

MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

**Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability
Management Leadership Service Review
April 2022**



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**Montgomery County Government
Office of Human Resources
101 Monroe Street, 12th Floor
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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 FY22 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, Office of Human Resources, at 240.777.5025.

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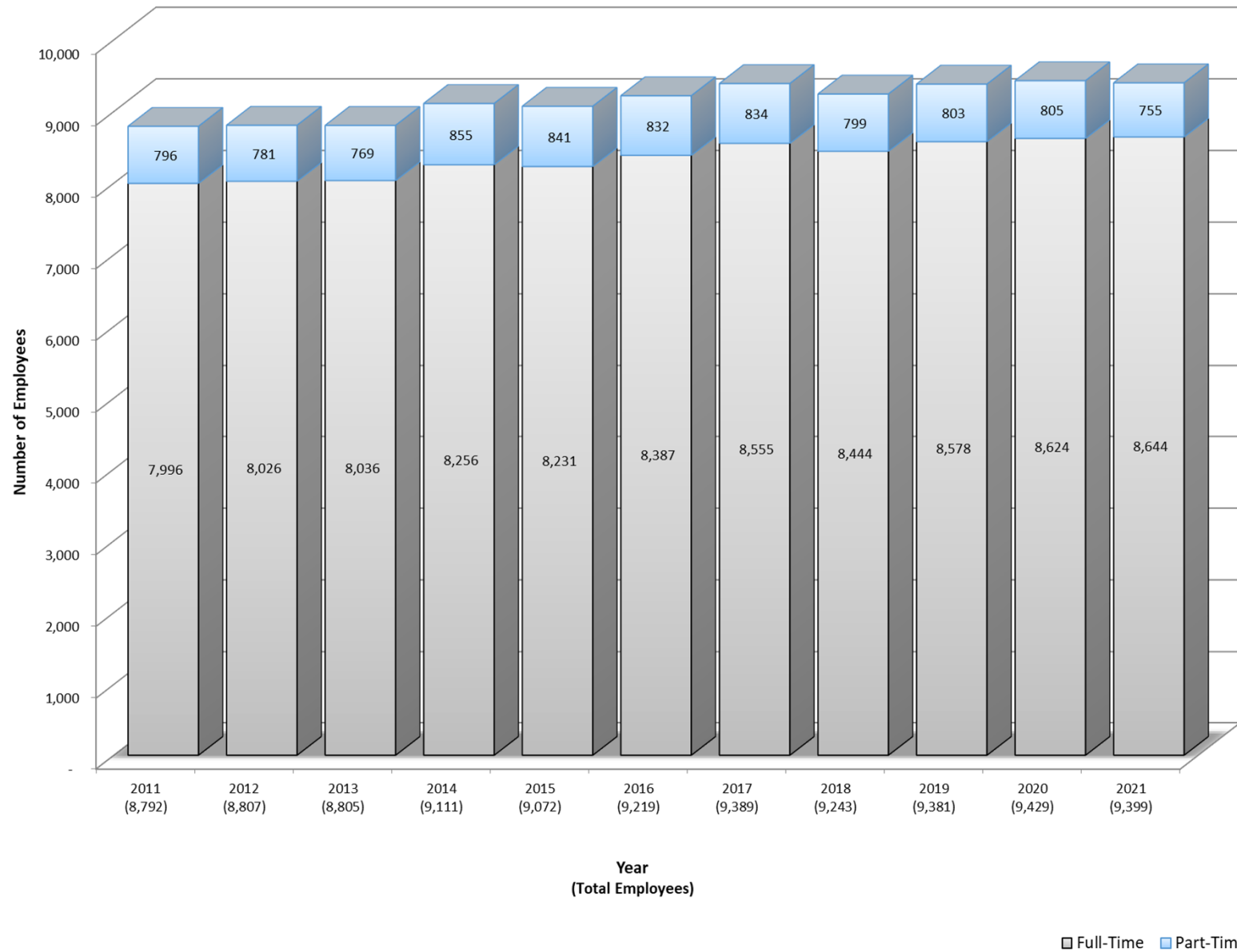
Padmarani Venkatachalam

MERIT SYSTEM EMPLOYMENT PROFILE

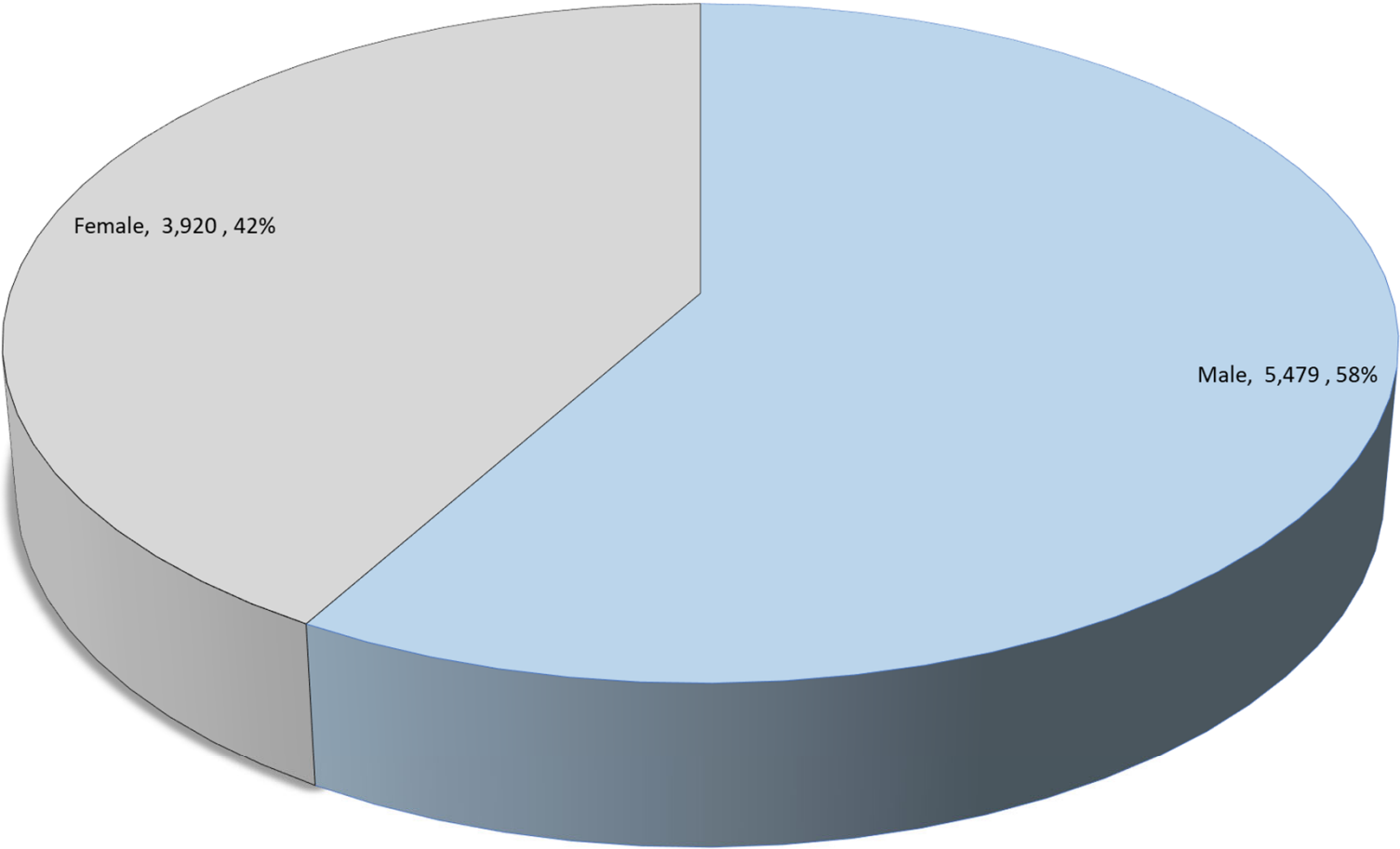
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 4-6; information on pages 4-3 through 4-5 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, 2021.

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2011 through 2021. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY22 Operating Budget and FY20-25 Public Services Program*.

