



Montgomery County Government

Personnel Management Report

Calendar Year 2024

Published May 16, 2025



**Merit System
Employment Profile**



Turnover Analysis



**Wage and Salary
Comparability**



**Management
Leadership Service
Review**

Office of *Human* Resources

PURPOSE

The Personnel Management Report (PMR), compiled by the Office of Human Resources, provides County Leadership and the public with key insights into the County workforce. This report details the size and composition of the permanent workforce, analyzes employee turnover rates and their causes, and assesses the comparability of County salary ranges with public and private sector organizations within the surrounding region. Additionally, it includes a mandated review of the Management Leadership Service.

Further details on the workforce and compensation are included in the County Executive's Recommended FY25 Operating Budget and FY20-25 Public Services Program.

Inquiries regarding this report can be directed to OHRPolicy@montgomerycountymd.gov.

EXECUTIVE SUMMARY

The County workforce experienced its largest net gain in the number of merit employees, due to an overall increase in the number of new employees hired and a decrease in the number of employee separations. The turnover rate (6.73%) has returned below seven percent for the first time since 2020.

As of December 31, 2024, the average merit employee is 47 years old, has been with the County for 12 years, earns \$106,214, and lives in Montgomery County. The workforce and MLS continue to diversify in race and ethnicity.

Montgomery County salaries continue to outpace the consumer price index and remain highly competitive with those of the federal government, neighboring jurisdictions, and the private sector.

More detailed information on the merit system employee and Management Leadership profiles, workforce turnover analyses, and wage comparability is available in the sections below.

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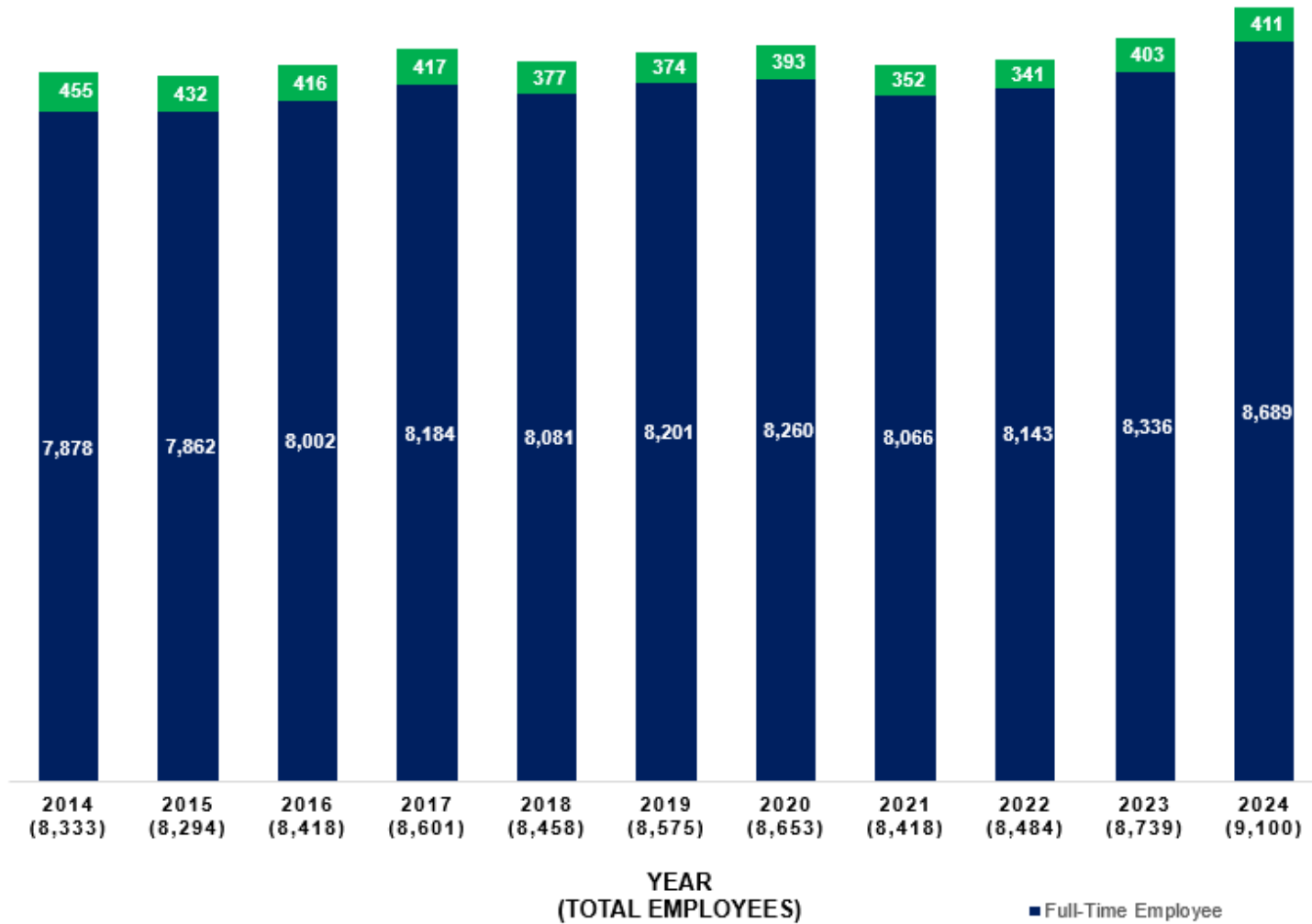
MERIT SYSTEM EMPLOYMENT PROFILE

SECTION SUMMARY

Montgomery County Government's merit system defines its permanent full-time or part-time employees within the executive and legislative branches (or those specifically designated by law) as 'merit system employees.' This system is built upon fundamental principles that ensure county authority serves the public. These principles emphasize recruitment and advancement based on merit, fair compensation and training, encouragement of excellence with retention tied to performance, equitable treatment for all applicants and employees, and protection against coercion or the misuse of authority for political purposes.

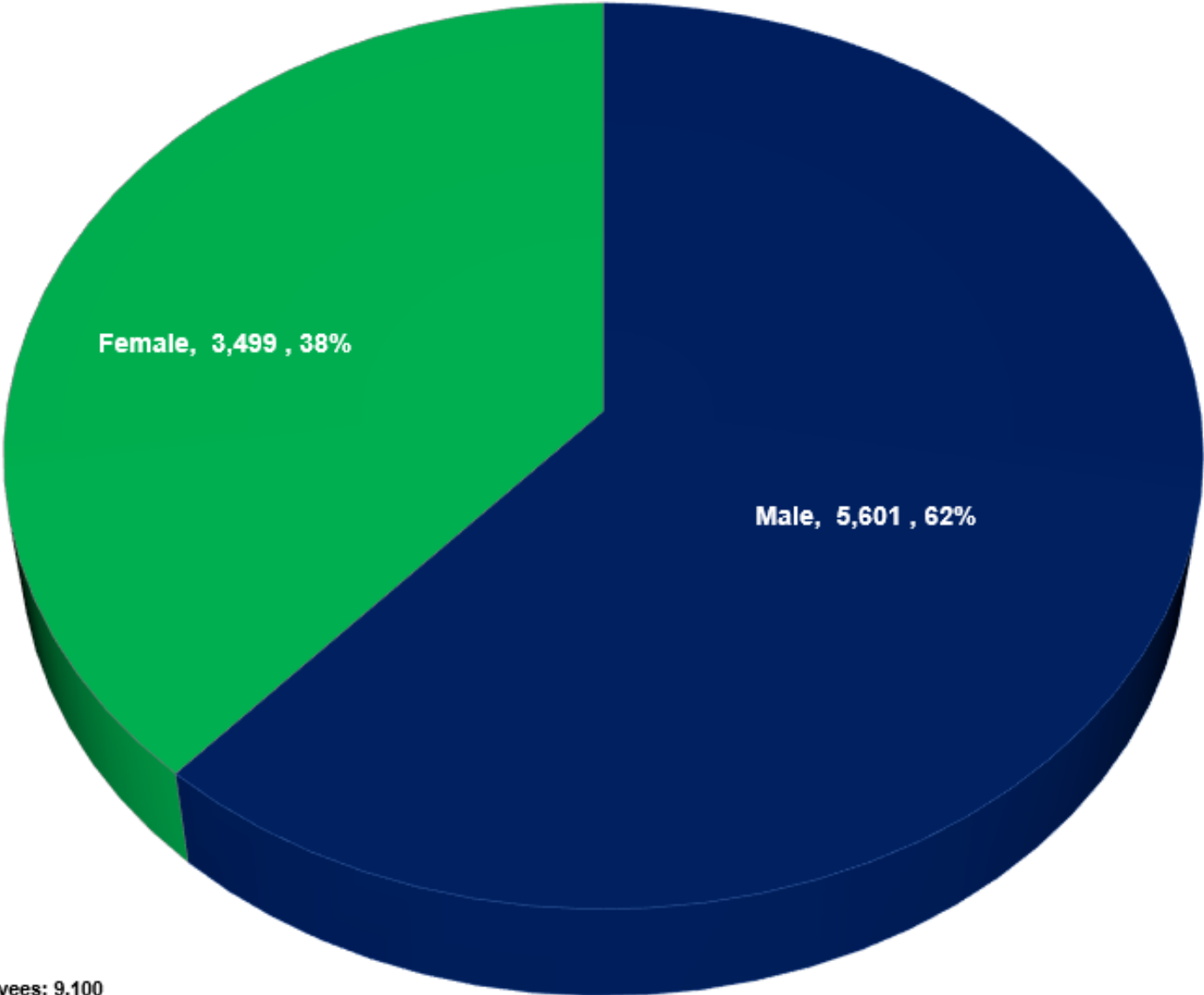
The data presented on pages 1-1 to 1-14 pertain exclusively to merit system permanent employees. Information regarding temporary and seasonal employees can be found on pages 1-15 to 1-17. Finally, the data on page 1-18 represent all three employee groups.

Merit System Permanent Employees 2014 - 2024



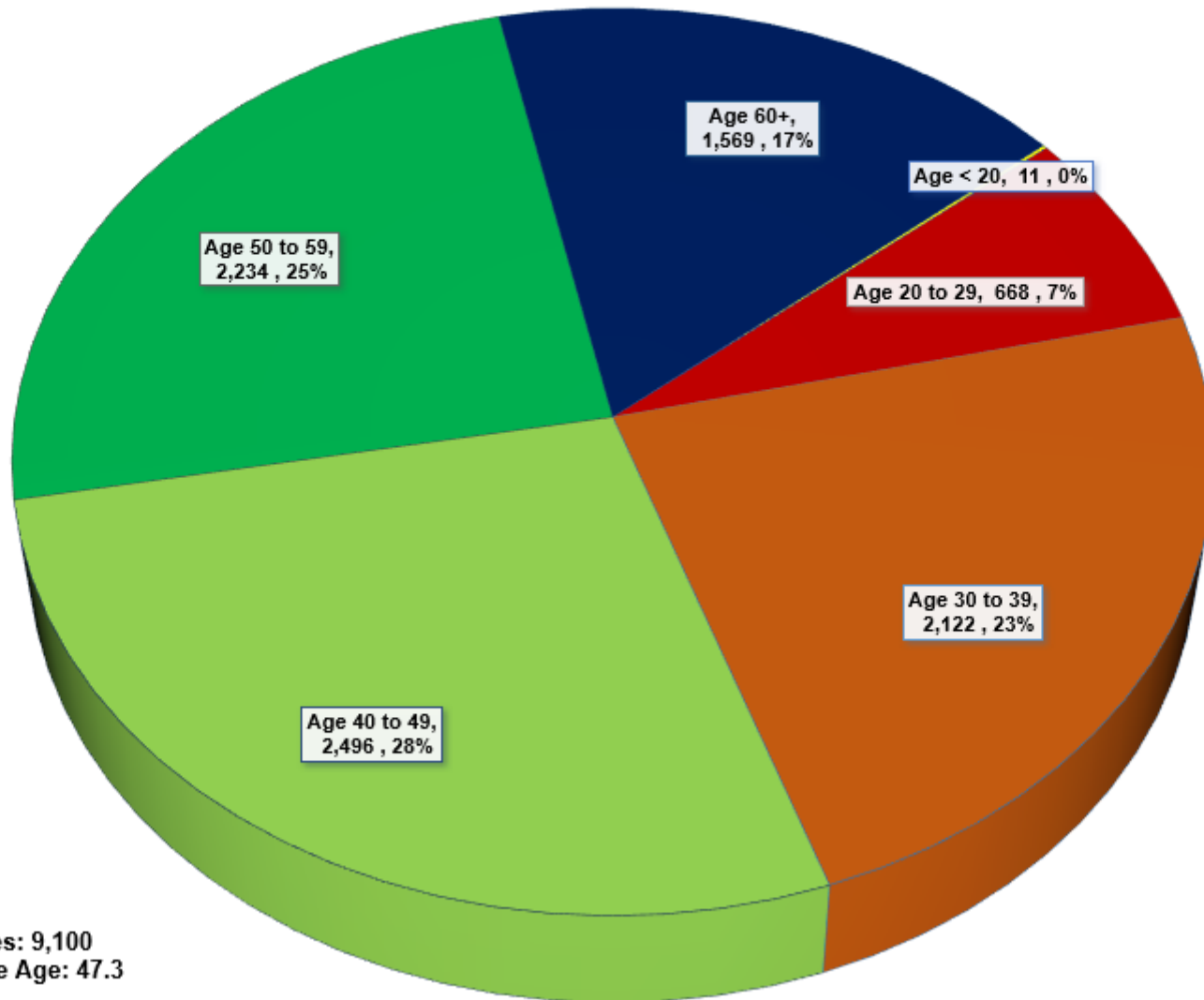
Note: The permanent employee count under the Merit System for the years 2014-2023 has been updated retroactively.

