

# **MONTGOMERY COUNTY, MARYLAND**

## **Personnel Management Review**

**Merit System Employment Profile  
Turnover Analysis  
Wage and Salary Comparability  
Management Leadership Service Review  
May 2024**



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Turnover Analysis  
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Management Leadership Service Review**

**Montgomery County Government  
Office of Human Resources  
101 Monroe Street, 12<sup>th</sup> Floor  
Rockville, Maryland 20850**

# Personnel Management Review

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# INTRODUCTION

The Personnel Management Review is compiled by the Office of Human Resources. The purpose of this report is to provide the County Council and the public with general information concerning the size and composition of the County government workforce; employee turnover rates and reasons for turnover; and information concerning the comparability of County salary ranges with those of public and private sector organizations in the Washington-Arlington-Alexandria, DC-VA-MD-WV metropolitan area. Also included is a review of the Management Leadership Service, required by Montgomery County Personnel Regulations, Section 10-10(c)(3)(F).

Additional information concerning the County government workforce and employee compensation is presented in the *County Executive's Recommended FY24 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.

## **Credits**

Rosa Hong

Biancaliz Agosto-Figueroa

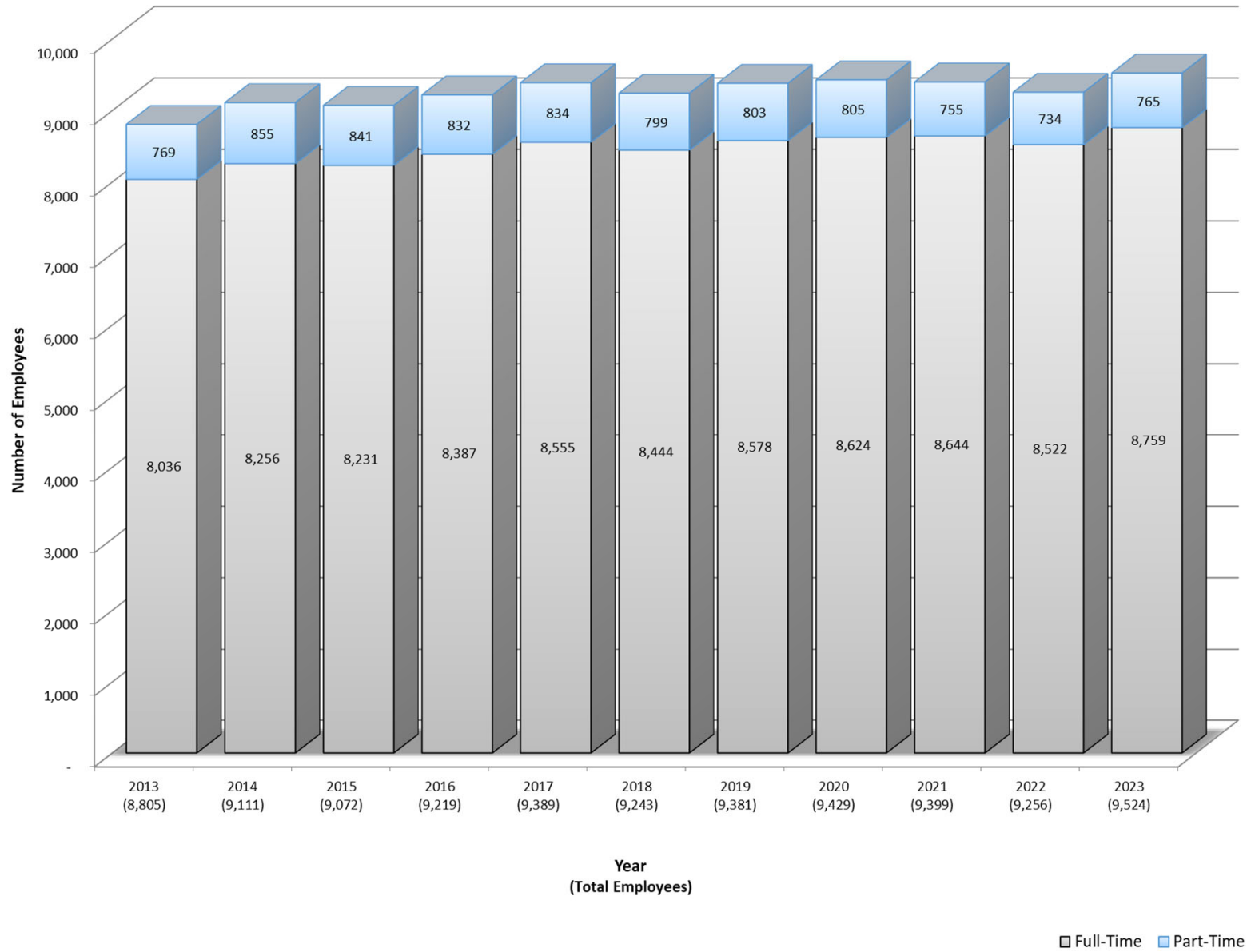
Padmarani Venkatachalam

# MERIT SYSTEM EMPLOYMENT PROFILE

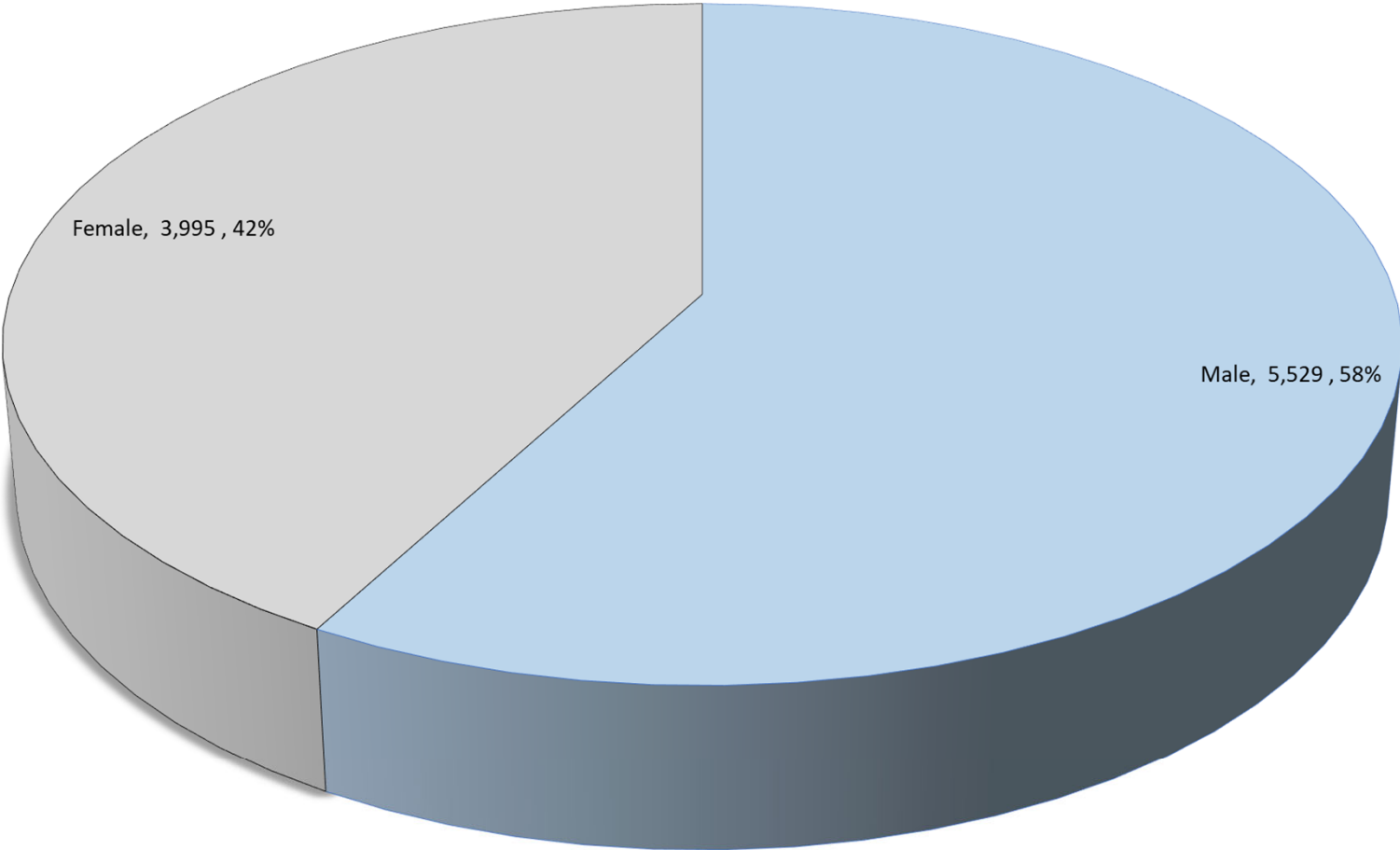
**Data presented on pages 1-1 through 1-16 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 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, 2023.**

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2013 through 2023. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY24 Operating Budget and FY20-25 Public Services Program*.

### Merit System Permanent Employees 2013 - 2023



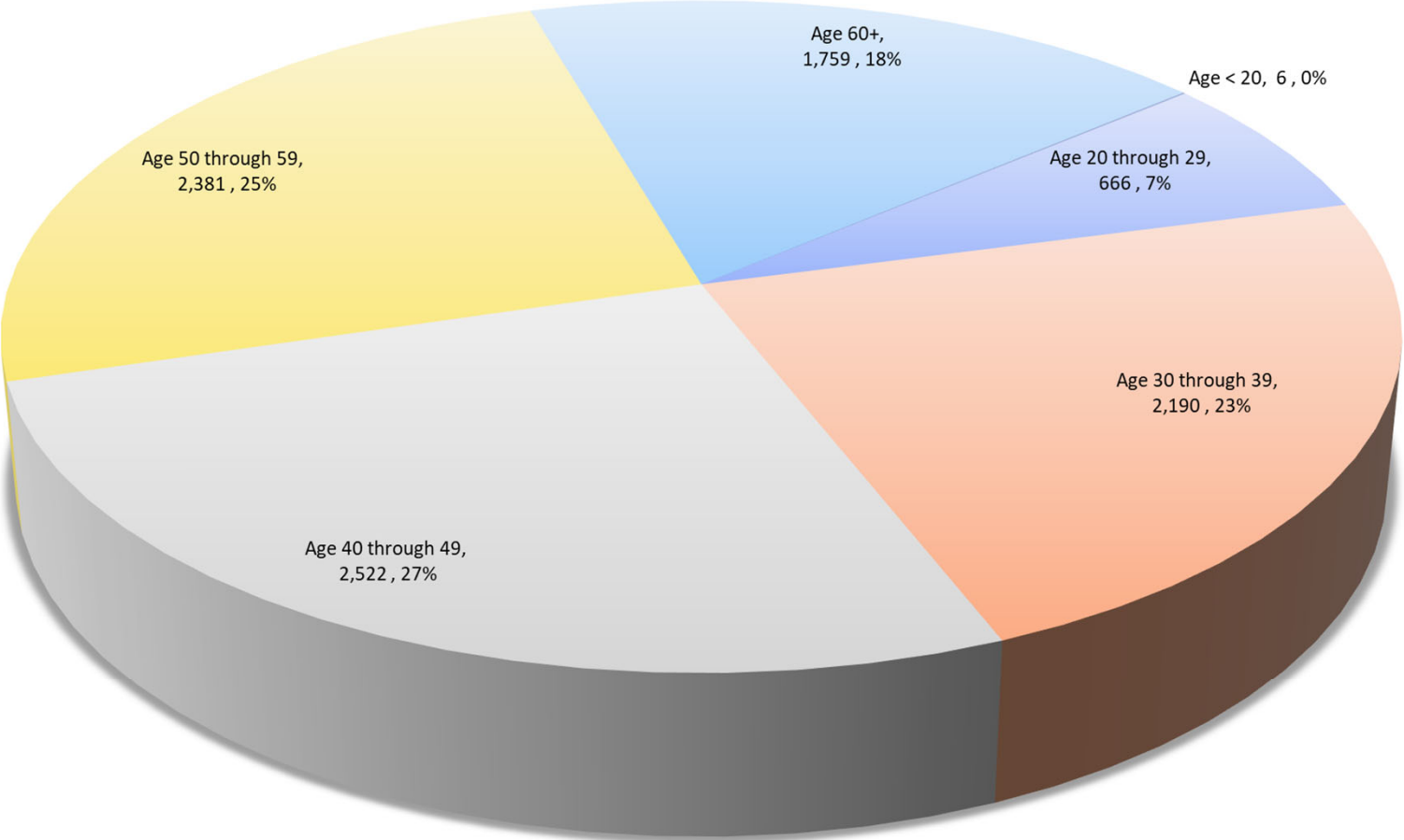
**Permanent Employees by Gender - 2023**