Merit System Permanent Employees 2011 - 2021

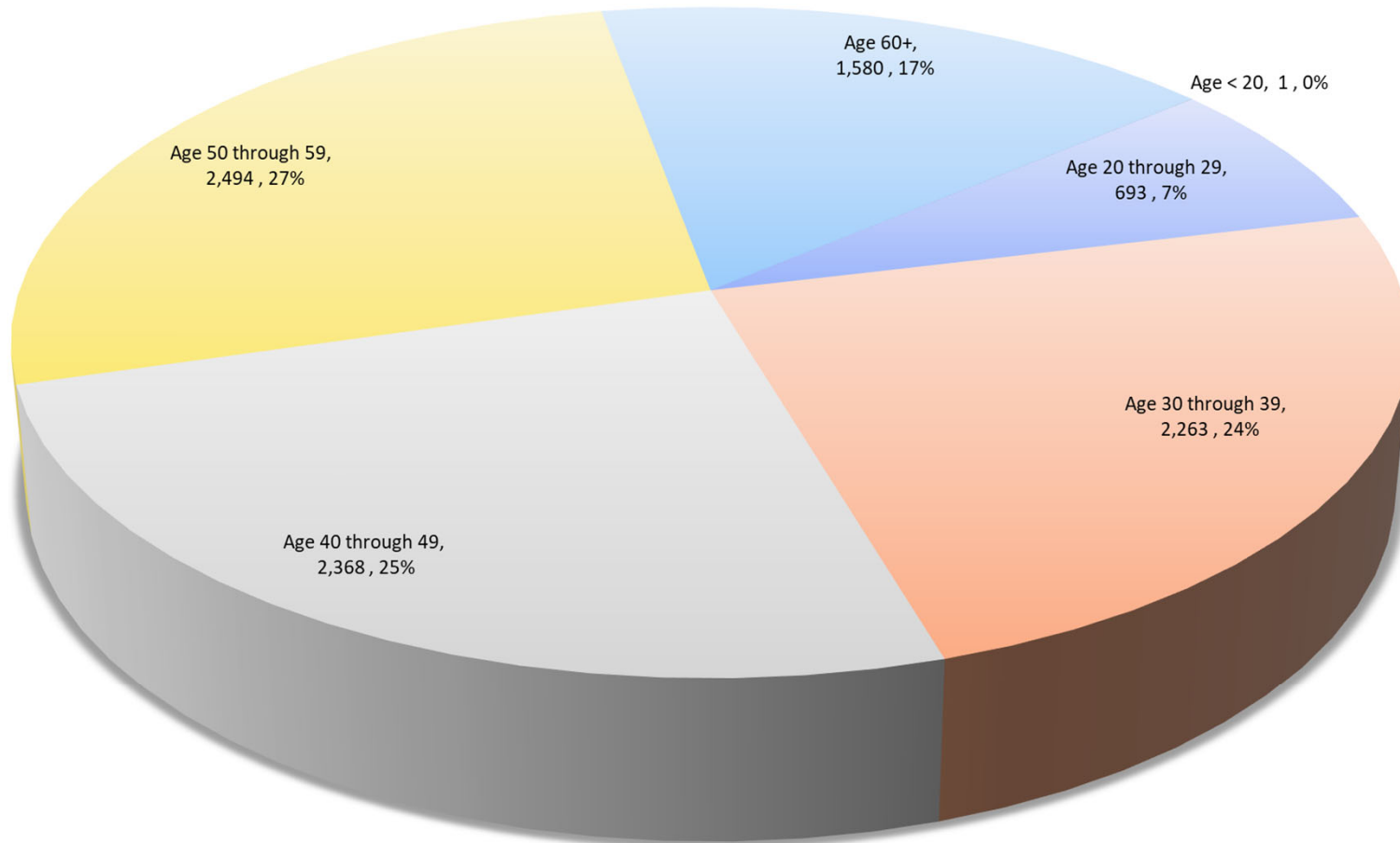


Permanent Employees by Gender - 2021



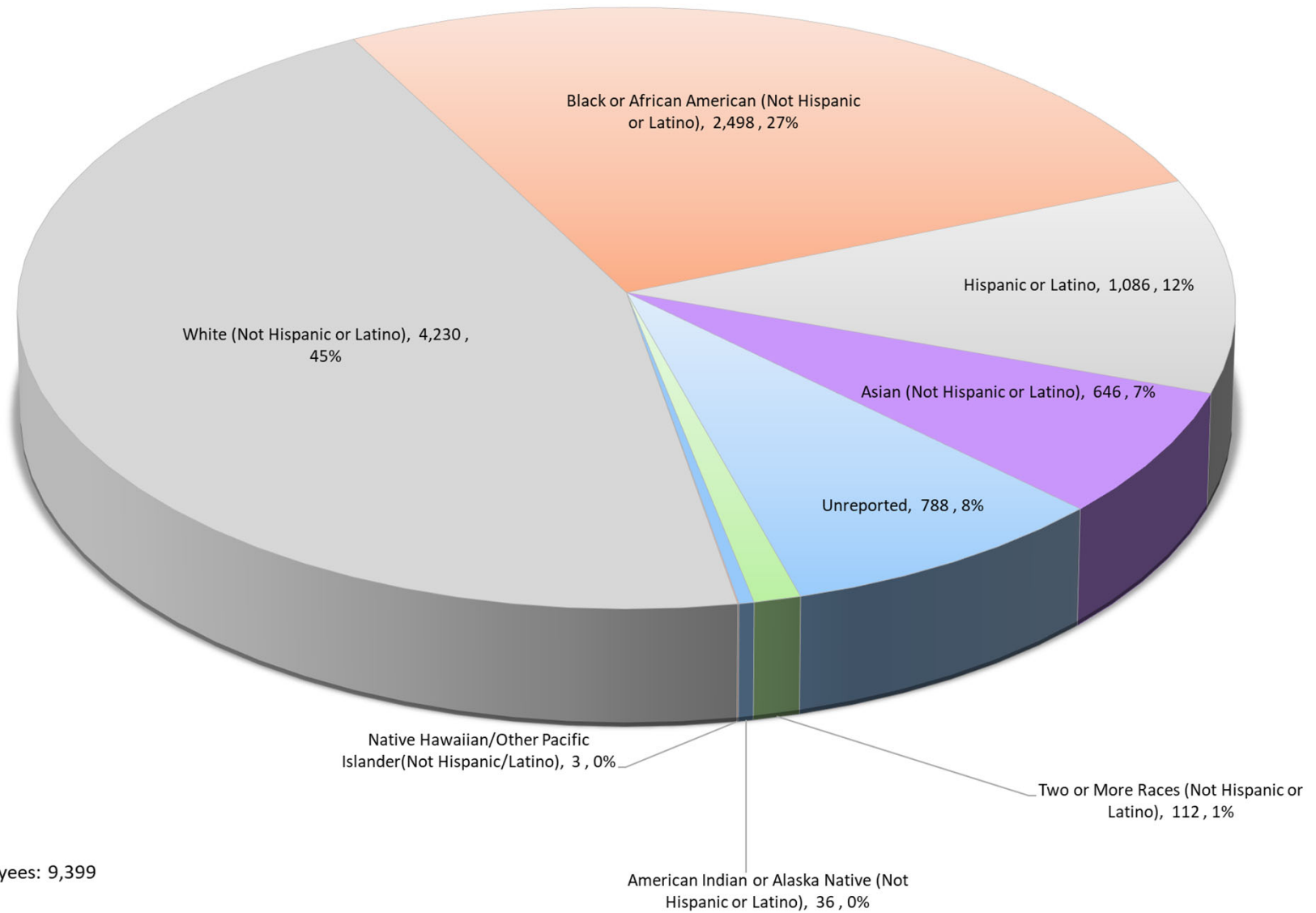
Total Employees: 9,399

Permanent Employees by Age Range - 2021

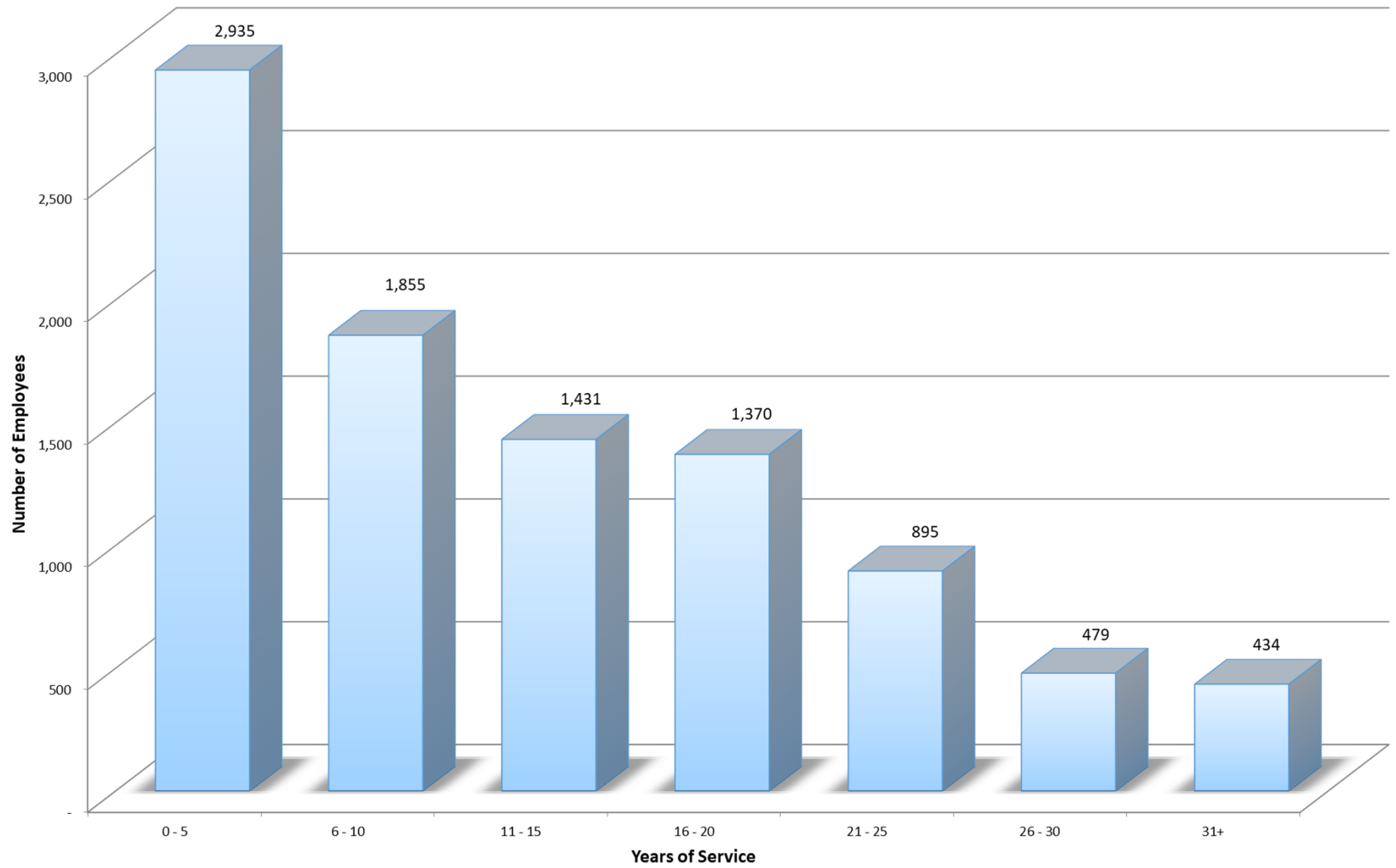


Total Employees: 9,399
Overall Average Age: 47.3

Permanent Employees by Race/Ethnicity - 2021



Permanent Employees by Length of County Service - 2021



Total Employees: 9,399
Overall Average Years of County Service: 12.6

Average Annual Salary¹ - 2021 Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	6	\$43,818
7	2	\$39,406
8	21	\$50,146
9	25	\$48,680
10	48	\$47,084
11	38	\$46,393
12	64	\$48,597
13	184	\$58,277
14	196	\$55,894
15	803	\$57,776
16	410	\$67,727
17	164	\$67,303
18	400	\$72,494
19	261	\$75,264
20	298	\$78,082
21	469	\$84,480
22	141	\$88,659
23	437	\$92,296
24	506	\$95,855
25	388	\$105,277
26	192	\$109,875
27	46	\$107,522
28	153	\$125,485
29	7	\$121,476
30	25	\$132,334
31	4	\$142,669
32	94	\$126,692
33	8	\$144,813
34	9	\$163,574
35	5	\$139,651
36	1	\$152,046
38	3	\$177,996
39	2	\$182,164
40	3	\$171,041

Grade	Number of Employees	Average Annual Salary
A1	155	\$113,922
A2	33	\$138,646
A3	19	\$167,566
B1	122	\$106,133
B2	137	\$128,576
B3	27	\$145,149
B4	13	\$161,273
B6	3	\$183,336
C1	20	\$112,430
C2	4	\$126,729
C3	20	\$48,073
C4	72	\$59,435
C5	129	\$77,700
C6	41	\$94,485
D1	29	\$105,563
D2	12	\$120,623
D3	4	\$143,945
D4	1	\$166,811

Grade	Number of Employees	Average Annual Salary
F1	63	\$50,077
F2	227	\$63,896
F3	431	\$78,949
F4	201	\$98,418
G1	1	\$51,755
G2	12	\$53,744
G3	22	\$61,510
G4	67	\$85,484
M1	24	\$188,246
M2	122	\$162,504
M3	236	\$134,625
MD2	1	\$166,764
MD3	2	\$209,340
MD4	1	\$231,858
P1	18	\$55,595
P2	75	\$56,514
P3	78	\$64,106
P4	739	\$90,426
P5	70	\$102,115

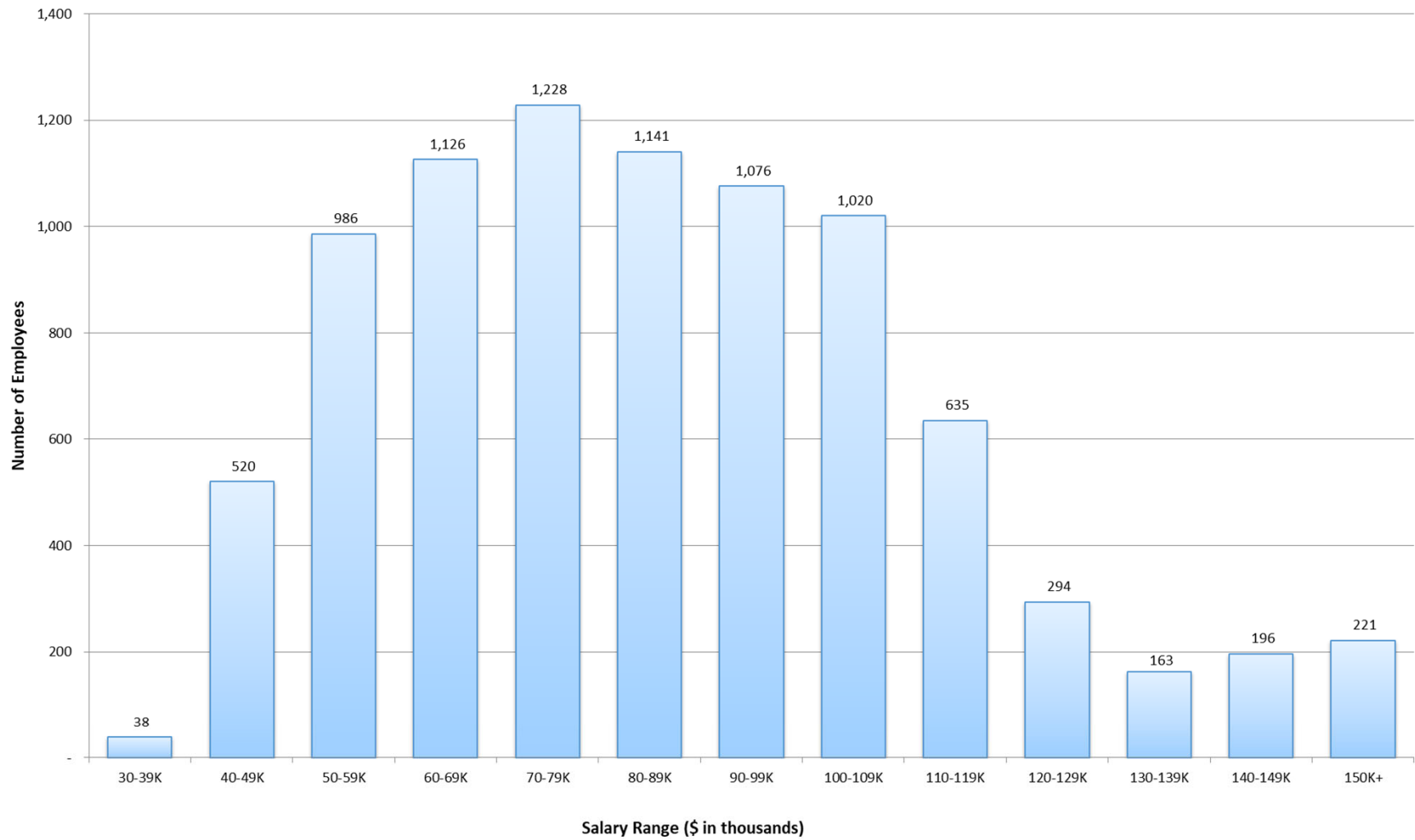
Number of Full-Time Permanent Employees: 8,644

Overall Average Salary, Full-Time Permanent Employees: \$86,440

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

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

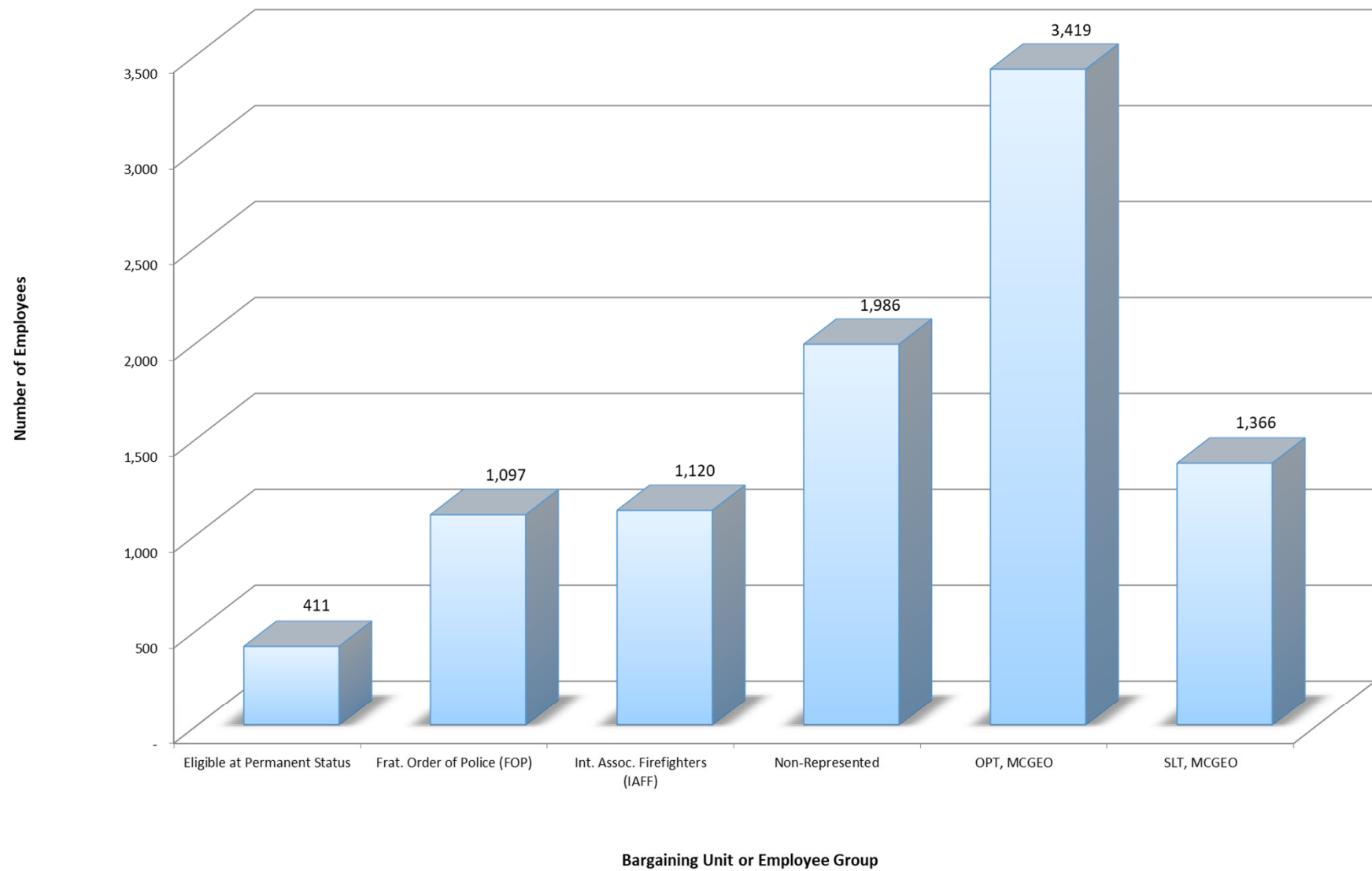
Employee Distribution by Annual Base Salary¹ Full-Time Employees - December 2021



Total Full-Time Employees: 8,644

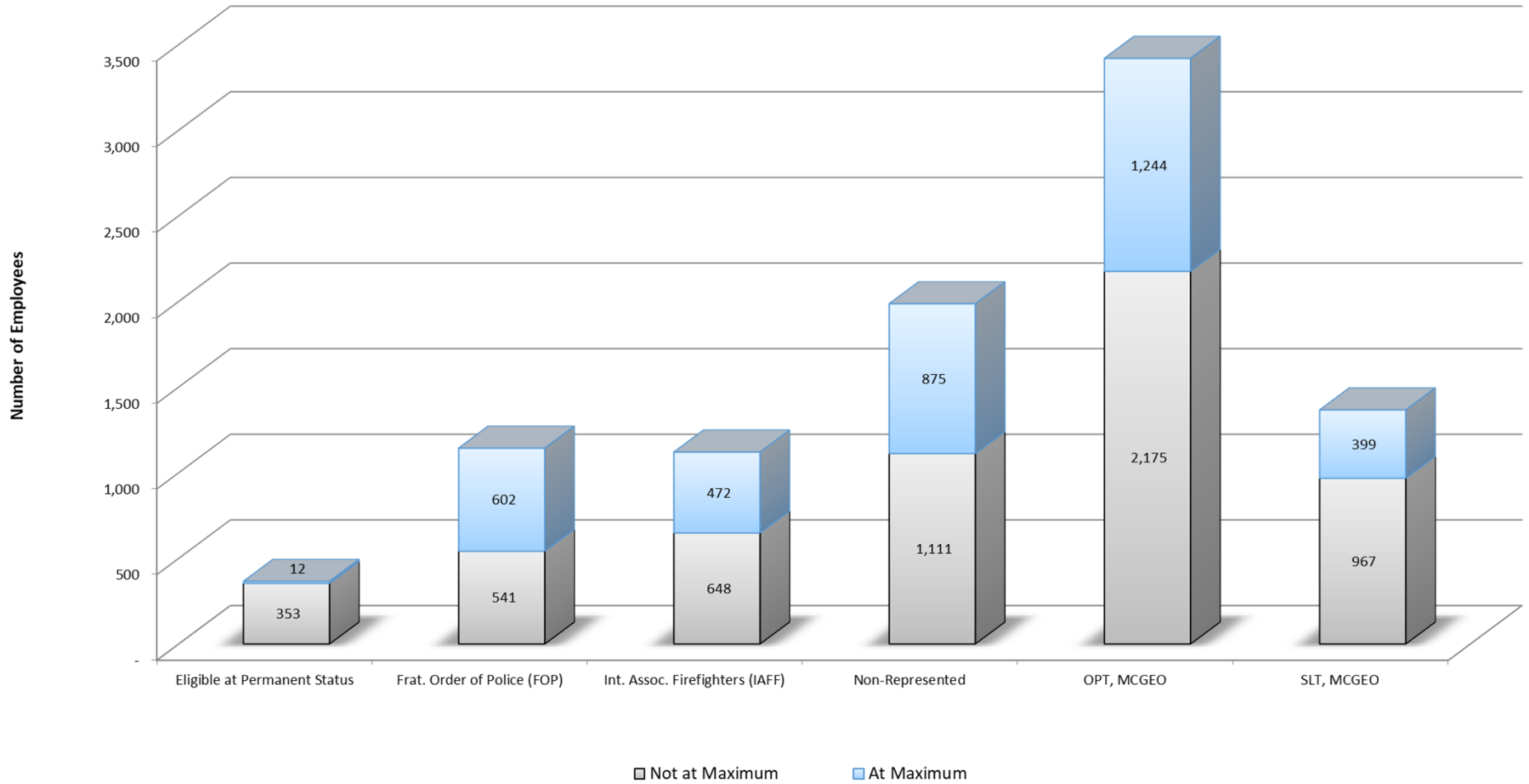
¹ Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2021



