

MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

**Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability
Management Leadership Service Review
April 2023**



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Management Leadership Service Review**

**Montgomery County Government
Office of Human Resources
101 Monroe Street, 12th 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 FY23 Operating Budget and FY20-25 Public Services Program*.

Any questions concerning information contained in this report may be directed to Rosa Hong, Senior Performance Management and Data Analyst, Office of Human Resources, at 240.777.5025.

Credits

Rosa Hong

Jonson Lum

Biancaliz Agosto-Figueroa

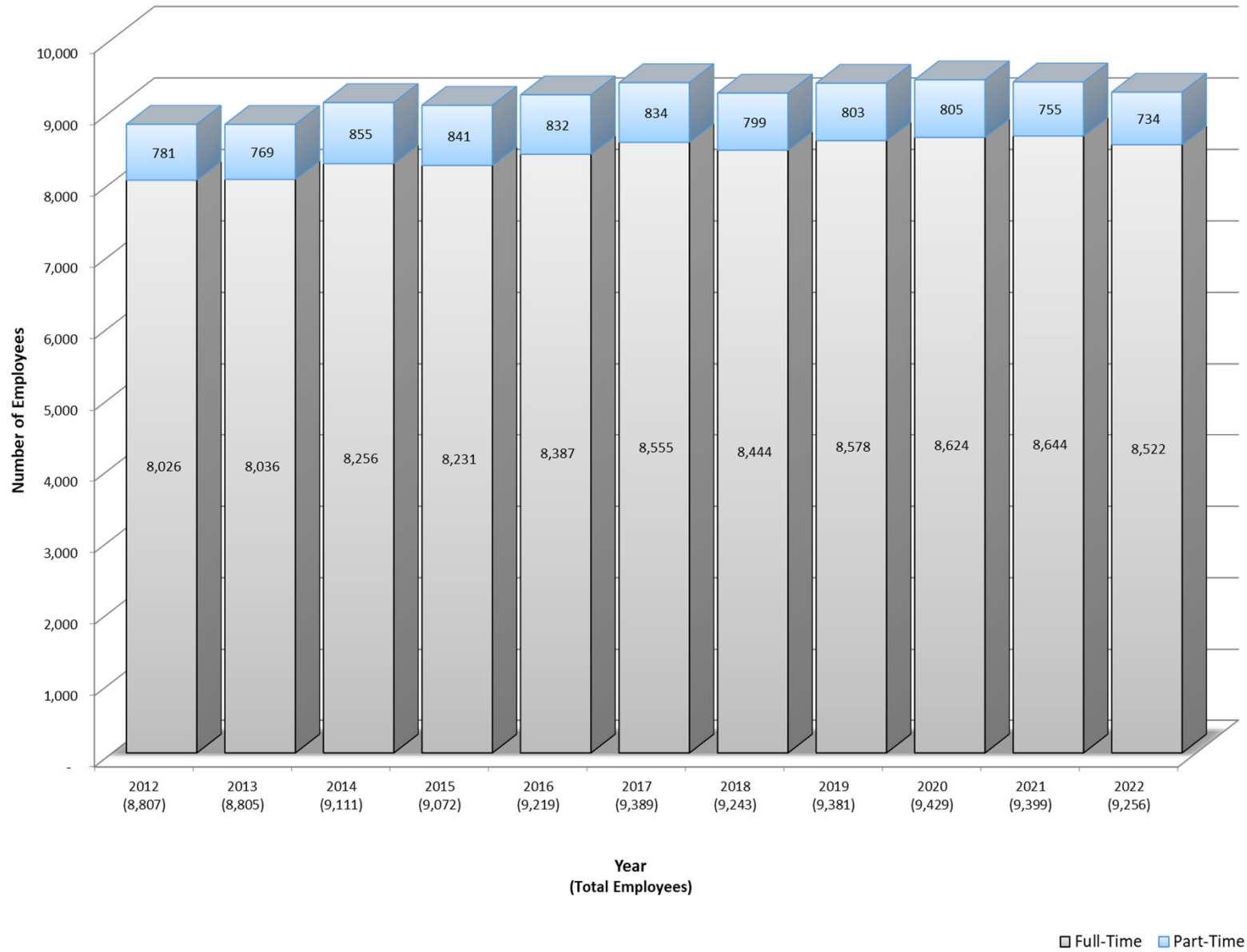
Padmarani Venkatachalam

MERIT SYSTEM EMPLOYMENT PROFILE

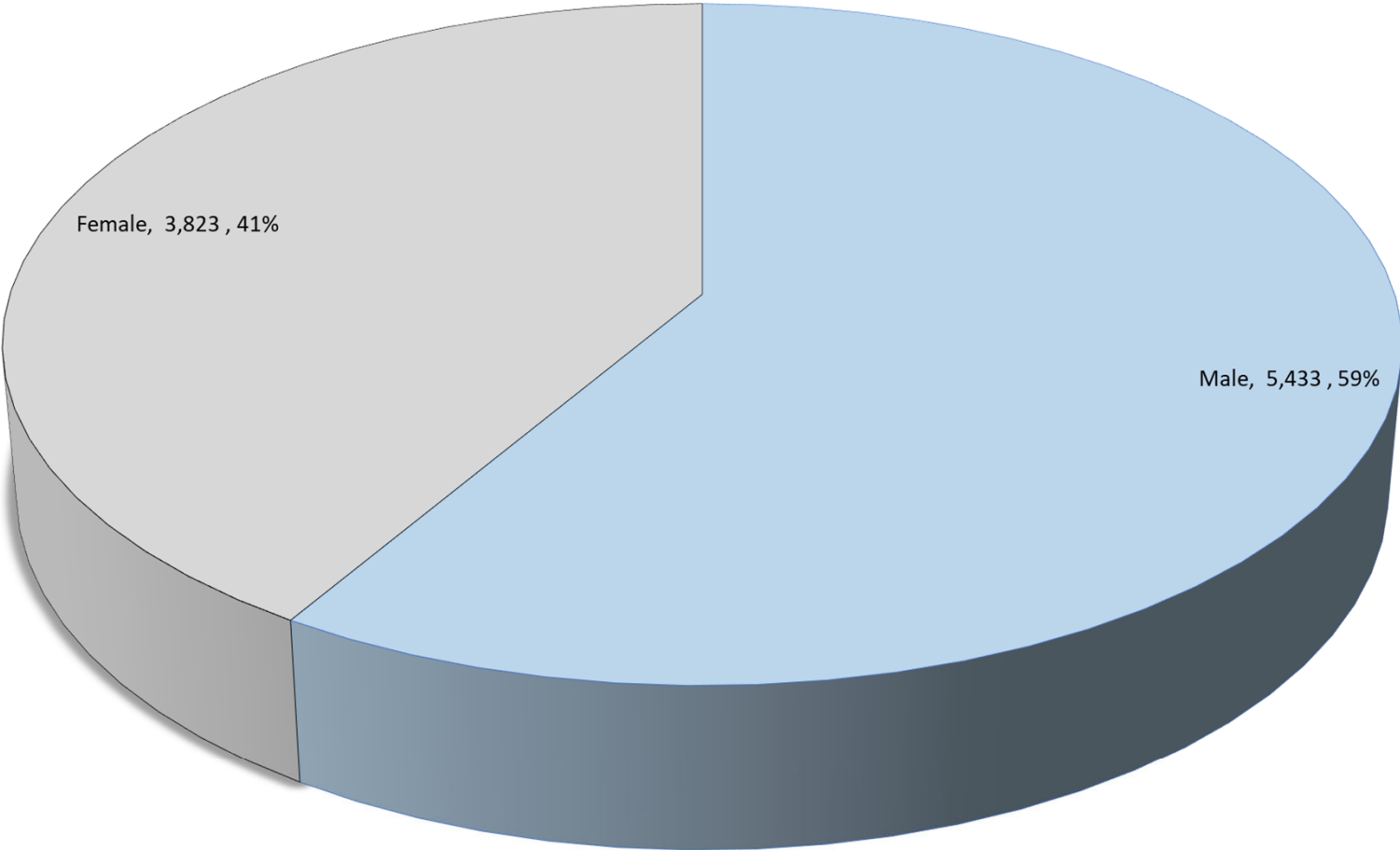
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 4-6; information on pages 4-3 through 4-5 are fiscal year based. Elected and appointed officials, paid members of boards, committees, and commissions, and judicial branch employees are excluded from all data. Unless otherwise noted, the data reflect the employee population as of December 31, 2022.

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2012 through 2022. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY23 Operating Budget and FY20-25 Public Services Program*.

