

MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability

April 2015



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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 FY15 Operating Budget and FY15-20 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.

Credits

Kaye Beckley

Winford Hooker

Theo Nkangnia

Lori O'Brien

Alessandra Payne

Liji Scaria

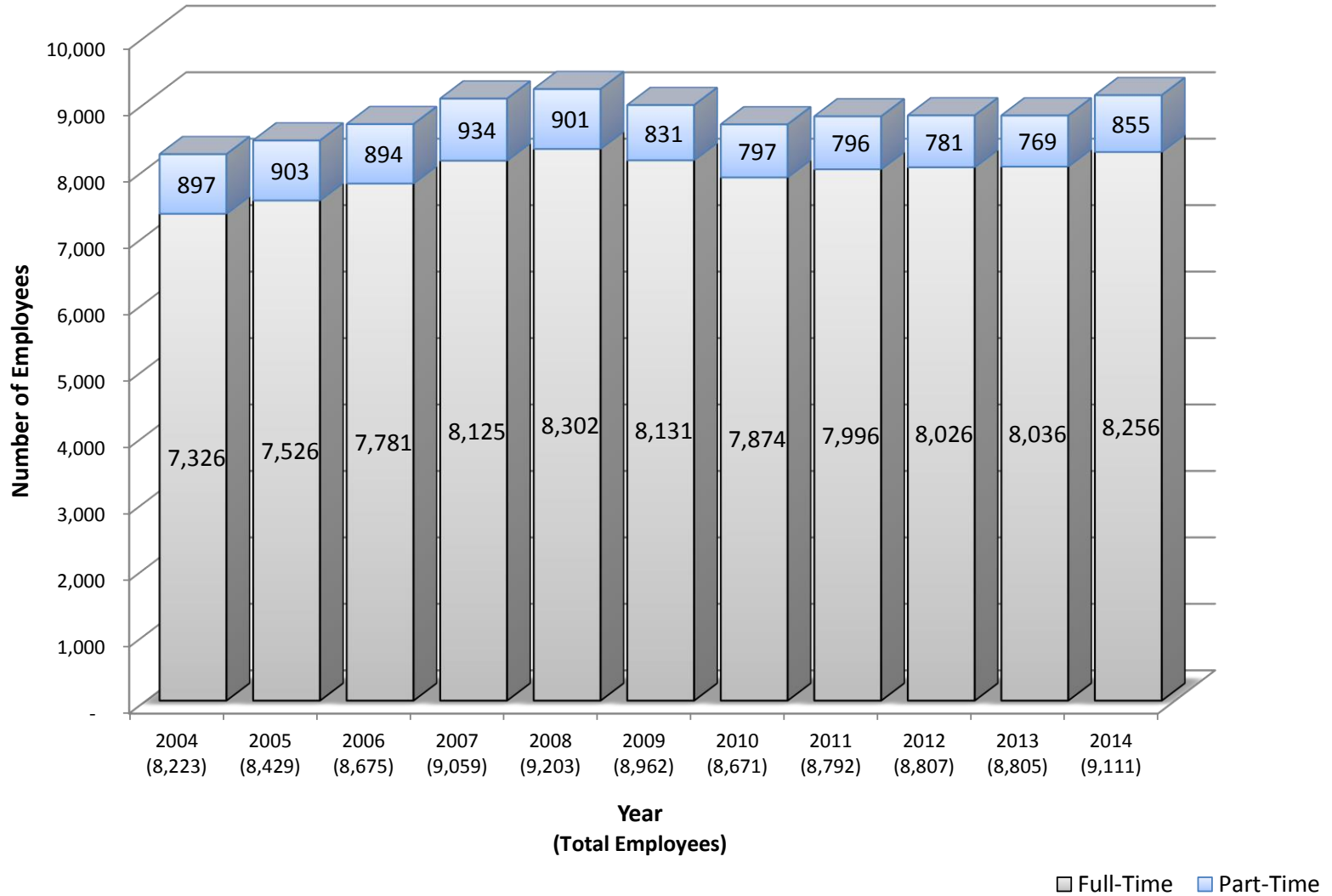
Judith Smiley

MERIT SYSTEM EMPLOYMENT PROFILE

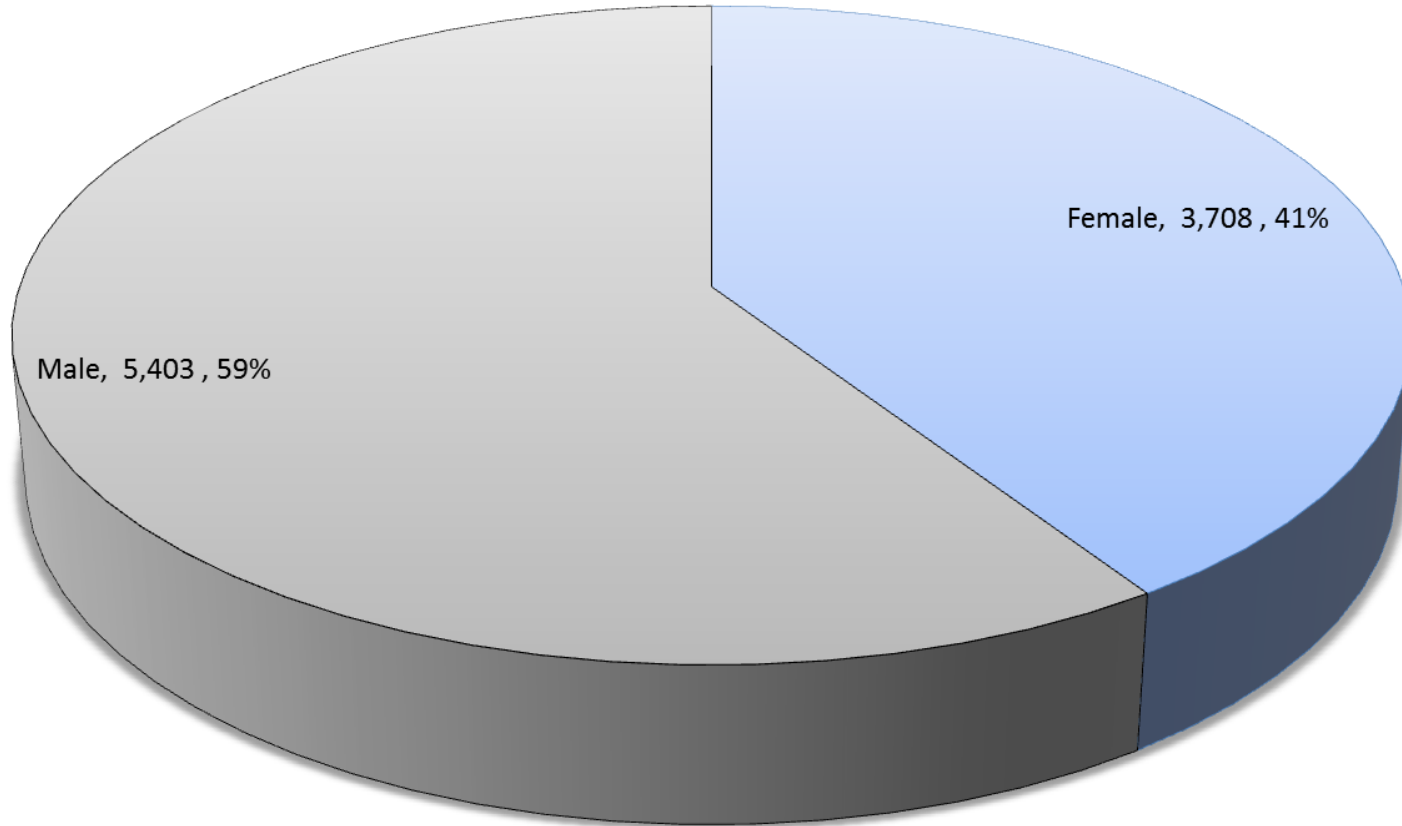
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Elected and appointed officials, paid members of boards, committees, and commissions, and judicial branch employees are excluded. Unless otherwise noted, the data reflect the employee population as of December 31, 2014.

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 2004 through 2014. Therefore, these data may not directly correlate with information in the Workforce/Compensation chapter of the *County Executive's Recommended FY15 Operating Budget and FY15-20 Public Services Program*.