Total Employees: 9,399

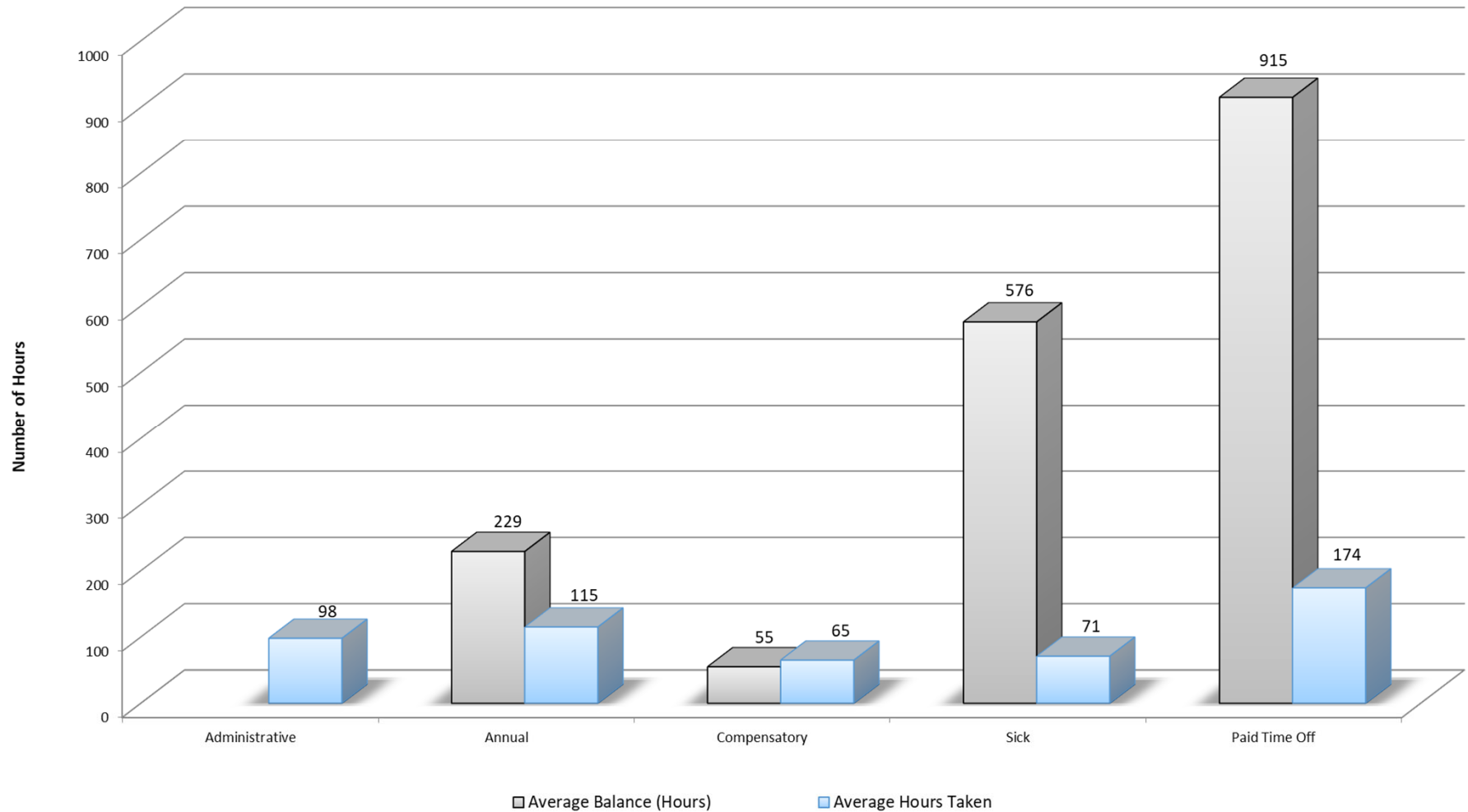
Eligibility for Service Increments Permanent Employees - 2021



Note: Employees not at the maximum salary for their grade are assumed to be eligible for service increments, with the exception of Management Leadership Service employees (non-represented) who are instead eligible for performance-based pay. Overall, 37% of employees are at the maximum salary for their pay grade.

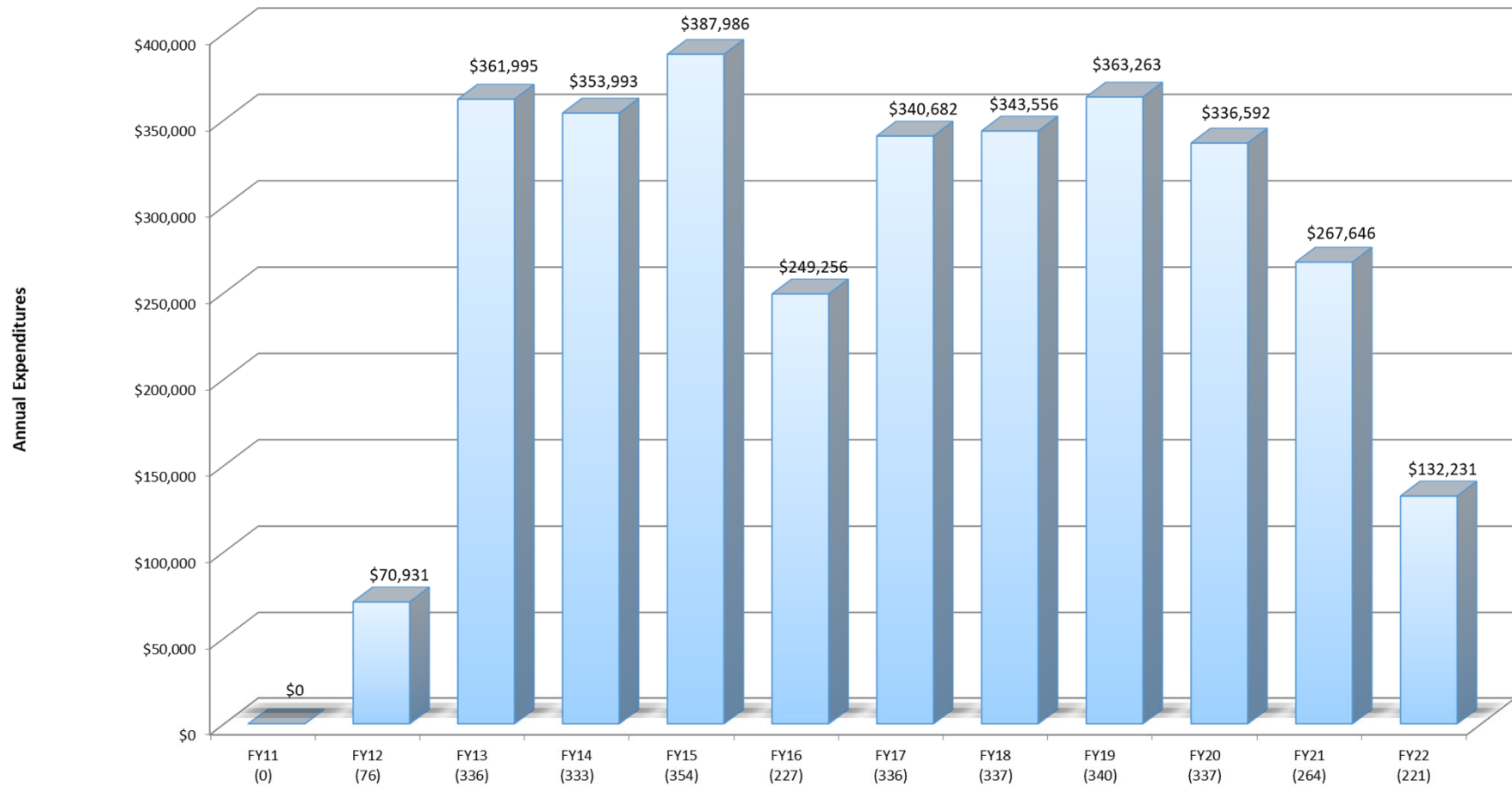
Total Employees: 9,399

Leave Balances and Average Leave Taken Permanent Employees - 2021



Note: Leave balances are as of January 1, 2022, the last 2021 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.

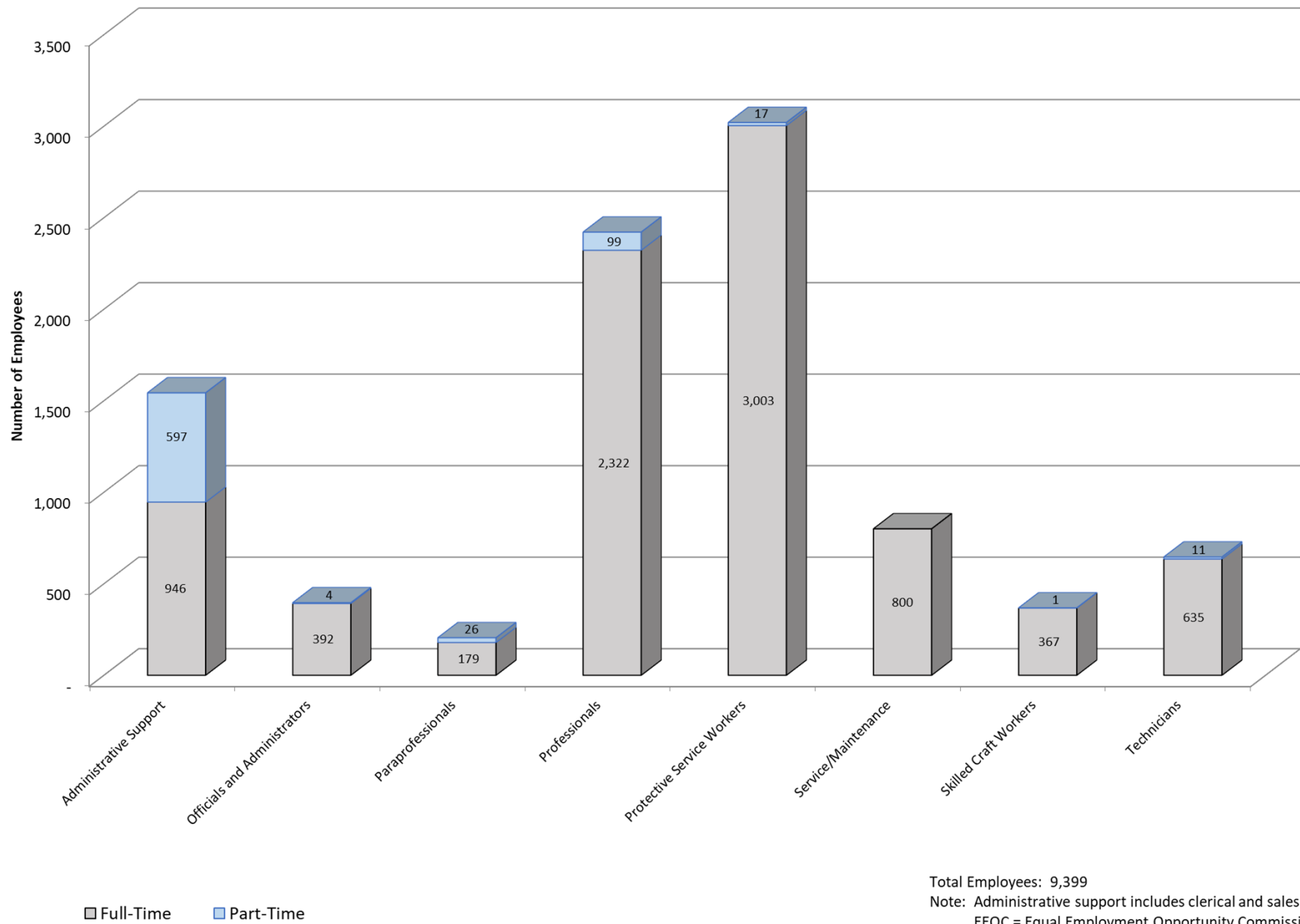
Tuition Assistance Program Expenditures and Participation FY11 - FY22



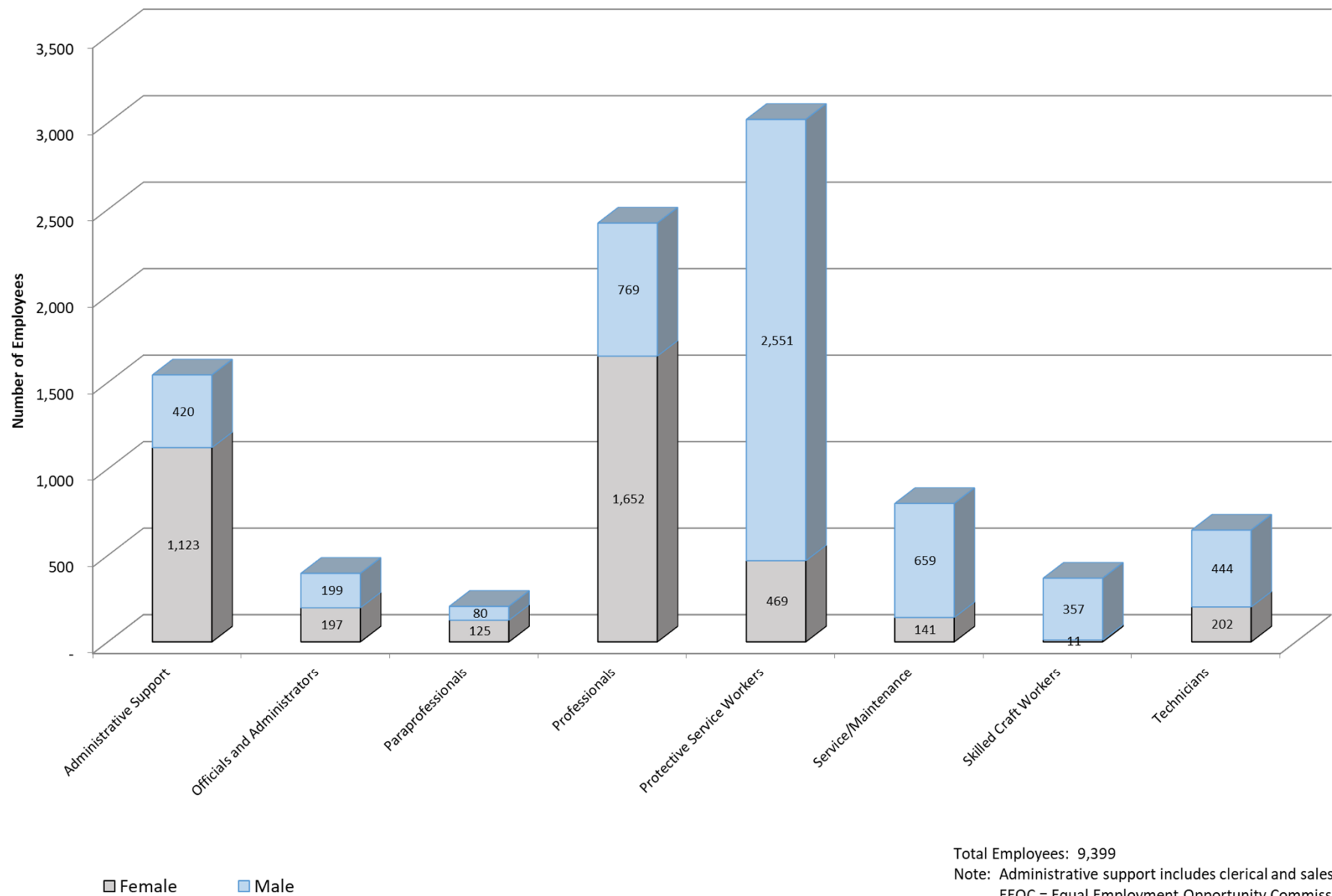
Note: In FY12, the Tuition Assistance Program was open to FOP employees only; after FY12, the program has been open to all employees. In FY16, available funds reduced in the mid-year savings plan. For FY22, the data are as of March 31, 2022.