Merit System Permanent Employees 2012 - 2022

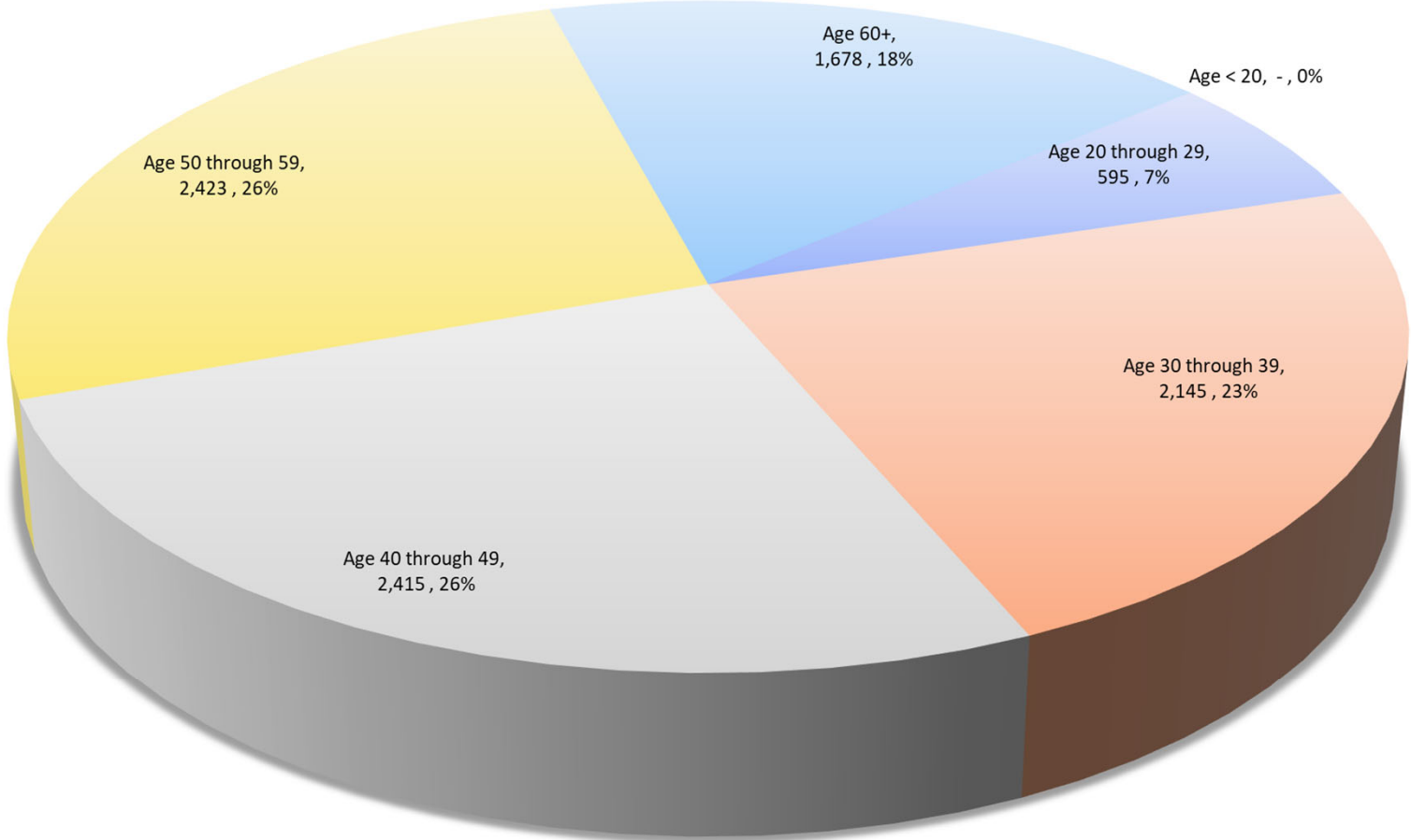


Permanent Employees by Gender - 2022



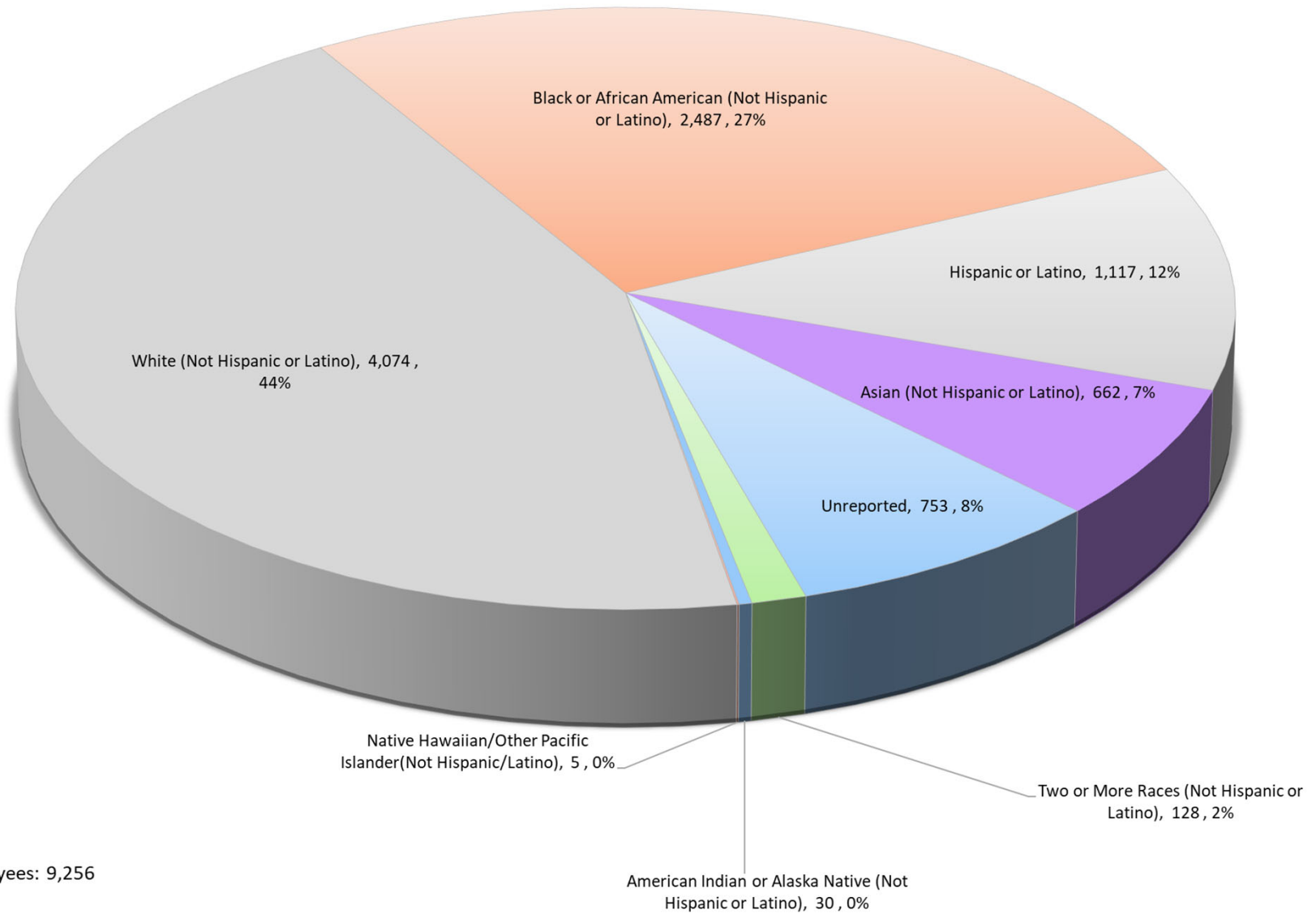
Total Employees: 9,256

Permanent Employees by Age Range - 2022



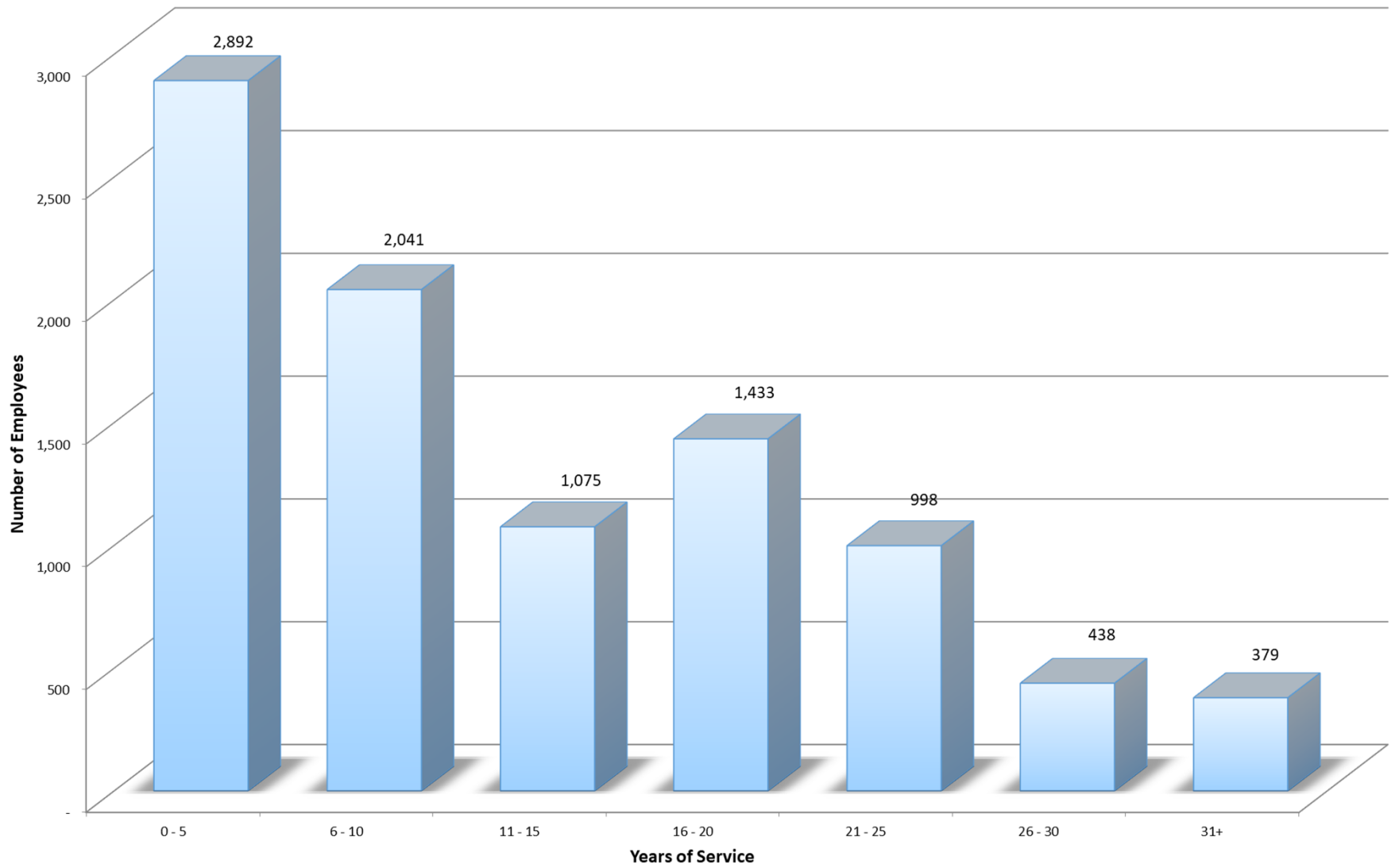
Total Employees: 9,256
Overall Average Age: 47.8

Permanent Employees by Race/Ethnicity - 2022



Total Employees: 9,256

Permanent Employees by Length of County Service - 2022



Total Employees: 9,256
Overall Average Years of County Service: 12.8

Average Annual Salary¹ - 2022 Full-Time Employees

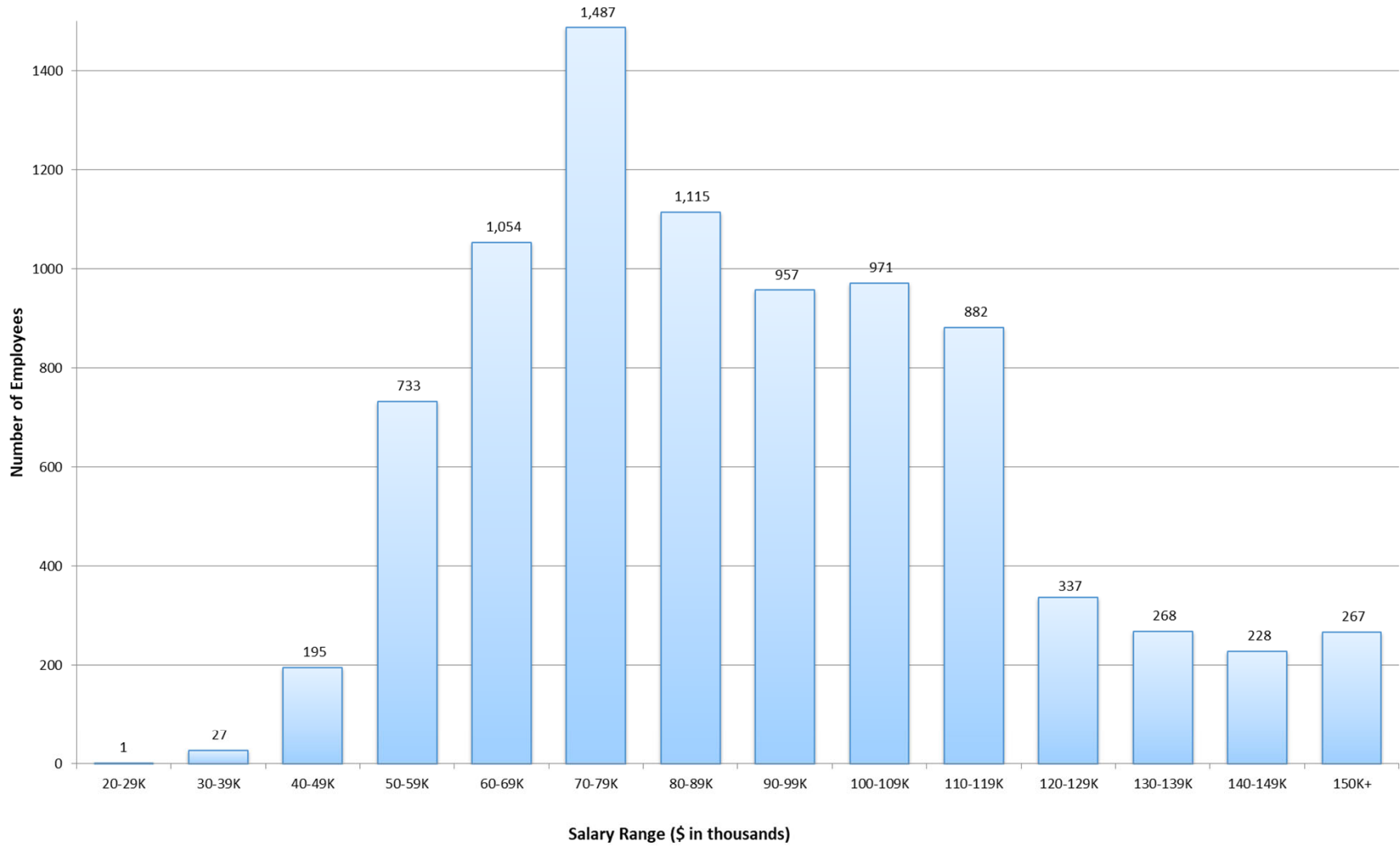
Grade	Number of Employees	Average Annual Salary	Grade	Number of Employees	Average Annual Salary	Grade	Number of Employees	Average Annual Salary
5	5	\$46,594	A1	158	\$124,741	N15	4	\$62,348
8	20	\$52,052	A2	36	\$147,690	N16	24	\$67,287
9	24	\$51,296	A3	18	\$181,838	N17	39	\$74,765
10	53	\$49,031	B1	120	\$115,396	N18	100	\$73,948
11	35	\$47,984	B2	142	\$140,649	N19	18	\$77,476
12	72	\$51,814	B3	27	\$162,080	N20	25	\$86,396
13	187	\$59,576	B4	13	\$181,051	N21	150	\$88,062
14	169	\$59,031	C1	21	\$112,468	N22	30	\$93,563
15	174	\$63,749	C2	4	\$126,928	N23	182	\$95,723
16	388	\$70,129	C3	33	\$49,910	N24	40	\$106,629
17	87	\$67,537	C4	63	\$62,060	N25	310	\$106,271
18	251	\$74,396	C5	130	\$78,515	N26	102	\$110,791
19	206	\$78,235	C6	42	\$95,301	N27	12	\$115,579
20	293	\$79,105	D1	29	\$106,463	N28	135	\$127,018
21	348	\$84,516	D2	11	\$122,419	N29	4	\$130,060
22	93	\$92,792	D3	4	\$142,328	N30	18	\$134,710
23	280	\$95,047	F1	61	\$54,091	N32	55	\$144,805
24	454	\$96,979	F2	209	\$68,098	G1	4	\$53,439
25	93	\$110,219	F3	460	\$84,464	G2	10	\$54,539
26	80	\$114,549	F4	202	\$107,554	G3	17	\$63,846
27	12	\$127,312				G4	66	\$85,897
28	21	\$130,242						
M1	22	\$188,678						
M2	127	\$164,168						
M3	248	\$136,664						
P1	29	\$59,242						
P2	47	\$62,749						
P3	80	\$69,080						
P4	721	\$99,056						
P5	72	\$111,998						
T1	644	\$70,485						
T2	38	\$84,723						

Number of Full-Time Permanent Employees: 8,522
Overall Average Salary, Full-Time Permanent Employees: \$91,030

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

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

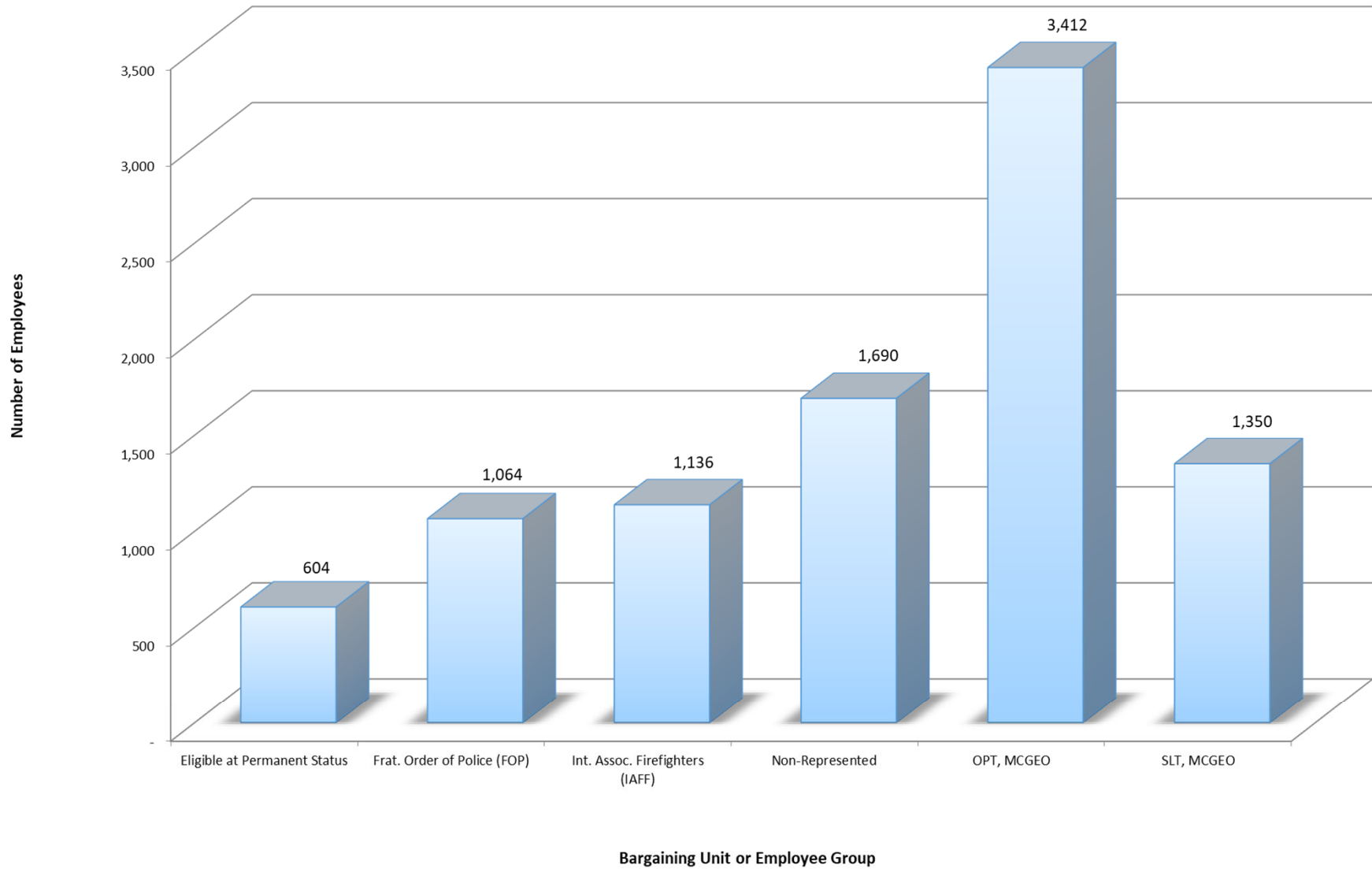
Employee Distribution by Annual Base Salary¹ Full-Time Employees - December 2022