Merit System Permanent Employees 2004 - 2014

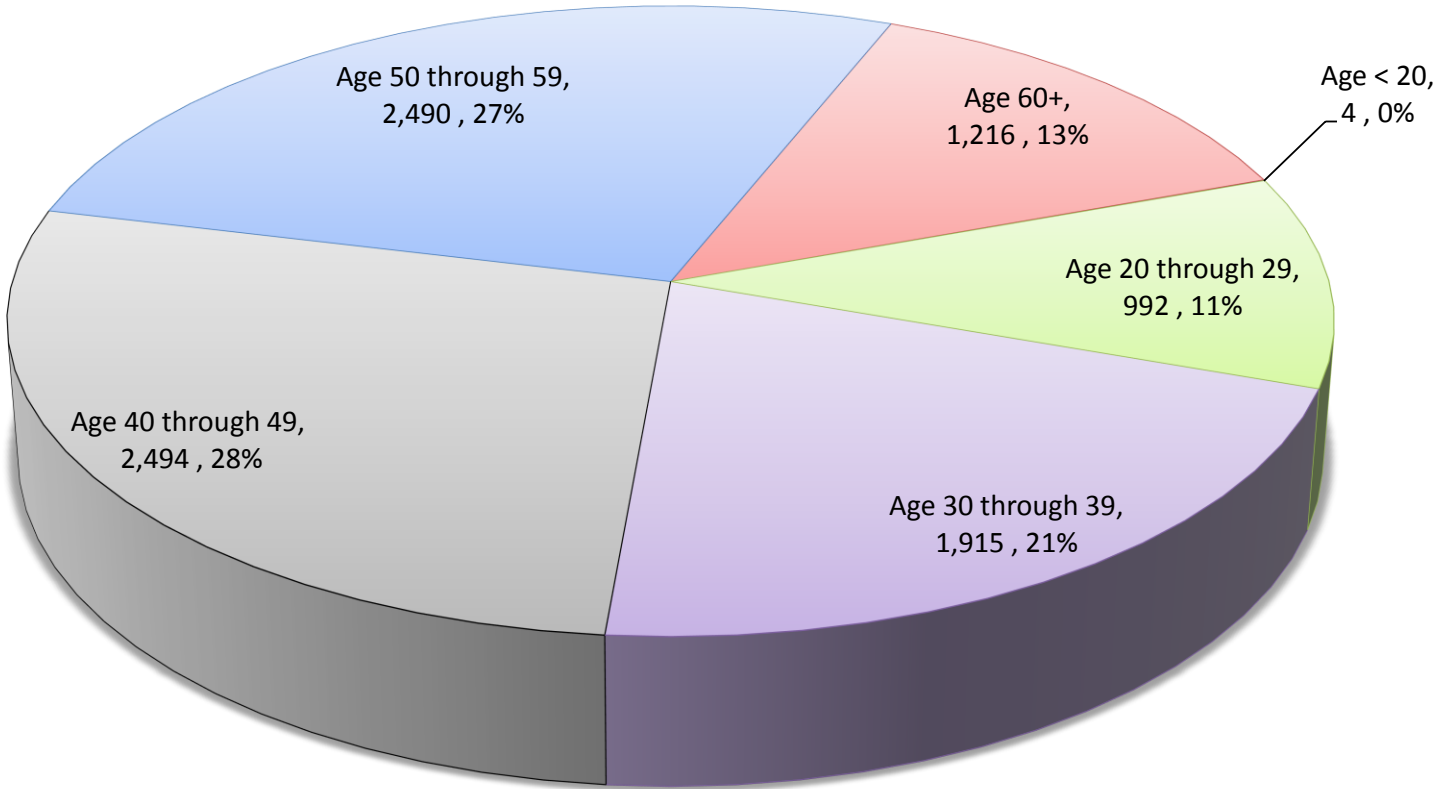


Permanent Employees by Gender 2014



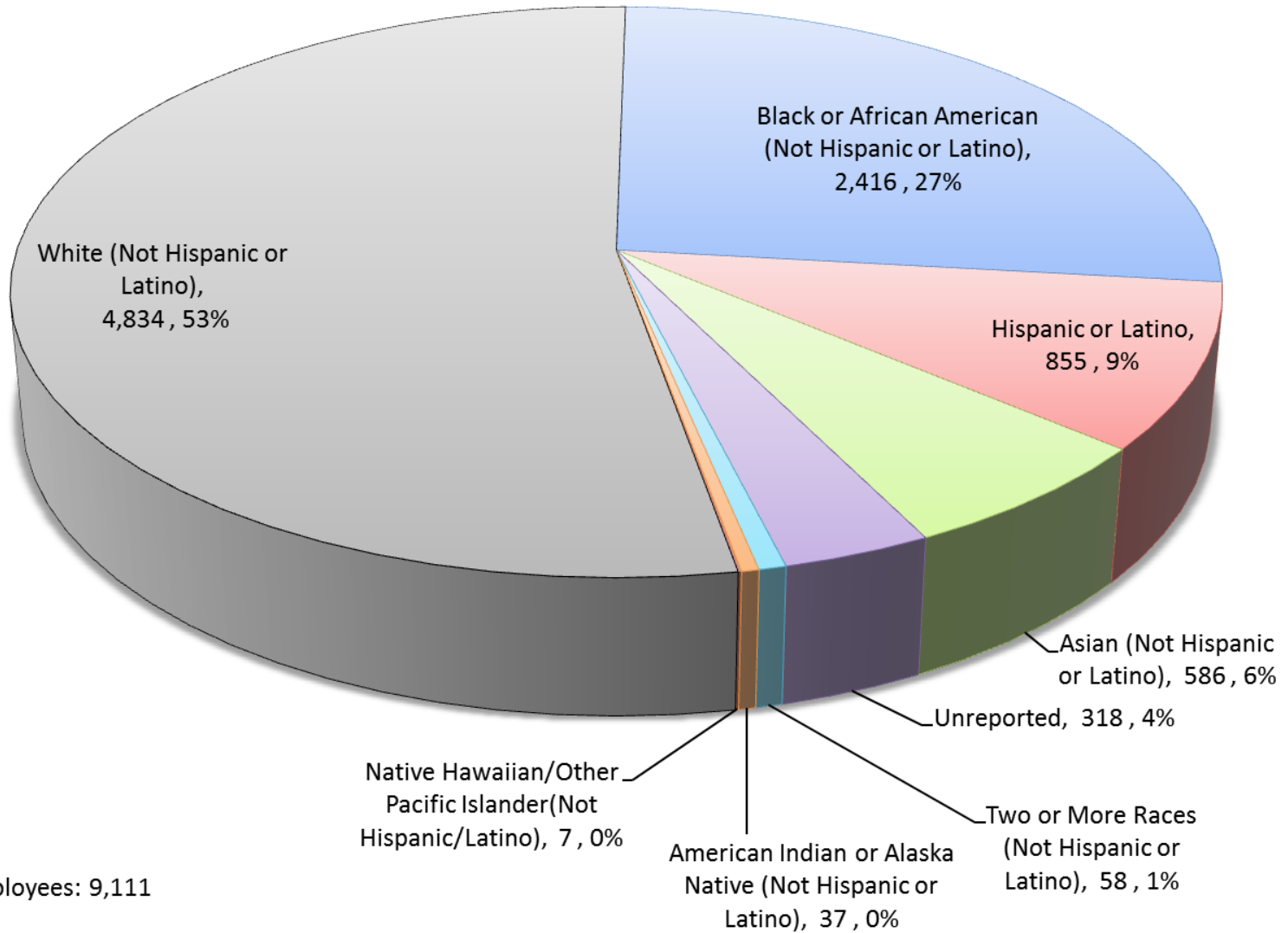
Total Employees: 9,111

Permanent Employees by Age Range 2014



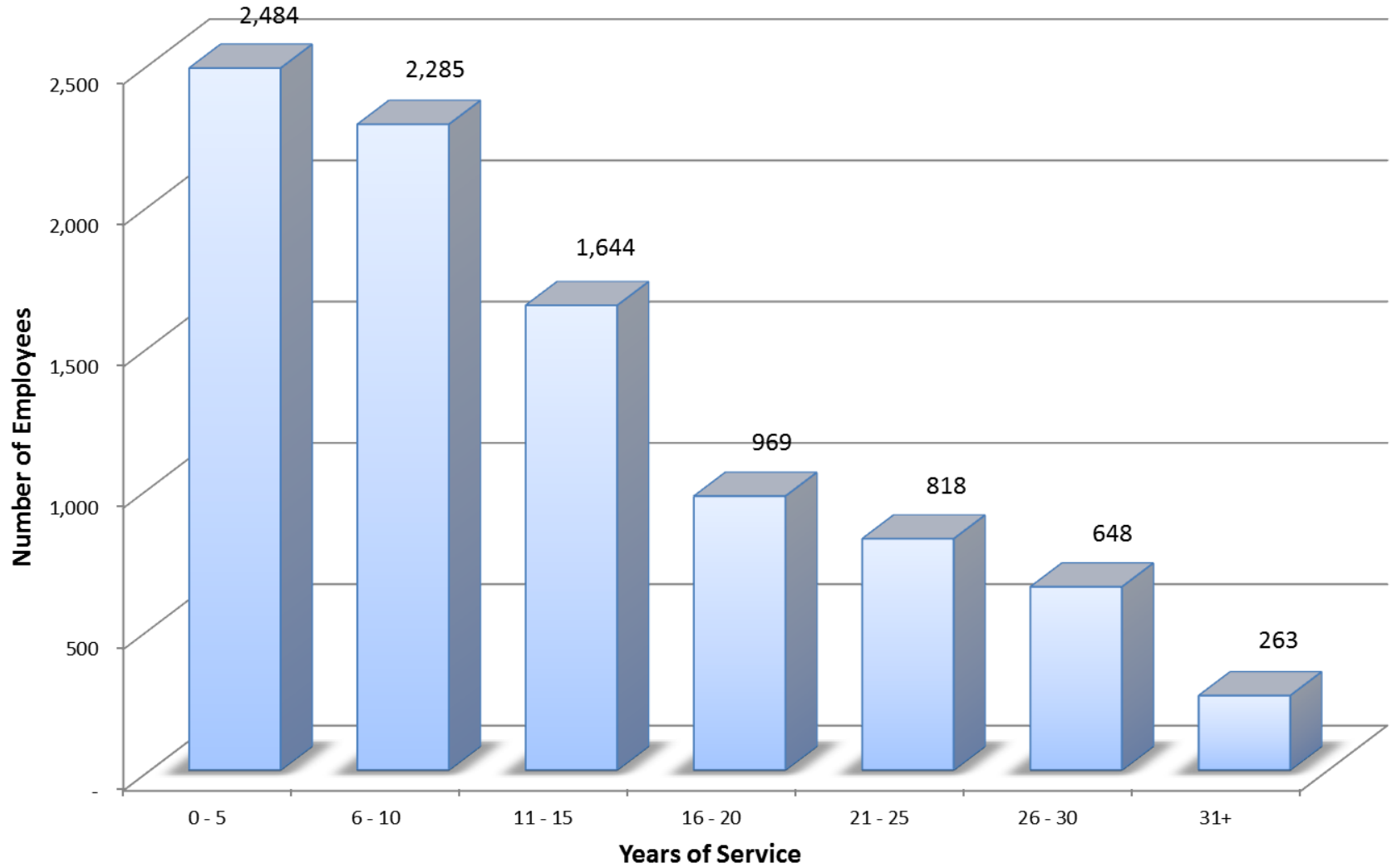
Total Employees: 9,111
Overall Average Age: 46.2 Years

Permanent Employees by Race/Ethnicity 2014



Total Employees: 9,111

Permanent Employees by Length of Service - 2014



Total Employees: 9,111

Overall Average Years of Service : 12.1

Average Annual Salary¹ - 2014

Grade	Number of Employees	Average Annual Salary	Grade	Number of Employees	Average Annual Salary	Grade	Number of Employees	Average Annual Salary
5	7	\$35,500	A1	145	\$99,668	F1	111	\$44,564
7	4	\$35,169	A2	31	\$120,007	F2	255	\$52,712
8	18	\$40,929	A3	20	\$141,983	F3	331	\$66,738
9	55	\$36,922	B1	109	\$90,500	F4	212	\$82,901
10	49	\$38,462	B2	144	\$112,158	G1	5	\$46,525
11	34	\$37,019	B3	26	\$127,835	G2	17	\$48,654
12	30	\$47,646	B4	13	\$140,967	G4	76	\$71,719
13	222	\$50,055	B6	3	\$159,008	M1	24	\$169,102
14	165	\$46,242	C1	20	\$98,920	M2	110	\$140,394
15	846	\$47,826	C2	3	\$111,286	M3	244	\$117,503
16	414	\$57,247	C3	23	\$43,545	MD3	2	\$188,460
17	164	\$58,263	C4	64	\$52,956	MD4	2	\$186,190
18	458	\$62,709	C5	148	\$64,791	P1	54	\$49,647
19	145	\$65,222	C6	44	\$84,911	P2	188	\$51,558
20	297	\$66,273	D1	28	\$92,602	P3	57	\$57,293
21	377	\$72,423	D2	11	\$103,842	P4	684	\$77,860
22	120	\$75,533	D3	4	\$125,413	P5	71	\$87,199
23	376	\$78,605	D4	1	\$144,680			
24	491	\$85,435						
25	379	\$93,018						
26	98	\$97,653						
27	47	\$104,763						
28	133	\$110,382						
29	2	\$107,030						
31	3	\$103,362						
32	36	\$123,992						
34	2	\$145,512						
36	1	\$125,495						
38	1	\$125,000						
39	1	\$139,459						
40	1	\$150,469						

Number of Full-Time Permanent Employees: 8,256

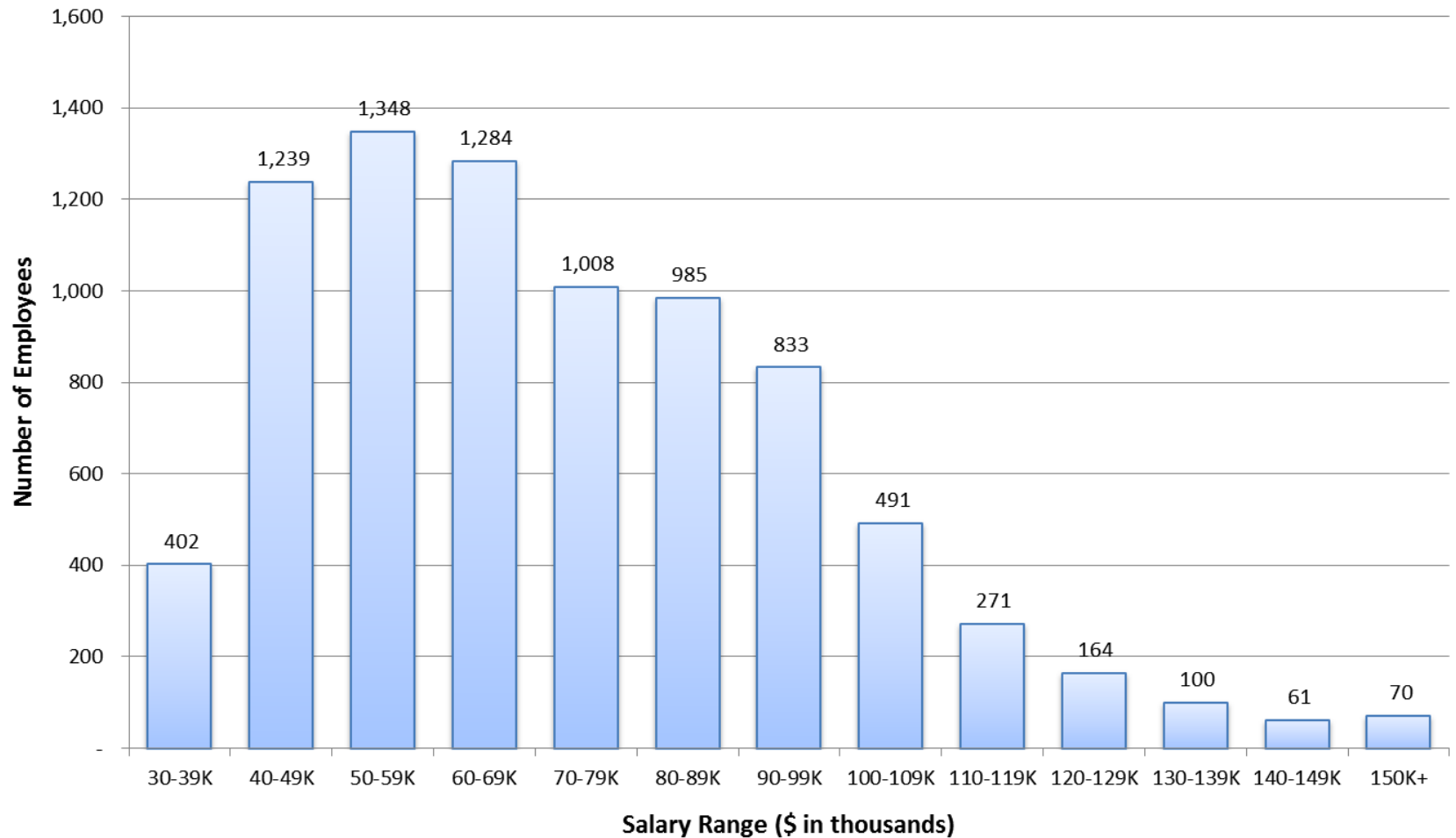
Overall Average Salary, Full-Time Permanent Employees: \$72,894