Fiscal Year
(Number of Participants)

EEOC Employment Category - Permanent Employees - 2021



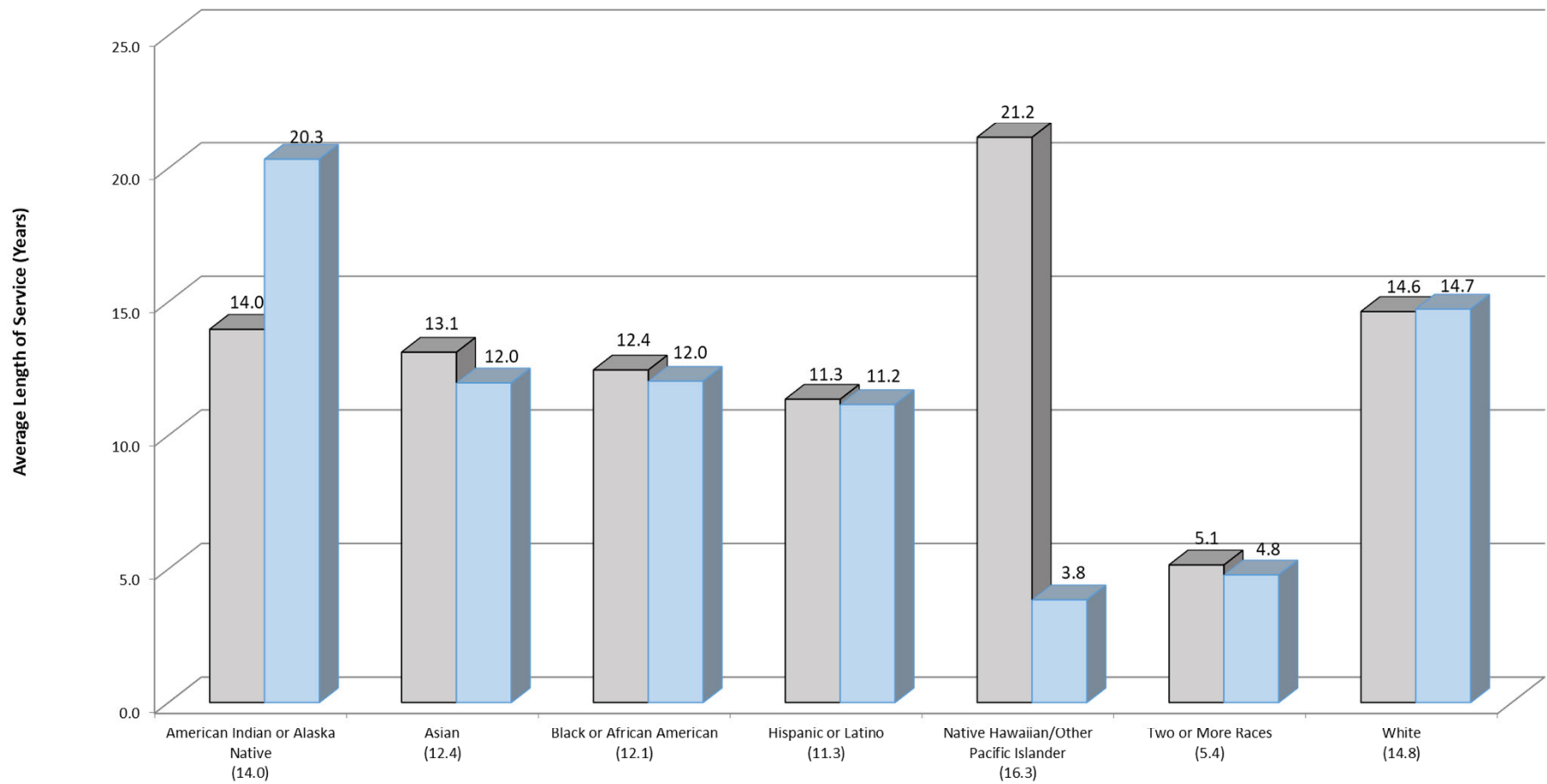
EEOC Employment Category and Gender Permanent Employees - 2021



Total Employees: 9,399

Note: Administrative support includes clerical and sales.
EEOC = Equal Employment Opportunity Commission

Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2021



Total Employees: 9,399

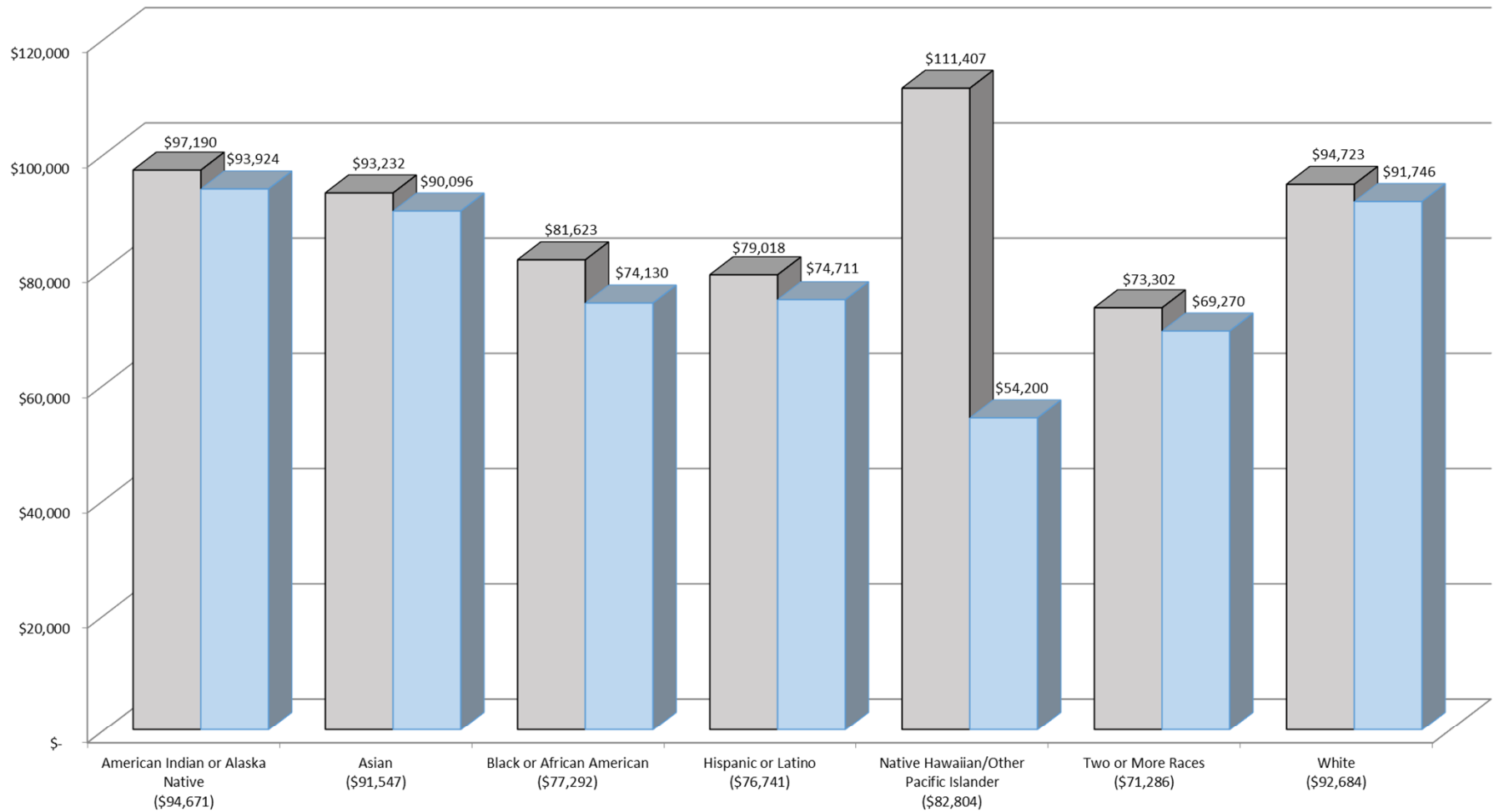
Unreported Race/Ethnicity: 365 females (4.9), 423 males (6.1)

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

Female
(12.4)

Male
(12.8)

Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2021



Total Full-Time Employees: 8,644

Unreported Race/Ethnicity: 322 females (\$76,765), 387 males (\$71,059)

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

■ Female (\$86,481)
■ Male (\$83,799)

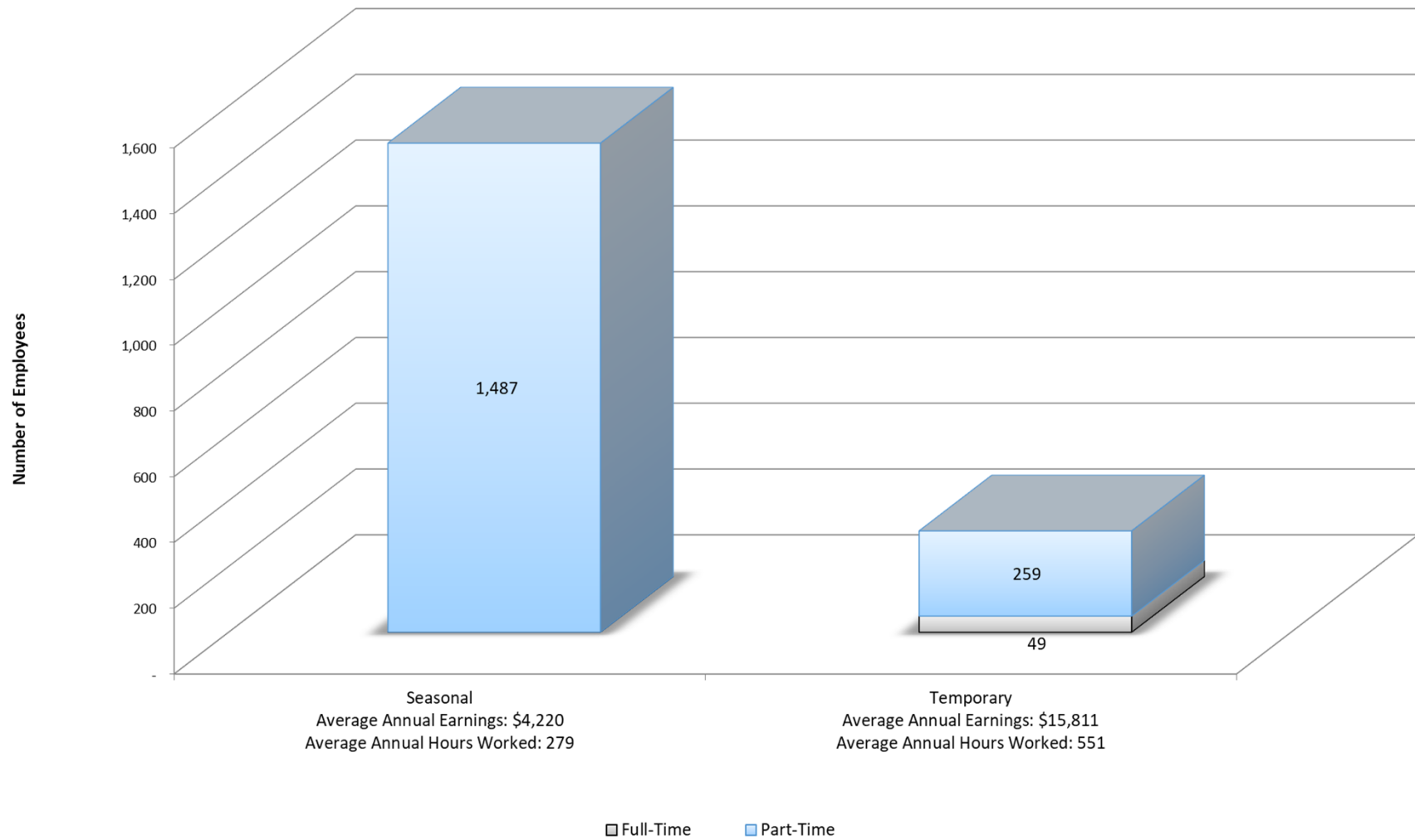
Distribution by Employment Category and Race/Ethnicity

Permanent Employees - 2021

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	269	3.2%
	Officials and Administrators	2	0.0%		Officials and Administrators	28	0.2%
	Paraprofessionals	1	0.0%		Paraprofessionals	23	0.2%
	Professionals	5	0.0%		Professionals	295	3.5%
	Protective Service Workers	19	0.1%		Protective Service Workers	243	2.8%
	Service/Maintenance	3	0.0%		Service/Maintenance	121	1.3%
	Technicians	4	0.0%		Skilled Craft Workers	45	0.5%
	Total	36	0.3%		Technicians	62	0.8%
Asian				Total		1,086	12.5%
	Administrative Support	136	1.1%	Two or More Races	Administrative support	26	0.4%
	Officials and Administrators	33	0.3%		Officials and administrators	1	0.0%
	Paraprofessionals	26	0.2%		Professionals	33	0.6%
	Professionals	242	2.8%		Protective service workers	34	0.6%
	Protective Service Workers	95	1.0%		Service/Maintenance	9	0.2%
	Service/Maintenance	26	0.3%		Skilled craft workers	1	0.0%
	Skilled Craft Workers	24	0.2%		Technicians	8	0.1%
	Technicians	64	0.7%	Total		112	2.0%
Black or African American				White	Administrative support	486	4.4%
	Administrative Support	434	4.6%		Officials and administrators	233	1.7%
	Officials and Administrators	72	0.6%		Paraprofessionals	66	0.5%
	Paraprofessionals	59	0.5%		Professionals	1,011	10.1%
	Professionals	607	6.8%		Protective service workers	1,934	16.8%
	Protective Service Workers	524	5.1%		Service/Maintenance	70	0.6%
	Service/Maintenance	510	6.3%		Skilled craft workers	148	1.1%
	Skilled Craft Workers	122	1.2%		Technicians	282	3.1%
Native Hawaiian/ Other Pacific Islander	Technicians	170	1.9%	Total		4,230	38.4%
				Race/Ethnicity Not Available			
	Administrative support	1	0.0%				
	Service/Maintenance	1	0.0%				
	Technicians	1	0.0%	Total Employees		9,399	100.0%
	Total	3	0.0%				