Total Full-Time Employees: 8,522

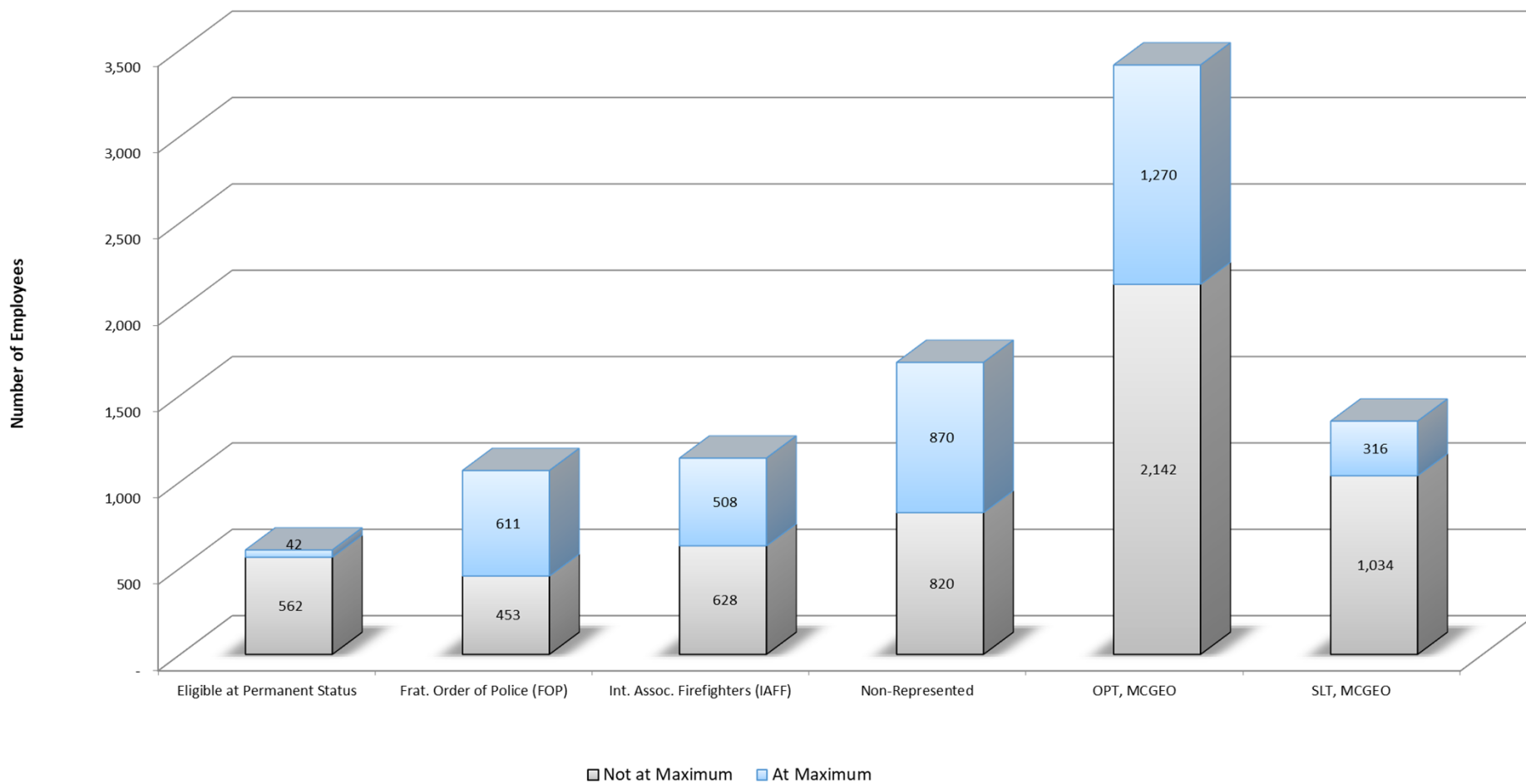
¹ Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2022



Total Employees: 9,256

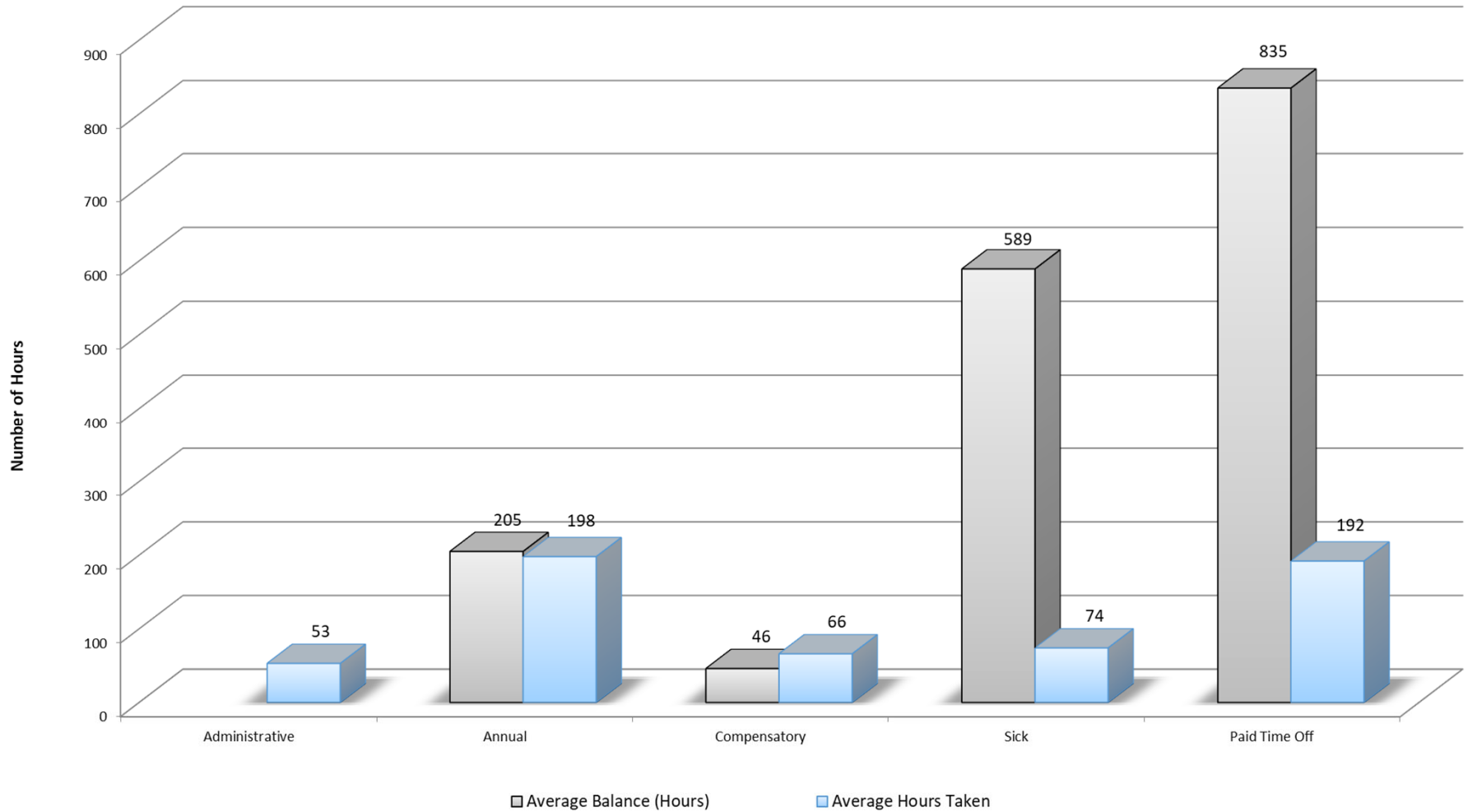
Eligibility for Service Increments Permanent Employees - 2022



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, 39% of employees are at the maximum salary for their pay grade.

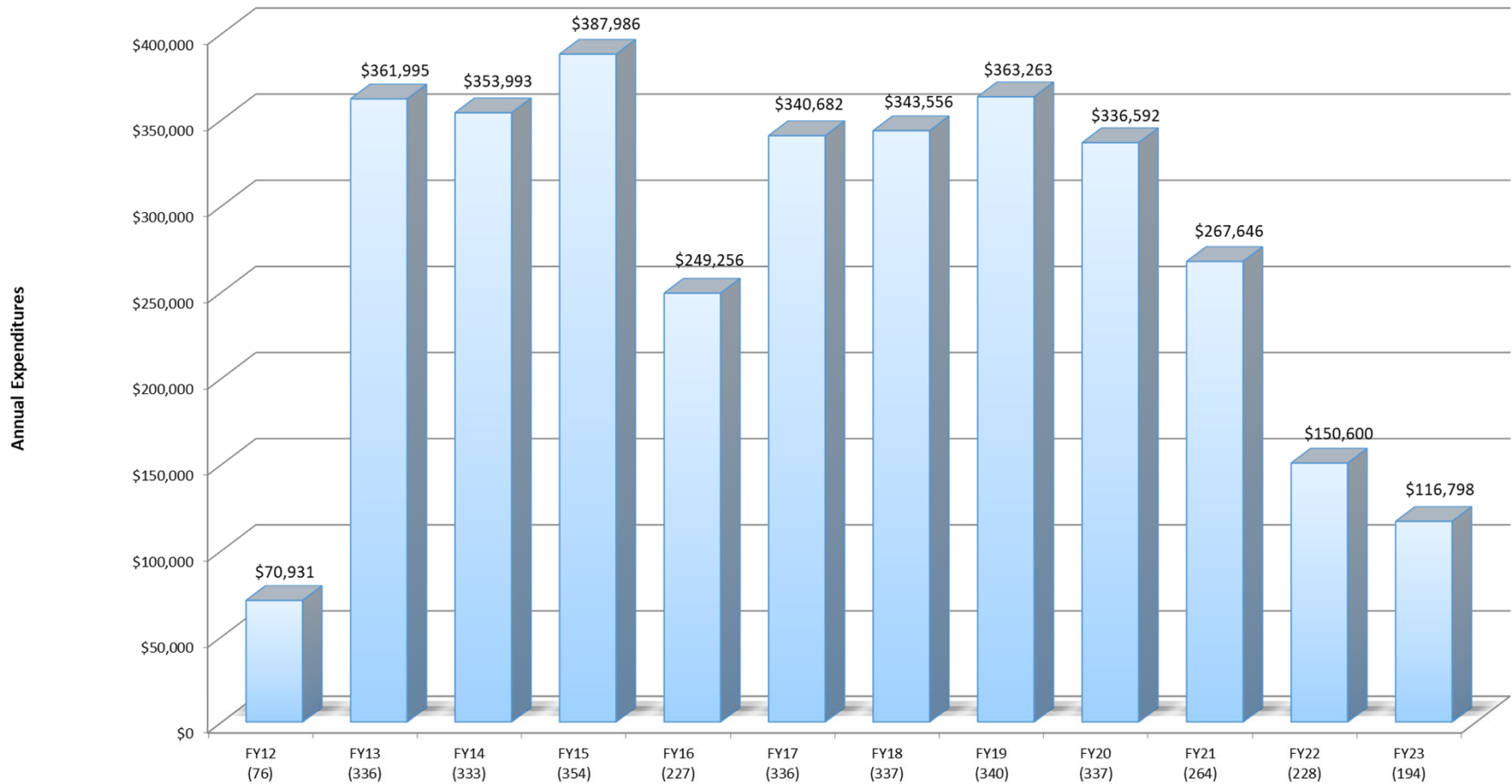
Total Employees: 9,256

Leave Balances and Average Leave Taken Permanent Employees - 2022



Note: Leave balances are as of December 31, 2022, the last 2022 pay period end date. Sick leave includes hours available to individual employees through sick leave banks. Paid Time Off (PTO) data reflect balances and hours taken for employees with PTO balances (primarily 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.

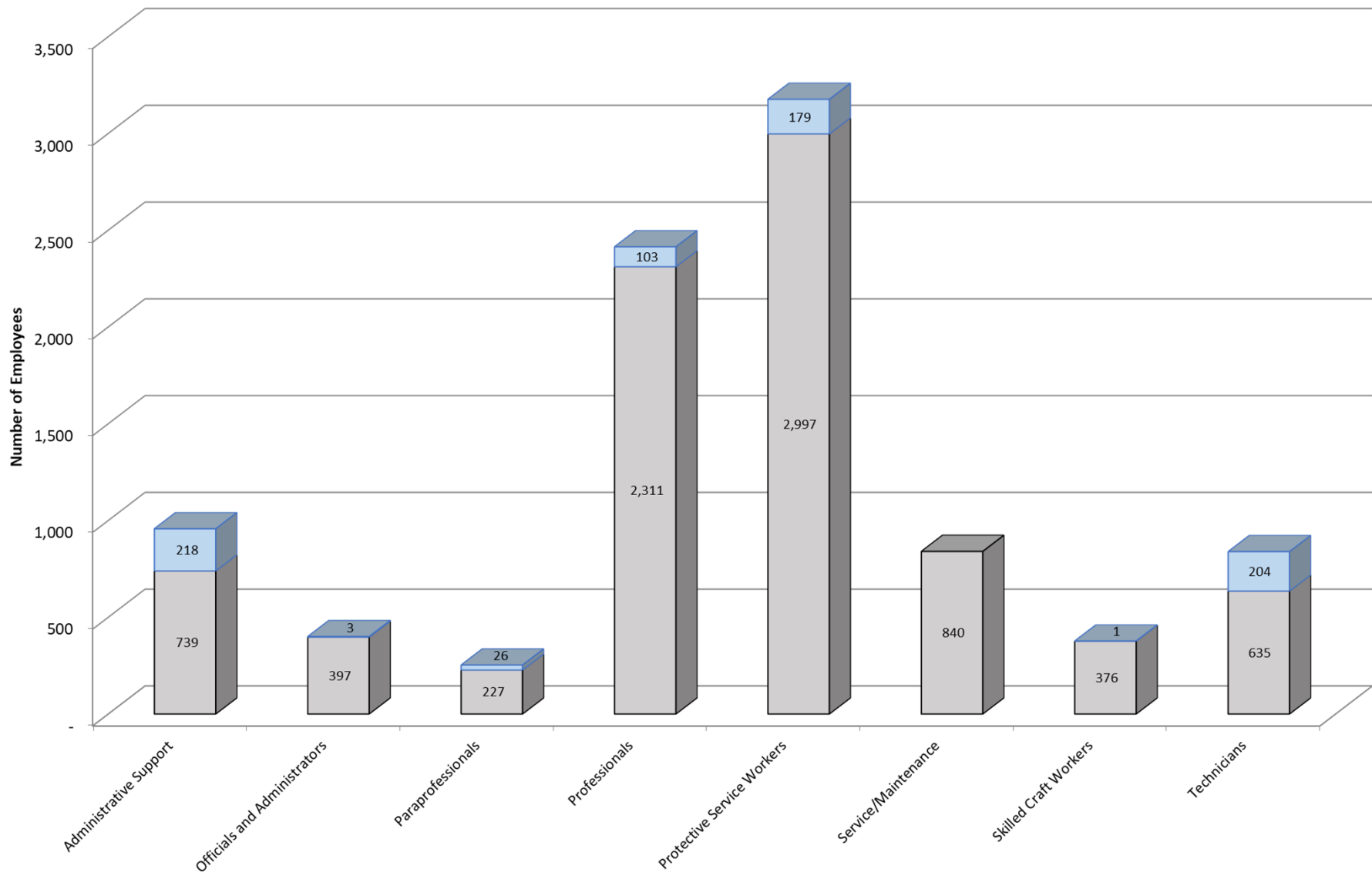
Tuition Assistance Program Expenditures and Participation FY12 - FY23



Note: In FY12, the Tuition Assistance Program was open to FOP employees only; after FY12, the program has been open to all employees. In FY16, available funds reduced in the mid-year savings plan. For FY23, the data are as of March 31, 2023.