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 Salary¹

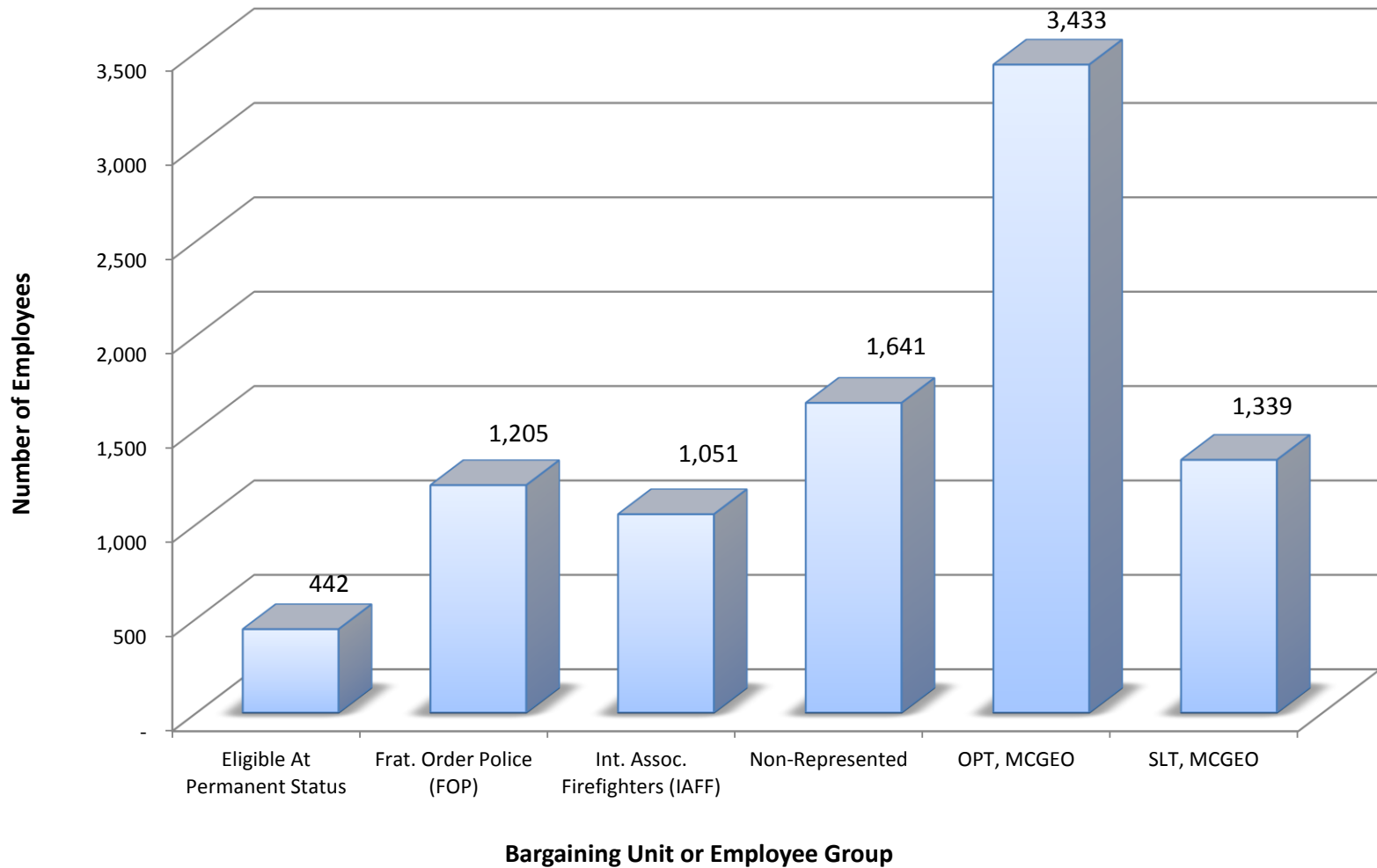
Full-Time Employees as of December 2014



Total Full-Time Employees: 8,256

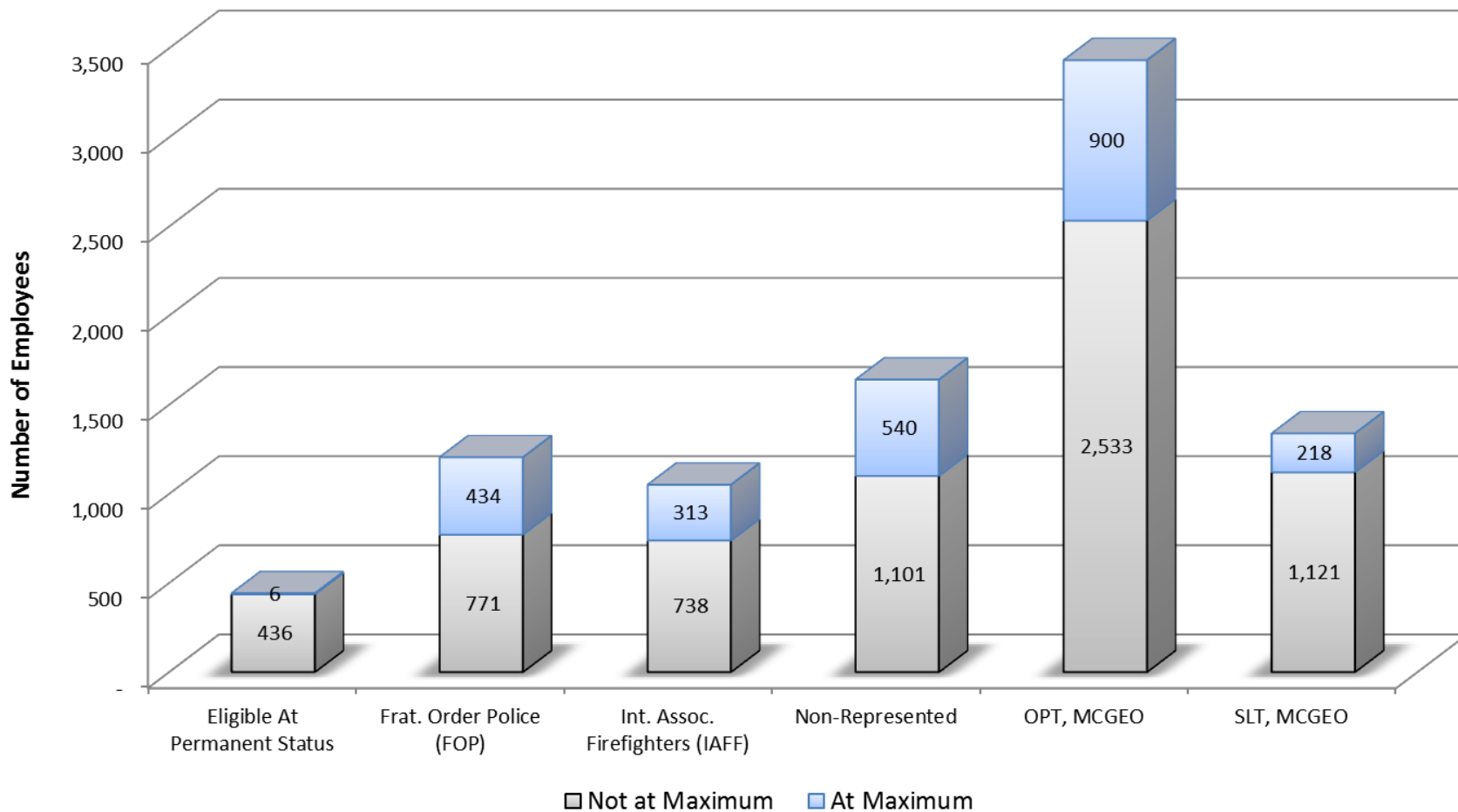
¹ Includes salary differentials included in the base salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2014



Total Employees: 9,111

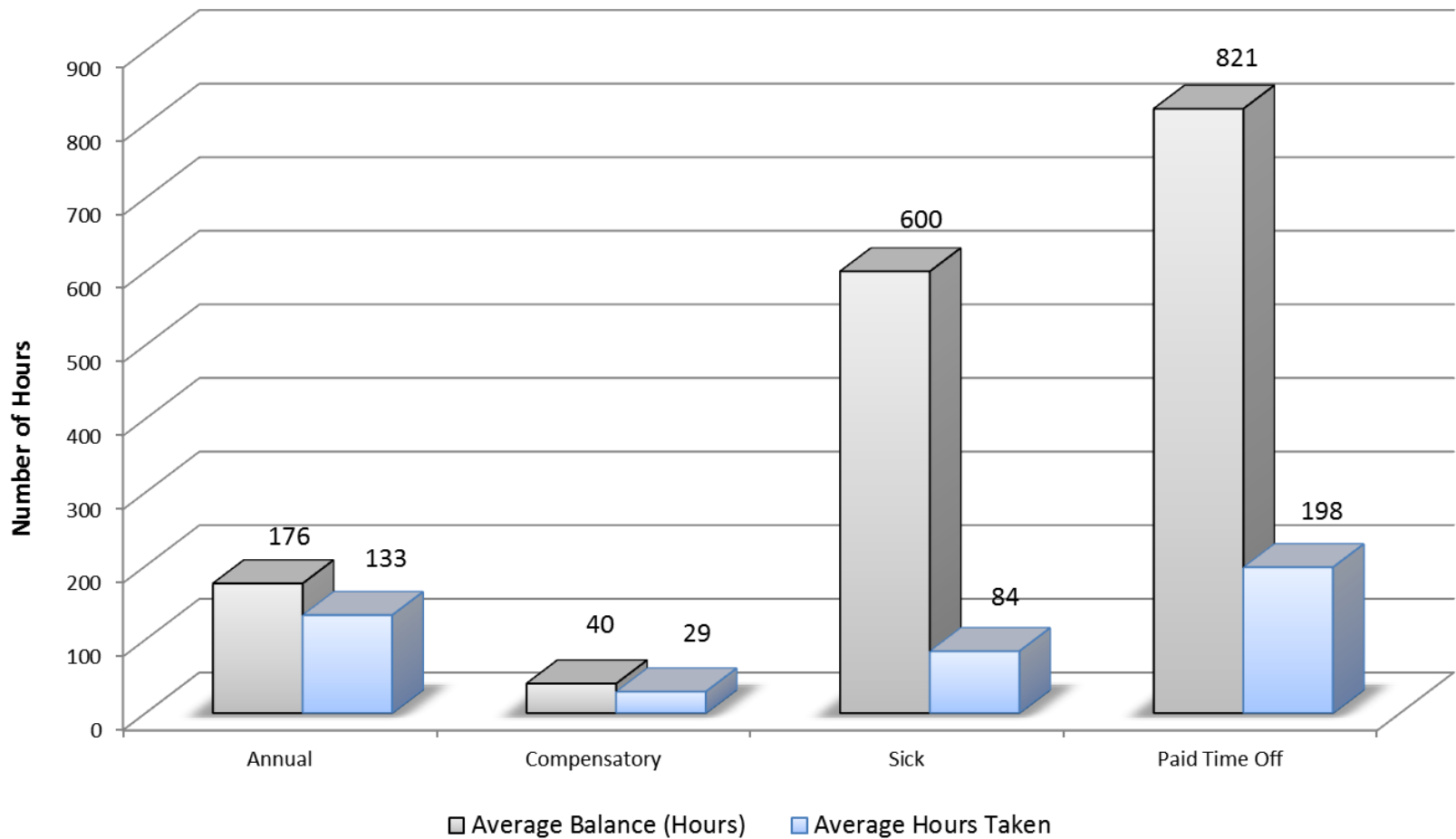
Eligibility for Service Increments Permanent Employees - 2014



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 2014. Overall, 26% of employees are at the maximum salary for their pay grade

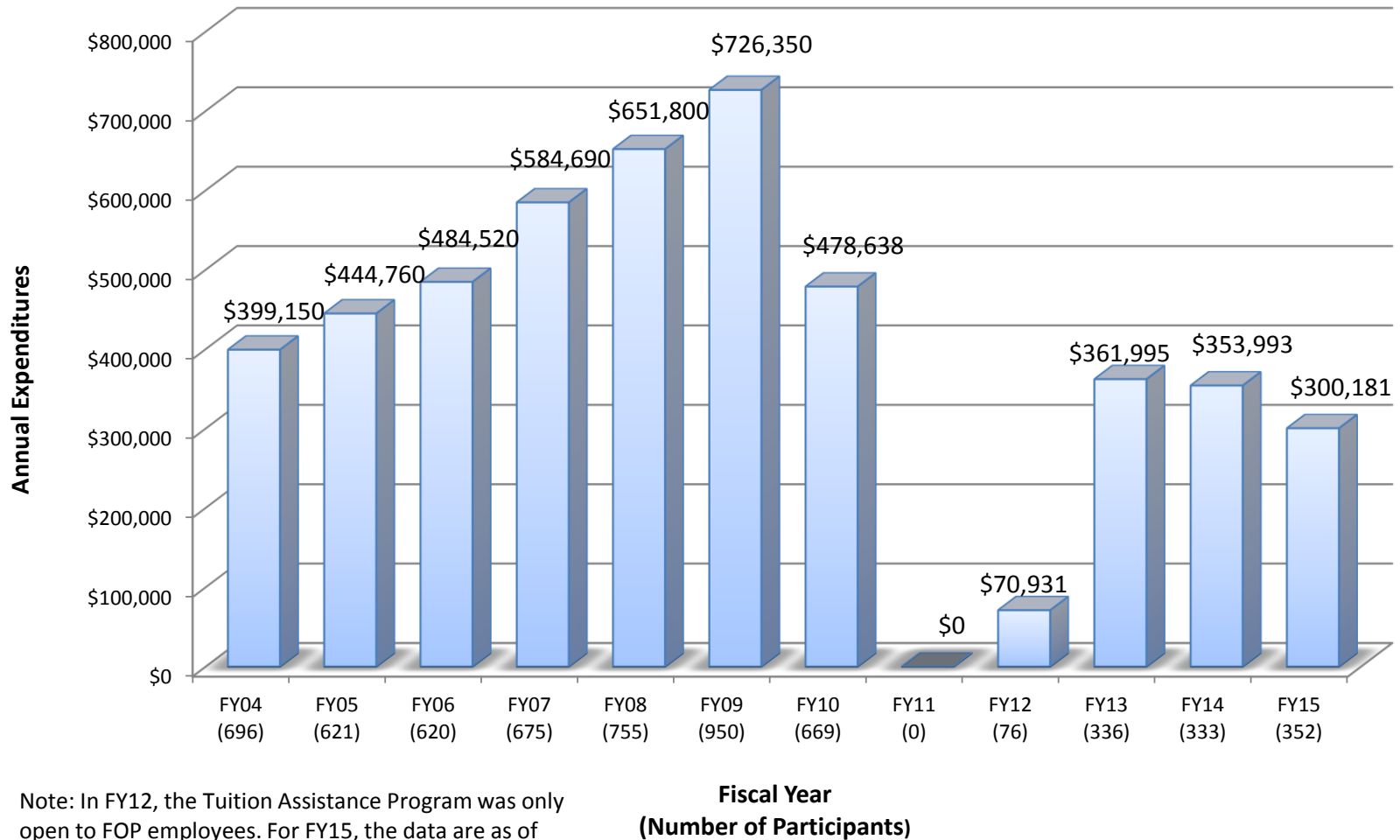
Total Employees: 9,111

Average Leave Taken and Leave Balances Permanent Employees - 2014

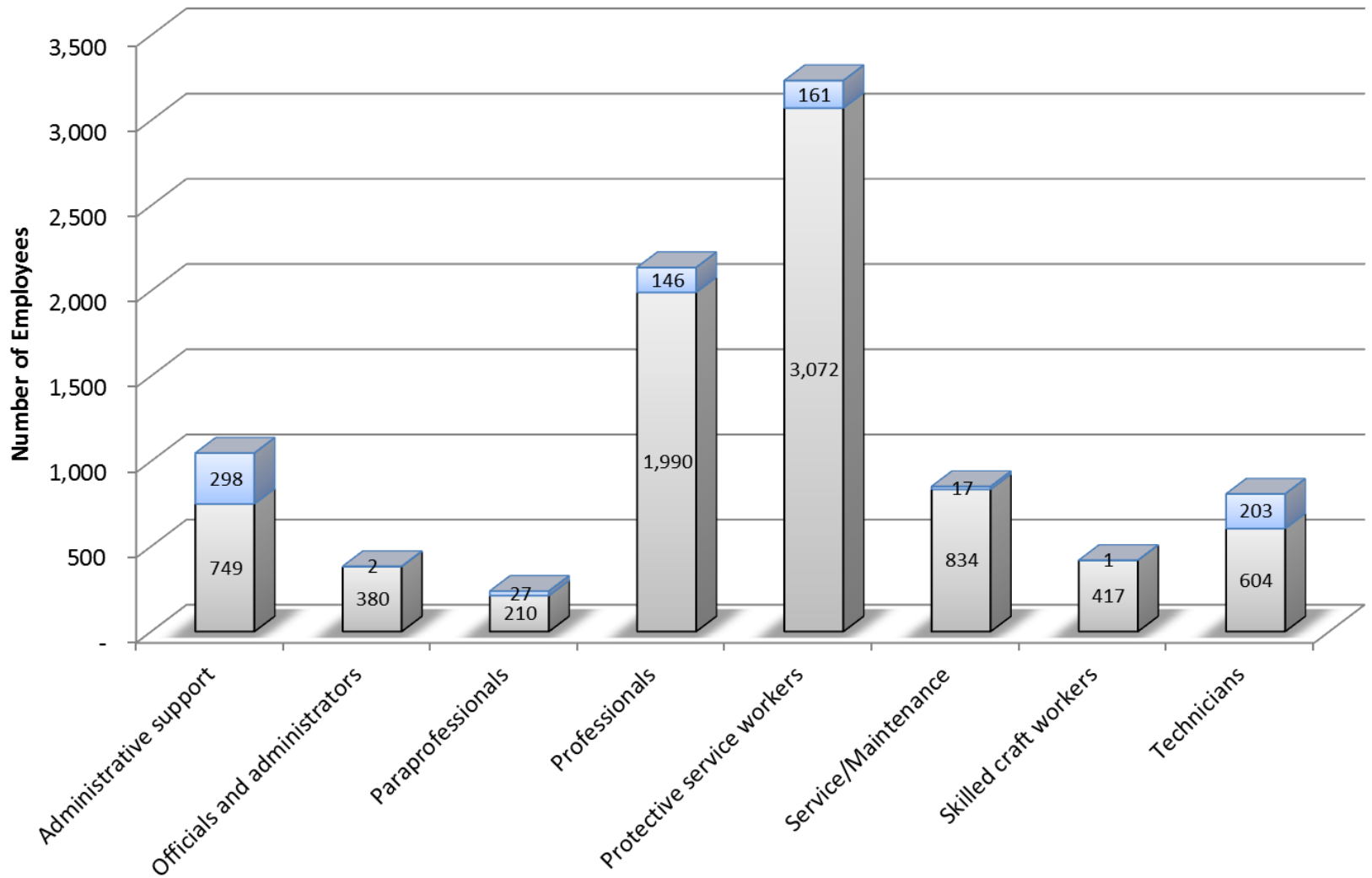


Note: Leave balances are as of the last pay date in 2014, December 26, 2014. Paid Time Off (PTO) data reflect balances and time taken for Management Leadership Service employees earning PTO; other types of leave exclude these same employees.