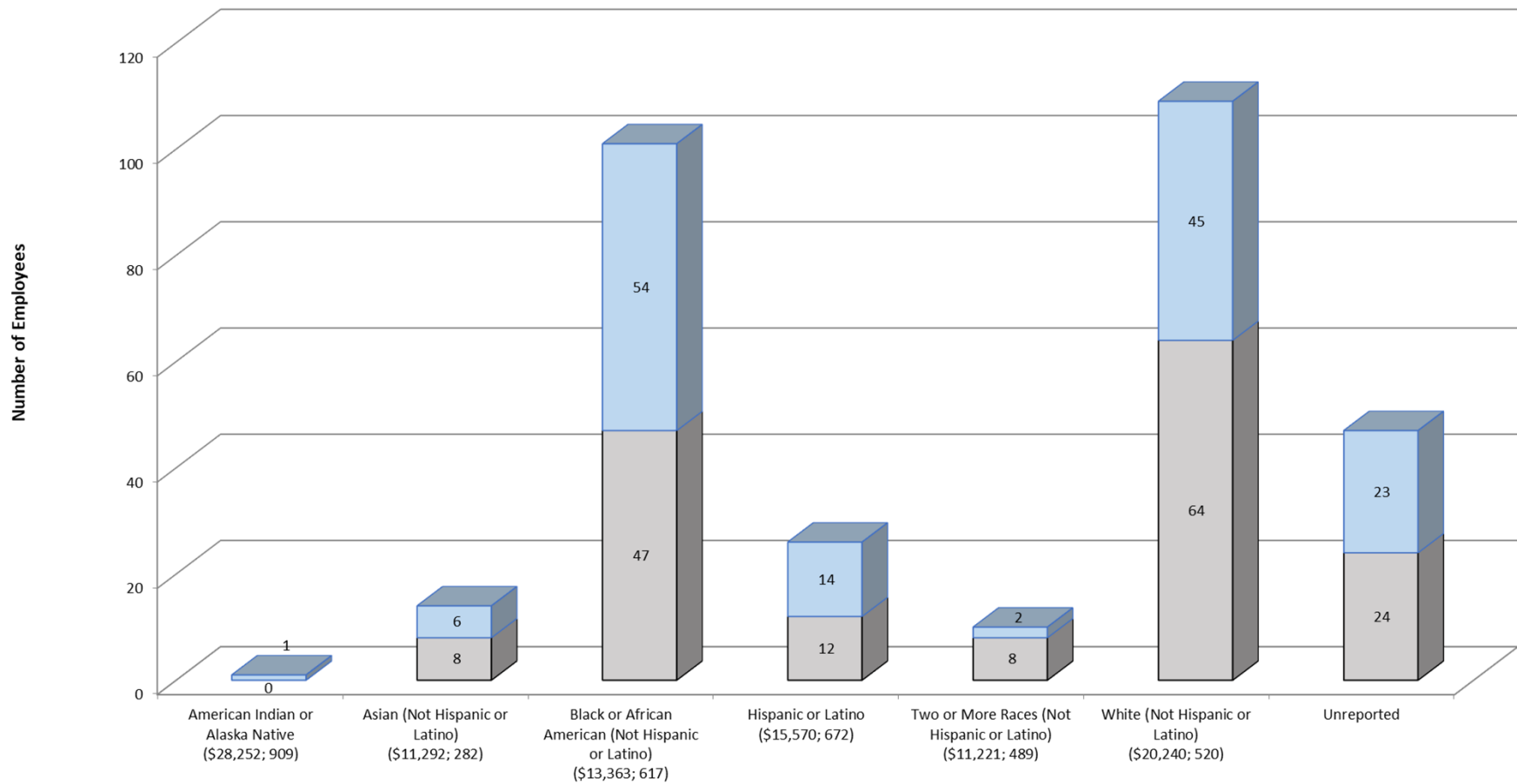
Note: Administrative support includes clerical and sales.

Temporary and Seasonal Employees Full and Part-Time - 2021



Note: Temporary/seasonal employees who were active as of December 31, 2021, but who had no hours or earnings during 2021 are not included here.

Temporary Employees by Gender and Race/Ethnicity - 2021

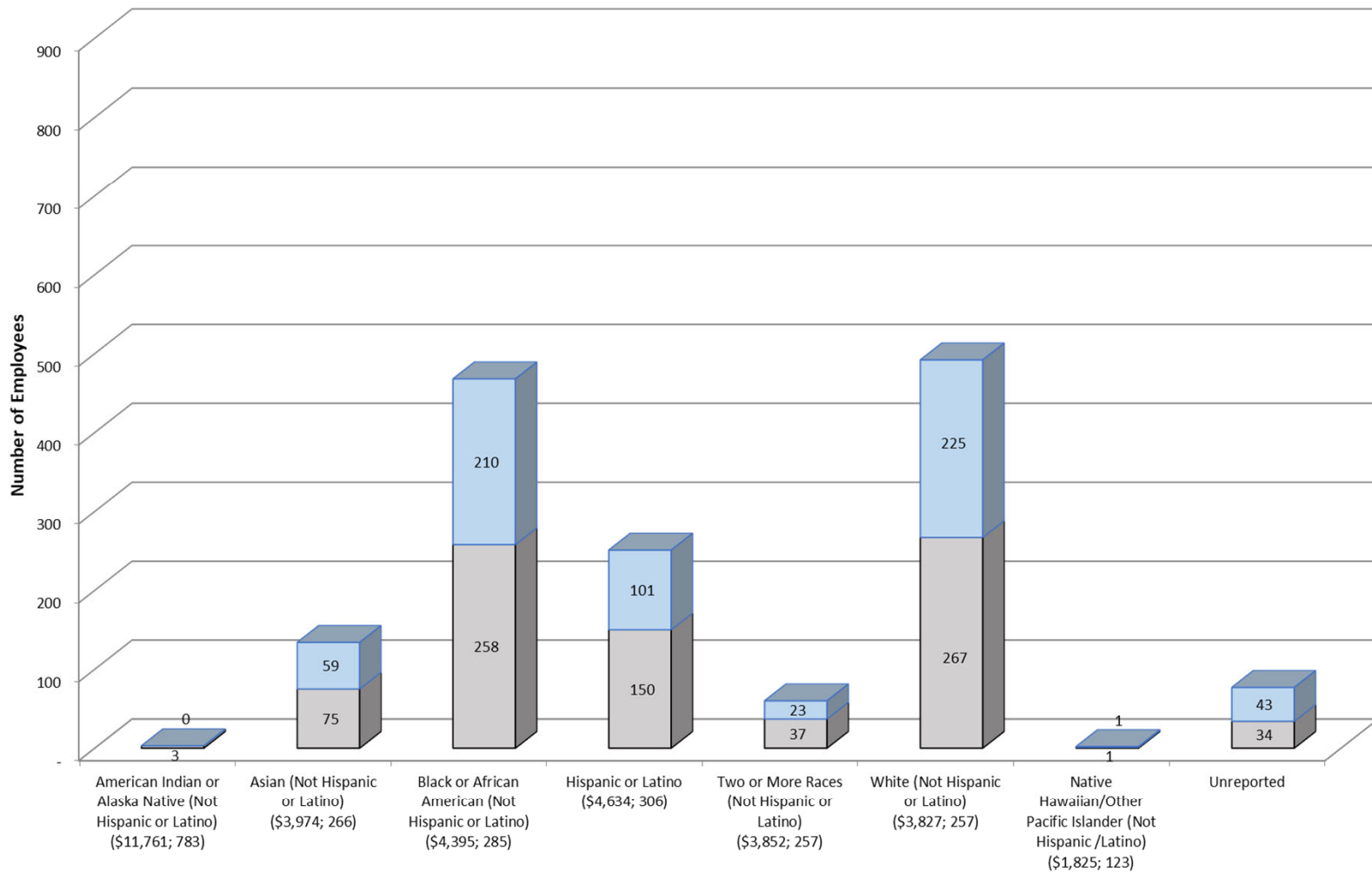


Total Temporary Employees: 308
 Total Unreported: 24 Females, 23 Males

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

Female Male

Seasonal Employees by Gender and Race/Ethnicity - 2021



Total Seasonal Employees: 1,487
 Total Unreported: 34 Females, 43 Males

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

□ Female □ Male

Residences of Montgomery County Employees¹

State County/City	Permanent		Temporary		Total		State County/City	Permanent		Temporary		Total	
	#	%	#	%	#	%		#	%	#	%	#	%
District of Columbia	171	1.8%	28	1.6%	199	1.8%	Virginia	188	2.0%	6	0.33%	194	1.7%
Maryland	8,633	91.9%	1,749	97.4%	10,382	92.7%	Fairfax	56	0.6%	2	0.1%	58	0.5%
Montgomery	5,091	54.2%	1,547	86.2%	6,638	59.3%	Loudoun	32	0.3%	1	0.1%	33	0.3%
Frederick	1,330	14.2%	58	3.2%	1,388	12.4%	Arlington	16	0.2%	1	0.1%	17	0.2%
Prince Georges	740	7.9%	77	4.3%	817	7.3%	Alexandria City	15	0.2%	1	0.1%	16	0.1%
Howard	281	3.0%	26	1.4%	307	2.7%	Prince William	19	0.2%	-	0.0%	19	0.2%
Washington	263	2.8%	4	0.2%	267	2.4%	Other	50	0.5%	1	0.1%	51	0.5%
Carroll	252	2.7%	12	0.7%	264	2.4%	West Virginia	141	1.5%	4	0.2%	145	1.3%
Anne Arundel	225	2.4%	12	0.7%	237	2.1%	Jefferson	52	0.6%	-	0.0%	52	0.5%
Baltimore	139	1.5%	5	0.3%	144	1.3%	Berkeley	83	0.9%	4	0.2%	87	0.8%
Baltimore City	124	1.3%	4	0.2%	128	1.1%	Other	6	0.1%	-	0.0%	6	0.1%
Charles	52	0.6%	2	0.1%	54	0.5%	Other States	26	0.3%	4	0.2%	30	0.3%
Harford	35	0.4%	-	0.0%	35	0.3%							
Calvert	20	0.2%	-	0.0%	20	0.2%	Grand Total	9,399	100.0%	1,795	100.0%	11,194	100.0%
Queen Anne's	33	0.4%	1	0.1%	34	0.3%							
St Mary's	11	0.1%	-	0.0%	11	0.1%							
Other	37	0.4%	1	0.1%	38	0.3%							
Pennsylvania	240	2.6%	4	0.2%	244	2.2%							
Adams	70	0.7%	3	0.2%	73	0.7%							
Franklin	48	0.5%	-	0.0%	48	0.4%							
York	47	0.5%	1	0.1%	48	0.4%							
Lancaster	13	0.1%	-	0.0%	13	0.1%							
Cumberland	14	0.1%	-	0.0%	14	0.1%							
Chester	9	0.1%	-	0.0%	9	0.1%							
Other	39	0.4%	-	0.0%	39	0.3%							

¹ As of December 31, 2021

TURNOVER ANALYSIS

NUMBER OF SEPARATIONS BY REASON FOR SEPARATION CALENDAR YEARS 2011 - 2021

Separation Reason	2011	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	% of 2021
Voluntary	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
No return LOA/LWOP	7	2	2	1	1	3	1	2	0	0	0	0.0%
AWOL	4	5	7	5	2	6	4	5	7	4	9	1.1%
New job	15	23	29	47	40	41	34	51	41	18	35	4.3%
Non-specified personal reasons	81	50	83	95	127	113	130	139	138	127	244	29.9%
Relocation out of area	14	18	21	23	21	11	22	26	19	15	13	1.6%
Family responsibilities	15	11	11	14	10	8	16	16	19	3	16	2.0%
Better compensation	17	8	3	7	2	3	2	0	1	0	2	0.2%
More flexible work schedule	0	0	0	1	0	1	0	1	1	0	1	0.1%
Better working conditions	0	3	3	2	4	1	2	2	2	0	1	0.1%
More opportunity for advancement	1	14	11	5	3	7	6	4	3	0	2	0.2%
Easier commute	4	0	0	8	4	2	5	4	6	4	3	0.4%
Return to School	4	5	4	3	3	3	2	7	2	2	1	0.1%
Quit - no notice	3	3	1	1	3	4	3	2	2	2	2	0.2%
Normal retirement	187	178	197	265	200	188	242	254	269	228	331	40.6%
Early retirement	37	30	18	17	26	11	6	6	0	0	1	0.1%
Sub Total	389	350	390	494	446	402	475	519	510	403	661	81.0%
Involuntary												
Disciplinary	0	7	0	0	0	0	0	0	0	0	0	0.0%
Unsatisfactory performance	7	0	3	12	14	7	3	5	6	4	4	0.5%
Misconduct	11	7	10	11	7	9	18	5	12	8	6	0.7%
Non-disciplinary	5	5	3	0	0	0	0	0	0	0	0	0.0%
Excess absences	0	0	1	0	3	2	3	0	1	1	0	0.0%
Failed probation	4	17	26	31	33	33	27	32	27	29	32	3.9%
Sub Total	27	36	43	54	57	51	51	42	46	42	42	5.1%
Management/Fiscal												
Discontinued service retirement	15	3	0	1	0	1	0	0	0	0	0	0.0%
Reduction-in-force	13	1	1	0	1	3	0	0	0	1	0	0.0%
Lack of funding	0	0	0	0	0	0	0	0	0	0	0	0.0%
Sub Total	28	4	1	1	1	4	0	0	0	1	0	0.0%
Medical/Other												
Unknown/other	76	148	75	83	42	44	55	81	50	38	63	7.7%
Service-connected disability ret.	33	32	26	17	12	11	7	25	13	10	16	2.0%
Non-service connected disability ret.	9	9	13	5	5	6	4	3	12	3	2	0.2%
Other medical	11	3	13	13	13	8	12	18	16	6	16	2.0%
Death	8	12	7	8	12	15	17	10	14	15	16	2.0%
Sub Total	137	204	134	126	84	84	95	137	105	72	113	13.8%
Total Separations	581	594	568	675	588	541	621	698	661	518	816	
Total Employees	8,671	8,792	8,809	8,805	9,111	9,072	9,219	9,389	9,243	9,429	9,399	
Turnover Rate	6.70%	6.76%	6.45%	7.67%	6.45%	5.96%	6.74%	7.43%	7.15%	5.49%	8.68%	

Turnover - Separations by Employment Category

Permanent Employees - 2021

Employment Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
Officials and Administrators	396	4.2%	47	5.8%	11.87%
Professionals	2,421	25.8%	226	27.7%	9.33%
Technicians	646	6.9%	79	9.7%	12.23%
Protective Services	3,020	32.1%	229	28.1%	7.58%
Paraprofessionals	205	2.2%	14	1.7%	6.83%
Administrative Support	1,543	16.4%	88	10.8%	5.70%
Skilled Craft	368	3.9%	39	4.8%	10.60%
Service/Maintenance	800	8.5%	94	11.5%	11.75%
	<u>9,399</u>	<u>100.0%</u>	<u>816</u>	<u>100.0%</u>	<u>8.68%</u>

Turnover - Separations by Race/Ethnicity Permanent Employees - 2021

EEO Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
White	4,230	45.0%	383	46.9%	9.05%
Black or African American	2,498	26.6%	233	28.6%	9.33%
Hispanic or Latino	1,086	11.6%	72	8.8%	6.63%
Asian	646	6.9%	53	6.5%	8.20%
Two or More Races	112	1.2%	15	1.8%	13.39%
American Indian or Alaska Native	36	0.4%	8	1.0%	22.22%
Native Hawaiian/Other Pacific Islander	3	0.0%	3	0.4%	100.00%
Race/Ethnicity Unreported	788	8.4%	49	6.0%	6.22%
	<u>9,399</u>	<u>100.0%</u>	<u>816</u>	<u>100.0%</u>	<u>8.68%</u>

WAGE AND SALARY COMPARABILITY

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

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	CPI-U Change ⁽⁵⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY19-FY22 Compounded Change ⁽²⁾ :			<u>21.48%</u>	<u>10.31%</u>	<u>11.17%</u>	
2021 (FY22)	\$1,684	3.50%	--	5.80%	--	11-20 - 11-21
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
FY15-FY18 Compounded Change ⁽²⁾ :			<u>24.50%</u>	<u>4.57%</u>	<u>19.93%</u>	
2017 (FY18)	2.00%	3.50%	--	1.50%	--	11-16 - 11-17
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
FY11-FY14 Compounded Change:			<u>6.86%</u>	<u>8.98%</u>	<u>-2.11%</u>	
2013 (FY14)	3.25%	3.50%	--	1.70%	--	11-12 - 11-13
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
FY07-FY10 Compounded Change ⁽⁶⁾ :			<u>29.74%</u>	<u>12.20%</u>	<u>17.54%</u>	
FY03-FY06 Compounded Change ⁽⁷⁾ :			<u>28.06%</u>	<u>13.09%</u>	<u>14.97%</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; FY22 GWA was effective June 19, 2022.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 77% (7,203 of 9,399) of permanent employees were not at maximum of grade as of 12/31/21.

