MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability

April 2016

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

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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-Baltimore metropolitan area.

Additional information concerning the County government workforce and employee compensation is presented in the *County Executive's Recommended FY16 Operating Budget and FY16-21 Public Services Program*.

Any questions concerning information contained in this report may be directed to Lori O'Brien, Compensation Manager, Business Operations and Performance, Office of Human Resources, at 240.777.5032.

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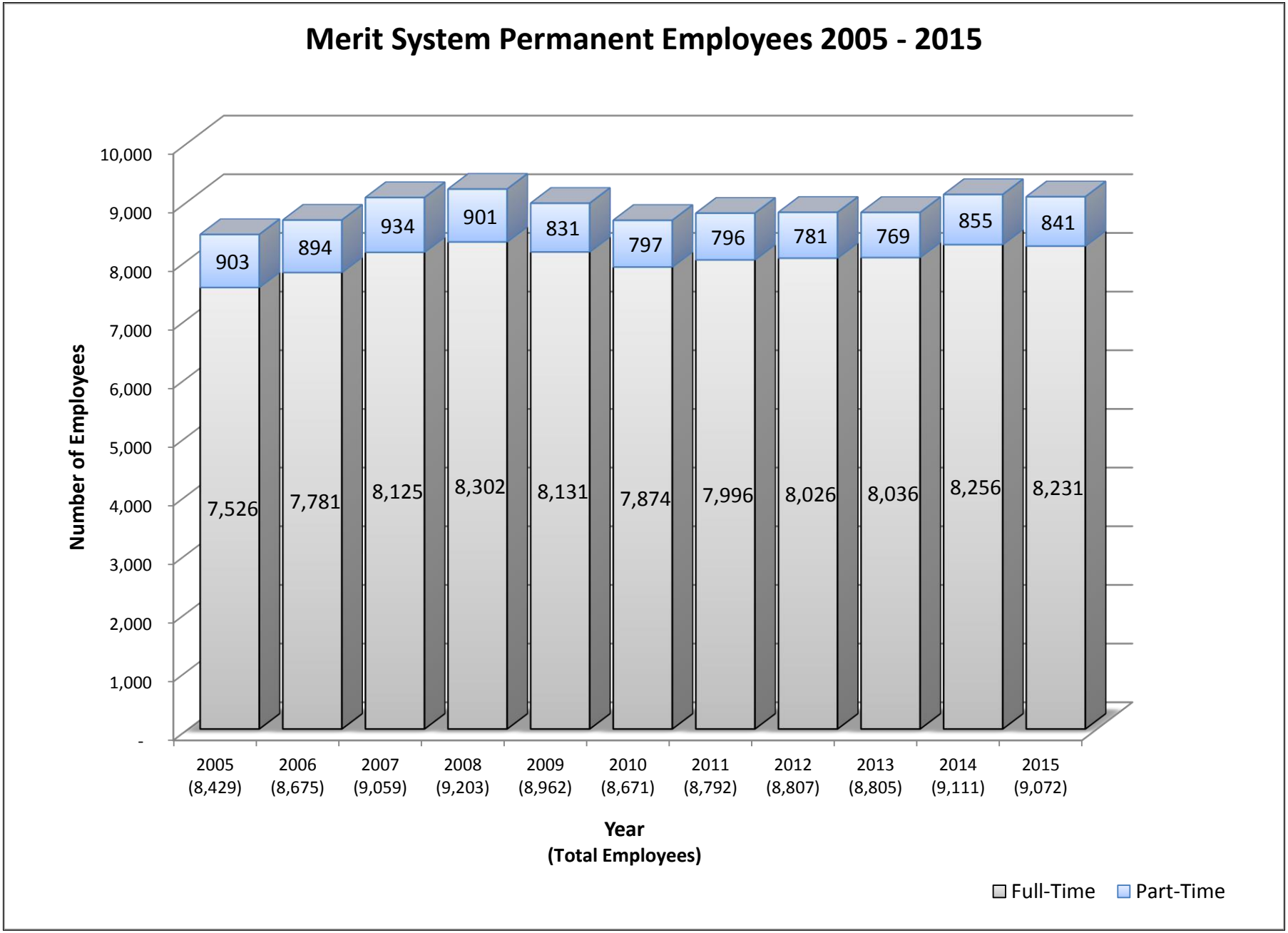
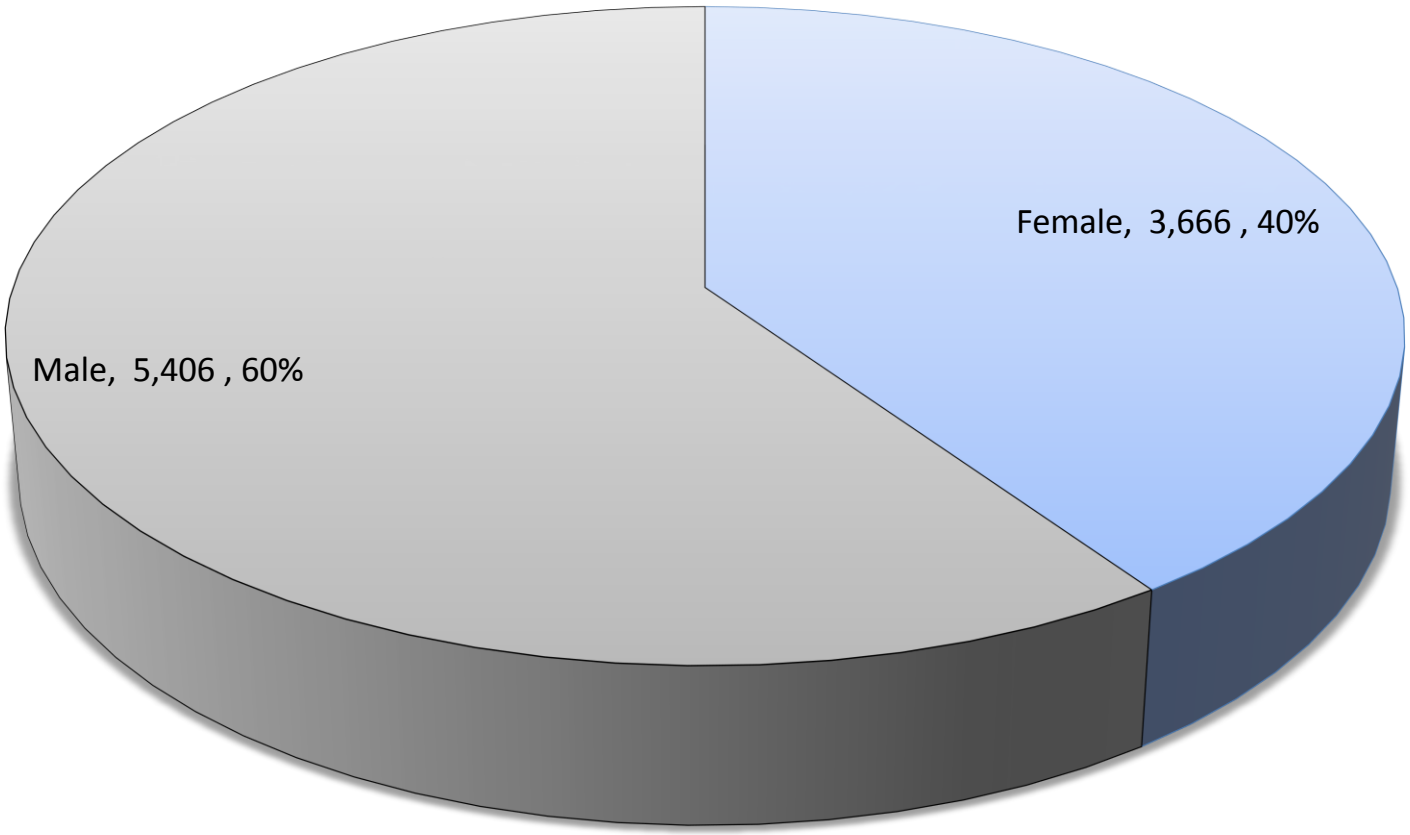
MERIT SYSTEM EMPLOYMENT PROFILE

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. Elected and appointed officials, paid members of boards, committees, and commissions, and judicial branch employees are excluded. Unless otherwise noted, the data reflect the employee population as of December 31, 2015.

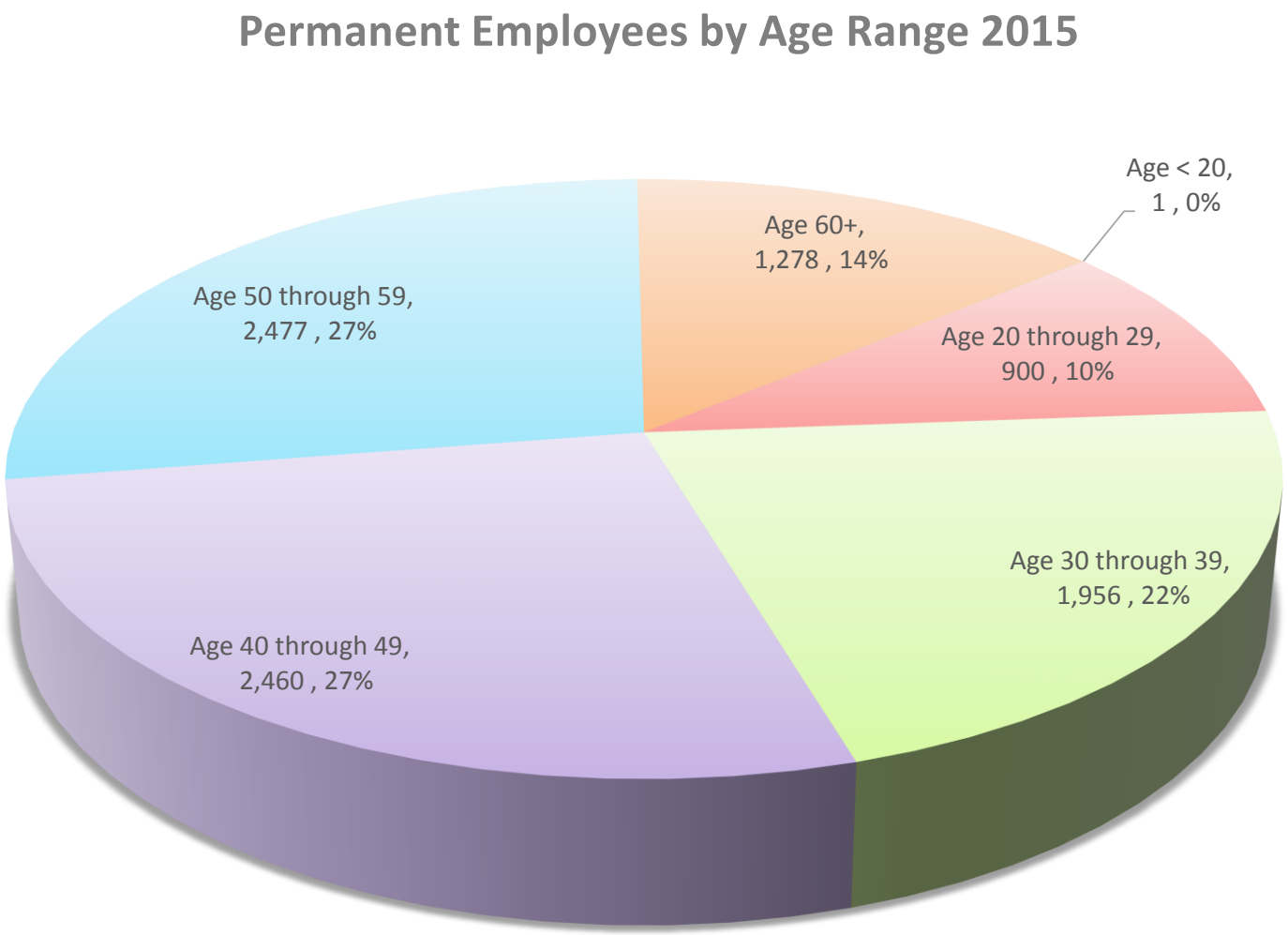
The reader is cautioned that the data in this profile are based on calendar year figures and reflect actual employee counts as of the end of calendar years 2005 through 2015. Therefore, these data may not directly correlate with information in the Workforce/Compensation chapter of the *County Executive's Recommended FY16 Operating Budget and FY16-21 Public Services Program*.


Merit System Permanent Employees 2005 - 2015
Number of Employees
10,000
9,000
8,000
7,000
6,000
5,000
4,000
3,000
2,000
1,000
-
903
894
934
901
831
797
796
781
769
855
841
7,526
7,781
8,125
8,302
8,131
7,874
7,996
8,026
8,036
8,256
8,231
2005 (8,429)
2006 (8,675)
2007 (9,059)
2008 (9,203)
2009 (8,962)
2010 (8,671)
2011 (8,792)
2012 (8,807)
2013 (8,805)
2014 (9,111)
2015 (9,072)
Year
(Total Employees)
Full-Time
Part-Time

