPI)**

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase</b>	<b>CPI -U Change <sup>(4)</sup></b>	<b>Difference MCG vs. CPI Change</b>	<b>Date of CPI Changes</b>
FY18-FY21 Compounded Change <sup>(2)</sup> :			<u>14.15%</u>	<u>5.82%</u>	<u>8.33%</u>	
2020 (FY21)	1.50%	3.50%	--	1.40%	--	11-19 - 11-20
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
FY14-FY17 Compounded Change <sup>(2)</sup> :			<u>26.03%</u>	<u>4.78%</u>	<u>21.25%</u>	
2016 (FY17)	1.00%	3.50%	--	1.20%	--	11-15 - 11-16
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
FY10-FY13 Compounded Change:			<u>3.50%</u>	<u>8.87%</u>	<u>-5.37%</u>	
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
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
FY06-FY09 Compounded Change <sup>(5)</sup> :			<u>33.31%</u>	<u>14.52%</u>	<u>18.79%</u>	
FY02-FY05 Compounded Change <sup>(6)</sup> :			<u>28.68%</u>	<u>11.46%</u>	<u>17.23%</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; FY19 GWA effective December 9, 2018; FY20 GWA effective December 8, 2019; FY21 GWA effective June 20, 2021.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.  
Approximately 66% (6,189 of 9,429) of permanent employees were not at maximum of grade as of 12/31/20.

(4) November 2017 and 2020: 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 <sup>(1)</sup>**

**vs.**

**CONSUMER PRICE INDEX (CPI)**

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase</b>	<b>CPI -U Change <sup>(4)</sup></b>	<b>Difference MCG vs. CPI Change</b>	<b>Date of CPI Changes</b>
FY18-FY21 Compounded Change <sup>(2)</sup> :			<u>7.98%</u>	<u>5.82%</u>	<u>2.15%</u>	
2020 (FY21)	1.50%	0.00%	--	1.40%	--	11-19 - 11-20
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
FY14-FY17 Compounded Change <sup>(2)</sup> :			<u>9.83%</u>	<u>4.78%</u>	<u>5.04%</u>	
2016 (FY17)	1.00%	0.00%	--	1.20%	--	11-15 - 11-16
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
FY10-FY13 Compounded Change:			<u>0.00%</u>	<u>8.87%</u>	<u>-8.87%</u>	
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
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
FY06-FY09 Compounded Change <sup>(5)</sup> :			<u>16.17%</u>	<u>14.52%</u>	<u>1.65%</u>	
FY02-FY05 Compounded Change <sup>(6)</sup> :			<u>12.14%</u>	<u>11.46%</u>	<u>0.68%</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; FY19 GWA effective December 9, 2018; FY20 GWA effective December 8, 2019; FY21 GWA effective June 20, 2021.

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

Approximately 66% (6,189 of 9,429) of permanent employees were not at maximum of grade as of 12/31/20.

(4) November 2017 and 2020: 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 <sup>(1)</sup>**

**vs.  
PRIVATE SECTOR**

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase</b>	<b>Private Sector Change <sup>(4)</sup></b>	<b>Difference MCG vs. Private Sector</b>
FY18-FY21 Compounded Change <sup>(2)</sup> :			<u>23.91%</u>	<u>12.88%</u>	<u>11.03%</u>
2020 (FY21)	1.50%	3.50%	--	2.90%	--
2019 (FY20)	2.25%	3.50%	--	3.20%	--
2018 (FY19)	2.00%	3.50%	--	3.10%	--
2017 (FY18)	2.00%	3.50%	--	3.10%	--
FY14-FY17 Compounded Change <sup>(2)</sup> :			<u>26.03%</u>	<u>12.44%</u>	<u>13.59%</u>
2016 (FY17)	1.00%	3.50%	--	3.00%	--
2015 (FY16)	2.00%	3.50%	--	3.00%	--
2014 (FY15)	3.25%	3.50%	--	3.00%	--
2013 (FY14)	3.25%	3.50%	--	2.90%	--
FY10-FY13 Compounded Change:			<u>3.50%</u>	<u>10.69%</u>	<u>-7.19%</u>
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	3.50%	--	2.20%	--
FY06-FY09 Compounded Change <sup>(5)</sup> :			<u>33.31%</u>	<u>15.84%</u>	<u>17.46%</u>
FY02-FY05 Compounded Change <sup>(6)</sup> :			<u>28.68%</u>	<u>16.03%</u>	<u>12.66%</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; FY19 GWA effective December 9, 2018; FY20 GWA effective December 8, 2019; FY21 GWA effective June 20, 2021.

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

Approximately 66% (6,189 of 9,429) of permanent employees were not at maximum of grade as of 12/31/20.

(4) World at Work 2020-2021 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 NOT AT MAXIMUM SALARY <sup>(1)</sup>**

**vs.  
PRIVATE SECTOR**

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase</b>	<b>Private Sector Change <sup>(4)</sup></b>	<b>Difference MCG vs. Private Sector</b>
FY18-FY21 Compounded Change <sup>(2)</sup> :			<u>7.98%</u>	<u>12.88%</u>	<u>-4.90%</u>
2020 (FY21)	1.50%	0.00%	--	2.90%	--
2019 (FY20)	2.25%	0.00%	--	3.20%	--
2018 (FY19)	2.00%	0.00%	--	3.10%	--
2017 (FY18)	2.00%	0.00%	--	3.10%	--
FY14-FY17 Compounded Change <sup>(2)</sup> :			<u>9.83%</u>	<u>12.44%</u>	<u>-2.62%</u>
2016 (FY17)	1.00%	0.00%	--	3.00%	--
2015 (FY16)	2.00%	0.00%	--	3.00%	--
2014 (FY15)	3.25%	0.00%	--	3.00%	--
2013 (FY14)	3.25%	0.00%	--	2.90%	--
FY10-FY13 Compounded Change:			<u>0.00%</u>	<u>10.69%</u>	<u>-10.69%</u>
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	0.00%	--	2.20%	--
FY06-FY09 Compounded Change <sup>(5)</sup> :			<u>16.17%</u>	<u>15.84%</u>	<u>0.33%</u>
FY02-FY05 Compounded Change <sup>(6)</sup> :			<u>12.14%</u>	<u>16.03%</u>	<u>-3.89%</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; FY19 GWA effective December 9, 2018; FY20 GWA effective December 8, 2019; FY21 GWA effective June 20, 2021.