Total Employees: 9,524

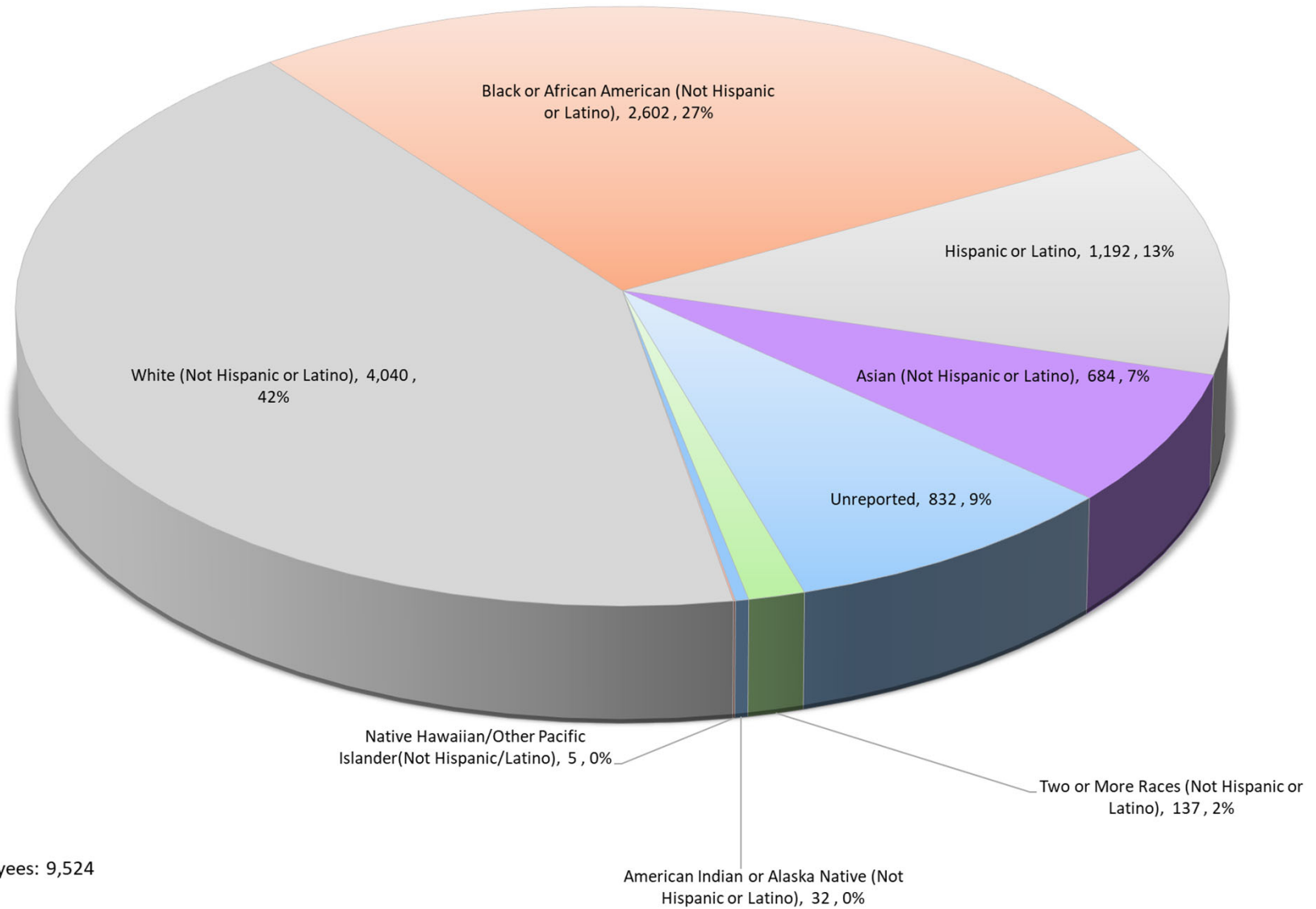


### Permanent Employees by Age Range - 2023



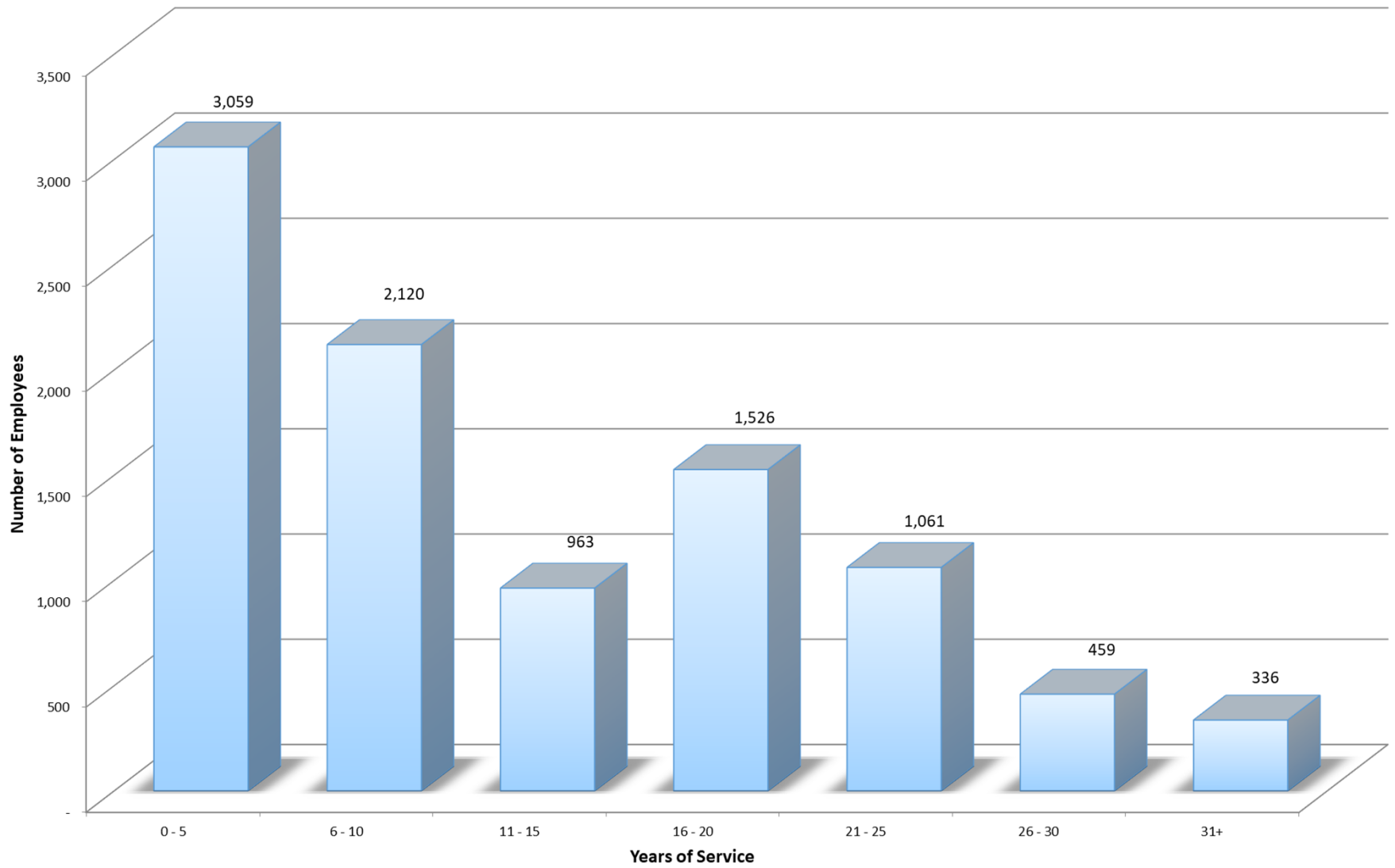
Total Employees: 9,524  
Overall Average Age: 47.7

### Permanent Employees by Race/Ethnicity - 2023



Total Employees: 9,524

### Permanent Employees by Length of County Service - 2023



Total Employees: 9,524  
Overall Average Years of County Service: 12.2

## Average Annual Salary<sup>1</sup> - 2023 Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	5	\$52,103
8	18	\$58,045
9	23	\$57,129
10	50	\$55,140
11	33	\$53,874
12	75	\$57,681
13	186	\$65,174
14	164	\$64,426
15	184	\$68,197
16	404	\$75,103
17	95	\$72,929
18	298	\$77,473
19	193	\$84,584
20	297	\$85,440
21	359	\$89,691
22	92	\$98,034
23	323	\$99,402
24	494	\$101,833
25	107	\$115,029
26	92	\$119,839
27	15	\$132,847
28	18	\$136,206
M1	25	\$192,207
M2	129	\$167,791
M3	253	\$142,466
P1	13	\$63,925
P2	64	\$65,979
P3	67	\$75,054
P4	674	\$106,436
P5	71	\$118,349
T1	655	\$75,688
T2	38	\$89,320

Grade	Number of Employees	Average Annual Salary
A1	160	\$133,251
A2	37	\$156,570
A3	21	\$192,567
B1	130	\$124,197
B2	142	\$147,250
B3	27	\$169,155
B4	13	\$188,976
C1	21	\$121,093
C2	5	\$136,174
C3	40	\$54,132
C4	67	\$65,939
C5	114	\$86,435
C6	42	\$102,335
D1	28	\$112,790
D2	11	\$130,830
D3	4	\$155,222
F1	83	\$58,987
F2	194	\$74,650
F3	463	\$92,323
F4	210	\$114,030

Grade	Number of Employees	Average Annual Salary
N15	4	\$68,929
N16	20	\$74,932
N17	45	\$78,514
N18	96	\$78,274
N19	17	\$84,414
N20	27	\$90,129
N21	156	\$92,397
N22	34	\$98,917
N23	185	\$100,090
N24	42	\$111,369
N25	348	\$112,097
N26	108	\$116,874
N27	18	\$120,357
N28	132	\$131,206
N29	5	\$132,206
N30	22	\$142,408
N32	56	\$150,069
G1	6	\$57,772
G2	9	\$59,585
G3	9	\$68,150
G4	70	\$90,638

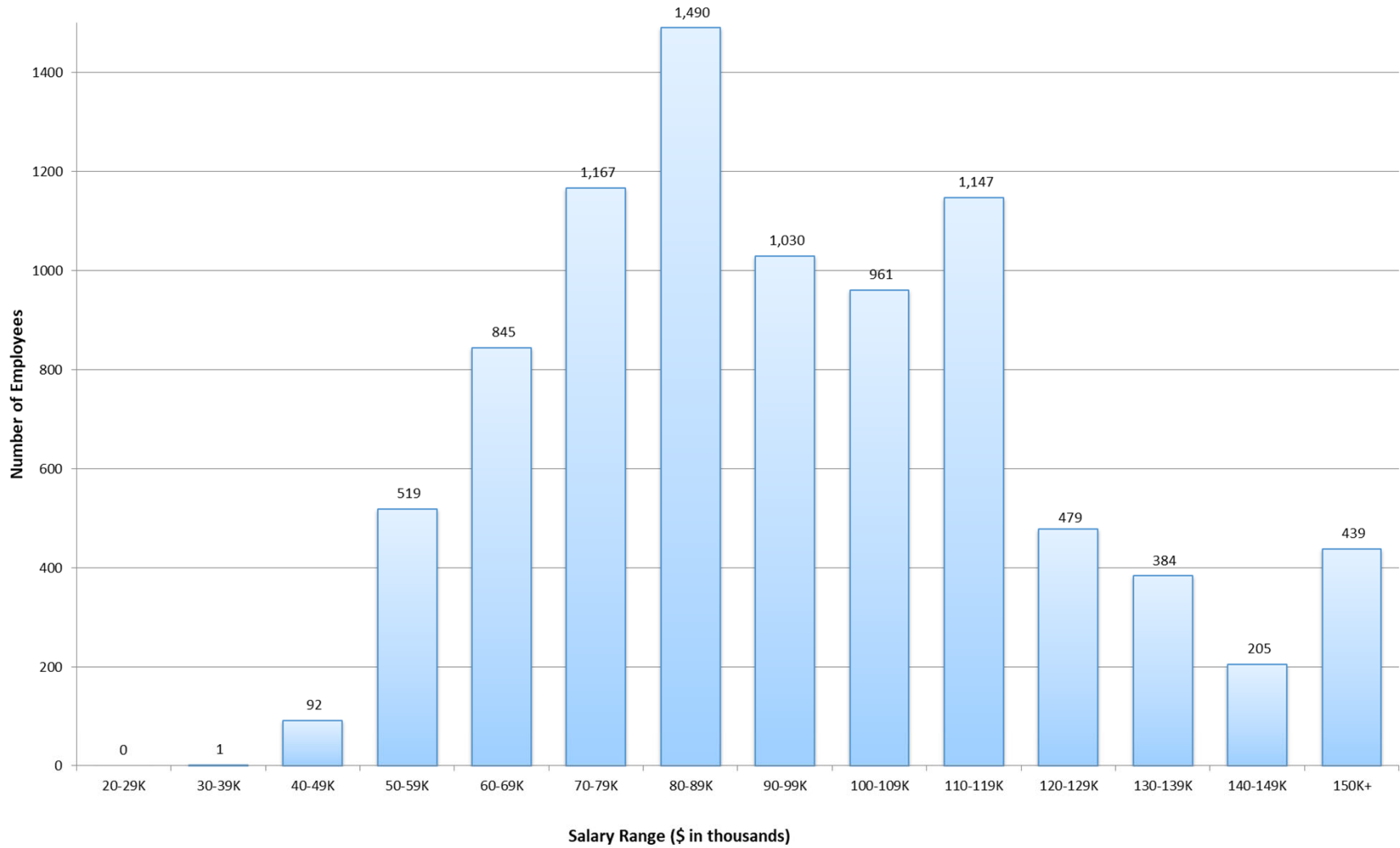
Number of Full-Time Permanent Employees: 8,759

Overall Average Salary, Full-Time Permanent Employees: \$96,908

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

Note: A=Police Management; B=Fire Management; C=Corrections and Rehabilitation Management; D=Deputy Sheriffs Management; F=IAFF; G=Deputy Sheriffs; MD=Physician; M=MLS; P=FOP; N=Non-Represented; T=Transit Bus Operators/Coordinators

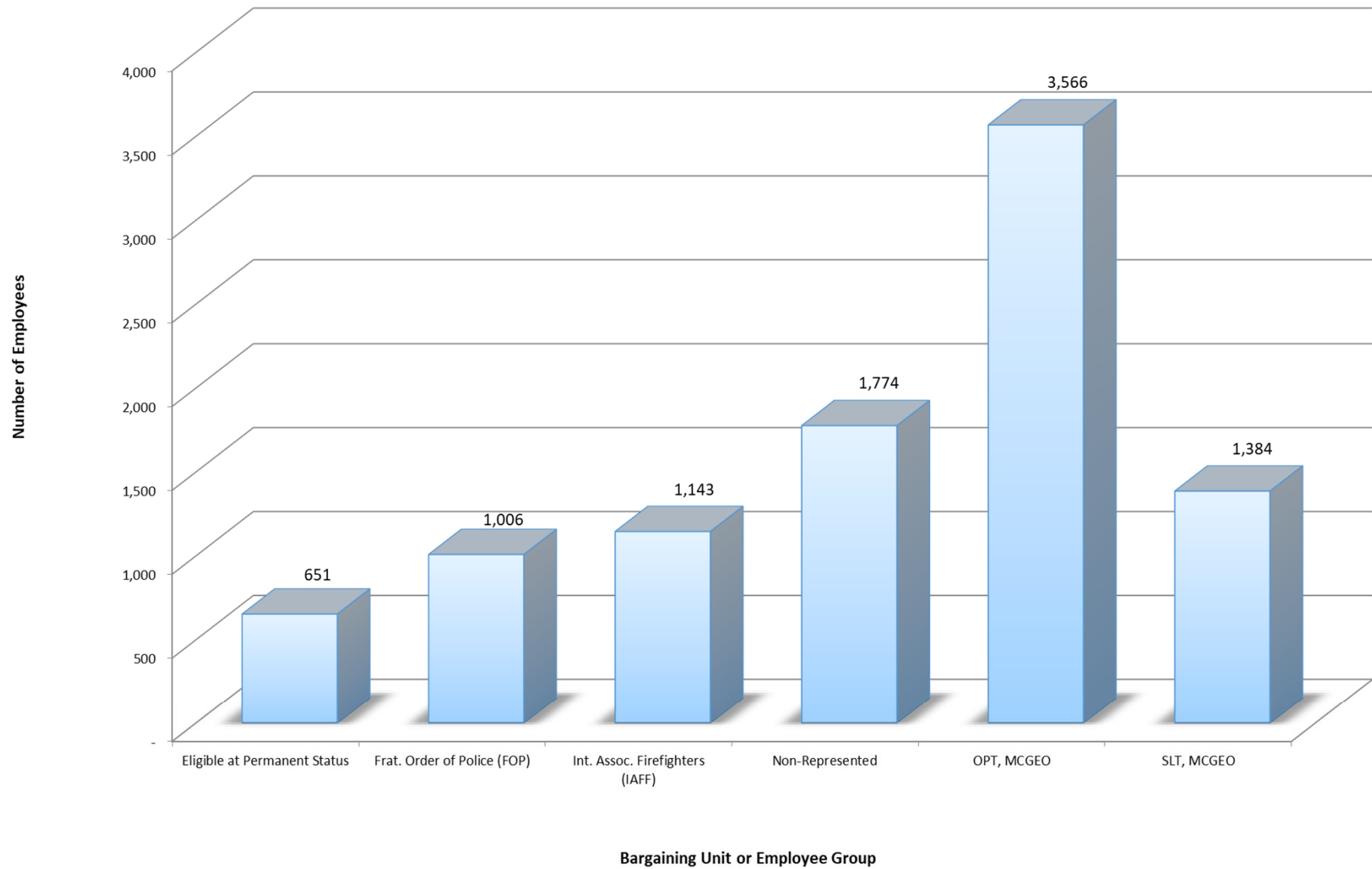
### Employee Distribution by Annual Base Salary<sup>1</sup> Full-Time Employees - December 2023



Total Full-Time Employees: 8,759

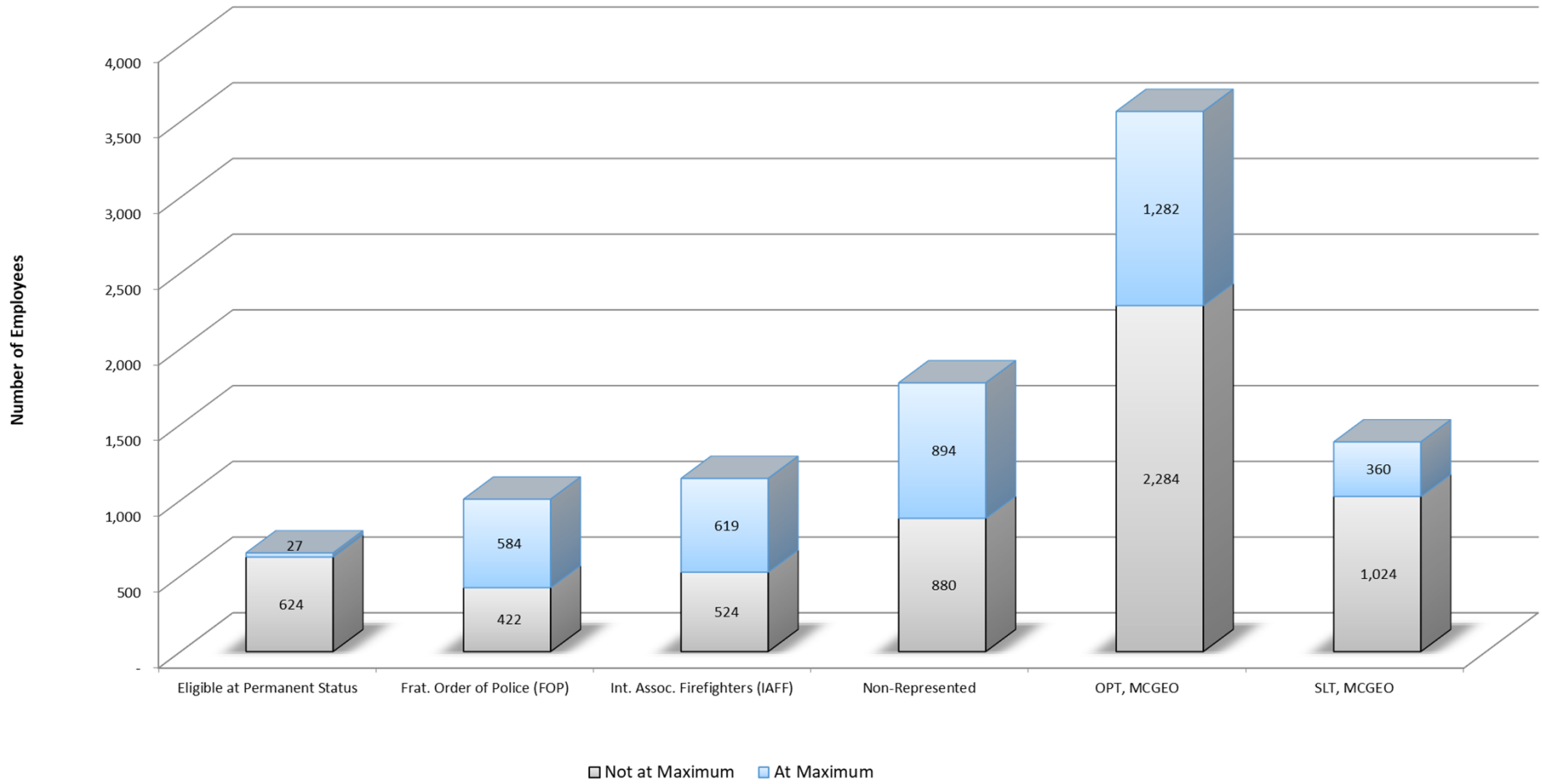
<sup>1</sup> Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

### Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2023



Total Employees: 9,524

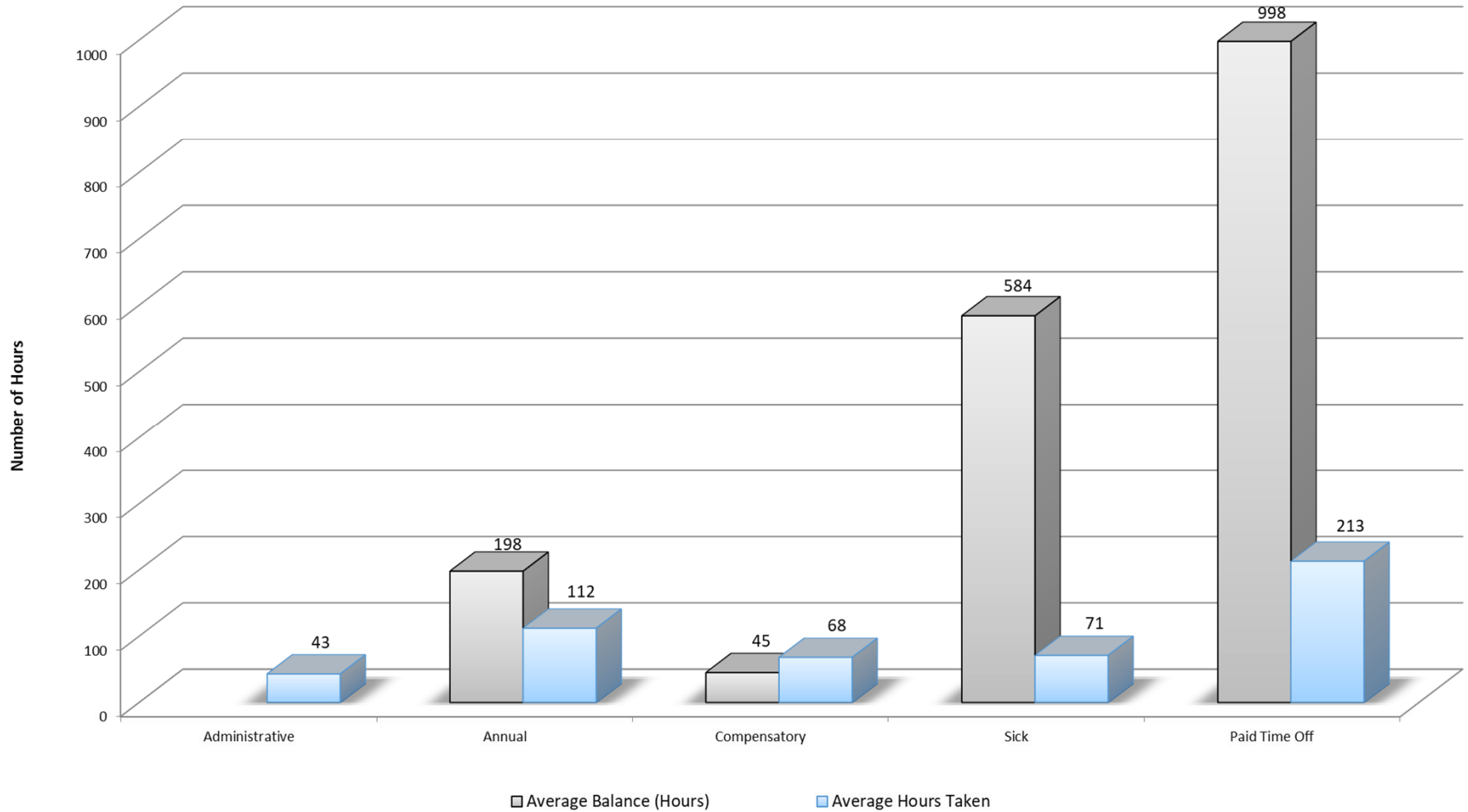
## Eligibility for Service Increments Permanent Employees - 2023



Note: Employees not at the maximum salary for their grade are assumed to be eligible for service increments, with the exception of Management Leadership Service and Police Leadership Service (Grade A2, A3) employees (non-represented) who are instead eligible for performance-based pay. Overall, 40% of employees are at the maximum salary for their pay grade.

Total Employees: 9,524

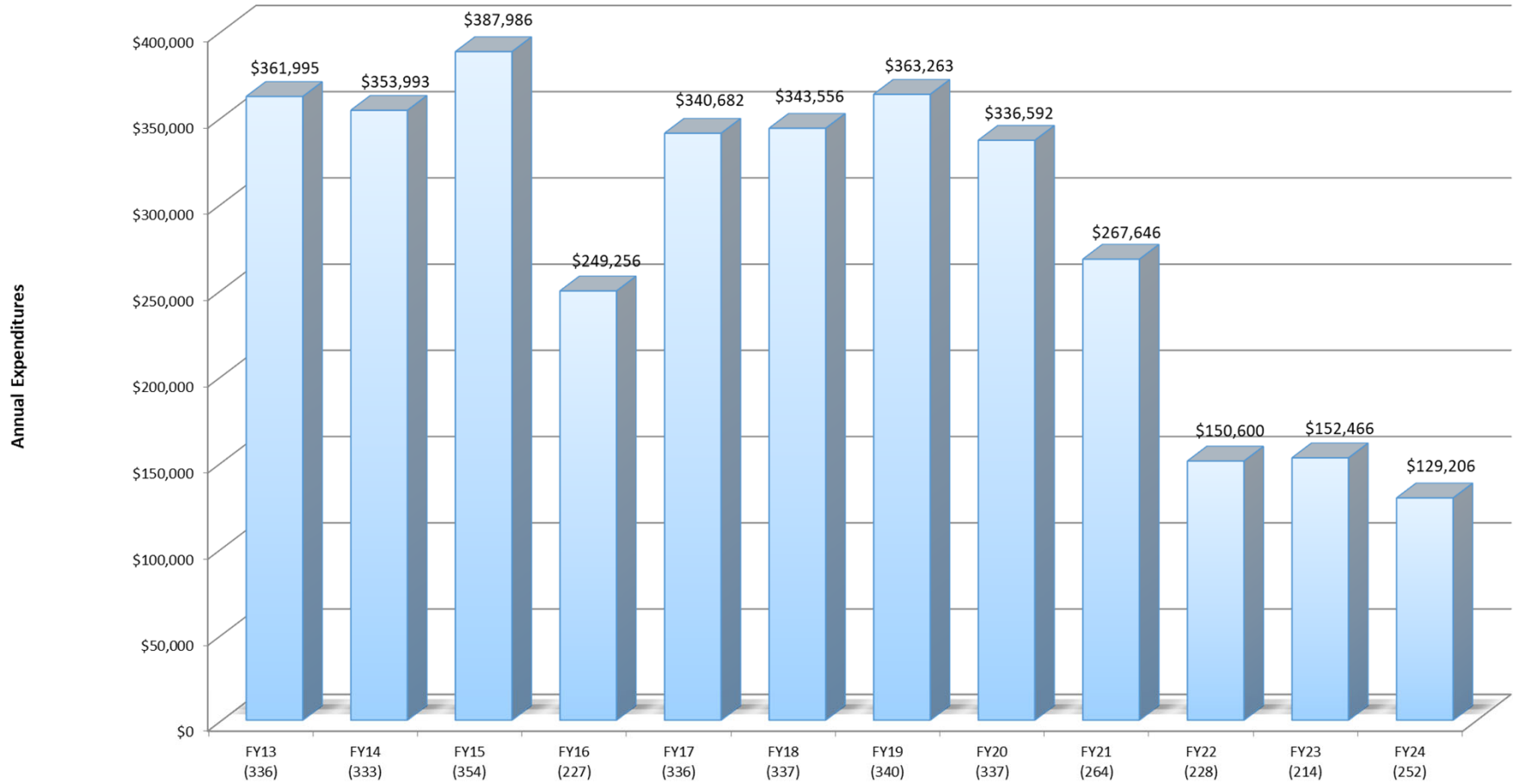
### Leave Balances and Average Leave Taken Permanent Employees - 2023



Note: Leave balances are as of December 31, 2023. 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 Executive and 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.



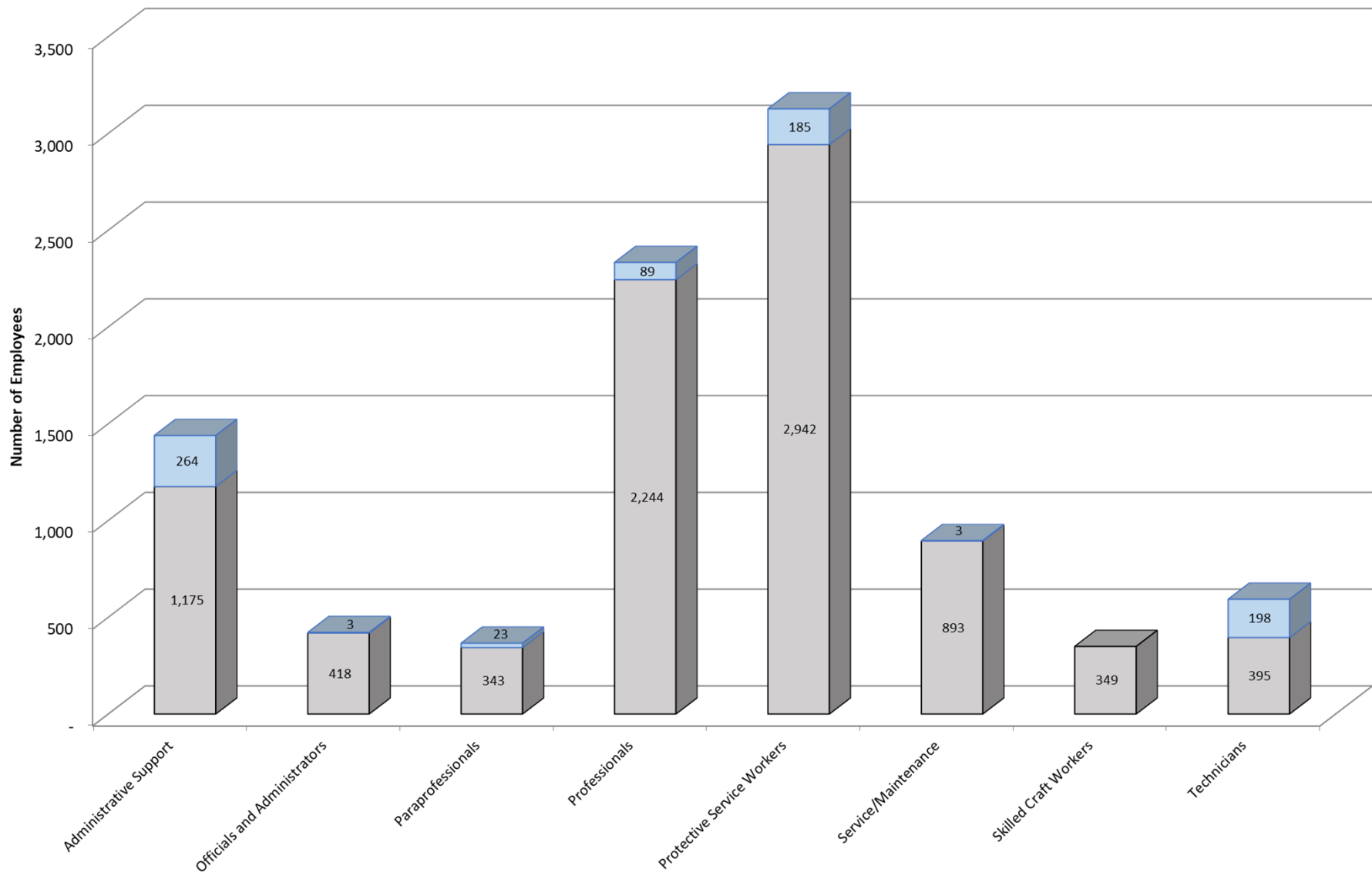
## Tuition Assistance Program Expenditures and Participation FY13 - FY24



Note: Starting FY13, the program has been open to all employees. In FY16, available funds reduced in the mid-year savings plan. For FY24, the number of participants is as of March 28, 2024, and the expenditure is as of March 31, 2024. The tuition assistance program budget was reduced in FY22 by \$150,000.

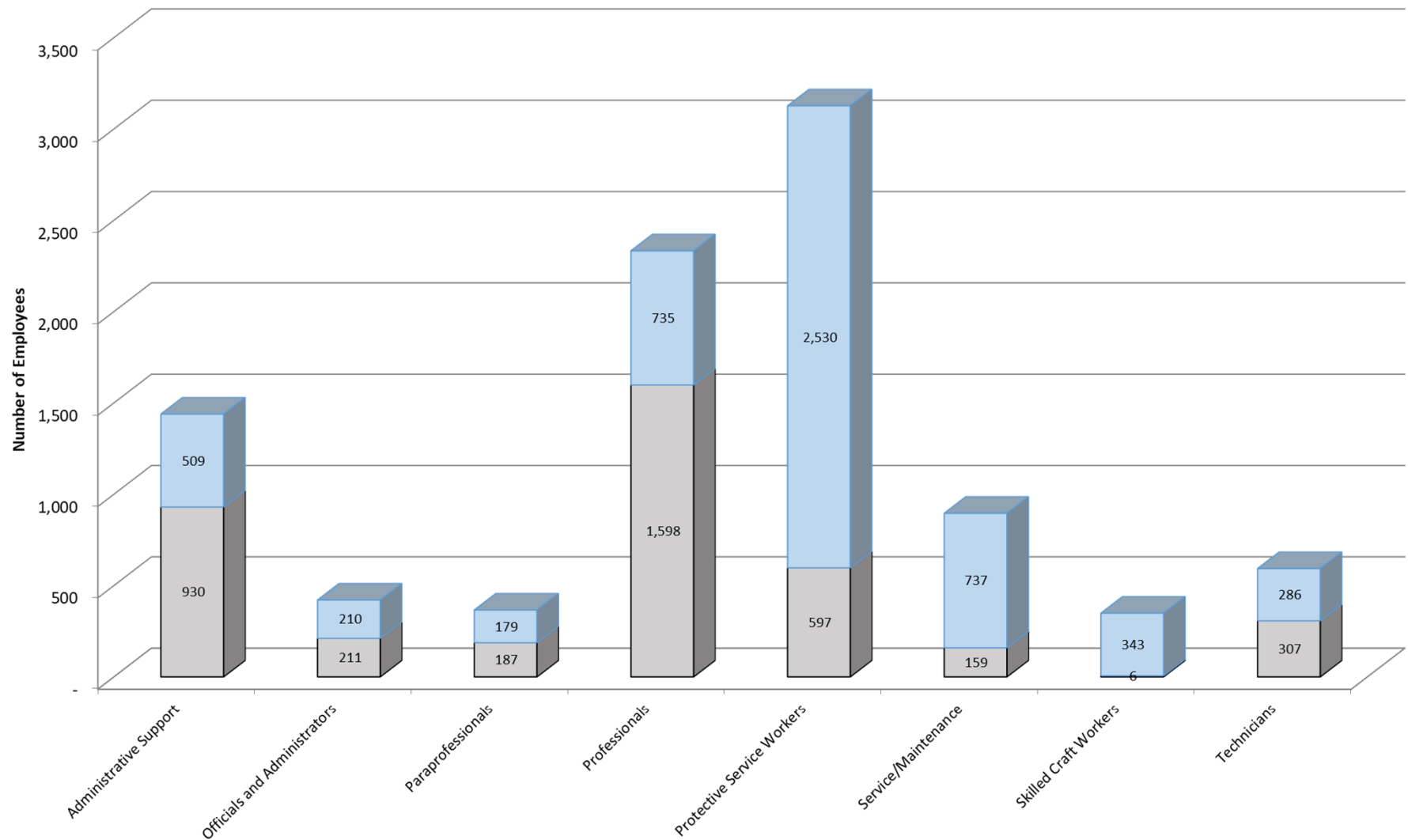
**Fiscal Year  
(Number of Participants)**