(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 is not included in the percentage.

(5) November 2017 through 2021: CPI-U change, Washington-Arlington-Alexandria, DC-VA-MD-WV; November 2016 and before: CPI-U change, Washington-Baltimore, DC-MD-VA-WV.

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

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

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

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	CPI -U Change ⁽⁵⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY19-FY22 Compounded Change ⁽²⁾ :			<u>5.86%</u>	<u>10.31%</u>	<u>-4.45%</u>	
2021 (FY22)	\$1,684	0.00%	--	5.80%	--	11-20 - 11-21
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
FY15-FY18 Compounded Change ⁽²⁾ :			<u>8.50%</u>	<u>4.57%</u>	<u>3.92%</u>	
2017 (FY18)	2.00%	0.00%	--	1.50%	--	11-16 - 11-17
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
FY11-FY14 Compounded Change:			<u>3.25%</u>	<u>8.98%</u>	<u>-5.73%</u>	
2013 (FY14)	3.25%	0.00%	--	1.70%	--	11-12 - 11-13
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
FY07-FY10 Compounded Change ⁽⁶⁾ :			<u>13.06%</u>	<u>12.20%</u>	<u>0.86%</u>	
FY03-FY06 Compounded Change ⁽⁷⁾ :			<u>11.60%</u>	<u>13.09%</u>	<u>-1.49%</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.
FY22 GWA was effective June 19, 2022.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 77% (7,203 of 9,399) of permanent employees were not at maximum of grade as of 12/31/21.

(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 is not included in the percentage.

(5) 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.

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

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

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

vs.

PRIVATE SECTOR

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	Private Sector Change ⁽⁵⁾	Difference MCG vs. Private Sector
FY19-FY22 Compounded Change ⁽²⁾ :			<u>21.48%</u>	<u>12.77%</u>	<u>8.71%</u>
2021 (FY22)	\$1,684	3.50%	--	3.00%	--
2020 (FY21)	1.50%	3.50%	--	2.90%	--
2019 (FY20)	2.25%	3.50%	--	3.20%	--
2018 (FY19)	2.00%	3.50%	--	3.10%	--
FY15-FY18 Compounded Change ⁽²⁾ :			<u>24.50%</u>	<u>12.66%</u>	<u>11.84%</u>
2017 (FY18)	2.00%	3.50%	--	3.10%	--
2016 (FY17)	1.00%	3.50%	--	3.00%	--
2015 (FY16)	2.00%	3.50%	--	3.00%	--
2014 (FY15)	3.25%	3.50%	--	3.00%	--
FY11-FY14 Compounded Change:			<u>6.86%</u>	<u>11.45%</u>	<u>-4.59%</u>
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change ⁽⁶⁾ :			<u>29.74%</u>	<u>14.22%</u>	<u>15.52%</u>
FY03-FY06 Compounded Change ⁽⁷⁾ :			<u>28.06%</u>	<u>15.03%</u>	<u>13.03%</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; FY22 GWA was effective June 19, 2022.

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(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 is not included in the percentage.

(5) World at Work 2021-2022 Salary Budget Survey (top-level results). Salary budget increases (zeros included) for all categories of private sector employees in the U.S.

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

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

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

**vs.
PRIVATE SECTOR**

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	Private Sector Change ⁽⁵⁾	Difference MCG vs. Private Sector
FY19-FY22 Compounded Change ⁽²⁾ :			<u>5.86%</u>	<u>12.77%</u>	<u>-6.91%</u>
2021 (FY22)	\$1,684	0.00%	--	3.00%	--
2020 (FY21)	1.50%	0.00%	--	2.90%	--
2019 (FY20)	2.25%	0.00%	--	3.20%	--
2018 (FY19)	2.00%	0.00%	--	3.10%	--
FY15-FY18 Compounded Change ⁽²⁾ :			<u>8.50%</u>	<u>12.66%</u>	<u>-4.16%</u>
2017 (FY18)	2.00%	0.00%	--	3.10%	--
2016 (FY17)	1.00%	0.00%	--	3.00%	--
2015 (FY16)	2.00%	0.00%	--	3.00%	--
2014 (FY15)	3.25%	0.00%	--	3.00%	--
FY11-FY14 Compounded Change:			<u>3.25%</u>	<u>11.45%</u>	<u>-8.20%</u>
2013 (FY14)	3.25%	0.00%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change ⁽⁶⁾ :			<u>13.06%</u>	<u>14.22%</u>	<u>-1.16%</u>
FY03-FY06 Compounded Change ⁽⁷⁾ :			<u>11.60%</u>	<u>15.03%</u>	<u>-3.43%</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; FY22 GWA was effective June 19, 2022.

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

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

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

Bargaining Unit		<u>At Maximum</u>	<u>Not at Maximum</u>	<u>Total</u>

Police Bargaining Unit (FOP)	Number	602	541	1,143
	Percent	52.7%	47.3%	100%
Fire Bargaining Unit (IAFF)	Number	472	648	1,120
	Percent	42.1%	57.9%	100%
MCGEO, UFCW Local 1994	Number	1,643	3,142	4,785
	Percent	34.3%	65.7%	100%
Eligible at Permanent Status (Local 1994 and IAFF)	Number	8	259	267
	Percent	3.0%	97.0%	100%

Total Represented	Number	2,725	4,590	7,315
	Percent	37.3%	62.7%	100%

Total Non-Represented⁽²⁾	Number	879	1,205	2,084
	Percent	42.2%	57.8%	100%

ALL EMPLOYEES	Number	3,604	5,795	9,399
	Percent	38.3%	61.7%	100%

(1) As of December 31, 2021.

(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 2022 ⁽²⁾			MONTGOMERY COUNTY GOVERNMENT January 2022					
<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	\$74,950	\$97,430	21	469	\$55,771	\$92,211	-34.4%	-5.7%
GS-12	\$89,834	\$116,788	23	437	\$61,189	\$101,350	-46.8%	-15.2%
			24	506	\$64,102	\$106,250	-40.1%	-9.9%
			25	388	\$67,156	\$111,407	-33.8%	-4.8%
GS-13	\$106,823	\$138,868	24	506	\$64,102	\$106,250	-66.6%	-30.7%
			25	388	\$67,156	\$111,407	-59.1%	-24.6%
			26	192	\$70,377	\$116,825	-51.8%	-18.9%
			27	46	\$73,726	\$122,514	-44.9%	-13.3%
			M3	236	\$80,384	\$146,923	-32.9%	5.5%
GS-14	\$126,233	\$164,102	28	153	\$77,035	\$128,483	-63.9%	-27.7%
			29	7	\$80,510	\$134,750	-56.8%	-21.8%
			31	4	\$87,999	\$148,248	-43.4%	-10.7%
			M2	122	\$93,567	\$169,856	-34.9%	3.4%
GS-15	\$148,484	\$176,300	M2	122	\$93,567	\$169,856	-58.7%	-3.8%
			M1	24	\$107,000	\$190,042	-38.8%	7.2%

(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/22Tables/html/DCB.aspx>

(2) Federal government employees received a general schedule increase of 2.2% in January 2022; with the locality payment of 31.53%, The total increase was 3.02%.

**WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2021 COMPENSATION SURVEY REPORT
AND MCG FY21 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	\$40,893				\$66,446			
Computer Operator II	16	IT Technician II	\$44,421	\$51,570	16.1%	-13.9%	\$72,930	\$88,680	21.6%	-17.8%
Applications Analyst/Developer II	26	IT Specialist III	\$70,377	\$68,500	-2.7%	2.7%	\$116,825	\$121,810	4.3%	-4.1%
Applications Analyst/Developer III	28	Senior IT Specialist	\$77,035	\$81,100	5.3%	-5.0%	\$128,483	\$141,740	10.3%	-9.4%
Systems Programmer III	28	Senior IT Specialist	\$77,035	\$80,590	4.6%	-4.4%	\$128,483	\$144,190	12.2%	-10.9%
IT/Helpdesk Support Analyst I	20	IT Specialist I	\$53,246	\$54,290	2.0%	-1.9%	\$87,969	\$92,740	5.4%	-5.1%
Accounting Clerk I	13	Principal Administrative Aide	\$39,261	\$40,830	4.0%	-3.8%	\$63,425	\$69,440	9.5%	-8.7%
Accounting Clerk II	16	Office Services Coordinator	\$44,421	\$43,350	-2.4%	2.5%	\$72,930	\$72,880	-0.1%	0.1%
Accounting Clerk III	16	Fiscal Assistant	\$44,421	\$43,790	-1.4%	1.4%	\$72,930	\$74,030	1.5%	-1.5%
Payroll Clerk I	16	Office Services Coordinator	\$44,421	\$43,960	-1.0%	1.0%	\$72,930	\$76,150	4.4%	-4.2%
Accountant I	18	Accountant/Auditor I	\$48,566	\$49,570	2.1%	-2.0%	\$80,086	\$80,970	1.1%	-1.1%
Accountant III	23	Accountant/Auditor III	\$61,189	\$67,400	10.2%	-9.2%	\$101,350	\$110,720	9.2%	-8.5%
Budget Analyst II	22	Mgmt. & Budget Spec. II	\$58,409	\$56,980	-2.4%	2.5%	\$96,665	\$98,160	1.5%	-1.5%
Budget Analyst III	25	Mgt and Budget Specialist III	\$67,156	\$74,460	10.9%	-9.8%	\$111,407	\$123,220	10.6%	-9.6%
Buyer II	23	Procurement Specialist II	\$61,189	\$57,500	-6.0%	6.4%	\$101,350	\$93,630	-7.6%	8.2%
Employee Relations (EEO) Representative II	25	Human Resources Specialist III	\$67,156	\$60,040	-10.6%	11.9%	\$111,407	\$111,980	0.5%	-0.5%
Recruiting (Employment) Manager	M3	Manager III	\$80,384	\$92,450	15.0%	-13.1%	\$146,923	\$156,900	6.8%	-6.4%
Librarian/Information Center Specialist II	21	Librarian I	\$55,771	\$50,240	-9.9%	11.0%	\$92,211	\$101,300	9.9%	-9.0%
Janitor/Custodian I	8	Building Services Worker II	\$32,488	\$33,830	4.1%	-4.0%	\$50,426	\$51,470	2.1%	-2.0%
Call Center Representative I	13	Customer Service Rep I	\$39,261	\$34,240	-12.8%	14.7%	\$63,425	\$43,320	-31.7%	46.4%
Call Center Supervisor	23	Program Manager I	\$61,189	\$61,520	0.5%	-0.5%	\$101,350	\$100,270	-1.1%	1.1%
Security Guard I (Unarmed)	15	Security Officer I	\$42,601	\$34,170	-19.8%	24.7%	\$69,604	\$55,340	-20.5%	25.8%
Security Guard Supervisor	23	Security Officer IV (Lt.)	\$61,189	\$70,950	16.0%	-13.8%	\$101,350	\$103,120	1.7%	-1.7%
Administrative Assistant I	12	Administrative Aide	\$37,707	\$36,820	-2.4%	2.4%	\$60,555	\$61,570	1.7%	-1.6%
Administrative Assistant II	13	Principal Administrative Aide	\$39,261	\$41,040	4.5%	-4.3%	\$63,425	\$68,990	8.8%	-8.1%
Administrative Assistant III	16	Office Services Coordinator	\$44,421	\$44,740	0.7%	-0.7%	\$72,930	\$73,780	1.2%	-1.2%
Executive Assistant III	18	Senior Executive Admin. Aide	\$48,566	\$53,480	10.1%	-9.2%	\$80,086	\$92,310	15.3%	-13.2%
Executive Assistant to CEO III	20	Executive Admin. Aide to CAO	\$53,246	\$65,020	22.1%	-18.1%	\$87,969	\$105,230	19.6%	-16.4%
Office Manager	21	Administrative Specialist II	\$55,771	\$58,790	5.4%	-5.1%	\$92,211	\$96,910	5.1%	-4.8%
Public Relations Specialist III	25	Public Information Officer II	\$67,156	\$76,190	13.5%	-11.9%	\$111,407	\$120,000	7.7%	-7.2%
Graphics Designer II	19	Graphic Artist	\$50,855	\$59,220	16.4%	-14.1%	\$83,931	\$96,720	15.2%	-13.2%
Legal Secretary II	16	Legal Secretary II	\$44,421	\$55,750	25.5%	-20.3%	\$72,930	\$88,920	21.9%	-18.0%
Legal Assistant/Paralegal II	23	Paralegal Specialist	\$61,189	\$53,080	-13.3%	15.3%	\$101,350	\$109,270	7.8%	-7.2%
In House Attorney II	27	Assistant County Attorney II	\$73,726	\$89,330	21.2%	-17.5%	\$122,514	\$152,990	24.9%	-19.9%
In House Attorney III	32	Assistant County Attorney III	\$92,020	\$116,660	26.8%	-21.1%	\$152,785	\$193,500	26.6%	-21.0%
Social Worker (MSW/LCSW) - II	24	Social Worker III	\$64,102	\$60,400	-5.8%	6.1%	\$106,250	\$101,980	-4.0%	4.2%
Staff Nurse (RN) II	24	Community Health Nurse II	\$64,102	\$62,790	-2.0%	2.1%	\$106,250	\$97,690	-8.1%	8.8%
Nurse Practitioner III	26	Nurse Practitioner	\$70,377	\$84,950	20.7%	-17.2%	\$116,825	\$140,870	20.6%	-17.1%
Marketing Analyst II	21	Transit Marketing Specialist	\$55,771	\$60,800	9.0%	-8.3%	\$92,211	\$99,350	7.7%	-7.2%
Vehicle Mechanic II	19	Mechanic Technician II	\$50,855	\$51,070	0.4%	-0.4%	\$83,931	\$80,320	-4.3%	4.5%
Plumber II	17	Plumber I	\$46,436	\$51,490	10.9%	-9.8%	\$76,419	\$78,850	3.2%	-3.1%

Avg % Change FY21: 4.63%

5.57%

Avg % Difference FY21: -3.37%

-4.05%

NOTES:

- 2021 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 572 job titles from 228 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.