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(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<sup>(1)</sup>**  
**(If at Maximum Salary, NOT Eligible; If Not at Maximum Salary, Eligible)**

<b>Bargaining Unit</b>		<b><u>At Maximum</u></b>	<b><u>Not at Maximum</u></b>	<b><u>Total</u></b>
<hr/>				
Police Bargaining Unit (FOP)	Number	564	588	1,152
	Percent	49.0%	51.0%	100%
Fire Bargaining Unit (IAFF)	Number	422	753	1,175
	Percent	35.9%	64.1%	100%
MCGEO, UFCW Local 1994	Number	1,487	3,547	5,034
	Percent	29.5%	70.5%	100%
Eligible at Permanent Status (Local 1994 and IAFF)	Number	13	358	371
	Percent	3.5%	96.5%	100%
<hr/>				
<b>Total Represented</b>	<b>Number</b>	<b>2,486</b>	<b>5,246</b>	<b>7,732</b>
	<b>Percent</b>	<b>32.2%</b>	<b>67.8%</b>	<b>100%</b>
<hr/>				
<b>Total Non-Represented<sup>(2)</sup></b>	<b>Number</b>	<b>754</b>	<b>943</b>	<b>1,697</b>
	<b>Percent</b>	<b>44.4%</b>	<b>55.6%</b>	<b>100%</b>
<hr/>				
<b>ALL EMPLOYEES</b>	<b>Number</b>	<b>3,240</b>	<b>6,189</b>	<b>9,429</b>
	<b>Percent</b>	<b>34.4%</b>	<b>65.6%</b>	<b>100%</b>

(1) As of December 31, 2020.

(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<sup>(1)</sup>**  
**Effective January 2021<sup>(2)</sup>**

**MONTGOMERY COUNTY GOVERNMENT**  
**January 2021**

<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	\$72,750	\$94,581	21	456	\$54,947	\$90,848	-32.4%	-4.1%
GS-12	\$87,198	\$113,362	23	431	\$60,285	\$99,852	-44.6%	-13.5%
			24	513	\$63,155	\$104,680	-38.1%	-8.3%
			25	369	\$66,164	\$109,761	-31.8%	-3.3%
GS-13	\$103,690	\$134,798	24	513	\$63,155	\$104,680	-64.2%	-28.8%
			25	369	\$66,164	\$109,761	-56.7%	-22.8%
			26	178	\$69,337	\$115,099	-49.5%	-17.1%
			27	34	\$72,636	\$120,703	-42.8%	-11.7%
			M3	250	\$79,196	\$144,751	-30.9%	6.9%
GS-14	\$122,530	\$159,286	28	150	\$75,897	\$126,584	-61.4%	-25.8%
			29	4	\$79,320	\$132,759	-54.5%	-20.0%
			31	1	\$86,699	\$146,057	-41.3%	-9.1%
			M2	119	\$92,185	\$167,345	-32.9%	4.8%
GS-15	\$144,128	\$172,500	M2	119	\$92,185	\$167,345	-56.3%	-3.1%
			M1	24	\$105,419	\$187,233	-36.7%	7.9%

(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/21Tables/html/DCB.aspx>

(2) Federal government employees received a general schedule increase of 1.0% in January 2021; with the locality payment of 30.48%, The total increase was 1.0%.