### EEOC Employment Category - Permanent Employees - 2023



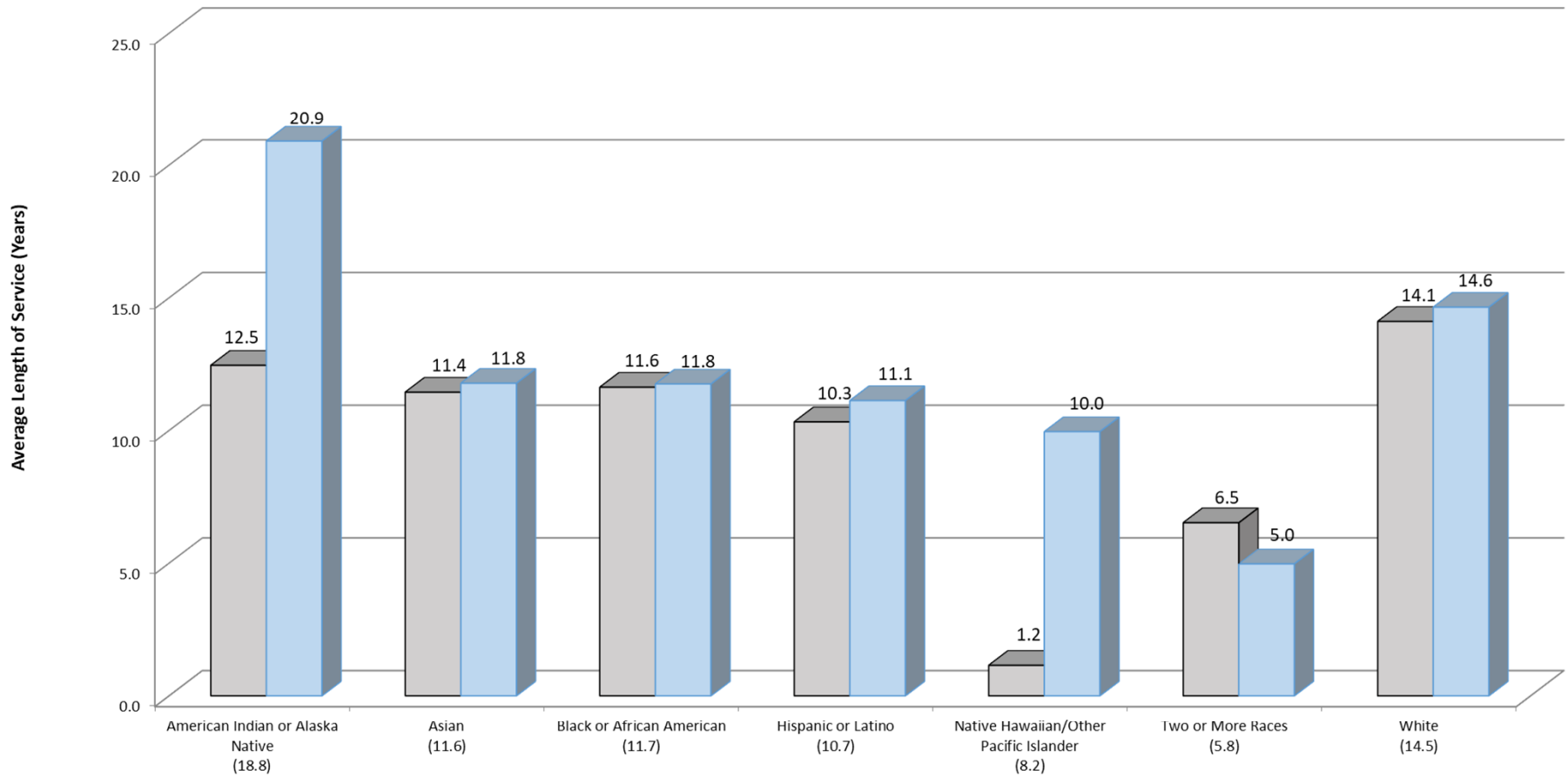
Total Employees: 9,524  
 Note: Administrative support includes clerical and sales.  
 EEOC = Equal Employment Opportunity Commission

### EEOC Employment Category and Gender Permanent Employees - 2023



Total Employees: 9,524  
 Note: Administrative support includes clerical and sales.  
 EEOC = Equal Employment Opportunity Commission

### Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2023

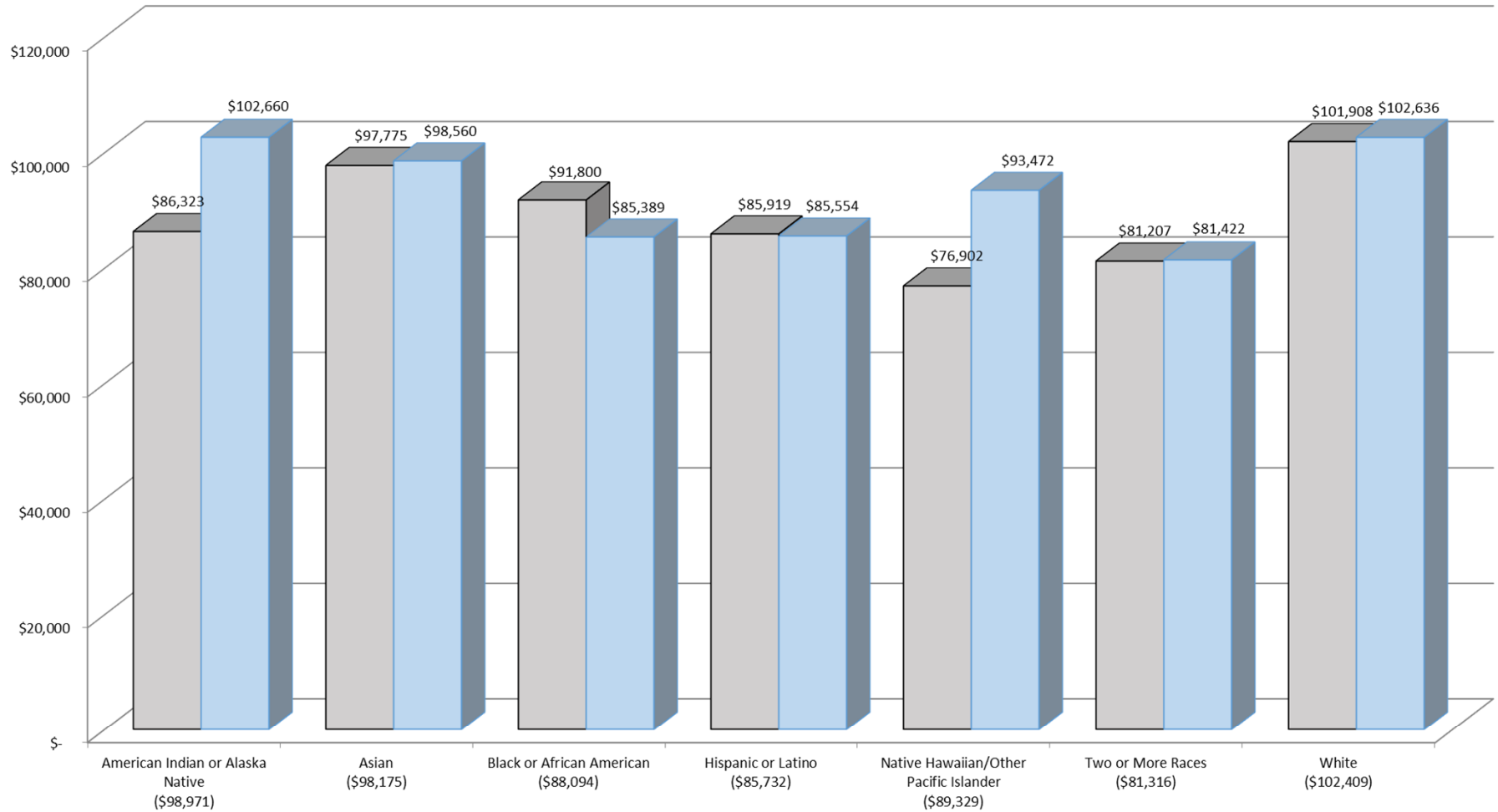


Total Employees: 9,524  
 Unreported Race/Ethnicity: 357 (female), 475 (male)

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

Female (11.7)
  Male (12.6)

### Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2023



Total Full-Time Employees: 8,759  
 Unreported Race/Ethnicity: 310 (female), 437 (male)

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

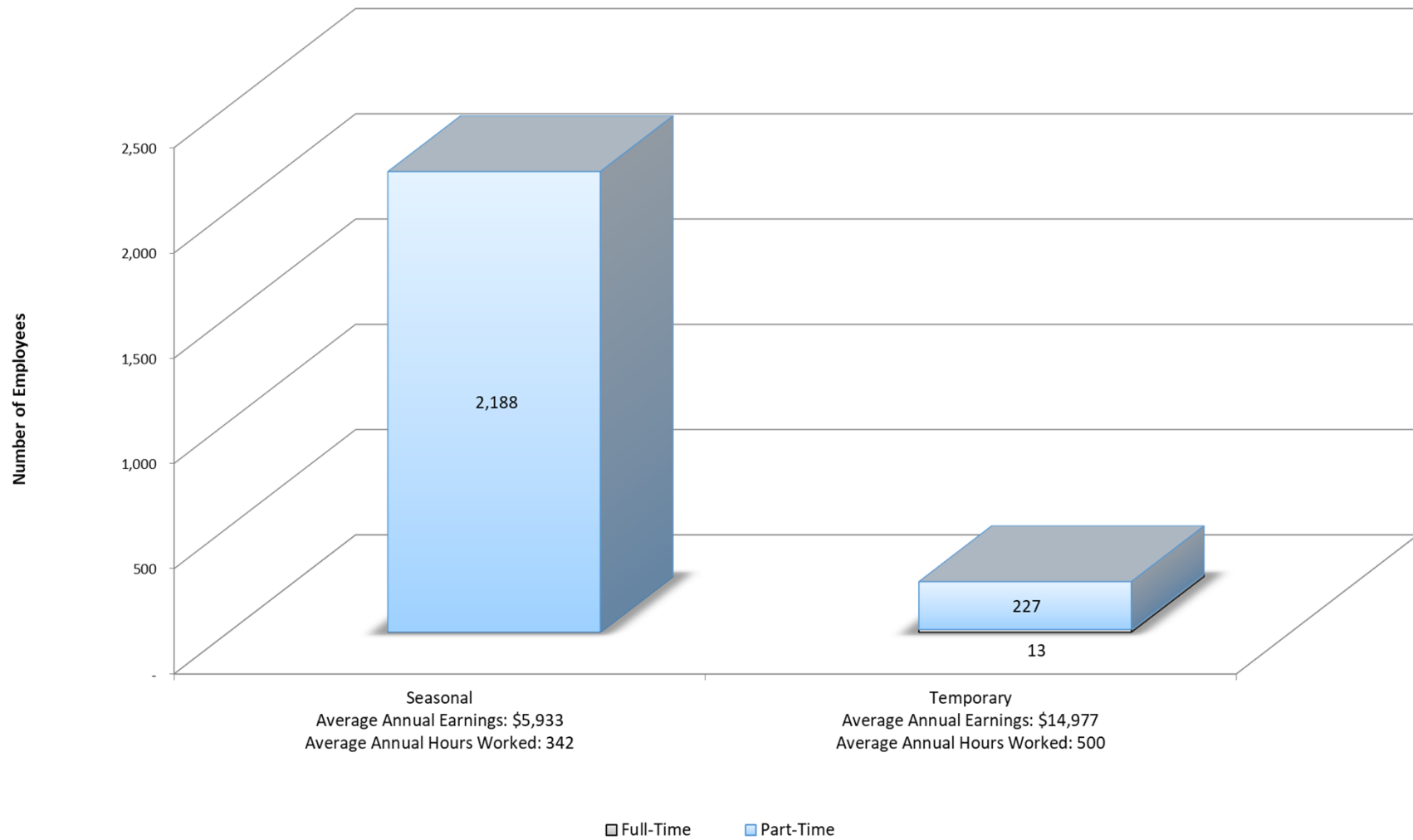
■ Female (\$94,389)  
■ Male (\$94,028)

## Distribution by Employment Category and Race/Ethnicity Permanent Employees - 2023

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	245	2.6%	
	Officials and administrators	1	0.0%		Officials and administrators	36	0.4%	
	Paraprofessionals	1	0.0%		Paraprofessionals	93	1.0%	
	Professionals	7	0.1%		Professionals	286	3.0%	
	Protective service workers	15	0.2%		Protective service workers	276	2.9%	
	Service/Maintenance	2	0.0%		Service/Maintenance	135	1.4%	
	Skilled craft workers	1	0.0%		Skilled craft workers	41	0.4%	
	Technicians	3	0.0%		Technicians	80	0.8%	
<b>Total</b>		<b>32</b>	<b>0.3%</b>	<b>Total</b>		<b>1,192</b>	<b>12.5%</b>	
Asian	Administrative support	164	1.7%	Two or More Races	Administrative support	29	0.3%	
	Officials and administrators	37	0.4%		Officials and administrators	1	0.0%	
	Paraprofessionals	19	0.2%		Paraprofessionals	9	0.1%	
	Professionals	251	2.6%		Professionals	33	0.3%	
	Protective service workers	99	1.0%		Protective service workers	43	0.5%	
	Service/Maintenance	32	0.3%		Service/Maintenance	11	0.1%	
	Skilled craft workers	23	0.2%		Skilled craft workers	2	0.0%	
	Technicians	59	0.6%		Technicians	9	0.1%	
<b>Total</b>		<b>684</b>	<b>7.2%</b>	<b>Total</b>		<b>137</b>	<b>1.4%</b>	
Black or African American	Administrative support	425	4.5%	White	Administrative support (includ	417	4.4%	
	Officials and administrators	96	1.0%		Officials and administrators	221	2.3%	
	Paraprofessionals	116	1.2%		Paraprofessionals	96	1.0%	
	Professionals	611	6.4%		Professionals	916	9.6%	
	Protective service workers	519	5.4%		Protective service workers	1,951	20.5%	
	Service/Maintenance	563	5.9%		Service/Maintenance	79	0.8%	
	Skilled craft workers	106	1.1%		Skilled craft workers	137	1.4%	
	Technicians	166	1.7%		Technicians	223	2.3%	
<b>Total</b>		<b>2,602</b>	<b>27.3%</b>	<b>Total</b>		<b>4,040</b>	<b>42.4%</b>	
Native Hawaiian/ Other Pacific Islander	Administrative support	2	0.0%	Race/Ethnicity Not Available		832	8.7%	
	Officials and administrators	1	0.0%					
	Service/Maintenance	1	0.0%					
	Technicians	1	0.0%					
<b>Total</b>		<b>5</b>	<b>0.1%</b>	<b>Total Employees</b>		<b>9,524</b>	<b>100.0%</b>	

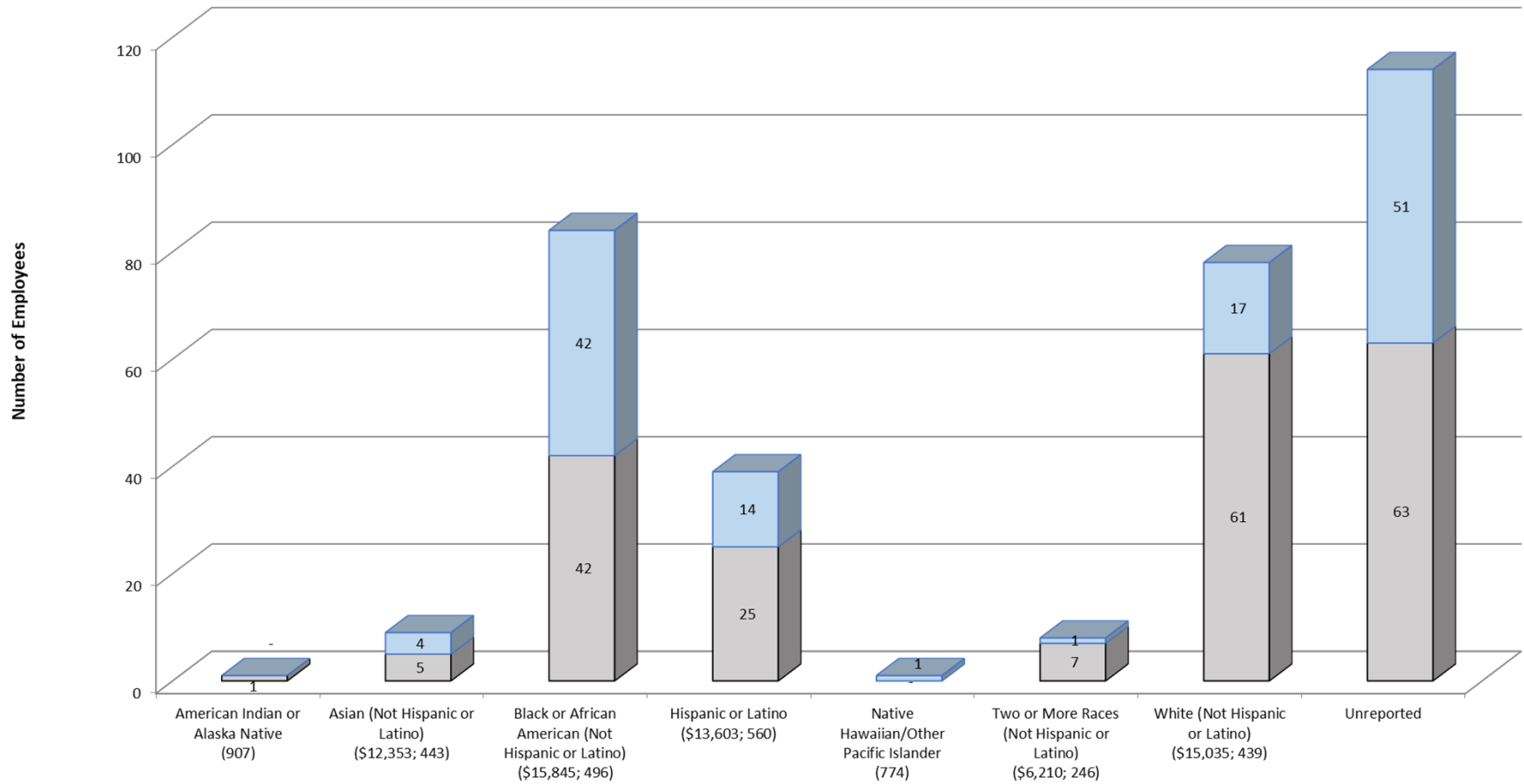
Note: Administrative support includes clerical and sales.