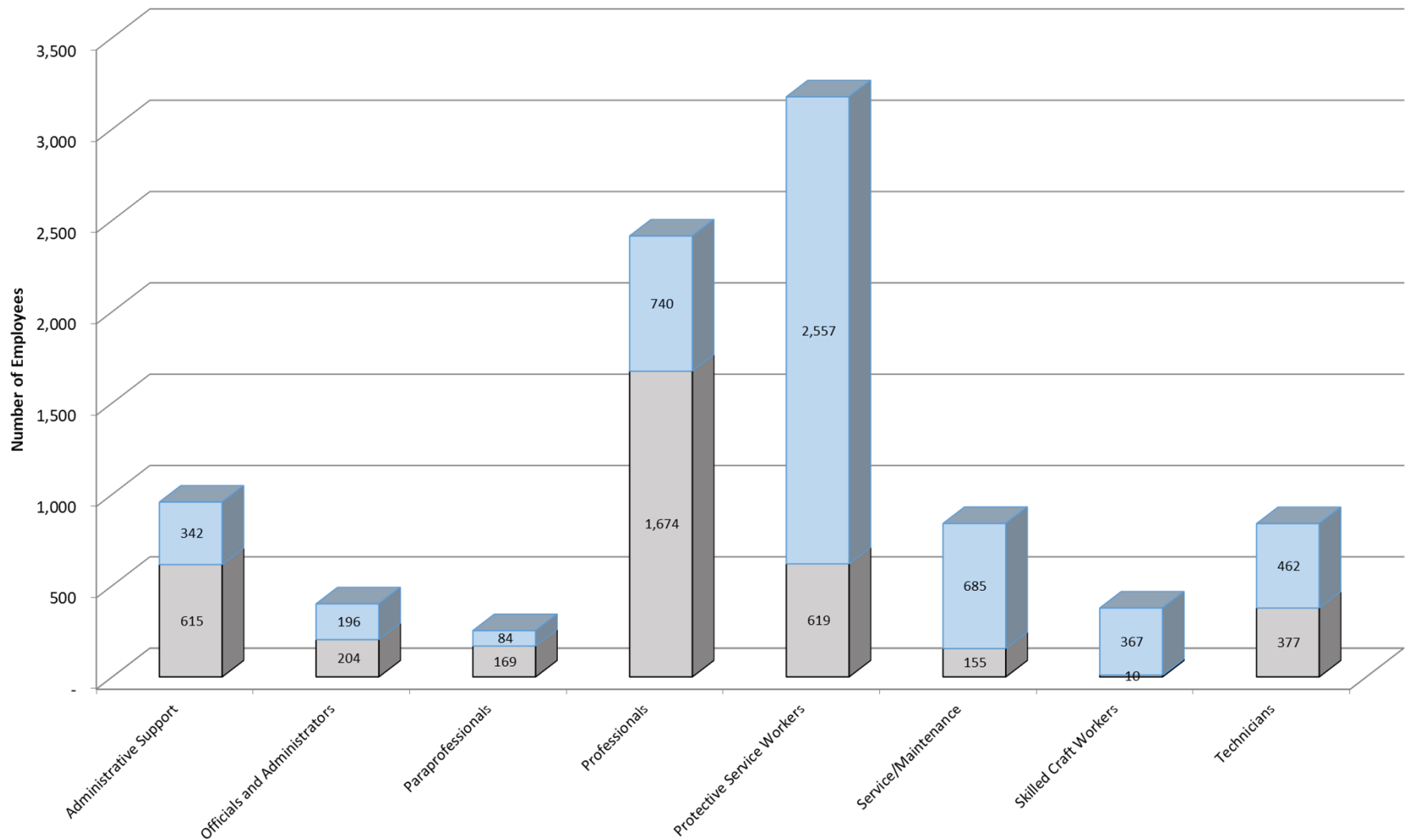
Fiscal Year
(Number of Participants)

EEOC Employment Category - Permanent Employees - 2022



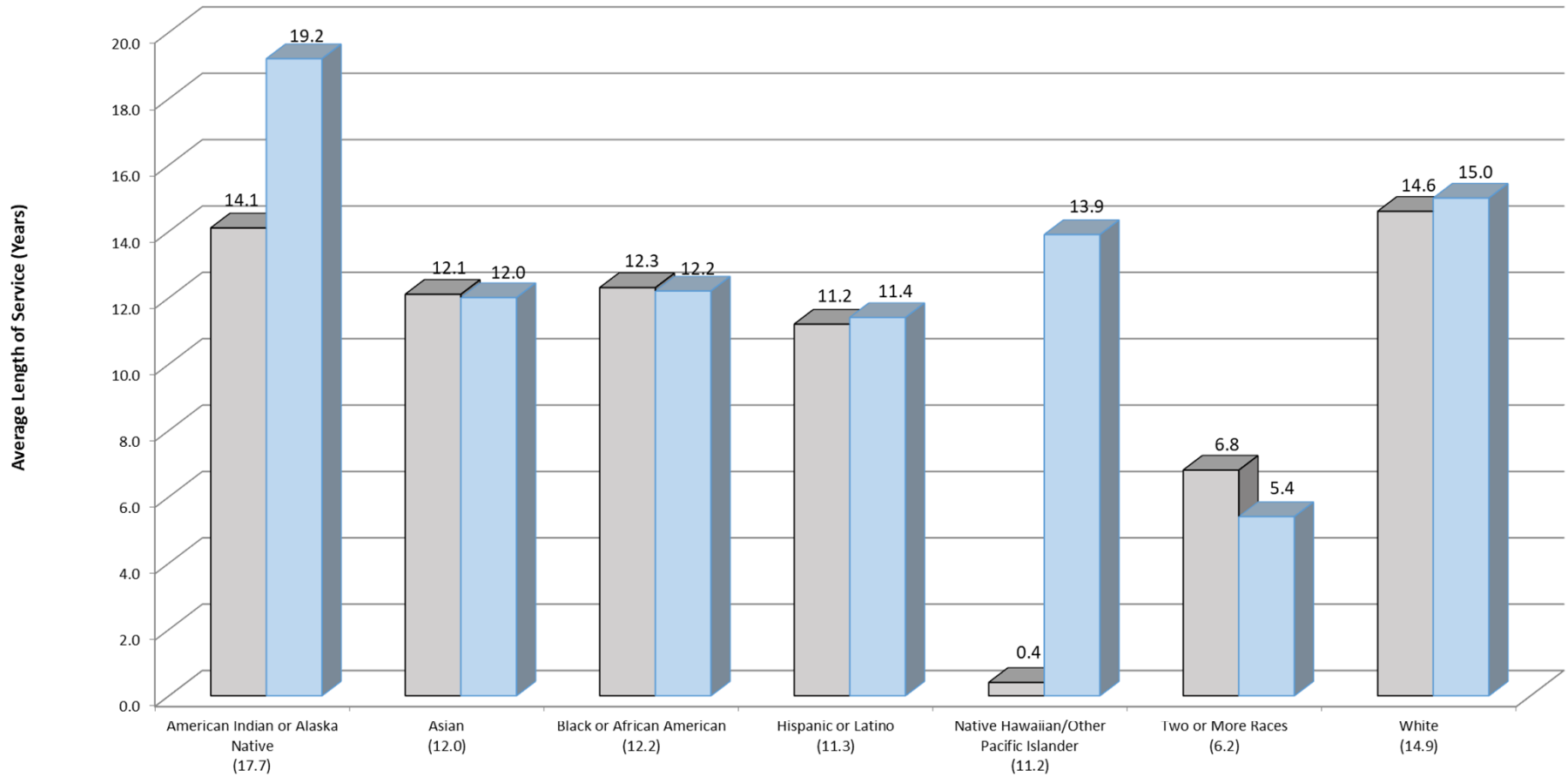
Total Employees: 9,256
 Note: Administrative support includes clerical and sales.
 EEOC = Equal Employment Opportunity Commission

EEOC Employment Category and Gender Permanent Employees - 2022



Total Employees: 9,256
 Note: Administrative support includes clerical and sales.
 EEOC = Equal Employment Opportunity Commission

Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2022

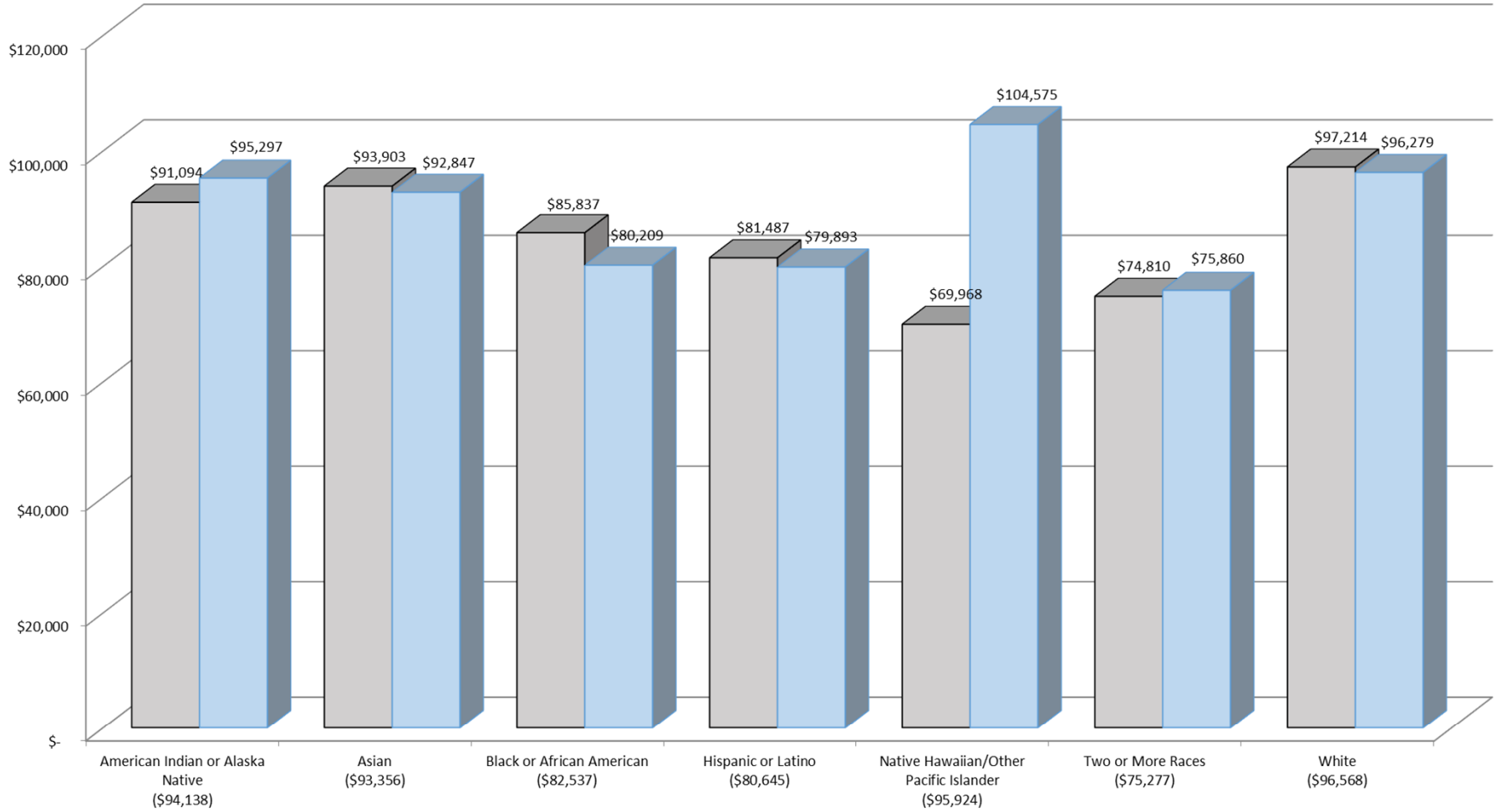


Total Employees: 9,256
 Unreported Race/Ethnicity: 320 (female), 433 (male)

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

Female (12.4)
 Male (13.0)

Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2022



Total Full-Time Employees: 8,522
 Unreported Race/Ethnicity: 236 (female), 336 (male)

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

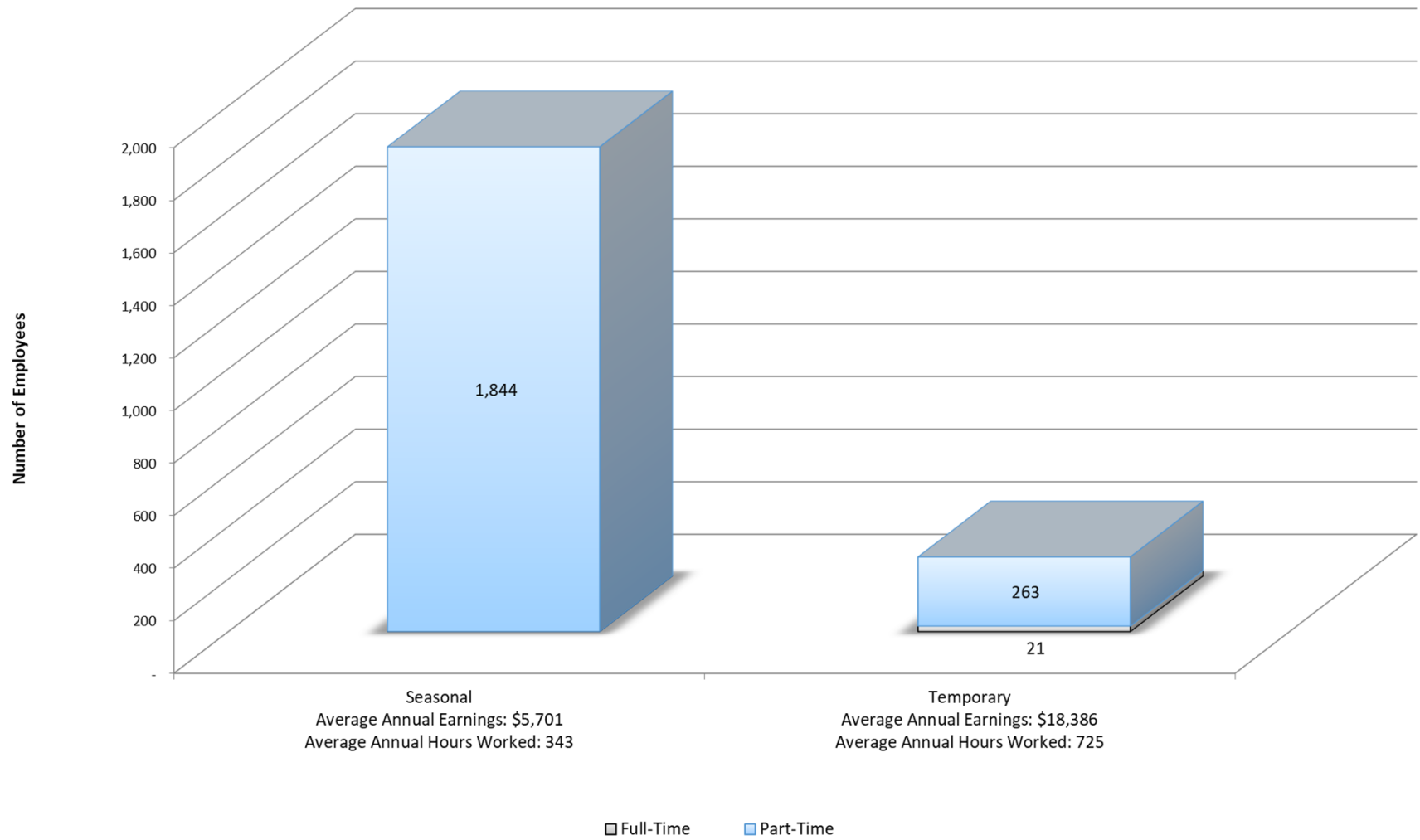
■ Female (\$89,575)
■ Male (\$88,496)

Distribution by Employment Category and Race/Ethnicity Permanent Employees - 2022