Permanent Employees by Gender - 2024



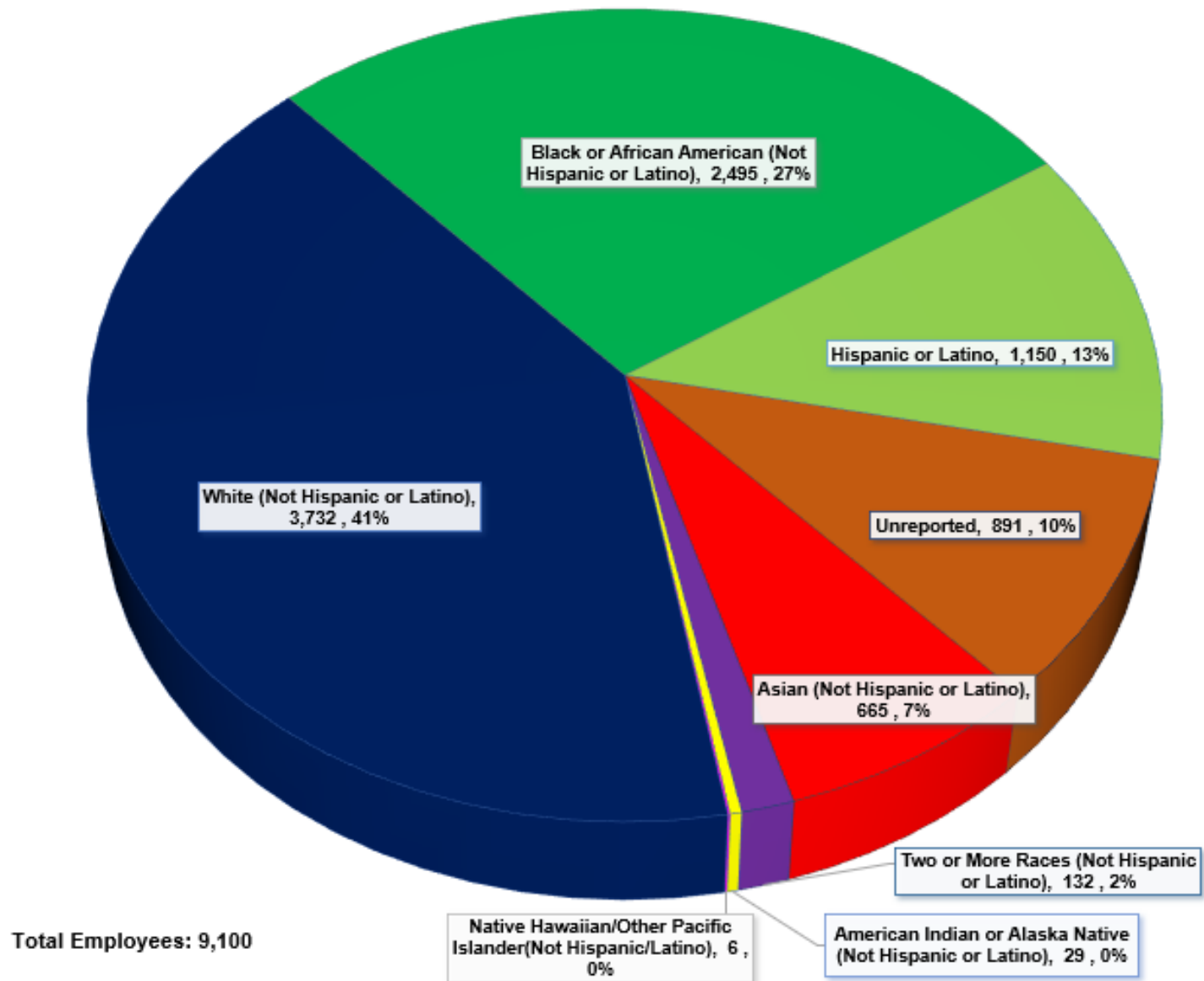
Total Employees: 9,100

Permanent Employees by Age Range - 2024

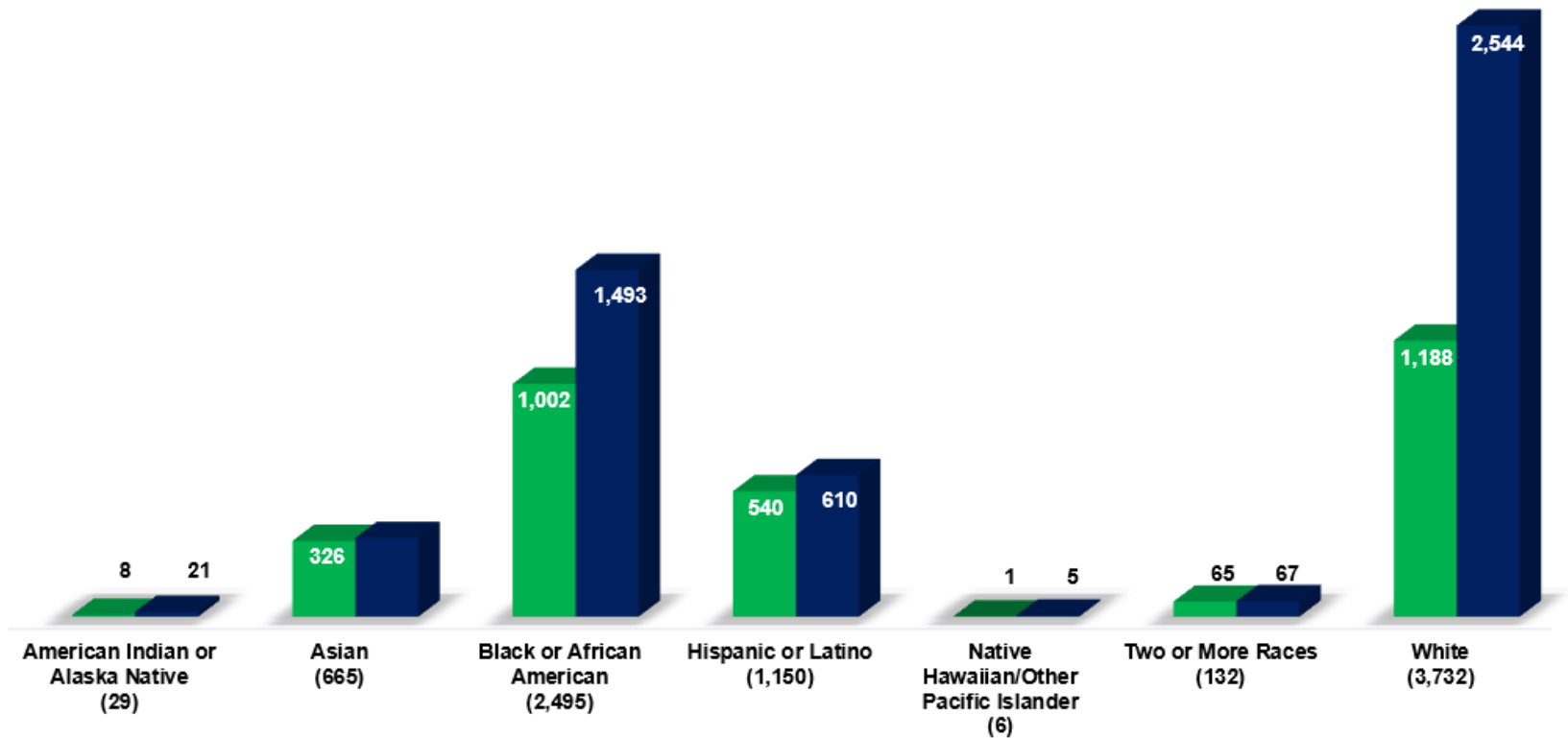


Total Employees: 9,100
Overall Average Age: 47.3

Permanent Employees by Race/Ethnicity - 2024



Permanent Employees by Gender and Race/Ethnicity - 2024



Total Employees: 9,100

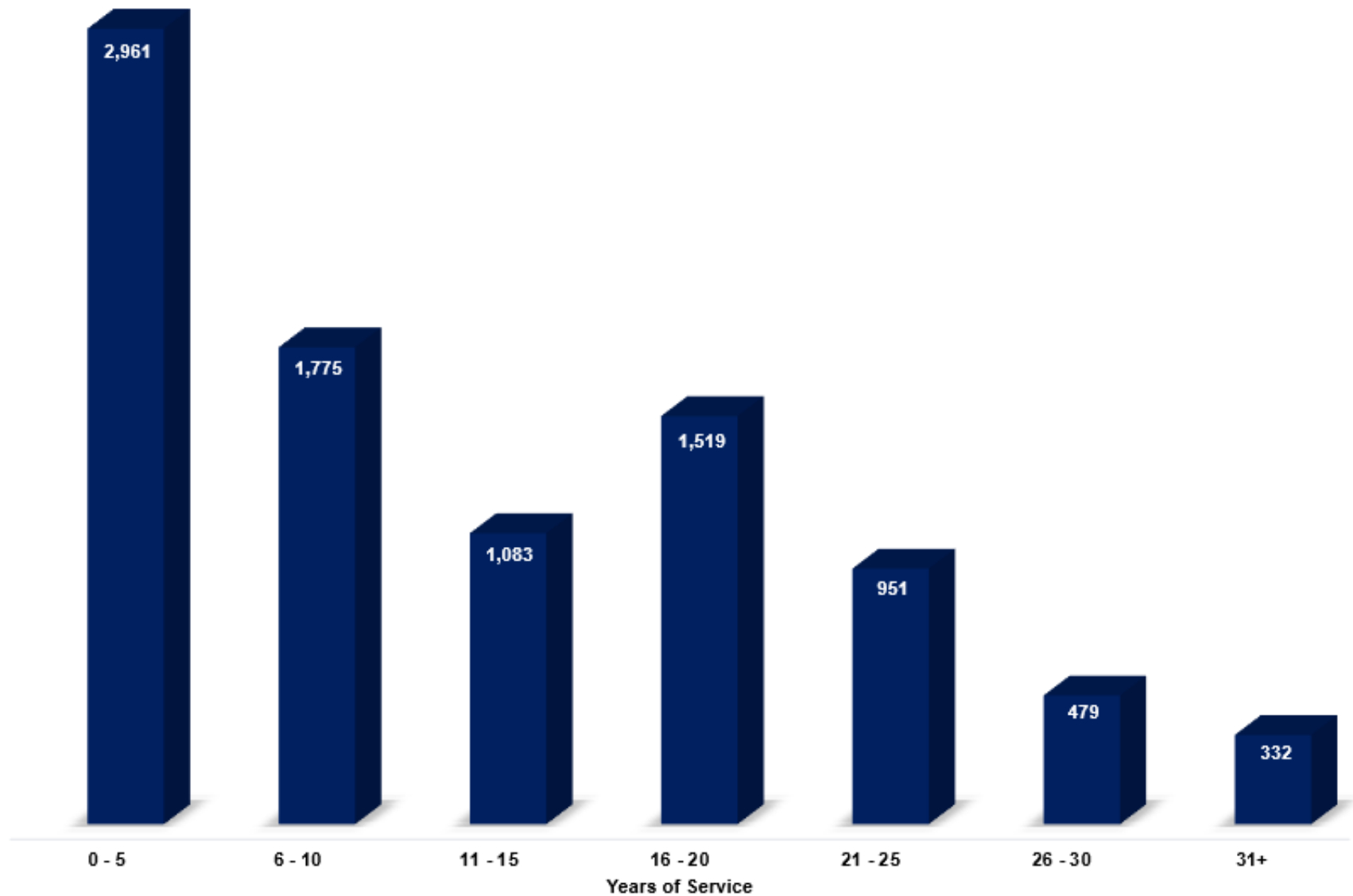
Unreported Race/Ethnicity: 369 (female), 522 (male)

Note: The total number of employees per category is noted in parentheses.

Female
(3,499)

Male
(5,601)

Permanent Employees by Length of County Service - 2024



Total Employees: 9,100
Overall Average Years of County Service: 12.1

Average Annual Salary¹ - 2024: Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	5	\$57,763
8	15	\$63,926
9	28	\$63,359
10	54	\$62,312
11	22	\$66,792
12	86	\$63,236
13	184	\$71,567
14	105	\$72,130
15	263	\$72,703
16	403	\$84,143
17	101	\$82,098
18	274	\$86,727
19	194	\$94,300
20	236	\$95,801
21	384	\$100,645
22	78	\$109,051
23	329	\$112,033
24	404	\$115,785
25	136	\$125,625
26	103	\$131,905
27	16	\$149,574
28	19	\$150,856
A1	157	\$142,517
A2	37	\$170,877
A3	21	\$207,936
B1	130	\$130,340
B2	141	\$152,169
B3	26	\$175,165
B4	13	\$198,074
C1	21	\$133,651
C2	4	\$149,928
C3	49	\$60,120
C4	77	\$72,161

Grade	Number of Employees	Average Annual Salary
C5	109	\$95,980
C6	39	\$116,834
D1	27	\$126,364
D2	8	\$145,040
D3	5	\$166,367
F1	59	\$60,147
F2	209	\$76,233
F3	482	\$95,796
F4	208	\$118,437
G1	7	\$64,048
G2	10	\$67,557
G3	6	\$74,881
G4	70	\$100,770
M1	23	\$213,980
M2	131	\$185,256
M3	258	\$158,682
N15	4	\$78,335
N16	22	\$85,005
N17	35	\$88,631
N18	96	\$87,704
N19	19	\$95,099

Grade	Number of Employees	Average Annual Salary
N20	28	\$100,386
N21	143	\$104,179
N22	32	\$111,541
N23	178	\$112,313
N24	33	\$125,178
N25	365	\$124,003
N26	93	\$129,863
N27	17	\$131,588
N28	144	\$145,011
N29	4	\$151,302
N30	23	\$160,193
N31	4	\$162,765
N32	53	\$170,210
N39	4	\$210,320
P1	30	\$67,712
P2	60	\$71,527
P3	41	\$80,866
P4	678	\$113,325
P5	72	\$126,906
T1	687	\$83,771
T2	40	\$98,369