### Temporary and Seasonal Employees Full and Part-Time - 2023



Note: Temporary/seasonal employees who were active as of December 31, 2023, but who had no hours or earnings during 2023 are not included here.

### Temporary Employees by Gender and Race/Ethnicity - 2023



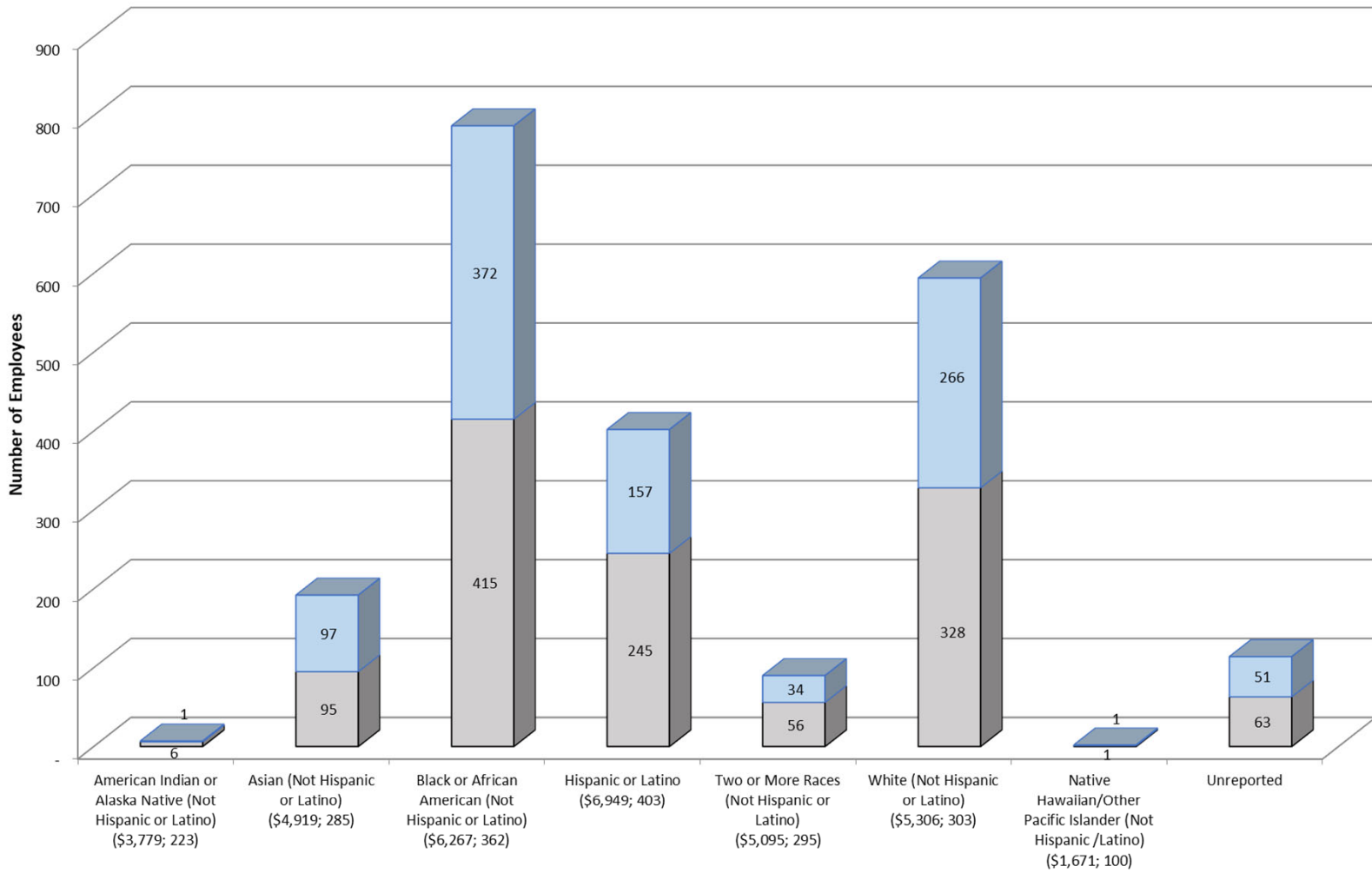
Total Temporary Employees: 240  
 Total Unreported: 9 Females, 11 Males

Note: Average annual earnings and hours are listed below each group;  
 Average annual earning is not shown when there is only one employee.

Female Male



### Seasonal Employees by Gender and Race/Ethnicity - 2023



Total Seasonal Employees: 2,188  
 Total Unreported: 63 Females, 51 Males

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

□ Female    □ Male

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

State	Permanent		Temporary and Seasonal		Total		State	Permanent		Temporary and Seasonal		Total	
	County/City	#	%	#	%	#		%	County/City	#	%	#	%
<b>District of Columbia</b>	<b>150</b>	<b>1.6%</b>	<b>30</b>	<b>1.2%</b>	<b>180</b>	<b>1.5%</b>	<b>Virginia</b>	<b>206</b>	<b>2.2%</b>	<b>6</b>	<b>0.25%</b>	<b>212</b>	<b>1.8%</b>
<b>Maryland</b>	<b>8,727</b>	<b>91.6%</b>	<b>2,380</b>	<b>98.0%</b>	<b>11,107</b>	<b>92.9%</b>	Fairfax	60	0.6%	3	0.1%	63	0.5%
Montgomery	5,118	53.7%	2,131	87.8%	7,249	60.7%	Loudoun	35	0.4%	1	0.0%	36	0.3%
Frederick	1,355	14.2%	70	2.9%	1,425	11.9%	Arlington	20	0.2%	1	0.0%	21	0.2%
Prince Georges	721	7.6%	111	4.6%	832	7.0%	Alexandria City	14	0.1%	-	0.0%	14	0.1%
Howard	295	3.1%	33	1.4%	328	2.7%	Prince William	23	0.2%	-	0.0%	23	0.2%
Washington	250	2.6%	2	0.1%	252	2.1%	Other	54	0.6%	1	0.0%	55	0.5%
Carroll	258	2.7%	6	0.2%	264	2.2%	<b>West Virginia</b>	<b>146</b>	<b>1.5%</b>	<b>3</b>	<b>0.1%</b>	<b>149</b>	<b>1.2%</b>
Anne Arundel	237	2.5%	14	0.6%	251	2.1%	Jefferson	52	0.5%	1	0.0%	53	0.4%
Baltimore	155	1.6%	8	0.3%	163	1.4%	Berkeley	86	0.9%	1	0.0%	87	0.7%
Baltimore City	134	1.4%	5	0.2%	139	1.2%	Other	8	0.1%	1	0.0%	9	0.1%
Charles	57	0.6%	-	0.0%	57	0.5%	<b>Other States</b>	<b>44</b>	<b>0.5%</b>	<b>8</b>	<b>0.3%</b>	<b>52</b>	<b>0.4%</b>
Harford	36	0.4%	-	0.0%	36	0.3%	<b>Grand Total</b>	<b>9,524</b>	<b>100.0%</b>	<b>2,428</b>	<b>100.0%</b>	<b>11,952</b>	<b>100.0%</b>
Calvert	22	0.2%	-	0.0%	22	0.2%							
Queen Anne's	37	0.4%	-	0.0%	37	0.3%							
St Mary's	12	0.1%	-	0.0%	12	0.1%							
Other	40	0.4%	-	0.0%	40	0.3%							
<b>Pennsylvania</b>	<b>251</b>	<b>2.6%</b>	<b>1</b>	<b>0.0%</b>	<b>252</b>	<b>2.1%</b>							
Adams	69	0.7%	1	0.0%	70	0.6%							
Franklin	50	0.5%	-	0.0%	50	0.4%							
York	49	0.5%	-	0.0%	49	0.4%							
Lancaster	16	0.2%	-	0.0%	16	0.1%							
Cumberland	18	0.2%	-	0.0%	18	0.2%							
Chester	8	0.1%	-	0.0%	8	0.1%							
Other	41	0.4%	-	0.0%	41	0.3%							

<sup>1</sup> As of December 31, 2023

# TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION  
CALENDAR YEARS 2013 - 2023**

<b>Separation Reason</b>	<b>2013</b>	<b>2014</b>	<b>2015</b>	<b>2016</b>	<b>2017</b>	<b>2018</b>	<b>2019</b>	<b>2020</b>	<b>2021</b>	<b>2022</b>	<b>2023</b>	<b>% of 2023</b>
<b>Voluntary</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>(#)</b>	<b>Total</b>
No return LOA/LWOP	2	1	1	3	1	2	0	0	0	2	1	0.1%
AWOL	7	5	2	6	4	5	7	4	9	6	4	0.5%
New job	29	47	40	41	34	51	41	18	35	53	39	5.2%
Non-specified personal reasons	83	95	127	113	130	139	138	127	244	199	160	21.5%
Relocation out of area	21	23	21	11	22	26	19	15	13	13	13	1.7%
Family responsibilities	11	14	10	8	16	16	19	3	16	15	19	2.6%
Better compensation	3	7	2	3	2	0	1	0	2	4	9	1.2%
More flexible work schedule	0	1	0	1	0	1	1	0	1	0	2	0.3%
Better working conditions	3	2	4	1	2	2	2	0	1	3	7	0.9%
More opportunity for advancement	11	5	3	7	6	4	3	0	2	3	4	0.5%
Easier commute	0	8	4	2	5	4	6	4	3	3	6	0.8%
Return to School	4	3	3	3	2	7	2	2	1	4	4	0.5%
Quit - no notice	1	1	3	4	3	2	2	2	2	2	9	1.2%
Normal retirement	197	265	200	188	242	254	269	228	331	312	271	36.5%
Early retirement	18	17	26	11	6	6	0	0	1	1	0	0.0%
<b>Sub Total</b>	<b>390</b>	<b>494</b>	<b>446</b>	<b>402</b>	<b>475</b>	<b>519</b>	<b>510</b>	<b>403</b>	<b>661</b>	<b>620</b>	<b>548</b>	<b>73.8%</b>
<b>Involuntary</b>												
Disciplinary	0	0	0	0	0	0	0	0	0	0	0	0.0%
Unsatisfactory performance	3	12	14	7	3	5	6	4	4	1	2	0.3%
Misconduct	10	11	7	9	18	5	12	8	6	5	10	1.3%
Non-disciplinary	3	0	0	0	0	0	0	0	0	0	0	0.0%
Excess absences	1	0	3	2	3	0	1	1	0	1	0	0.0%
Failed probation	26	31	33	33	27	32	27	29	32	30	48	6.5%
<b>Sub Total</b>	<b>43</b>	<b>54</b>	<b>57</b>	<b>51</b>	<b>51</b>	<b>42</b>	<b>46</b>	<b>42</b>	<b>42</b>	<b>37</b>	<b>60</b>	<b>8.1%</b>
<b>Management/Fiscal</b>												
Discontinued service retirement	0	1	0	1	0	0	0	0	0	0	0	0.0%
Reduction-in-force	1	0	1	3	0	0	0	1	0	0	0	0.0%
Lack of funding	0	0	0	0	0	0	0	0	0	0	0	0.0%
<b>Sub Total</b>	<b>1</b>	<b>1</b>	<b>1</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Medical/Other</b>												
Unknown/other	75	83	42	44	55	81	50	38	63	98	77	10.4%
Service-connected disability ret.	26	17	12	11	7	25	13	10	16	11	16	2.2%
Non-service connected disability ret.	13	5	5	6	4	3	12	3	2	4	6	0.8%
Other medical	13	13	13	8	12	18	16	6	16	15	20	2.7%
Death	7	8	12	15	17	10	14	15	16	11	16	2.2%
<b>Sub Total</b>	<b>134</b>	<b>126</b>	<b>84</b>	<b>84</b>	<b>95</b>	<b>137</b>	<b>105</b>	<b>72</b>	<b>113</b>	<b>139</b>	<b>135</b>	<b>18.2%</b>
<b>Total Separations</b>	<b>568</b>	<b>675</b>	<b>588</b>	<b>541</b>	<b>621</b>	<b>698</b>	<b>661</b>	<b>518</b>	<b>816</b>	<b>796</b>	<b>743</b>	
<b>Total Employees</b>	<b>8,809</b>	<b>8,805</b>	<b>9,111</b>	<b>9,072</b>	<b>9,219</b>	<b>9,389</b>	<b>9,243</b>	<b>9,429</b>	<b>9,399</b>	<b>9,256</b>	<b>9,524</b>	
<b>Turnover Rate</b>	<b>6.45%</b>	<b>7.67%</b>	<b>6.45%</b>	<b>5.96%</b>	<b>6.74%</b>	<b>7.43%</b>	<b>7.15%</b>	<b>5.49%</b>	<b>8.68%</b>	<b>8.60%</b>	<b>7.80%</b>	

## Turnover - Separations by Employment Category Permanent Employees - 2023

<b>Employment Category</b>	<b># in Category</b>	<b>% of Total Employees</b>	<b># of Separations</b>	<b>% of Total Separations</b>	<b>Turnover Rate by Category</b>
Officials and Administrators	421	4.4%	43	5.8%	10.21%
Professionals	2,333	24.5%	220	29.6%	9.43%
Technicians	593	6.2%	52	7.0%	8.77%
Protective Services	3,127	32.8%	244	32.8%	7.80%
Paraprofessionals	366	3.8%	27	3.6%	7.38%
Administrative Support	1,439	15.1%	85	11.4%	5.91%
Skilled Craft	349	3.7%	26	3.5%	7.45%
Service/Maintenance	896	9.4%	46	6.2%	5.13%
	9,524	100.0%	743	100.0%	7.80%

## Turnover - Separations by Race/Ethnicity Permanent Employees - 2023

EEO Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
White	4,040	42.4%	311	41.9%	7.70%
Black or African American	2,602	27.3%	211	28.4%	8.11%
Hispanic or Latino	1,192	12.5%	68	9.2%	5.70%
Asian	684	7.2%	57	7.7%	8.33%
Two or More Races	137	1.4%	14	1.9%	10.22%
American Indian or Alaska Native	32	0.3%	1	0.1%	3.13%
Native Hawaiian/Other Pacific Islander	5	0.1%	0	0.0%	0.00%
Race/Ethnicity Unreported	832	8.7%	81	10.9%	9.74%
	<u>9,524</u>	<u>100.0%</u>	<u>743</u>	<u>100.0%</u>	<u>7.80%</u>

# WAGE AND SALARY COMPARABILITY

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

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase <sup>(4)</sup></b>	<b>CPI-U Change <sup>(5)</sup></b>	<b>Difference MCG vs. CPI Change</b>	<b>Date of CPI Changes</b>
FY21-FY24 Compounded Change <sup>(2)</sup> :			<u>23.46%</u>	<u>16.46%</u>	<u>7.00%</u>	
2023 (FY24)	6.00%	3.50%	--	2.80%	--	11-22 - 11-23
2022 (FY23)	\$4,333	3.50%	--	5.60%	--	11-21 - 11-22
2021 (FY22)	\$1,684	3.50%	--	5.80%	--	11-20 - 11-21
2020 (FY21)	1.50%	3.50%	--	1.40%	--	11-19 - 11-20
FY17-FY20 Compounded Change <sup>(2)</sup> :			<u>23.30%</u>	<u>5.61%</u>	<u>17.68%</u>	
2019 (FY20)	2.25%	3.50%	--	1.50%	--	11-18 - 11-19
2018 (FY19)	2.00%	3.50%	--	1.30%	--	11-17 - 11-18
2017 (FY18)	2.00%	3.50%	--	1.50%	--	11-16 - 11-17
2016 (FY17)	1.00%	3.50%	--	1.20%	--	11-15 - 11-16
FY13-FY16 Compounded Change <sup>(2)</sup> :			<u>20.56%</u>	<u>5.71%</u>	<u>14.85%</u>	
2015 (FY16)	2.00%	3.50%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	3.50%	--	1.20%	--	11-13 - 11-14
2013 (FY14)	3.25%	3.50%	--	1.70%	--	11-12 - 11-13
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
FY09-FY12 Compounded Change:			<u>11.94%</u>	<u>9.30%</u>	<u>2.65%</u>	
FY05-FY08 Compounded Change <sup>(6)</sup> :			<u>30.12%</u>	<u>15.75%</u>	<u>14.37%</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, FY23 GWA was effective June 18, 2023, FY24 GWA was effective January 14, 2024 (3%) and June 16, 2024 (3%).