Race/Ethnicity	Employment Category	# of Employees	% of Employees	Race/Ethnicity	Employment Category	# of Employees	% of Employees	
American Indian or Alaska Native	Administrative Support	0	0.0%	Hispanic or Latino	Administrative Support	160	1.7%	
	Officials and Administrators	1	0.0%		Officials and Administrators	32	0.3%	
	Paraprofessionals	1	0.0%		Paraprofessionals	67	0.7%	
	Professionals	6	0.1%		Professionals	316	3.4%	
	Protective Service Workers	17	0.2%		Protective Service Workers	277	3.0%	
	Service/Maintenance	2	0.0%		Service/Maintenance	126	1.4%	
	Technicians	3	0.0%		Skilled Craft Workers	45	0.5%	
	Total	30	0.3%		Technicians	94	1.0%	
				Total	1,117	12.1%		
Asian	Administrative Support	119	1.3%	Two or More Races	Administrative Support	21	0.2%	
	Officials and Administrators	35	0.4%		Officials and Administrators	0	0.0%	
	Paraprofessionals	22	0.2%		Paraprofessionals	2	0.0%	
	Professionals	259	2.8%		Professionals	38	0.4%	
	Protective Service Workers	96	1.0%		Protective Service Workers	45	0.5%	
	Service/Maintenance	32	0.3%		Service/Maintenance	8	0.1%	
	Skilled Craft Workers	25	0.3%		Skilled Craft Workers	1	0.0%	
	Technicians	74	0.8%		Technicians	13	0.1%	
Total	662	7.2%	Total	128	1.4%			
Black or African American	Administrative Support	285	3.1%	White	Administrative Support	270	2.9%	
	Officials and Administrators	82	0.9%		Officials and Administrators	217	2.3%	
	Paraprofessionals	80	0.9%		Paraprofessionals	61	0.7%	
	Professionals	614	6.6%		Professionals	960	10.4%	
	Protective Service Workers	539	5.8%		Protective Service Workers	1,990	21.5%	
	Service/Maintenance	532	5.7%		Service/Maintenance	71	0.8%	
	Skilled Craft Workers	126	1.4%		Skilled Craft Workers	147	1.6%	
	Technicians	229	2.5%		Technicians	358	3.9%	
Total	2,487	26.9%	Total	4,074	44.0%			
Native Hawaiian/ Other Pacific Islander	Administrative Support	1	0.0%	Race/Ethnicity Not Available		753	8.1%	
	Officials and Administrators	1	0.0%					
	Protective Service Workers	1	0.0%					
	Service/Maintenance	1	0.0%					
	Technicians	1	0.0%					
Total	5	0.1%	Total Employees	9,256	100.0%			

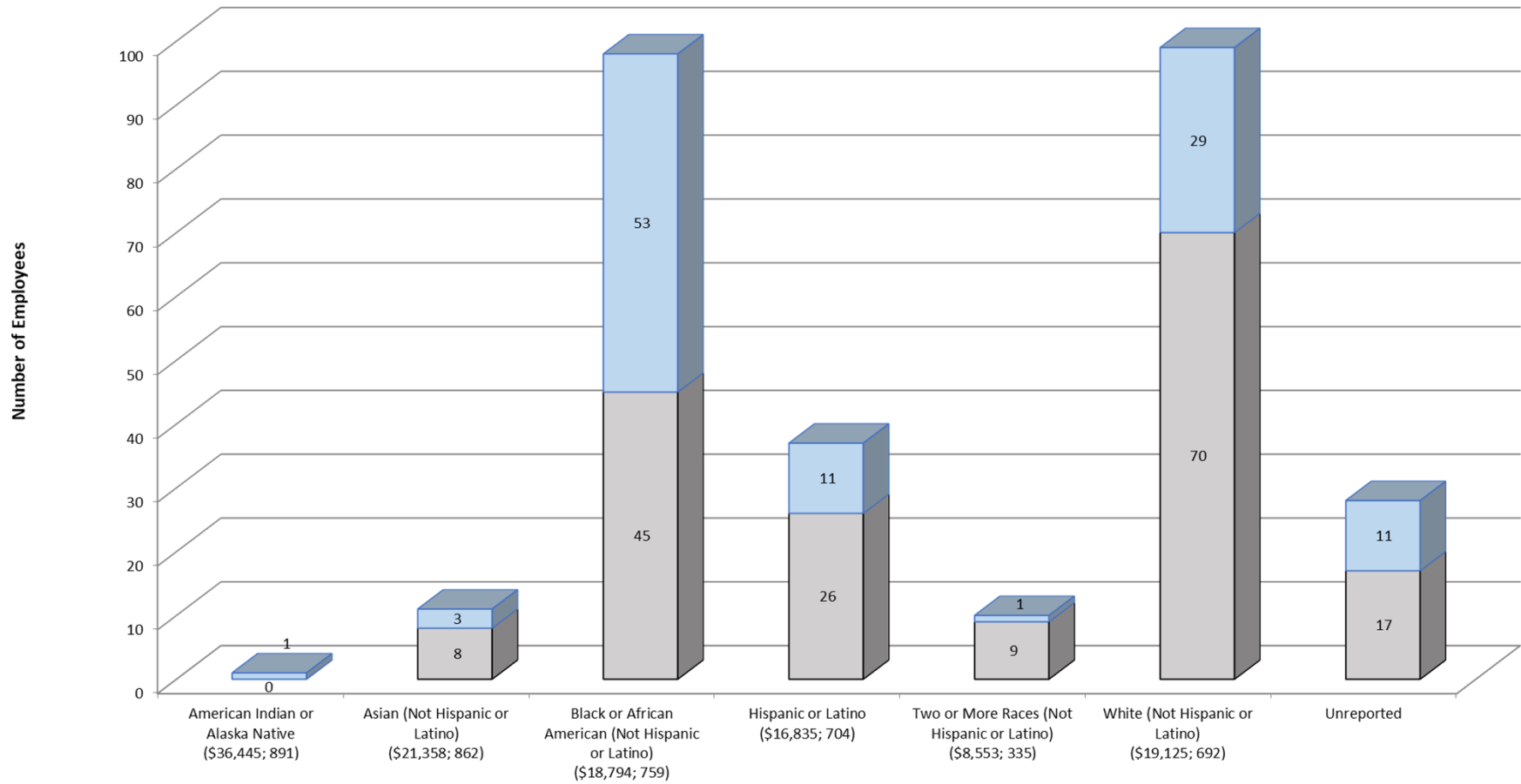
Note: Administrative support includes clerical and sales.

Temporary and Seasonal Employees Full and Part-Time - 2022



Note: Temporary/seasonal employees who were active as of December 31, 2022, but who had no hours or earnings during 2022 are not included here.

Temporary Employees by Gender and Race/Ethnicity - 2022

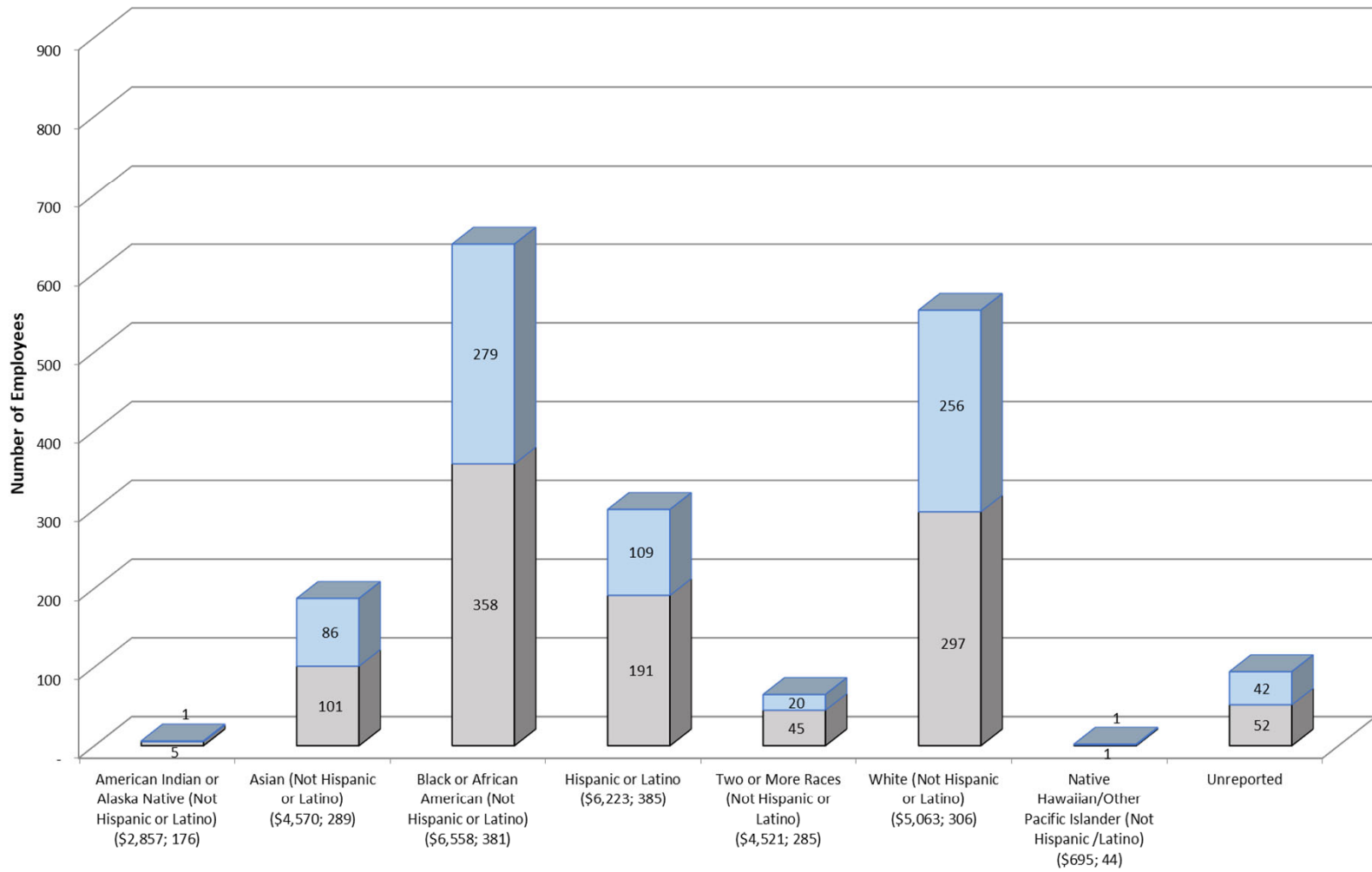


Total Temporary Employees: 284
 Total Unreported: 17 Females, 11 Males

Female Male

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

Seasonal Employees by Gender and Race/Ethnicity - 2022



Total Seasonal Employees: 1,844
 Total Unreported: 52 Females, 42 Males

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

□ Female □ Male

Residences of Montgomery County Employees¹

State	Permanent		Temporary and Seasonal		Total		State	Permanent		Temporary and Seasonal		Total	
	County/City	#	%	#	%	#		%	County/City	#	%	#	%
District of Columbia	154	1.7%	25	1.2%	179	1.6%	Virginia	189	2.0%	8	0.38%	197	1.7%
Maryland	8,498	91.8%	2,088	98.2%	10,586	93.0%	Fairfax	60	0.6%	4	0.2%	64	0.6%
Montgomery	4,983	53.8%	1,865	87.7%	6,848	60.2%	Loudoun	29	0.3%	1	0.0%	30	0.3%
Frederick	1,325	14.3%	63	3.0%	1,388	12.2%	Arlington	17	0.2%	1	0.0%	18	0.2%
Prince Georges	719	7.8%	101	4.7%	820	7.2%	Alexandria City	16	0.2%	-	0.0%	16	0.1%
Howard	273	2.9%	26	1.2%	299	2.6%	Prince William	17	0.2%	-	0.0%	17	0.1%
Washington	256	2.8%	4	0.2%	260	2.3%	Other	50	0.5%	2	0.1%	52	0.5%
Carroll	253	2.7%	5	0.2%	258	2.3%	West Virginia	144	1.6%	2	0.1%	146	1.3%
Anne Arundel	218	2.4%	15	0.7%	233	2.0%	Jefferson	53	0.6%	-	0.0%	53	0.5%
Baltimore	145	1.6%	2	0.1%	147	1.3%	Berkeley	82	0.9%	2	0.1%	84	0.7%
Baltimore City	127	1.4%	4	0.2%	131	1.2%	Other	9	0.1%	-	0.0%	9	0.1%
Charles	55	0.6%	-	0.0%	55	0.5%	Other States	38	0.4%	3	0.1%	41	0.4%
Harford	37	0.4%	2	0.1%	39	0.3%	Grand Total	9,256	100.0%	2,127	100.0%	11,383	100.0%
Calvert	21	0.2%	-	0.0%	21	0.2%							
Queen Anne's	35	0.4%	-	0.0%	35	0.3%							
St Mary's	11	0.1%	-	0.0%	11	0.1%							
Other	40	0.4%	1	0.0%	41	0.4%							
Pennsylvania	233	2.5%	1	0.0%	234	2.1%							
Adams	69	0.7%	1	0.0%	70	0.6%							
Franklin	50	0.5%	-	0.0%	50	0.4%							
York	44	0.5%	-	0.0%	44	0.4%							
Lancaster	13	0.1%	-	0.0%	13	0.1%							
Cumberland	16	0.2%	-	0.0%	16	0.1%							
Chester	7	0.1%	-	0.0%	7	0.1%							
Other	34	0.4%	-	0.0%	34	0.3%							

¹ As of December 31, 2022

TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2012 - 2022**

Separation Reason	2012	2013	2014	2015	2016	2017	2018	2019	2020	2021	2022	% of 2022
Voluntary	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
No return LOA/LWOP	2	2	1	1	3	1	2	0	0	0	2	0.3%
AWOL	5	7	5	2	6	4	5	7	4	9	6	0.8%
New job	23	29	47	40	41	34	51	41	18	35	53	6.7%
Non-specified personal reasons	50	83	95	127	113	130	139	138	127	244	199	25.0%
Relocation out of area	18	21	23	21	11	22	26	19	15	13	13	1.6%
Family responsibilities	11	11	14	10	8	16	16	19	3	16	15	1.9%
Better compensation	8	3	7	2	3	2	0	1	0	2	4	0.5%
More flexible work schedule	0	0	1	0	1	0	1	1	0	1	0	0.0%
Better working conditions	3	3	2	4	1	2	2	2	0	1	3	0.4%
More opportunity for advancement	14	11	5	3	7	6	4	3	0	2	3	0.4%
Easier commute	0	0	8	4	2	5	4	6	4	3	3	0.4%
Return to School	5	4	3	3	3	2	7	2	2	1	4	0.5%
Quit - no notice	3	1	1	3	4	3	2	2	2	2	2	0.3%
Normal retirement	178	197	265	200	188	242	254	269	228	331	312	39.2%
Early retirement	30	18	17	26	11	6	6	0	0	1	1	0.1%
Sub Total	350	390	494	446	402	475	519	510	403	661	620	77.9%
Involuntary												
Disciplinary	7	0	0	0	0	0	0	0	0	0	0	0.0%
Unsatisfactory performance	0	3	12	14	7	3	5	6	4	4	1	0.1%
Misconduct	7	10	11	7	9	18	5	12	8	6	5	0.6%
Non-disciplinary	5	3	0	0	0	0	0	0	0	0	0	0.0%
Excess absences	0	1	0	3	2	3	0	1	1	0	1	0.1%
Failed probation	17	26	31	33	33	27	32	27	29	32	30	3.8%
Sub Total	36	43	54	57	51	51	42	46	42	42	37	4.6%
Management/Fiscal												
Discontinued service retirement	3	0	1	0	1	0	0	0	0	0	0	0.0%
Reduction-in-force	1	1	0	1	3	0	0	0	1	0	0	0.0%
Lack of funding	0	0	0	0	0	0	0	0	0	0	0	0.0%
Sub Total	4	1	1	1	4	0	0	0	1	0	0	0.0%
Medical/Other												
Unknown/other	148	75	83	42	44	55	81	50	38	63	98	12.3%
Service-connected disability ret.	32	26	17	12	11	7	25	13	10	16	11	1.4%
Non-service connected disability ret.	9	13	5	5	6	4	3	12	3	2	4	0.5%
Other medical	3	13	13	13	8	12	18	16	6	16	15	1.9%
Death	12	7	8	12	15	17	10	14	15	16	11	1.4%
Sub Total	204	134	126	84	84	95	137	105	72	113	139	17.5%
Total Separations	594	568	675	588	541	621	698	661	518	816	796	
Total Employees	8,792	8,809	8,805	9,111	9,072	9,219	9,389	9,243	9,429	9,399	9,256	
Turnover Rate	6.76%	6.45%	7.67%	6.45%	5.96%	6.74%	7.43%	7.15%	5.49%	8.68%	8.60%	