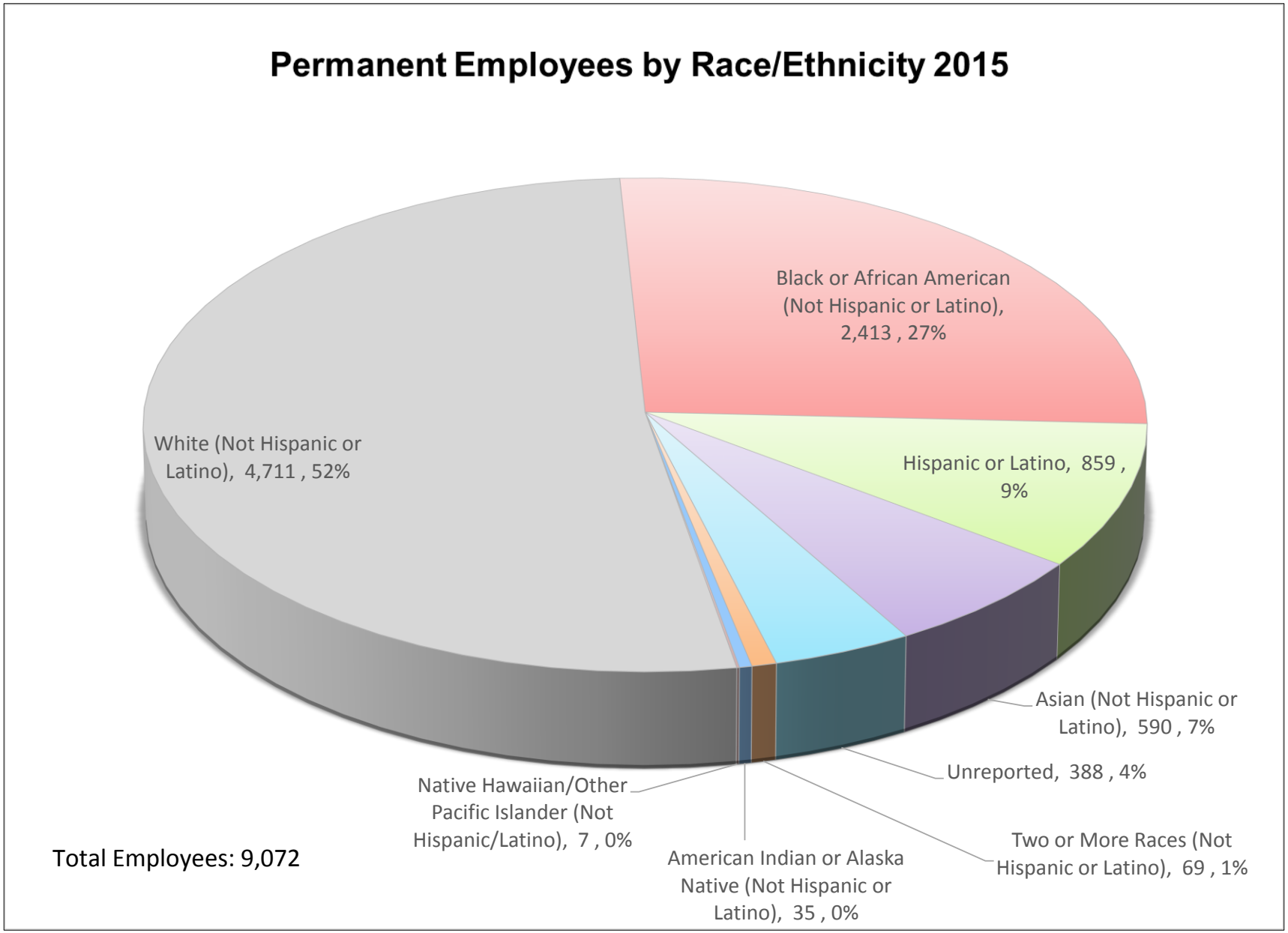
Permanent Employees by Gender 2015

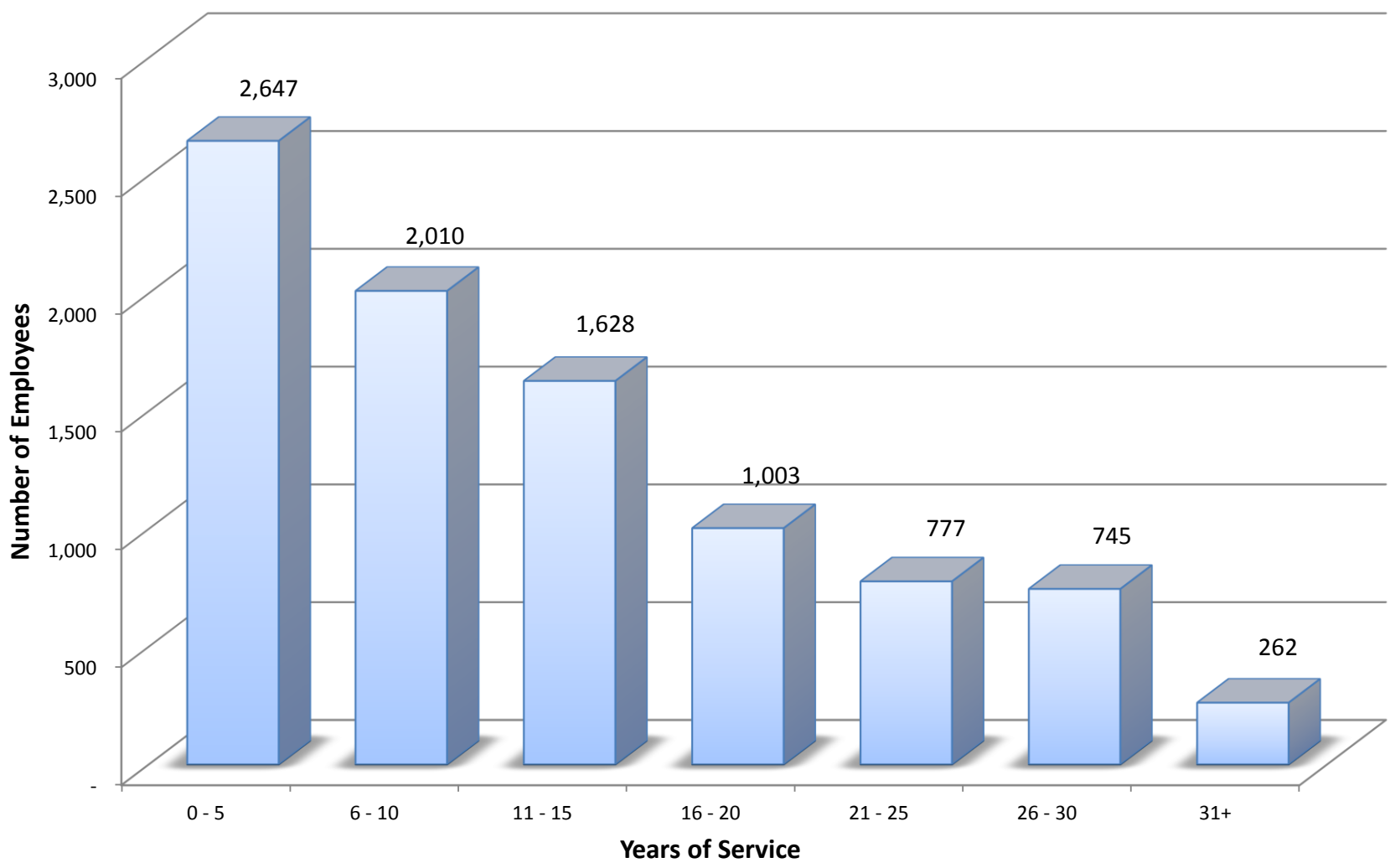


Total Employees: 9,072



Total Employees: 9,072
Overall Average Age: 46.6


Permanent Employees by Race/Ethnicity 2015
Black or African American (Not Hispanic or Latino), 2,413 , 27%
Hispanic or Latino, 859 , 9%
Asian (Not Hispanic or Latino), 590 , 7%
Unreported, 388 , 4%
Two or More Races (Not Hispanic or Latino), 69 , 1%
American Indian or Alaska Native (Not Hispanic or Latino), 35 , 0%
Native Hawaiian/Other Pacific Islander (Not Hispanic/Latino), 7 , 0%
White (Not Hispanic or Latino), 4,711 , 52%
Total Employees: 9,072



Total Employees: 9,072
Overall Average Years of Service: 12.4

Average Annual Salary[1] - 2015
Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	7	$36,571
7	4	$37,128
8	18	$42,793
9	53	$38,428
10	47	$40,234
11	21	$38,560
12	32	$50,258
13	200	$51,510
14	175	$47,133
15	861	$48,666
16	395	$59,117
17	177	$59,440
18	477	$64,417
19	142	$66,567
20	297	$68,431
21	380	$74,470
22	114	$78,237
23	398	$81,483
24	483	$87,885
25	381	$95,650
26	100	$99,516
27	55	$106,872
28	132	$113,169
29	2	$110,829
31	2	$125,326
32	38	$129,257
34	2	$148,422
36	2	$107,772
38	1	$131,963
39	1	$145,734
40	1	$158,850

Grade	Number of Employees	Average Annual Salary
A2	34	$122,572
A3	20	$144,561
B1	119	$95,734
B2	136	$115,945
B3	25	$131,409
B4	12	$144,294
B6	3	$164,302
C1	19	$100,075
C2	4	$113,512
C3	29	$44,297
C4	61	$54,859
C5	156	$67,023
C6	44	$88,075
D1	29	$95,127
D2	11	$105,919
D3	4	$127,921
D4	1	$147,573

Grade	Number of Employees	Average Annual Salary
F2	299	$53,930
F3	352	$69,254
F4	216	$86,529
G1	7	$47,456
G2	9	$50,073
G3	7	$55,483
G4	70	$74,692
M1	24	$170,185
M2	117	$145,209
M3	235	$121,244
MD3	2	$192,175
MD4	1	$200,925
P1	18	$52,128
P2	177	$53,560
P3	102	$59,438
P4	671	$81,165
P5	76	$90,852

Number of Full-Time Permanent Employees: 8,231

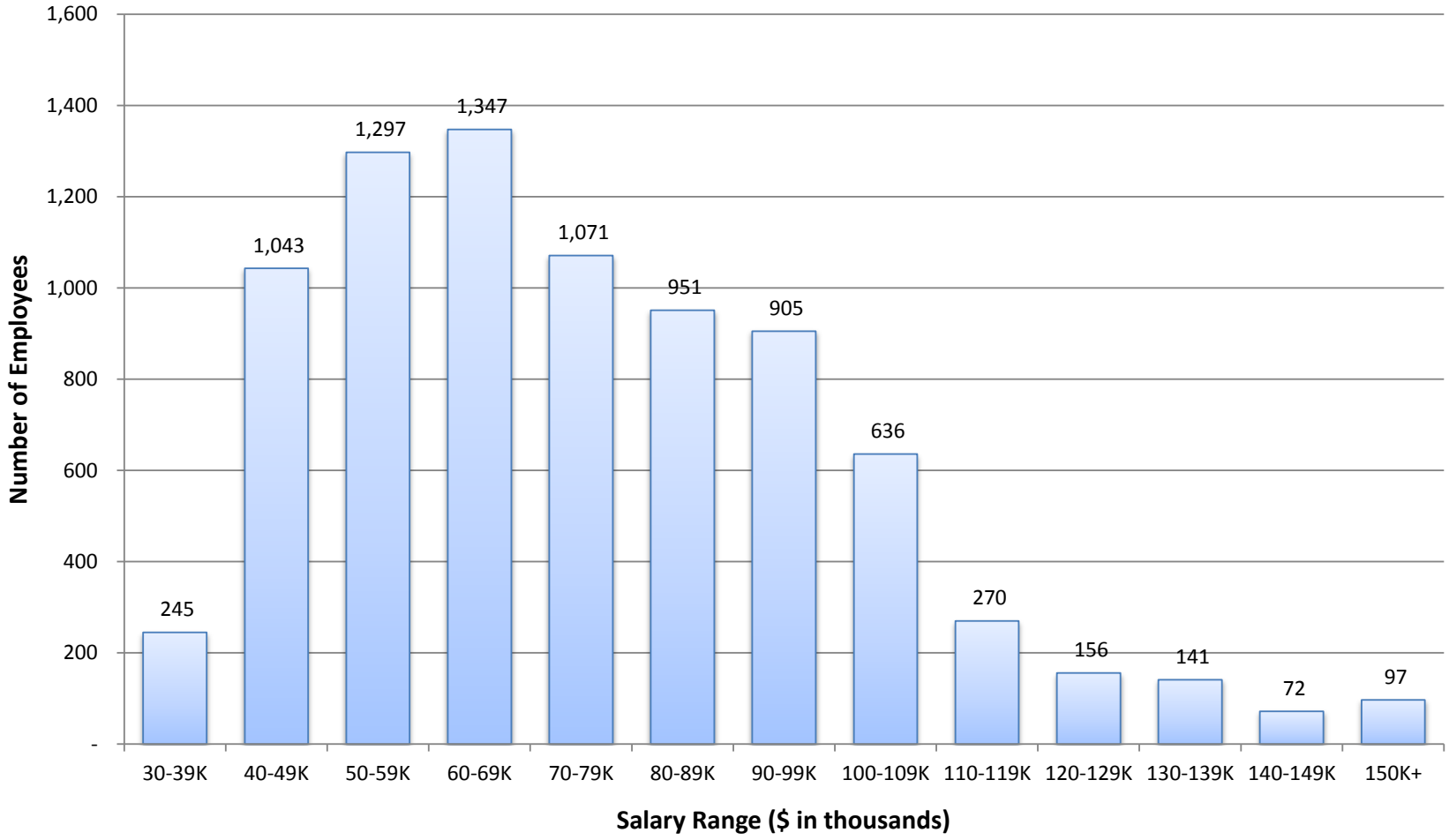
Overall Average Salary, Full-Time Permanent Employees: $75,539

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

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

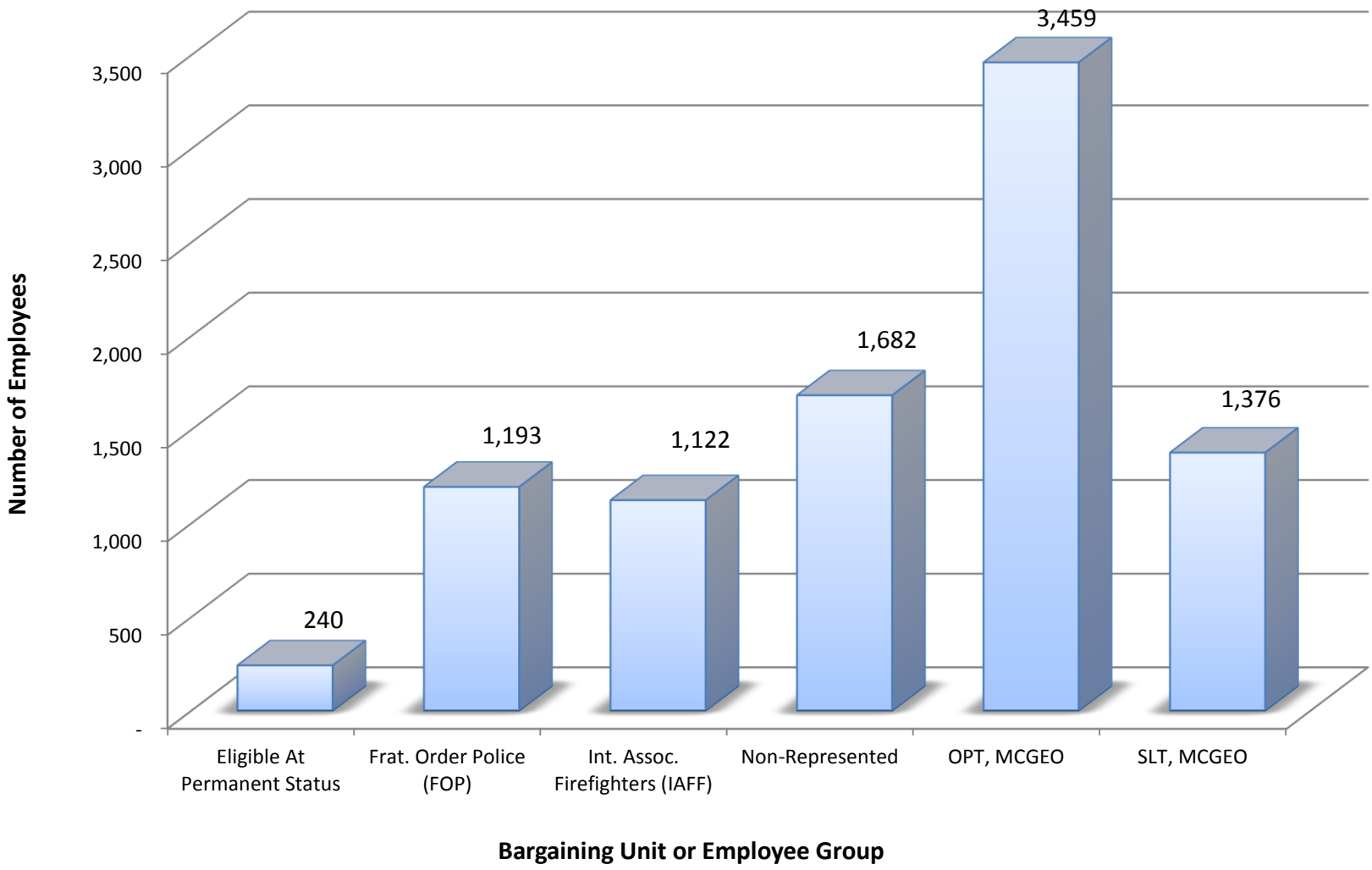
Employee Distribution by Annual Base Salary[1]