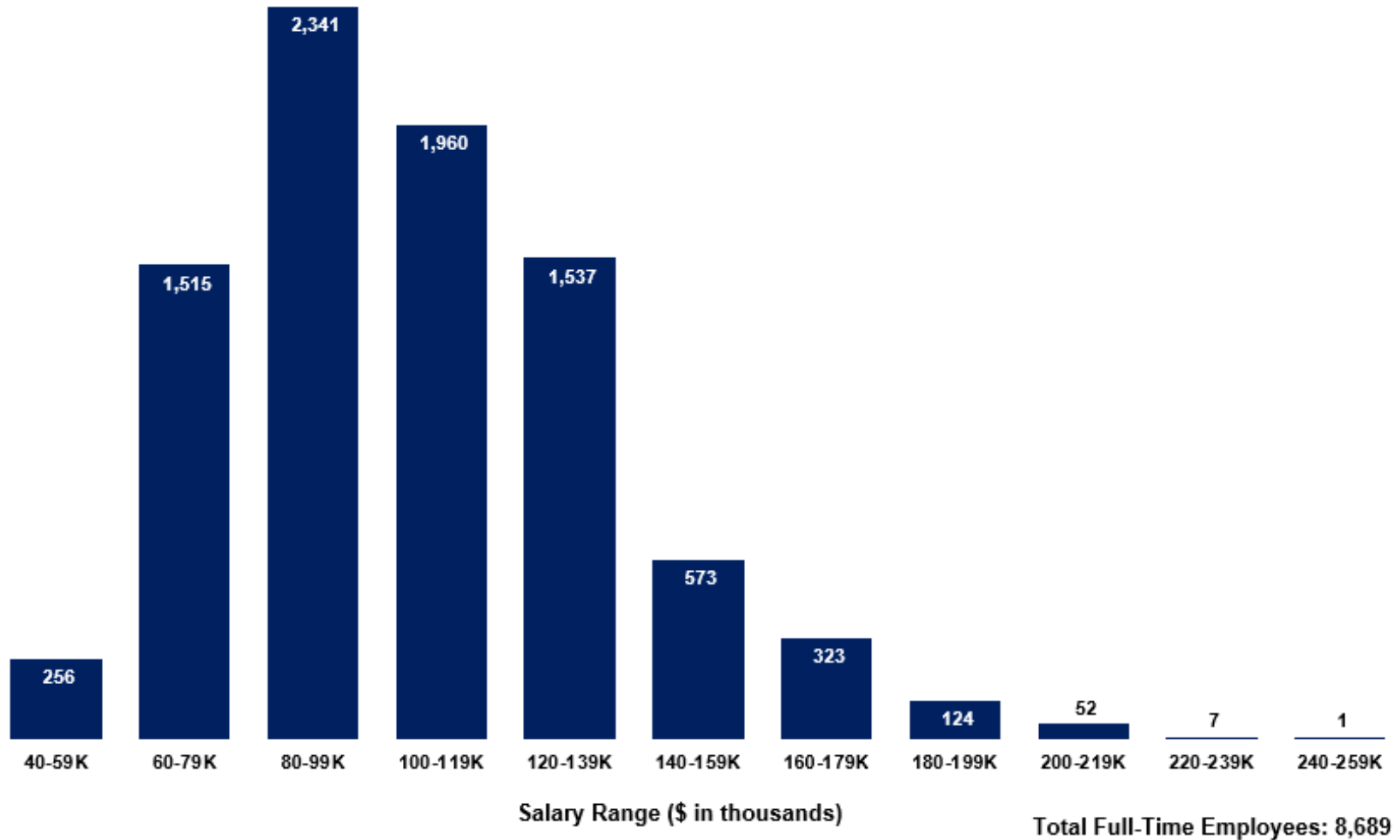
Number of Full-Time Permanent Employees: 8,689

Overall Average Salary, Full-Time Permanent Employees: \$106,214

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).

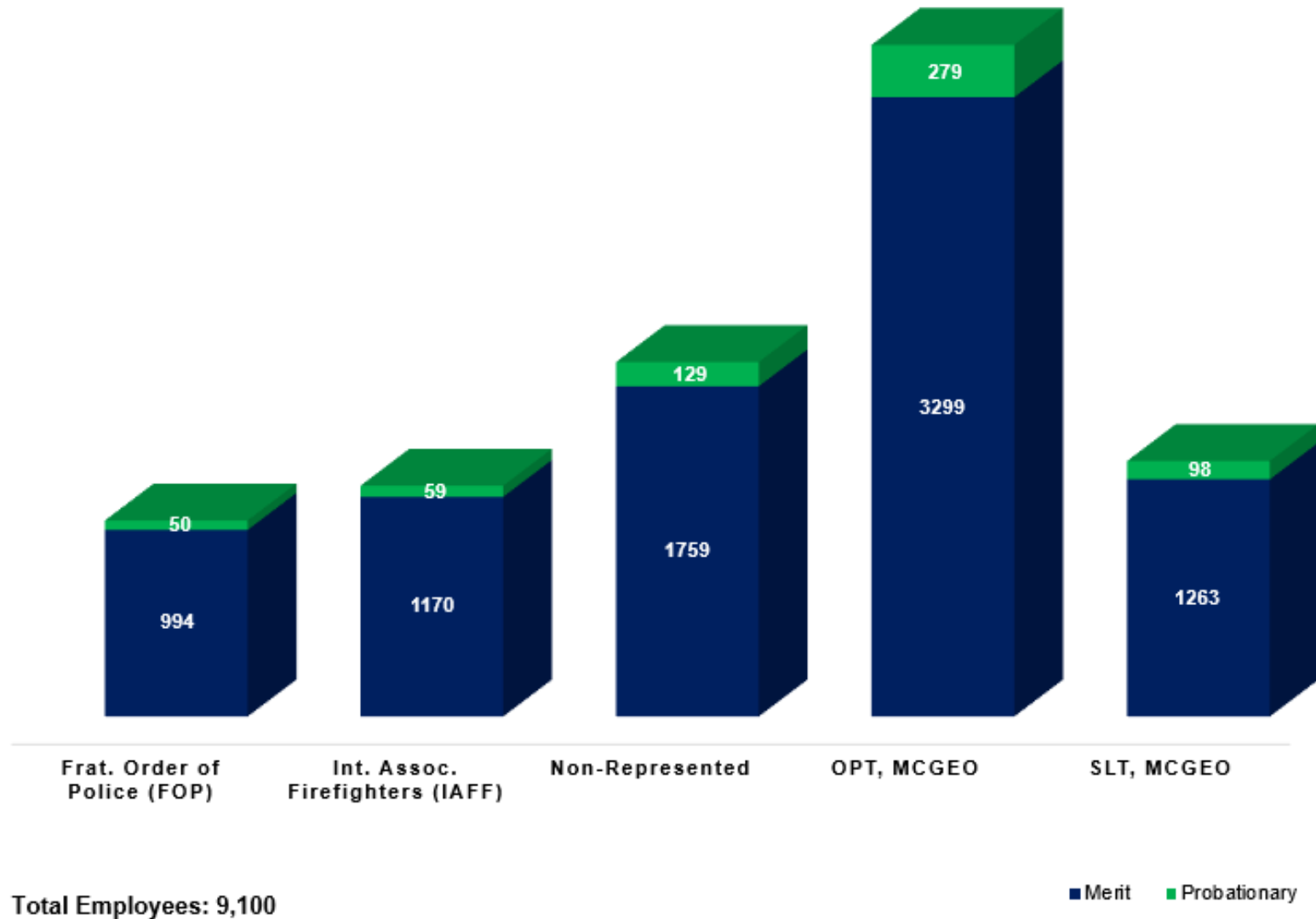
Note: A=Police Management; B=Fire Management; C=Corrections and Rehabilitation Management; D=Deputy Sheriffs Management; F=IAFF; G=Deputy Sheriffs; MD=Physician; M=MLS; P=FOP; N=Non-Represented; T=Transit Bus Operators/Coordinators

Employee Distribution by Annual Base Salary Full-Time Employees - December 2024



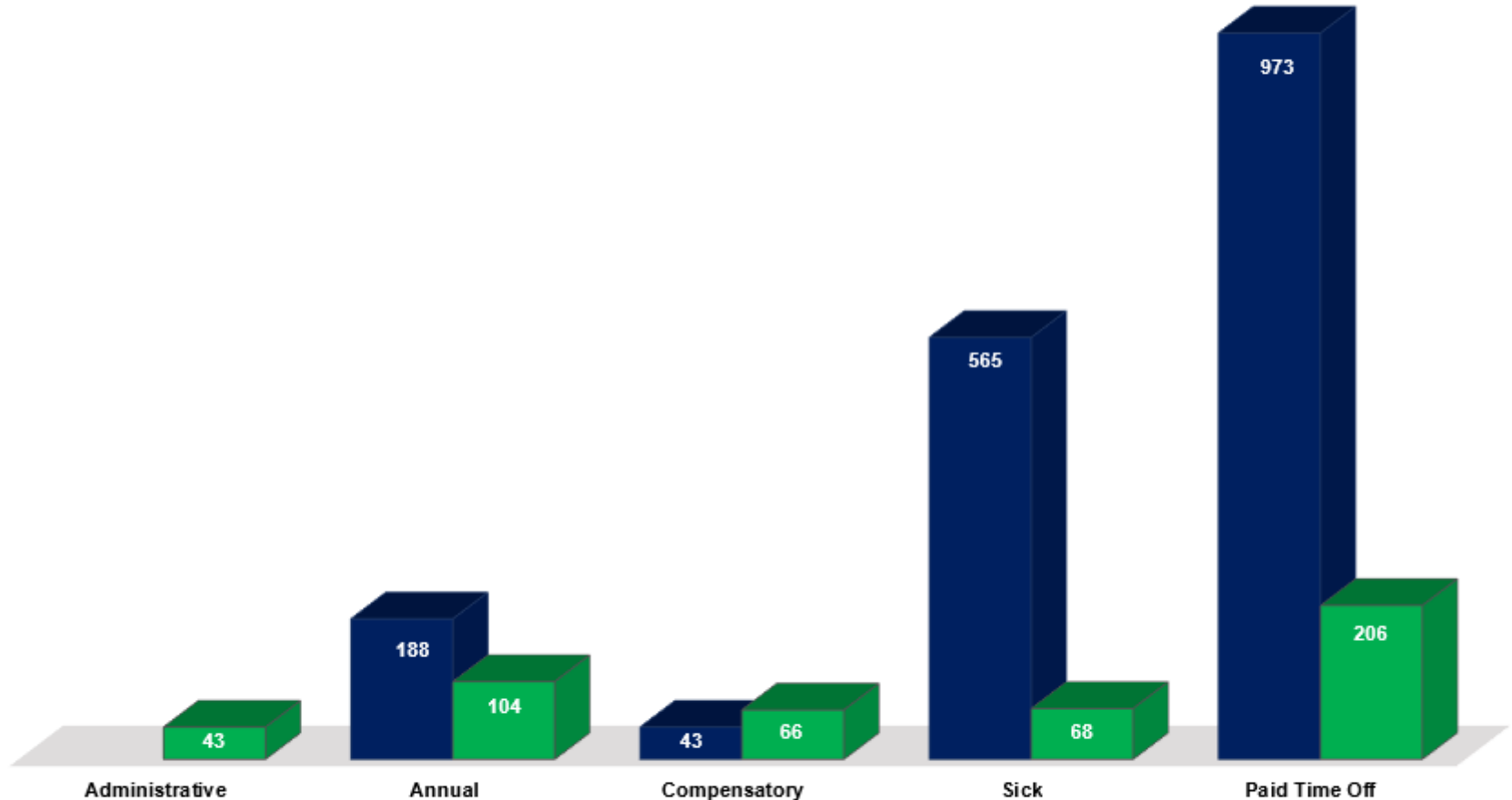
¹ Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2024