Turnover - Separations by Employment Category Permanent Employees - 2022

Employment Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
Officials and Administrators	400	4.3%	62	7.8%	15.50%
Professionals	2,414	26.1%	250	31.4%	10.36%
Technicians	839	9.1%	58	7.3%	6.91%
Protective Services	3,176	34.3%	241	30.3%	7.59%
Paraprofessionals	253	2.7%	19	2.4%	7.51%
Administrative Support	957	10.3%	75	9.4%	7.84%
Skilled Craft	377	4.1%	29	3.6%	7.69%
Service/Maintenance	840	9.1%	62	7.8%	7.38%
	9,256	100.0%	796	100.0%	8.60%

**Turnover - Separations by Race/Ethnicity
Permanent Employees - 2022**

EEO Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
White	4,074	44.0%	342	43.0%	8.39%
Black or African American	2,487	26.9%	240	30.2%	9.65%
Hispanic or Latino	1,117	12.1%	86	10.8%	7.70%
Asian	662	7.2%	49	6.2%	7.40%
Two or More Races	128	1.4%	15	1.9%	11.72%
American Indian or Alaska Native	30	0.3%	1	0.1%	3.33%
Native Hawaiian/Other Pacific Islander	5	0.1%	1	0.1%	20.00%
Race/Ethnicity Unreported	753	8.1%	62	7.8%	8.23%
	<u>9,256</u>	<u>100.0%</u>	<u>796</u>	<u>100.0%</u>	<u>8.60%</u>

WAGE AND SALARY COMPARABILITY

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

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	CPI-U Change ⁽⁵⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY20-FY23 Compounded Change ⁽²⁾ :			<u>19.09%</u>	<u>14.99%</u>	<u>4.11%</u>	
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
2019 (FY20)	2.25%	3.50%	--	1.50%	--	11-18 - 11-19
FY16-FY19 Compounded Change ⁽²⁾ :			<u>22.99%</u>	<u>4.68%</u>	<u>18.32%</u>	
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
2015 (FY16)	2.00%	3.50%	--	0.60%	--	11-14 - 11-15
FY12-FY15 Compounded Change ⁽²⁾ :			<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
FY08-FY11 Compounded Change:			<u>20.50%</u>	<u>10.57%</u>	<u>9.93%</u>	
FY04-FY07 Compounded Change ^(6,7) :			<u>28.72%</u>	<u>13.42%</u>	<u>15.29%</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.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment. Approximately 61% (5,639 of 9,256) of permanent employees were not at maximum of grade as of 12/31/22.

(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).

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

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

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	CPI -U Change ⁽⁵⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY20-FY23 Compounded Change ⁽²⁾ :			<u>3.78%</u>	<u>14.99%</u>	<u>-11.20%</u>	
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
2019 (FY20)	2.25%	0.00%	--	1.50%	--	11-18 - 11-19
FY16-FY19 Compounded Change ⁽²⁾ :			<u>7.18%</u>	<u>4.68%</u>	<u>2.50%</u>	
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
2015 (FY16)	2.00%	0.00%	--	0.60%	--	11-14 - 11-15
FY12-FY15 Compounded Change ⁽²⁾ :			<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>	
FY04-FY07 Compounded Change ^(6,7) :			<u>12.17%</u>	<u>13.42%</u>	<u>-1.25%</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.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment. Approximately 61% (5,639 of 9,256) of permanent employees were not at maximum of grade as of 12/31/22.

(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).

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

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY ⁽¹⁾
vs.
PRIVATE SECTOR

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	Private Sector Change ⁽⁵⁾	Difference MCG vs. Private Sector
FY20-FY23 Compounded Change ⁽²⁾ :			<u>19.09%</u>	<u>13.86%</u>	<u>5.23%</u>
2022 (FY23)	\$4,333	3.50%	--	4.10%	--
2021 (FY22)	\$1,684	3.50%	--	3.00%	--
2020 (FY21)	1.50%	3.50%	--	2.90%	--
2019 (FY20)	2.25%	3.50%	--	3.20%	--
FY16-FY19 Compounded Change ⁽²⁾ :			<u>22.99%</u>	<u>12.77%</u>	<u>10.22%</u>
2018 (FY19)	2.00%	3.50%	--	3.10%	--
2017 (FY18)	2.00%	3.50%	--	3.10%	--
2016 (FY17)	1.00%	3.50%	--	3.00%	--
2015 (FY16)	2.00%	3.50%	--	3.00%	--
FY12-FY15 Compounded Change ⁽²⁾ :			<u>14.20%</u>	<u>11.96%</u>	<u>2.24%</u>
2014 (FY15)	3.25%	3.50%	--	3.00%	--
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
FY08-FY11 Compounded Change:			<u>20.50%</u>	<u>13.01%</u>	<u>7.49%</u>
FY04-FY07 Compounded Change ^(6,7) :			<u>28.72%</u>	<u>14.90%</u>	<u>13.82%</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.

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Approximately 61% (5,639 of 9,256) of permanent employees were not at maximum of grade as of 12/31/22.

(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 2022-2023 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).

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

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

**vs.
PRIVATE SECTOR**

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase ⁽⁴⁾	Private Sector Change ⁽⁵⁾	Difference MCG vs. Private Sector
FY20-FY23 Compounded Change ⁽²⁾ :			<u>3.78%</u>	<u>13.86%</u>	<u>-10.08%</u>
2022 (FY23)	\$4,333	0.00%	--	4.10%	--
2021 (FY22)	\$1,684	0.00%	--	3.00%	--
2020 (FY21)	1.50%	0.00%	--	2.90%	--
2019 (FY20)	2.25%	0.00%	--	3.20%	--
FY16-FY19 Compounded Change ⁽²⁾ :			<u>7.18%</u>	<u>12.77%</u>	<u>-5.59%</u>
2018 (FY19)	2.00%	0.00%	--	3.10%	--
2017 (FY18)	2.00%	0.00%	--	3.10%	--
2016 (FY17)	1.00%	0.00%	--	3.00%	--
2015 (FY16)	2.00%	0.00%	--	3.00%	--
FY12-FY15 Compounded Change:			<u>6.61%</u>	<u>11.96%</u>	<u>-5.36%</u>
2014 (FY15)	3.25%	0.00%	--	3.00%	--
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>
FY04-FY07 Compounded Change ^(6,7) :			<u>12.17%</u>	<u>14.90%</u>	<u>-2.73%</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.

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(5) World at Work 2022-2023 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).

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

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

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

Police Bargaining Unit (FOP)	Number	611	453	1,064
	Percent	57.4%	42.6%	100%
Fire Bargaining Unit (IAFF)	Number	508	628	1,136
	Percent	44.7%	55.3%	100%
MCGEO, UFCW Local 1994	Number	1,586	3,176	4,762
	Percent	33.3%	66.7%	100%
Eligible at Permanent Status (FOP, IAFF, and Local 1994)	Number	39	417	456
	Percent	8.6%	91.4%	100%

Total Represented	Number	2,744	4,674	7,418
	Percent	37.0%	63.0%	100%

Total Non-Represented⁽²⁾	Number	873	965	1,838
	Percent	47.5%	52.5%	100%

ALL EMPLOYEES	Number	3,617	5,639	9,256
	Percent	39.1%	60.9%	100%

(1) As of December 31, 2022.

(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 2023⁽²⁾

MONTGOMERY COUNTY GOVERNMENT
January 2023

<u>Federal Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>MCG Grade</u>	<u># Permanent FT Emp.</u>	<u>Minimum</u>	<u>Maximum</u>	<u>% Diff. At Min</u>	<u>% Diff. At Max</u>
GS-11	\$78,592	\$102,166	N21/21	498	\$57,455	\$93,895	-36.8%	-8.8%
GS-12	\$94,199	\$122,459	N23/23	462	\$62,873	\$103,034	-49.8%	-18.9%
			N24/24	494	\$65,786	\$107,934	-43.2%	-13.5%
			N25/25	403	\$68,840	\$113,091	-36.8%	-8.3%
GS-13	\$112,015	\$145,617	N24/24	494	\$65,786	\$107,934	-70.3%	-34.9%
			N25/25	403	\$68,840	\$113,091	-62.7%	-28.8%
			N26/26	182	\$72,061	\$118,509	-55.4%	-22.9%
			N27/27	24	\$75,410	\$124,198	-48.5%	-17.2%
			M3	248	\$82,068	\$148,607	-36.5%	2.0%
GS-14	\$132,368	\$172,075	N28/28	156	\$78,719	\$130,167	-68.2%	-32.2%
			N29	4	\$82,194	\$136,434	-61.0%	-26.1%
			N31	1	\$89,683	\$149,932	-47.6%	-14.8%
			M2	127	\$95,251	\$171,540	-39.0%	-0.3%
GS-15	\$155,700	\$183,500	M2	127	\$95,251	\$171,540	-63.5%	-7.0%
			M1	22	\$108,684	\$191,726	-43.3%	4.3%

(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/23Tables/html/DCB.aspx>

(2) Federal government employees received a general schedule increase of 4.1% in January 2023; with the locality payment of 32.49%, The total increase was 4.86%.

SALARY COMPARISONS
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2022 COMPENSATION SURVEY REPORT
AND MCG FY22 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.		MCG Range Maximum	HRA Avg. Range Maximum	% Change Req. to Reach HRA Avg.		
					HRA Avg.	% Dif. Bet. MCG & HRA			HRA Avg.	% Dif. Bet. MCG & HRA	
Computer Operator I	14	IT Technician I	\$40,893				\$67,775				
Computer Operator II	16	IT Technician II	\$44,421	\$49,850	12.2%	-10.9%	\$74,388	\$76,420	2.7%	-2.7%	
Applications Analyst/Developer II	26	IT Specialist III	\$70,377	\$73,550	4.5%	-4.3%	\$119,162	\$123,200	3.4%	-3.3%	
Applications Analyst/Developer III	28	Senior IT Specialist	\$77,035	\$83,860	8.9%	-8.1%	\$131,052	\$142,190	8.5%	-7.8%	
Systems Programmer III	28	Senior IT Specialist	\$77,035	\$79,920	3.7%	-3.6%	\$131,052	\$150,580	14.9%	-13.0%	
IT/Helpdesk Support Analyst I	20	IT Specialist I	\$53,246	\$55,950	5.1%	-4.8%	\$89,728	\$97,440	8.6%	-7.9%	
Accounting Clerk I	13	Principal Administrative Aide	\$39,261	\$43,540	10.9%	-9.8%	\$64,694	\$63,830	-1.3%	1.4%	
Accounting Clerk II	16	Office Services Coordinator	\$44,421	\$47,070	6.0%	-5.6%	\$74,388	\$71,180	-4.3%	4.5%	
Accounting Clerk III	16	Fiscal Assistant	\$44,421	\$42,960	-3.3%	3.4%	\$74,388	\$74,080	-0.4%	0.4%	
Payroll Clerk I	16	Office Services Coordinator	\$44,421	\$50,000	12.6%	-11.2%	\$74,388	\$71,360	-4.1%	4.2%	
Accountant I	18	Accountant/Auditor I	\$48,566	\$50,270	3.5%	-3.4%	\$81,687	\$80,340	-1.6%	1.7%	
Accountant III	23	Accountant/Auditor III	\$61,189	\$73,440	20.0%	-16.7%	\$103,377	\$114,710	11.0%	-9.9%	
Budget Analyst II	22	Mgmt. & Budget Spec. II	\$58,409	\$59,500	1.9%	-1.8%	\$98,598	\$100,520	1.9%	-1.9%	
Budget Analyst III	25	Mgt and Budget Specialist III	\$67,156	\$79,270	18.0%	-15.3%	\$113,636	\$127,950	12.6%	-11.2%	
Buyer II	23	Procurement Specialist II	\$61,189	\$55,950	-8.6%	9.4%	\$103,377	\$95,550	-7.6%	8.2%	
Employee Relations (EEO) Representative II	25	Human Resources Specialist III	\$67,156	\$67,940	1.2%	-1.2%	\$113,636	\$116,390	2.4%	-2.4%	
Recruiting (Employment) Manager	M3	Manager III	\$80,384	\$94,310	17.3%	-14.8%	\$146,923	\$165,510	12.7%	-11.2%	
Librarian/Information Center Specialist II	21	Librarian I	\$55,771	\$50,720	-9.1%	10.0%	\$94,055	\$94,750	0.7%	-0.7%	
Janitor/Custodian I	8	Building Services Worker II	\$32,488	\$32,790	0.9%	-0.9%	\$51,435	\$50,940	-1.0%	1.0%	
Call Center Representative I	13	Customer Service Rep I	\$39,261	\$39,740	1.2%	-1.2%	\$64,694	\$60,300	-6.8%	7.3%	
Call Center Supervisor	23	Program Manager I	\$61,189	\$61,680	0.8%	-0.8%	\$103,377	\$105,800	2.3%	-2.3%	
Security Guard I (Unarmed)	15	Security Officer I	\$42,601	\$35,210	-17.3%	21.0%	\$70,996	\$56,660	-20.2%	25.3%	
Security Guard Supervisor	23	Security Officer IV (Lt.)	\$61,189	\$59,750	-2.4%	2.4%	\$103,377	\$101,290	-2.0%	2.1%	
Administrative Assistant I	12	Administrative Aide	\$37,707	\$37,300	-1.1%	1.1%	\$61,766	\$60,550	-2.0%	2.0%	
Administrative Assistant II	13	Principal Administrative Aide	\$39,261	\$41,510	5.7%	-5.4%	\$64,694	\$69,950	8.1%	-7.5%	
Administrative Assistant III	16	Office Services Coordinator	\$44,421	\$45,450	2.3%	-2.3%	\$74,388	\$80,380	8.1%	-7.5%	
Executive Assistant III	18	Senior Executive Admin. Aide	\$48,566	\$53,440	10.0%	-9.1%	\$81,687	\$92,330	13.0%	-11.5%	
Executive Assistant to CEO III	20	Executive Admin. Aide to CAO	\$53,246	\$66,940	25.7%	-20.5%	\$89,728	\$108,130	20.5%	-17.0%	
Office Manager	21	Administrative Specialist II	\$55,771	\$63,620	14.1%	-12.3%	\$94,055	\$105,090	11.7%	-10.5%	
Public Relations Specialist III	25	Public Information Officer II	\$67,156	\$71,450	6.4%	-6.0%	\$113,636	\$120,820	6.3%	-5.9%	
Graphics Designer II	19	Graphic Artist	\$50,855	\$57,500	13.1%	-11.6%	\$85,610	\$98,650	15.2%	-13.2%	
Legal Secretary II	16	Legal Secretary II	\$44,421	\$53,340	20.1%	-16.7%	\$74,388	\$86,490	16.3%	-14.0%	
Legal Assistant/Paralegal II	23	Paralegal Specialist	\$61,189	\$51,450	-15.9%	18.9%	\$103,377	\$86,120	-16.7%	20.0%	
In House Attorney II	27	Assistant County Attorney II	\$73,726	\$85,890	16.5%	-14.2%	\$124,964	\$164,700	31.8%	-24.1%	
In House Attorney III	32	Assistant County Attorney III	\$92,020	\$124,250	35.0%	-25.9%	\$155,841	\$203,110	30.3%	-23.3%	
Social Worker (MSW/LCSW) - II	24	Social Worker III	\$64,102	\$60,170	-6.1%	6.5%	\$108,375	\$106,040	-2.2%	2.2%	
Staff Nurse (RN) II	24	Community Health Nurse II	\$64,102	\$60,620	-5.4%	5.7%	\$108,375	\$106,210	-2.0%	2.0%	
Nurse Practitioner III	26	Nurse Practitioner	\$70,377	\$83,280	18.3%	-15.5%	\$119,162	\$149,220	25.2%	-20.1%	
Marketing Analyst II	21	Transit Marketing Specialist	\$55,771	\$59,650	7.0%	-6.5%	\$94,055	\$100,020	6.3%	-6.0%	
Vehicle Mechanic II	19	Mechanic Technician II	\$50,855	\$49,020	-3.6%	3.7%	\$85,610	\$78,690	-8.1%	8.8%	
Plumber II	17	Plumber I	\$46,436	\$52,550	13.2%	-11.6%	\$77,948	\$79,420	1.9%	-1.9%	
Avg % Change FY22:					6.08%						
Avg % Difference FY22:					-4.75%						
							4.91%				
							-3.64%				

NOTES:

- 2022 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 572 job titles from 215 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 a 20-Year Performance Longevity at 2% 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.