Full-Time Employees as of December 2015



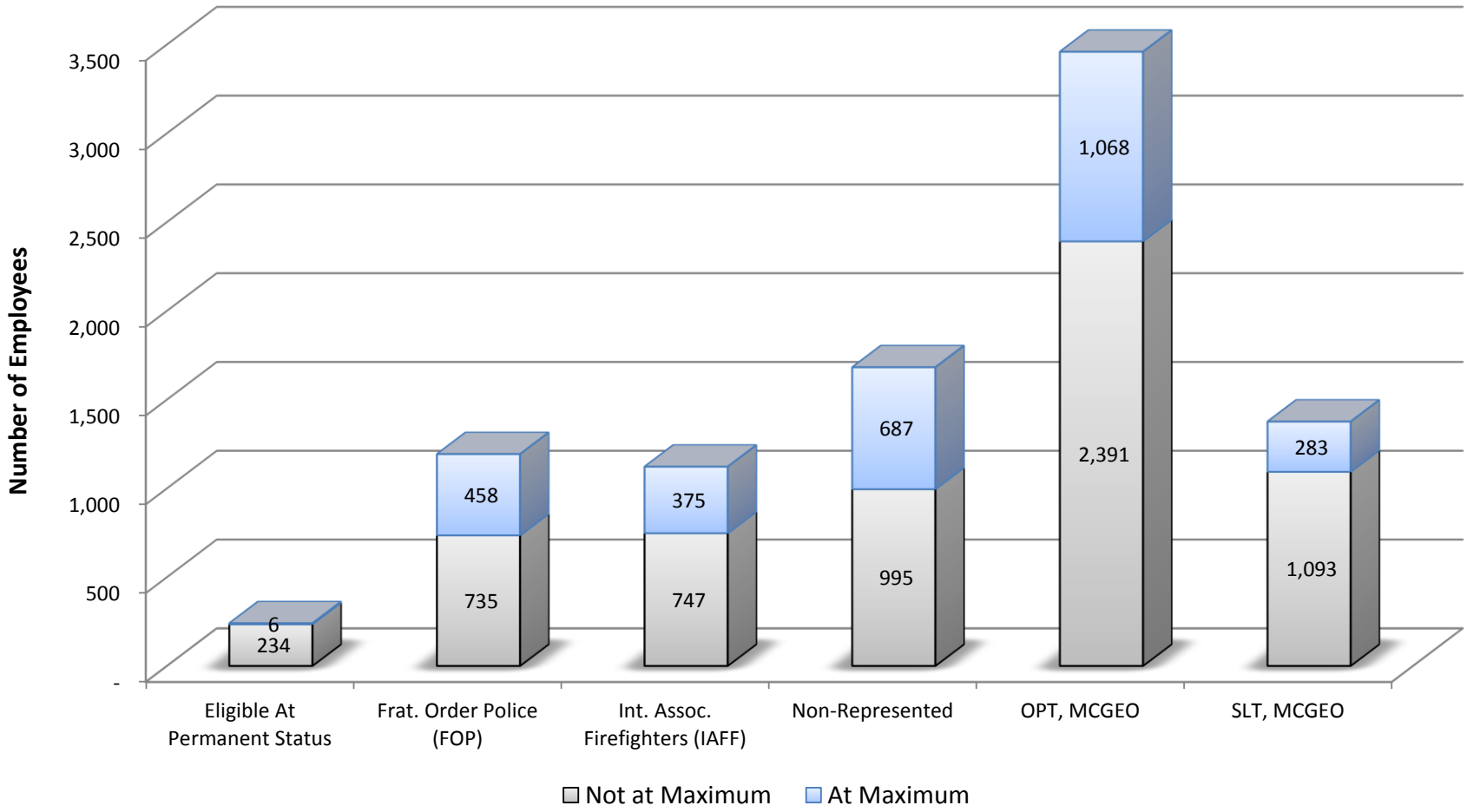
Total Full-Time Employees: 8,231

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



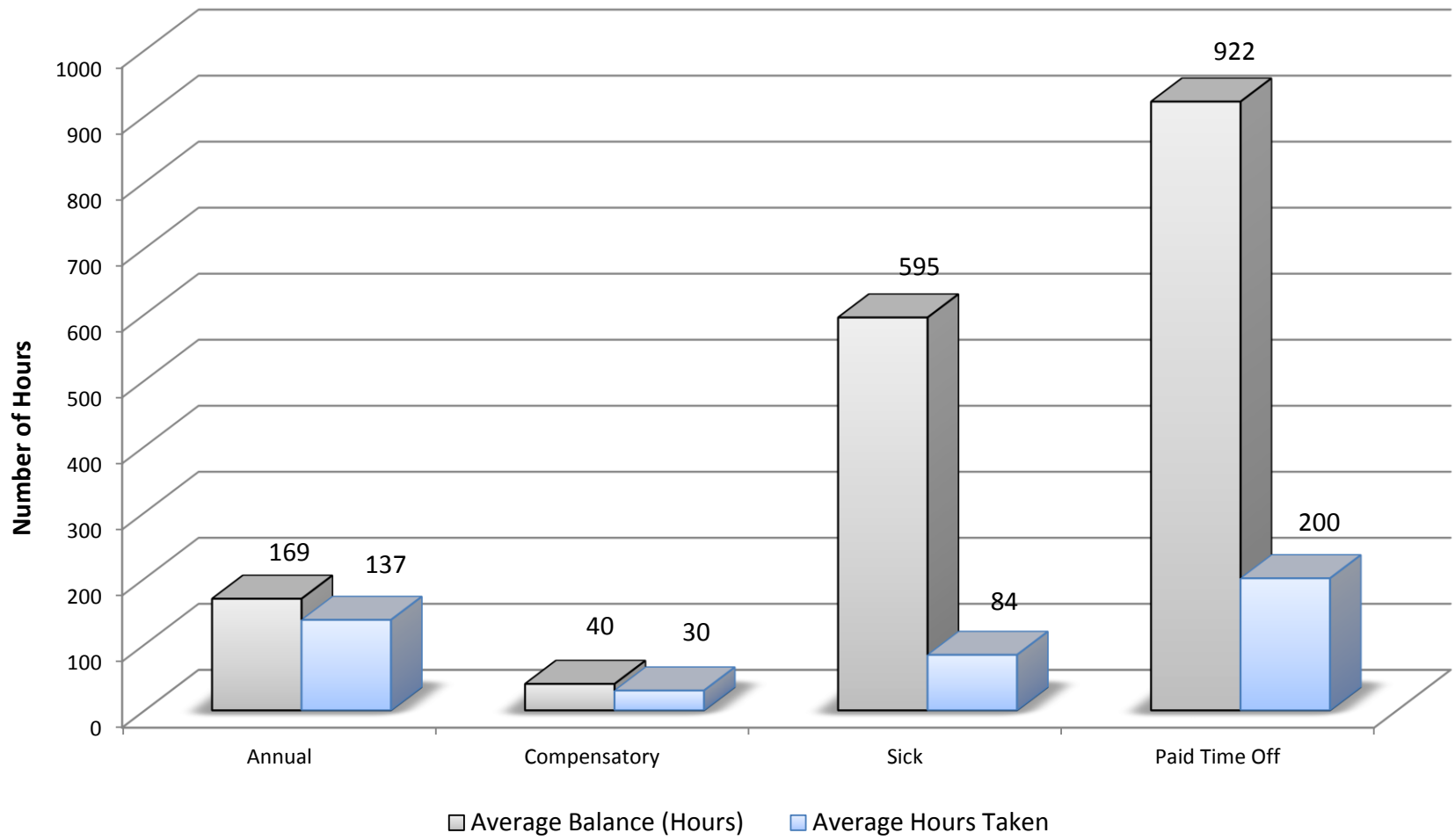
Total Employees: 9,072

Eligibility for Service Increments
Permanent Employees - 2015

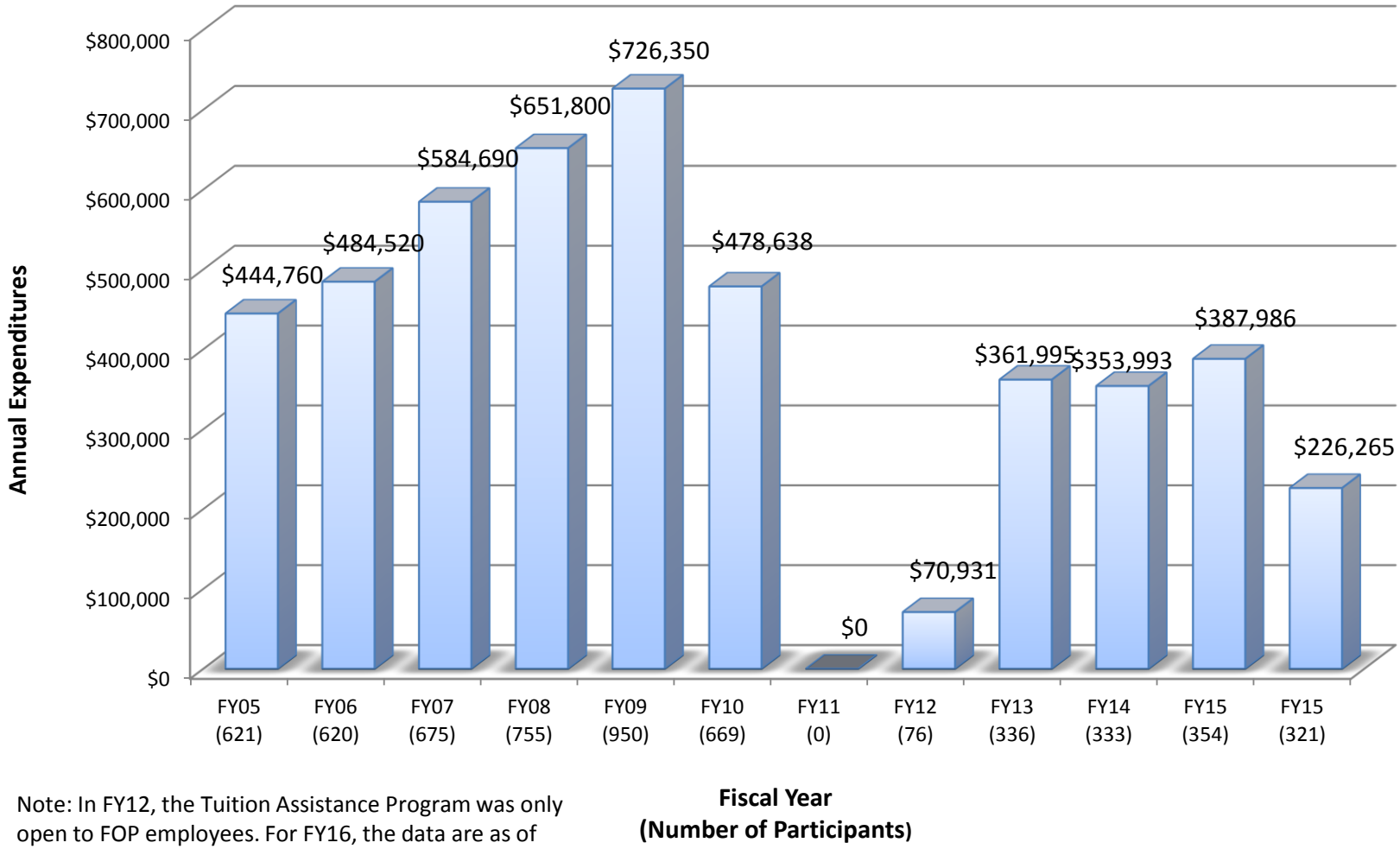


Note: the "non-represented" category includes Management Leadership Service employees who are not eligible to receive service increments. They may receive performance based pay in 2015. Overall, 32% of employees are at the maximum salary for their pay grade