**SALARY COMPARISONS**  
**WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT**  
**BASED ON HUMAN RESOURCES ASSOCIATION 2020 COMPENSATION SURVEY REPORT**  
**AND MCG FY20 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	\$40,289	\$30,300	-24.8%	33.0%	\$65,464	\$66,600	1.7%	-1.7%
Computer Operator II	16	IT Technician II	\$43,765	\$45,900	4.9%	-4.7%	\$71,852	\$83,300	15.9%	-13.7%
Applications Analyst/Developer II	26	IT Specialist III	\$69,337	\$69,400	0.1%	-0.1%	\$115,099	\$122,100	6.1%	-5.7%
Applications Analyst/Developer III	28	Senior IT Specialist	\$75,897	\$78,900	4.0%	-3.8%	\$126,584	\$139,600	10.3%	-9.3%
Systems Programmer III	28	Senior IT Specialist	\$75,897	\$78,100	2.9%	-2.8%	\$126,584	\$147,000	16.1%	-13.9%
IT/Helpdesk Support Analyst I	20	IT Specialist I	\$52,459	\$54,300	3.5%	-3.4%	\$86,669	\$93,800	8.2%	-7.6%
Accounting Clerk I	13	Principal Administrative Aide	\$38,681	\$37,200	-3.8%	4.0%	\$62,488	\$63,300	1.3%	-1.3%
Accounting Clerk II	16	Office Services Coordinator	\$43,765	\$42,600	-2.7%	2.7%	\$71,852	\$73,300	2.0%	-2.0%
Accounting Clerk III	16	Fiscal Assistant	\$43,765	\$40,600	-7.2%	7.8%	\$71,852	\$70,500	-1.9%	1.9%
Payroll Clerk I	16	Office Services Coordinator	\$43,765	\$37,900	-13.4%	15.5%	\$71,852	\$69,100	-3.8%	4.0%
Accountant I	18	Accountant/Auditor I	\$47,848	\$47,700	-0.3%	0.3%	\$78,902	\$81,100	2.8%	-2.7%
Accountant III	23	Accountant/Auditor III	\$60,285	\$66,600	10.5%	-9.5%	\$99,852	\$116,500	16.7%	-14.3%
Budget Analyst II	22	Mgmt. & Budget Spec. II	\$57,546	\$57,100	-0.8%	0.8%	\$95,236	\$100,100	5.1%	-4.9%
Budget Analyst III	25	Mgt and Budget Specialist III	\$66,164	\$71,400	7.9%	-7.3%	\$109,761	\$128,700	17.3%	-14.7%
Buyer II	23	Procurement Specialist II	\$60,285	\$53,400	-11.4%	12.9%	\$99,852	\$96,000	-3.9%	4.0%
Employee Relations (EEO) Representative II	25	Human Resources Specialist III	\$66,164	\$65,300	-1.3%	1.3%	\$109,761	\$110,200	0.4%	-0.4%
Recruiting (Employment) Manager	M3	Manager III	\$79,196	\$87,500	10.5%	-9.5%	\$144,751	\$157,200	8.6%	-7.9%
Librarian/Information Center Specialist II	21	Librarian I	\$54,947	\$49,600	-9.7%	10.8%	\$90,848	\$89,600	-1.4%	1.4%
Janitor/Custodian I	8	Building Services Worker II	\$32,008	\$31,200	-2.5%	2.6%	\$49,681	\$48,600	-2.2%	2.2%
Call Center Representative I	13	Customer Service Rep I	\$38,681	\$38,500	-0.5%	0.5%	\$62,488	\$63,400	1.5%	-1.4%
Call Center Supervisor	23	Program Manager I	\$60,285	\$53,700	-10.9%	12.3%	\$99,852	\$100,600	0.7%	-0.7%
Security Guard I (Unarmed)	15	Security Officer I	\$41,971	\$32,400	-22.8%	29.5%	\$68,575	\$54,300	-20.8%	26.3%
Security Guard Supervisor	23	Security Officer IV (Lt.)	\$60,285	\$57,700	-4.3%	4.5%	\$99,852	\$90,700	-9.2%	10.1%
Administrative Assistant I	12	Administrative Aide	\$37,150	\$37,200	0.1%	-0.1%	\$59,660	\$68,400	14.6%	-12.8%
Administrative Assistant II	13	Principal Administrative Aide	\$38,681	\$40,100	3.7%	-3.5%	\$62,488	\$69,700	11.5%	-10.3%
Administrative Assistant III	16	Office Services Coordinator	\$43,765	\$42,800	-2.2%	2.3%	\$71,852	\$71,600	-0.4%	0.4%
Executive Assistant III	18	Senior Executive Admin. Aide	\$47,848	\$49,300	3.0%	-2.9%	\$78,902	\$93,500	18.5%	-15.6%
Executive Assistant to CEO III	20	Executive Admin. Aide to CAO	\$52,459	\$66,900	27.5%	-21.6%	\$86,669	\$109,500	26.3%	-20.9%
Office Manager	21	Administrative Specialist II	\$54,947	\$52,300	-4.8%	5.1%	\$90,848	\$101,800	12.1%	-10.8%
Public Relations Specialist III	25	Public Information Officer II	\$66,164	\$64,000	-3.3%	3.4%	\$109,761	\$116,400	6.0%	-5.7%
Graphics Designer II	19	Graphic Artist	\$50,103	\$56,300	12.4%	-11.0%	\$82,691	\$93,300	12.8%	-11.4%
Legal Secretary II	16	Legal Secretary II	\$43,765	\$58,400	33.4%	-25.1%	\$71,852	\$93,700	30.4%	-23.3%
Legal Assistant/Paralegal II	23	Paralegal Specialist	\$60,285	\$47,600	-21.0%	26.6%	\$99,852	\$90,400	-9.5%	10.5%
In House Attorney II	27	Assistant County Attorney II	\$72,636	\$99,700	37.3%	-27.1%	\$120,703	\$176,000	45.8%	-31.4%
In House Attorney III	32	Assistant County Attorney III	\$90,660	\$104,700	15.5%	-13.4%	\$150,527	\$199,700	32.7%	-24.6%
Social Worker (MSW/LCSW) - II	24	Social Worker III	\$63,155	\$59,600	-5.6%	6.0%	\$104,680	\$101,800	-2.8%	2.8%
Staff Nurse (RN) II	24	Community Health Nurse II	\$63,155	\$63,700	0.9%	-0.9%	\$104,680	\$99,500	-4.9%	5.2%
Nurse Practitioner III	26	Nurse Practitioner	\$69,337	\$87,400	26.1%	-20.7%	\$115,099	\$145,200	26.2%	-20.7%
Marketing Analyst II	21	Transit Marketing Specialist	\$54,947	\$56,900	3.6%	-3.4%	\$90,848	\$98,100	8.0%	-7.4%
Vehicle Mechanic II	19	Mechanic Technician II	\$50,103	\$47,900	-4.4%	4.6%	\$82,691	\$71,400	-13.7%	15.8%
Plumber II	17	Plumber I	\$45,750	\$49,600	8.4%	-7.8%	\$75,290	\$78,800	4.7%	-4.5%
Avg % Change FY19:					1.42%		7.08%			
Avg % Difference FY19:					0.19%		-5.30%			

**NOTES:**

- 2020 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 570 job titles from 221 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.