**FY23 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 MCG to Reach Median	% 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	60.3	70.0	61.9	62.7	50.0	66.5	59.4	56.8	62.6	61.9	62.9	-1.6%	1.6%	
Building Services Worker II	8	31.4	35.8	33.8	29.9	33.4			33.8	34.2	33.8	34.2	-1.2%	1.2%	
Carpenter I	17		53.5		47.3	46.7	43.9		42.1		46.7	48.1	-3.0%	3.1%	
Community Health Nurse II	24	63.3	78.1		65.7	57.3		57.9		62.6	63.0	65.8	-4.3%	4.5%	
Correctional Supervisor - Sergeant	C6		67.8		64.0	61.6	60.0	65.0		52.0	62.8	63.0	-0.4%	0.4%	
Correctional Officer I (Pvt)	C3		57.6		55.3	49.3		55.1		50.0	55.1	49.8	10.7%	-9.7%	
Correctional Officer III (Corporal)	C5		57.6		58.1	54.2	47.9	57.9		50.0	55.9	57.2	-2.3%	2.4%	
Electrician I	18		65.8		51.9	40.8	49.4				50.6	50.3	0.7%	-0.7%	
Engineer III	25	93.2	88.0	87.1		70.0	81.6	76.8	61.2	79.0	80.3	68.8	16.6%	-14.3%	
Engineer Technician II	18	45.0	62.3		57.0	57.2	44.1	51.8		46.2	51.8	50.3	3.1%	-3.0%	
Equipment Operator III	16	47.2	53.5	50.9	45.2	43.6	40.7	45.1	42.1	42.9	45.1	46.1	-2.1%	2.2%	
Fire/Rescue Lieutenant	B1	68.3	72.2		87.3		79.0	73.2		71.8	72.7	70.1	3.7%	-3.5%	
Firefighter/Rescuer I	F1	53.5	60.0			0.0		55.0		52.7	53.5	52.6	1.8%	-1.8%	
Firefighter/Rescuer II	F2	56.2	60.0		59.7	46.3	64.4	57.8		52.7	57.8	55.2	4.6%	-4.4%	
Highway Inspector I	19	52.1	69.3		54.4		0.0			46.2	52.1	52.5	-0.9%	0.9%	
Human Resources Specialist III	N25	60.3	63.9	61.9	65.7	53.4	66.5	64.7	54.1	66.7	63.9	68.8	-7.1%	7.7%	
HVAC Mechanic I	18	49.6	78.9		49.5	49.9	49.4		42.1		49.6	50.3	-1.4%	1.4%	
IT Specialist II	N23/23				68.8	65.4	60.0	67.0	56.8	62.6	64.0	62.9	1.8%	-1.8%	
IT Specialist III	N26/26	66.5				66.5	74.2	56.8	66.7	66.7	66.5	72.1	-7.8%	8.4%	
Librarian I	21	54.7	63.9	65.0	54.4	49.9		51.8		58.6	54.7	57.5	-4.8%	5.1%	
Management and Budget Specialist III	N25/25	69.8	60.9			65.4	73.7	64.7	65.3	66.7	65.4	68.8	-4.9%	5.2%	
Mechanic Technician II	19	49.6	60.8	46.2	51.9	46.7	49.4		42.1	46.2	48.0	52.5	-8.6%	9.4%	
Office Clerk	5	32.6	29.0		41.3		34.5	38.7	37.5	34.2	34.5	34.2	0.9%	-0.9%	
Permitting & Code Enforcement Inspector III	23	57.4	69.3	96.0		61.2	48.9	48.3	61.2	46.2	59.3	62.9	-5.7%	6.0%	
Planning Specialist III	N23/23	60.3	78.1	61.9	65.7	53.4	60.0	69.3	56.8	62.6	61.9	62.9	-1.6%	1.6%	
Police Officer I	P2	54.7	60.4	0.0	56.7		59.4	55.1	0.0	52.7	54.9	60.3	-8.9%	9.8%	
Police Sergeant	A1	66.5	71.1	0.0	68.9		68.2	65.0	0.0	65.5	66.0	76.7	-14.0%	16.3%	
Senior Public Safety Emergency Communications Specialist	21	52.1	71.1	46.2	59.3	43.6	51.0	55.5	42.1	45.8	51.0	57.5	-11.2%	12.7%	
Principal Administrative Aide	13	32.6	44.4	41.9	41.3	38.2	44.1	42.1	37.5	46.2	41.9	40.9	2.3%	-2.2%	
Procurement Specialist III	25	60.3	63.9		62.7	53.4	54.1	62.5	56.8	58.6	59.5	68.8	-13.6%	15.8%	
Public Service Worker II	9		31.9		32.7			32.6	30.1	22.8	31.9	35.2	-9.2%	10.2%	
Recreation Specialist	21	54.7	68.0	46.2	54.4	49.9	48.9	42.1	61.2	58.6	54.4	57.5	-5.3%	5.6%	
Social Worker II	23	63.3	73.1		59.7	53.4				62.6	62.6	62.9	-0.4%	0.4%	
Therapist II	24	66.5		65.0	65.7			64.7		66.7	65.7	65.8	-0.1%	0.1%	

- NOTES:**
- Source: FY2023 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 21 jurisdictions in the national capital area.
 - Montgomery County salaries based on FY23 Salary Schedules.
 - Median salary does not include Montgomery County (MCG).
 - Percent change required for MCG salary to reach LGPA median salary was calculated by dividing dollar difference by MCG salary. Instances where the MCG salary is higher than the median are characterized as a negative.
 - Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
 - All numbers rounded to the nearest hundred.
 - MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government
 - Due to lack of data, Prince Georges County and Baltimore City were removed from the comparison and were replaced by Prince William County and Falls Church City.

**FY23 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	City Of		City of Falls				MNCPPC	Prince		Median	MCG	% Chg Req for MCG to Reach	% Dif Between MCG & Median
		Alexandria	Arlington Co	Church	Fairfax Co	Frederick Co	Howard Co		Loudoun Co	William Co				
Accountant/Auditor III	N23/23	106.1	106.9	102.1	104.5	80.0	120.6	101.0	100.5	122.0	104.5	105.1	-0.6%	0.6%
Building Services Worker II	8	50.1	54.7	55.8	49.8	53.4			59.9	72.7	54.7	53.2	3.0%	-2.9%
Carpenter I	17		81.7		78.8	74.7	66.9		74.6		74.7	79.7	-6.3%	6.7%
Community Health Nurse II	24	111.4	119.4		109.6	91.6		104.3		122.0	110.5	110.1	0.4%	-0.4%
Correctional Supervisor - Sergeant	C6		114.5		94.6	100.4	99.5	110.7		105.6	103.0	107.2	-3.9%	4.1%
Correctional Officer I (Pvt)	C3		97.3		81.7	80.3		97.5		87.7	87.7	76.3	15.0%	-13.0%
Correctional Officer III (Corporal)	C5		97.3		85.8	88.3	76.7	102.4		87.7	88.0	93.9	-6.3%	6.7%
Electrician I	18		100.4		86.5	65.2	75.6				81.0	83.4	-2.9%	3.0%
Engineer III	25	164.1	134.4	143.7		112.0	148.2	134.5	108.7	148.8	139.1	115.4	20.6%	-17.1%
Engineer Technician II	18	79.1	95.2		94.9	91.5	80.1	88.0		92.3	91.5	83.4	9.7%	-8.8%
Equipment Operator III	16	83.1	81.7	84.0	75.3	69.8	61.9	76.7	74.6	85.8	76.7	76.1	0.8%	-0.8%
Fire/Rescue Lieutenant	B1	121.0	121.9		128.9		124.7	124.7		115.3	123.3	125.9	-2.1%	2.1%
Firefighter/Rescuer I	F1	94.8	101.3			0.0		97.3		89.8	94.8	94.3	0.5%	-0.5%
Firefighter/Rescuer II	F2	99.6	101.3		88.2	77.5	98.6	102.2		89.8	98.6	99.1	-0.5%	0.5%
Highway Inspector I	19	91.6	105.8		90.7		0.0			92.3	91.6	87.3	4.9%	-4.7%
Human Resources Specialist III	N25	106.1	127.0	102.1	109.6	85.5	120.6	113.2	95.8	130.0	109.6	115.4	-5.0%	5.3%
HVAC Mechanic I	18	87.3	120.5		82.5	79.9	75.6		74.6		81.2	83.4	-2.6%	2.7%
IT Specialist II	N23/23				114.7	104.7	108.9	117.2	100.5	122.0	111.8	105.1	6.4%	-6.0%
IT Specialist III	N26/26	117.0					120.6	129.9	100.5	130.0	120.6	120.9	-0.2%	0.2%
Librarian I	21	96.2	102.3	107.3	90.7	79.9		88.0		117.0	96.2	95.8	0.5%	-0.5%
Management and Budget Specialist III	N25/25	122.8	121.7			104.7	133.7	113.2	117.8	130.0	121.7	115.4	5.5%	-5.2%
Mechanic Technician II	19	87.3	92.8	76.2	86.5	74.7	75.6		74.6	92.3	81.3	87.3	-6.9%	7.4%
Office Clerk	5	57.4	44.3		68.8		53.2	63.9		66.5	72.7	63.9	35.9%	-26.4%
Permitting & Code Enforcement Inspector III	23	101.0	105.8	158.5			97.9	88.8	82.2	108.7	92.3	99.5	-5.4%	5.7%
Planning Specialist III	N23/23	106.1	119.4	102.1	109.6	85.5	108.9	121.3	100.5	122.0	108.9	105.1	3.6%	-3.5%
Police Officer I	P2	96.9	102.1	0.0	83.8		61.5	97.5	0.0	95.3	89.5	104.5	-14.3%	16.7%
Police Sergeant	A1	117.8	120.3	0.0	101.8		117.1	110.7	0.0	114.8	112.7	133.1	-15.3%	18.0%
Senior Public Safety Emergency Communications Specialist	21	91.6	108.5	76.2	87.6	69.8	92.4	94.3	74.6	85.8	87.6	95.8	-8.6%	9.4%
Principal Administrative Aide	13	57.4	67.8	69.1	68.8	61.1	80.1	71.6	66.5	92.3	68.8	66.4	3.5%	-3.4%
Procurement Specialist III	25	106.1	127.0		104.5	85.5	98.3	109.4	100.5	117.0	105.3	115.4	-8.7%	9.6%
Public Service Worker II	9		48.8		54.5			53.8	56.0	48.4	53.8	55.5	-3.1%	3.2%
Recreation Specialist	21	96.2	103.9	76.2	90.7	79.9	88.8	71.6	108.7	117.0	90.7	95.8	-5.3%	5.6%
Social Worker II	23	111.4	111.6		99.5	85.5				122.0	111.4	105.1	6.0%	-5.6%
Therapist II	24	117.0		107.3	109.6			113.2		130.0	113.2	110.1	2.8%	-2.8%

NOTES:

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**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY23 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	City Of Alexandria	Arlington Co	City of Falls Church	Fairfax Co	Frederick Co	Howard Co	Loudoun Co	MNCPPC	Prince William Co	MCG
Accountant/Auditor III	N23/23	62.2	-3.1%	12.5%	-0.6%	0.7%	-19.6%	6.8%	-4.5%	-8.8%	0.6%	1.0%
Building Services Worker II	8	33.8	-7.1%	6.0%	-0.1%	-11.6%	-1.3%			0.1%	1.2%	1.1%
Carpenter I	17	47.0		13.9%		0.6%	-0.6%	-6.5%		-10.3%		2.5%
Community Health Nurse II	24	63.3	0.0%	23.4%		3.9%	-9.5%		-8.5%		-1.1%	3.9%
Correctional Supervisor - Sergeant	C6	63.0		7.6%		1.6%	-2.3%	-4.8%	3.2%		-17.4%	0.0%
Correctional Officer I (Pvt)	C3	52.6		9.6%		5.3%	-6.3%		4.9%		-4.9%	-5.3%
Correctional Officer III (Corporal)	C5	57.2		0.7%		1.5%	-5.3%	-16.3%	1.1%		-12.6%	0.0%
Electrician I	18	50.3		30.9%		3.2%	-18.9%	-1.7%				0.0%
Engineer III	25	79.0	18.0%	11.4%	10.2%		-11.4%	3.2%	-2.7%	-22.5%	0.0%	-12.9%
Engineer Technician II	18	51.0	-11.9%	22.1%		11.6%	12.0%	-13.5%	1.5%		-9.5%	-1.5%
Equipment Operator III	16	45.2	4.6%	18.4%	12.7%	0.1%	-3.4%	-9.9%	-0.1%	-6.7%	-5.0%	2.1%
Fire/Rescue Lieutenant	B1	72.2	-5.3%	0.0%		20.9%		9.5%	1.5%		-0.5%	-2.8%
Firefighter/Rescuer I	F1	53.1	0.7%	12.9%			-100.0%		3.5%		-0.7%	-1.1%
Firefighter/Rescuer II	F2	57.0	-1.4%	5.3%		4.8%	-18.8%	13.0%	1.4%		-7.4%	-3.1%
Highway Inspector I	19	52.3	-0.4%	32.5%		4.0%		-100.0%			-11.8%	0.4%
Human Resources Specialist III	N25	64.3	-6.3%	-0.6%	-3.8%	2.2%	-16.9%	3.3%	0.6%	-15.9%	3.8%	7.0%
HVAC Mechanic I	18	49.6	0.0%	59.2%		-0.1%	0.7%	-0.4%		-15.0%		1.3%
IT Specialist II	N23/23	62.9				9.4%	4.1%	-4.5%	6.5%	-9.7%	-0.4%	0.0%
IT Specialist III	N26/26	66.6	-0.2%					-0.2%	11.5%	-14.8%	0.2%	8.2%
Librarian I	21	56.1	-2.5%	14.0%	15.9%	-2.9%	-10.9%		-7.6%		4.6%	2.5%
Management and Budget Specialist III	N25/25	66.1	5.6%	-7.9%			-1.0%	11.4%	-2.1%	-1.2%	1.0%	4.2%
Mechanic Technician II	19	49.4	0.4%	23.1%	-6.5%	5.1%	-5.5%	0.0%		-14.7%	-6.5%	6.4%
Office Clerk	5	34.4	-5.1%	-15.5%		20.1%		0.4%	12.7%	9.3%	-0.4%	-0.5%
Permitting & Code Enforcement Inspector III	23	61.2	-6.1%	13.3%	56.9%		0.0%	-20.1%	-21.0%	0.1%	-24.5%	2.8%
Planning Specialist III	N23/23	62.2	-3.1%	25.5%	-0.6%	5.6%	-14.2%	-3.6%	11.3%	-8.8%	0.6%	1.0%
Police Officer I	P2	55.1	-0.7%	9.5%	-100.0%	2.9%	7.8%	0.0%	-100.0%		-4.3%	9.4%
Police Sergeant	A1	66.5	0.0%	7.0%	-100.0%	3.7%	2.6%	-2.2%	-100.0%		-1.5%	15.5%
Senior Public Safety Emergency Communications Specialist	21	51.5	1.1%	37.9%	-10.4%	15.0%	-15.4%	-1.1%	7.7%	-18.2%	-11.2%	11.5%
Principal Administrative Aide	13	41.6	-21.5%	6.7%	0.7%	-0.7%	-8.2%	6.1%	1.4%	-9.7%	11.0%	-1.5%
Procurement Specialist III	25	60.3	0.0%	6.1%		4.0%	-11.4%	-10.2%	3.7%	-5.8%	-2.7%	14.2%
Public Service Worker II	9	32.3		-1.0%		1.4%			1.0%	-6.7%	-29.5%	9.0%
Recreation Specialist	21	54.6	0.2%	24.6%	-15.4%	-0.2%	-8.5%	-10.4%	-22.8%	12.2%	7.5%	5.3%
Social Worker II	23	62.7	0.9%	16.5%		-4.9%	-14.9%				-0.2%	0.2%
Therapist II	24	65.8	1.1%		-1.2%	0.0%			-1.6%		1.5%	0.0%
Average \$ Difference from Median:			-1.6%	13.7%	-9.5%	3.7%	-11.1%	-5.4%	0.0%	-16.5%	-3.9%	2.4%
# of Classes Matched:			27	31	15	29	26	26	27	21	31	34