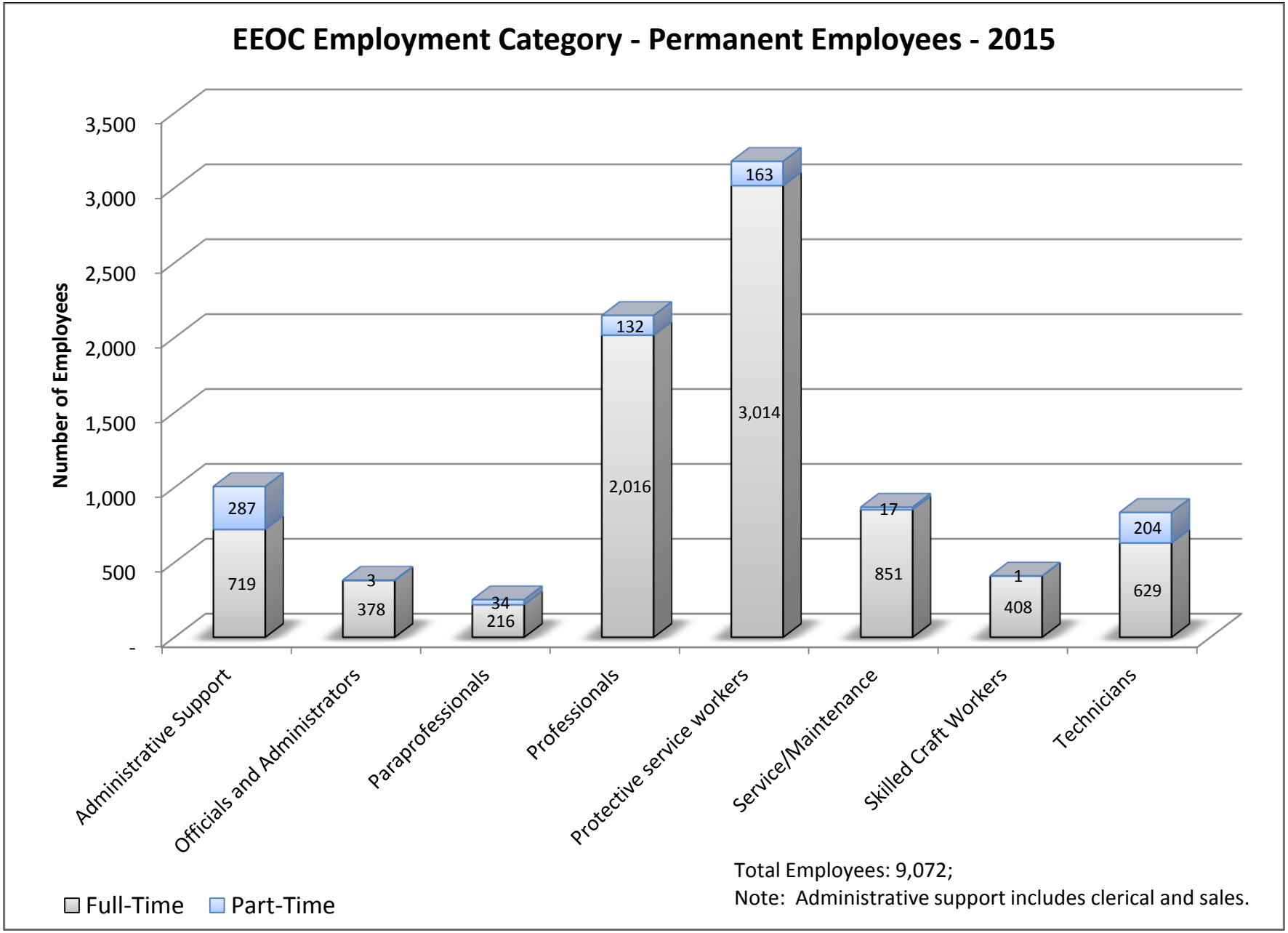
Total Employees: 9,072

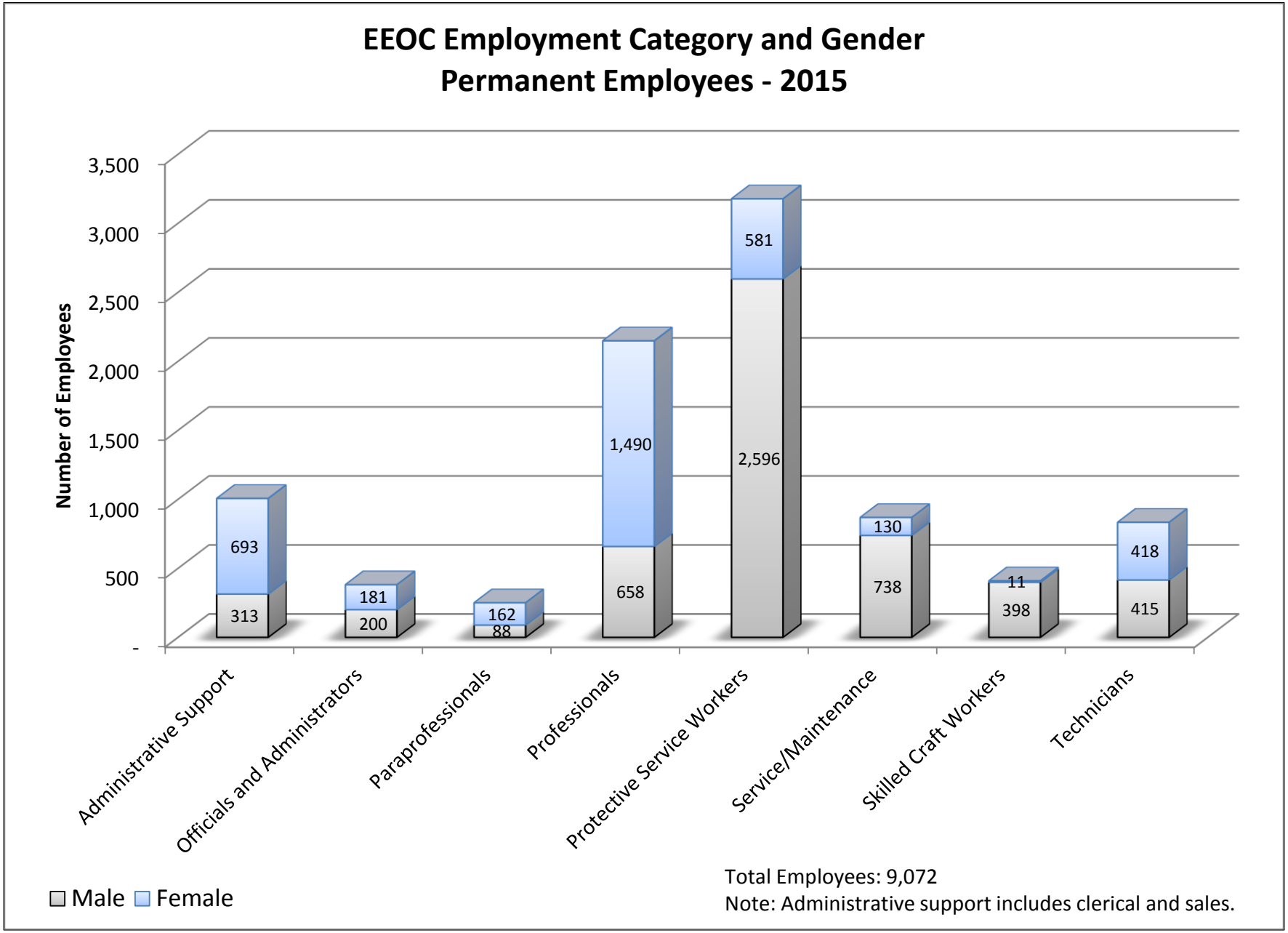


Note: Leave balances are as of the last pay date in 2015, December 24, 2015. Sick leave includes hours available to individual employees through sick leave banks. Paid Time Off (PTO) data reflect balances and time taken for Management Leadership Service employees earning PTO; other types of leave exclude these same employees.

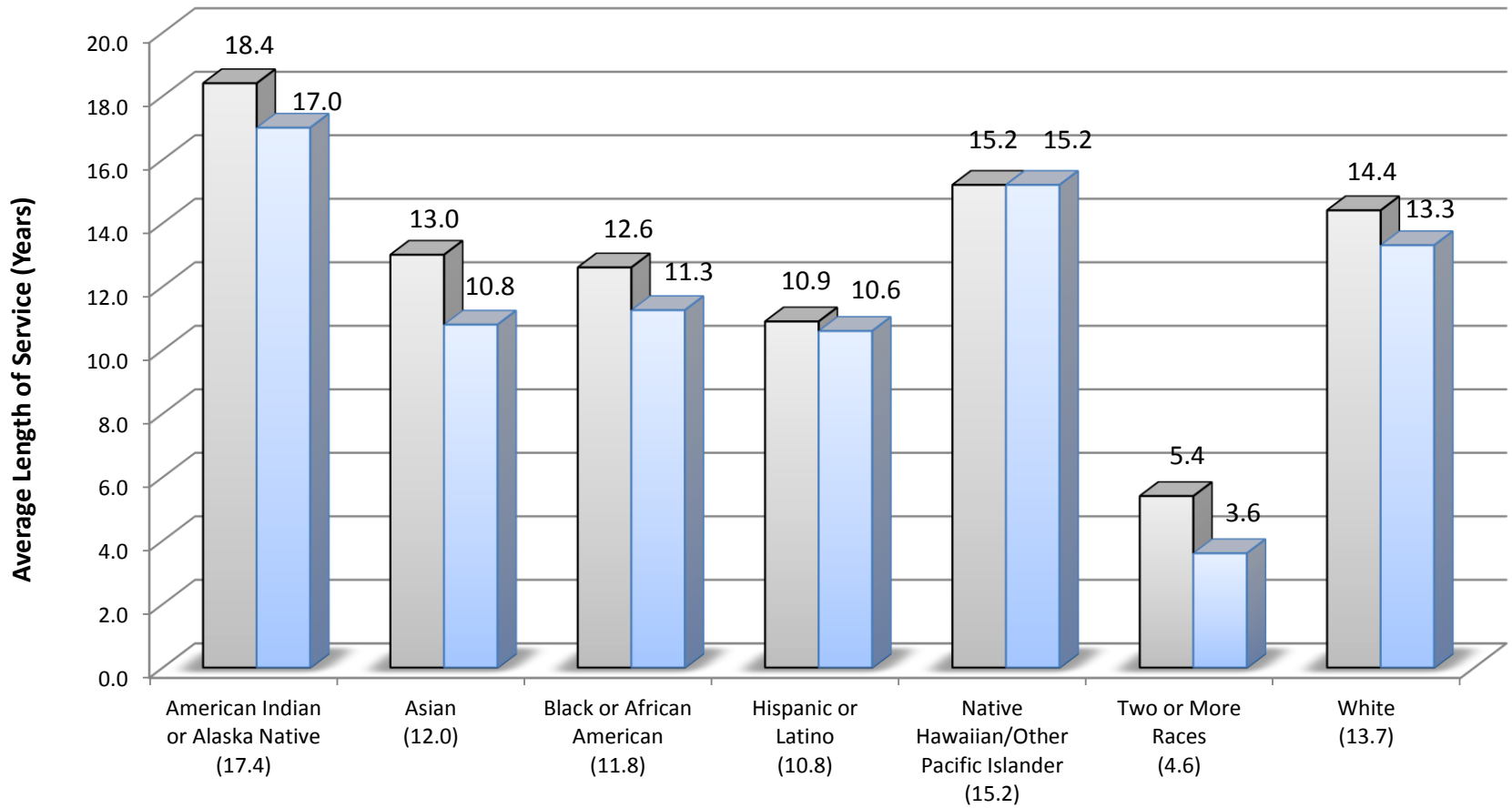


Note: In FY12, the Tuition Assistance Program was only open to FOP employees. For FY16, the data are as of March 30, 2016.


EEOC Employment Category - Permanent Employees - 2015
Number of Employees
3,500
3,000
2,500
2,000
1,500
1,000
500
-
287
719
3
378
34
216
132
2,016
163
3,014
17
851
1
408
204
629
Administrative Support
Officials and Administrators
Paraprofessionals
Professionals
Protective service workers
Service/Maintenance
Skilled Craft Workers
Technicians
Full-Time
Part-Time
Total Employees: 9,072;
Note: Administrative support includes clerical and sales.


EEOC Employment Category and Gender
Permanent Employees - 2015
Number of Employees
3,500
3,000
2,500
2,000
1,500
1,000
500
-
693
313
181
200
162
88
1,490
658
581
2,596
130
738
11
398
418
415
Administrative Support
Officials and Administrators
Paraprofessionals
Professionals
Protective Service Workers
Service/Maintenance
Skilled Craft Workers
Technicians
Male
Female
Total Employees: 9,072
Note: Administrative support includes clerical and sales.

Average Length of Service by Gender and Race/Ethnicity
Permanent Employees - 2015

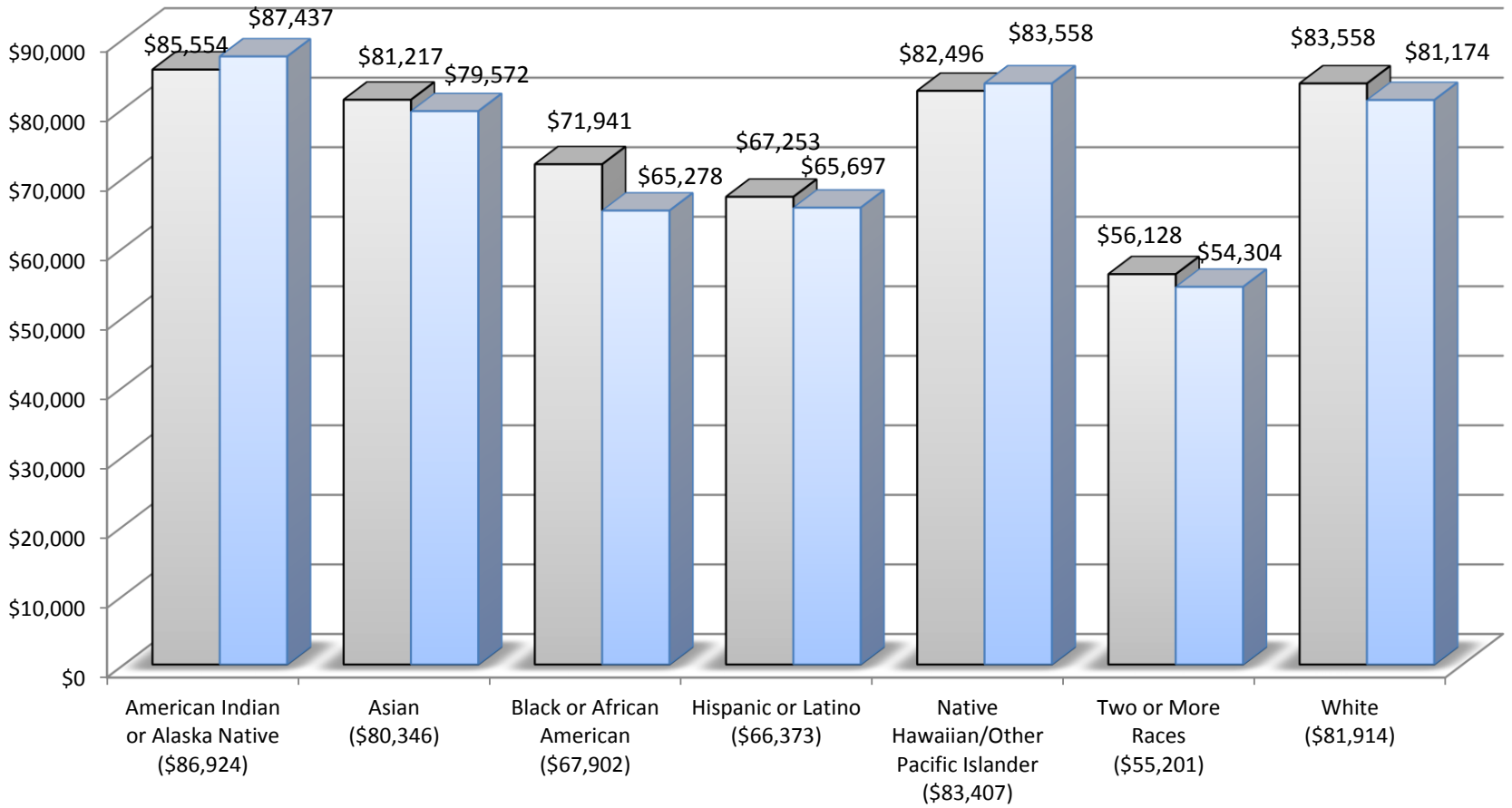


Total Employees: 9,072
Unreported Race/Ethnicity: 163 (female), 225 (male)

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

Female (12.9) Male (12.1)

Average Salary by Gender and Race/Ethnicity
Full-Time Permanent Employees - 2015



Total Full-Time Employees: 8,231
Unreported Race/Ethnicity: 138 (female), 200 (male)

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

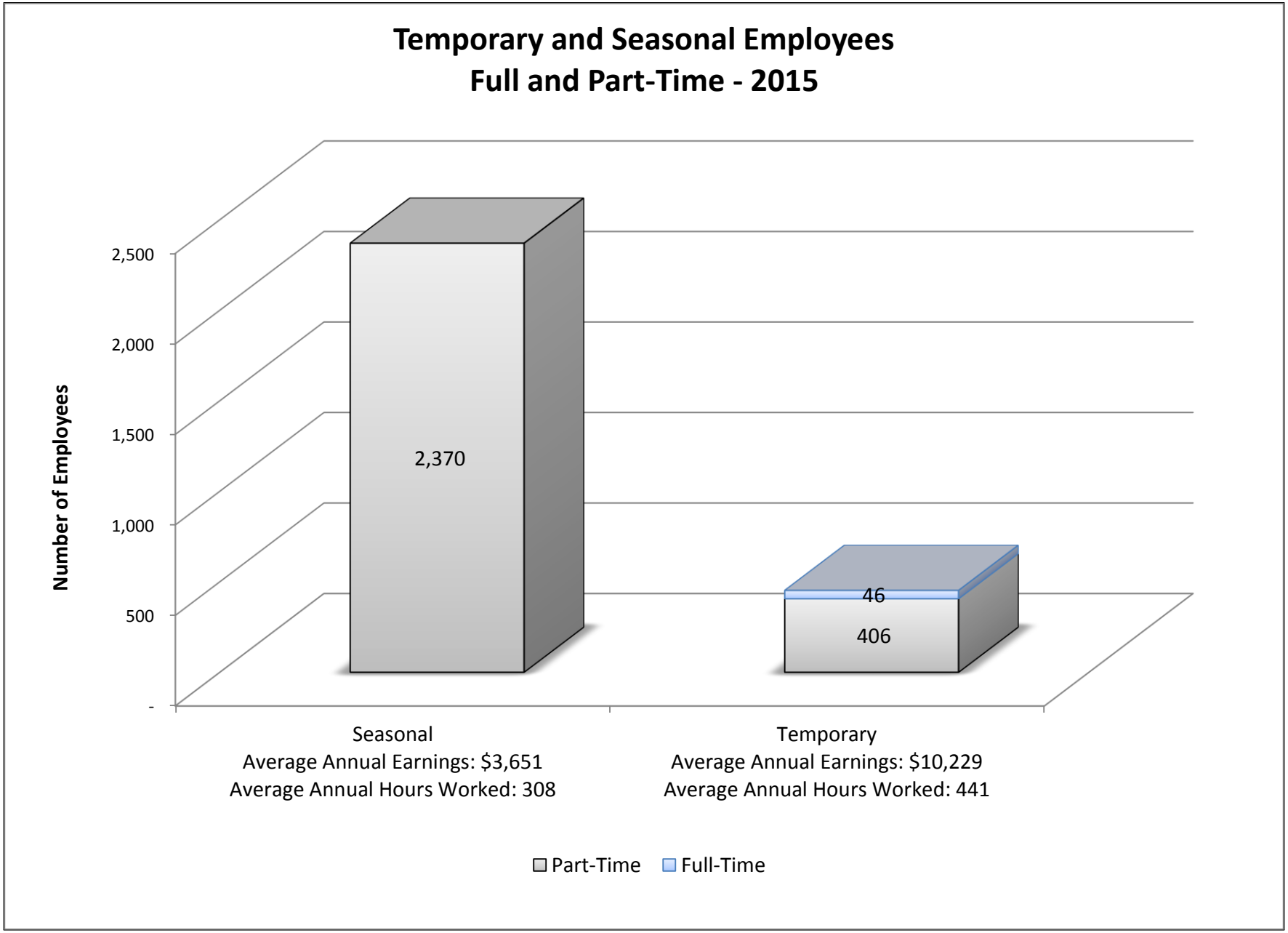
Female ($76,740) Male ($74,855)