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.  
Approximately 60% (5,758 of 9,524) of permanent employees were not at maximum of grade as of 12/31/23.

(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 and \$4,333 in June 2023 are not included in the percentage.

(5) November 2017 through 2023: 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).



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

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase <sup>(4)</sup></b>	<b>CPI -U Change <sup>(5)</sup></b>	<b>Difference MCG vs. CPI Change</b>	<b>Date of CPI Changes</b>
FY21-FY24 Compounded Change (2):			<u>7.59%</u>	<u>16.46%</u>	<u>-8.87%</u>	
2023 (FY24)	6.00%	0.00%	--	2.80%	--	11-22 - 11-23
2022 (FY23)	\$4,333	0.00%	--	5.60%	--	11-21 - 11-22
2021 (FY22)	\$1,684	0.00%	--	5.80%	--	11-20 - 11-21
2020 (FY21)	1.50%	0.00%	--	1.40%	--	11-19 - 11-20
FY17-FY20 Compounded Change (2):			<u>7.44%</u>	<u>5.61%</u>	<u>1.83%</u>	
2019 (FY20)	2.25%	0.00%	--	1.50%	--	11-18 - 11-19
2018 (FY19)	2.00%	0.00%	--	1.30%	--	11-17 - 11-18
2017 (FY18)	2.00%	0.00%	--	1.50%	--	11-16 - 11-17
2016 (FY17)	1.00%	0.00%	--	1.20%	--	11-15 - 11-16
FY13-FY16 Compounded Change (2):			<u>8.74%</u>	<u>5.71%</u>	<u>3.03%</u>	
2015 (FY16)	2.00%	0.00%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	0.00%	--	1.20%	--	11-13 - 11-14
2013 (FY14)	3.25%	0.00%	--	1.70%	--	11-12 - 11-13
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
FY09-FY12 Compounded Change:			<u>4.50%</u>	<u>9.30%</u>	<u>-4.80%</u>	
FY05-FY08 Compounded Change (6):			<u>13.39%</u>	<u>15.75%</u>	<u>-2.36%</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, FY23 GWA was effective June 18, 2023, FY24 GWA was effective January 14, 2024 (3%) and June 16, 2024 (3%).

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.  
Approximately 60% (5,758 of 9,524) of permanent employees were not at maximum of grade as of 12/31/23.

(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 and \$4,333 in June 2023 are not included in the percentage.

(5) November 2017 through 2023: 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).

**PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY <sup>(1)</sup>**

**vs.**

**PRIVATE SECTOR**

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase <sup>(4)</sup></b>	<b>Private Sector Change <sup>(5)</sup></b>	<b>Difference MCG vs. Private Sector</b>
FY21-FY24 Compounded Change <sup>(2)</sup> :			<u>23.46%</u>	<u>15.19%</u>	<u>8.27%</u>
2023 (FY24)	6.00%	3.50%	--	4.40%	--
2022 (FY23)	\$4,333	3.50%	--	4.10%	--
2021 (FY22)	\$1,684	3.50%	--	3.00%	--
2020 (FY21)	1.50%	3.50%	--	2.90%	--
FY17-FY20 Compounded Change <sup>(2)</sup> :			<u>23.30%</u>	<u>12.99%</u>	<u>10.31%</u>
2019 (FY20)	2.25%	3.50%	--	3.20%	--
2018 (FY19)	2.00%	3.50%	--	3.10%	--
2017 (FY18)	2.00%	3.50%	--	3.10%	--
2016 (FY17)	1.00%	3.50%	--	3.00%	--
FY13-FY16 Compounded Change <sup>(2)</sup> :			<u>20.56%</u>	<u>12.22%</u>	<u>8.34%</u>
2015 (FY16)	2.00%	3.50%	--	3.00%	--
2014 (FY15)	3.25%	3.50%	--	3.00%	--
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
FY09-FY12 Compounded Change:			<u>11.94%</u>	<u>11.88%</u>	<u>0.07%</u>
FY05-FY08 Compounded Change <sup>(6)</sup> :			<u>30.12%</u>	<u>15.34%</u>	<u>14.78%</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;  
 FY22 GWA was effective June 19, 2022, FY23 GWA was effective June 18, 2023, FY24 GWA was effective January 14, 2024 (3%) and June 16, 2024

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.  
 Approximately 60% (5,758 of 9,524) of permanent employees were not at maximum of grade as of 12/31/23.

(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 and \$4,333 in June 2023 are not included in the percentage.

(5) World at Work 2023-2024 Salary Budget Survey (top-level results). Mean 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).

**PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES AT MAXIMUM SALARY <sup>(1)</sup>**

**vs.  
PRIVATE SECTOR**

<b>Year</b>	<b>MCG GWA</b>	<b>MCG Service Increment <sup>(3)</sup></b>	<b>Total MCG Pay Increase <sup>(4)</sup></b>	<b>Private Sector Change <sup>(5)</sup></b>	<b>Difference MCG vs. Private Sector</b>
FY21-FY24 Compounded Change (2):			<u>7.59%</u>	<u>15.19%</u>	<u>-7.60%</u>
2023 (FY24)	6.00%	0.00%	--	4.40%	--
2022 (FY23)	\$4,333	0.00%	--	4.10%	--
2021 (FY22)	\$1,684	0.00%	--	3.00%	--
2020 (FY21)	1.50%	0.00%	--	2.90%	--
FY17-FY20 Compounded Change (2):			<u>7.44%</u>	<u>12.99%</u>	<u>-5.54%</u>
2019 (FY20)	2.25%	0.00%	--	3.20%	--
2018 (FY19)	2.00%	0.00%	--	3.10%	--
2017 (FY18)	2.00%	0.00%	--	3.10%	--
2016 (FY17)	1.00%	0.00%	--	3.00%	--
FY13-FY16 Compounded Change (2):			<u>8.74%</u>	<u>12.22%</u>	<u>-3.49%</u>
2015 (FY16)	2.00%	0.00%	--	3.00%	--
2014 (FY15)	3.25%	0.00%	--	3.00%	--
2013 (FY14)	3.25%	0.00%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
FY09-FY12 Compounded Change:			<u>4.50%</u>	<u>11.88%</u>	<u>-7.38%</u>
FY05-FY08 Compounded Change (6):			<u>13.39%</u>	<u>15.34%</u>	<u>-1.95%</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;  
 FY22 GWA was effective June 19, 2022, FY23 GWA was effective June 18, 2023;  
 FY24 GWA was effective January 14, 2024 (3%) and June 16, 2024 (3%).

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.  
 Approximately 60% (5,758 of 9,524) of permanent employees were not at maximum of grade as of 12/31/23.

(4) Only percentage increases are included. A flat increase of \$1,684 in June 2022 and \$4,333 in June 2023 are not included in the percentage.

(5) World at Work 2023-2024 Salary Budget Survey (top-level results). Mean 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).

**ELIGIBILITY OF PERMANENT EMPLOYEES FOR SERVICE INCREMENT<sup>(1)</sup>**  
**(If at Maximum Salary, NOT Eligible; If Not at Maximum Salary, Eligible)**

<b>Bargaining Unit</b>		<b><u>At</u> <u>Maximum</u></b>	<b><u>Not at</u> <u>Maximum</u></b>	<b><u>Total</u></b>
<hr/>				
Police Bargaining Unit (FOP)	Number	584	422	1,006
	Percent	58.1%	41.9%	100%
Fire Bargaining Unit (IAFF)	Number	619	524	1,143
	Percent	54.2%	45.8%	100%
MCGEO, UFCW Local 1994	Number	1,642	3,308	4,950
	Percent	33.2%	66.8%	100%
Eligible at Permanent Status (FOP, IAFF, and Local 1994)	Number	27	624	651
	Percent	4.1%	95.9%	100%
<hr/>				
<b>Total Represented</b>	<b>Number</b>	<b>2,872</b>	<b>4,878</b>	<b>7,750</b>
	<b>Percent</b>	<b>37.1%</b>	<b>62.9%</b>	<b>100%</b>
<hr/>				
<b>Total Non-Represented<sup>(2)</sup></b>	<b>Number</b>	<b>894</b>	<b>880</b>	<b>1,774</b>
	<b>Percent</b>	<b>50.4%</b>	<b>49.6%</b>	<b>100%</b>
<hr/>				
<b>ALL EMPLOYEES</b>	<b>Number</b>	<b>3,766</b>	<b>5,758</b>	<b>9,524</b>
	<b>Percent</b>	<b>39.5%</b>	<b>60.5%</b>	<b>100%</b>

(1) As of December 31, 2023.

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

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

**FEDERAL GOVERNMENT<sup>(1)</sup>**  
**Effective January 2024<sup>(2)</sup>**

**MONTGOMERY COUNTY GOVERNMENT**  
**January 2024**

<u>Federal Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>MCG Grade</u>	<u># Permanent FT Emp.</u>	<u>Minimum</u>	<u>Maximum (Includes Longevity)</u>	<u>% Diff. At Min</u>	<u>% Diff. At Max</u>
GS-11	\$82,764	\$107,590	N21/21	515	\$63,642	\$107,857	-30.0%	0.2%
GS-12	\$99,200	\$128,956	N23/23	508	\$69,222	\$117,893	-43.3%	-9.4%
			N24/24	536	\$72,223	\$123,273	-37.4%	-4.6%
			N25/25	455	\$75,368	\$128,935	-31.6%	0.0%
GS-13	\$117,962	\$153,354	N24/24	536	\$72,223	\$123,273	-63.3%	-24.4%
			N25/25	455	\$75,368	\$128,935	-56.5%	-18.9%
			N26/26	200	\$78,686	\$134,885	-49.9%	-13.7%
			N27/27	33	\$82,135	\$141,132	-43.6%	-8.7%
			M3	253	\$88,993	\$157,528	-32.6%	2.6%
GS-14	\$139,395	\$181,216	N28/28	150	\$85,544	\$147,686	-63.0%	-22.7%
			N29	5	\$89,123	\$154,568	-56.4%	-17.2%
			N31	3	\$96,836	\$169,390	-43.9%	-7.0%
			M2	129	\$102,572	\$181,149	-35.9%	0.0%
GS-15	\$163,964	\$191,900	M2	129	\$102,572	\$181,149	-59.9%	-5.9%
			M1	25	\$116,408	\$201,941	-40.9%	5.0%

(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/pdf/2024/DCB.pdf>

(2) Federal government employees received a general schedule increase of 4.7% in January 2024; with the locality payment of 33.26%, The total increase was 5.31%.

**SALARY COMPARISONS**  
**WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT**  
**BASED ON HUMAN RESOURCES ASSOCIATION 2023 COMPENSATION SURVEY REPORT**  
**AND MCG FY23 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	\$42,577	\$56,130			\$69,493	\$56,130		
Computer Operator II	16	IT Technician II	\$46,105	\$54,850	19.0%	-15.9%	\$76,106	\$71,750	-5.7%	6.1%
Applications Analyst/Developer II	26	IT Specialist III	\$72,061	\$91,010	26.3%	-20.8%	\$120,879	\$123,100	1.8%	-1.8%
Applications Analyst/Developer III	28	Senior IT Specialist	\$78,719	\$112,160	42.5%	-29.8%	\$132,770	\$148,340	11.7%	-10.5%
Systems Programmer III	28	Senior IT Specialist	\$78,719	\$92,840	17.9%	-15.2%	\$132,770	\$137,040	3.2%	-3.1%
IT/Helpdesk Support Analyst I	20	IT Specialist I	\$54,930	\$57,430	4.6%	-4.4%	\$91,446	\$83,620	-8.6%	9.4%
Accounting Clerk I	13	Principal Administrative Aide	\$40,945	\$48,360	18.1%	-15.3%	\$66,411	\$68,390	3.0%	-2.9%
Accounting Clerk II	16	Office Services Coordinator	\$46,105	\$54,740	18.7%	-15.8%	\$76,106	\$74,350	-2.3%	2.4%
Accounting Clerk III	16	Fiscal Assistant	\$46,105	\$59,040	28.1%	-21.9%	\$76,106	\$83,260	9.4%	-8.6%
Payroll Clerk I	16	Office Services Coordinator	\$46,105	\$52,450	13.8%	-12.1%	\$76,106	\$93,210	22.5%	-18.3%
Accountant I	18	Accountant/Auditor I	\$50,250	\$57,300	14.0%	-12.3%	\$83,405	\$75,880	-9.0%	9.9%
Accountant III	23	Accountant/Auditor III	\$62,873	\$87,200	38.7%	-27.9%	\$105,095	\$107,090	1.9%	-1.9%
Budget Analyst II	22	Mgmt. & Budget Spec. II	\$60,093	\$74,110	23.3%	-18.9%	\$100,316	\$96,560	-3.7%	3.9%
Budget Analyst III	25	Mgt and Budget Specialist III	\$68,840	\$102,040	48.2%	-32.5%	\$115,353	\$126,250	9.4%	-8.6%
Buyer II	23	Procurement Specialist II	\$62,873	\$72,790	15.8%	-13.6%	\$105,095	\$86,600	-17.6%	21.4%
Employee Relations (EEO) Representative II	25	Human Resources Specialist III	\$68,840	\$84,380	22.6%	-18.4%	\$115,353	\$103,280	-10.5%	11.7%
Recruiting (Employment) Manager	M3	Manager III	\$82,068	\$96,130	17.1%	-14.6%	\$148,607	\$159,590	7.4%	-6.9%
Librarian/Information Center Specialist II	21	Librarian I	\$57,455	\$70,140	22.1%	-18.1%	\$95,773	\$89,530	-6.5%	7.0%
Janitor/Custodian I	8	Building Services Worker II	\$34,172	\$37,740	10.4%	-9.5%	\$53,152	\$40,510	-23.8%	31.2%
Call Center Representative I	13	Customer Service Rep I	\$40,945	\$36,820	-10.1%	11.2%	\$66,411	\$53,820	-19.0%	23.4%
Call Center Supervisor	23	Program Manager I	\$62,873	\$56,040	-10.9%	12.2%	\$105,095	\$89,470	-14.9%	17.5%
Security Guard I (Unarmed)	15	Security Officer I	\$44,285	\$39,710	-10.3%	11.5%	\$72,714	\$66,580	-8.4%	9.2%
Security Guard Supervisor	23	Security Officer IV (Lt.)	\$62,873	\$66,460	5.7%	-5.4%	\$105,095	\$102,310	-2.6%	2.7%
Administrative Assistant I	12	Administrative Aide	\$39,391	\$47,870	21.5%	-17.7%	\$63,484	\$69,630	9.7%	-8.8%
Administrative Assistant II	13	Principal Administrative Aide	\$40,945	\$52,800	29.0%	-22.5%	\$66,411	\$79,270	19.4%	-16.2%
Administrative Assistant III	16	Office Services Coordinator	\$46,105	\$48,630	5.5%	-5.2%	\$76,106	\$87,630	15.1%	-13.2%
Executive Assistant III	18	Senior Executive Admin. Aide	\$50,250	\$68,820	37.0%	-27.0%	\$83,405	\$94,690	13.5%	-11.9%
Executive Assistant to CEO III	20	Executive Admin. Aide to CAO	\$54,930	\$80,760	47.0%	-32.0%	\$91,446	\$120,510	31.8%	-24.1%
Office Manager	21	Administrative Specialist II	\$57,455	\$68,700	19.6%	-16.4%	\$95,773	\$134,010	39.9%	-28.5%
Public Relations Specialist III	25	Public Information Officer II	\$68,840	\$93,080	35.2%	-26.0%	\$115,353	\$118,210	2.5%	-2.4%
Graphics Designer II	19	Graphic Artist	\$52,539	\$75,760	44.2%	-30.7%	\$87,327	\$101,970	16.8%	-14.4%
Legal Secretary II	16	Legal Secretary II	\$46,105	\$64,730	40.4%	-28.8%	\$76,106	\$104,640	37.5%	-27.3%
Legal Assistant/Paralegal II	23	Paralegal Specialist	\$62,873	\$64,190	2.1%	-2.1%	\$105,095	\$135,680	29.1%	-22.5%
In House Attorney II	27	Assistant County Attorney II	\$75,410	\$100,600	33.4%	-25.0%	\$126,682	\$175,160	38.3%	-27.7%
In House Attorney III	32	Assistant County Attorney III	\$93,704	\$142,250	51.8%	-34.1%	\$157,558	\$225,610	43.2%	-30.2%
Social Worker (MSW/LCSW) - II	24	Social Worker III	\$65,786	\$64,940	-1.3%	1.3%	\$110,093	\$97,730	-11.2%	12.6%
Staff Nurse (RN) II	24	Community Health Nurse II	\$65,786	\$79,060	20.2%	-16.8%	\$110,093	\$91,960	-16.5%	19.7%
Nurse Practitioner III	26	Nurse Practitioner	\$72,061	\$93,970	30.4%	-23.3%	\$120,879	\$138,170	14.3%	-12.5%
Marketing Analyst II	21	Transit Marketing Specialist	\$57,455	\$66,360	15.5%	-13.4%	\$95,773	\$116,240	21.4%	-17.6%
Vehicle Mechanic II	19	Mechanic Technician II	\$52,539	\$66,510	26.6%	-21.0%	\$87,327	\$70,600	-19.2%	23.7%
Plumber II	17	Plumber I	\$48,120	\$61,890	28.6%	-22.2%	\$79,665	\$74,940	-5.9%	6.3%

Avg % Change FY23: 21.56%

Avg % Difference FY23: -16.26%

5.43%

-2.55%

**NOTES:**

- 2023 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 572 job titles from 214 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.
- MCG Range Maximum includes Performance Longevity for GSS employees; No longevity for MLS.
- 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.