**FY21 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
Accountant/Auditor III	23	56.8	50.5	62.9	63.7	51.4	59.7	56.6	54.1	49.8	56.6	61.2	-7.5%	8.1%
Building Services Worker II	8	31.7	28.3	32.1	32.3	30.3	28.4		30.1	28.2	30.2	32.5	-7.1%	7.6%
Carpenter I	17			48.0	35.8	40.6	45.0	41.9	42.1	33.4	41.9	46.4	-9.7%	10.7%
Community Health Nurse II	24	59.7		62.9	67.2	60.1	59.7			49.4	59.9	64.1	-6.6%	7.0%
Correctional Supervisor - Sergeant	C6		56.7	63.0		51.4	61.0	57.7		52.8	57.2	61.4	-6.8%	7.3%
Correctional Officer I (Pvt)	C3						52.7			45.7	49.2	48.1	2.3%	-2.2%
Correctional Officer III (Corporal)	C5		44.3	53.5		44.7	55.3	46.0		48.0	47.0	55.5	-15.3%	18.1%
Electrician I	18				39.0	46.6	49.4	47.4	42.1	33.4	44.4	48.6	-8.7%	9.6%
Engineer III	25	69.1	63.0	57.4	72.0	53.6	68.7	69.4	65.3	63.6	65.3	67.2	-2.8%	2.9%
Engineer Technician II	18	42.4		43.6	48.0	44.7	47.1	41.8	47.7	42.7	44.2	48.6	-9.2%	10.1%
Equipment Operator III	16	44.5	40.0	48.0	40.3	39.8	43.0	39.0	42.1		41.2	44.4	-7.2%	7.8%
Fire/Rescue Lieutenant	B1	62.9	47.9	67.0	63.6	61.9	68.5	85.3		56.7	63.3	65.3	-3.1%	3.2%
Firefighter/Rescuer I	F1	49.3	39.8	55.7	38.8	37.6	56.8	56.1		44.7	47.0	48.9	-3.9%	4.0%
Firefighter/Rescuer III	F3		41.8	55.7	41.9					49.0	45.5	54.0	-15.8%	18.8%
Highway Inspector I	19	49.1	46.3	54.6	44.3	43.8	51.8	51.1		42.7	47.7	50.9	-6.3%	6.7%
Human Resources Specialist II	22		58.5	57.4		51.4	62.6	62.6	54.1	49.8	57.4	58.4	-1.7%	1.7%
HVAC Mechanic I	18	46.8	40.0	70.9	39.0	46.6	47.1	47.4	42.1	61.8	46.8	48.6	-3.7%	3.8%
Senior Information Technology Specialist	28	54.1	63.0		67.8	51.4		51.1	64.3	57.2	57.2	77.0	-25.7%	34.6%
ITSpecialist III	26		54.5			50.4	65.5	56.6		57.6	56.6	70.4	-19.6%	24.4%
Librarian I	21	51.6		57.4	50.0	35.5	51.8				51.6	55.8	-7.5%	8.1%
Management and Budget Specialist III	25	59.7	73.1	54.6	67.8	77.8	59.7	56.6	65.3	49.4	59.7	67.2	-11.2%	12.6%
Mechanic Technician II	19	46.8	40.0	54.5	41.6	44.5	49.4	47.4	42.1	38.7	44.5	50.9	-12.6%	14.4%
Office Clerk	5	32.1	27.9	26.0	31.1	29.6	39.3	32.9	33.9	26.4	31.1	32.5	-4.3%	4.5%
Permitting & Code Enforcement Inspector III	23	44.5	46.3	58.4	46.1	46.9	51.8	46.2		42.7	46.3	61.2	-24.4%	32.3%
Planning Specialist III	23	56.8		83.2	144.4		56.8	62.6		49.4	59.7	61.2	-2.5%	2.5%
Police Officer I	P2	50.8	52.5		55.1	55.1	54.0	57.1	53.1	54.0	54.0	53.3	1.3%	-1.3%
Police Sergeant	A1	61.8	66.7	66.0	78.7	67.9	65.6	80.4	61.4	68.2	66.7	67.9	-1.8%	1.8%
Senior Public Safety Emergency Communications Specialist	21	49.1	42.0	63.8	44.3	44.8	51.2	48.0	42.1	46.6	46.6	55.8	-16.5%	19.7%
Principal Administrative Aide	13	36.9	35.4		33.1	33.6	39.3	34.3	42.1	31.1	34.9	39.3	-11.3%	12.8%
Procurement Specialist III	25	56.8	54.3	57.4	52.2	50.4	59.7	51.0	61.2	49.8	54.3	67.2	-19.2%	23.8%
Public Service Worker II	9	32.2	29.7	32.1	33.9	30.3	31.1	32.5	30.1	28.9	31.1	33.5	-7.2%	7.7%
Recreation Specialist	21	51.5	58.5	56.7	50.0	50.4	51.8	46.0	61.2	49.4	51.5	55.8	-7.7%	8.3%
Social Worker II	23	59.7		57.4	54.4	60.1	56.8	56.6		49.4	56.8	61.2	-7.2%	7.7%
Therapist II	24	62.7		57.4			56.8			57.2	57.3	64.1	-10.6%	11.9%

**NOTES:**

- Source: FY2021 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY21 Mid-Year 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.
- All numbers rounded to the nearest hundred.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.