Distribution by Employment Category and Race/Ethnicity

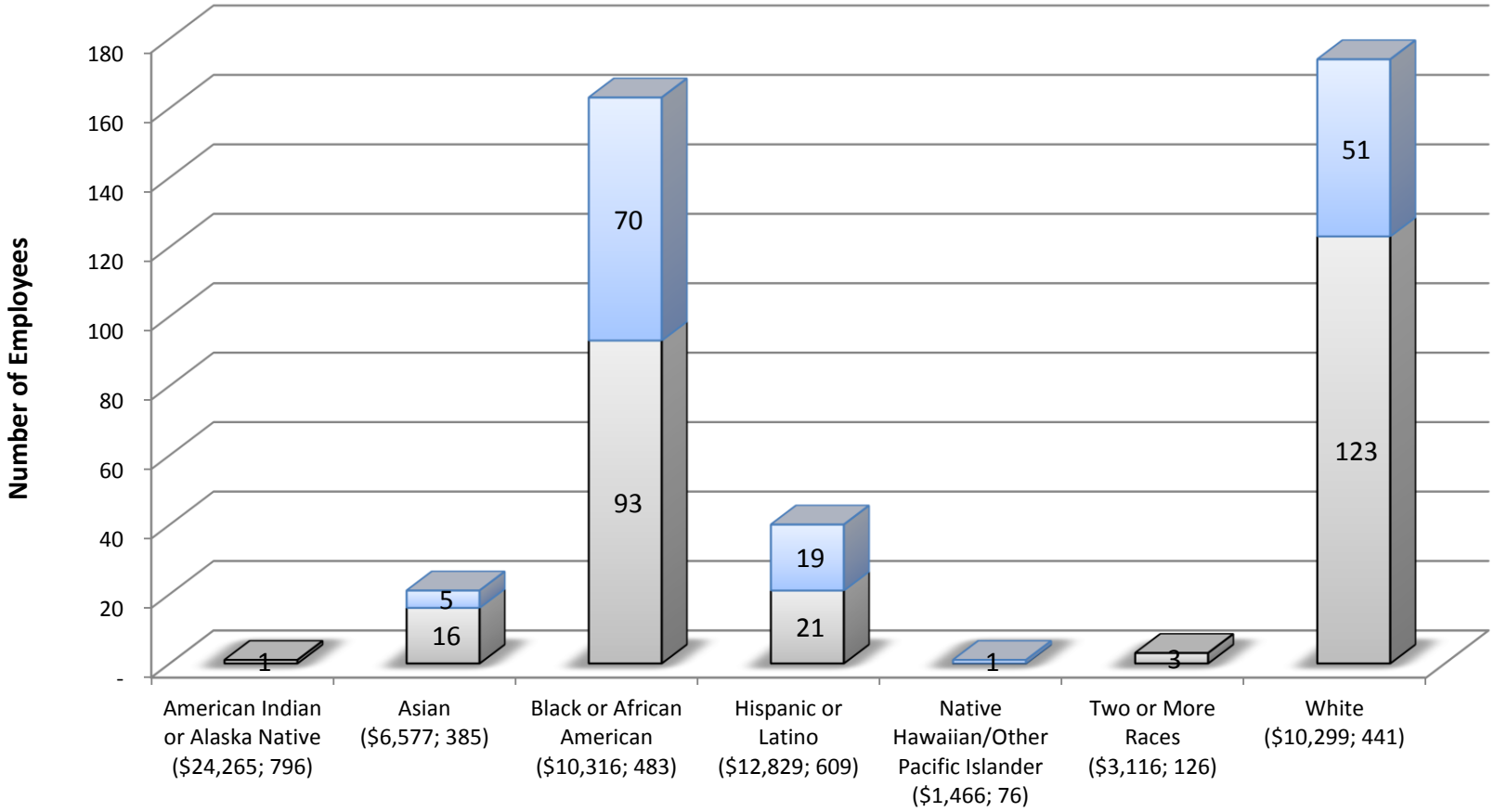
Permanent Employees - 2015

Race/Ethnicity	Employment Category	# of Employees	% of Employees
American Indian or Alaska Native	Administrative Support	1	0.0%
	Officials and Administrators	1	0.0%
	Paraprofessionals	2	0.0%
	Professionals	5	0.1%
	Protective Service Workers	20	0.2%
	Service/Maintenance	2	0.0%
	Skilled Craft Workers	1	0.0%
	Technicians	3	0.0%
	Total	**35**	**0.4%**
Asian	Administrative Support	139	1.5%
	Officials and Administrators	26	0.3%
	Paraprofessionals	24	0.3%
	Professionals	191	2.1%
	Protective Service Workers	86	0.9%
	Service/Maintenance	22	0.2%
	Skilled Craft Workers	26	0.3%
	Technicians	76	0.8%
	Total	**590**	**6.5%**
Black or African American	Administrative Support	319	3.5%
	Officials and Administrators	64	0.7%
	Paraprofessionals	72	0.8%
	Professionals	521	5.7%
	Protective Service Workers	574	6.3%
	Service/Maintenance	540	6.0%
	Skilled Craft Workers	129	1.4%
	Technicians	194	2.1%
	Total	**2,413**	**26.6%**
Native Hawaiian/ Other Pacific Islander	Professionals	1	0.0%
	Protective Service Workers	3	0.0%
	Service/Maintenance	1	0.0%
	Skilled Craft Workers	1	0.0%
	Technicians	1	0.0%
	Total	**7**	**0.1%**
Hispanic or Latino	Administrative Support	122	1.3%
	Officials and Administrators	18	0.2%
	Paraprofessionals	60	0.7%
	Professionals	222	2.4%
	Protective Service Workers	197	2.2%
	Service/Maintenance	122	1.3%
	Skilled Craft Workers	44	0.5%
	Technicians	74	0.8%
	Total	**859**	**9.5%**
Two or More Races	Administrative Support	13	0.1%
	Paraprofessionals	2	0.0%
	Professionals	13	0.1%
	Protective Service Workers	22	0.2%
	Service/Maintenance	9	0.1%
	Skilled Craft Workers	4	0.0%
	Technicians	6	0.1%
	Total	**69**	**0.8%**
White	Administrative Support	364	4.0%
	Officials and Administrators	262	2.9%
	Paraprofessionals	82	0.9%
	Professionals	1,095	12.1%
	Protective Service Workers	2,184	24.1%
	Service/Maintenance	112	1.2%
	Skilled Craft Workers	186	2.1%
	Technicians	426	4.7%
	Total	**4,711**	**51.9%**
	Race/Ethnicity Not Available	388	4.3%
	Total Employees	9,072	100.0%

Note: Administrative support includes clerical and sales.


Temporary and Seasonal Employees
Full and Part-Time - 2015
Number of Employees
2,500
2,000
1,500
1,000
500
-
2,370
46
406
Seasonal
Average Annual Earnings: $3,651
Average Annual Hours Worked: 308
Temporary
Average Annual Earnings: $10,229
Average Annual Hours Worked: 441
Part-Time
Full-Time

Temporary Employees by Gender and Race/Ethnicity - 2015

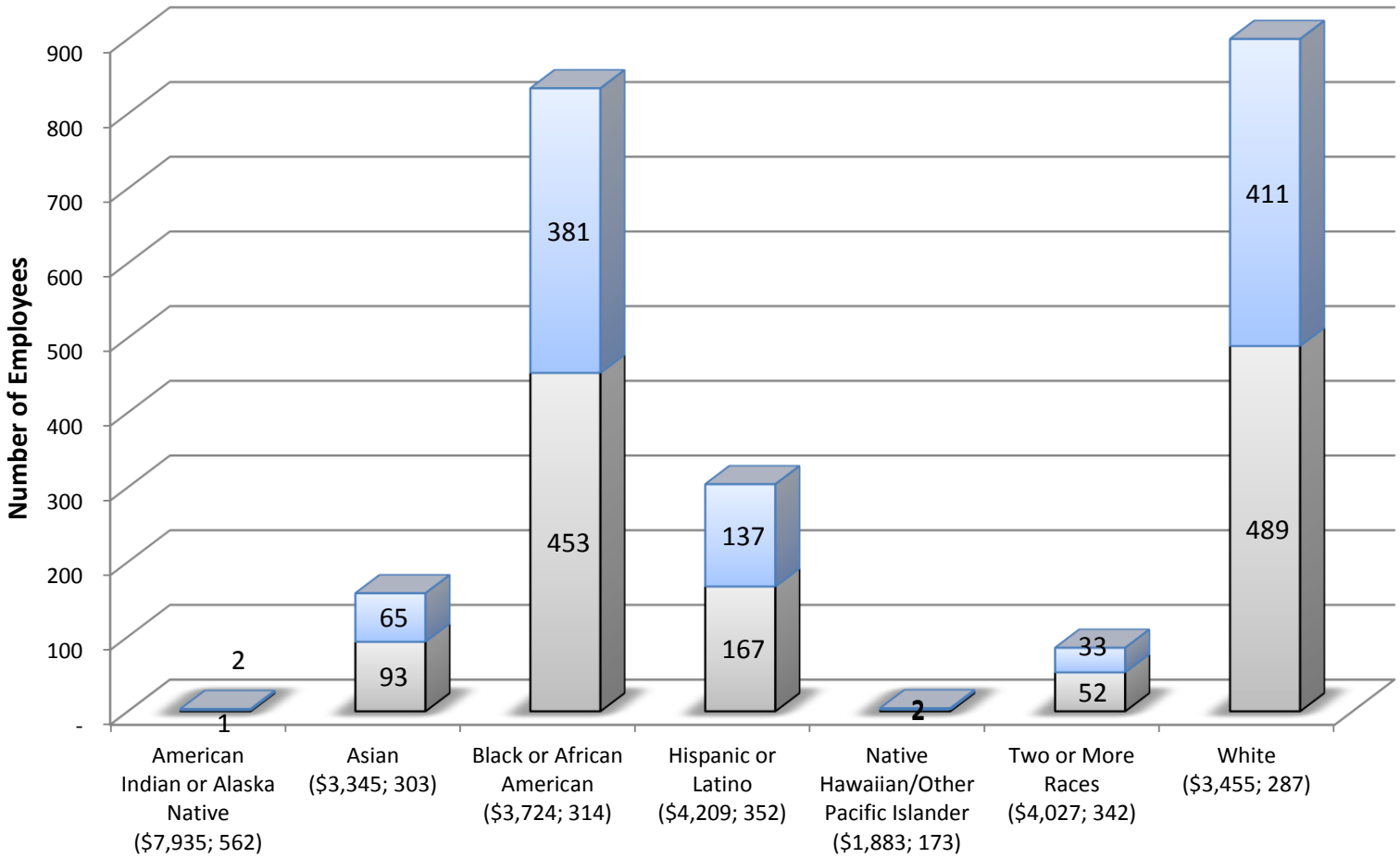


Total Temporary Employees: 452
Total Unreported: 23 Female, 26 Male

Female Male

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

Seasonal Employees by Gender and Race/Ethnicity - 2015



Total Seasonal Employees: 2,370
Total Unreported: 51 Female, 31 Male

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

Residence of Montgomery County Employees[1]

State County/City	Permanent #	Permanent %	Temporary and Seasonal #	Temporary and Seasonal %	Total #	Total %
District of Columbia	**171**	**1.9%**	**50**	**1.8%**	**221**	**1.9%**
Maryland	**8,340**	**91.9%**	**2,748**	**97.4%**	**11,088**	**93.2%**
Montgomery	5,143	56.7%	2,400	85.0%	7,543	63.4%
Frederick	1,117	12.3%	68	2.4%	1,185	10.0%
Prince Georges	740	8.2%	174	6.2%	914	7.7%
Howard	259	2.9%	45	1.6%	304	2.6%
Washington	254	2.8%	5	0.2%	259	2.2%
Carroll	235	2.6%	10	0.4%	245	2.1%
Anne Arundel	181	2.0%	18	0.6%	199	1.7%
Baltimore	131	1.4%	10	0.4%	141	1.2%
Baltimore City	106	1.2%	7	0.2%	113	1.0%
Charles	45	0.5%	4	0.1%	49	0.4%
Harford	28	0.3%	2	0.1%	30	0.3%
Queen Annes	26	0.3%	2	0.1%	28	0.2%
Calvert	27	0.3%	-	0.0%	27	0.2%
St Marys	10	0.1%	-	0.0%	10	0.1%
Talbot	10	0.1%	-	0.0%	10	0.1%
Other	28	0.3%	3	0.1%	31	0.3%
Pennsylvania	**233**	**2.6%**	**5**	**0.2%**	**238**	**2.0%**
Adams	61	0.7%	3	0.1%	64	0.5%
Franklin	54	0.6%	1	0.0%	55	0.5%
York	44	0.5%	-	0.0%	44	0.4%
Lancaster	19	0.2%	-	0.0%	19	0.2%
Cumberland	12	0.1%	-	0.0%	12	0.1%
Other	43	0.5%	1	0.0%	44	0.4%

State County/City	Permanent #	Permanent %	Temporary and Seasonal #	Temporary and Seasonal %	Total #	Total %
Virginia	**189**	**2.1%**	**10**	**0.4%**	**199**	**1.7%**
Fairfax	57	0.6%	2	0.1%	59	0.5%
Loudoun	29	0.3%	1	0.0%	30	0.3%
Arlington	20	0.2%	-	0.0%	20	0.2%
Alexandria City	16	0.2%	1	0.0%	17	0.1%
Prince William	16	0.2%	-	0.0%	16	0.1%
Fairfax City	14	0.2%	1	0.0%	15	0.1%
Falls Church City	11	0.1%	-	0.0%	11	0.1%
Other	26	0.3%	5	0.2%	31	0.3%
West Virginia	**124**	**1.4%**	**5**	**0.2%**	**129**	**1.1%**
Jefferson	65	0.7%	1	0.0%	66	0.6%
Berkeley	52	0.6%	4	0.1%	56	0.5%
Other	7	0.1%	-	0.0%	7	0.1%
Other States	**15**	**0.2%**	**4**	**0.1%**	**19**	**0.2%**
Grand Total	**9,072**	**100.0%**	**2,822**	**100.0%**	**11,894**	**100.0%**