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FY23 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	City Of Alexandria	Arlington Co	City of Falls Church	Fairfax Co	Frederick Co	Howard Co	Loudoun Co	MNCPPC	Prince William Co	MCG
Accountant/Auditor III	N23/23	104.8	1.2%	2.0%	-2.5%	-0.3%	-23.6%	15.1%	-3.6%	-4.1%	16.4%	0.3%
Building Services Worker II	8	54.1	-7.2%	1.2%	3.2%	-7.9%	-1.2%			10.9%	34.6%	-1.7%
Carpenter I	17	76.7		6.4%	2.7%	-2.7%		-12.9%		-2.7%		3.8%
Community Health Nurse II	24	110.1	1.2%	8.4%		-0.5%	-16.8%		-5.3%		10.8%	0.0%
Correctional Supervisor - Sergeant	C6	105.6		8.4%		-10.4%	-5.0%	-5.8%	4.8%		0.0%	1.5%
Correctional Officer I (Pvt)	C3	84.7		14.8%		-3.5%	-5.2%		15.1%		3.5%	-10.0%
Correctional Officer III (Corporal)	C5	88.3		10.1%		-2.8%	0.0%	-13.2%	15.9%		-0.7%	6.3%
Electrician I	18	83.4		20.4%		3.7%	-21.8%	-9.4%				0.0%
Engineer III	25	134.5	22.0%	-0.1%	6.9%		-16.7%	10.2%	0.0%	-19.2%	10.6%	-14.2%
Engineer Technician II	18	89.8	-11.8%	6.1%		5.8%	1.9%	-10.7%	-1.9%		2.8%	-7.1%
Equipment Operator III	16	76.4	8.8%	6.9%	10.0%	-1.4%	-8.7%	-19.0%	0.4%	-2.3%	12.3%	-0.4%
Fire/Rescue Lieutenant	B1	124.7	-2.9%	-2.2%		3.4%		0.0%	0.0%		-7.5%	1.0%
Firefighter/Rescuer I	F1	94.6	0.3%	7.1%			-100.0%		2.9%		-5.1%	-0.3%
Firefighter/Rescuer II	F2	98.8	0.8%	2.5%		-10.7%	-21.6%	-0.2%	3.4%		-9.1%	0.2%
Highway Inspector I	19	91.2	0.5%	16.1%		-0.5%		-100.0%			1.2%	-4.2%
Human Resources Specialist III	N25	111.4	-4.8%	14.0%	-8.3%	-1.6%	-23.3%	8.3%	1.6%	-14.0%	16.7%	3.5%
HVAC Mechanic I	18	82.5	5.7%	46.0%		0.0%	-3.2%	-8.5%		-9.6%		1.0%
IT Specialist II	N23/23	108.9				5.3%	-3.8%	0.0%	7.6%	-7.7%	12.0%	-3.5%
IT Specialist III	N26/26	120.8	-3.1%					-0.1%	7.6%	-16.7%	7.7%	0.1%
Librarian I	21	96.0	0.2%	6.5%	11.7%	-5.5%	-16.8%		-8.3%		21.9%	-0.2%
Management and Budget Specialist III	N25/25	119.8	2.5%	1.6%			-12.6%	11.6%	-5.5%	-1.6%	8.6%	-3.7%
Mechanic Technician II	19	86.5	1.0%	7.3%	-11.8%	0.0%	-13.6%	-12.6%		-13.7%	6.8%	1.0%
Office Clerk	5	60.6	-5.4%	-26.9%		13.4%		-12.3%	5.4%	9.7%	19.9%	-22.5%
Permitting & Code Enforcement Inspector III	23	101.0	0.0%	4.7%	56.8%		-3.1%	-12.1%	-18.7%	7.5%	-8.6%	4.0%
Planning Specialist III	N23/23	107.5	-1.3%	11.0%	-5.0%	1.9%	-20.5%	1.3%	12.8%	-6.5%	13.5%	-2.2%
Police Officer I	P2	95.3	1.7%	7.2%	-100.0%	-12.1%		-35.5%	2.3%	-100.0%	0.0%	9.7%
Police Sergeant	A1	114.8	2.6%	4.8%	-100.0%	-11.3%		2.0%	-3.5%	-100.0%	0.0%	15.9%
Senior Public Safety Emergency Communications Specialist	21	89.6	2.3%	21.0%	-14.9%	-2.3%	-22.1%	3.1%	5.3%	-16.7%	-4.2%	6.9%
Principal Administrative Aide	13	68.3	-15.9%	-0.7%	1.3%	0.7%	-10.6%	17.4%	4.9%	-2.6%	35.2%	-2.7%
Procurement Specialist III	25	106.1	0.0%	19.7%		-1.5%	-19.4%	-7.3%	3.1%	-5.2%	10.3%	8.7%
Public Service Worker II	9	54.1		-10.0%		0.7%			-0.7%	3.5%	-10.7%	2.5%
Recreation Specialist	21	93.2	3.2%	11.4%	-18.2%	-2.7%	-14.3%	-4.7%	-23.2%	16.5%	25.5%	2.7%
Social Worker II	23	108.2	2.9%	3.1%		-8.1%	-21.0%				12.7%	-2.9%
Therapist II	24	111.7	4.7%		-3.9%	-1.9%			1.4%		16.4%	-1.4%
Average \$ Difference from Median:			0.3%	7.4%	-11.7%	-1.6%	-15.6%	-7.5%	0.9%	-13.1%	8.2%	-0.2%
# of Classes Matched:			27	31	15	29	26	26	27	21	31	34

NOTES:

- Source: FY2023 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 21 jurisdictions in the national capital area.
- Montgomery County salaries based on FY23 Salary Schedules; Maximum salary includes longevity.
- Median salary includes Montgomery County.
- Percent difference between salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government
- Due to lack of data, Prince Georges County and Baltimore City were removed from the comparison and were replaced by Prince William County and Falls Church City.

SALARY BUDGET SURVEYS
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2022 - 2023
NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA
VS. MONTGOMERY COUNTY GOVERNMENT

Survey Name	Number of Participating	Geographic Survey Area	Survey - Actual Mean FY22	Average Total Pay Increase MCG - Average FY23 ⁽¹⁾	Survey - Budgeted Mean FY23
World At Work 2022-2023 Salary Budget Survey (July 2022)	1,900+	National	4.1%	7.1%	4.1%
Mercer- U.S. Compensation Planning Pulse Survey - November 2022 Results ⁽²⁾	950+	National	3.8%	7.1%	4.3%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 43rd Edition, pages 1-4 (September 2022).	250	Washington/Baltimore Metropolitan Area	3.8%	7.1%	N/A

(1) Based on the budget, the compensation costs (e.g., cost of living, merit, general wage adjustment, etc.) for FY23 is 7.1% higher than the FY22 compensation costs. Please refer to FY23 Compensation Changes Memo: www.montgomerycountymd.gov/HR/Resources/Files/Classification/Compensation%20Documents/Memo%20-%20FY23%20Compensation%20Changes.pdf

(2) With the global pandemic and its impact on the economy and labor market, Mercer did not publish its annual US Compensation Planning Survey results in August. Instead, Mercer opted to conduct a series of compensation planning pulse surveys, and we used the data from the US Compensation Planning Survey Pulse in November 2022 edition.

Management Leadership Service Review

MLS Demographic Data by Manager Grade - 2022*

	Manager I		Manager II		Manager III		MLS Total		County Workforce	
	#	%	#	%	#	%	#	%	#	%
Gender										
Female	9	41%	62	49%	133	53%	204	51%	3,823	41%
Male	13	59%	65	51%	116	47%	194	49%	5,433	59%
Race/Ethnicity										
American Indian or Alaska Native	-	0%	1	1%	1	0%	2	1%	30	0%
Asian	1	5%	13	10%	21	8%	35	9%	662	7%
Black or African American	2	9%	27	21%	53	21%	82	21%	2,487	27%
Hispanic or Latino	-	0%	9	7%	23	9%	32	8%	1,117	12%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	0%	1	0%	5	0%
Two or More Races	-	0%	-	0%	-	0%	-	0%	128	1%
White	17	77%	68	54%	129	52%	214	54%	4,074	44%
Not Indicated	2	9%	9	7%	21	8%	32	8%	753	8%
Age (as of December 2022)										
Age < 20	-	0%	-	0%	-	0%	-	0%	-	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	595	6%
Age 30 through 39	1	5%	10	8%	22	9%	33	8%	2,145	23%
Age 40 through 49	6	27%	32	25%	57	23%	95	24%	2,415	26%
Age 50 through 59	4	18%	43	34%	87	35%	134	34%	2,423	26%
Age 60+	11	50%	42	33%	83	33%	136	34%	1,678	18%
Total	22	100%	127	100%	249	100%	398	100%	9,256	100%

* MLS workforce as of December 31, 2022. Please note that the data cover both full and part-time employees.

**MLS Separations by Reason for Separation
Calendar Years 2016 - 2022**

Separation Reason	2016	2017	2018	2019	2020	2021	2022	% of 2022
	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
Voluntary	22	29	24	48	30	38	44	89.8%
Non-specified personal reasons	2	10	3	4	5	15	4	8.2%
Better compensation	0	0	0	0	0	0	1	2.0%
More opportunity for advancement	1	1	1	3	0	0	2	4.1%
Normal retirement	15	16	15	37	24	22	30	61.2%
Early retirement	0	0	1	0	0	0	1	2.0%
Other Voluntary	4	2	4	4	1	1	6	12.2%
Involuntary	1	1	2	2	2	4	1	2.0%
Management/Fiscal	0	0	0	0	0	0	0	0.0%
Medical/Other	3	2	1	2	5	5	4	8.2%
Total Separations	26	32	27	52	37	47	49	
Total Employees	391	402	407	396	398	385	398	
Turnover Rate	6.6%	8.0%	6.6%	13.1%	9.3%	12.2%	12.3%	

MLS Demographic Data by Rating Category - FY22

	Exceptional		Highly Successful		Successful		Below Expectations		Does Not Meet Expectations		MLS Total	
	#	%	#	%	#	%	#	%	#	%	#	%
Gender												
Female	83	50%	77	47%	16	64%	-	-	-	-	176	50%
Male	83	50%	86	53%	9	36%	-	-	-	-	178	50%
Race/Ethnicity												
American Indian or Alaska Native	1	1%	1	1%	-	0%	-	-	-	-	2	1%
Asian	17	10%	9	6%	2	8%	-	-	-	-	28	8%
Black or African American	26	16%	38	23%	4	16%	-	-	-	-	68	19%
Hispanic or Latino	10	6%	14	9%	1	4%	-	-	-	-	25	7%
Native Hawaiian/Other Pacific Islander	-	0%	1	1%	-	0%	-	-	-	-	1	0%
Two or More Races	-	0%	-	0%	-	0%	-	-	-	-	-	0%
White	99	60%	88	54%	17	68%	-	-	-	-	204	58%
Not Indicated	13	8%	12	7%	1	4%	-	-	-	-	26	7%
Age (as of June 30, 2022)												
Age < 20	-	0%	-	0%	-	0%	-	-	-	-	-	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	-	-	-	-	0%
Age 30 through 39	15	9%	9	6%	1	4%	-	-	-	-	25	7%
Age 40 through 49	40	24%	32	20%	4	16%	-	-	-	-	76	21%
Age 50 through 59	59	36%	59	36%	7	28%	-	-	-	-	125	35%
Age 60+	52	31%	63	39%	13	52%	-	-	-	-	128	36%
Total	166	100%	163	100%	25	100%	-	0%	-	0%	354	100%

Note: 354 MLS employees were eligible for perf-based pay in FY22.

**Distribution of Performance Ratings by Pay Band:
FY16 through FY22**

	FY16	FY17	FY18	FY19	FY20	FY21	FY22
Manager I							
Exceptional	54%	63%	56%	52%	58%	60%	58%
Highly Successful	42%	33%	33%	48%	38%	36%	37%
Successful	4%	4%	7%	0%	4%	4%	5%
Below Expectations	0%	0%	4%	0%	0%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	0%	0%	0%
Manager II							
Exceptional	37%	45%	40%	41%	51%	54%	59%
Highly Successful	58%	50%	49%	48%	36%	39%	38%
Successful	5%	4%	10%	11%	8%	7%	3%
Below Expectations	0%	1%	1%	0%	1%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	4%	0%	0%
Manager III							
Exceptional	21%	22%	22%	22%	29%	37%	39%
Highly Successful	61%	59%	62%	63%	53%	48%	52%
Successful	18%	18%	15%	15%	14%	14%	9%
Below Expectations	0%	1%	1%	0%	1%	1%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
No Rating	0%	0%	0%	0%	3%	0%	0%

Note: No performance-based pay in FY20.

Average Pay Award Based on Rating Category and Salary Range Position - FY22

Position in Salary Range	Maximum	# Eligible	Addition to Base		Lump Sum		Combined Award	
	Permitted	Employee	%	\$	%	\$	%	\$
Exceptional		166	1.86%	\$2,502	2.18%	\$3,553	3.97%	\$5,973
Top of Pay Band	4%	61	0.07%	\$0	3.95%	\$6,492	3.95%	\$6,366
Control Point or Above	4%	39	1.30%	\$2,041	2.71%	\$4,370	3.97%	\$6,359
Below Control Point	6%	66	3.79%	\$5,004	0.22%	\$305	4.00%	\$5,383
Highly Successful		163	1.94%	\$2,620	1.56%	\$2,473	3.47%	\$5,047
Top of Pay Band	3.5%	38	0.00%	\$0	3.50%	\$5,526	3.50%	\$5,526
Control Point or Above	3.5%	50	1.06%	\$1,643	2.34%	\$3,713	3.40%	\$5,356
Below Control Point	4%	75	3.50%	\$4,598	0.00%	\$0	3.50%	\$4,598
Successful		25	1.58%	\$2,053	1.06%	\$1,445	2.64%	\$3,498
Top of Pay Band	2%	7	0.00%	\$0	2.14%	\$3,283	2.14%	\$3,283
Control Point or Above	2%	1	0.59%	\$1,006	2.41%	\$4,110	3.00%	\$5,116
Below Control Point	3.5%	17	2.29%	\$2,960	0.53%	\$531	2.82%	\$3,491
Below Expectations	0%	0	-	-	-	-	-	-
Does Not Meet Expectations	0%	0	-	-	-	-	-	-
All Eligible MLS		354	1.88%	\$2,525	1.82%	\$2,909	3.65%	\$5,372
Top of Pay Band		106	0.04%	\$0	3.67%	\$5,934	3.67%	\$5,862
Control Point or Above		90	1.16%	\$1,806	2.50%	\$4,002	3.65%	\$5,788
Below Control Point		158	3.49%	\$4,591	0.15%	\$188	3.64%	\$4,807

* 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