Leave Balances and Average Leave Taken Permanent Employees - 2024

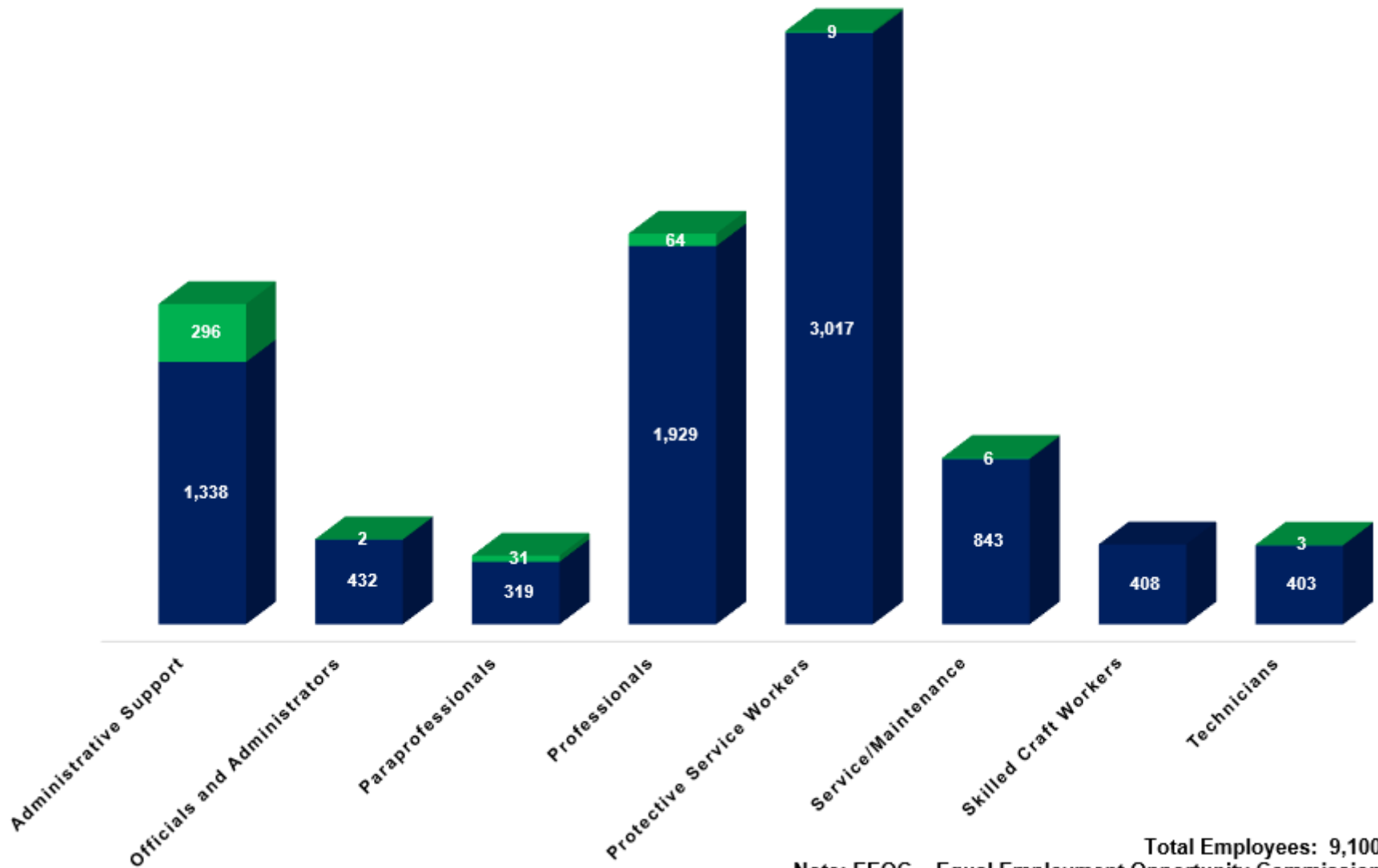
■ Average Balance (Hours) ■ Average Hours Taken



Note: Leave balances are as of December 31, 2024. 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.

EEOC Employment Category - Permanent Employees - 2024

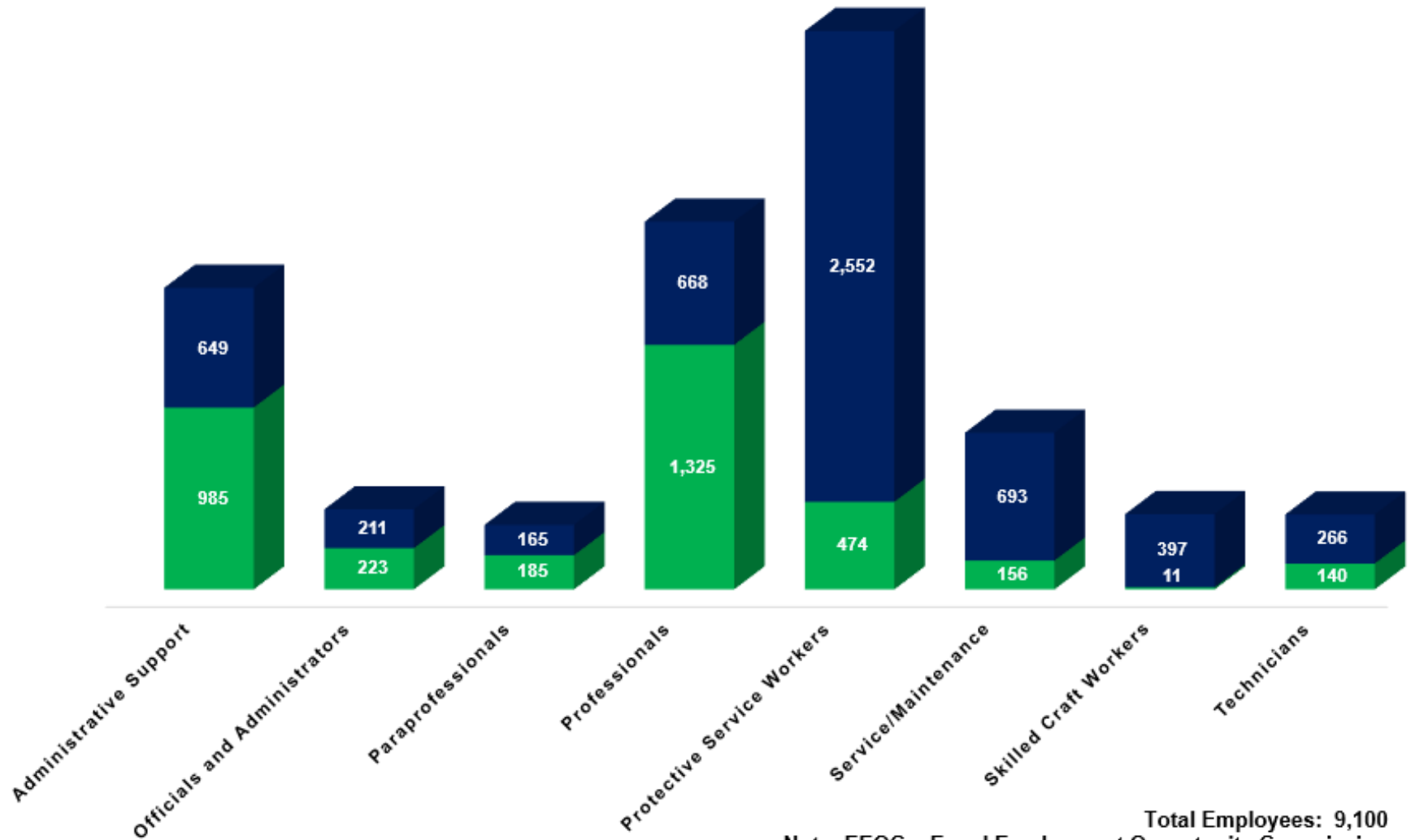
■ Full-Time ■ Part-Time



Note: EEOC = Equal Employment Opportunity Commission

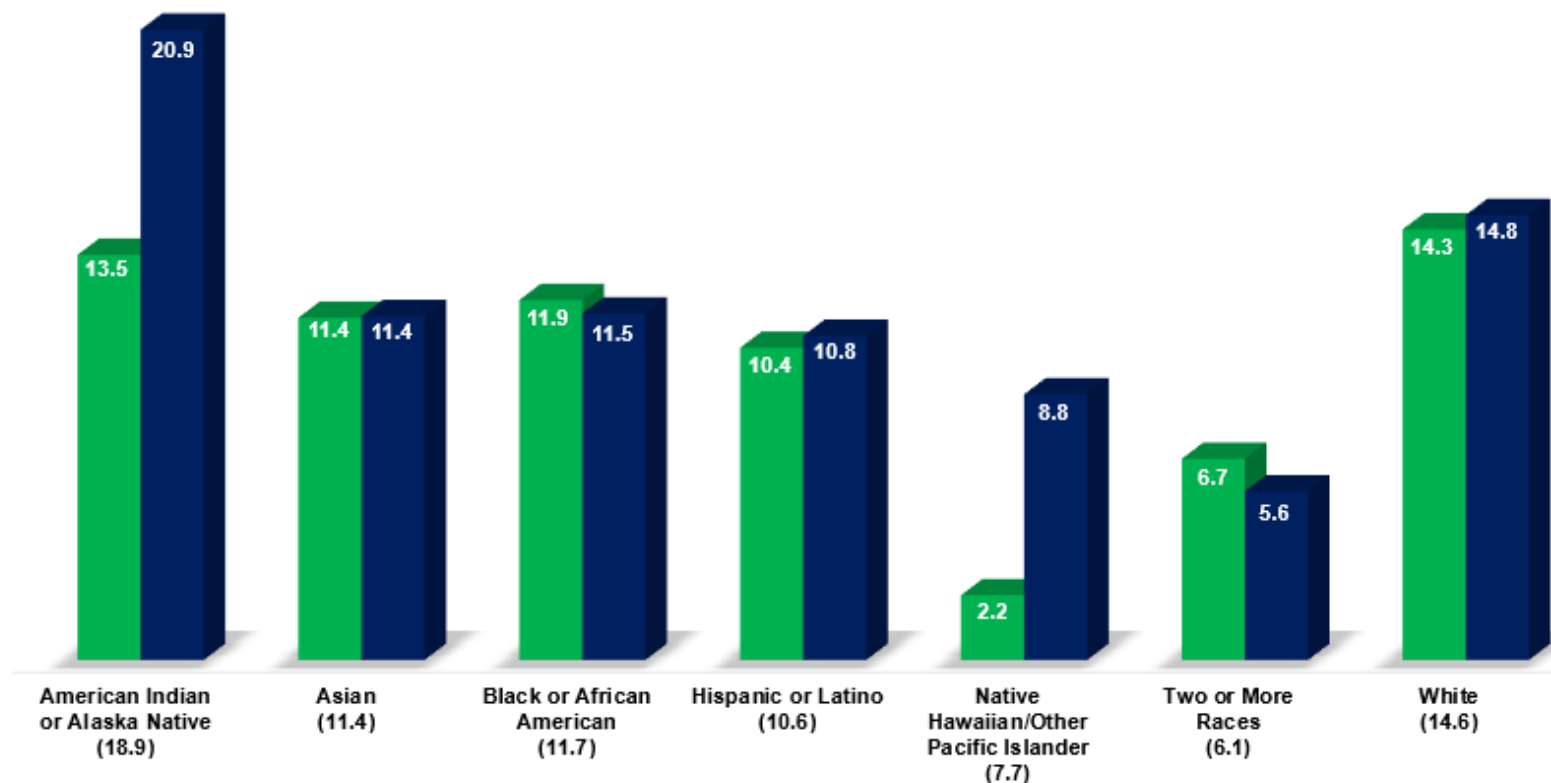
EEOC Employment Category and Gender Permanent Employees - 2024

Female Male



Note: EEOC = Equal Employment Opportunity Commission

Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2024



Total Employees: 9,100

Unreported Race/Ethnicity: 369 (female), 522 (male)

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

■ Female (11.7) ■ Male (12.4)

Distribution by Employment Category and Race/Ethnicity

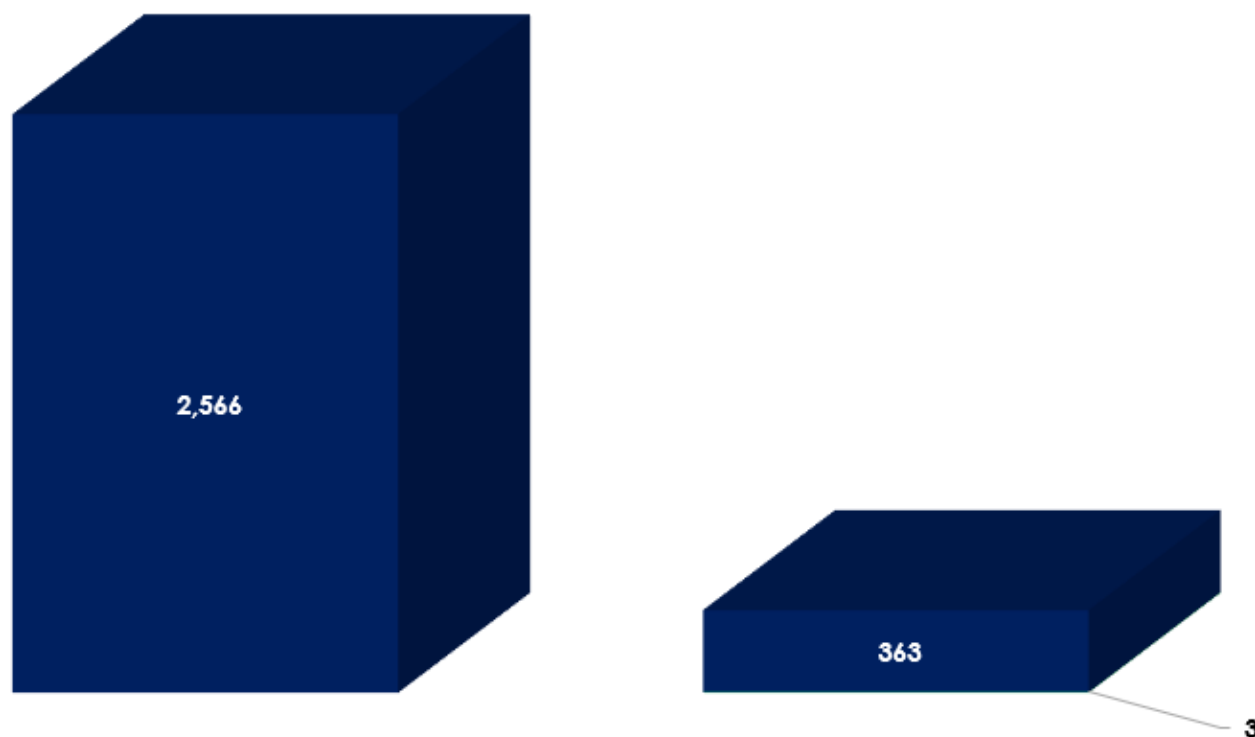
Permanent Employees - 2024

Race/Ethnicity	Employment Category	# of Employees	% of Employees
American Indian or Alaska Native	Administrative support	4	0.1%
	Paraprofessionals	2	0.0%
	Professionals	4	0.0%
	Protective service workers	16	0.1%
	Service/Maintenance	2	0.0%
	Technicians	1	0.0%
	Officials and administrators	0	0.0%
	Skilled craft workers	0	0.0%
	Total	29	0.2%
Asian	Administrative support	165	1.7%
	Officials and administrators	38	0.3%
	Paraprofessionals	25	0.2%
	Professionals	230	3.0%
	Protective service workers	104	1.1%
	Service/Maintenance	33	0.4%
	Skilled craft workers	20	0.2%
	Technicians	50	0.6%
	Total	665	7.6%
Black or African American	Administrative support	474	5.0%
	Officials and administrators	105	1.0%
	Paraprofessionals	106	1.0%
	Professionals	478	5.9%
	Protective service workers	542	5.8%
	Service/Maintenance	537	6.4%
	Skilled craft workers	132	1.5%
	Technicians	121	1.3%
	Total	2,495	28.0%
Native Hawaiian/ Other Pacific Islander	Administrative support	3	0.1%
	Officials and administrators	1	0.0%
	Service/Maintenance	2	0.0%
	Technicians	0	0.0%
	Total	6	0.1%