[1] As of December 31, 2015

TURNOVER ANALYSIS

NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2005 - 2015

Separation Reason	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	% of 2015
Voluntary	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	total
No return LOA/LWOP	10	2	8	4	3	6	7	2	2	1	1	0.17%
AWOL	3	11	8	8	4	5	4	5	7	5	2	0.34%
New job	0	0	0	0	0	0	15	23	29	47	40	6.80%
Non-specified personal reasons	194	174	199	180	122	157	81	50	83	95	127	21.60%
Relocation out of area	28	27	36	18	11	18	14	18	21	23	21	3.57%
Family responsibilities	5	12	10	23	4	3	15	11	11	14	10	1.70%
Better compensation	22	25	18	0	0	0	17	8	3	7	2	0.34%
More flexible work schedule	1	6	1	2	0	0	0	0	0	1	0	0.00%
Better working conditions	1	3	1	2	1	0	0	3	3	2	4	0.68%
More opportunity for advancement	6	24	16	14	7	3	1	14	11	5	3	0.51%
Easier commute	4	9	6	3	1	4	4	0	0	8	4	0.68%
Return to School	5	3	4	4	3	3	4	5	4	3	3	0.51%
Quit - no notice	1	3	2	8	1	1	3	3	1	1	3	0.51%
Normal retirement	104	123	123	172	90	162	187	178	197	265	200	34.01%
Early retirement	40	32	32	54	28	17	37	30	18	17	26	4.42%
Sub Total	**424**	**454**	**464**	**492**	**275**	**379**	**389**	**350**	**390**	**494**	**446**	**75.85%**
Involuntary												
Disciplinary	0	0	0	0	0	0	0	7	0	0	0	0.00%
Unsatisfactory performance	2	3	2	0	1	2	7	0	3	12	14	2.38%
Misconduct	7	5	4	7	5	4	11	7	10	11	7	1.19%
Non-disciplinary	4	0	0	1	4	9	5	5	3	0	0	0.00%
Excess absences	1	1	0	1	0	1	0	0	1	0	3	0.51%
Failed probation	16	22	37	28	13	21	4	17	26	31	33	5.61%
Sub Total	**30**	**31**	**43**	**37**	**23**	**37**	**27**	**36**	**43**	**54**	**57**	**9.69%**
Management/Fiscal												
Discontinued service retirement	5	7	2	0	14	46	15	3	0	1	0	0.00%
Reduction-in-force	0	0	0	3	12	15	13	1	1	0	1	0.17%
Lack of funding	2	3	3	0	0	0	0	0	0	0	0	0.00%
Sub Total	**7**	**10**	**5**	**3**	**26**	**61**	**28**	**4**	**1**	**1**	**1**	**0.17%**
Medical/Other												
Unknown/other	7	10	14	0	14	0	76	148	75	83	42	7.14%
Service-connected disability ret.	30	28	26	32	26	32	33	32	26	17	12	2.04%
Non-service connected disability ret.	10	21	16	9	10	8	9	9	13	5	5	0.85%
Other medical	3	13	2	5	14	20	11	3	13	13	13	2.21%
Death	4	8	14	7	9	11	8	12	7	8	12	2.04%
Sub Total	**54**	**80**	**72**	**53**	**73**	**71**	**137**	**204**	**134**	**126**	**84**	**14.29%**
Total Separations	**515**	**575**	**584**	**585**	**397**	**548**	**581**	**594**	**568**	**675**	**588**	
Total Employees	**8,429**	**8,675**	**9,059**	**9,203**	**9,072**	**8,671**	**8,792**	**8,809**	**8,805**	**9,111**	**9,072**	
Turnover Rate	**6.11%**	**6.63%**	**6.45%**	**6.36%**	**4.38%**	**6.32%**	**6.61%**	**6.74%**	**6.45%**	**7.41%**	**6.48%**	

Turnover - Separations by Employment Category
Permanent Employees - 2015

Employment Category	# in Category	% of Total Employees	# of Separations	% of Total Separations
Officials & Administrators	381	4.2%	32	5.4%
Professionals	2,148	23.7%	164	27.9%
Technicians	833	9.2%	57	9.7%
Protective Services	3,177	35.0%	136	23.1%
Paraprofessionals	250	2.8%	16	2.7%
Administrative Support	1,006	11.1%	70	11.9%
Skilled Craft	409	4.5%	20	3.4%
Service Maintenance	868	9.6%	93	15.8%
	9,072	100.0%	588	100.0%

Turnover - Separations by Race/Ethnicity
Permanent Employees - 2015

EEO Category	# in Category	% of Total Employees	# of Separations	% of Total Separations
White	4,711	51.9%	287	48.8%
Black or African American	2,413	26.6%	191	32.5%
Hispanic or Latino	859	9.5%	48	8.2%
Asian	590	6.5%	31	5.3%
Two or More Races	69	0.8%	4	0.7%
American Indian or Alaska Native	35	0.4%	3	0.5%
Native Hawaiian/Other Pacific Islander	7	0.1%	1	0.2%
Race/Ethnicity Unreported	388	4.3%	23	3.9%
	9,072	100.0%	588	100.0%

WAGE AND SALARY COMPARABILITY

BASE PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE NOT AT MAXIMUM SALARY [1]

vs.

CONSUMER PRICE INDEX (CPI)

Year	MCG GWA [2]	MCG Service Increment [3]	Total MCG Pay Increase	CPI -U Change [4]	Difference MCG vs. CPI Change	Date of CPI Changes
FY13-FY16 Compounded Change:			16.61%	5.71%	10.90%	
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:			11.94%	9.30%	2.65%	
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:			30.12%	15.75%	14.37%	
2007 (FY08)	4.00%	3.50%	--	4.50%	--	11-06 - 11-07
2006 (FY07) [5]	4.03%	3.50%	--	3.10%	--	11-05 - 11-06
2005 (FY06)	2.75%	3.50%	--	3.70%	--	11-04 - 11-05
2004 (FY05)	2.00%	3.50%	--	3.60%	--	11-03 - 11-04
FY01-FY04 Compounded Change [6]:			29.95%	11.13%	18.81%	
FY97-FY00 Compounded Change:			27.03%	8.96%	18.07%	

(1) Excludes police and fire bargaining unit employees.
(2) FY14 GWA was effective September 8, 2013, and FY15 GWA was effective on September 7, 2014.
(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 68% (6,195 of 9,072) of permanent employees were not at maximum of grade as of 12/31/15.
(4) 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) 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 EMPLOYEE AT MAXIMUM SALARY [1]
vs.
CONSUMER PRICE INDEX (CPI)

Year	MCG GWA [2]	MCG Service Increment [3]	Total MCG Pay Increase	CPI -U Change [4]	Difference MCG vs. CPI Change	Date of CPI Changes
FY13-FY16 Compounded Change:			8.74%	5.71%	3.03%	
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:			4.50%	9.30%	-4.80%	
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:			13.39%	15.75%	-2.36%	
2007 (FY08)	4.00%	0.00%	--	4.50%	--	11-06 - 11-07
2006 (FY07) [5]	4.03%	0.00%	--	3.10%	--	11-05 - 11-06
2005 (FY06)	2.75%	0.00%	--	3.70%	--	11-04 - 11-05
2004 (FY05)	2.00%	0.00%	--	3.60%	--	11-03 - 11-04
FY01-FY04 Compounded Change [6]:			13.24%	11.13%	2.11%	
FY97-FY00 Compounded Change:			10.70%	8.96%	1.74%	

(1) Excludes police and fire bargaining unit employees.
(2) FY14 GWA was effective September 8, 2013, and FY15 GWA was effective on September 7, 2014.
(3) Employees at the maximum of their assigned grade are not eligible for a service increment.
Approximately 32% (2,877 of 9,072) of permanent employees were at maximum of grade as of 12/31/15.
(4) 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) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE NOT AT MAXIMUM SALARY [1]

vs.

PRIVATE SECTOR

Year	MCG GWA [2]	MCG Service Increment [3]	Total MCG Pay Increase	Private Sector Change [4]	Difference MCG vs. Private Sector
FY13-FY16 Compounded Change:			20.56%	12.33%	8.23%
2015 (FY16)	2.00%	3.50%	--	3.10%	--
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:			11.94%	11.88%	0.07%
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:			30.12%	15.34%	14.78%
2007 (FY08)	4.00%	3.50%	--	3.80%	--
2006 (FY07) [5]	4.03%	3.50%	--	3.63%	--
2005 (FY06)	2.75%	3.50%	--	3.65%	--
2004 (FY05)	2.00%	3.50%	--	3.45%	--
FY01-FY04 Compounded Change [6]:			29.95%	17.15%	12.80%
FY97-FY00 Compounded Change:			27.03%	17.89%	9.15%

(1) Excludes police and fire bargaining unit employees.
(2) FY14 General Wage Adjustment (GWA) was effective September 8, 2013, and FY15 GWA was effective on September 7, 2014.
(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 68% (6,195 of 9,072) of permanent employees were not at maximum of grade as of 12/31/15.
(4) World at Work 2015-2016 Salary Budget Survey (Figure 2). 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) Average of non-represented (2.0% effective 7/13/03) and MCGEO (3.75% effective 11/30/03) adjustments.

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEE AT MAXIMUM SALARY [1]
vs.
PRIVATE SECTOR

Year	MCG GWA [2]	MCG Service Increment [3]	Total MCG Pay Increase	Private Sector Change [4]	Difference MCG vs. Private Sector
FY13-FY16 Compounded Change:			8.74%	12.33%	-3.59%
2015 (FY16)	2.00%	0.00%	--	3.10%	--
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:			4.50%	11.88%	-7.38%
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:			13.39%	15.34%	-1.95%
2007 (FY08)	4.00%	0.00%	--	3.80%	--
2006 (FY07) [5]	4.03%	0.00%	--	3.63%	--
2005 (FY06)	2.75%	0.00%	--	3.65%	--
2004 (FY05)	2.00%	0.00%	--	3.45%	--
FY01-FY04 Compounded Change [6]:			13.24%	17.15%	-3.91%
FY97-FY00 Compounded Change:			10.70%	17.89%	-7.19%

(1) Excludes police and fire bargaining unit employees.
(2) FY14 GWA was effective September 8, 2013, and FY15 GWA was effective on September 7, 2014.
(3) Employees at the maximum of their assigned grade are not eligible for a service increment.
Approximately 32% (2,877 of 9,072) of permanent employees were at maximum of grade as of 12/31/15.
(4) World at Work 2015-2016 Salary Budget Survey (Figure 2). 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) 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		At Maximum	Not at Maximum	Total
Police Bargaining Unit (FOP)	Number	458	735	1,193
	Percent	38.4%	61.6%	100%
Fire Bargaining Unit (IAFF)	Number	375	747	1,122
	Percent	33.4%	66.6%	100%
MCGEO, UFCW Local 1994	Number	1,351	3,484	4,835
	Percent	27.9%	72.1%	100%
Eligible at Permanent Status	Number	6	234	240
(Local 1994 and IAFF)	Percent	2.5%	97.5%	100%
Total Represented	**Number**	**2,190**	**5,200**	**7,390**
	Percent	**29.6%**	**70.4%**	**100%**
Total Non-Represented[2]	**Number**	**687**	**995**	**1,682**
	Percent	**40.8%**	**59.2%**	**100%**
ALL EMPLOYEES	**Number**	**2,877**	**6,195**	**9,072**
	Percent	**31.7%**	**68.3%**	**100%**

(1) As of December 31, 2015.

(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 2016[3]			MONTGOMERY COUNTY GOVERNMENT[2] January 2016					
Federal Grade	Minimum	Maximum	MCG Grade	# Permanent FT Emp.	Minimum	Maximum (2)	% Diff. At Min	% Diff At Max
GS-11	$64,650	$84,044	21	380	$51,138	$84,551	-26.4%	0.6%
GS-12	$77,490	$100,736	23	398	$56,106	$92,931	-38.1%	-8.4%
			24	483	$58,778	$97,425	-31.8%	-3.4%
			25	381	$61,578	$102,153	-25.8%	1.4%
GS-13	$92,145	$119,794	24	483	$58,778	$95,515	-56.8%	-25.4%
			25	381	$61,578	$100,150	-49.6%	-19.6%
			26	100	$64,530	$105,021	-42.8%	-14.1%
			27	55	$67,601	$110,134	-36.3%	-8.8%
			M3	235	$73,706	$132,076	-25.0%	9.3%
GS-14	$108,887	$141,555	28	132	$70,637	$117,811	-54.2%	-20.2%
			29	2	$73,823	$123,557	-47.5%	-14.6%
			31	2	$80,690	$135,933	-34.9%	-4.1%
			M2	117	$85,795	$155,746	-26.9%	9.1%
GS-15	$128,082	$160,300	M2	117	$85,795	$155,746	-49.3%	-2.9%
			M1	24	$98,111	$174,256	-30.5%	8.0%

(1) Locality Pay for Washington-Baltimore-Northern Virginia, DC-MD-VA-WV-PA.
Source: http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2016/DCB.pdf

(2) Does not include longevity

(3) Federal government employees received a 1.46% increase in January 2016.

SALARY COMPARSIONS
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2015 COMPENSATION SURVEY REPORT
AND MCG FY16 SALARY SCHEDULES