**FY21 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	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Accountant/Auditor III	23	93.4	85.7	96.0	102.2	64.0	99.5	102.6	92.5	96.9	96.0	101.4	-5.3%	5.6%
Building Services Worker II	8	44.2	44.6	49.1	34.0	40.6	47.4		54.1	46.6	45.6	50.4	-9.5%	10.5%
Carpenter I	17			73.3	39.4	51.3	75.0	64.1	72.1	61.8	64.1	76.4	-16.1%	19.2%
Community Health Nurse II	24	98.1		98.2	76.6	75.7	99.5			90.4	94.3	106.3	-11.3%	12.8%
Correctional Supervisor - Sergeant	C6		99.5	106.4		64.0	90.1	95.6		102.6	97.6	105.4	-7.4%	8.0%
Correctional Officer I (Pvt)	C3						77.8			88.7	83.3	74.5	11.7%	-10.5%
Correctional Officer III (Corporal)	C5		67.1	90.4		56.1	81.7	73.7		93.2	77.7	92.1	-15.6%	18.5%
Electrician I	18				43.6	59.2	82.3	72.6	72.1	61.8	67.0	80.1	-16.4%	19.6%
Engineer III	25	113.5	112.5	114.0	115.1	66.6	114.5	126.0	113.8	123.6	114.0	111.4	2.3%	-2.3%
Engineer Technician II	18	69.7		66.6	58.2	56.1	78.6	74.4	81.6	78.4	72.1	80.1	-10.0%	11.2%
Equipment Operator III	16	73.2	62.8	73.3	45.3	50.3	71.7	59.5	72.1		67.3	72.9	-7.8%	8.4%
Fire/Rescue Lieutenant	B1	111.4	109.2	113.2	77.6	84.0	101.2	126.0		119.4	110.3	113.2	-2.6%	2.6%
Firefighter/Rescuer I	F1	87.3	83.9	94.1	62.0	51.3	84.0	83.3		86.1	84.0	84.9	-1.1%	1.1%
Firefighter/Rescuer III	F3		88.1	94.1	67.0					114.7	91.1	93.6	-2.7%	2.7%
Highway Inspector I	19	80.7	72.8	95.0	53.5	68.7	86.3	91.1		78.4	79.6	83.9	-5.2%	5.5%
Human Resources Specialist II	22		104.5	114.0		64.0	104.3	113.7	92.5	96.9	104.3	96.7	7.9%	-7.3%
HVAC Mechanic I	18	76.9	62.8	108.2	43.6	59.2	78.6	72.6	72.1	61.8	72.1	80.1	-10.0%	11.1%
Senior Information Technology Specialist	28	89.0	112.5		108.4	64.0		91.1	110.2	104.3	104.3	128.5	-18.8%	23.2%
IT Specialist III	26		85.7			62.7	109.2	102.6		112.1	102.6	116.8	-12.2%	13.8%
Librarian I	21	84.7		91.8	60.8	55.1	86.3				84.7	92.2	-8.1%	8.9%
Management and Budget Specialist III	25	98.1	130.5	109.3	108.4	121.3	99.5	102.6	113.8	90.4	108.4	111.4	-2.7%	2.8%
Mechanic Technician II	19	76.9	62.8	83.3	47.0	56.5	82.3	72.6	72.1	71.2	72.1	83.9	-14.1%	16.4%
Office Clerk	5	46.2	45.7	39.7	35.4	36.9	65.5	49.8	58.1	51.4	46.2	44.4	4.1%	-3.9%
Permitting & Code Enforcement Inspector III	23	73.2	72.8	89.3	55.8	58.7	86.3	82.4		78.4	75.8	101.4	-25.2%	33.8%
Planning Specialist III	23	93.4		127.0	238.3		94.7	113.7		90.4	104.2	101.4	2.8%	-2.7%
Police Officer I	P2	90.1	84.3		95.3	82.0	79.7	59.1	83.1	87.9	83.7	92.4	-9.4%	10.4%
Police Sergeant	A1	109.5	100.9	111.7	110.6	90.1	96.9	105.9	103.5	117.1	105.9	117.7	-10.0%	11.1%
Senior Public Safety Emergency Communications Specialist	21	80.7	66.0	97.4	53.5	56.6	75.6	84.5	72.1	103.8	75.6	92.2	-18.0%	22.0%
Principal Administrative Aide	13	60.7	58.0		38.1	42.5	65.5	60.8	72.1	56.3	59.4	63.4	-6.4%	6.8%
Procurement Specialist III	25	93.4	97.0	114.0	63.5	62.7	99.5	92.7	105.0	96.9	96.9	111.4	-13.0%	15.0%
Public Service Worker II	9	52.9	46.7	49.1	36.3	37.2	51.9	44.3	54.1	48.8	48.8	52.7	-7.4%	8.0%
Recreation Specialist	21	84.7	104.5	86.5	60.8	62.7	86.3	83.7	105.0	90.4	86.3	92.2	-6.4%	6.8%
Social Worker II	23	98.1		87.6	66.3	75.7	94.7	102.6		90.4	90.4	101.4	-10.8%	12.2%
Therapist II	24	103.0		87.6			94.7			104.3	98.9	106.3	-7.0%	7.5%

**NOTES:**

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- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- All numbers rounded to the nearest hundred.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.