Race/Ethnicity	Employment Category	# of Employees	% of Employees
Hispanic or Latino	Administrative support	286	3.6%
	Officials and administrators	37	0.4%
	Paraprofessionals	82	1.0%
	Professionals	252	3.2%
	Protective service workers	268	3.0%
	Service/Maintenance	117	1.4%
	Skilled craft workers	62	0.9%
	Technicians	46	0.6%
	Total	1,150	14.0%
Two or More Races	Administrative support	28	0.4%
	Officials and administrators	1	0.0%
	Paraprofessionals	7	0.1%
	Professionals	33	0.5%
	Protective service workers	42	0.6%
	Service/Maintenance	10	0.2%
	Skilled craft workers	3	0.1%
	Technicians	8	0.2%
	Total	132	2.1%
White	Administrative support	489	4.8%
	Officials and administrators	217	1.8%
	Paraprofessionals	98	0.9%
	Professionals	769	8.4%
	Protective service workers	1,809	15.1%
	Service/Maintenance	71	0.7%
	Skilled craft workers	142	1.2%
	Technicians	137	1.5%
	Total	3,732	34.4%
Race/Ethnicity Not Available		891	13.6%
Total Employees		9,100	100.0%

Temporary and Seasonal Employees Full and Part-Time - 2024

■ Full-Time ■ Part-Time



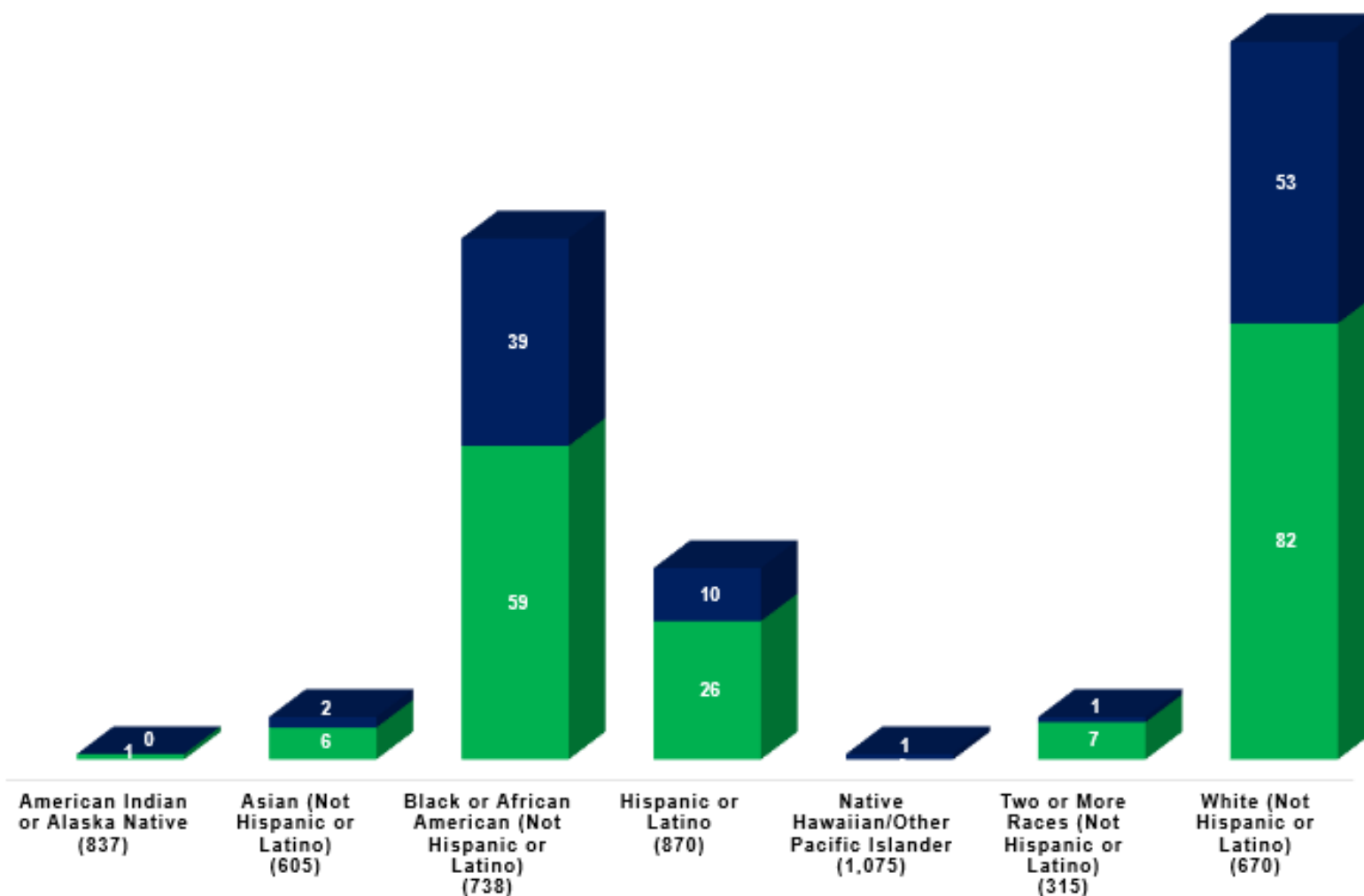
Seasonal
Average Annual Earnings: \$6,545
Average Annual Hours Worked: 348

Temporary
Average Annual Earnings: \$22,689
Average Annual Hours Worked: 718

Note: Temporary/seasonal employees who were active as of December 31, 2024, but who had no hours or earnings during 2024 are not included here.

Temporary Employees by Gender and Race/Ethnicity - 2024

Female Male



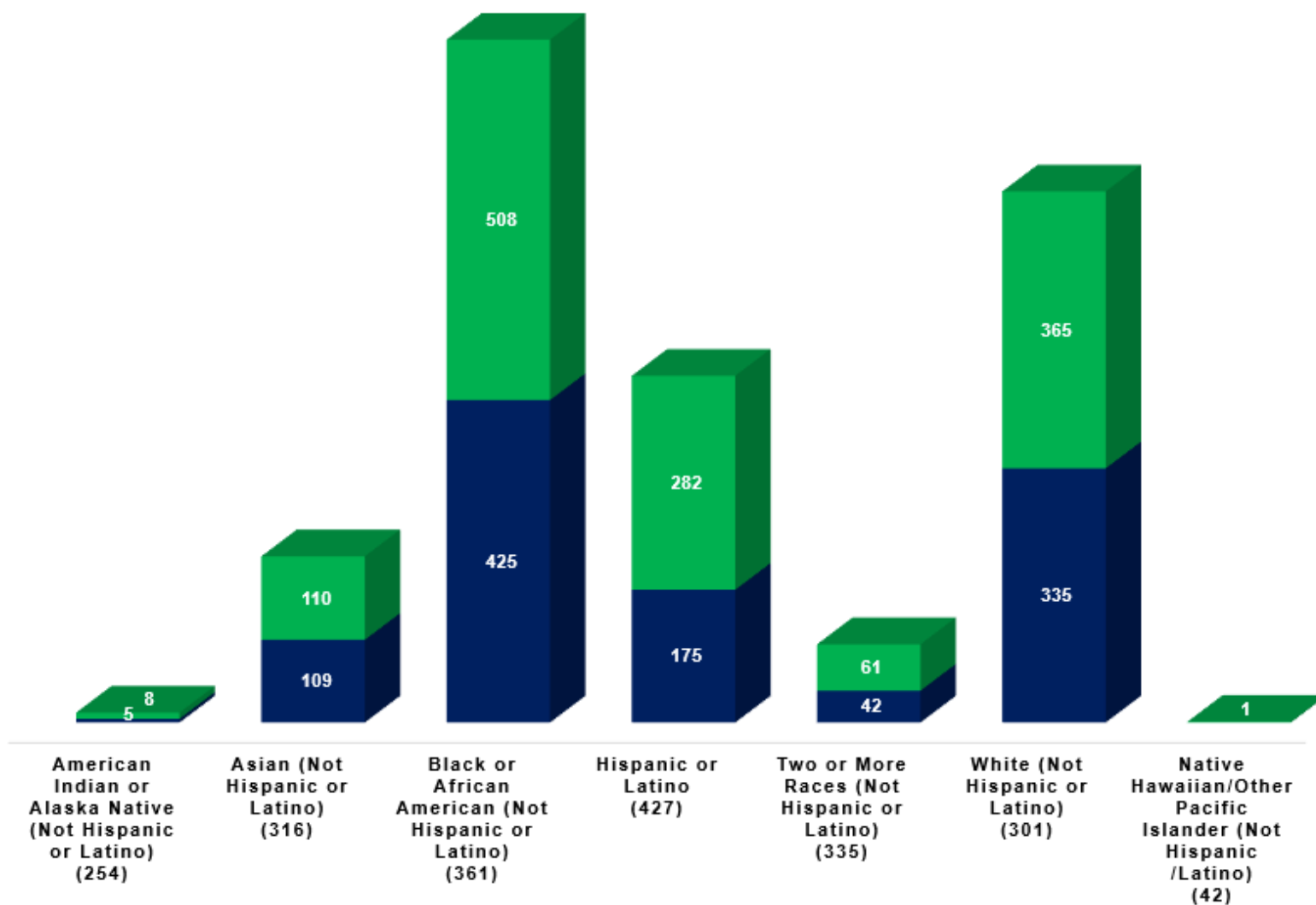
Total Temporary Employees: 366

Total Unreported: 44 Females, 35 Males

Note: Average annual hours for each group are in parentheses.

Seasonal Employees by Gender and Race/Ethnicity - 2024

■ Male ■ Female



Total Seasonal Employees: 2,566

Total Unreported: 79 Females, 61 Males

Note: Average annual hours are listed below each group.

Residences of Montgomery County Employees¹

State	Permanent		Temporary and Seasonal		Total		State	Permanent		Temporary and Seasonal		Total	
County/City	#	%	#	%	#	%	County/City	#	%	#	%	#	%
District of Columbia	150	1.6%	29	1.0%	179	1.5%	Virginia	194	2.1%	12	0.41%	206	1.7%
Maryland	8,308	91.3%	2,875	98.1%	11,183	93.0%	Fairfax	61	0.7%	3	0.1%	64	0.5%
Montgomery	4,692	51.6%	2,578	88.0%	7,270	60.4%	Loudoun	31	0.3%	-	0.0%	31	0.3%
Frederick	1,374	15.1%	77	2.6%	1,451	12.1%	Arlington	26	0.3%	2	0.1%	28	0.2%
Prince Georges	725	8.0%	123	4.2%	848	7.0%	Alexandria City	11	0.1%	2	0.1%	13	0.1%
Howard	268	2.9%	37	1.3%	305	2.5%	Prince William	25	0.3%	1	0.0%	26	0.2%
Washington	246	2.7%	2	0.1%	248	2.1%	Other	40	0.4%	4	0.1%	44	0.4%
Carroll	273	3.0%	14	0.5%	287	2.4%	West Virginia	153	1.7%	3	0.1%	156	1.3%
Anne Arundel	241	2.6%	22	0.8%	263	2.2%	Jefferson	55	0.6%	1	0.0%	56	0.5%
Baltimore	153	1.7%	8	0.3%	161	1.3%	Berkeley	90	1.0%	1	0.0%	91	0.8%
Baltimore City	128	1.4%	8	0.3%	136	1.1%	Other	8	0.1%	1	0.0%	9	0.1%
Charles	57	0.6%	1	0.0%	58	0.5%	Other States	44	0.5%	9	0.3%	53	0.4%
Harford	37	0.4%	-	0.0%	37	0.3%							
Calvert	24	0.3%	1	0.0%	25	0.2%	Grand Total	9,100	100.0%	2,931	100.0%	12,031	100.0%
Queen Anne's	41	0.5%	-	0.0%	41	0.3%							
St Mary's	11	0.1%	-	0.0%	11	0.1%							
Other	38	0.4%	4	0.1%	42	0.3%							
Pennsylvania	251	2.8%	3	0.1%	254	2.1%							
Adams	69	0.8%	3	0.1%	72	0.6%							
Franklin	52	0.6%	-	0.0%	52	0.4%							
York	49	0.5%	-	0.0%	49	0.4%							
Lancaster	17	0.2%	-	0.0%	17	0.1%							
Cumberland	17	0.2%	-	0.0%	17	0.1%							
Chester	9	0.1%	-	0.0%	9	0.1%							
Other	38	0.4%	-	0.0%	38	0.3%							

¹ As of December 31, 2024

TURNOVER ANALYSIS

SECTION SUMMARY

Turnover analysis is a crucial method for understanding the ebb and flow of an organization's workforce. It offers important information about why employees leave and how well the employer retains them. By carefully examining how often employees depart and the reasons behind these departures, Montgomery County can pinpoint possible problems in its hiring, initial training, management styles, and the overall workplace atmosphere.