**FY22 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

													% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Montgomery County Title	MCG Grade	Alex City	Arlington Co	Balt City	Fairfax Co	Frederick Co	Howard Co	Loudon Co	MNCPPC	PG Co	Median	MCG		
Accountant/Auditor III	23	56.8	66.0	65.0	60.3	55.2	63.9	57.1	56.8	57.6	57.6	62.9	-8.3%	9.1%
Building Services Worker II	8	31.7	33.7584		28.7	32.1			33.8	28.2	31.9	34.2	-6.5%	7.0%
Carpenter I	17		50.4	35.8	45.4	34.4	43.1		42.1	33.7	42.1	48.1	-12.4%	14.2%
Community Health Nurse II	24	59.7	73.6		60.3	55.3		55.7		42.7	57.7	65.8	-12.3%	14.0%
Correctional Supervisor - Sergeant	C6		63.6		61.6	56.4	58.8	65.0		52.8	60.2	63.0	-4.5%	4.7%
Correctional Officer I (Pvt)	C3		54.0		55.8	46.6	46.9	56.2		48.0	51.0	49.8	2.5%	-2.4%
Correctional Officer III (Corporal)	C5		54.0		55.8	46.6	46.9	56.2		48.0	51.0	57.2	-10.9%	12.2%
Electrician I	18				49.9	48.2	48.4		42.1	47.4	48.2	50.2	-4.0%	4.2%
Engineer III	25	72.5	60.3	69.1	69.4	77.5	70.8	69.0	65.3	70.1	69.4	68.8	0.8%	-0.8%
Engineer Technician II	18	42.4	53.4	48.0	47.6	48.2	42.7	49.8		47.0	47.8	50.2	-4.9%	5.1%
Equipment Operator III	16	44.5	50.4	42.6	43.5	36.8	39.9	43.4	42.1	36.9	42.6	46.1	-7.6%	8.2%
Fire/Rescue Lieutenant	B1		74.6		69.2	62.0	87.0			56.7	69.2	66.3	4.4%	-4.2%
Firefighter/Rescuer I	F1	54.3	56.3	42.1	57.4	46.8	63.4	56.1		46.8	55.2	49.7	11.1%	-10.0%
Firefighter/Rescuer II	F2	54.3	56.3	42.1	57.4	46.8	63.4	56.1		46.8	55.2	52.2	5.8%	-5.5%
Highway Inspector I	19	49.1	57.4		52.3	45.1	52.1			42.7	50.6	52.5	-3.7%	3.8%
Human Resources Specialist III	25	56.8	60.3	69.1	63.2	51.6	63.9	62.2	54.1	49.8	60.3	68.8	-12.5%	14.2%
HVAC Mechanic I	18	46.8	74.4	39.0	47.6	48.2	48.4		42.1	44.8	47.2	50.2	-6.1%	6.5%
IT Specialist II	23	49.1	55.0	65.0	49.9	59.1	57.6	55.2	47.7	57.6	55.2	62.9	-12.2%	13.9%
IT Specialist III	26	54.1	84.9	69.1	63.2	63.2	57.6	58.1	56.8	51.9	58.1	72.1	-19.4%	24.1%
Librarian I	21	51.6	60.3	50.0	52.3	48.2		49.8			50.8	57.5	-11.6%	13.1%
Management and Budget Specialist III	25	65.8	57.4	65.0	60.3	63.2	70.8	62.2	65.3	57.6	63.2	68.8	-8.1%	8.9%
Mechanic Technician II	19	46.8	57.3		49.9	51.6	48.4		42.1	40.6	48.4	52.5	-7.9%	8.5%
Office Clerk	5	32.3	27.3		39.7	39.4	33.6	37.2	37.5	30.4	35.4	34.2	3.6%	-3.5%
Permitting & Code Enforcement Inspector III	23		53.4	47.0	49.9	51.6	77.8	48.1		42.2	49.9	62.9	-20.7%	26.1%
Planning Specialist III	23	56.8			57.4	59.1	63.9	57.1	61.2	57.6	57.6	62.9	-8.3%	9.1%
Police Officer I	P2	50.8	56.6		54.5		58.2	53.5		54.0	54.3	54.6	-0.6%	0.6%
Police Sergeant	A1	61.8	66.7	78.7	66.3		82.0	65.0		68.2	66.7	69.6	-4.1%	4.3%
Senior Public Safety Emergency Communications Specialist	21	49.1	67.0	46.1	51.7	45.1	49.0	53.3	42.1	51.4	49.1	57.5	-14.5%	17.0%
Principal Administrative Aide	13	36.9		33.1		39.4	35.0	43.4	42.1	33.7	36.9	40.9	-9.8%	10.9%
Procurement Specialist III	25	56.8	60.3	69.1	60.3	55.2	52.0	60.1	56.8	57.6	57.6	68.8	-16.3%	19.4%
Public Service Worker II	9	32.2	37.5	33.9	31.4	31.2	33.3	31.3	37.4	29.0	32.2	35.2	-8.5%	9.3%
Recreation Specialist	21	51.6		50.0	52.3	48.2	42.4	40.5	61.2	49.8	49.9	57.5	-13.1%	15.1%
Social Worker II	23	59.7	68.9	54.4	57.4	51.6				49.4	55.9	62.9	-11.1%	12.5%
Therapist II	24	62.7	68.9		57.4	67.7		58.0		57.6	60.3	65.8	-8.3%	9.0%

NOTES:

- Source: FY2022 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 21 jurisdictions in the national capital area.
- Montgomery County salaries based on FY22 Salary Schedules (Mid-year).
- 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.
- Due to lack of data, Anne Arundel County and Baltimore County were removed from the comparison and were replaced by Frederick County and Loudon County.

**FY22 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	Alex City	Arlington Co	Balt City	Fairfax Co	Frederick Co	Howard Co	Loudon Co	MNCPPC	PG Co	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Accountant/Auditor III	23	93.4	100.8	104.2	100.5	88.4	116.0	97.1	97.1	112.1	100.5	103.0	-2.5%	2.6%
Building Services Worker II	8	44.2	51.6		47.9	51.4			57.9	46.6	49.6	52.1	-4.7%	5.0%
Carpenter I	17		77.0	39.4	75.7	55.0	65.5		72.1	65.6	65.6	78.1	-16.0%	19.1%
Community Health Nurse II	24	98.1	112.5		100.5	88.5		100.3		78.4	99.2	107.9	-8.1%	8.8%
Correctional Supervisor - Sergeant	C6		107.5		91.0	91.9	97.5	110.7		102.6	100.1	107.1	-6.5%	7.0%
Correctional Officer I (Pvt)	C3		91.3		82.5	75.9	75.2	99.4		93.2	86.9	76.2	14.1%	-12.4%
Correctional Officer III (Corporal)	C5		91.3		82.5	75.9	75.2	99.4		93.2	86.9	93.8	-7.4%	8.0%
Electrician I	18				83.1	77.2	74.1		72.1	92.3	77.2	81.8	-5.6%	5.9%
Engineer III	25	119.2	119.7	110.6	115.7	123.9	128.5	120.7	113.8	136.3	119.7	113.1	5.9%	-5.5%
Engineer Technician II	18	69.7	81.6	58.2	79.4	77.2	75.9	84.7		86.2	78.3	81.8	-4.3%	4.5%
Equipment Operator III	16	73.2	77.0	48.8	72.4	58.9	60.7	73.8	72.1	68.0	72.1	74.6	-3.4%	3.5%
Fire/Rescue Lieutenant	B1		126.0		102.2	103.9	134.9			119.4	119.4	114.9	3.9%	-3.8%
Firefighter/Rescuer I	F1	96.3	95.1	68.3	84.8	81.7	97.1	99.2		95.6	95.3	86.1	10.7%	-9.6%
Firefighter/Rescuer II	F2	96.3	95.1	68.3	84.8	81.7	97.1	99.2		95.6	95.3	90.5	5.4%	-5.1%
Highway Inspector I	19	80.7	99.8		87.2	72.1	92.9			78.4	84.0	85.6	-1.9%	2.0%
Human Resources Specialist III	25	93.4	119.7	110.6	105.4	82.6	116.0	108.9	92.5	96.9	105.4	113.1	-6.8%	7.3%
HVAC Mechanic I	18	76.9	113.6	43.6	79.4	77.2	74.1		72.1	82.2	77.0	81.8	-5.8%	6.2%
IT Specialist II	23	80.7	84.0	104.2	83.1	94.6	102.8	93.9	81.6	112.1	93.9	103.0	-8.9%	9.8%
IT Specialist III	26	89.0	129.7	110.6	105.4	101.2	102.8	101.6	97.1	94.8	101.6	118.5	-14.2%	16.6%
Librarian I	21	84.7	96.4	60.8	87.2	77.2		84.7			84.7	93.9	-9.8%	10.9%
Management and Budget Specialist III	25	108.1	114.7	104.2	100.5	101.2	128.5	108.9	113.8	112.1	108.9	113.1	-3.7%	3.9%
Mechanic Technician II	19	76.9	87.5		83.1	82.6	74.1		72.1	74.7	76.9	85.6	-10.2%	11.4%
Office Clerk	5	50.5	41.7		66.1	63.0	50.8	61.4	64.3	53.7	57.5	46.1	24.8%	-19.9%
Permitting & Code Enforcement Inspector III	23		81.6	72.1	83.1	82.6	122.8	81.8		97.6	82.6	103.0	-19.8%	24.8%
Planning Specialist III	23	93.4			95.6	94.6	116.0	97.1	105.0	112.1	97.1	103.0	-5.7%	6.1%
Police Officer I	P2	90.1	95.8		80.5		60.3	94.7		87.9	89.0	94.7	-6.0%	6.4%
Police Sergeant	A1	109.5	112.8	110.6	97.9		136.1	110.7		117.1	110.7	120.6	-8.2%	8.9%
Senior Public Safety Emergency Communications Specialist	21	80.7	102.3	55.8	76.4	72.1	86.3	90.7	72.1	114.5	80.7	93.9	-14.0%	16.3%
Principal Administrative Aide	13	60.7		38.1		63.0	62.0	73.8	72.1	65.6	63.0	65.1	-3.2%	3.3%
Procurement Specialist III	25	93.4	119.7	110.6	100.5	88.4	94.5	105.2	97.1	112.1	100.5	113.1	-11.2%	12.6%
Public Service Worker II	9	52.9	57.2	36.3	52.4	49.9	48.0	51.7	64.1	48.8	51.7	54.4	-5.0%	5.2%
Recreation Specialist	21	84.7		60.8	87.2	77.2	77.0	68.9	105.0	96.9	81.0	93.9	-13.8%	16.0%
Social Worker II	23	98.1	105.2	66.3	95.6	82.6				90.4	93.0	103.0	-9.7%	10.7%
Therapist II	24	103.0	105.2		95.6	108.3		101.6		112.1	104.1	107.9	-3.6%	3.7%

NOTES:

- Source: FY2022 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 21 jurisdictions in the national capital area.
- Montgomery County salaries based on FY22 Salary Schedules (Mid-year); Maximum salary includes longevity.
- Median salary does not include Montgomery County (MCG).
- Percent change required for MCG salary to reach LGPA median salary was calculated by dividing dollar difference by MCG salary. Instances where the MCG salary is higher than the median are characterized as a negative.
- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- All numbers rounded to the nearest hundred.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.
- Due to lack of data, Anne Arundel County and Baltimore County were removed from the comparison and were replaced by Frederick County and Loudon County.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY22 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	Alex City	Arlington Co	Balt City	Fairfax Co	Frederick Co	Howard Co	Loudon Co	MNCPPC	PG Co	MCG
Accountant/Auditor III	23	59.0	-3.6%	12.0%	10.2%	2.2%	-6.3%	8.3%	-3.1%	-3.7%	-2.2%	6.6%
Building Services Worker II	8	32.1	-1.3%	5.0%		-10.7%	0.0%			5.3%	-12.3%	6.3%
Carpenter I	17	42.6		18.3%	-16.0%	6.7%	-19.3%	1.1%		-1.1%	-20.9%	12.9%
Community Health Nurse II	24	59.7	0.0%	23.4%		1.0%	-7.3%		-6.6%		-28.5%	10.2%
Correctional Supervisor - Sergeant	C6	61.6		3.3%		0.0%	-8.4%	-4.5%	5.6%		-14.2%	2.4%
Correctional Officer I (Pvt)	C3	49.8		8.6%		12.2%	-6.4%	-5.7%	12.9%		-3.6%	0.0%
Correctional Officer III (Corporal)	C5	54.0		0.0%		3.4%	-13.8%	-13.2%	4.0%		-11.2%	5.9%
Electrician I	18	48.3				3.2%	-0.2%	0.2%		-12.8%	-1.9%	4.0%
Engineer III	25	69.3	4.7%	-13.0%	-0.2%	0.2%	11.8%	2.2%	-0.4%	-5.7%	1.2%	-0.6%
Engineer Technician II	18	48.0	-11.6%	11.3%	0.0%	-0.7%	0.6%	-11.1%	3.8%		-1.9%	4.8%
Equipment Operator III	16	43.0	3.6%	17.2%	-0.9%	1.1%	-14.4%	-7.2%	0.9%	-2.0%	-14.3%	7.2%
Fire/Rescue Lieutenant	B1	67.7		10.2%		2.1%	-8.4%	28.5%			-16.2%	-2.1%
Firefighter/Rescuer I	F1	54.3	0.0%	3.6%	-22.5%	5.6%	-13.9%	16.8%	3.2%		-13.8%	-8.6%
Firefighter/Rescuer II	F2	54.3	0.0%	3.6%	-22.5%	5.6%	-13.9%	16.8%	3.2%		-13.8%	-4.0%
Highway Inspector I	19	52.1	-5.7%	10.2%		0.5%	-13.4%	0.0%			-18.1%	0.9%
Human Resources Specialist III	25	61.2	-7.2%	-1.6%	12.9%	3.2%	-15.7%	4.3%	1.6%	-11.7%	-18.7%	12.4%
HVAC Mechanic I	18	47.6	-1.8%	56.3%	-18.1%	0.0%	1.3%	1.6%		-11.5%	-5.9%	5.5%
IT Specialist II	23	56.4	-13.0%	-2.6%	15.2%	-11.6%	4.7%	2.1%	-2.1%	-15.5%	2.2%	11.4%
IT Specialist III	26	60.6	-10.7%	40.1%	14.0%	4.2%	4.3%	-5.0%	-4.2%	-6.4%	-14.5%	18.8%
Librarian I	21	51.6	0.0%	16.9%	-3.0%	1.5%	-6.4%		-3.4%			11.4%
Management and Budget Specialist III	25	64.1	2.6%	-10.5%	1.4%	-6.0%	-1.4%	10.4%	-3.0%	1.9%	-10.1%	7.4%
Mechanic Technician II	19	49.1	-4.8%	16.6%		1.5%	5.0%	-1.5%		-14.3%	-17.3%	6.9%
Office Clerk	5	34.2	-5.5%	-20.0%		16.1%	15.2%	-1.7%	8.9%	9.9%	-11.1%	0.0%
Permitting & Code Enforcement Inspector III	23	50.7		5.2%	-7.4%	-1.7%	1.7%	53.4%	-5.2%		-16.8%	23.9%
Planning Specialist III	23	58.4	-2.6%			-1.7%	1.2%	9.4%	-2.1%	4.9%	-1.2%	7.7%
Police Officer I	P2	54.5	-6.7%	3.8%		0.0%		6.8%	-1.9%		-0.9%	0.2%
Police Sergeant	A1	67.4	-8.4%	-1.1%	16.7%	-1.8%		21.5%	-3.6%		1.1%	3.1%
Senior Public Safety Emergency Communications Specialist	21	50.2	-2.2%	33.3%	-8.3%	2.9%	-10.2%	-2.4%	6.2%	-16.1%	2.2%	14.4%
Principal Administrative Aide	13	38.1	-3.2%		-13.3%		3.2%	-8.3%	13.8%	10.4%	-11.7%	7.3%
Procurement Specialist III	25	58.9	-3.5%	2.4%	17.4%	2.4%	-6.2%	-11.7%	2.1%	-3.6%	-2.1%	16.9%
Public Service Worker II	9	32.7	-1.7%	14.5%	3.6%	-3.9%	-4.7%	1.7%	-4.2%	14.4%	-11.4%	7.5%
Recreation Specialist	21	50.0	3.1%		0.0%	4.6%	-3.5%	-15.2%	-19.0%	22.4%	-0.4%	14.9%
Social Worker II	23	57.4	4.0%	20.0%	-5.2%	0.0%	-10.0%				-13.9%	9.6%
Therapist II	24	62.7	0.0%	9.9%		-8.4%	8.0%		-7.4%		-8.0%	5.0%
Average \$ Difference from Median:			-2.8%	9.9%	-1.2%	1.0%	-4.0%	3.4%	0.0%	-1.9%	-9.4%	6.8%
# of Classes Matched:			27	30	21	33	32	29	26	19	33	34