**PERCENT DIFFERENCE FROM MEDIAN SALARY  
FY21 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	56.7	0.1%	-11.0%	10.9%	12.3%	-9.4%	5.3%	-0.2%	-4.6%	-12.2%	7.9%
Building Services Worker II	8	30.3	4.6%	-6.6%	5.9%	6.6%	0.0%	-6.3%		-0.7%	-6.9%	7.3%
Carpenter I	17	42.0			14.3%	-14.8%	-3.3%	7.1%	-0.2%	0.2%	-20.5%	10.5%
Community Health Nurse II	24	60.1	-0.7%		4.7%	11.8%	0.0%	-0.7%			-17.8%	6.7%
Correctional Supervisor - Sergeant	C6	57.7		-1.7%	9.2%		-10.9%	5.7%	0.0%		-8.5%	6.4%
Correctional Officer I (Pvt)	C3	48.1						9.6%			-5.0%	0.0%
Correctional Officer III (Corporal)	C5	48.0		-7.7%	11.5%		-6.9%	15.2%	-4.2%		0.0%	15.6%
Electrician I	18	46.6				-16.3%	0.0%	6.0%	1.7%	-9.7%	-28.3%	4.3%
Engineer III	25	66.3	4.3%	-4.9%	-13.4%	8.7%	-19.1%	3.7%	4.8%	-1.4%	-4.0%	1.4%
Engineer Technician II	18	44.7	-5.1%		-2.5%	7.4%	0.0%	5.4%	-6.5%	6.7%	-4.5%	8.7%
Equipment Operator III	16	42.1	5.7%	-5.0%	14.0%	-4.3%	-5.5%	2.1%	-7.4%	0.0%		5.5%
Fire/Rescue Lieutenant	B1	63.6	-1.1%	-24.7%	5.3%	0.0%	-2.7%	7.7%	34.1%		-10.8%	2.7%
Firefighter/Rescuer I	F1	48.9	0.8%	-18.6%	13.9%	-20.7%	-23.1%	16.2%	14.7%		-8.6%	0.0%
Firefighter/Rescuer III	F3	49.0		-14.7%	13.7%	-14.5%					0.0%	10.2%
Highway Inspector I	19	49.1	0.0%	-5.7%	11.2%	-9.8%	-10.8%	5.5%	4.1%		-13.0%	3.7%
Human Resources Specialist II	22	57.9		1.0%	-0.9%		-11.2%	8.1%	8.1%	-6.6%	-14.0%	0.9%
HVAC Mechanic I	18	47.0	-0.3%	-14.8%	51.0%	-16.9%	-0.7%	0.3%	1.0%	-10.3%	31.6%	3.5%
Senior Information Technology Specialist	28	60.1	-10.0%	4.8%		12.8%	-14.5%		-15.0%	7.0%	-4.8%	28.1%
ITSpecialist III	26	57.1		-4.6%			-11.7%	14.7%	-0.9%		0.9%	23.3%
Librarian I	21	51.7	-0.2%		11.0%	-3.3%	-31.3%	0.2%				7.9%
Management and Budget Specialist III	25	62.5	-4.5%	17.0%	-12.6%	8.5%	24.5%	-4.5%	-9.4%	4.5%	-21.0%	7.5%
Mechanic Technician II	19	45.7	2.5%	-12.4%	19.4%	-8.9%	-2.5%	8.2%	3.8%	-7.8%	-15.2%	11.5%
Office Clerk	5	31.6	1.6%	-11.7%	-17.7%	-1.6%	-6.3%	24.4%	4.1%	7.3%	-16.5%	2.8%
Permitting & Code Enforcement Inspector III	23	46.3	-3.9%	0.0%	26.1%	-0.4%	1.3%	11.9%	-0.2%		-7.8%	32.2%
Planning Specialist III	23	61.2	-7.2%		35.9%	135.9%		-7.2%	2.3%		-19.3%	0.0%
Police Officer I	P2	54.0	-5.9%	-2.8%		2.0%	2.0%	0.0%	5.7%	-1.7%	0.0%	-1.3%
Police Sergeant	A1	67.3	-8.2%	-0.9%	-1.9%	16.9%	0.9%	-2.5%	19.5%	-8.8%	1.3%	0.9%
Senior Public Safety Emergency Communications Specialist	21	47.3	3.8%	-11.2%	34.9%	-6.3%	-5.3%	8.2%	1.5%	-11.0%	-1.5%	18.0%
Principal Administrative Aide	13	35.4	4.2%	0.0%		-6.5%	-5.1%	11.0%	-3.1%	18.9%	-12.1%	11.0%
Procurement Specialist III	25	55.6	2.3%	-2.3%	3.3%	-6.0%	-9.3%	7.5%	-8.2%	10.2%	-10.4%	21.0%
Public Service Worker II	9	31.6	1.9%	-6.0%	1.6%	7.3%	-4.1%	-1.6%	2.8%	-4.7%	-8.5%	6.0%
Recreation Specialist	21	51.7	-0.3%	13.3%	9.8%	-3.2%	-2.4%	0.3%	-10.9%	18.5%	-4.4%	8.0%
Social Worker II	23	57.1	4.6%		0.5%	-4.7%	5.3%	-0.5%	-0.9%		-13.5%	7.2%
Therapist II	24	57.4	9.2%		0.0%			-1.0%			-0.3%	11.7%
Average \$ Difference from Median:			-0.1%	-5.2%	9.3%	3.3%	-5.4%	5.0%	1.5%	0.3%	-8.0%	8.6%
# of Classes Matched:			26	25	28	28	30	32	28	20	32	34