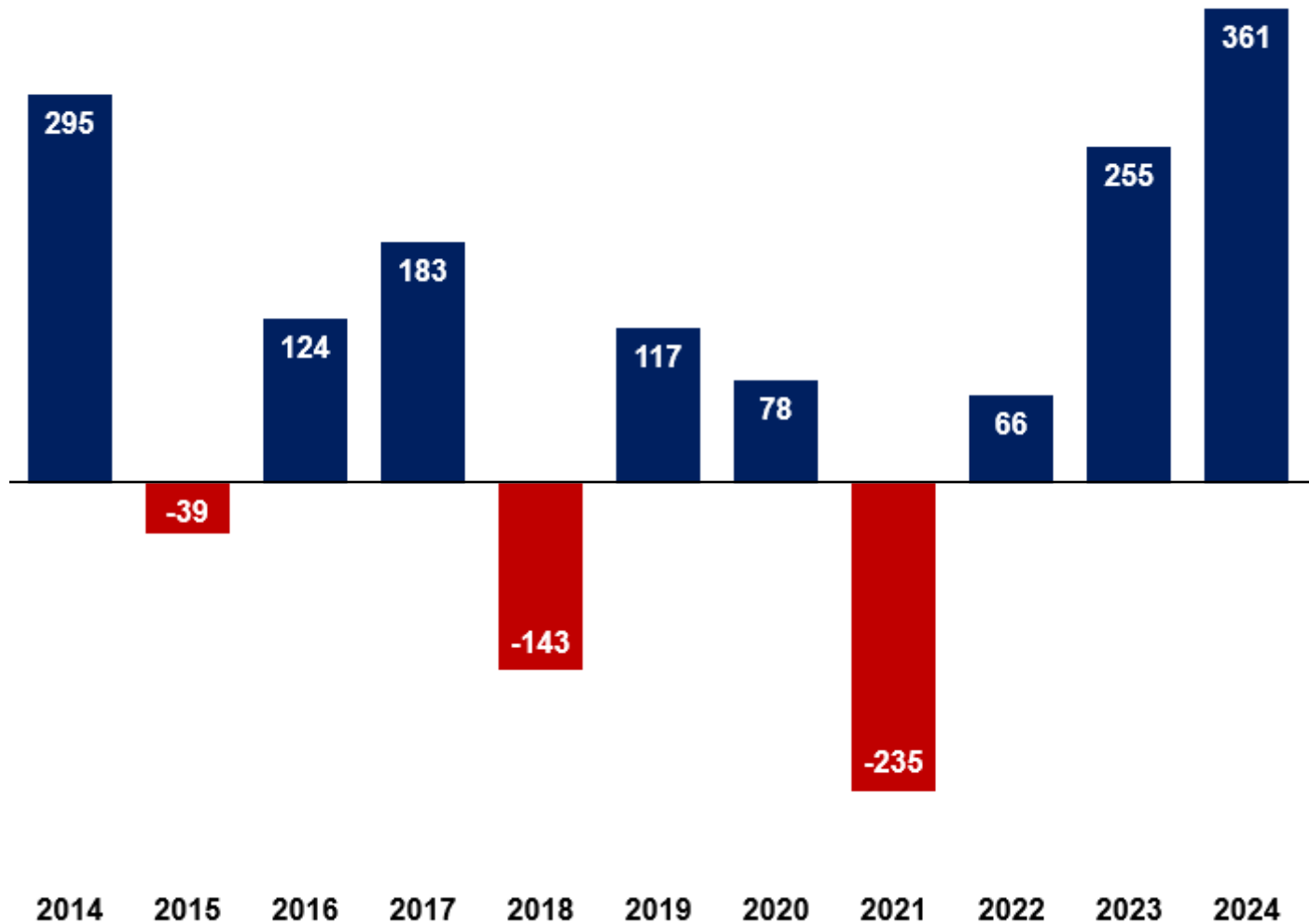
In 2024, Montgomery County saw consistent growth in its workforce, with a turnover rate of 6.7%, indicating better employee retention compared to past years. A total of 612 employees left, and 973 new employees were onboarded, resulting in a net increase of 361 employees and bringing our permanent workforce to 9,100. Retirements remained consistent, accounting for 39% of all departures. Voluntary departures decreased significantly to 27% of all separations, from an average of 35% in previous years. However, involuntary departures rose to 9.5% (compared to 6.7% in previous years), largely due to unsuccessful probation periods, suggesting potential areas for improvement in hiring decisions and onboarding procedures.

Separations by Reason, New Hires, and Turnover Rates Calendar Years 2014 - 2024

Separation Reason	2014	2015	2016	2017	2018	2019	2020	2021	2022	2023	2024	% of 2024
Retirement	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
Early retirement	13	21	17	5	6	0	0	1	0	0	0	0.0%
Normal retirement	230	190	159	198	226	233	210	276	281	255	240	39.2%
Sub Total	243	211	176	203	232	233	210	277	281	255	240	39.2%
Voluntary												
No return LOA/LWOP	1	0	0	1	1	0	0	0	1	1	1	0.2%
AWOL	5	3	6	5	4	7	3	10	6	2	3	0.5%
New job	38	39	39	32	43	39	15	35	50	30	28	4.6%
Non-specified personal reasons	85	116	95	107	130	125	102	192	156	107	91	14.9%
Relocation out of area	23	18	9	21	23	19	9	12	10	10	12	2.0%
Family responsibilities	12	8	8	15	13	19	3	15	13	16	12	2.0%
Better compensation	6	2	3	1	0	1	0	1	4	4	3	0.5%
More flexible work schedule	1	0	1	0	0	1	0	1	0	2	2	0.3%
Better working conditions	1	4	1	3	2	2	0	1	3	4	4	0.7%
More opportunity for advancement	4	3	7	6	4	2	1	2	3	3	1	0.2%
Easier commute	7	4	2	5	1	7	4	3	3	4	1	0.2%
Return to School	3	0	2	2	7	1	2	1	0	3	1	0.2%
Quit - no notice	2	3	5	2	2	2	1	1	2	10	8	1.3%
Sub Total	188	200	178	200	230	225	140	274	251	196	167	27.3%
Involuntary												
Disciplinary	0	0	0	0	0	0	0	0	0	0	0	0.0%
Unsatisfactory performance	11	9	6	3	1	5	2	5	1	2	2	0.3%
Misconduct	11	6	8	15	3	12	8	6	5	8	6	1.0%
Non-disciplinary	0	0	0	0	0	0	0	0	0	0	0	0.0%
Excess absences	0	3	1	2	1	1	0	0	1	0	1	0.2%
Failed probation	28	21	22	21	25	24	23	24	27	38	49	8.0%
Sub Total	50	39	37	41	30	42	33	35	34	48	58	9.5%
Management/Fiscal												
Discontinued service retirement	1	0	1	0	0	0	0	0	0	0	0	0.0%
Reduction-in-force	0	1	3	0	0	0	1	0	0	0	0	0.0%
Lack of funding	0	0	0	0	0	0	0	0	0	0	0	0.0%
Sub Total	1	1	4	0	0	0	1	0	0	0	0	0.0%
Medical/Other												
Unknown/other	75	53	56	70	65	69	47	73	102	96	97	15.8%
Service-connected disability ret.	18	13	12	5	22	17	9	18	13	17	14	2.3%
Non-service connected disability ret.	7	5	4	4	3	10	4	4	6	7	7	1.1%
Other medical	12	14	7	10	17	15	3	14	14	18	13	2.1%
Death	7	10	13	15	7	11	13	14	11	16	16	2.6%
Sub Total	119	95	92	104	114	122	76	123	146	154	147	24.0%
Total Separations	601	546	487	548	606	622	460	709	712	653	612	
Total New Hires	896	507	611	731	463	739	538	474	778	908	973	
Net Gain/Loss	295	-39	124	183	-143	117	78	-235	66	255	361	
Total Employees	8,333	8,294	8,418	8,601	8,458	8,575	8,653	8,418	8,484	8,739	9,100	
Turnover Rate	7.21%	6.58%	5.79%	6.37%	7.16%	7.25%	5.32%	8.42%	8.39%	7.47%	6.73%	

Note: Total new hires and net gain/loss have been added. Furthermore, the total separations and total employee count for the years 2014 through 2023 have been retroactively updated to ensure the inclusion of only permanent merit employees.

Net Gain/Loss in Total Employee Count (2014- 2024)



Turnover - Separations by Employment Category Permanent Employees - 2024

Employment Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
Officials and Administrators	434	4.8%	37	6.0%	8.53%
Professionals	1,993	21.9%	161	26.3%	8.08%
Technicians	406	4.5%	35	5.7%	8.62%
Protective Services	3,026	33.3%	199	32.5%	6.58%
Paraprofessionals	350	3.8%	30	4.9%	8.57%
Administrative Support	1,634	18.0%	63	10.3%	3.86%
Skilled Craft	408	4.5%	45	7.4%	11.03%
Service/Maintenance	849	9.3%	42	6.9%	4.95%
Total	9,100	100.0%	612	100.0%	6.73%

Turnover - Separations by Race/Ethnicity Permanent Employees - 2024

Race/Ethnicity	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
White	3,732	41.0%	265	43.3%	7.10%
Black or African American	2,495	27.4%	168	27.5%	6.73%
Hispanic or Latino	1,150	12.6%	72	11.8%	6.26%
Asian	665	7.3%	41	6.7%	6.17%
Two or More Races	132	1.5%	16	2.6%	12.12%
American Indian or Alaska Native	29	0.3%	4	0.7%	13.79%
Native Hawaiian/Other Pacific Island	6	0.1%	0	0.0%	0.00%
Race/Ethnicity Unreported	891	9.8%	46	7.5%	5.16%
Total	9,100	100.0%	612	100.0%	6.73%

WAGE AND SALARY COMPARABILITY

SECTION SUMMARY

Wage and salary comparability is a critical aspect of human resources management, aiming to ensure fair and equitable compensation practices within an organization and relative to the external labor market. The goal of establishing wage and salary comparability is multifaceted, encompassing the attraction and retention of qualified employees, the maintenance of internal equity and employee morale, and compliance with legal regulations regarding equal pay for equal work. Ultimately, a well-defined and consistently applied approach to wage and salary comparability is essential for organizational competitiveness.

Over the last four years, Montgomery County Government (MCG) has increased salaries at a higher rate than any four-year period in at least a decade, while maintaining a rate that consistently outpaces both the Consumer Price Index (CPI-U) and the private sector. Salaries for Middle Management and Professional positions display a higher maximum than the Federal Government's Locality Scale for the region. An examination of comparable jurisdictions shows MCG offers higher-than-the median maximum salaries in slightly more than half of common job classifications.

**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 ⁽³⁾	CPI-U Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY22-FY25 Compounded Change:			<u>27.11%</u>	<u>17.95%</u>	<u>9.16%</u>	
2024 (FY25)	4.50%	3.50%	--	2.70%	--	11-23 - 11-24
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
FY18-FY21 Compounded Change:			<u>23.91%</u>	<u>5.82%</u>	<u>18.08%</u>	
2020 (FY21)	1.50%	3.50%	--	1.40%	--	11-19 - 11-20
2019 (FY20)	2.25%	3.50%	--	1.50%	--	11-18 - 11-19
2018 (FY19)	2.00%	3.50%	--	1.30%	--	11-17 - 11-18
2017 (FY18)	2.00%	3.50%	--	1.50%	--	11-16 - 11-17
FY14-FY17 Compounded Change:			<u>26.03%</u>	<u>4.78%</u>	<u>21.25%</u>	
2016 (FY17)	1.00%	3.50%	--	1.20%	--	11-15 - 11-16
2015 (FY16)	2.00%	3.50%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	3.50%	--	1.20%	--	11-13 - 11-14
2013 (FY14)	3.25%	3.50%	--	1.70%	--	11-12 - 11-13
FY10-FY13 Compounded Change:			<u>3.50%</u>	<u>8.87%</u>	<u>-5.37%</u>	
FY06-FY09 Compounded Change:			<u>33.31%</u>	<u>14.52%</u>	<u>18.79%</u>	

(1) Excludes police and fire bargaining unit employees.

(2) Most employees not at the maximum of their assigned grade are eligible for a service increment.

Approximately 57% (5,186 of 9,100) of permanent employees were not at maximum of grade as of 12/31/24.

(3) 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.

(4) November 2017 through 2024: CPI-U change, Washington-Arlington-Alexandria, DC-VA-MD-WV; November 2016 and before: CPI-U change, Washington-Baltimore, DC-MD-VA-WV.

**Base Pay Increases - Montgomery County Government Employees At Maximum Salary ⁽¹⁾
vs. Consumer Price Index (CPI)**

Year	MCG GWA	MCG Service Increment ⁽²⁾	Total MCG Pay Increase ⁽³⁾	CPI -U Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY22-FY25 Compounded Change:			<u>10.77%</u>	<u>17.95%</u>	<u>-7.18%</u>	
2024 (FY25)	4.50%	0.00%	--	2.70%	--	11-23 - 11-24
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
FY18-FY21 Compounded Change:			<u>7.98%</u>	<u>5.82%</u>	<u>2.15%</u>	
2020 (FY21)	1.50%	0.00%	--	1.40%	--	11-19 - 11-20
2019 (FY20)	2.25%	0.00%	--	1.50%	--	11-18 - 11-19
2018 (FY19)	2.00%	0.00%	--	1.30%	--	11-17 - 11-18
2017 (FY18)	2.00%	0.00%	--	1.50%	--	11-16 - 11-17
FY14-FY17 Compounded Change:			<u>9.83%</u>	<u>4.78%</u>	<u>5.04%</u>	
2016 (FY17)	1.00%	0.00%	--	1.20%	--	11-15 - 11-16
2015 (FY16)	2.00%	0.00%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	0.00%	--	1.20%	--	11-13 - 11-14
2013 (FY14)	3.25%	0.00%	--	1.70%	--	11-12 - 11-13
FY10-FY13 Compounded Change:			<u>0.00%</u>	<u>8.87%</u>	<u>-8.87%</u>	
FY06-FY09 Compounded Change:			<u>13.39%</u>	<u>15.75%</u>	<u>-2.36%</u>	

(1) Excludes police and fire bargaining unit employees.