Human Resources Association (HRA) Job Title	Montgomery County Government (MCG) Job Title	MCG Range Minimum	HRA Avg Range Minimum	% Change Req. to Reach HRA Avg. Minimum	% Dif. Bet. MCG & HRA Minimum		MCG Range Maximum	HRA Avg. Range Maximum	% Change Req. to Reach HRA Avg. Maximum	% Dif. Bet. MCG & HRA Maximum
Computer Oper. I	IT Technician I	$37,497	$33,000	-12.0%	13.6%	I	$60,926	$74,300	22.0%	-18.0%
Computer Oper. II	IT Technician II	$40,731	$41,000	0.7%	-0.7%	I	$66,872	$73,200	9.5%	-8.6%
Applications Analyst/Developer II	IT Specialist III	$64,530	$57,000	-11.7%	13.2%	I	$107,121	$101,600	-5.2%	5.4%
Applications Analyst/Developer III	Sr. IT Specialist	$70,637	$68,000	-3.7%	3.9%	I	$117,811	$119,000	1.0%	-1.0%
Systems Programmer III	Sr. IT Specialist	$70,637	$77,000	9.0%	-8.3%	I	$117,811	$125,500	6.5%	-6.1%
IT/Helpdesk Support Analyst I	IT Specialist I	$48,824	$49,000	0.4%	-0.4%	I	$80,663	$86,100	6.7%	-6.3%
System Administrator III	Sr. IT Specialist	$70,637	$71,000	0.5%	-0.5%	I	$117,811	$120,000	1.9%	-1.8%
Accounting. Clerk I	Principal Admin. Aide	$36,000	$32,000	-11.1%	12.5%	I	$58,157	$56,300	-3.2%	3.3%
Accounting. Clerk II	Office Services Coordinator	$40,731	$36,000	-11.6%	13.1%	I	$66,872	$62,000	-7.3%	7.9%
Accounting Clerk III	Fiscal Assistant	$40,731	$39,000	-4.2%	4.4%	I	$66,872	$68,200	2.0%	-1.9%
Payroll Clerk I	Office Services Coordinator	$40,731	$37,000	-9.2%	10.1%	I	$66,872	$61,500	-8.0%	8.7%
Accountant I	Accountant/Auditor I	$44,530	$43,000	-3.4%	3.6%	I	$73,434	$72,900	-0.7%	0.7%
Accountant III	Accountant/Auditor III	$56,106	$59,000	5.2%	-4.9%	I	$92,931	$99,500	7.1%	-6.6%
Budget Analyst II	Mgmt. & Budget Spec. II	$53,557	$54,000	0.8%	-0.8%	I	$88,636	$93,600	5.6%	-5.3%
Budget Analyst III	Sr. Mgmt. & Budget Spec.	$67,601	$68,000	0.6%	-0.6%	I	$112,337	$104,300	-7.2%	7.7%
Buyer II	Procurement Spec. II	$56,106	$47,000	-16.2%	19.4%	I	$92,931	$82,900	-10.8%	12.1%
EEO Representative II	Human Resources Spec. III	$61,578	$56,000	-9.1%	10.0%	I	$102,153	$89,100	-12.8%	14.6%
Recruiting (Employment) Manager	Manager III	$73,706	$84,000	14.0%	-12.3%	I	$134,718	$146,900	9.0%	-8.3%
Librarian/Information Center Specialist II	Librarian I	$51,138	$46,000	-10.0%	11.2%	I	$84,551	$90,700	7.3%	-6.8%
Janitor/Custodian I	Bldg. Svc. Wkr. II	$29,539	$28,000	-5.2%	5.5%	I	$46,238	$42,700	-7.7%	8.3%
Call Center Rep I	Customer Service Rep I	$36,000	$31,000	-13.9%	16.1%	I	$58,157	$47,300	-18.7%	23.0%
Call Center Supervisor	Program Manager I	$56,106	$51,000	-9.1%	10.0%	I	$92,931	$85,200	-8.3%	9.1%
Security Guard I (Unarmed)	Security Officer I	$39,062	$27,000	-30.9%	44.7%	I	$63,822	$44,000	-31.1%	45.1%
Security Guard Supvr.	Security Officer III (Lt.)	$56,106	$59,000	5.2%	-4.9%	I	$92,931	$88,000	-5.3%	5.6%
Admin. Assistant I	Administrative Aide	$34,576	$31,000	-10.3%	11.5%	I	$55,524	$56,900	2.5%	-2.4%
Admin. Assistant II	Principal Admin. Aide	$36,000	$35,000	-2.8%	2.9%	I	$58,157	$59,700	2.7%	-2.6%
Admin. Assistant III	Office Services Coordinator	$40,731	$40,000	-1.8%	1.8%	I	$66,872	$72,800	8.9%	-8.1%
Executive Assistant III	Senior Executive Admin. Aide	$44,530	$48,000	7.8%	-7.2%	I	$73,434	$82,200	11.9%	-10.7%
Executive Asst to CEO III	Executive Admin. Aide to CAO	$48,824	$49,000	0.4%	-0.4%	I	$80,663	$95,600	18.5%	-15.6%
Office Manager	Administrative Specialist II	$51,138	$52,000	1.7%	-1.7%	I	$84,551	$92,000	8.8%	-8.1%
Public Relations Specialist III	Public Information Officer II	$61,578	$59,000	-4.2%	4.4%	I	$102,153	$108,400	6.1%	-5.8%
Graphics Designer II	Graphic Artist	$46,630	$51,000	9.4%	-8.6%	I	$76,958	$84,400	9.7%	-8.8%
Legal Secretary II	Legal Secretary II	$40,731	$44,000	8.0%	-7.4%	I	$66,872	$69,000	3.2%	-3.1%
Legal Assistant/Paralegal II	Paralegal Specialist	$56,106	$51,000	-9.1%	10.0%	I	$92,931	$80,400	-13.5%	15.6%
In-House Attorney II	Asst. County Attorney II	$67,601	$118,000	74.6%	-42.7%	I	$112,337	$184,900	64.6%	-39.2%
In-House Attorney III	Asst. County Attorney III	$84,376	$122,000	44.6%	-30.8%	I	$140,094	$194,500	38.8%	-28.0%
Social Worker II (MSW-LCSW)	Social Worker III	$58,778	$48,000	-18.3%	22.5%	I	$97,425	$78,800	-19.1%	23.6%
Staff Nurse II (RN)	Community Health Nurse II	$58,778	$56,000	-4.7%	5.0%	I	$97,425	$96,900	-0.5%	0.5%
Nurse Practitioner	Nurse Practitioner	$61,578	$76,000	23.4%	-19.0%	I	$102,153	$130,400	27.7%	-21.7%
Licensed Practical Nurse	Licensed Practical Nurse (LPN)	$44,530	$39,000	-12.4%	14.2%	I	$73,434	$63,300	-13.8%	16.0%
Marketing Analyst II	Transit Mktng. Specialist	$51,138	$48,000	-6.1%	6.5%	I	$84,551	$82,500	-2.4%	2.5%
Vehicle Mechanic II	Mechanic Technician II	$44,530	$44,000	-1.2%	1.2%	I	$73,434	$70,000	-4.7%	4.9%
Plumber II	Plumber I	$42,579	$47,000	10.4%	-9.4%	I	$70,072	$68,400	-2.4%	2.4%
		Avg % Change FY15:		-0.37%					2.31%	
		Avg % Difference FY15:			2.58%					-0.18%

NOTES:

- 2014 HRA Compensation Survey Report includes data on 540 survey jobs from 245 participating employers in the Washington-Baltimore Consolidated Metropolitan Statistical Area. The survey provides useful data on current salaries in the area but is not a reliable measure of salary changes over time, as survey participants, jobs, and job matches change from year to year.
- Percent change required for MCG salary to reach HRA average salary was calculated by dividing dollar difference by MCG salary.
- Percent difference between MCG salary and HRA average salary was calculated by dividing dollar difference by HRA salary.

FY16 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	WSSC	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Accountant/Auditor III	23	56.3	46.6	56.3	57.2	47.0	56.4	52.2	49.9	46.2	51.5	51.9	56.1	-7.5%	8.2%
Building Services Worker II	8	28.0	25.3	28.3	28.9	26.7	25.7		27.8	26.2	28.1	27.8	29.5	-5.8%	6.2%
Carpenter I	17			35.7	31.5	37.1	38.8	38.7	38.9	31.0	43.6	37.9	42.6	-10.9%	12.3%
Community Health Nurse II	24	59.1		50.1	60.3	51.3	56.4			45.9		53.9	58.8	-8.4%	9.1%
Correctional Supervisor - Sergeant	C6	57.9	46.3	61.1		47.0	55.6	53.3		49.3		53.3	56.3	-5.2%	5.5%
Correctional Officer I (Pvt)	C3	45.4		48.0						42.7		45.4	44.1	3.0%	-2.9%
Correctional Officer III (Corporal)	C5	52.5	40.4	50.4		40.9	50.5	39.7		44.8		44.8	50.9	-12.1%	13.8%
Electrician I	18				35.0	42.6	42.5	43.8	38.9	31.0	43.6	42.5	44.5	-4.5%	4.7%
Engineer III	25	68.4	58.2	50.8	64.6	49.0	65.0	64.1	56.6	59.0	55.0	58.6	61.6	-4.8%	5.1%
Engineer Technician II	18	42.0		35.7	43.0	40.9	42.5	38.4	44.1	39.6	42.7	42.0	44.5	-5.7%	6.1%
Equipment Operator I	14	31.9	30.9	32.4	30.8	31.3	35.4	32.7	34.7	28.9		31.9	37.5	-15.0%	17.7%
Equipment Operator III	16	38.3	35.9	39.1	36.1	37.1	40.7	36.0	38.9	31.0	32.9	36.6	40.7	-10.0%	11.2%
Fire/Rescue Lieutenant	B1	55.7	51.3	62.1	59.9	54.3	64.7	75.8		51.9		57.8	59.8	-3.4%	3.5%
Firefighter/Rescuer I (Recruit)	F1	45.8	38.3	48.0	39.9	35.1		47.8		40.8		40.8	44.8	-8.8%	9.7%
Firefighter/Rescuer III	F3	48.1	38.3		39.3	44.1	53.7	55.2		42.8		44.1	49.4	-10.8%	12.1%
Highway Inspector I	19	48.6	41.5	45.6	39.7	40.9	49.0	47.1		39.6	45.1	45.1	46.6	-3.2%	3.3%
Human Resources Specialist I	18	56.3	54.0	51.4	60.8	47.0	56.4	64.1	49.9	46.2	55.0	54.5	44.5	22.5%	-18.3%
HVAC Mechanic I	18	46.3		59.3	35.0	42.6	44.6	43.8	38.9	31.0		43.2	44.5	-2.9%	3.0%
Senior Information Technology Specialist	28	53.6		56.3	60.8	47.0		46.9	59.4	53.1		53.6	70.6	-24.1%	31.8%
Information Technology Specialist III	26	68.4	54.0	57.0	48.8	53.7		57.8	52.4	46.2		53.9	64.5	-16.5%	19.8%
Information Technology Technician III	19	40.1	44.4		38.2	32.2			38.9		50.0	39.5	46.6	-15.3%	18.1%
Librarian I	21	51.0		42.3	44.9	33.1	51.3		44.1			44.5	51.1	-13.1%	15.0%
Management and Budget Specialist III	25	56.3	67.5	48.9	64.6	71.2	56.4	52.2	56.6	45.9	51.5	56.3	61.6	-8.5%	9.3%
Mechanic Technician II	18	44.1	35.9	39.1	35.9	40.7	40.7	43.8	38.9	35.9	43.6	39.9	44.5	-10.5%	11.7%
Office Clerk	5	27.8	25.0	28.0	27.9	27.1	33.8	25.5	27.9	24.5	25.0	27.4	26.4	4.1%	-4.0%
Permitting & Code Enforcement Inspector III	23	48.6	41.5	52.4	36.7	42.9	46.7	42.5	44.1	39.6		42.9	56.1	-23.5%	30.8%
Planning Specialist III	23	56.3	54.0		60.8	47.0	56.4	52.2	49.9	45.9		53.1	56.1	-5.3%	5.6%
Police Officer I	P2	47.9	44.2	48.0	49.0	48.1	47.9	50.7	49.9	46.6		48.0	50.0	-3.9%	4.1%
Police Sergeant	A1	58.2	56.4	61.1	69.9	60.4	60.7	71.4	57.7	60.9		60.7	63.6	-4.6%	4.8%
Public Safety Communications Specialist III	19	48.6	37.6	46.6	39.7	38.9	48.4	40.9	38.9	39.9		39.9	46.6	-14.5%	16.9%
Principal Administrative Aide	13	36.6	27.5	35.7	29.7	37.1	37.1	31.3	34.7	34.5	38.1	35.2	36.0	-2.3%	2.3%
Procurement Specialist III	25	53.6	50.2	51.4	46.8	47.0	56.4	47.1	56.6	38.0	51.5	50.8	61.6	-17.5%	21.2%
Public Service Worker II	9	29.1	26.6	28.3	29.5	26.7	29.4	28.1	27.8	26.8		28.1	30.7	-8.5%	9.3%
Recreation Specialist	21	51.0	54.0	50.8	44.9	47.0	49.0	42.5	56.6	45.9		49.0	51.1	-4.2%	4.4%
Social Worker II	23	59.1		51.4	48.8	53.7	53.7	52.2		45.9		52.2	56.1	-6.9%	7.4%
Therapist II	24	62.0		51.4			53.7			53.1		53.4	58.8	-9.2%	10.1%

NOTES:

- Source: FY 2016 Local Government Personnel Association Salary Survey. Survey includes data from 60 public sector organizations in the national capital area. The Printing Technician II was not studied this year and was omitted from this report.
- Montgomery County salaries reported to LGPA were those in effect as of July 1, 2015. Salaries in this chart are adjusted to reflect FY16 GWAs in place at the end of 2015.
- 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 (corrected from April 2015 PMR).
- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park & Planning Commission; MCG = Montgomery County Government; PG = Prince George's; WSSC = Washington Suburban Sanitary Commission.

FY16 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
Accountant/Auditor III	23	90.4	74.8	91.5	91.7	58.5	94.0	89.4	85.5	90.0	87.1	89.7	92.9	-3.5%	3.7%
Building Services Worker II	8	40.8	37.3	42.6	30.5	32.7	42.8		50.0	43.3	48.3	42.6	46.2	-8.0%	8.6%
Carpenter I	17			58.0	34.7	47.0	64.7	57.6	66.6	57.4	73.9	57.8	70.1	-17.5%	21.3%
Community Health Nurse II	24	94.9		93.6	68.7	64.1	94.0			84.0		88.8	97.4	-8.8%	9.7%
Correctional Supervisor - Sergeant	C6	100.3	86.7	101.5		58.5	82.1	83.3		89.4		86.7	91.1	-4.9%	5.1%
Correctional Officer I (Pvt)	C3	78.6		79.7						77.3		78.6	64.4	22.1%	-18.1%
Correctional Officer III (Corporal)	C5	91.0	69.5	83.7		51.3	74.7	62.2		81.1		74.7	76.9	-3.0%	3.0%
Electrician I	18				39.1	54.2	70.9	65.1	66.6	57.4	73.9	65.1	73.4	-11.3%	12.7%
Engineer III	25	109.9	98.1	108.7	103.2	61.0	108.3	109.7	97.0	114.8	92.9	105.7	102.2	3.5%	-3.4%
Engineer Technician II	18	67.4		58.0	52.2	51.3	70.9	65.7	75.4	72.8	74.4	67.4	73.4	-8.2%	8.9%
Equipment Operator I	14	51.2	45.4	52.7	33.2	39.0	59.0	46.1	59.3	52.2		51.2	60.9	-16.0%	19.0%
Equipment Operator III	16	61.5	52.6	63.5	40.6	47.0	67.8	53.4	66.6	57.4	59.4	58.4	66.9	-12.7%	14.5%
Fire/Rescue Lieutenant	B1	96.4	101.5	103.1	73.1	73.5	95.7	111.9		102.0		98.9	96.8	2.2%	-2.2%
Firefighter/Rescuer I (Recruit)	F1	79.3	79.3	79.7	63.7	47.9		49.3		73.5		73.5	72.5	1.4%	-1.3%
Firefighter/Rescuer III	F3	83.3	79.3		63.7	59.1	79.4	81.5		81.7		79.4	80.0	-0.7%	0.8%
Highway Inspector I	19	78.1	61.0	85.1	48.0	51.3	81.6	80.7		72.8	76.5	76.5	77.0	-0.6%	0.6%
Human Resources Specialist I	18	90.4	91.1	108.7	97.3	58.5	94.0	109.7	85.5	90.0	92.9	92.0	73.4	25.3%	-20.2%
HVAC Mechanic I	18	74.4		96.3	39.1	54.2	74.3	65.1	66.6	57.4		65.9	73.4	-10.3%	11.5%
Senior Information Technology Specialist	28	86.1		91.5	97.3	58.5		80.7	101.8	96.9		91.5	117.8	-22.3%	28.7%
Information Technology Specialist III	26	109.9	91.1	92.6	59.4	67.3		99.0	89.7	96.1		91.9	107.1	-14.3%	16.6%
Information Technology Technician III	19	64.4	71.1		46.0	40.9			66.6		80.0	65.5	77.0	-14.9%	17.5%
Librarian I	21	82.0		87.6	54.5	51.4	85.4		75.4			78.7	84.6	-6.9%	7.4%
Management and Budget Specialist III	25	90.4	113.8	104.2	103.2	110.9	94.0	89.4	97.0	84.0	92.9	95.5	102.2	-6.5%	7.0%
Mechanic Technician II	18	70.9	52.6	63.5	40.5	51.7	67.8	65.1	66.6	66.1	73.9	65.6	73.4	-10.6%	11.9%
Office Clerk	5	44.7	38.3	37.9	31.7	33.8	56.4	43.6	50.2	47.7	43.1	43.4	40.7	6.5%	-6.1%
Permitting & Code Enforcement Inspector III	23	78.1	61.0	85.1	44.2	53.7	77.8	72.9	75.4	72.8		72.9	92.9	-21.6%	27.5%
Planning Specialist III	23	90.4	91.1		97.3	58.5	94.0	89.4	85.5	84.0		89.9	92.9	-3.3%	3.4%
Police Officer I	P2	82.9	84.6	79.7	83.9	62.8	74.3	52.5	78.1	73.0		78.1	80.9	-3.5%	3.6%
Police Sergeant	A1	100.7	101.9	101.5	97.3	80.2	89.7	94.1	97.3	97.3		97.3	103.0	-5.5%	5.9%
Public Safety Communications Specialist III	19	78.1	55.3	75.7	48.0	79.0	71.5	65.6	66.6	83.0		71.5	77.0	-7.1%	7.7%
Principal Administrative Aide	13	58.7	42.1	58.0	34.2	47.0	61.9	53.5	59.3	67.1	64.8	58.4	58.2	0.4%	-0.4%
Procurement Specialist III	25	86.1	84.6	108.7	56.9	58.5	94.0	80.7	97.0	74.0	87.1	85.4	102.2	-16.4%	19.7%
Public Service Worker II	9	46.8	39.1	42.6	30.4	32.7	49.0	39.7	50.0	45.3		42.6	48.4	-12.0%	13.6%
Recreation Specialist	21	82.0	91.1	82.5	54.5	58.5	81.6	72.9	97.0	84.0		82.0	84.6	-3.0%	3.1%
Social Worker II	23	94.9		83.6	59.4	67.3	89.5	89.4		84.0		84.0	92.9	-9.6%	10.7%
Therapist II	24	99.7		83.6			89.5			96.9		93.2	97.4	-4.3%	4.5%

NOTES:

- Source: FY 2016 Local Government Personnel Association Salary Survey. Survey includes data from 60 public sector organizations in the national capital area.
  The Printing Technician II was not studied this year and was omitted from this report.
- Montgomery County salaries reported to LGPA were those in effect as of July 1, 2015. Salaries in this chart are adjusted to reflect FY16 GWAs in place at the end of 2015.
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- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park & Planning Commission; MCG = Montgomery County Government; PG = Prince George's; WSSC = Washington Suburban Sanitary Commission.