**NOTES:**

- Source: FY2021 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY21 Mid-Year Salary Schedules.
- 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  
FY21 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	96.5	-3.2%	-11.1%	-0.5%	6.0%	-33.6%	3.2%	6.4%	-4.1%	0.5%	5.1%
Building Services Worker II	8	46.6	-5.2%	-4.3%	5.4%	-27.0%	-12.9%	1.7%		16.1%	0.0%	8.2%
Carpenter I	17	68.1			7.6%	-42.1%	-24.7%	10.1%	-5.9%	5.9%	-9.3%	12.2%
Community Health Nurse II	24	98.1	0.0%		0.1%	-21.9%	-22.8%	1.4%			-7.8%	8.4%
Correctional Supervisor - Sergeant	C6	99.5		0.0%	6.9%		-35.7%	-9.4%	-3.9%		3.1%	5.9%
Correctional Officer I (Pvt)	C3	77.8						0.0%			14.0%	-4.2%
Correctional Officer III (Corporal)	C5	81.7		-17.9%	10.6%		-31.3%	0.0%	-9.8%		14.1%	12.7%
Electrician I	18	72.1				-39.5%	-17.9%	14.1%		0.0%	-14.3%	11.1%
Engineer III	25	113.9	-0.4%	-1.2%	0.1%	1.1%	-41.5%	0.5%	10.6%	-0.1%	8.5%	-2.2%
Engineer Technician II	18	74.4	-6.3%		-10.5%	-21.8%	-24.6%	5.6%	0.0%	9.7%	5.4%	7.7%
Equipment Operator III	16	71.7	2.1%	-12.4%	2.2%	-36.8%	-29.8%	0.0%	-17.0%	0.6%		1.7%
Fire/Rescue Lieutenant	B1	111.4	0.0%	-2.0%	1.6%	-30.3%	-24.6%	-9.2%	13.1%		7.2%	1.6%
Firefighter/Rescuer I	F1	84.0	3.9%	-0.1%	12.0%	-26.2%	-38.9%	0.0%	-0.8%		2.5%	1.1%
Firefighter/Rescuer III	F3	93.6		-5.9%	0.5%	-28.4%					22.5%	0.0%
Highway Inspector I	19	80.7	0.0%	-9.8%	17.7%	-33.7%	-14.9%	6.9%	12.9%		-2.9%	4.0%
Human Resources Specialist II	22	100.6		3.9%	13.3%		-36.4%	3.7%	13.0%	-8.1%	-3.7%	-3.9%
HVAC Mechanic I	18	72.4	6.3%	-13.2%	49.6%	-39.7%	-18.2%	8.6%	0.3%	-0.3%	-14.6%	10.7%
Senior Information Technology Specialist	28	106.4	-16.3%	5.8%		1.9%	-39.8%		-14.3%	3.6%	-1.9%	20.8%
IT Specialist III	26	105.9		-19.1%			-40.8%	3.1%	-3.1%		5.9%	10.3%
Librarian I	21	85.5	-0.9%		7.4%	-28.9%	-35.6%	0.9%				7.8%
Management and Budget Specialist III	25	108.9	-9.9%	19.9%	0.4%	-0.4%	11.4%	-8.6%	-5.7%	4.5%	-16.9%	2.3%
Mechanic Technician II	19	72.4	6.3%	-13.2%	15.1%	-35.0%	-21.9%	13.8%	0.3%	-0.3%	-1.6%	16.0%
Office Clerk	5	46.0	0.5%	-0.5%	-13.6%	-23.0%	-19.7%	42.5%	8.4%	26.4%	11.9%	-3.4%
Permitting & Code Enforcement Inspector III	23	78.4	-6.6%	-7.1%	13.9%	-28.8%	-25.1%	10.1%	5.1%		0.0%	29.3%
Planning Specialist III	23	101.4	-7.9%		25.2%	135.0%		-6.6%	12.1%		-10.8%	0.0%
Police Officer I	P2	84.3	6.9%	0.0%		13.0%	-2.7%	-5.5%	-29.9%	-1.4%	4.3%	9.6%
Police Sergeant	A1	107.7	1.7%	-6.3%	3.7%	2.7%	-16.3%	-10.0%	-1.7%	-3.9%	8.7%	9.3%
Senior Public Safety Emergency Communications Specialist	21	78.2	3.3%	-15.5%	24.6%	-31.5%	-27.6%	-3.3%	8.1%	-7.7%	32.8%	18.0%
Principal Administrative Aide	13	60.7	0.0%	-4.4%		-37.2%	-30.0%	7.9%	0.2%	18.8%	-7.2%	4.4%
Procurement Specialist III	25	97.0	-3.7%	0.1%	17.6%	-34.5%	-35.3%	2.6%	-4.4%	8.3%	-0.1%	14.9%
Public Service Worker II	9	49.0	8.1%	-4.6%	0.3%	-25.8%	-24.0%	6.0%	-9.5%	10.5%	-0.3%	7.7%
Recreation Specialist	21	86.4	-2.0%	20.9%	0.1%	-29.6%	-27.4%	-0.1%	-3.1%	21.5%	4.6%	6.7%
Social Worker II	23	92.6	6.0%		-5.3%	-28.4%	-18.2%	2.3%	10.9%		-2.3%	9.6%
Therapist II	24	103.0	0.0%		-15.0%			-8.1%			1.3%	3.2%
Average \$ Difference from Median:			-0.7%	-3.9%	6.8%	-17.5%	-25.4%	2.6%	-0.3%	5.0%	1.7%	7.3%
# of Classes Matched:			26	25	28	28	30	32	28	20	32	34

**NOTES:**

- Source: FY2021 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 24 jurisdictions in the national capital area.
- Montgomery County salaries based on FY21 Mid-Year Salary Schedules; Maximum salary includes longevity.
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**SALARY BUDGET SURVEYS**  
**COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2020 - 2021**  
**NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA**  
**VS. MONTGOMERY COUNTY GOVERNMENT**

Survey Name	Number of Participating	Geographic Survey Area	Survey - Actual FY20	Average Total Pay Increase <sup>(1)</sup>	
				MCG - Average FY21 <sup>(2)</sup>	Survey - Budgeted FY21
World At Work 2020-2021 Salary Budget Survey (July 2020)	1,900+	National	2.9%	3.8%	2.9%
Mercer- U.S. Compensation Planning Survey Pulse - November Edition (November 2020) <sup>(3)</sup>	1,500+	National	2.9%	3.8%	2.8% <sup>(4)</sup>
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 41st Edition, pages 1-4 (September 2020).	221	Washington/Baltimore Metropolitan Area	3.2%	3.8%	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) The MCG-approved FY21 percentage increase for all non-MLS merit employees was at 3.8%. (1.5% GWA plus 3.5% service increment for employees not at the maximum salary for their grade). MLS employees did not receive a performance-based increase in July 2020 but will receive a 1.5% GWA in June 2021, alongside non-MLS merit employees. Please refer to FY21 Mid-Year Compensation Changes Memo:

<https://www.montgomerycountymd.gov/HR/Resources/Files/Classification/Compensation%20Documents/FY21%20Mid-Year%20Salary%20Schedules/MEMO%20-%20FY21%20Mid-Year%20Compensation%20Increases%20Changes%20-%2003-18-2021.pdf>

(3) With the global pandemic and its impact on the economy and labor market, Mercer did not publish its annual US Compensation Planning Survey results in August. Instead, Mercer opted to conduct a series of pulse surveys from May through July and then again in September, and November.

(4) If you pull in the 9% who have indicated they either will not have a merit increase cycle or will freeze salaries, the average increase budget drops to 2.4% for merit.

# Management Leadership Service Review

### MLS Demographic Data by Manager Grade - 2020\*

	Manager I		Manager II		Manager III		MLS Total		County Workforce	
	#	%	#	%	#	%	#	%	#	%
<b>Gender</b>										
Female	12	48%	58	48%	128	51%	198	50%	3,863	41%
Male	13	52%	63	52%	124	49%	200	50%	5,566	59%
<b>Race/Ethnicity</b>										
American Indian or Alaska Native	-	0%	1	1%	1	0%	2	1%	36	0%
Asian	1	4%	10	8%	20	8%	31	8%	644	7%
Black or African American	3	12%	23	19%	49	19%	75	19%	2,552	27%
Hispanic or Latino	-	0%	6	5%	20	8%	26	7%	1,058	11%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	-	0%	-	0%	7	0%
Two or More Races	-	0%	-	0%	1	0%	1	0%	124	1%
White	20	80%	75	62%	140	56%	235	59%	4,368	46%
Not Indicated	1	4%	6	5%	21	8%	28	7%	640	7%
<b>Age (as of December 2018)</b>										
Age < 20	-	0%	-	0%	-	0%		0%	1	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	684	7%
Age 30 through 39	-	0%	9	7%	26	10%	35	9%	2,206	23%
Age 40 through 49	4	16%	31	26%	53	21%	88	22%	2,358	25%
Age 50 through 59	9	36%	42	35%	92	37%	143	36%	2,568	27%
Age 60+	12	48%	39	32%	81	32%	132	33%	1,612	17%
<b>Total</b>	<b>25</b>	<b>100%</b>	<b>121</b>	<b>100%</b>	<b>252</b>	<b>100%</b>	<b>398</b>	<b>100%</b>	<b>9,429</b>	<b>100%</b>

\* MLS workforce as of December 31, 2020. Please note that the data cover both full and part-time employees.