(2) Most employees not at the maximum of their assigned grade are eligible for a service increment.

Approximately 57% (5,186 of 9,100) of permanent employees were not at maximum of grade as of 12/31/24.

(3) 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.

(4) November 2017 through 2024: CPI-U change, Washington-Arlington-Alexandria, DC-VA-MD-WV; November 2016 and before: CPI-U change, Washington-Baltimore, DC-MD-VA-WV.

**Base Pay Increases - Montgomery County Government Employees Not at Maximum Salary ⁽¹⁾
vs. Private Sector**

Year	MCG GWA	MCG Service Increment ⁽²⁾	Total MCG Pay Increase ⁽³⁾	Private Sector Change ⁽⁴⁾	Difference MCG vs. Private Sector
FY22-FY25 Compounded Change:			<u>27.11%</u>	<u>16.31%</u>	<u>10.80%</u>
2024 (FY25)	4.50%	3.50%	--	3.90%	--
2023 (FY24)	6.00%	3.50%	--	4.40%	--
2022 (FY23)	\$4,333	3.50%	--	4.10%	--
2021 (FY22)	\$1,684	3.50%	--	3.00%	--
FY18-FY21 Compounded Change:			<u>23.91%</u>	<u>12.88%</u>	<u>11.03%</u>
2020 (FY21)	1.50%	3.50%	--	2.90%	--
2019 (FY20)	2.25%	3.50%	--	3.20%	--
2018 (FY19)	2.00%	3.50%	--	3.10%	--
2017 (FY18)	2.00%	3.50%	--	3.10%	--
FY14-FY17 Compounded Change:			<u>26.03%</u>	<u>12.44%</u>	<u>13.59%</u>
2016 (FY17)	1.00%	3.50%	--	3.00%	--
2015 (FY16)	2.00%	3.50%	--	3.00%	--
2014 (FY15)	3.25%	3.50%	--	3.00%	--
2013 (FY14)	3.25%	3.50%	--	2.90%	--
FY10-FY13 Compounded Change:			<u>3.50%</u>	<u>10.69%</u>	<u>-7.19%</u>
FY06-FY10 Compounded Change:			<u>33.31%</u>	<u>15.84%</u>	<u>17.46%</u>

(1) Excludes police and fire bargaining unit employees.

(2) Most employees not at the maximum of their assigned grade are eligible for a service increment.

Approximately 57% (5,186 of 9,100) of permanent employees were not at maximum of grade as of 12/31/24.

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

(4) World at Work 2024-2025 Salary Budget Survey (top-level results). Mean salary budget increases (zeros included) for all categories of private sector employees in the U.S.

**Base Pay Increases - Montgomery County Government Employees Not at Maximum Salary ⁽¹⁾
vs. Private Sector**

Year	MCG GWA	MCG Service Increment ⁽²⁾	Total MCG Pay Increase ⁽³⁾	Private Sector Change ⁽⁴⁾	Difference MCG vs. Private Sector
FY22-FY25 Compounded Change:			<u>10.77%</u>	<u>16.31%</u>	<u>-5.54%</u>
2024 (FY25)	4.50%	0.00%	--	3.90%	--
2023 (FY24)	6.00%	0.00%	--	4.40%	--
2022 (FY23)	\$4,333	0.00%	--	4.10%	--
2021 (FY22)	\$1,684	0.00%	--	3.00%	--
FY18-FY21 Compounded Change:			<u>7.98%</u>	<u>12.88%</u>	<u>-4.90%</u>
2020 (FY21)	1.50%	0.00%	--	2.90%	--
2019 (FY20)	2.25%	0.00%	--	3.20%	--
2018 (FY19)	2.00%	0.00%	--	3.10%	--
2017 (FY18)	2.00%	0.00%	--	3.10%	--
FY14-FY17 Compounded Change:			<u>9.83%</u>	<u>12.44%</u>	<u>-2.62%</u>
2016 (FY17)	1.00%	0.00%	--	3.00%	--
2015 (FY16)	2.00%	0.00%	--	3.00%	--
2014 (FY15)	3.25%	0.00%	--	3.00%	--
2013 (FY14)	3.25%	0.00%	--	2.90%	--
FY10-FY13 Compounded Change:			<u>0.00%</u>	<u>10.69%</u>	<u>-10.69%</u>
FY05-FY08 Compounded Change:			<u>16.17%</u>	<u>15.84%</u>	<u>0.33%</u>

(1) Excludes police and fire bargaining unit employees.

(2) Most employees not at the maximum of their assigned grade are eligible for a service increment.

Approximately 57% (5,186 of 9,100) of permanent employees were not at maximum of grade as of 12/31/24.

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

(4) World at Work 2024-2025 Salary Budget Survey (top-level results). Mean salary budget increases (zeros included) for all categories of private sector employees in the U.S.

Comparison of Salaries for Middle Management and Professional Positions Federal Government vs. Montgomery County Government

FEDERAL GOVERNMENT ⁽¹⁾ Effective January 2025 ⁽²⁾			MONTGOMERY COUNTY GOVERNMENT January 2025					
<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	\$84,601	\$109,975	N21/21	527	\$68,501	\$112,438	-23.5%	2.2%
GS-12	\$101,401	\$131,926	N23/23	507	\$74,507	\$122,901	-36.1%	-7.3%
			N24/24	437	\$77,738	\$128,509	-30.4%	-2.7%
			N25/25	501	\$81,122	\$134,412	-25.0%	1.8%
GS-13	\$120,579	\$156,755	N24/24	437	\$77,738	\$128,509	-55.1%	-22.0%
			N25/25	501	\$81,122	\$134,412	-48.6%	-16.6%
			N26/26	196	\$84,694	\$140,614	-42.4%	-11.5%
			N27/27	33	\$88,406	\$147,126	-36.4%	-6.5%
			M3	258	\$95,788	\$169,555	-25.9%	7.5%
GS-14	\$142,488	\$185,234	N28/28	163	\$92,075	\$153,958	-54.8%	-20.3%
			N29	4	\$95,928	\$161,132	-48.5%	-15.0%
			N31	4	\$104,229	\$176,583	-36.7%	-4.9%
			M2	131	\$110,403	\$194,980	-29.1%	5.0%
GS-15	\$167,603	\$195,200	M2	131	\$110,403	\$194,980	-51.8%	-0.1%
			M1	23	\$125,295	\$217,359	-33.8%	10.2%

(1) Locality Pay for Washington-Baltimore-Northern Virginia, DC-MD-VA-WV-PA.

Source: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2025/DCB.pdf>

(2) Federal government employees received a general schedule increase of 1.7% in January 2025; with the locality payment of 33.94%. The total increase was 2.22%.

Salary Comparisons
Washington-Baltimore Metropolitan Region vs. Montgomery County Government
Based on Human Resources Association 2024 Compensation Survey
and MCG FY24 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	% Dif. Bet. MCG & HRA Maximum
Computer Operator II	16	IT Technician II	\$51,951	\$54,215	4.4%	-4.2%	\$86,687	\$87,125	-0.5%
Applications Analyst/Developer II	26	IT Specialist III	\$78,686	\$75,990	-3.4%	3.5%	\$134,885	\$129,600	4.1%
Applications Analyst/Developer III	28	Senior IT Specialist	\$85,544	\$91,925	7.5%	-6.9%	\$147,686	\$155,470	-5.0%
Systems Programmer III	28	Senior IT Specialist	\$85,544	\$87,575	2.4%	-2.3%	\$147,686	\$175,900	-16.0%
IT/Helpdesk Support Analyst I	20	IT Specialist I	\$61,041	\$52,930	-13.3%	15.3%	\$103,201	\$96,320	7.1%
Accounting Clerk I	13	Principal Administrative Aide	\$46,636	\$47,625	2.1%	-2.1%	\$76,250	\$72,185	5.6%
Accounting Clerk II	16	Office Services Coordinator	\$51,951	\$53,475	2.9%	-2.8%	\$86,687	\$81,640	6.2%
Accounting Clerk III	16	Fiscal Assistant	\$51,951	\$47,930	-7.7%	8.4%	\$86,687	\$82,065	5.6%
Payroll Clerk I	16	Office Services Coordinator	\$51,951	\$50,015	-3.7%	3.9%	\$86,687	\$75,675	14.6%
Accountant I	18	Accountant/Auditor I	\$56,220	\$53,540	-4.8%	5.0%	\$94,544	\$86,665	9.1%
Accountant III	23	Accountant/Auditor III	\$69,222	\$76,575	10.6%	-9.6%	\$117,893	\$126,565	-6.9%
Budget Analyst II	22	Mgmt. & Budget Spec. II	\$66,359	\$61,705	-7.0%	7.5%	\$112,749	\$105,760	6.6%
Budget Analyst III	25	Mgt and Budget Specialist III	\$75,368	\$84,245	11.8%	-10.5%	\$128,935	\$143,270	-10.0%
Buyer II	23	Procurement Specialist II	\$69,222	\$62,160	-10.2%	11.4%	\$117,893	\$110,995	6.2%
Employee Relations (EEO) Representative II	25	Human Resources Specialist III	\$75,368	\$64,660	-14.2%	16.6%	\$128,935	\$112,350	14.8%
Recruiting (Employment) Manager	M3	Manager III	\$88,993	\$105,130	18.1%	-15.3%	\$157,528	\$177,305	-11.2%
Librarian/Information Center Specialist II	21	Librarian I	\$63,642	\$59,920	-5.8%	6.2%	\$107,857	\$102,280	5.5%
Janitor/Custodian I	8	Building Services Worker II	\$39,660	\$38,740	-2.3%	2.4%	\$61,976	\$58,580	5.8%
Call Center Representative I	13	Customer Service Rep I	\$46,636	\$37,250	-20.1%	25.2%	\$76,250	\$55,740	36.8%
Call Center Supervisor	23	Program Manager I	\$69,222	\$58,310	-15.8%	18.7%	\$117,893	\$96,820	21.8%
Security Guard I (Unarmed)	15	Security Officer I	\$50,077	\$41,650	-16.8%	20.2%	\$83,036	\$65,685	26.4%
Security Guard Supervisor	23	Security Officer IV (Lt.)	\$69,222	\$76,245	10.1%	-9.2%	\$117,893	\$116,860	0.9%
Administrative Assistant I	12	Administrative Aide	\$45,036	\$40,250	-10.6%	11.9%	\$73,099	\$66,400	10.1%
Administrative Assistant II	13	Principal Administrative Aide	\$46,636	\$48,365	3.7%	-3.6%	\$76,250	\$80,850	-5.7%
Administrative Assistant III	16	Office Services Coordinator	\$51,951	\$49,645	-4.4%	4.6%	\$86,687	\$84,340	2.8%
Executive Assistant III	18	Senior Executive Admin. Aide	\$56,220	\$59,830	6.4%	-6.0%	\$94,544	\$105,850	-10.7%
Executive Assistant to CEO III	20	Executive Admin. Aide to CAO	\$61,041	\$79,425	30.1%	-23.1%	\$103,201	\$128,325	-19.6%
Office Manager	21	Administrative Specialist II	\$63,642	\$77,895	22.4%	-18.3%	\$107,857	\$120,730	-10.7%
Public Relations Specialist III	25	Public Information Officer II	\$75,368	\$81,815	8.6%	-7.9%	\$128,935	\$172,115	-25.1%
Legal Secretary II	16	Legal Secretary II	\$51,951	\$62,300	19.9%	-16.6%	\$86,687	\$92,720	-6.5%
Legal Assistant/Paralegal II	23	Paralegal Specialist	\$69,222	\$53,130	-23.2%	30.3%	\$117,893	\$95,280	23.7%
In House Attorney II	27	Assistant County Attorney II	\$82,135	\$105,355	28.3%	-22.0%	\$141,132	\$198,435	-28.9%
In House Attorney III	32	Assistant County Attorney III	\$100,978	\$134,170	32.9%	-24.7%	\$174,371	\$251,345	-30.6%
Social Worker (MSW/LCSW) - II	24	Social Worker III	\$72,223	\$59,960	-17.0%	20.5%	\$123,273	\$116,360	5.9%
Staff Nurse (RN) II	24	Community Health Nurse II	\$72,223	\$80,020	10.8%	-9.7%	\$123,273	\$123,370	-0.1%
Nurse Practitioner III	26	Nurse Practitioner	\$78,686	\$81,970	4.2%	-4.0%	\$134,885	\$149,980	-10.1%
Marketing Analyst II	21	Transit Marketing Specialist	\$63,642	\$62,520	-1.8%	1.8%	\$107,857	\$96,855	11.4%
Vehicle Mechanic II	19	Mechanic Technician II	\$58,578	\$55,760	-4.8%	5.1%	\$98,766	\$90,780	8.8%
Plumber II	17	Plumber I	\$54,027	\$59,030	9.3%	-8.5%	\$90,517	\$87,400	3.6%

Avg % Change FY24: 1.52%

Avg % Difference FY24: 0.28%

1.18%

Notes

- 2024 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 - As of Feb 2024 (Mirroring the survey's pay effective date); 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.