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**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY22 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	Alex City	Arlington Co	Balt City	Fairfax Co	Frederick Co	Howard Co	Loudon Co	MNCPPC	PG Co	MCG
Accountant/Auditor III	23	100.6	-7.2%	0.2%	3.6%	-0.2%	-12.2%	15.2%	-3.4%	-3.5%	11.5%	2.4%
Building Services Worker II	8	51.4	-14.1%	0.3%		-6.9%	0.0%			12.6%	-9.4%	1.3%
Carpenter I	17	68.8		11.8%	-42.7%	10.0%	-20.1%	-4.8%		4.7%	-4.7%	13.5%
Community Health Nurse II	24	100.3	-2.2%	12.2%		0.2%	-11.7%		0.0%		-21.9%	7.6%
Correctional Supervisor - Sergeant	C6	102.6		4.7%		-11.4%	-10.5%	-5.0%	7.9%		0.0%	4.3%
Correctional Officer I (Pvt)	C3	82.5		10.6%		0.0%	-8.0%	-8.9%	20.4%		12.9%	-7.7%
Correctional Officer III (Corporal)	C5	91.3		0.0%		-9.6%	-16.8%	-17.6%	8.9%		2.1%	2.8%
Electrician I	18	79.5				4.6%	-2.9%	-6.8%		-9.3%	16.1%	2.9%
Engineer III	25	119.5	-0.2%	0.2%	-7.4%	-3.2%	3.7%	7.6%	1.0%	-4.7%	14.1%	-5.3%
Engineer Technician II	18	79.4	-12.2%	2.8%	-26.6%	0.0%	-2.7%	-4.3%	6.7%		8.6%	3.0%
Equipment Operator III	16	72.3	1.3%	6.5%	-32.4%	0.2%	-18.5%	-16.0%	2.1%	-0.2%	-5.9%	3.2%
Fire/Rescue Lieutenant	B1	117.2		7.6%		-12.8%	-11.3%	15.2%			1.9%	-1.9%
Firefighter/Rescuer I	F1	95.1	1.3%	0.0%	-28.1%	-10.8%	-14.0%	2.2%	4.4%		0.6%	-9.4%
Firefighter/Rescuer II	F2	95.1	1.3%	0.0%	-28.1%	-10.8%	-14.0%	2.2%	4.4%		0.6%	-4.8%
Highway Inspector I	19	85.6	-5.7%	16.5%		1.9%	-15.7%	8.5%			-8.5%	0.0%
Human Resources Specialist III	25	107.1	-12.8%	11.8%	3.3%	-1.6%	-22.9%	8.3%	1.6%	-13.6%	-9.6%	5.6%
HVAC Mechanic I	18	77.2	-0.4%	47.2%	-43.5%	2.8%	0.0%	-4.0%		-6.6%	6.5%	5.9%
IT Specialist II	23	94.2	-14.3%	-10.9%	10.7%	-11.8%	0.4%	9.1%	-0.4%	-13.4%	19.0%	9.4%
IT Specialist III	26	102.2	-12.9%	26.9%	8.2%	3.1%	-1.0%	0.6%	-0.6%	-5.0%	-7.2%	15.9%
Librarian I	21	84.7	0.0%	13.8%	-28.3%	2.9%	-8.9%		-0.1%			10.8%
Management and Budget Specialist III	25	110.5	-2.1%	3.8%	-5.7%	-9.1%	-8.4%	16.3%	-1.5%	3.0%	1.5%	2.3%
Mechanic Technician II	19	79.7	-3.6%	9.7%		4.3%	3.6%	-7.1%		-9.6%	-6.3%	7.4%
Office Clerk	5	53.7	-5.8%	-22.2%		23.2%	17.4%	-5.3%	14.5%	19.8%	0.0%	-14.1%
Permitting & Code Enforcement Inspector III	23	82.9		-1.5%	-12.9%	0.3%	-0.3%	48.2%	-1.3%		17.8%	24.4%
Planning Specialist III	23	100.1	-6.7%			-4.4%	-5.5%	15.8%	-2.9%	4.9%	12.0%	2.9%
Police Officer I	P2	90.1	0.0%	6.4%		-10.6%		-33.1%	5.1%		-2.4%	5.2%
Police Sergeant	A1	111.8	-2.1%	1.0%	-1.1%	-12.4%		21.8%	-1.0%		4.8%	7.9%
Senior Public Safety Emergency Communications Specialist	21	83.5	-3.3%	22.5%	-33.1%	-8.5%	-13.6%	3.3%	8.6%	-13.7%	37.1%	12.5%
Principal Administrative Aide	13	64.1	-5.3%		-40.4%		-1.6%	-3.2%	15.2%	12.6%	2.4%	1.6%
Procurement Specialist III	25	102.8	-9.1%	16.4%	7.6%	-2.3%	-14.1%	-8.1%	2.3%	-5.5%	9.1%	10.0%
Public Service Worker II	9	52.1	1.6%	9.9%	-30.2%	0.7%	-4.1%	-7.9%	-0.7%	23.1%	-6.2%	4.5%
Recreation Specialist	21	84.7	0.0%		-28.3%	2.9%	-8.9%	-9.1%	-18.7%	23.9%	14.3%	10.8%
Social Worker II	23	95.6	2.6%	10.0%	-30.7%	0.0%	-13.6%				-5.4%	7.7%
Therapist II	24	105.2	-2.1%	0.0%		-9.1%	2.9%		-3.4%		6.6%	2.6%
Average \$ Difference from Median:			-4.2%	7.3%	-18.4%	-2.4%	-7.3%	1.1%	2.7%	1.0%	3.4%	4.3%
# of Classes Matched:			27	30	21	33	32	29	26	19	33	34

NOTES:

- Source: FY2022 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 21 jurisdictions in the national capital area.
- Montgomery County salaries based on FY22 Salary Schedules (Mid-year); Maximum salary includes longevity.
- Median salary includes Montgomery County.
- Percent difference between salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's.
- Due to lack of data, Anne Arundel County and Baltimore County were removed from the comparison and were replaced by Frederick County and Loudon County.

**COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2021 - 2022
NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA
VS. MONTGOMERY COUNTY GOVERNMENT**

Survey Name	Number of Participating	Geographic Survey Area	Survey - Actual FY21	Average Total Pay Increase MCG - Average FY22 ⁽¹⁾	Survey - Budgeted FY22
World At Work 2021-2022 Salary Budget Survey (August 2021)	1,900+	National	3.0%	3.2%	3.3%
Mercer- U.S. Compensation Planning Pulse Survey - September and December 2021 Results ⁽²⁾	950+	National	3.0%	3.2%	3.5%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 42nd Edition, pages 1-4 (September 2021).	228	Washington/Baltimore Metropolitan Area	1.8%	3.2%	N/A

(1) Based on the budget, the compensation costs (e.g., cost of living, merit, general wage adjustment, etc.) in FY22 is 3.2% higher than the FY21 compensation costs. Many of the pay increases take effect at the end of FY22 . Please refer to FY22 Compensation Changes Memo:

<https://www.montgomerycountymd.gov/HR/Resources/Files/Classification/Compensation%20Documents/MEMO%20-%20FY22%20Compensation%20Changes.pdf>

(2) 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 compensation planning pulse surveys, and we used the data from the "First look at increase budgets for North America" in September 2021 results and the "Compensation is going up. But is it enough?" in December 2021 results.

Management Leadership Service Review

MLS Demographic Data by Manager Grade - 2021*

	Manager I		Manager II		Manager III		MLS Total		County Workforce	
	#	%	#	%	#	%	#	%	#	%
Gender										
Female	10	40%	59	48%	119	50%	188	49%	3,920	42%
Male	15	60%	65	52%	117	50%	197	51%	5,479	58%
Race/Ethnicity										
American Indian or Alaska Native	-	0%	1	1%	1	0%	2	1%	36	0%
Asian	1	4%	13	10%	17	7%	31	8%	646	7%
Black or African American	2	8%	24	19%	45	19%	71	18%	2,498	27%
Hispanic or Latino	-	0%	7	6%	20	8%	27	7%	1,086	12%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	0%	1	0%	3	0%
Two or More Races	-	0%	-	0%	1	0%	1	0%	112	1%
White	20	80%	73	59%	131	56%	224	58%	4,230	45%
Not Indicated	2	8%	6	5%	20	8%	28	7%	788	8%
Age (as of December 2021)										
Age < 20	-	0%	-	0%	-	0%	-	0%	1	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	693	7%
Age 30 through 39	1	4%	9	7%	26	11%	36	9%	2,263	24%
Age 40 through 49	3	12%	35	28%	47	20%	85	22%	2,368	25%
Age 50 through 59	9	36%	47	38%	90	38%	146	38%	2,494	27%
Age 60+	12	48%	33	27%	73	31%	118	31%	1,580	17%
Total	25	100%	124	100%	236	100%	385	100%	9,399	100%

* MLS workforce as of December 31, 2021. Please note that the data cover both full and part-time employees.

**MLS Separations by Reason for Separation
Calendar Years 2015 - 2021**

Separation Reason	2015 (#)	2016 (#)	2017 (#)	2018 (#)	2019 (#)	2020 (#)	2021 (#)	% of 2021 Total
Voluntary	31	22	29	24	48	30	38	80.9%
Non-specified personal reasons	3	2	10	3	4	5	15	31.9%
Better compensation	1	0	0	0	0	0	0	0.0%
More opportunity for advancement	1	1	1	1	3	0	0	0.0%
Normal retirement	20	15	16	15	37	24	22	46.8%
Early retirement	1	0	0	1	0	0	0	0.0%
Other Voluntary	5	4	2	4	4	1	1	2.1%
Involuntary	0	1	1	2	2	2	4	8.5%
Management/Fiscal	0	0	0	0	0	0	0	0.0%
Medical/Other	0	3	2	1	2	5	5	10.6%
Total Separations	31	26	32	27	52	37	47	
Total Employees	385	391	402	407	396	398	385	
Turnover Rate	8.1%	6.6%	8.0%	6.6%	13.1%	9.3%	12.2%	

MLS Demographic Data by Rating Category - FY21

	Exceptional		Highly Successful		Successful		Below Expectations		Does Not Meet Expectations		MLS Total	
	#	%	#	%	#	%	#	%	#	%	#	%
Gender												
Female	88	52%	80	47%	25	60%	-	0%	-		193	50%
Male	81	48%	91	53%	17	40%	3	100%	-		192	50%
Race/Ethnicity												
American Indian or Alaska Native	1	1%	1	1%	-	0%	-	0%	-		2	1%
Asian	15	9%	12	7%	3	7%	-	0%	-		30	8%
Black or African American	28	17%	37	22%	8	19%	-	0%	-		73	19%
Hispanic or Latino	9	5%	11	6%	2	5%	1	33%	-		23	6%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	2%	-	0%	-		1	0%
Two or More Races	-	0%	-	0%	1	2%	-	0%	-		1	0%
White	105	62%	99	58%	23	55%	2	67%	-		229	59%
Not Indicated	11	7%	11	6%	4	10%	-	0%	-		26	7%
Age (as of June 30, 2021)												
Age < 20	-	0%	-	0%	-	0%	-	0%	-		-	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	-		-	0%
Age 30 through 39	13	8%	14	8%	4	10%	-	0%	-		31	8%
Age 40 through 49	42	25%	32	19%	7	17%	2	67%	-		83	22%
Age 50 through 59	61	36%	66	39%	15	36%	-	0%	-		142	37%
Age 60+	53	31%	59	35%	16	38%	1	33%	-		129	34%
Total	169	100%	171	100%	42	100%	3	100%	-	0%	385	100%

Distribution of Performance Ratings by Pay Band: FY15 through FY21

	FY15	FY16	FY17	FY18	FY19	FY20	FY21
Manager I							
Exceptional	45%	54%	63%	56%	52%	58%	60%
Highly Successful	55%	42%	33%	33%	48%	38%	36%
Successful	0%	4%	4%	7%	0%	4%	4%
Below Expectations	0%	0%	0%	4%	0%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	0%	0%
Manager II							
Exceptional	36%	37%	45%	40%	41%	51%	54%
Highly Successful	54%	58%	50%	49%	48%	36%	39%
Successful	9%	5%	4%	10%	11%	8%	7%
Below Expectations	1%	0%	1%	1%	0%	1%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	4%	0%
Manager III							
Exceptional	21%	21%	22%	22%	22%	29%	37%
Highly Successful	63%	61%	59%	62%	63%	53%	48%
Successful	16%	18%	18%	15%	15%	14%	14%
Below Expectations	0%	0%	1%	1%	0%	1%	1%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	3%	0%

Note: No performance-based pay in FY20.

Average Pay Award Based on Rating Category and Salary Range Position - FY21

	Position in Salary Range	Maximum Permitted	# Eligible Employee	Addition to Base		Lump Sum		Combined Award	
				%	\$	%	\$	%	\$
Exceptional			169	2.53%	\$3,430	1.86%	\$2,989	4.40%	\$6,432
Top of Pay Band		4%	51	-	-	3.94%	\$6,340	3.94%	\$6,340
Control Point or Above		4%	34	0.79%	\$1,269	3.12%	\$5,041	3.95%	\$6,377
Below Control Point		6%	84	4.77%	\$6,386	0.09%	\$124	4.85%	\$6,510
Highly Successful			171	2.24%	\$2,894	1.52%	\$2,373	3.76%	\$5,267
Top of Pay Band		3.5%	41	-	-	3.43%	\$5,486	3.43%	\$5,486
Control Point or Above		3.5%	40	0.99%	\$1,473	2.47%	\$3,942	3.46%	\$5,415
Below Control Point		4%	90	3.82%	\$4,843	0.24%	\$258	4.05%	\$5,101
Successful			42	1.94%	\$2,382	0.76%	\$1,077	2.70%	\$3,459
Top of Pay Band		2%	8	-	-	1.75%	\$2,736	1.75%	\$2,736
Control Point or Above		2%	9	0.78%	\$1,217	1.22%	\$1,830	2.00%	\$3,047
Below Control Point		3.5%	25	2.97%	\$3,564	0.28%	\$275	3.25%	\$3,838
Below Expectations		0%	3	-	-	-	-	-	-
Does Not Meet Expectations		0%	0	-	-	-	-	-	-
All Eligible MLS			385	2.32%	\$3,050	1.58%	\$2,484	3.90%	\$5,540
Top of Pay Band			101	-	-	3.52%	\$5,645	3.52%	\$5,645
Control Point or Above			83	0.88%	\$1,361	2.60%	\$4,163	3.50%	\$5,552
Below Control Point			201	4.07%	\$5,281	0.18%	\$201	4.25%	\$5,482

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

Key Changes to MLS Performance-Based Pay

Fiscal Year

FY00	Control point set at 90% of pay band; pay band increased by 2%
FY02	Size of MLS more than doubled with the addition of the Manager III classification; fourth rating category added (highly successful)
FY03	Performance awards capped due to budget limitations
FY04	Top of pay bands increased by 3.75%
FY08	Performance awards fixed and distributed as lump sum awards due to budget constraints
FY09	Fifth rating category added (below expectations). Awards limited to lump sums of 2% for exception and highly successful ratings; all other ratings received 0%
FY10	Awards limited to 2% for exceptional and highly successful ratings and 1% for successful ratings
FY11-12	No performance awards due to budget constraints
FY13	Lump sum awards of \$2,000 across the board
FY14	Top of the pay band increased by 6.75% (3.25% GWA and 3.5% market adjustment)
FY15	Top of the pay band increased by 6.75% (3.25% GWA and 3.5% market adjustment)
FY16	General wage adjustment of 2%
FY17	General wage adjustment of 1% (0.5% in July and 0.5% in January)
FY18	General wage adjustment of 2% in August
FY19	General wage adjustment of 2% in December
FY20	General wage adjustment of 1.25% in October No performance awards due to budget constraints
FY21	General wage adjustment of 1.5% in June
FY22	General wage adjustment of \$1,684 in June