Tuition Assistance Program Expenditures and Participation FY04 - FY15



EEOC Employment Category - Permanent Employees - 2014

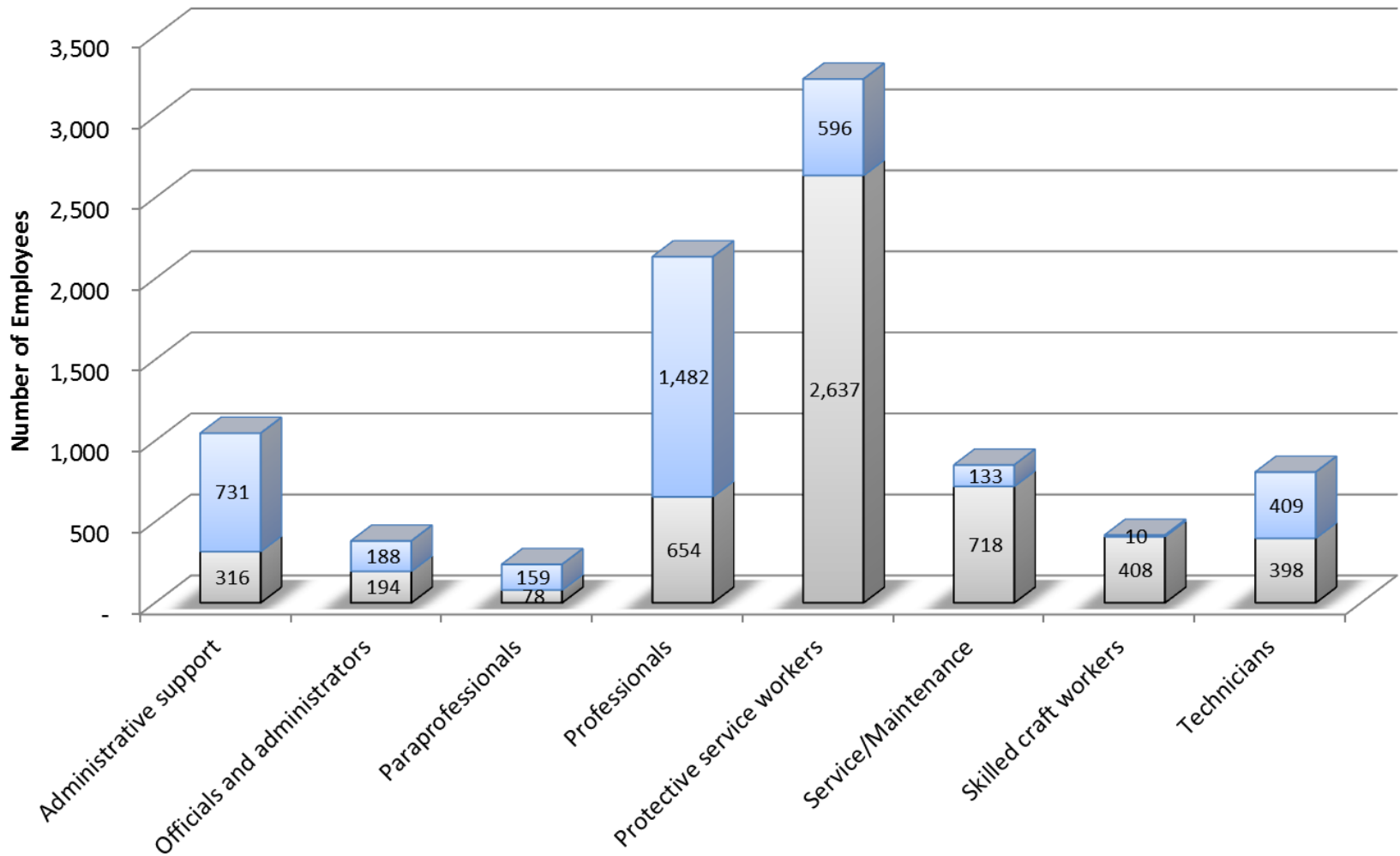


Total Employees: 9,111;

Note: Administrative support includes clerical and sales.

■ Full-Time ■ Part-Time

EEOC Employment Category and Gender Permanent Employees - 2014

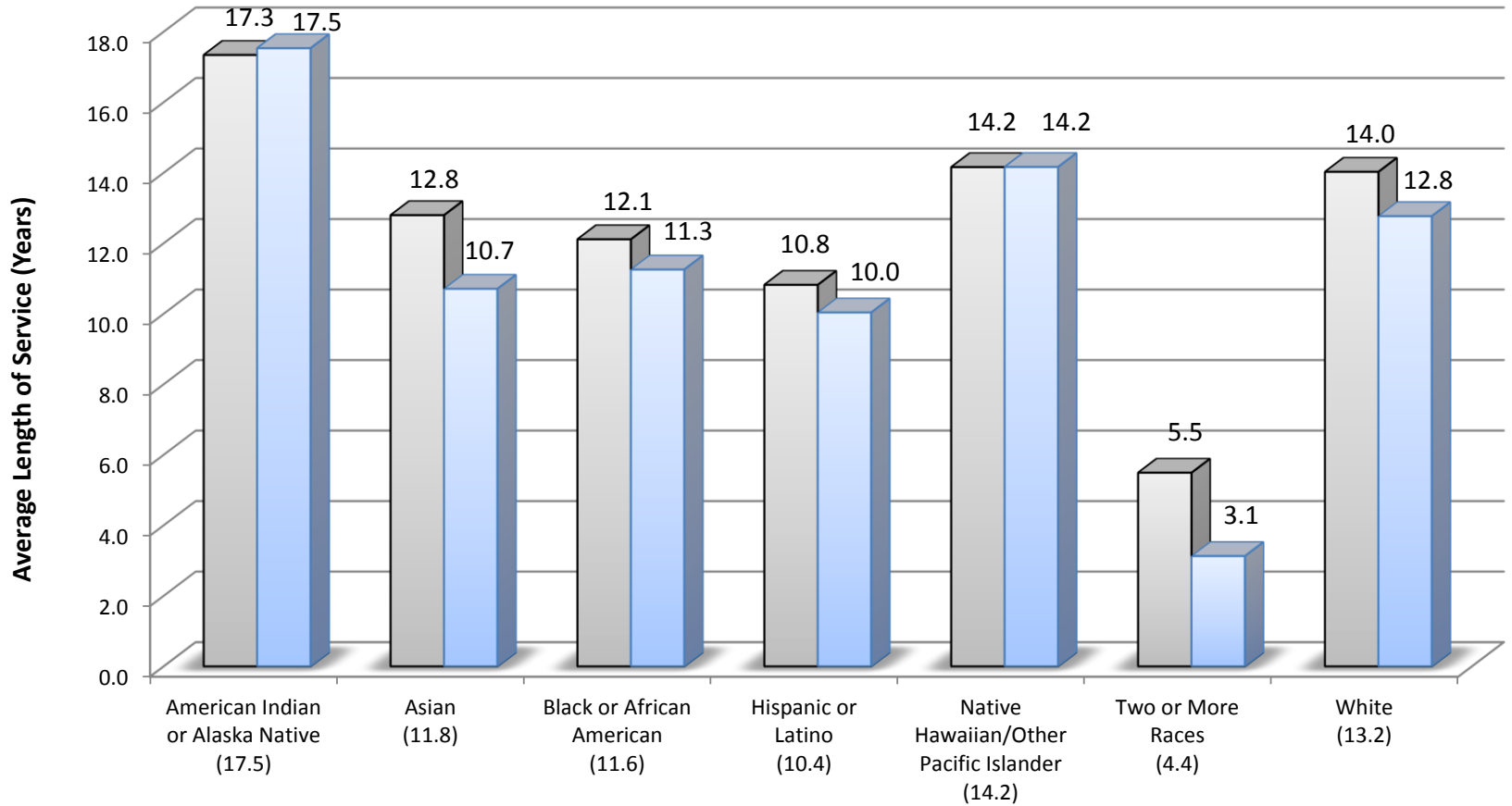


Male Female

Total Employees: 9,111

Note: Administrative support includes clerical and sales.

Average Length of Service by Gender and Race/Ethnicity Permanent Employees - 2014

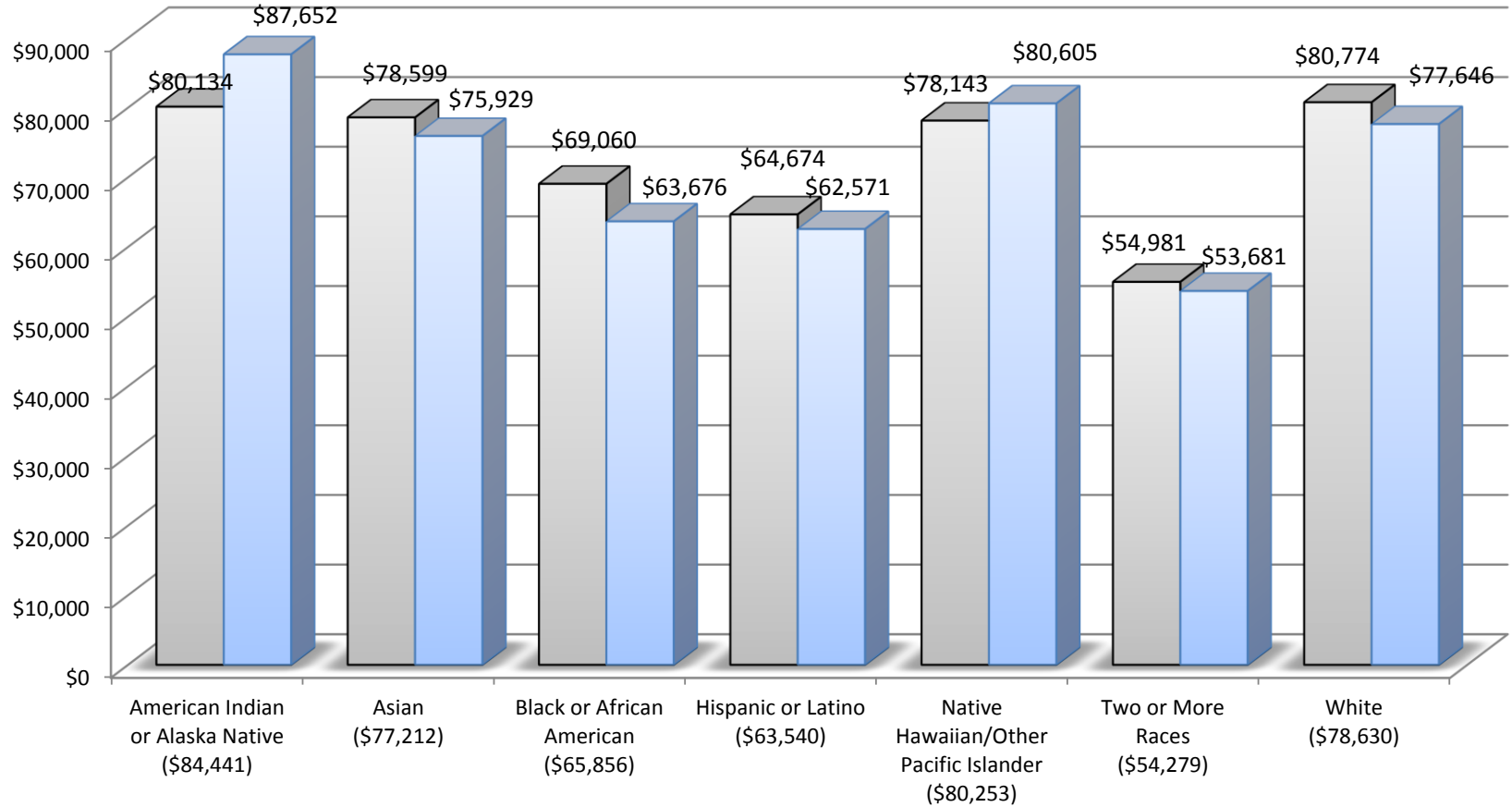


Total Employees: 9,111
 Unreported Race/Ethnicity: 122 (female), 196 (male)

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

■ Female ■ Male

Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2014



Total Full-Time Employees: 8,256

Unreported Race/Ethnicity: 107 (female), 181 (male)

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

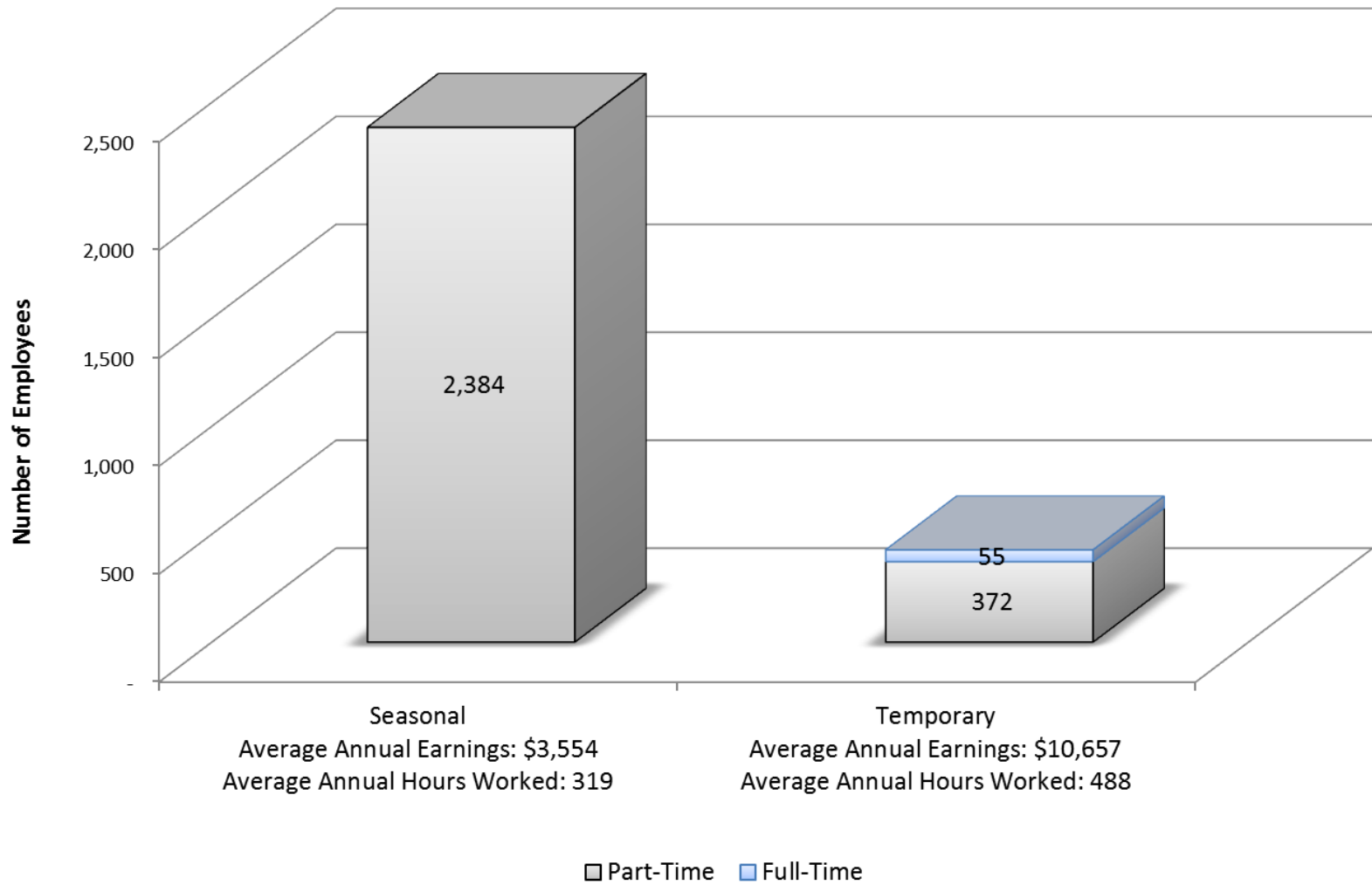
■ Female ■ Male

Distribution by Employment Category and Race/Ethnicity Permanent Employees - 2014