FY25 Minimum Salary Comparisons
Select Local Jurisdictions - Select Common Job Classes
(In Thousands)

Montgomery County Title	MCG Grade	Arlington County, VA	Baltimore County, MD	Fairfax County, VA	Howard County, MD	Prince George's County, MD	Median	MCG	% Dif Between MCG & Median
Accountant/Auditor III	N23/23	75.4	84.3	67.4	74.4	58.9	74.4	74.5	0.1%
Building Services Worker II	8	38.2	37.2	32.1	51.1	30.0	37.2	42.7	14.7%
Carpenter I	17	57.0	38.9	46.4		32.4	42.6	58.2	36.4%
Community Health Nurse II	24	83.1	73.5	74.0		52.8	73.7	77.7	5.4%
Correctional Officer I (Pvt)	C3	63.8	52.1	40.4	55.2	56.8	55.2	60.0	8.7%
Correctional Officer III (Corporal)	C5	66.3	54.5	62.5	59.4	46.9	59.4	68.2	14.9%
Correctional Supervisor - Sergeant	C6	75.1	59.5	68.9	64.8	62.6	64.8	74.7	15.4%
Electrician I	18	59.6	44.2	55.8	57.4	41.9	55.8	60.5	8.5%
Engineer III	25	83.1	84.3	77.6	91.3	74.3	83.1	81.1	-2.4%
Engineer Technician II	18	68.3	62.9	61.3	59.2	45.6	61.3	60.5	-1.2%
Equipment Operator III	17	57.0	40.7	50.8	51.1	39.4	50.8	58.2	14.4%
Fire/Rescue Lieutenant	B1	69.0	74.4	85.6	85.4	56.7	74.4	80.2	7.8%
Firefighter/Rescuer I	F1	60.0	56.0	67.4	69.6	44.7	60.0	60.1	0.2%
Firefighter/Rescuer II	F2	66.0	65.3		70.6	46.8	65.7	63.2	-3.8%
Highway Inspector I	19	75.4	67.0	58.5	59.2	39.9	59.2	63.1	6.6%
Human Resources Specialist III	N25	91.6	74.9	70.7	74.4	57.7	74.4	81.1	9.0%
HVAC Mechanic I	18	84.2	46.2	53.3	57.4	41.4	53.3	60.5	13.6%
IT Specialist II	N23/23	71.8	64.1	64.2	65.6	48.0	64.2	74.5	16.1%
IT Specialist III	N26/26	87.3	69.9	70.7	72.6	55.6	70.7	84.7	19.8%
Librarian I	21	71.8		58.5			65.1	68.5	5.2%
Management and Budget Specialist III	N25/25	87.3	84.3	58.5	82.5	78.0	82.5	81.1	-1.6%
Mechanic Technician II	19	64.8	50.6	55.8	57.4	39.4	55.8	63.1	13.0%
Office Clerk	N5/5		33.1	44.4	37.7	30.4	35.4	42.7	20.6%
Permitting & Code Compliance Inspector III	23	83.1	55.1	61.3	59.2	46.1	59.2	74.5	26.0%
Planning Specialist III	23	83.1	79.4	58.5	67.2	61.2	67.2	74.5	10.9%
Police Officer I	P2	73.1	69.5	69.1	65.5	57.9	69.1	66.8	-3.3%
Police Sergeant	A1	90.0	82.2	84.0	91.3	68.2	84.0	85.1	1.3%
Principal Administrative Aide	N13/13	46.2	53.7	58.5	38.3	39.5	46.2	50.2	8.7%
Procurement Specialist III	25	91.6	84.3	67.4	60.6	61.2	67.4	81.1	20.3%
Public Service Worker II	9	47.3	46.2	40.4	38.6	30.0	40.4	43.8	8.4%
Recreation Specialist	21	71.8	64.1	58.5	54.7		61.3	68.5	11.7%
Senior Public Safety Emergency Communications Sp	21	75.4	66.4	63.4	52.0	58.2	63.4	68.5	8.0%
Social Worker II	23	79.1	65.7	64.2	67.2	57.3	65.7	74.5	13.3%
Therapist II	N24/24		70.6	70.7		78.0	70.7	77.7	9.9%

Notes:

- Source: Each jurisdiction's salary schedules, classification plans, and bargaining agreements.
- Montgomery County Government (MCG) salaries based on FY25 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.

FY25 Maximum Salary Comparisons
Select Local Jurisdictions - Select Common Job Classes
(In Thousands)

Montgomery County Title	MCG Grade	Arlington County, VA	Baltimore County, MD	Fairfax County, VA	Howard County, MD	Prince George's County, MD	Median	MCG	% Dif Between MCG & Median
Accountant/Auditor III	N23/23	116.8	131.3	112.4	143.3	115.1	116.8	119.0	1.9%
Building Services Worker II	8	58.3	46.2	53.5	82.8	57.6	57.6	62.6	8.7%
Carpenter I	17	87.1	48.4	77.3		70.0	73.6	91.4	24.1%
Community Health Nurse II	24	128.8	92.5	123.3		114.0	118.6	124.5	4.9%
Correctional Officer I (Pvt)	C3	107.7	65.1	67.4	97.2	114.3	97.2	84.5	-13.1%
Correctional Officer III (Corporal)	C5	111.9	67.9	112.2	105.6	94.2	105.6	106.3	0.7%
Correctional Supervisor - Sergeant	C6	126.7	74.3	123.7	118.5	125.9	123.7	116.8	-5.6%
Electrician I	18	91.0	55.5	93.0	93.1	82.4	91.0	95.5	4.9%
Engineer III	25	128.8	131.3	129.4	176.0	160.3	131.3	130.2	-0.8%
Engineer Technician II	18	105.9	78.9	102.1	114.0	98.4	102.1	95.5	-6.5%
Equipment Operator III	17	87.1	50.6	84.7	82.8	85.0	84.7	91.4	7.9%
Fire/Rescue Lieutenant	B1	121.9	97.8	149.8	134.8	127.9	127.9	121.3	-5.2%
Firefighter/Rescuer I	F1	101.3	71.7	117.9	106.7	92.3	101.3	90.9	-10.3%
Firefighter/Rescuer II	F2	111.7	84.6		107.7	102.4	105.0	95.4	-9.1%
Highway Inspector I	19	116.8	84.4	97.5	114.0	78.6	97.5	99.7	2.2%
Human Resources Specialist III	N25	142.0	116.6	117.9	143.3	148.3	142.0	130.2	-8.4%
HVAC Mechanic I	18	128.5	58.4	88.8	93.1	89.3	89.3	95.5	6.9%
IT Specialist II	N23/23	111.2	80.5	107.0	126.3	86.4	107.0	119.0	11.3%
IT Specialist III	N26/26	135.3	88.5	117.9	139.9	100.0	117.9	136.2	15.6%
Librarian I	21	111.2		97.5			104.4	108.9	4.3%
Management and Budget Specialist III	N25/25	135.3	131.3	97.5	158.8	168.4	135.3	130.2	-3.8%
Mechanic Technician II	19	98.9	64.3	93.0	93.1	100.8	93.1	99.7	7.1%
Office Clerk	N5/5		41.5	73.9	61.6	61.9	61.8	55.9	-9.5%
Permitting & Code Compliance Inspector III	23	128.8	68.6	102.1	114.0	90.7	102.1	119.0	16.6%
Planning Specialist III	23	128.8	123.7	97.5	129.4	131.9	128.8	119.0	-7.6%
Police Officer I	P2	119.8	91.7	124.0	128.8	99.4	119.8	104.5	-12.8%
Police Sergeant	A1	141.1	107.8	150.8	156.6	117.1	141.1	133.1	-5.7%
Principal Administrative Aide	N13/13	71.6	67.0	97.5	68.3	71.1	71.1	77.0	8.3%
Procurement Specialist III	25	142.0	131.3	112.4	116.8	131.9	131.3	130.2	-0.8%
Public Service Worker II	9	72.3	58.4	67.4	63.1	57.2	63.1	65.1	3.1%
Recreation Specialist	21	111.2	80.5	97.5	105.5		101.5	108.9	7.3%
Senior Public Safety Emergency Communications Sp	21	116.8	83.5	110.9	94.2	58.2	94.2	108.9	15.5%
Social Worker II	23	122.7	82.7	107.0	129.4	119.2	119.2	119.0	-0.2%
Therapist II	N24/24		109.9	117.9		168.4	117.9	124.5	5.6%

Notes:

- Source: Each jurisdiction's salary schedules, classification plans, and bargaining agreements.
- Montgomery County salaries based on FY25 Salary Schedules; Maximum salary doesn't include longevity.
- 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.

Management Leadership Service Review

SECTION SUMMARY

The Management Leadership Service (MLS) is a component of the merit system comprising high-level management positions that significantly influence County operations. The MLS aims to enhance organizational effectiveness through management development, performance accountability with a performance-based compensation system (where increases are tied to performance, not tenure), and strategic recruitment.

The goals of the MLS include improving organizational quality, providing flexibility and mobility for senior managers, streamlining hiring, fostering professional development and a government-wide perspective, and ultimately enhancing service delivery through dynamic leadership. In 2024, the MLS is predominantly female and continues to become more racially diverse.

MLS Demographic Data by Grade - 2024*

	Manager I		Manager II		Manager III		MLS Total		County Workforce	
	#	%	#	%	#	%	#	%	#	%
Gender										
Female	11	44%	73	51%	144	53%	228	52%	3,499	38%
Male	14	56%	71	49%	128	47%	213	48%	5,601	62%
Race/Ethnicity										
American Indian or Alaska Native	-	0%	-	0%	1	0%	1	0%	29	0%
Asian	1	4%	13	9%	20	7%	34	8%	665	7%
Black or African American	5	20%	32	22%	70	26%	107	24%	2,495	27%
Hispanic or Latino	-	0%	13	9%	26	10%	39	9%	1,150	13%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	0%	1	0%	6	0%
Two or More Races	-	0%	-	0%	1	0%	1	0%	132	1%
White	15	60%	78	54%	133	49%	226	51%	3,732	41%
Not Indicated	4	16%	8	6%	20	7%	32	7%	891	10%
Age										
Age < 20	-	0%	-	0%	-	0%	-	0%	11	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	668	7%
Age 30 through 39	1	4%	11	8%	23	8%	35	8%	2,122	23%
Age 40 through 49	8	32%	42	29%	68	25%	118	27%	2,496	27%
Age 50 through 59	4	16%	46	32%	93	34%	143	32%	2,234	25%
Age 60+	12	48%	45	31%	88	32%	145	33%	1,569	17%
Total	25	100%	144	100%	272	100%	441	100%	9,100	100%

* MLS workforce as of December 31, 2024. Please note that the data cover both full and part-time employees.

MLS Demographic Data by Rating Category - FY24⁽¹⁾

	Exceptional		Highly Successful		Successful		Below Expectations		Does Not Meet Expectations		MLS Total	
	#	%	#	%	#	%	#	%	#	%	#	%
Gender												
Female	73	56%	101	52%	26	41%	-	0%	-	0%	200	52%
Male	57	44%	94	48%	37	59%	-	0%	-	0%	188	48%
Race/Ethnicity												
American Indian or Alaska Native	-	0%	1	1%	-	0%	-	0%	-	0%	1	0%
Asian	13	10%	18	9%	3	5%	-	0%	-	0%	34	9%
Black or African American	23	18%	50	26%	18	29%	-	0%	-	0%	91	23%
Hispanic or Latino	12	9%	17	9%	5	8%	-	0%	-	0%	34	9%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	1	2%	-	0%	-	0%	1	0%
Two or More Races	-	0%	-	0%	1	2%	-	0%	-	0%	1	0%
White	75	58%	92	47%	31	49%	-	0%	-	0%	198	51%
Not Indicated	7	5%	17	9%	4	6%	-	0%	-	0%	28	7%
Age ⁽²⁾												
Age < 20	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%
Age 30 through 39	8	6%	9	5%	7	11%	-	0%	-	0%	24	6%
Age 40 through 49	37	28%	45	23%	14	22%	-	0%	-	0%	96	25%
Age 50 through 59	50	38%	58	30%	22	35%	-	0%	-	0%	130	34%
Age 60+	35	27%	83	43%	20	32%	-	0%	-	0%	138	36%
Total	130	100%	195	100%	63	100%	-	0%	-	0%	388	100%

Notes

(1) 388 MLS employees were eligible for performance-based pay in FY24, and 18 MLS employees had no rating.

(2) As of June 30, 2024

Average Pay Award Based on Rating Category and Salary Range Position - FY24

Position in Salary Range	Maximum Permitted*	# Eligible	Addition to Base		Lump Sum		Combined Award	
			%	\$	%	\$	%	\$
Exceptional		130	1.50%	\$2,596	1.87%	\$3,569	3.35%	\$6,127
Top of Pay Band	4%	29	0.00%	\$0	3.56%	\$6,013	3.56%	\$6,013
Control Point or Above	4%	55	0.61%	\$1,281	2.59%	\$5,331	3.21%	\$6,612
Below Control Point	6%	46	3.37%	\$5,583	0.02%	\$36	3.39%	\$5,620
Highly Successful		195	1.72%	\$2,798	1.37%	\$2,688	3.08%	\$5,458
Top of Pay Band	3.5%	42	0.00%	\$0	2.99%	\$5,697	2.99%	\$5,697
Control Point or Above	3.5%	64	1.04%	\$1,793	2.03%	\$4,155	3.04%	\$5,883
Below Control Point	4%	89	3.03%	\$4,840	0.12%	\$202	3.15%	\$5,040
Successful		63	1.76%	\$2,606	1.09%	\$2,063	2.81%	\$4,515
Top of Pay Band	2%	13	0.00%	\$0	2.68%	\$5,388	2.68%	\$5,388
Control Point or Above	2%	13	1.19%	\$1,885	1.72%	\$3,492	2.82%	\$5,232
Below Control Point	3.5%	37	2.57%	\$3,755	0.29%	\$346	2.85%	\$3,956
Below Expectations	0%	0	-	-	-	-	-	-
Does Not Meet Expectations	0%	0	-	-	-	-	-	-
No Rating	0%	18	-	-	-	-	-	-
All Eligible MLS		388	1.65%	\$2,698	1.50%	\$2,895	3.13%	\$5,538
Top of Pay Band		84	0.00%	\$0	3.14%	\$5,758	3.14%	\$5,758
Control Point or Above		132	0.87%	\$1,580	2.24%	\$4,599	3.09%	\$6,133
Below Control Point		172	3.03%	\$4,819	0.13%	\$185	3.15%	\$4,973

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