**FY24 MINIMUM SALARY COMPARISONS  
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES  
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	City Of		City of Falls				Prince			MCG	% Chg Req for	% Dif	
		Alexandria	Arlington Co	Church	Fairfax Co	Frederick Co	Howard Co	Loudoun Co	MNCPPC	William Co		Median	MCG to Reach	Between MCG & Median
Accountant/Auditor III	N23/23	61.5	73.2	66.5	66.1	47.7	72.6	62.8	61.7	69.2	66.1	71.3	-7.3%	7.9%
Building Services Worker II	8	32.0	37.4	37.1	31.5	36.2			36.8	36.5	36.5	40.9	-10.6%	11.9%
Carpenter I	17		55.9		45.5	38.9	0.0		40.8		40.8	55.6	-26.6%	36.3%
Community Health Nurse II	24	64.6	81.6		69.3	68.7		68.3		69.2	69.0	74.4	-7.3%	7.9%
Correctional Officer I (Pvt)	C3		62.5		58.3	51.5		58.4		57.5	58.3	57.4	1.7%	-1.6%
Correctional Officer III (Corporal)	C5		62.5		61.2	56.6	53.1	61.3		57.5	59.4	65.3	-9.1%	10.0%
Correctional Supervisor - Sergeant	C6		73.6		67.5	68.5	65.9	71.0		71.4	69.8	71.5	-2.4%	2.5%
Electrician I	18		58.4		54.7	52.4	52.6		45.8		52.6	57.9	-9.2%	10.2%
Engineer III	25	78.5	81.6	66.5	66.1	73.5	80.5	74.6	71.0	69.2	73.5	77.6	-5.3%	5.6%
Engineer Technician II	18	45.9	65.1		52.2	60.0	48.2	53.9		51.6	52.2	57.9	-9.8%	10.9%
Equipment Operator III	16	48.2	55.9	49.7	47.7	45.8	46.8	46.9		47.2	47.2	53.5	-11.8%	13.4%
Fire/Rescue Lieutenant	B1		75.9		72.7	69.6					72.7	77.5	-6.2%	6.6%
Firefighter/Rescuer I	F1	57.3	60.0			47.2		56.7		60.7	57.3	58.1	-1.3%	1.4%
Firefighter/Rescuer II	F2	60.2	60.0		63.0	50.2	69.6	59.5		60.7	60.2	61.0	-1.3%	1.4%
Highway Inspector I	19	53.1	72.4		57.4		59.1			51.6	57.4	60.3	-4.9%	5.1%
Human Resources Specialist III	N25	61.5	66.8	66.5	69.3	56.1	72.6	67.3	58.8	74.2	66.8	77.6	-13.9%	16.2%
HVAC Mechanic I	18	50.6	82.5		52.2	52.4	52.6		45.8		52.3	57.9	-9.6%	10.7%
IT Specialist II	N23/23		85.1			68.7	59.1	62.8			65.8	71.3	-7.8%	8.4%
IT Specialist III	N26/26	53.1	71.1	55.8	54.7	52.4	65.6	59.7	51.9		55.3	81.0	-31.8%	46.7%
Librarian I	21	55.8	70.0	66.5	57.4	52.4		53.9		64.3	57.4	65.6	-12.5%	14.2%
Management and Budget Specialist III	N25/25	71.2	63.6			68.7	80.5	69.6		74.2	71.0	77.6	-8.5%	9.3%
Mechanic Technician II	19	50.6	63.5	46.9	54.7	49.0	52.6		45.8	51.6	51.1	60.3	-15.3%	18.1%
Office Clerk	N5/5	33.3	0.0		43.5		37.7	40.3	40.8	36.5	37.7	40.9	-7.8%	8.4%
Permitting & Code Enforcement Inspector III	23	48.2	79.9		57.4	60.0	53.4	52.0		51.6	53.4	71.3	-25.1%	33.6%
Planning Specialist III	23	61.5	81.6	66.5	60.1	53.4	65.6	72.1	61.7	69.2	65.6	71.3	-8.1%	8.8%
Police Officer I	P2	61.5	68.5	63.3	62.6		64.3	58.4	54.6	62.0	62.3	64.6	-3.5%	3.6%
Police Sergeant	A1	69.5	84.4	76.7	76.1		90.4	71.0	63.2	76.9	76.4	82.2	-7.0%	7.6%
Principal Administrative Aide	N13/13	36.4	44.3			42.8	38.3		40.8	36.5	39.5	48.0	-17.7%	21.5%
Procurement Specialist III	25	61.5	66.8		66.1	56.1	59.1	65.0	61.7	64.3	63.0	77.6	-18.8%	23.2%
Public Service Worker II	9	34.8	41.6		36.2	37.4	38.5	33.9	40.7	39.4	37.9	41.9	-9.5%	10.5%
Recreation Specialist	21	55.8	71.1	49.7	57.4	52.4	53.4	43.8	66.6	64.3	55.8	65.6	-14.9%	17.5%
Senior Public Safety Emergency Communications Specialist	21	53.1	74.3	49.7	62.5	49.0	48.2	57.7	45.8	47.2	49.7	65.6	-24.2%	31.9%
Social Worker II	23	64.6	76.4		62.9	56.1				69.2	64.6	71.3	-9.4%	10.4%
Therapist II	N24/24	67.8		70.5	69.3			67.3		74.2	69.3	74.4	-6.8%	7.3%

**NOTES:**

- Source: Each jurisdiction's salary schedules, classification plans, and bargaining agreements. Please note that the Local Government Personnel Association Salary Survey, used in the past to provide local area comparisons, is not available for this year.
- Montgomery County salaries based on FY24 Salary Schedules.
- Median salary does not include Montgomery County (MCG).
- Percent change required for MCG salary to reach the 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 the median salary was calculated by dividing dollar difference by the median salary.
- All numbers rounded to the nearest hundred.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government

**FY24 MAXIMUM SALARY COMPARISONS  
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES  
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	City Of		City of Falls				Prince			MCG	% Chg Req for MCG to Reach	% Dif Between MCG & Median	
		Alexandria	Arlington Co	Church	Fairfax Co	Frederick Co	Howard Co	Loudoun Co	MNCPPC	William Co				Median
Accountant/Auditor III	N23/23	108.2	111.7	113.0	110.2	76.3	139.8	109.9	109.3	122.0	110.2	113.9	-3.3%	3.4%
Building Services Worker II	8	51.1	57.2	63.1	52.5	57.9			65.2	77.6	57.9	59.9	-3.4%	3.5%
Carpenter I	17		85.3		75.8	62.2			72.3		74.1	87.5	-15.3%	18.1%
Community Health Nurse II	24	113.6	124.7		115.5	109.9		122.9		122.0	118.8	119.1	-0.3%	0.3%
Correctional Officer I (Pvt)	C3		105.5		99.8	83.9		103.3		100.8	100.8	80.9	24.7%	-19.8%
Correctional Officer III (Corporal)	C5		105.5		110.0	92.3	93.5	108.5		100.8	103.2	101.8	1.4%	-1.4%
Correctional Supervisor - Sergeant	C6		124.2		115.5	111.7	112.0	120.9		121.5	118.2	111.8	5.7%	-5.4%
Electrician I	18		89.2		91.2	83.9	85.3		81.1		85.3	91.3	-6.7%	7.1%
Engineer III	25	138.1	124.7	113.0	126.9	117.6	154.9	130.5	128.1	122.0	126.9	124.6	1.8%	-1.8%
Engineer Technician II	18	80.7	99.5		100.1	92.9	91.6			98.5	96.0	91.3	5.1%	-4.9%
Equipment Operator III	16	84.8	85.3	84.5	79.4	73.3	75.9	79.8	81.1	91.6	81.1	83.8	-3.1%	3.2%
Fire/Rescue Lieutenant	B1		134.3		129.7	116.5					129.7	117.2	10.7%	-9.7%
Firefighter/Rescuer I	F1	101.6	101.3			47.2		100.2		103.3	101.3	87.8	15.3%	-13.3%
Firefighter/Rescuer II	F2	106.6	101.3		107.7	84.1	106.7	105.3		103.3	105.3	92.2	14.1%	-12.4%
Highway Inspector I	19	93.5	110.6		95.6		114.0			98.5	98.5	95.4	3.2%	-3.1%
Human Resources Specialist III	N25	108.2	132.7	113.0	115.5	89.8	139.8	117.7	104.1	130.0	115.5	124.6	-7.3%	7.8%
HVAC Mechanic I	18	89.0	125.9		87.0	83.9	85.3		81.1		86.1	91.3	-5.7%	6.0%
IT Specialist II	N23/23		129.9			110.0	114.0	109.9			112.0	113.9	-1.7%	1.7%
IT Specialist III	N26/26	93.5	108.6	94.9	91.2	83.9	126.2	101.5	91.8		94.2	130.3	-27.7%	38.4%
Librarian I	21	98.2	106.9	113.0	95.6	83.9		91.6		117.0	98.2	104.2	-5.8%	6.2%
Management and Budget Specialist III	N25/25	125.3	127.2			110.0	154.9	121.9	128.1	130.0	127.2	124.6	2.1%	-2.1%
Mechanic Technician II	19	89.0	97.0	79.7	91.2	78.4	85.3		81.1	98.5	87.1	95.4	-8.7%	9.5%
Office Clerk	N5/5	58.5			72.5	61.6	66.4	66.4	72.3	77.6	69.4	53.5	29.7%	-22.9%
Permitting & Code Enforcement Inspector III	23	84.8	122.2		95.6	96.0	102.9	88.5		98.5	96.0	113.9	-15.7%	18.6%
Planning Specialist III	23	108.2	124.7	113.0	115.5	85.5	126.2	126.1	109.3	122.0	115.5	113.9	1.4%	-1.4%
Police Officer I	P2	110.1	112.3	101.5	107.1		68.8	103.3	88.4	112.0	105.2	101.0	4.2%	-4.0%
Police Sergeant	A1	124.4	132.3	123.1	130.2		150.2	120.9	111.2	134.9	127.3	128.6	-1.0%	1.0%
Principal Administrative Aide	N13/13	64.1	67.6			68.5	68.3		72.3	77.6	68.4	73.7	-7.2%	7.7%
Procurement Specialist III	25	108.2	132.7		110.2	89.8	114.0	113.8	109.3	117.0	112.0	124.6	-10.1%	11.3%
Public Service Worker II	9	61.3	63.4		60.3	59.8	62.5	55.9	72.1	83.7	61.9	62.3	-0.7%	0.7%
Recreation Specialist	21	98.2	108.6	84.5	95.6	83.9	102.9	74.5	118.2	117.0	98.2	104.2	-5.8%	6.2%
Senior Public Safety Emergency Communications Specialist	21	93.5	113.4	84.5	106.9	78.4	92.9	98.1	81.1	91.6	92.9	104.2	-10.9%	12.2%
Social Worker II	23	113.6	116.6		104.9	89.8				122.0	113.6	113.9	-0.3%	0.3%
Therapist II	N24/24	119.3		119.8	115.5			117.7		130.0	119.3	119.1	0.2%	-0.2%

**NOTES:**

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- All numbers rounded to the nearest hundred.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government



**PERCENT DIFFERENCE FROM MEDIAN SALARY  
FY24 MINIMUM SALARY COMPARISONS  
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	City Of		City of Falls				Prince			
			Alexandria	Arlington Co	Church	Fairfax Co	Frederick Co	Howard Co	Loudoun Co	MNCPPC	William Co	MCG
Accountant/Auditor III	N23/23	66.3	7.3%	-10.4%	-0.3%	0.3%	28.1%	-9.5%	5.3%	6.9%	-4.4%	-7.5%
Building Services Worker II	8	36.6	12.6%	-2.2%	-1.3%	14.1%	1.3%			-0.4%	0.4%	-11.5%
Carpenter I	17	43.2		-29.6%		-5.4%	10.0%			5.4%		-29.0%
Community Health Nurse II	24	69.2	6.7%	-18.0%		-0.2%	0.7%		1.3%		0.0%	-7.5%
Correctional Officer I (Pvt)	C3	57.9		-7.9%		-0.7%	11.1%		-0.9%		0.7%	0.9%
Correctional Officer III (Corporal)	C5	61.2		-2.1%		0.0%	7.5%	13.4%	-0.1%		6.1%	-6.6%
Correctional Supervisor - Sergeant	C6	71.0		-3.6%		4.9%	3.5%	7.2%	0.0%		-0.5%	-0.7%
Electrician I	18	53.6		-9.0%		-2.0%	2.2%	2.0%		14.6%		-8.0%
Engineer III	25	74.1	-5.9%	-10.2%	10.2%	10.7%	0.7%	-8.6%	-0.7%	4.1%	6.6%	-4.8%
Engineer Technician II	18	53.0	13.5%	-22.8%		1.5%	-13.2%	9.2%	-1.5%		2.7%	-9.2%
Equipment Operator III	16	47.4	-1.6%	-17.9%	-4.8%	-0.5%	3.4%	1.3%	1.0%	3.4%	0.5%	-12.8%
Fire/Rescue Lieutenant	B1	74.3		-2.2%		2.2%	6.4%					-4.3%
Firefighter/Rescuer I	F1	57.7	0.7%	-4.0%			18.2%		1.8%		-5.1%	-0.7%
Firefighter/Rescuer II	F2	60.4	0.4%	0.7%		-4.2%	16.9%	-15.2%	1.5%		-0.4%	-1.0%
Highway Inspector I	19	58.2	8.8%	-24.3%		1.5%		-1.5%			11.4%	-3.6%
Human Resources Specialist III	N25	67.1	8.3%	0.3%	0.8%	-3.4%	16.3%	-8.3%	-0.3%	12.3%	-10.7%	-15.8%
HVAC Mechanic I	18	52.4	3.5%	-57.3%		0.4%	0.0%	-0.2%		12.6%		-10.4%
IT Specialist II	N23/23	68.7		-23.8%			0.0%	14.0%	8.6%			-3.8%
IT Specialist III	N26/26	55.8	4.8%	-27.3%	0.0%	2.0%	6.1%	-17.5%	-7.0%	7.1%		-45.2%
Librarian I	21	60.8	8.3%	-15.0%	-9.3%	5.7%	13.8%		11.5%		-5.7%	-7.7%
Management and Budget Specialist III	N25/25	71.1	-0.1%	10.5%			3.4%	-13.1%	2.1%	0.1%	-4.4%	-9.2%
Mechanic Technician II	19	51.6	2.0%	-23.0%	9.2%	-5.9%	5.1%	-1.8%		11.3%	0.0%	-16.9%
Office Clerk	N5/5	39.0	14.6%			-11.6%		3.3%	-3.3%	-4.8%	6.3%	-4.8%
Permitting & Code Enforcement Inspector III	23	55.4	13.0%	-44.3%		-3.6%	-8.4%	3.6%	6.0%		6.8%	-28.7%
Planning Specialist III	23	66.0	6.9%	-23.6%	-0.7%	9.0%	19.1%	0.7%	-9.2%	6.5%	-4.8%	-8.0%
Police Officer I	P2	62.6	1.8%	-9.4%	-1.0%	0.0%		-2.6%	6.7%	12.8%	1.0%	-3.1%
Police Sergeant	A1	76.7	9.4%	-10.0%	0.0%	0.8%		-17.9%	7.5%	17.6%	-0.3%	-7.2%
Principal Administrative Aide	N13/13	40.8	10.8%	-8.5%			-4.8%	6.3%		0.0%	10.6%	-17.6%
Procurement Specialist III	25	64.3	4.4%	-3.9%		-2.8%	12.8%	8.1%	-1.1%	4.0%	0.0%	-20.7%
Public Service Worker II	9	38.5	9.6%	-7.9%		6.1%	2.9%	0.0%	11.9%	-5.7%	-2.3%	-8.9%
Recreation Specialist	21	56.6	1.4%	-25.6%	12.2%	-1.4%	7.3%	5.7%	22.6%	-17.7%	-13.7%	-15.9%
Senior Public Safety Emergency Communications Specialist	21	51.4	-3.3%	-44.5%	3.3%	-21.6%	4.7%	6.3%	-12.2%	10.9%	8.2%	-27.5%
Social Worker II	23	66.9	3.5%	-14.2%		5.9%	16.1%				-3.5%	-6.6%
Therapist II	N24/24	69.9	3.0%		-0.8%	0.8%			3.7%		-6.2%	-6.4%
Average \$ Difference from Median:			5.3%	-15.3%	1.3%	0.1%	6.6%	-0.6%	2.2%	5.0%	0.0%	-10.9%
# of Classes Matched:			27	32	14	30	29	25	25	20	28	34