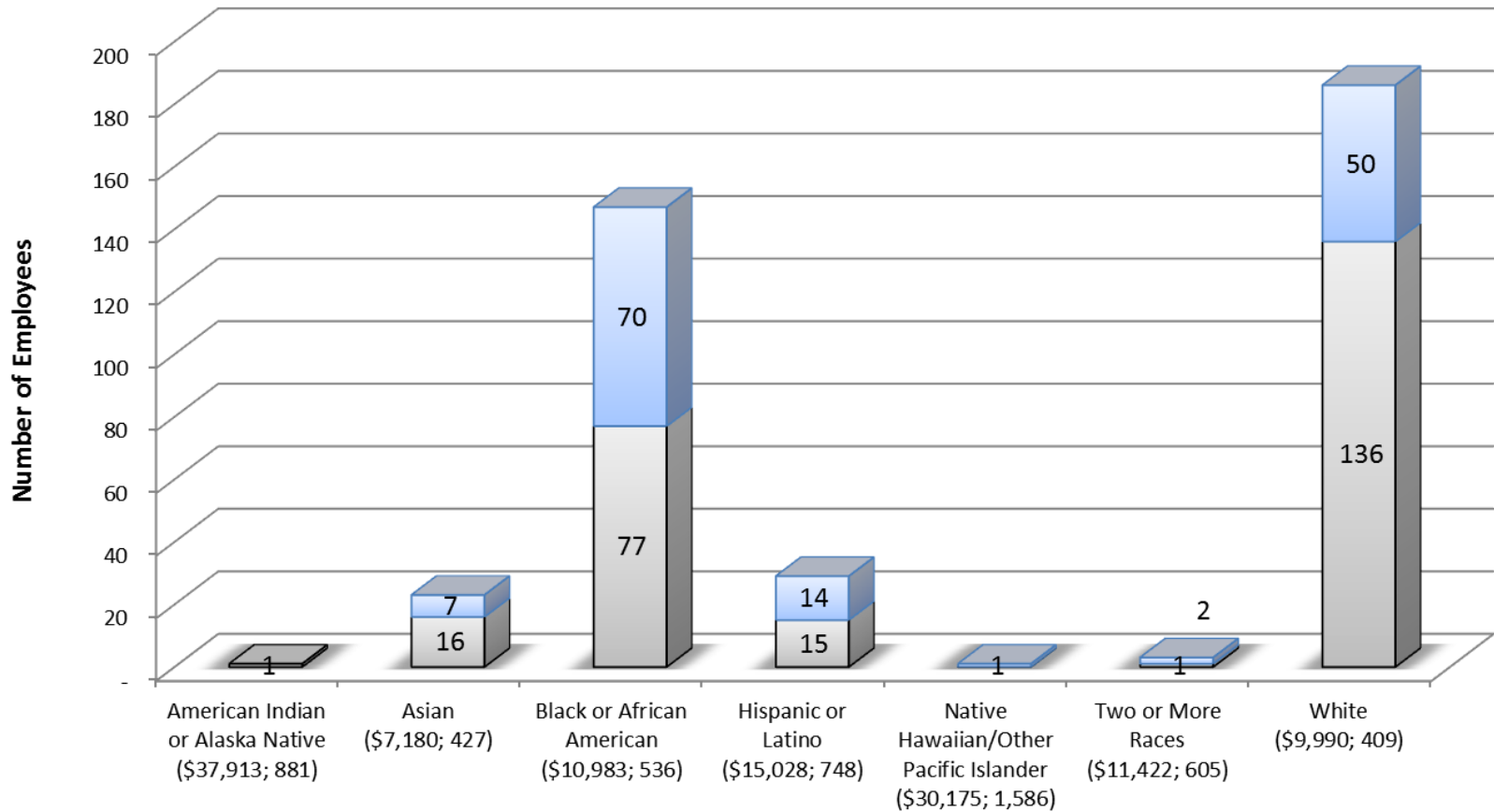
Race/Ethnicity	Employment Category	# of Employees	% of Employees	Race/Ethnicity	Employment Category	# of Employees	% of Employees	
American Indian or Alaska Native	Administrative support	1	0.0%	Hispanic or Latino	Administrative support	120	1.3%	
	Officials and administrators	1	0.0%		Officials and administrators	17	0.2%	
	Paraprofessionals	2	0.0%		Paraprofessionals	66	0.7%	
	Professionals	7	0.1%		Professionals	211	2.3%	
	Protective service workers	19	0.2%		Protective service workers	199	2.2%	
	Service/Maintenance	3	0.0%		Service/Maintenance	129	1.4%	
	Skilled craft workers	1	0.0%		Skilled craft workers	40	0.4%	
	Technicians	3	0.0%		Technicians	73	0.8%	
Total		37	0.4%	Total		855	9.4%	
Asian	Administrative support	144	1.6%	Two or More Races	Administrative support	10	0.1%	
	Officials and administrators	24	0.3%		Paraprofessionals	1	0.0%	
	Paraprofessionals	20	0.2%		Professionals	13	0.1%	
	Professionals	188	2.1%		Protective service workers	20	0.2%	
	Protective service workers	84	0.9%		Service/Maintenance	5	0.1%	
	Service/Maintenance	22	0.2%		Skilled craft workers	3	0.0%	
	Skilled craft workers	27	0.3%		Technicians	6	0.1%	
	Technicians	77	0.8%		Total		58	0.6%
Total		586	6.4%					
Black or African American	Administrative support	338	3.7%	White	Administrative support	397	4.4%	
	Officials and administrators	60	0.7%		Officials and administrators	271	3.0%	
	Paraprofessionals	66	0.7%		Paraprofessionals	76	0.8%	
	Professionals	525	5.8%		Professionals	1,116	12.2%	
	Protective service workers	585	6.4%		Protective service workers	2,238	24.6%	
	Service/Maintenance	516	5.7%		Service/Maintenance	116	1.3%	
	Skilled craft workers	133	1.5%		Skilled craft workers	196	2.2%	
	Technicians	193	2.1%		Technicians	424	4.7%	
Total		2,416	26.5%	Total		4,834	53.1%	
Native Hawaiian/ Other Pacific Islander	Professionals	1	0.0%	Race/Ethnicity Not Available				
	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%	Total Employees		9,111	100.0%	

Note: Administrative support includes clerical and sales.

Temporary and Seasonal Employees Full and Part-Time - 2014



Temporary Employees by Gender and Race/Ethnicity - 2014



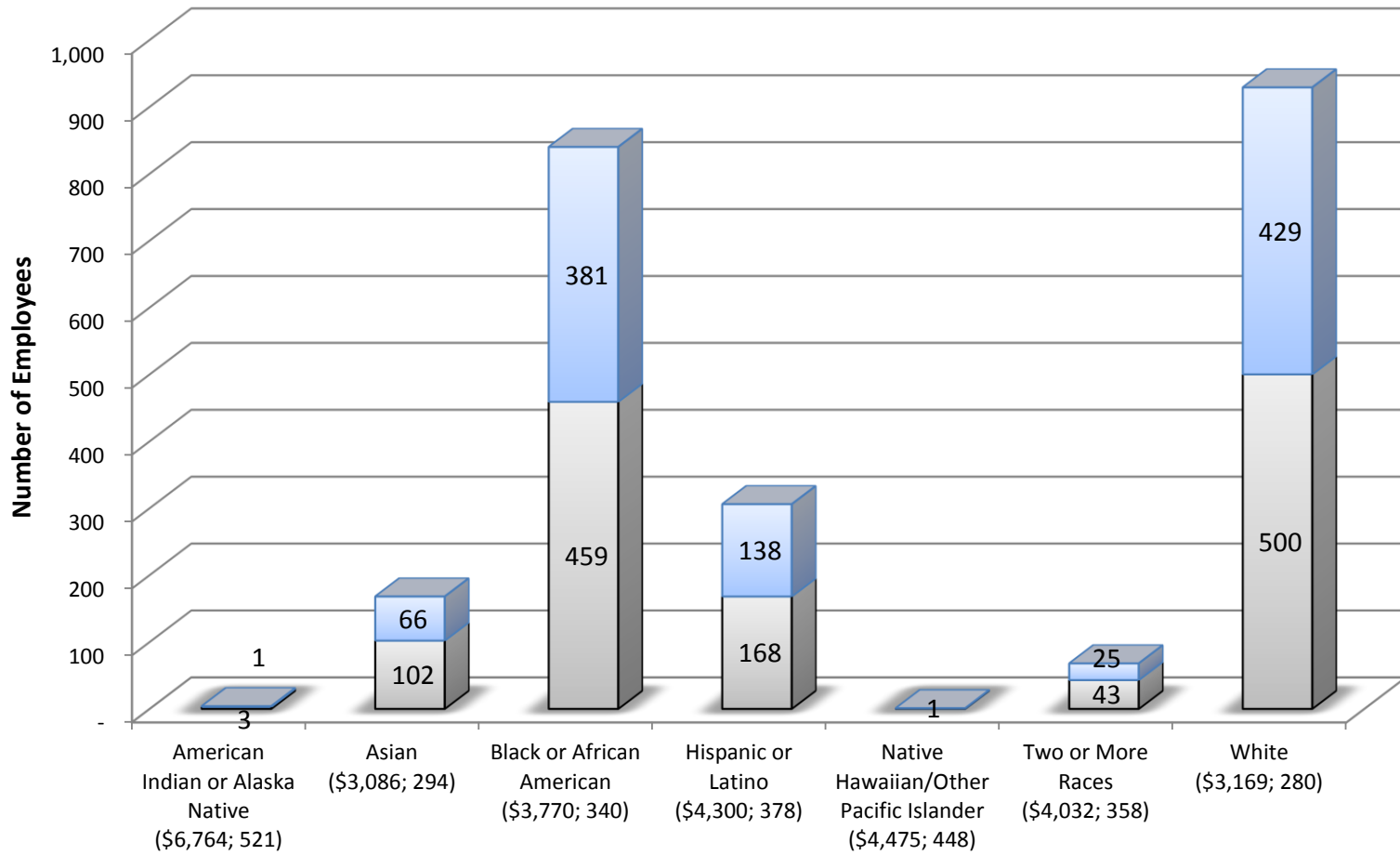
Total Temporary Employees: 427

Total Unreported: 22 Female, 15 Male

□ Female □ Male

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

Seasonal Employees by Gender and Race/Ethnicity - 2014



Total Seasonal Employees: 2,384

Total Unreported: 40 Female, 28 Male

■ Female ■ Male

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

Residence of Montgomery County Employees

State County/City	Permanent		Temporary and Seasonal		Total		State County/City	Permanent		Temporary and Seasonal		Total	
	#	%	#	%	#	%		#	%	#	%	#	%
District of Columbia	163	1.8%	49	1.7%	212	1.8%	Virginia	189	2.1%	13	0.5%	202	1.7%
Delaware	10	0.1%	-	0.0%	10	0.1%	Fairfax	56	0.6%	1	0.0%	57	0.5%
Maryland	8,368	91.8%	2,739	97.4%	11,107	93.2%	Loudoun	29	0.3%	1	0.0%	30	0.3%
Montgomery	5,171	56.8%	2,386	84.9%	7,557	63.4%	Arlington	24	0.3%	-	0.0%	24	0.2%
Frederick	1,083	11.9%	65	2.3%	1,148	9.6%	Alexandria City	18	0.2%	3	0.1%	21	0.2%
Prince Georges	759	8.3%	184	6.5%	943	7.9%	Prince William	17	0.2%	1	0.0%	18	0.2%
Howard	266	2.9%	44	1.6%	310	2.6%	Fairfax City	13	0.1%	-	0.0%	13	0.1%
Washington	256	2.8%	4	0.1%	260	2.2%	Falls Church City	10	0.1%	1	0.0%	11	0.1%
Carroll	238	2.6%	10	0.4%	248	2.1%	Other	22	0.2%	6	0.2%	28	0.2%
Anne Arundel	178	2.0%	19	0.7%	197	1.7%	West Virginia	120	1.3%	4	0.1%	124	1.0%
Baltimore County	138	1.5%	10	0.4%	148	1.2%	Jefferson	64	0.7%	1	0.0%	65	0.5%
Baltimore City	109	1.2%	8	0.3%	117	1.0%	Berkeley	49	0.5%	3	0.1%	52	0.4%
Charles	37	0.4%	5	0.2%	42	0.4%	Other	7	0.1%	-	0.0%	7	0.1%
Harford	28	0.3%	2	0.1%	30	0.3%	Other States	15	0.2%	4	0.1%	19	0.2%
Queen Anne's	27	0.3%	1	0.0%	28	0.2%							
Calvert	28	0.3%	-	0.0%	28	0.2%	Grand Total	9,111	100.0%	2,811	100.0%	11,922	100.0%
St Mary's	11	0.1%	-	0.0%	11	0.1%							
Other	39	0.4%	1	0.0%	40	0.3%							
Pennsylvania	246	2.7%	2	0.1%	248	2.1%							
Adams	66	0.7%	1	0.0%	67	0.6%							
Franklin	57	0.6%	1	0.0%	58	0.5%							
York	41	0.5%	-	0.0%	41	0.3%							
Lancaster	18	0.2%	-	0.0%	18	0.2%							
Cumberland	13	0.1%	-	0.0%	13	0.1%							
Chester	10	0.1%	-	0.0%	10	0.1%							
Other	41	0.5%	-	0.0%	41	0.3%							

TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2004 - 2014**

Separation Reason	2004	2005	2006	2007	2008	2009	2010	2011	2012	2013	2014	% of 2014
Voluntary	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	total
No return LOA/LWOP	7	10	2	8	4	3	6	7	2	2	1	0.15%
AWOL	4	3	11	8	8	4	5	4	5	7	5	0.74%
New job	0	0	0	0	0	0	0	15	23	29	47	6.96%
Non-specified personal reasons	159	194	174	199	180	122	157	81	50	83	95	14.07%
Relocation out of area	24	28	27	36	18	11	18	14	18	21	23	3.41%
Family responsibilities	7	5	12	10	23	4	3	15	11	11	14	2.07%
Better compensation	17	22	25	18	0	0	0	17	8	3	7	1.04%
More flexible work schedule	0	1	6	1	2	0	0	0	0	0	1	0.15%
Better working conditions	2	1	3	1	2	1	0	0	3	3	2	0.30%
More opportunity for advancement	14	6	24	16	14	7	3	1	14	11	5	0.74%
Easier commute	8	4	9	6	3	1	4	4	0	0	8	1.19%
Return to School	6	5	3	4	4	3	3	4	5	4	3	0.44%
Quit - no notice	2	1	3	2	8	1	1	3	3	1	1	0.15%
Normal retirement	122	104	123	123	172	90	162	187	178	197	265	39.26%
Early retirement	30	40	32	32	54	28	17	37	30	18	17	2.52%
Sub Total	402	424	454	464	492	275	379	389	350	390	494	73.19%
Involuntary												
Disciplinary	0	0	0	0	0	0	0	0	7	0	0	0.00%
Unsatisfactory performance	4	2	3	2	0	1	2	7	0	3	12	1.78%
Misconduct	5	7	5	4	7	5	4	11	7	10	11	1.63%
Non-disciplinary	3	4	0	0	1	4	9	5	5	3	0	0.00%
Excess absences	0	1	1	0	1	0	1	0	0	1	0	0.00%
Failed probation	23	16	22	37	28	13	21	4	17	26	31	4.59%
Sub Total	35	30	31	43	37	23	37	27	36	43	54	8.00%
Management/Fiscal												
Discontinued service retirement	12	5	7	2	0	14	46	15	3	0	1	0.15%
Reduction-in-force	3	0	0	0	3	12	15	13	1	1	0	0.00%
Lack of funding	0	2	3	3	0	0	0	0	0	0	0	0.00%
Sub Total	15	7	10	5	3	26	61	28	4	1	1	0.15%
Medical/Other												
Unknown/other	9	7	10	14	0	14	0	76	148	75	83	12.30%
Service-connected disability ret.	23	30	28	26	32	26	32	33	32	26	17	2.52%
Non-service connected disability ret.	12	10	21	16	9	10	8	9	9	13	5	0.74%
Other medical	3	3	13	2	5	14	20	11	3	13	13	1.93%
Death	7	4	8	14	7	9	11	8	12	7	8	1.19%
Sub Total	54	54	80	72	53	73	71	137	204	134	126	18.67%
Total Separations	506	515	575	584	585	397	548	581	594	568	675	
Total Employees	8,223	8,429	8,675	9,059	9,203	9,072	8,671	8,792	8,809	8,805	9,111	
Turnover Rate	6.15%	6.11%	6.63%	6.45%	6.36%	4.38%	6.32%	6.61%	6.74%	6.45%	7.41%	

**Turnover - Separations by Employment Category
Permanent Employees - 2014**

<u>Employment Category</u>	<u># of Separations</u>	<u>% of Total</u>
Officials & Administrators	33	4.89%
Professionals	175	25.93%
Technicians	49	7.26%
Protective Services	228	33.78%
Paraprofessionals	11	1.63%
Office/Clerical	64	9.48%
Skilled Craft	20	2.96%
Service Maintenance	95	14.07%
	675	100.00%

**Turnover - Separations by Race/Ethnicity
Permanent Employees - 2014**

<u>EEO Category</u>	<u># of Separations</u>	<u>% of Total</u>
White	344	50.96%
African American	217	32.15%
Hispanic	53	7.85%
Asian	22	3.26%
Native American	9	1.33%
Race/Ethnicity Unreported	30	4.44%
	675	100.00%

WAGE AND SALARY COMPARABILITY

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

Year	MCG GWA ⁽²⁾	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	CPI-U Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
<u>FY12-FY15 Compounded Change:</u>			<u>14.20%</u>	<u>8.55%</u>	<u>5.65%</u>	
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
2011 (FY12)	0.00%	0.00%	--	3.30%	--	11-10 - 11-11
<u>FY08-FY11 Compounded Change:</u>			<u>20.50%</u>	<u>10.57%</u>	<u>9.93%</u>	
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
2007 (FY08)	4.00%	3.50%	--	4.50%	--	11-06 - 11-07
<u>FY04-FY07 Compounded Change:</u>			<u>28.72%</u>	<u>13.42%</u>	<u>15.29%</u>	
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
2003 (FY04) ⁽⁶⁾	2.88%	3.50%	--	2.40%	--	11-02 - 11-03
<u>FY00-FY03 Compounded Change:</u>			<u>29.59%</u>	<u>11.24%</u>	<u>18.35%</u>	
<u>FY96-FY99 Compounded Change:</u>			<u>27.53%</u>	<u>7.79%</u>	<u>19.74%</u>	

(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 74% (6,700 of 9,111) of permanent employees were not at maximum of grade as of 12/31/14.

(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 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
FY12-FY15 Compounded Change:			<u>6.61%</u>	<u>8.55%</u>	<u>-1.94%</u>	
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
2011 (FY12)	0.00%	0.00%	--	3.30%	--	11-10 - 11-11
FY08-FY11 Compounded Change:			<u>8.68%</u>	<u>10.57%</u>	<u>-1.89%</u>	
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
2007 (FY08)	4.00%	0.00%	--	4.50%	--	11-06 - 11-07
FY04-FY07 Compounded Change:			<u>12.17%</u>	<u>13.42%</u>	<u>-1.25%</u>	
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
2003 (FY04) ⁽⁶⁾	2.88%	0.00%	--	2.40%	--	11-02 - 11-03
FY00-FY03 Compounded Change:			<u>12.93%</u>	<u>11.24%</u>	<u>1.69%</u>	
FY96-FY99 Compounded Change:			<u>11.13%</u>	<u>7.79%</u>	<u>3.34%</u>	

(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 26% (2,411 of 9,111) of permanent employees were at maximum of grade as of 12/31/14.

(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
<u>FY12-FY15 Compounded Change:</u>			<u>14.20%</u>	<u>11.99%</u>	<u>2.20%</u>
2014 (FY15)	3.25%	3.50%	--	3.03%	--
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
<u>FY08-FY11 Compounded Change:</u>			<u>20.50%</u>	<u>13.01%</u>	<u>7.49%</u>
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	3.50%	--	2.20%	--
2008 (FY09)	4.50%	3.50%	--	3.90%	--
2007 (FY08)	4.00%	3.50%	--	3.80%	--
<u>FY04-FY07 Compounded Change:</u>			<u>28.72%</u>	<u>14.90%</u>	<u>13.82%</u>
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%	--
2003 (FY04) ⁽⁶⁾	2.88%	3.50%	--	3.40%	--
<u>FY00-FY03 Compounded Change:</u>			<u>29.59%</u>	<u>18.23%</u>	<u>11.37%</u>
<u>FY96-FY99 Compounded Change:</u>			<u>27.53%</u>	<u>17.38%</u>	<u>10.15%</u>

(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 74% (6,700 of 9,111) of permanent employees were not at maximum of grade as of 12/31/14.

(4) World at Work 2014-2015 Salary Budget Survey, Top Level Data (Figure 2). Pay increase is the average of the GWAs, Cost of Living Adjustments (COLAs), and merit increases for non-exempt and exempt 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
FY12-FY15 Compounded Change:			<u>6.61%</u>	<u>11.99%</u>	<u>-5.39%</u>
2014 (FY15)	3.25%	0.00%	--	3.03%	--
2013 (FY14)	3.25%	0.00%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
FY08-FY11 Compounded Change:			<u>8.68%</u>	<u>13.01%</u>	<u>-4.33%</u>
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	0.00%	--	2.20%	--
2008 (FY09)	4.50%	0.00%	--	3.90%	--
2007 (FY08)	4.00%	0.00%	--	3.80%	--
FY04-FY07 Compounded Change:			<u>12.17%</u>	<u>14.90%</u>	<u>-2.73%</u>
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%	--
2003 (FY04) ⁽⁶⁾	2.88%	0.00%	--	3.40%	--
FY00-FY03 Compounded Change:			<u>12.93%</u>	<u>18.23%</u>	<u>-5.29%</u>
FY96-FY99 Compounded Change:			<u>11.13%</u>	<u>17.38%</u>	<u>-6.25%</u>

(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 26% (2,411 of 9,111) of permanent employees were at maximum of grade as of 12/31/14.

(4) World at Work 2014-2015 Salary Budget Survey, Top Level Data (Figure 2). Pay increase is the average of the GWAs, Cost of Living Adjustments (COLAs), and merit increases for non-exempt and exempt 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		<u>At Maximum</u>	<u>Not at Maximum</u>	<u>Total</u>
<hr/>				
Police Bargaining Unit (FOP)	Number	434	771	1,205
	Percent	36.0%	64.0%	100%
Fire Bargaining Unit (IAFF)	Number	313	738	1,051
	Percent	29.8%	70.2%	100%
MCGEO, UFCW Local 1994	Number	1,118	3,654	4,772
	Percent	23.4%	76.6%	100%
Eligible at Permanent Status (Local 1994 and IAFF)	Number	6	436	442
	Percent	1.4%	98.6%	100%
<hr/>				
Total Represented	Number	1,871	5,599	7,470
	Percent	25.0%	75.0%	100%
<hr/>				
Total Non-Represented⁽²⁾	Number	540	1,101	1,641
	Percent	32.9%	67.1%	100%
<hr/>				
ALL EMPLOYEES	Number	2,411	6,700	9,111
	Percent	26.5%	73.5%	100%

(1) As of December 31, 2014.

(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 2015⁽³⁾

MONTGOMERY COUNTY GOVERNMENT⁽²⁾
January 2015

<u>Federal Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>MCG Grade</u>	<u># Permanent FT Emp.</u>	<u>Minimum</u>	<u>Maximum (2)</u>	<u>% Diff. At Min</u>	<u>% Diff. At Max</u>
GS-11	\$63,722	\$82,840	21	377	\$50,135	\$82,893	-27.1%	0.1%
GS-12	\$76,378	\$99,296	23	376	\$55,006	\$91,109	-38.9%	-9.0%
			24	491	\$57,625	\$95,515	-32.5%	-4.0%
			25	379	\$60,371	\$100,150	-26.5%	0.9%
GS-13	\$90,823	\$118,069	24	491	\$57,625	\$95,515	-57.6%	-23.6%
			25	379	\$60,371	\$100,150	-50.4%	-17.9%
			26	98	\$63,265	\$105,021	-43.6%	-12.4%
			27	47	\$66,275	\$110,134	-37.0%	-7.2%
			M3	244	\$72,261	\$132,076	-25.7%	10.6%
GS-14	\$107,325	\$139,523	28	133	\$69,252	\$115,501	-55.0%	-20.8%
			29	2	\$72,375	\$121,134	-48.3%	-15.2%
			31	3	\$79,108	\$133,268	-35.7%	-4.7%
			M2	110	\$84,113	\$152,692	-27.6%	8.6%
GS-15	\$126,245	\$158,700	M2	110	\$84,113	\$152,692	-50.1%	-3.9%
			M1	24	\$96,187	\$170,839	-31.2%	7.1%

(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/2015/DCB.pdf>

(2) Does not include longevity

(3) Federal government employees received a 1% increase in January 2015.

SALARY COMPARISONS
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2014 COMPENSATION SURVEY REPORT
AND MCG FY15 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		% Dif. Bet. MCG & HRA Minimum	MCG Range Maximum	HRA Avg Range Maximum	% Change Req. to Reach		% Dif. Bet. MCG & HRA Maximum
				HRA Avg. Minimum	%				HRA Avg. Maximum	%	
Computer Operator I	IT Technician I	\$36,762	\$32,000	-13.0%	14.9%	I	\$59,731	\$59,300	-0.7%	0.7%	
Computer Operator II	IT Technician II	\$39,932	\$40,000	0.2%	-0.2%	I	\$65,561	\$63,800	-2.7%	2.8%	
Applications Analyst/Developer II	IT Specialist III	\$63,265	\$61,000	-3.6%	3.7%	I	\$105,021	\$104,400	-0.6%	0.6%	
Applications Analyst/Developer III	Senior IT Specialist	\$69,252	\$73,000	5.4%	-5.1%	I	\$115,501	\$122,700	6.2%	-5.9%	
Systems Programmer III	Senior IT Specialist	\$69,252	\$66,000	-4.7%	4.9%	I	\$115,501	\$117,100	1.4%	-1.4%	
IT/Helpdesk Support Analyst I	IT Specialist I	\$47,867	\$51,000	6.5%	-6.1%	I	\$79,081	\$83,300	5.3%	-5.1%	
System Administrator III	Senior IT Specialist	\$69,252	\$66,000	-4.7%	4.9%	I	\$115,501	\$124,200	7.5%	-7.0%	
Accounting Clerk I	Principal Administrative Aide	\$35,294	\$31,000	-12.2%	13.9%	I	\$57,017	\$54,000	-5.3%	5.6%	
Accounting Clerk II	Office Services Coordinator	\$39,932	\$35,000	-12.4%	14.1%	I	\$65,561	\$61,700	-5.9%	6.3%	
Accounting Clerk III	Fiscal Assistant	\$39,932	\$37,000	-7.3%	7.9%	I	\$65,561	\$64,800	-1.2%	1.2%	
Payroll Clerk I	Office Services Coordinator	\$39,932	\$36,000	-9.8%	10.9%	I	\$65,561	\$61,700	-5.9%	6.3%	
Accountant I	Accountant/Auditor I	\$43,657	\$40,000	-8.4%	9.1%	I	\$71,994	\$63,500	-11.8%	13.4%	
Accountant III	Accountant/Auditor III	\$55,006	\$57,000	3.6%	-3.5%	I	\$91,109	\$96,600	6.0%	-5.7%	
Budget Analyst II	Management & Budget Specialist II	\$52,507	\$53,000	0.9%	-0.9%	I	\$86,898	\$88,200	1.5%	-1.5%	
Budget Analyst III	Sr. Management & Budget Specialist	\$66,275	\$61,000	-8.0%	8.6%	I	\$110,134	\$95,900	-12.9%	14.8%	
Buyer II	Procurement Specialist II	\$55,006	\$49,000	-10.9%	12.3%	I	\$91,109	\$79,600	-12.6%	14.5%	
EEO Representative II	Human Resources Spec. III	\$60,371	\$55,000	-8.9%	9.8%	I	\$100,150	\$82,600	-17.5%	21.2%	
Recruiting (Employment) Manager	Manager III	\$72,261	\$81,000	12.1%	-10.8%	I	\$132,076	\$135,000	2.2%	-2.2%	
Librarian/Information Center Specialist II	Library Associate II	\$50,135	\$47,000	-6.3%	6.7%	I	\$82,893	\$81,900	-1.2%	1.2%	
Janitor/Custodian I	Building Services Worker II	\$28,960	\$26,000	-10.2%	11.4%	I	\$45,331	\$44,700	-1.4%	1.4%	
Call Center Representative I	Customer Service Representative I	\$35,294	\$25,000	-29.2%	41.2%	I	\$57,017	\$37,000	-35.1%	54.1%	
Call Center Supervisor	Program Manager I	\$55,006	\$52,000	-5.5%	5.8%	I	\$91,109	\$84,800	-6.9%	7.4%	
Security Guard I	Security Officer I	\$38,296	\$27,000	-29.5%	41.8%	I	\$62,571	\$43,800	-30.0%	42.9%	
Security Guard Supervisor	Security Officer III (Sergeant)	\$50,135	\$38,000	-24.2%	31.9%	I	\$82,893	\$66,900	-19.3%	23.9%	
Administrative Assistant I	Administrative Aide	\$33,898	\$31,000	-8.5%	9.3%	I	\$54,435	\$53,900	-1.0%	1.0%	
Administrative Assistant II	Principal Admin. Aide	\$35,294	\$36,000	2.0%	-2.0%	I	\$57,017	\$62,300	9.3%	-8.5%	
Administrative Assistant III	Office Services Coordinator	\$39,932	\$38,000	-4.8%	5.1%	I	\$65,561	\$65,800	0.4%	-0.4%	
Executive Assistant III	Senior Executive Administrative Aide	\$43,657	\$46,000	5.4%	-5.1%	I	\$71,994	\$81,800	13.6%	-12.0%	
Executive Assistant to CEO III	Executive Administrative Aide to CEO	\$47,867	\$46,000	-3.9%	4.1%	I	\$79,081	\$88,400	11.8%	-10.5%	
Office Manager	Administrative Specialist II	\$50,135	\$42,000	-16.2%	19.4%	I	\$82,893	\$83,500	0.7%	-0.7%	
Public Relations Specialist III	Public Information Officer II	\$60,371	\$58,000	-3.9%	4.1%	I	\$100,150	\$102,200	2.0%	-2.0%	
Graphics Designer II	Graphic Artist	\$45,716	\$50,000	9.4%	-8.6%	I	\$75,449	\$82,200	8.9%	-8.2%	
Legal Secretary II	Legal Secretary II	\$39,932	\$44,000	10.2%	-9.2%	I	\$65,561	\$76,900	17.3%	-14.7%	
Legal Assistant/Paralegal II	Paralegal Specialist	\$55,006	\$46,000	-16.4%	19.6%	I	\$91,109	\$74,900	-17.8%	21.6%	
In-House Attorney II	Asst. County Attorney II	\$66,275	\$108,000	63.0%	-38.6%	I	\$110,134	\$171,400	55.6%	-35.7%	
In-House Attorney III	Asst. County Attorney III	\$82,722	\$110,000	33.0%	-24.8%	I	\$137,347	\$160,300	16.7%	-14.3%	
Social Worker II (MSW-LCSW)	Social Worker II	\$55,006	\$47,000	-14.6%	17.0%	I	\$91,109	\$76,300	-16.3%	19.4%	
Staff Nurse II (RN)	Community Health Nurse II	\$57,625	\$57,000	-1.1%	1.1%	I	\$95,515	\$93,000	-2.6%	2.7%	
Nurse Practitioner	Nurse Practitioner	\$60,371	\$75,000	24.2%	-19.5%	I	\$100,150	\$125,200	25.0%	-20.0%	
Licensed Practical Nurse	Licensed Practical Nurse (LPN)	\$43,657	\$39,000	-10.7%	11.9%	I	\$71,994	\$59,900	-16.8%	20.2%	
Marketing Analyst II	Transit Mktng. Specialist	\$50,135	\$41,000	-18.2%	22.3%	I	\$82,893	\$75,200	-9.3%	10.2%	
Laborer (Heavy)	Public Service Worker II	\$30,104	\$25,000	-17.0%	20.4%	I	\$47,406	\$38,800	-18.2%	22.2%	
Plumber II	Plumber I	\$41,744	\$49,000	17.4%	-14.8%	I	\$68,698	\$68,300	-0.6%	0.6%	
Avg % Change FY15:				-3.04%					-1.44%		
Avg % Difference FY15:						5.55%					3.73%