**MLS Separations by Reason for Separation  
Calendar Years 2014 - 2020**

Separation Reason	2014 (#)	2015 (#)	2016 (#)	2017 (#)	2018 (#)	2019 (#)	2020 (#)	% of 2020 Total
<b>Voluntary</b>	<b>30</b>	<b>31</b>	<b>22</b>	<b>29</b>	<b>24</b>	<b>48</b>	<b>30</b>	<b>81.1%</b>
Non-specified personal reasons	2	3	2	10	3	4	5	13.5%
Better compensation	1	1	0	0	0	0	0	0.0%
More opportunity for advancement	1	1	1	1	1	3	0	0.0%
Normal retirement	21	20	15	16	15	37	24	64.9%
Early retirement	2	1	0	0	1	0	0	0.0%
Other Voluntary	3	5	4	2	4	4	1	2.7%
<b>Involuntary</b>	<b>1</b>	<b>0</b>	<b>1</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>5.4%</b>
<b>Management/Fiscal</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Medical/Other</b>	<b>1</b>	<b>0</b>	<b>3</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>13.5%</b>
<b>Total Separations</b>	<b>33</b>	<b>31</b>	<b>26</b>	<b>32</b>	<b>27</b>	<b>52</b>	<b>37</b>	
<b>Total Employees</b>	<b>387</b>	<b>385</b>	<b>391</b>	<b>402</b>	<b>407</b>	<b>396</b>	<b>398</b>	
<b>Turnover Rate</b>	<b>8.5%</b>	<b>8.1%</b>	<b>6.6%</b>	<b>8.0%</b>	<b>6.6%</b>	<b>13.1%</b>	<b>9.3%</b>	

## MLS Demographic Data by Rating Category - FY20

	Exceptional		Highly Successful		Successful		Below Expectations		Does Not Meet Expectations		No Rating		MLS Total	
	#	%	#	%	#	%	#	%	#	%	#	%	#	%
<b>Gender</b>														
Female	75	51%	89	49%	21	47%	1	33%	-		3	25%	189	48%
Male	73	49%	94	51%	24	53%	2	67%	-		9	75%	202	52%
<b>Race/Ethnicity</b>														
American Indian or Alaska Native	1	1%	1	1%	-	0%	-	0%	-		-	0%	2	1%
Asian	17	11%	9	5%	1	2%	-	0%	-		2	17%	29	7%
Black or African American	16	11%	38	21%	13	29%	-	0%	-		3	25%	70	18%
Hispanic or Latino	7	5%	15	8%	1	2%	1	33%	-		1	8%	25	6%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	-	0%	-	0%	-		-	0%	-	0%
Two or More Races	-	0%	-	0%	1	2%	-	0%	-		-	0%	1	0%
White	97	66%	108	59%	26	58%	2	67%	-		4	33%	237	61%
Not Indicated	10	7%	12	7%	3	7%	-	0%	-		2	17%	27	7%
<b>Age (as of June 30, 2019)</b>														
Age < 20	-	0%	-	0%	-	0%	-	0%	-		-	0%	-	0%
Age 20 through 29	-	0%		0%	-	0%	-	0%	-		-	0%	-	0%
Age 30 through 39	12	8%	10	5%	2	4%	-	0%	-		4	33%	28	7%
Age 40 through 49	34	23%	32	17%	9	20%	1	33%	-		5	42%	81	21%
Age 50 through 59	56	38%	66	36%	18	40%	1	33%	-		3	25%	144	37%
Age 60+	46	31%	75	41%	16	36%	1	33%	-		-	0%	138	35%
<b>Total</b>	<b>148</b>	<b>100%</b>	<b>183</b>	<b>100%</b>	<b>45</b>	<b>100%</b>	<b>3</b>	<b>100%</b>	<b>-</b>	<b>0%</b>	<b>#</b>	<b>100%</b>	<b>391</b>	<b>100%</b>

Note: No performance-based pay in FY20.

**Distribution of Performance Ratings by Pay Band:  
FY14 through FY20**

	<b>FY14</b>	<b>FY15</b>	<b>FY16</b>	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>
<b>Manager I</b>							
Exceptional	54%	45%	54%	63%	56%	52%	58%
Highly Successful	45%	55%	42%	33%	33%	48%	38%
Successful	0%	0%	4%	4%	7%	0%	4%
Below Expectations	0%	0%	0%	0%	4%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	0%	0%
<b>Manager II</b>							
Exceptional	43%	36%	37%	45%	40%	41%	51%
Highly Successful	54%	54%	58%	50%	49%	48%	36%
Successful	3%	9%	5%	4%	10%	11%	8%
Below Expectations	0%	1%	0%	1%	1%	0%	1%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	0%	4%
<b>Manager III</b>							
Exceptional	22%	21%	21%	22%	22%	22%	29%
Highly Successful	68%	63%	61%	59%	62%	63%	53%
Successful	10%	16%	18%	18%	15%	15%	14%
Below Expectations	1%	0%	0%	1%	1%	0%	1%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	0%	3%

Note: No performance-based pay in FY20.



## 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 No performance awards due to budget constraints
FY21	General wage adjustment of 1.5% in June