**NOTES:**

- Source: Each jurisdiction's salary schedules, classification plans, and bargaining agreements. Please note that the Local Government Personnel Association Salary Survey, used in the past to provide local area comparisons, is not available for this year.
- Montgomery County salaries based on FY24 Salary Schedules.
- Median salary includes Montgomery County.
- Percent difference between the salary and the median salary was calculated by dividing dollar difference by the median salary. Instances where the salary is higher than the median are characterized as a negative.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government

**PERCENT DIFFERENCE FROM MEDIAN SALARY  
FY24 MAXIMUM SALARY COMPARISONS  
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	City Of		City of Falls				Prince			
			Alexandria	Arlington Co	Church	Fairfax Co	Frederick Co	Howard Co	Loudoun Co	MNCPPC	William Co	MCG
Accountant/Auditor III	N23/23	111.0	2.5%	-0.7%	-1.9%	0.7%	31.2%	-26.0%	0.9%	1.5%	-9.9%	-2.7%
Building Services Worker II	8	58.9	13.1%	2.8%	-7.2%	10.8%	1.7%			-10.7%	-31.8%	-1.7%
Carpenter I	17	74.1		-15.2%		-2.3%	16.0%			2.3%		-18.1%
Community Health Nurse II	24	119.1	4.6%	-4.7%		3.0%	7.7%		-3.2%		-2.4%	0.0%
Correctional Officer I (Pvt)	C3	100.3		-5.2%		0.5%	16.3%		-3.0%		-0.5%	19.4%
Correctional Officer III (Corporal)	C5	101.8		-3.7%		-8.1%	9.3%	8.2%	-6.6%		0.9%	0.0%
Correctional Supervisor - Sergeant	C6	115.5		-7.6%		0.0%	3.3%	3.0%	-4.7%		-5.2%	3.2%
Electrician I	18	87.2		-2.3%		-4.5%	3.8%	2.3%		7.0%		-4.7%
Engineer III	25	125.8	-9.8%	0.8%	10.1%	-0.8%	6.5%	-23.1%	-3.8%	-1.9%	3.0%	1.0%
Engineer Technician II	18	94.4	14.5%	-5.4%		-6.0%	-1.7%	1.7%	3.0%		-4.3%	3.3%
Equipment Operator III	16	82.4	-2.8%	-3.5%	-2.4%	3.6%	11.1%	7.9%	3.2%	1.6%	-11.1%	-1.6%
Fire/Rescue Lieutenant	B1	123.5		-8.8%		-5.1%	5.6%					5.1%
Firefighter/Rescuer I	F1	100.8	-0.8%	-0.5%			53.1%		0.5%		-2.5%	12.9%
Firefighter/Rescuer II	F2	104.3	-2.3%	2.8%		-3.3%	19.3%	-2.3%	-1.0%		1.0%	11.6%
Highway Inspector I	19	97.1	3.7%	-13.9%		1.5%		-17.4%			-1.5%	1.7%
Human Resources Specialist III	N25	116.6	7.2%	-13.8%	3.1%	0.9%	23.1%	-19.9%	-0.9%	10.7%	-11.5%	-6.8%
HVAC Mechanic I	18	87.0	-2.3%	-44.7%		0.0%	3.6%	2.0%		6.8%		-5.0%
IT Specialist II	N23/23	113.9		-14.1%			3.5%	-0.1%	3.5%			0.0%
IT Specialist III	N26/26	94.9	1.5%	-14.4%	0.0%	3.9%	11.6%	-33.0%	-7.0%	3.2%		-37.3%
Librarian I	21	101.2	3.0%	-5.6%	-11.7%	5.5%	17.1%		9.5%		-15.6%	-3.0%
Management and Budget Specialist III	N25/25	126.2	0.8%	-0.8%			12.9%	-22.7%	3.4%	-1.5%	-3.0%	1.3%
Mechanic Technician II	19	89.0	0.0%	-8.9%	10.5%	-2.4%	11.9%	4.2%		8.9%	-10.6%	-7.2%
Office Clerk	N5/5	64.0	8.6%			-13.2%		3.8%	-3.8%	-13.0%	-21.2%	16.4%
Permitting & Code Enforcement Inspector III	23	97.3	12.8%	-25.6%		1.7%	1.3%	-5.8%	9.0%		-1.3%	-17.1%
Planning Specialist III	23	114.7	5.7%	-8.7%	1.5%	-0.7%	25.5%	-10.0%	-9.9%	4.7%	-6.3%	0.7%
Police Officer I	P2	103.3	-6.5%	-8.7%	1.8%	-3.6%		33.4%	0.0%	14.4%	-8.4%	2.3%
Police Sergeant	A1	128.6	3.2%	-2.9%	4.3%	-1.2%			-16.8%	6.0%	13.5%	0.0%
Principal Administrative Aide	N13/13	68.5	6.4%	1.3%			0.0%	0.3%		-5.6%	-13.3%	-7.6%
Procurement Specialist III	25	113.8	4.9%	-16.6%			3.2%	21.1%	-0.2%	0.0%	3.9%	-2.8%
Public Service Worker II	9	62.3	1.7%	-1.7%			3.3%	4.1%	-0.3%	10.2%	-15.7%	0.0%
Recreation Specialist	21	100.5	2.4%	-8.0%	16.0%	4.9%	16.6%	-2.4%	25.9%	-17.5%	-16.4%	-3.6%
Senior Public Safety Emergency Communications Specialist	21	93.2	-0.3%	-21.7%	9.3%	-14.7%	15.9%	0.3%	-5.3%	12.9%	1.7%	-11.8%
Social Worker II	23	113.8	0.1%	-2.5%		7.8%	21.1%				-7.2%	-0.1%
Therapist II	N24/24	119.2	-0.1%		-0.5%	3.1%			1.2%		-9.1%	0.1%
Average \$ Difference from Median:			2.7%	-8.2%	2.3%	-0.4%	12.8%	-4.5%	1.1%	1.3%	-8.2%	-1.7%
# of Classes Matched:			27	32	14	30	29	25	25	20	28	34

**NOTES:**

- Source: Each jurisdiction's salary schedules, classification plans, and bargaining agreements. Please note that the Local Government Personnel Association Salary Survey, used in the past to provide local area comparisons, is not available for this year.
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**SALARY BUDGET SURVEYS  
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2023 - 2024  
NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA  
VS. MONTGOMERY COUNTY GOVERNMENT**

Survey Name	Number of Participating	Geographic Survey Area	Survey - Actual Mean FY23	Average Total Pay Increase MCG - Average FY24 <sup>(1)</sup>	Survey - Budgeted Mean FY24
World At Work 2023-2024 Salary Budget Survey (July 2023)	1,900+	National	4.4%	5.5%	4.1%
Mercer- U.S. Compensation Planning Pulse Survey - November 2023 Results	900+	National	4.1%	5.5%	3.8%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 44th Edition, pages 1-3 (September 2023).	214	Washington/Baltimore Metropolitan Area	5.1%	5.5%	N/A

(1) Based on the FY24 budget, the increase related only to FY24 compensation and benefits adjustments totaled \$71.1 million, or 5.5 percent. Please refer to FY24 Compensation Changes Memo for the approved compensation changes by the County Council for eligibility, each compensation category, the effective date, the percentage increase, and other relevant information:

[https://www.montgomerycountymd.gov/HR/Resources/Files/Classification/Compensation%20Documents/FY24%20Compensation/FY24%20Compensation%20Changes%20Memo\\_Approved.pdf](https://www.montgomerycountymd.gov/HR/Resources/Files/Classification/Compensation%20Documents/FY24%20Compensation/FY24%20Compensation%20Changes%20Memo_Approved.pdf)

# Management Leadership Service Review

### MLS Demographic Data by Manager Grade - 2023\*

	Manager I		Manager II		Manager III		MLS Total		County Workforce	
	#	%	#	%	#	%	#	%	#	%
<b>Gender</b>										
Female	10	40%	64	48%	137	54%	211	51%	3,995	42%
Male	15	60%	68	52%	117	46%	200	49%	5,529	58%
<b>Race/Ethnicity</b>										
American Indian or Alaska Native	-	0%	-	0%	2	1%	2	0%	32	0%
Asian	1	4%	13	10%	21	8%	35	9%	684	7%
Black or African American	4	16%	31	23%	64	25%	99	24%	2,602	27%
Hispanic or Latino	-	0%	10	8%	24	9%	34	8%	1,192	13%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	0%	1	0%	5	0%
Two or More Races	-	0%	-	0%	1	0%	1	0%	137	1%
White	18	72%	73	55%	121	48%	212	52%	4,040	42%
Not Indicated	2	8%	5	4%	20	8%	27	7%	832	9%
<b>Age (as of December 2022)</b>										
Age < 20	-	0%	-	0%	-	0%	-	0%	6	0%
Age 20 through 29	-	0%	-	0%	1	0%	1	0%	666	7%
Age 30 through 39	1	4%	8	6%	23	9%	32	8%	2,190	23%
Age 40 through 49	9	36%	39	30%	62	24%	110	27%	2,522	26%
Age 50 through 59	3	12%	39	30%	88	35%	130	32%	2,381	25%
Age 60+	12	48%	46	35%	80	31%	138	34%	1,759	18%
<b>Total</b>	<b>25</b>	<b>100%</b>	<b>132</b>	<b>100%</b>	<b>254</b>	<b>100%</b>	<b>411</b>	<b>100%</b>	<b>9,524</b>	<b>100%</b>

\* MLS workforce as of December 31, 2023. Please note that the data cover both full and part-time employees.

**MLS Separations by Reason for Separation  
Calendar Years 2017 - 2023**

Separation Reason	2017	2018	2019	2020	2021	2022	2023	% of 2023
	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
<b>Voluntary</b>	<b>29</b>	<b>24</b>	<b>48</b>	<b>30</b>	<b>38</b>	<b>44</b>	<b>25</b>	<b>71.4%</b>
Non-specified personal reasons	10	3	4	5	15	4	4	11.4%
Better compensation	0	0	0	0	0	1	0	0.0%
More opportunity for advancement	1	1	3	0	0	2	0	0.0%
Normal retirement	16	15	37	24	22	30	19	54.3%
Early retirement	0	1	0	0	0	1	0	0.0%
Other Voluntary	2	4	4	1	1	6	2	5.7%
<b>Involuntary</b>	<b>1</b>	<b>2</b>	<b>2</b>	<b>2</b>	<b>4</b>	<b>1</b>	<b>5</b>	<b>14.3%</b>
<b>Management/Fiscal</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0.0%</b>
<b>Medical/Other</b>	<b>2</b>	<b>1</b>	<b>2</b>	<b>5</b>	<b>5</b>	<b>4</b>	<b>5</b>	<b>14.3%</b>
<b>Total Separations</b>	<b>32</b>	<b>27</b>	<b>52</b>	<b>37</b>	<b>47</b>	<b>49</b>	<b>35</b>	
<b>Total Employees</b>	<b>402</b>	<b>407</b>	<b>396</b>	<b>398</b>	<b>385</b>	<b>398</b>	<b>411</b>	
<b>Turnover Rate</b>	<b>8.0%</b>	<b>6.6%</b>	<b>13.1%</b>	<b>9.3%</b>	<b>12.2%</b>	<b>12.3%</b>	<b>8.5%</b>	

## MLS Demographic Data by Rating Category - FY23

	Exceptional		Highly Successful		Successful		Below Expectations		Does Not Meet Expectations		MLS Total	
	#	%	#	%	#	%	#	%	#	%	#	%
<b>Gender</b>												
Female	83	58%	87	48%	22	38%	-	0%	1	50%	193	50%
Male	60	42%	94	52%	36	62%	2	100%	1	50%	193	50%
<b>Race/Ethnicity</b>												
American Indian or Alaska Native	-	0%	2	1%	-	0%	-	0%	-	0%	2	1%
Asian	15	10%	12	7%	7	12%	-	0%	-	0%	34	9%
Black or African American	26	18%	41	23%	12	21%	-	0%	1	50%	80	21%
Hispanic or Latino	14	10%	13	7%	4	7%	-	0%	-	0%	31	8%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	2%	-	0%	-	0%	1	0%
Two or More Races	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
White	79	55%	96	53%	32	55%	2	100%	-	0%	209	54%
Not Indicated	9	6%	17	9%	2	3%	-	0%	1	50%	29	8%
<b>Age (as of June 30, 2023)</b>												
Age < 20	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Age 20 through 29	-	0%	-	0%	1	2%	-	0%	-	0%	1	0%
Age 30 through 39	9	6%	10	6%	5	9%	-	0%	-	0%	24	6%
Age 40 through 49	44	31%	36	20%	12	21%	1	50%	-	0%	93	24%
Age 50 through 59	46	32%	61	34%	18	31%	-	0%	-	0%	125	32%
Age 60+	44	31%	74	41%	22	38%	1	50%	2	100%	143	37%
<b>Total</b>	<b>143</b>	<b>100%</b>	<b>181</b>	<b>100%</b>	<b>58</b>	<b>100%</b>	<b>2</b>	<b>0%</b>	<b>2</b>	<b>0%</b>	<b>386</b>	<b>100%</b>

Note: 399 MLS employees were eligible for perf-based pay in FY23, and 13 MLS employees had no rating.

**Distribution of Performance Ratings by Pay Band:  
FY17 through FY23**

	<b>FY17</b>	<b>FY18</b>	<b>FY19</b>	<b>FY20</b>	<b>FY21</b>	<b>FY22</b>	<b>FY23</b>
<b>Manager I</b>							
Exceptional	63%	56%	52%	58%	60%	58%	33%
Highly Successful	33%	33%	48%	38%	36%	37%	42%
Successful	4%	7%	0%	4%	4%	5%	7%
Below Expectations	0%	4%	0%	0%	0%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	0%	19%
<b>Manager II</b>							
Exceptional	45%	40%	41%	51%	54%	59%	44%
Highly Successful	50%	49%	48%	36%	39%	38%	40%
Successful	4%	10%	11%	8%	7%	3%	10%
Below Expectations	1%	1%	0%	1%	0%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	3%
No Rating	0%	0%	0%	4%	0%	0%	3%
<b>Manager III</b>							
Exceptional	22%	22%	22%	29%	37%	39%	28%
Highly Successful	59%	62%	63%	53%	48%	52%	48%
Successful	18%	15%	15%	14%	14%	9%	17%
Below Expectations	1%	1%	0%	1%	1%	0%	1%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	3%	0%	0%	6%

Note: No performance-based pay in FY20.



### Average Pay Award Based on Rating Category and Salary Range Position - FY23

Position in Salary Range	Maximum Permitted	# Eligible Employee	Addition to Base		Lump Sum		Combined Award	
			%	\$	%	\$	%	\$
<b>Exceptional</b>		<b>143</b>	<b>1.76%</b>	<b>\$2,503</b>	<b>1.93%</b>	<b>\$3,232</b>	<b>3.64%</b>	<b>\$5,700</b>
Top of Pay Band	4%	59	0.00%	\$0	3.68%	\$6,251	3.68%	\$6,251
Control Point or Above	4%	23	1.04%	\$1,650	2.38%	\$3,829	3.42%	\$5,479
Below Control Point	6%	61	3.68%	\$5,164	0.06%	\$86	3.68%	\$5,250
<b>Highly Successful</b>		<b>181</b>	<b>1.89%</b>	<b>\$2,644</b>	<b>1.61%</b>	<b>\$2,597</b>	<b>3.48%</b>	<b>\$5,212</b>
Top of Pay Band	3.5%	60	0.00%	\$0	3.45%	\$5,587	3.45%	\$5,587
Control Point or Above	3.5%	35	1.21%	\$1,942	2.23%	\$3,599	3.41%	\$5,485
Below Control Point	4%	86	3.46%	\$4,736	0.07%	\$103	3.53%	\$4,839
<b>Successful</b>		<b>58</b>	<b>1.76%</b>	<b>\$2,392</b>	<b>1.19%</b>	<b>\$1,936</b>	<b>2.95%</b>	<b>\$4,329</b>
Top of Pay Band	2%	14	0.00%	\$0	3.04%	\$5,020	3.04%	\$5,020
Control Point or Above	2%	15	1.13%	\$1,670	1.36%	\$2,291	2.49%	\$3,961
Below Control Point	3.5%	29	2.93%	\$3,921	0.21%	\$264	3.14%	\$4,185
<b>Below Expectations</b>	<b>0%</b>	<b>2</b>	-	-	-	-	-	-
<b>Does Not Meet Expectations</b>	<b>0%</b>	<b>2</b>	-	-	-	-	-	-
<b>No Rating</b>	<b>0%</b>	<b>13</b>	-	-	-	-	-	-
<b>All Eligible MLS</b>		<b>399</b>	<b>1.75%</b>	<b>\$2,449</b>	<b>1.59%</b>	<b>\$2,618</b>	<b>3.31%</b>	<b>\$5,036</b>
Top of Pay Band		134	0.00%	\$0	3.48%	\$5,778	3.48%	\$5,778
Control Point or Above		75	1.11%	\$1,744	2.04%	\$3,312	3.14%	\$5,032
Below Control Point		190	3.21%	\$4,423	0.08%	\$115	3.26%	\$4,515

\* 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
FY23	General wage adjustment of \$4,333 in June
FY24	General wage adjustment of 6% (3% in January and another 3% in June)