PERCENT DIFFERENCE FROM MEDIAN SALARY
FY16 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	WSSC	MCG
Accountant/Auditor III	23	52.2	7.7%	-10.8%	7.7%	9.5%	-10.0%	8.0%	0.0%	-4.4%	-11.5%	-1.4%	7.4%
Building Services Worker II	8	27.9	0.4%	-9.3%	1.5%	3.6%	-4.3%	-8.0%		-0.4%	-6.2%	0.6%	5.8%
Carpenter I	17	38.7			-7.7%	-18.6%	-4.0%	0.3%	0.0%	0.6%	-19.8%	12.7%	10.1%
Community Health Nurse II	24	56.4	4.7%		-11.1%	6.8%	-9.0%	0.0%			4.2%		4.2%
Correctional Supervisor - Sergeant	C6	54.5	6.4%	-15.0%	12.3%		-13.7%	2.1%	-2.1%		-9.5%		3.3%
Correctional Officer I (Pvt)	C3	44.7	1.5%		7.3%						-4.7%		-1.5%
Correctional Officer III (Corporal)	C5	47.6	10.4%	-15.2%	5.9%		-14.1%	6.2%	-16.5%		-5.9%		7.0%
Electrician I	18	42.6				-17.9%	0.1%	-0.1%	2.9%	-8.6%	-27.1%	2.4%	4.6%
Engineer III	25	59.0	15.9%	-1.4%	-13.9%	9.5%	-16.9%	10.1%	8.6%	-4.1%	0.0%	-6.8%	4.4%
Engineer Technician II	18	42.3	-0.7%		-15.5%	1.8%	-3.3%	0.7%	-9.2%	4.3%	-6.3%	0.9%	5.4%
Equipment Operator I	14	32.1	-0.9%	-4.0%	0.9%	-4.2%	-2.7%	10.2%	1.6%	7.9%	-10.1%		16.7%
Equipment Operator III	16	37.1	3.0%	-3.5%	5.1%	-2.7%	0.0%	9.5%	-3.0%	4.8%	-16.4%	-11.4%	9.6%
Fire/Rescue Lieutenant	B1	59.8	-6.9%	-14.1%	3.9%	0.2%	-9.2%	8.3%	26.8%		-13.2%		0.0%
Firefighter/Rescuer I (Recruit)	F1	42.8	6.9%	-10.6%	12.1%	-6.9%	-18.0%		11.6%		-4.6%		4.6%
Firefighter/Rescuer III	F3	46.1	4.3%	-17.0%		-14.7%	-4.3%	16.6%	19.9%		-7.0%		7.2%
Highway Inspector I	19	45.4	7.2%	-8.4%	0.5%	-12.5%	-9.9%	7.9%	3.8%		-12.7%	-0.5%	2.8%
Human Resources Specialist I	18	54.0	4.1%	0.0%	-4.9%	12.5%	-13.0%	4.4%	18.6%	-7.6%	-14.5%	1.8%	-17.6%
HVAC Mechanic I	18	43.8	5.6%		35.2%	-20.2%	-2.8%	1.7%	0.0%	-11.2%	-29.2%		1.6%
Senior Information Technology Specialist	28	54.9	-2.4%		2.4%	10.7%	-14.5%		-14.6%	8.1%	-3.4%		28.6%
Information Technology Specialist III	26	54.0	26.5%	0.0%	5.4%	-9.7%	-0.7%		7.0%	-3.0%	-14.6%		19.4%
Information Technology Technician III	19	40.1	0.0%	10.7%		-4.8%	-19.7%			-3.0%		24.7%	16.3%
Librarian I	21	44.9	13.8%		-5.6%	0.0%	-26.1%	14.3%		-1.8%			14.0%
Management and Budget Specialist III	25	56.4	-0.3%	19.7%	-13.2%	14.5%	26.2%	0.0%	-7.4%	0.3%	-18.7%	-8.7%	9.2%
Mechanic Technician II	18	40.7	8.4%	-11.8%	-4.0%	-11.8%	0.2%	0.0%	7.7%	-4.3%	-11.7%	7.2%	9.5%
Office Clerk	5	27.1	2.8%	-7.5%	3.6%	3.2%	0.0%	25.0%	-5.9%	3.1%	-9.4%	-7.5%	-2.6%
Permitting & Code Enforcement Inspector III	23	43.5	11.8%	-4.5%	20.4%	-15.6%	-1.3%	7.4%	-2.2%	1.3%	-8.9%		29.1%
Planning Specialist III	23	54.0	4.1%	0.0%		12.5%	-13.0%	4.4%	-3.3%	-7.6%	-15.2%		3.8%
Police Officer I	P2	48.1	-0.4%	-8.1%	-0.1%	1.9%	0.1%	-0.4%	5.5%	3.9%	-3.0%		4.0%
Police Sergeant	A1	60.8	-4.3%	-7.2%	0.5%	15.0%	-0.6%	-0.1%	17.4%	-5.0%	0.1%		4.6%
Public Safety Communications Specialist III	19	40.4	20.4%	-6.8%	15.3%	-1.7%	-3.7%	19.8%	1.2%	-3.6%	-1.2%		15.5%
Principal Administrative Aide	13	35.7	2.4%	-22.9%	0.0%	-16.9%	3.8%	4.0%	-12.4%	-2.8%	-3.3%	6.7%	0.9%
Procurement Specialist III	25	51.4	4.3%	-2.3%	0.0%	-9.0%	-8.6%	9.8%	-8.3%	10.0%	-26.0%	0.2%	19.8%
Public Service Worker II	9	28.2	3.2%	-5.6%	0.4%	4.4%	-5.3%	4.3%	-0.4%	-1.4%	-4.9%		8.8%
Recreation Specialist	21	49.9	2.3%	8.4%	1.8%	-10.1%	-5.8%	-1.8%	-14.7%	13.4%	-8.1%		2.5%
Social Worker II	23	53.0	11.6%		-3.0%	-7.8%	1.3%	1.4%	-1.3%		-13.4%		5.9%
Therapist II	24	53.7	15.5%		-4.3%			0.0%			-1.2%		9.4%
Average $ Difference from Median:			5.6%	-5.7%	1.8%	-2.5%	-6.0%	5.3%	1.1%	-0.4%	-9.9%	1.4%	7.6%
# of Classes Matched:			34	26	32	32	34	31	30	26	34	15	36

NOTES:

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PERCENT DIFFERENCE FROM MEDIAN SALARY
FY16 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	WSSC	MCG
Accountant/Auditor III	23	90.0	0.5%	-16.9%	1.8%	1.9%	-34.9%	4.5%	-0.7%	-5.0%	0.0%	-3.2%	3.3%
Building Services Worker II	8	42.7	-4.3%	-12.6%	-0.3%	-28.6%	-23.4%	0.3%		17.1%	1.4%	13.1%	8.3%
Carpenter I	17	58.0			0.0%	-40.2%	-19.0%	11.5%	-0.8%	14.8%	-1.1%	27.4%	20.8%
Community Health Nurse II	24	93.6	1.4%		0.0%	-26.6%	-31.6%	0.4%			-10.3%		4.0%
Correctional Supervisor - Sergeant	C6	88.0	13.9%	-1.6%	15.3%		-33.5%	-6.7%	-5.3%		1.6%		3.5%
Correctional Officer I (Pvt)	C3	78.0	0.8%		2.2%						-0.8%		-17.4%
Correctional Officer III (Corporal)	C5	75.8	20.0%	-8.4%	10.4%		-32.3%	-1.5%	-18.0%		7.0%		1.5%
Electrician I	18	65.9				-40.6%	-17.7%	7.6%	-1.1%	1.1%	-12.9%	12.2%	11.5%
Engineer III	25	103.2	6.5%	-5.0%	5.3%	0.0%	-40.9%	4.9%	6.3%	-6.0%	11.2%	-9.9%	-1.0%
Engineer Technician II	18	69.2	-2.5%		-16.1%	-24.5%	-25.8%	2.5%	-4.9%	9.0%	5.2%	7.6%	6.2%
Equipment Operator I	14	51.7	-1.0%	-12.2%	1.9%	-35.7%	-24.7%	14.2%	-10.9%	14.8%	1.0%		17.8%
Equipment Operator III	16	59.4	3.5%	-11.5%	6.9%	-31.7%	-21.0%	14.1%	-10.2%	12.1%	-3.4%	0.0%	12.5%
Fire/Rescue Lieutenant	B1	96.8	-0.4%	4.8%	6.6%	-24.5%	-24.1%	-1.2%	15.6%		5.4%		0.0%
Firefighter/Rescuer I (Recruit)	F1	73.0	8.6%	8.6%	9.1%	-12.7%	-34.4%		-32.5%		0.7%		-0.7%
Firefighter/Rescuer III	F3	79.7	4.5%	-0.5%		-20.0%	-25.8%	-0.4%	2.2%		2.5%		0.4%
Highway Inspector I	19	76.7	1.8%	-20.5%	10.9%	-37.5%	-33.1%	6.4%	5.1%		-5.2%	-0.3%	0.3%
Human Resources Specialist I	18	91.1	-0.7%	0.0%	19.3%	6.8%	-35.7%	3.2%	20.4%	-6.2%	-1.2%	2.0%	-19.4%
HVAC Mechanic I	18	66.6	11.7%		44.6%	-41.3%	-18.6%	11.5%	-2.2%	0.0%	-13.8%		10.3%
Senior Information Technology Specialist	28	94.2	-8.6%		-2.8%	3.3%	-37.9%		-14.4%	8.1%	2.8%		25.0%
Information Technology Specialist III	26	92.6	18.6%	-1.7%	0.0%	-35.8%	-27.3%		6.9%	-3.1%	3.7%		15.7%
Information Technology Technician III	19	66.6	-3.2%	6.9%		-30.9%	-38.6%			0.0%		20.2%	15.6%
Librarian I	21	82.0	0.0%		6.8%	-33.5%	-37.3%	4.2%		-8.1%			3.1%
Management and Budget Specialist III	25	97.0	-6.8%	17.3%	7.4%	6.4%	14.4%	-3.0%	-7.9%	0.0%	-13.4%	-4.2%	5.3%
Mechanic Technician II	18	66.1	7.1%	-20.5%	-4.0%	-38.7%	-21.9%	2.5%	-1.5%	0.7%	0.0%	11.7%	11.0%
Office Clerk	5	43.1	3.7%	-11.3%	-12.1%	-26.4%	-21.7%	30.7%	1.1%	16.3%	10.6%	0.0%	-5.6%
Permitting & Code Enforcement Inspector III	23	74.1	5.4%	-17.7%	14.8%	-40.4%	-27.6%	4.9%	-1.7%	1.7%	-1.9%		25.4%
Planning Specialist III	23	90.4	0.0%	0.7%		7.6%	-35.3%	4.0%	-1.2%	-5.5%	-7.1%		2.8%
Police Officer I	P2	78.9	5.1%	7.3%	1.0%	6.4%	-20.3%	-5.8%	-33.4%	-1.0%	-7.4%		2.5%
Police Sergeant	A1	97.3	3.5%	4.8%	4.3%	0.0%	-17.5%	-7.8%	-3.3%	0.0%	0.0%		5.9%
Public Safety Communications Specialist III	19	73.6	6.2%	-24.9%	2.8%	-34.8%	7.4%	-2.8%	-10.8%	-9.5%	12.8%		4.6%
Principal Administrative Aide	13	58.2	1.0%	-27.5%	-0.3%	-41.2%	-19.2%	6.4%	-8.0%	2.0%	15.4%	11.5%	0.0%
Procurement Specialist III	25	86.1	0.0%	-1.8%	26.2%	-33.9%	-32.0%	9.2%	-6.3%	12.6%	-14.1%	1.1%	18.6%
Public Service Worker II	9	43.9	6.4%	-10.9%	-3.2%	-30.8%	-25.5%	11.6%	-9.6%	13.8%	3.2%		10.0%
Recreation Specialist	21	82.3	-0.3%	10.7%	0.3%	-33.7%	-28.8%	-0.8%	-11.4%	17.9%	2.1%		2.8%
Social Worker II	23	86.7	9.5%		-3.6%	-31.4%	-22.3%	3.3%	3.1%		-3.1%		7.2%
Therapist II	24	96.9	2.9%		-13.7%			-7.6%			0.0%		0.6%
Average $ Difference from Median:			3.4%	-5.5%	4.4%	-23.2%	-25.5%	3.9%	-4.5%	3.7%	-0.3%	5.9%	5.9%
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SALARY BUDGET SURVEYS
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2015 - 2016
NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA
VS. MONTGOMERY COUNTY GOVERNMENT

Survey Name	Number of Participating Organizations	Geographic Survey Area	Average Total Pay Increase [1]		
			Survey - Actual FY15	MCG - Average FY16 [2]	Survey - Budgeted FY16
World At Work 2015-2016 Salary Budget Survey, (August 2015)	2,025	National	3.0%	4.3%	3.1%
Mercer- 2015-2016 U.S. Compensation Planning Survey: November 12, 2015, press release	1,504	National	2.8%	4.3%	2.9%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 36th Edition, pages 2-4 (September 2015).	245	Washington/Baltimore Metropolitan Area	2.8%	4.3%	N/A
2016 Local Gov't Personnel Association (LGPA) Benchmark Salary and Comprehensive Benefits Survey- Cost of Living Adjustments (COLAs) Report, (September 2015).[3]	30	Washington/Baltimore Metropolitan Area	2.7%	4.3%	3.4%

(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 percentage increases in FY15 and FY16: A 3.25% FY15 and 2.00% FY16 GWA increase for non-represented, Management Leadership Service, and MCGEO; a 2.75% FY15 and 2.00% FY16 GWA increase for the IAFF and Fire/Rescue Management; a 2.10% FY15 and 2.00% FY16 GWA increase for the FOP bargaining unit and Police Management; a 3.5% service increment for all employees not at the max of grade (excludes MLS) in FY15 and FY16; and an average 3.53% FY15 and 3.41% FY16 performance-based pay increase for MLS employees. In FY15, the average increase across units was 5.5%. In FY16, it is 4.3%.

(3) FY15 percentage represents the average from the following locations: Alexandria City, Annapolis City, Bowie City, Fairfax County, Frederick County, Gaithersburg City, Greenbelt City, Howard County, Manassas City, Montgomery County, Prince George's County, and WSSC. FY16 percentage includes: Alexandria City, Annapolis City, Baltimore City, Baltimore County, Bowie City, District of Columbia, Fairfax County, Gaithersburg City, Greenbelt City, Howard County, Manassas City, MNCPP, and Montgomery County.