NOTES:

- 2014 HRA Compensation Survey Report includes data on 560 survey jobs from 318 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.

**FY15 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	55.7	44.8	48.9	40.0	45.6	55.8	50.7	47.5	45.3	50.5	48.2	55.0	12.3%	14.0%
Building Services Worker II	8	27.7	24.6	28.3		25.3	25.4		26.5	26.2	27.5	26.4	29.0	9.0%	9.9%
Carpenter I	17			35.7	30.3	34.5	37.5	37.6	37.1	31.0	42.7	36.4	41.7	12.8%	14.6%
Community Health Nurse II	24	58.5		50.1	56.8	49.8	55.8			45.9		53.0	57.6	8.1%	8.8%
Correctional Supervisor - Sergeant	C6	57.3	44.9	61.1		44.7	55.0	51.8		46.9		51.8	55.2	6.2%	6.6%
Correctional Officer I (Pvt)	C3	44.9		48.0						40.6		44.9	43.2	-4.0%	-3.8%
Correctional Officer III (Corporal)	C5	52.1	39.2	50.4		39.7	49.4	38.6		42.6		42.6	49.9	14.7%	17.2%
Electrician I	18				33.0	39.6	42.1	42.6	37.1	31.0	42.7	39.6	43.7	9.4%	10.4%
Engineer III	25	64.5	55.9	46.6	46.7	47.6	70.6	62.2	53.8	57.9	53.9	54.9	60.4	9.0%	9.9%
Engineer Technician II	18	41.6		35.7	40.5	39.7	42.1	37.3	41.9	39.6	41.8	40.5	43.7	7.1%	7.7%
Equipment Operator I	14	31.5	30.0	32.4	29.0	29.1	35.0	31.7	33.1	28.9		31.5	36.8	14.2%	16.5%
Equipment Operator III	16	37.9	38.8	39.1	34.0	34.5	40.2	35.0	37.1	31.0	32.3	36.1	39.9	9.7%	10.7%
Fire/Rescue Lieutenant	B1	55.7	49.9	62.1	51.3	52.7	64.0	72.9		51.9		54.2	58.6	7.6%	8.2%
Firefighter/Rescuer I (Recruit)	F1	45.8	37.2	48.0		34.1		46.0		40.8		43.3	43.9	1.4%	1.4%
Firefighter/Rescuer III	F3	48.1	37.2			42.8	53.1	53.1		42.8		45.5	48.4	6.1%	6.5%
Highway Inspector I	19	48.1	40.3	45.6	37.4	39.7	48.4	45.7		39.6	44.3	44.3	45.7	3.2%	3.3%
Human Resources Specialist III	25	58.5	52.0	51.4	46.7	45.6	55.8	62.2	47.5	45.3	53.9	51.7	60.4	14.4%	16.8%
HVAC Mechanic I	18	45.8		59.3	33.0	39.6	44.1	42.6	37.1	31.0		41.1	43.7	6.0%	6.3%
Senior Information Technology Specialist	28	53.1		56.3		45.6		45.7	56.5	53.1		53.1	69.3	23.4%	30.5%
Information Technology Specialist III	26	67.7	52.0	57.0	46.0	52.1		56.2	49.9	46.2		52.0	63.3	17.8%	21.6%
Information Technology Technician III	19	39.7	42.6		35.9	31.3			37.0		50.0	38.4	45.7	16.1%	19.2%
Librarian I	21	50.5		42.3	42.3	32.2	49.6		41.9			42.3	50.1	15.6%	18.5%
Management and Budget Specialist III	25	61.4	64.9	48.9	64.8	69.1	55.8	50.7	53.8	45.9	50.5	54.8	60.4	9.2%	10.1%
Mechanic Technician II	18	43.7	34.8	39.1	35.2	37.8	40.2	42.6	37.1	35.9	42.7	38.4	43.7	12.0%	13.6%
Office Clerk	5	27.6	25.3	28.0	26.3	25.2	33.5	24.7	26.6	24.0	24.5	25.8	25.8	0.1%	0.1%
Permitting & Code Enforce. Insp. III	23	48.1	40.3	52.4	34.6	41.6	46.2	41.3	41.9	39.6		41.6	55.0	24.3%	32.1%
Planning Specialist III	23	55.7	52.0		46.7	45.6	55.8	50.7	47.5	45.9		49.1	55.0	10.7%	12.0%
Police Officer I	P2	43.6	42.9	48.0	43.1	46.7	47.4	47.8	47.9	46.6		46.7	49.0	4.6%	4.9%
Police Sergeant	A1	55.7	56.4	61.1	61.6	58.7	60.1	67.3	55.4	60.9		60.1	62.4	3.7%	3.8%
Public Safety Communications Specialist III	19	48.1	36.5	46.6	37.4	36.0	47.9	39.7	37.1	39.9		39.7	45.7	13.2%	15.2%
Principal Administrative Aide	13	36.2	26.7	35.7	28.0	32.8	36.7	30.4	33.1	33.8	37.3	33.5	35.3	5.2%	5.5%
Printing Technician II	15			35.7	38.9	32.8	38.4		37.1	33.8	41.8	37.1	38.3	3.0%	3.1%
Procurement Specialist III	25	53.1	48.2	51.4	44.1	45.6	55.8	45.7	53.8	37.3	50.5	49.4	60.4	18.2%	22.3%
Public Service Worker II	9	28.8	25.9	28.3	27.7	25.3	29.1	27.3	26.5	26.8		27.3	30.1	9.3%	10.3%
Recreation Specialist	21	50.5	52.0	42.3	42.3	45.6	48.4	41.3	47.5	45.9		45.9	50.1	8.5%	9.3%
Social Worker II	23	58.5		51.4	46.0	49.8	53.1	50.7		45.9		50.7	55.0	7.8%	8.4%
Therapist II	24	61.4		51.4			53.1			53.1		53.1	57.6	7.8%	8.5%

NOTES:

- Source: FY 2015 Local Government Personnel Association Salary Survey. Survey includes data from 26 public sector organizations in the national capital area.
- Montgomery County salaries reported to LGPA were those in effect as of July 1, 2014. Salaries in this chart are adjusted to reflect FY15 GWAs in place at the end of 2014.
- 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.
- 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; WSSC = Washington Suburban Sanitary Commission

**FY15 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	% Chg Req for		
													MCG	% Dif Between MCG & Median	
Accountant/Auditor III	23	89.5	71.9	79.6	48.9	56.8	93.0	86.8	81.3	88.2	85.4	83.4	91.1	8.5%	9.3%
Building Services Worker II	8	40.4	36.2	42.6		30.3	42.4		47.7	43.3	47.3	42.5	45.3	6.3%	6.8%
Carpenter I	17			58.0	33.3	43.3	62.5	55.9	63.5	57.4	72.4	57.7	68.7	16.0%	19.1%
Community Health Nurse II	24	94.0		93.6	64.7	62.2	93.0			84.0		88.5	95.5	7.4%	7.9%
Correctional Supervisor - Sergeant	C6	99.3	84.1	101.5		55.7	81.3	80.9		85.1		84.1	89.3	5.8%	6.1%
Correctional Officer I (Pvt)	C3	77.8		79.7						73.6		77.8	63.1	-23.3%	-18.9%
Correctional Officer III (Corporal)	C5	90.1	69.5	83.7		49.8	72.9	60.3		77.2		72.9	75.4	3.3%	3.4%
Electrician I	18				36.9	50.2	70.1	63.3	63.5	57.4	72.4	63.3	72.0	12.1%	13.8%
Engineer III	25	103.6	94.3	104.2	56.5	59.2	117.7	106.5	92.3	112.6	91.1	98.9	100.2	1.2%	1.2%
Engineer Technician II	18	66.8		58.0	49.2	49.8	70.1	63.8	71.8	72.8	71.0	66.8	72.0	7.2%	7.8%
Equipment Operator I	14	50.7	44.1	52.7	31.3	36.1	58.4	44.7	56.6	52.2		50.7	59.7	15.1%	17.8%
Equipment Operator III	16	60.9	51.1	63.5	38.3	43.3	67.1	51.8	63.5	57.4	58.3	57.8	65.6	11.8%	13.4%
Fire/Rescue Lieutenant	B1	96.4	98.5	103.1	62.6	71.4	94.6	107.6		102.0		97.4	94.9	-2.7%	-2.6%
Firefighter/Rescuer I (Recruit)	F1	79.3	77.0	79.7		46.5		47.4		73.5		75.3	71.1	-5.8%	-5.5%
Firefighter/Rescuer III	F3	83.3	77.0			57.4	78.5	78.3		81.7		78.4	78.4	0.0%	0.0%
Highway Inspector I	19	77.3	59.3	85.1	45.2	49.8	80.7	78.3		72.8	75.0	75.0	75.4	0.6%	0.6%
Human Resources Specialist III	25	94.0	87.5	108.7	56.5	56.8	93.0	106.5	81.3	88.2	91.1	89.7	100.2	10.5%	11.7%
HVAC Mechanic I	18	73.7		96.3	36.9	50.2	73.5	63.3	63.5	57.4		63.4	72.0	11.9%	13.6%
Senior Information Technology Specialist	28	85.3		91.5		56.8		78.3	93.6	96.9		88.4	115.5	23.5%	30.6%
Information Technology Specialist III	26	108.8	87.5	92.6	56.0	65.4		96.1	85.4	92.8		90.1	105.0	14.2%	16.6%
Information Technology Technician III	19	63.8	81.3		43.4	39.7			63.4		80.0	63.6	75.4	15.8%	18.7%
Librarian I	21	81.2		87.6	51.4	49.9	82.6		71.8			76.5	82.9	7.7%	8.4%
Management and Budget Specialist III	25	98.7	109.3	104.2	78.5	107.7	93.0	86.8	92.3	84.0	91.1	92.7	100.2	7.5%	8.1%
Mechanic Technician II	18	70.2	51.1	63.5	39.7	47.9	67.1	63.3	63.5	66.1	72.4	63.5	72.0	11.8%	13.3%
Office Clerk	5	44.3	37.1	37.9	29.9	31.3	55.8	42.3	47.9	46.8	42.3	42.3	39.9	-6.0%	-5.7%
Permitting & Code Enforce. Insp. III	23	77.3	59.3	85.1	41.6	52.1	77.0	70.8	71.8	72.8		71.8	91.1	21.2%	27.0%
Planning Specialist III	23	89.5	87.5		56.5	56.8	93.0	86.8	81.3	84.0		85.4	91.1	6.3%	6.7%
Police Officer I	P2	75.5	82.1	79.7	69.9	61.0	73.5	49.5	74.8	73.0		73.5	79.3	7.3%	7.9%
Police Sergeant	A1	96.4	99.0	101.5	81.1	77.9	88.7	88.6	93.2	97.3		93.2	100.9	7.6%	8.3%
Public Safety Communications Specialist III	19	77.3	53.7	75.7	45.2	45.6	70.7	63.7	63.5	80.2		63.7	45.7	-39.4%	-28.3%
Principal Administrative Aide	13	58.2	40.9	58.0	32.2	41.6	61.2	51.9	56.6	65.8	63.6	57.3	57.0	-0.5%	-0.5%
Printing Technician II	15			58.0	47.2	41.6	64.0		63.5	65.8	71.0	63.5	62.6	-1.6%	-1.5%
Procurement Specialist III	25	85.3	81.3	108.7	53.6	56.8	93.0	78.3	92.3	72.6	85.4	83.3	100.2	16.8%	20.3%
Public Service Worker II	9	46.3	38.0	42.6	28.7	30.3	48.5	38.6	47.7	45.3		42.6	47.4	10.2%	11.4%
Recreation Specialist	21	81.2	87.5	68.8	51.4	56.8	80.7	70.8	81.3	84.0		80.7	82.9	2.6%	2.7%
Social Worker II	23	94.0		83.6	56.0	62.2	88.5	86.8		84.0		84.0	91.1	7.8%	8.5%
Therapist II	24	98.7		83.6			88.5			96.9		92.7	95.5	2.9%	

NOTES:

- Source: FY 2015 Local Government Personnel Association Salary Survey. Survey includes data from 26 public sector organizations in the national capital area.
- Montgomery County salaries reported to LGPA were those in effect as of July 1, 2014. Salaries in this chart are adjusted to reflect FY15 increases in place at the end of 2014.
- 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.
- 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; WSSC = Washington Suburban Sanitary Commission

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY15 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG	Alex City	Anne Arundel	Arlington Co	Balt City	Balt Co	Fairfax Co	Howard Co	MNCPPC	MCG	PG Co	WSSC	
	Grade												Median
Accountant/Auditor III	23	48.9	13.8%	-8.5%	0.0%	-18.3%	-6.8%	14.0%	3.7%	-2.9%	12.4%	-7.4%	3.2%
Building Services Worker II	8	26.5	4.5%	-7.3%	6.7%	-3.9%	-4.8%	-4.2%	0.0%	0.0%	9.1%	-1.4%	3.7%
Carpenter I	17	37.1				-18.5%	-7.0%	1.1%	1.2%	0.0%	12.4%	-16.4%	15.1%
Community Health Nurse II	24	55.8	4.8%		-10.1%	1.8%	-10.7%	0.0%			3.3%	-17.8%	
Correctional Supervisor - Sergeant	C6	53.4	7.5%	-15.8%	14.5%		-16.2%	3.0%	-3.0%		3.3%	-12.1%	
Correctional Officer I (Pvt)	C3	44.1	2.0%		8.9%						-2.0%	-7.9%	
Correctional Officer III (Corporal)	C5	46.0	13.2%	-14.7%	9.7%		-13.7%	7.3%	-16.1%		8.6%	-7.3%	
Electrician I	18	40.8				-19.3%	-3.1%	3.1%	4.3%	-9.0%	7.0%	-24.0%	4.7%
Engineer III	25	55.9	15.3%	0.0%	-16.8%	-16.5%	-14.9%	26.2%	11.2%	-3.8%	7.9%	3.4%	-3.6%
Engineer Technician II	18	41.1	1.2%		-13.1%	-1.2%	-3.4%	2.5%	-9.2%	2.1%	6.3%	-3.5%	1.9%
Equipment Operator I	14	31.6	-0.2%	-5.2%	2.5%	-8.3%	-8.1%	10.8%	0.2%	4.7%	16.3%	-8.6%	
Equipment Operator III	16	37.1	2.1%	4.5%	5.2%	-8.3%	-7.0%	8.3%	-5.8%	0.0%	7.5%	-16.4%	-13.1%
Fire/Rescue Lieutenant	B1	55.7	0.0%	-10.4%	11.6%	-7.9%	-5.3%	15.1%	30.9%		5.3%	-6.7%	
Firefighter/Rescuer I (Recruit)	F1	43.9	4.3%	-15.4%	9.3%		-22.4%		4.6%		0.0%	-7.0%	
Firefighter/Rescuer III	F3	48.1	0.0%	-22.7%			-11.0%	10.5%	10.5%		0.7%	-10.9%	
Highway Inspector I	19	44.9	7.1%	-10.2%	1.5%	-16.7%	-11.7%	7.8%	1.8%		1.8%	-11.8%	-1.5%
Human Resources Specialist III	25	52.0	12.6%	0.0%	-1.1%	-10.1%	-12.2%	7.4%	19.8%	-8.5%	16.2%	-12.7%	3.8%
HVAC Mechanic I	18	42.6	7.7%		39.2%	-22.6%	-7.0%	3.6%	0.0%	-12.7%	2.6%	-27.1%	
Senior Information Technology Specialist	28	53.1	0.0%		6.0%		-14.0%		-13.8%	6.5%	30.5%	0.0%	
Information Technology Specialist III	26	52.1	29.9%	-0.3%	9.4%	-11.8%	0.0%		7.8%	-4.2%	21.4%	-11.4%	
Information Technology Technician III	19	39.7	0.0%	7.4%		-9.4%	-21.2%			-6.7%	15.2%		26.0%
Librarian I	21	42.3	19.4%		0.0%	-0.1%	-24.0%	17.1%		-0.9%	18.4%		
Management and Budget Specialist III	25	55.8	10.1%	16.3%	-12.3%	16.1%	23.9%	0.0%	-9.1%	-3.5%	8.2%	-17.8%	-9.5%
Mechanic Technician II	18	39.1	11.8%	-10.9%	0.0%	-9.9%	-3.2%	3.0%	8.9%	-4.9%	11.8%	-8.0%	9.4%
Office Clerk	5	25.8	6.6%	-2.0%	8.5%	1.8%	-2.5%	29.5%	-4.4%	3.0%	0.0%	-7.0%	-5.0%
Permitting & Code Enforce. Insp. III	23	41.8	15.2%	-3.5%	25.3%	-17.3%	-0.3%	10.5%	-1.2%	0.3%	31.6%	-5.2%	
Planning Specialist III	23	50.7	9.8%	2.4%		-7.9%	-10.1%	10.0%	0.0%	-6.3%	8.4%	-9.6%	
Police Officer I	P2	47.0	-7.2%	-8.8%	2.1%	-8.3%	-0.7%	0.7%	1.6%	1.8%	4.1%	-0.9%	
Police Sergeant	A1	60.5	-8.0%	-6.7%	1.1%	1.8%	-3.0%	-0.7%	11.3%	-8.4%	3.1%	0.7%	
Public Safety Communications Specialist III	19	39.8	21.0%	-8.1%	17.1%	-6.0%	-9.6%	20.3%	-0.2%	-6.7%	14.9%	0.2%	
Principal Administrative Aide	13	33.8	7.0%	-21.0%	5.5%	-17.3%	-3.0%	8.6%	-10.2%	-2.2%	4.3%	0.0%	10.4%
Printing Technician II	15	37.7			-5.4%	3.2%	-13.0%	1.8%		-1.5%	1.5%	-10.3%	10.9%
Procurement Specialist III	25	50.5	5.1%	-4.5%	1.8%	-12.7%	-9.6%	10.5%	-9.4%	6.6%	19.6%	-26.1%	0.0%
Public Service Worker II	9	27.5	4.7%	-6.0%	2.9%	0.8%	-8.2%	5.8%	-0.8%	-3.5%	9.4%	-2.5%	
Recreation Specialist	21	46.7	8.2%	11.3%	-9.4%	-9.5%	-2.3%	3.7%	-11.6%	1.8%	7.4%	-1.8%	
Social Worker II	23	51.1	14.6%		0.7%	-9.9%	-2.4%	4.0%	-0.7%		7.7%	-10.2%	
Therapist II	24	53.1	15.6%		-3.3%			0.0%			8.5%	-0.1%	
Average % Difference from Median:			7.6%	-5.4%	3.5%	-8.4%	-7.7%	7.5%	0.7%	-2.2%	9.3%	-8.7%	3.5%
# of Classes Matched:			34	26	33	29	35	32	30	27	37	35	16

NOTES:

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- 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 & Planning Commission; MCG = Montgomery County Government; WSSC = Washington Suburban Sanitary Commission

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY15 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	MCG	PG Co	WSSC
Accountant/Auditor III	23	85.4	4.8%	-15.9%	-6.8%	-42.7%	-33.4%	8.9%	1.6%	-4.7%	6.7%	3.3%	0.0%
Building Services Worker II	8	42.6	-5.0%	-14.9%	0.0%		-28.7%	-0.4%		12.1%	6.5%	1.7%	11.2%
Carpenter I	17	58.0			0.0%	-42.5%	-25.3%	7.8%	-3.7%	9.5%	18.4%	-1.1%	24.8%
Community Health Nurse II	24	93.0	1.1%		0.7%	-30.4%	-33.1%	0.0%			2.7%	-9.7%	
Correctional Supervisor - Sergeant	C6	84.6	17.4%	-0.6%			19.9%		-4.4%		5.5%	0.6%	
Correctional Officer I (Pvt)	C3	75.7	2.8%		5.3%						-16.6%	-2.8%	
Correctional Officer III (Corporal)	C5	74.2	21.4%	-6.4%	12.8%		-32.8%	-1.7%	-18.7%		1.7%	4.1%	
Electrician I	18	63.4				-41.9%	-20.9%	10.6%	-0.2%	0.2%	13.6%	-9.5%	14.2%
Engineer III	25	100.2	3.5%	-5.9%	4.0%	-43.6%	-40.9%	17.5%	6.3%	-7.8%	0.0%	12.4%	-9.0%
Engineer Technician II	18	68.5	-2.4%		-15.3%	-28.1%	-27.2%	2.4%	-6.7%	4.8%	5.2%	6.3%	3.7%
Equipment Operator I	14	51.5	-1.5%	-14.4%	2.4%	-39.1%	-29.9%	13.5%	-13.1%	10.0%	16.1%	1.5%	
Equipment Operator III	16	58.3	4.5%	-12.4%	9.0%	-34.3%	-25.6%	15.1%	-11.0%	9.1%	12.5%	-1.5%	0.0%
Fire/Rescue Lieutenant	B1	96.4	0.0%	2.2%	7.0%	-35.1%	-26.0%	-1.8%	11.6%		-1.6%	5.8%	
Firefighter/Rescuer I (Recruit)	F1	73.5	7.9%	4.7%	8.4%		-36.8%		-35.5%		-3.3%	0.0%	
Firefighter/Rescuer III	F3	78.4	6.2%	-1.8%			-26.8%	0.1%	-0.1%		0.0%	4.1%	
Highway Inspector I	19	75.2	2.8%	-21.2%	13.2%	-39.9%	-33.8%	7.3%	4.1%		0.3%	-3.3%	-0.3%
Human Resources Specialist III	25	91.1	3.2%	-3.9%	19.3%	-38.0%	-37.6%	2.1%	16.9%	-10.7%	9.9%	-3.2%	0.0%
HVAC Mechanic I	18	63.5	15.9%		51.6%	-42.0%	-21.0%	15.6%	-0.5%	0.0%	13.3%	-9.7%	
Senior Information Technology Specialist	28	91.5	-6.9%		0.0%		-37.9%		-14.4%	2.3%	26.2%	5.8%	
Information Technology Specialist III	26	92.6	17.5%	-5.5%	0.0%	-39.5%	-29.4%		3.8%	-7.8%	13.4%	0.2%	
Information Technology Technician III	19	63.8	0.0%	27.5%		-32.0%	-37.8%			-0.6%	18.3%		25.5%
Librarian I	21	81.2	0.0%		7.8%	-36.7%	-38.5%	1.7%		-11.6%	2.1%		
Management and Budget Specialist III	25	93.0	6.1%	17.6%	12.0%	-15.6%	15.8%	0.0%	-6.7%	-0.8%	7.7%	-9.7%	-2.0%
Mechanic Technician II	18	63.5	10.4%	-19.6%	0.0%	-37.4%	-24.7%	5.5%	-0.5%	0.0%	13.3%	4.1%	14.0%
Office Clerk	5	42.3	4.7%	-12.2%	-10.4%	-29.3%	-26.1%	31.8%	0.1%	13.2%	-5.6%	10.6%	0.0%
Permitting & Code Enforce. Insp. III	23	72.3	7.0%	-18.0%	17.8%	-42.4%	-27.9%	6.5%	-2.1%	-0.7%	26.1%	0.7%	
Planning Specialist III	23	86.8	3.2%	0.9%		-34.9%	-34.5%	7.2%	0.0%	-6.2%	5.0%	-3.2%	
Police Officer I	P2	74.1	1.9%	10.8%	7.5%	-5.7%	-17.7%	-0.9%	-33.3%	0.9%	6.9%	-1.6%	
Police Sergeant	A1	94.8	1.7%	4.4%	7.0%	-14.5%	-17.9%	-6.4%	-6.5%	-1.7%	6.5%	2.6%	
Public Safety Communications Specialist III	19	63.6	21.5%	-15.7%	18.9%	-28.9%	-28.3%	11.1%	0.1%	-0.1%	-28.2%	26.0%	
Principal Administrative Aide	13	57.0	2.0%	-28.2%	1.7%	-43.5%	-27.0%	7.3%	-8.9%	-0.7%	0.0%	15.4%	11.5%
Printing Technician II	15	63.1			-8.0%	-25.2%	-34.0%	1.5%		0.8%	-0.8%	4.4%	12.6%
Procurement Specialist III	25	85.3	0.0%	-4.7%	27.5%	-37.1%	-33.3%	9.1%	-8.1%	8.2%	17.5%	-14.9%	0.1%
Public Service Worker II	9	43.9	5.4%	-13.5%	-3.2%	-34.8%	-30.9%	10.4%	-12.2%	8.6%	7.9%	3.2%	
Recreation Specialist	21	81.0	0.3%	8.1%	-15.0%	-36.6%	-29.8%	-0.3%	-12.6%	0.5%	2.4%	3.7%	
Social Worker II	23	85.4	10.1%		-2.1%	-34.4%	-27.1%	3.7%	1.6%		6.7%	-1.6%	
Therapist II	24	95.5	3.3%		-12.5%			-7.3%			0.0%	1.4%	
Average % Difference from Median:			5.0%	-5.3%	5.5%	-34.0%	-28.6%	5.4%	-5.1%	1.0%	5.8%	1.3%	6.6%
# of Classes Matched:			34	26	33	29	35	32	30	27	37	35	16

NOTES:

- Source: FY 2015 Local Government Personnel Association Salary Survey. Survey includes data from 26 public sector organizations in the national capital area.
- Montgomery County salaries reported to LGPA were those in effect as of July 1, 2014. Salaries in this chart are adjusted to reflect FY15 increases in place at the end of 2014.
- 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 & Planning Commission; MCG = Montgomery County Government; WSSC = Washington Suburban Sanitary Commission

**SALARY BUDGET SURVEYS
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2014 - 2015
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 FY14	MCG - Average FY14 ⁽²⁾	Survey - Budgeted FY15
World At Work 2014-2015 Salary Budget Survey, (August 2014)	2,043	National	3.0%	5.5%	3.0%
Mercer- 2014-2015 U.S. Compensation Planning Survey: August 8, 2014 press release (http://www.mercer.com/press-releases/1539840)	1,500	National	2.9%	5.5%	3.0%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 35th Edition, pages 2-4 (September 2014).	318	Washington/Baltimore Metropolitan Area	2.8%	5.5%	N/A
2015 Local Gov't Personnel Association (LGPA) Benchmark Salary and Comprehensive Benefits Survey- Cost of Living Adjustments (COLAs) Report, pages 1-5 (September 2014). ⁽³⁾	26	Washington/Baltimore Metropolitan Area	N/A	5.5%	2.7%

(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 average is comprised of the following approved percentage increases in FY14: A 3.25% GWA increase for non-represented (1,168 total with 462 at top of schedule), Management Leadership Service (380), and MCGEO (4,772 with 1,118 at top); a 2.75% GWA increase for the IAFF and Fire/Rescue Management (1,093 with 348 at top); a 2.10% GWA increase for the FOP bargaining unit and Police Management (1,256 with 477 at top); a 3.5% service increment for all employees not at the max of grade (excludes MLS); and an average 3.53% performance-based pay increase for MLS employees. Employees who are eligible for union membership at permanent status received an average 3.12% GWA.

(3) Percentage budgeted represents the estimated average from the following 12 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.