

# Merit System Protection Board Montgomery County



## Classification and Compensation Audit Report

## Appendices

February 6, 2018

SUBMITTED BY:

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Your Path to Performance

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## **Appendix A – Department Head Notice**

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MERIT SYSTEM PROTECTION BOARD

**MEMORANDUM**

March 20, 2017

TO: Department and Agency Heads  
Management Leadership Service  
Public Safety Managers

FROM: Charlotte Crutchfield, Chair *CC/bpm*  
Merit System Protection Board

SUBJECT: Audit of Classification and Compensation Plan and Procedures

The Merit System Protection Board (MSPB) is embarking on an independent audit of the County's classification and compensation system, as required by law. The Montgomery County Personnel Regulations require that periodically the MSPB "have a consultant who is a specialist in the field and independent of the County government conduct an objective audit of the entire classification and compensation plan and procedures." MSPB has contracted with CPS HR Consulting (CPS HR) to conduct this audit. CPS HR is a self-supporting public agency headquartered in Sacramento, California, and has offices in Bethesda, Maryland. CPS HR has over 30 years of experience providing human resources consulting services to government and nonprofit clients throughout the United States and Canada.

The study will begin in March 2017 and will encompass a comprehensive diagnostic review of the County's classification and compensation plan, including: surveying managers and employees, conducting focus group sessions, file and document review, and an assessment of the Quantitative Evaluation System (QES) and Broad Banding Systems.

As part of the audit, CPS HR may request the participation of you or members of your staff in interviews, or in providing information. The Board will be notifying employees of this audit and requests that you allow and encourage them to participate. An audit of this nature requires broad-based input and cooperative effort if it is to be successful and meaningful. With your support, this effort will result in obtaining beneficial and useful data and recommendations.

Our goal is to complete the study by this summer. Results from the audit and the Board's recommendations will be submitted to the County Executive, Chief

Administrative Officer, and County Council. The findings and recommendations will also be shared with other stakeholders.

### Key Objectives

The audit will be focused on assessing key classification and compensation processes to determine if current work-flow activities adhere to established guidelines. Additionally, the study will assess if current processes drive best practices and produce optimal results. The following are the core classification and compensation audit objectives:

Classification:	Compensation:
Assess whether classification system maximizes recruitment and retention efforts.	Identify and research pay and benefit trends for specific jobs within the labor market.
Determine the extent to which the classification system ensures that positions in a series are properly titled and grouped into job families.	Determine how best to achieve a salary structure that is both externally competitive and internally equitable.
Assess minimum qualifications, distinguishing characteristics, and other variables.	Recommend a sound compensation structure that will allow for the County to be competitive in the labor market.
Make recommendations to promote a sound classification structure that will provide clear levels and career ladders.	

### Process and Communication Plan

Over the next several weeks, employees who have participated in individual classification studies in the past will be surveyed. The survey, with approximately 20 questions, will help CPS HR to gain an understanding on the process from the employee's perspective and help gauge key areas which may require additional review for process improvement. This survey is web-based and the link will be included in the email addressed to employees and managers. In addition, focus group sessions may be scheduled in April to obtain additional information. Department management, supervisors, and employee unions will be included in the review process as the study progresses. This will be an optimal time to provide input on the classification and compensation process and its impact on operations.

Periodic audit updates will be shared by email, and questions are welcome throughout the process. Your participation will be essential in assessing current process and future direction. The majority of study communication will come directly from CPS HR. Please watch for electronic communications from CPS HR to ensure messages are delivered to your inbox and not treated as junk mail (contact information is provided below).

### Project Team

MSPB Executive Director Bruce P. Martin is the project lead and responsible for all communication and coordination between CPS HR, agency leadership, and staff participating in the study. As the study progresses, please feel free to contact CPS HR directly, via phone or email, with any study questions, concerns or comments. Lead contact information is provided below.

NAME	AGENCY	ROLE	EMAIL / PHONE
Bruce P. Martin	MSPB	Executive Director - Project Lead	<a href="mailto:Bruce.Martin@montgomerycountymd.gov">Bruce.Martin@montgomerycountymd.gov</a>
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cc: Timothy L. Firestine, Chief Administrative Officer  
Shawn Y. Stokes, Director, Office of Human Resources  
Christi Tenter, CPS HR Consulting  
Board Members  
Bruce P. Martin, MSPB  
Departmental HR Liaisons

## **Appendix B – Internal Program Review Data Sources**

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## Data Sources

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### ■ Personnel Regulations

- *MCPR Section 9 – Classification (amended 6/30/2015)*
- *MCPR Section 10 – Compensation (amended 6/30/2015)*

### ■ Administrative Policies and Procedures

- *The Montgomery County Government Classification Plan and Salary Schedule Coding System Explanation*

### ■ Occupational Categories

*Included in Section “Job Classes by Specifications, Grades, FLSA Status”*

### ■ Occupational Series

*Included in Section “Job Classes by Specifications, Grades, FLSA Status”*

### ■ Job Classes by Categories

*Included in Section “Job Classes by Specifications, Grades, FLSA Status”*

### ■ Job Classes by Specifications, Grades, FLSA Status – Complete

- *Included in Section “Job Classes by Specifications, Grades, FLSA Status”*
- *Montgomery County Government Classification Plan*

### ■ Salary Schedules

- *Montgomery County Human Resources-Compensation, FY15, FY16, and FY17 Salary Schedules by Unit*

General Salary Schedule  
Correctional Management Salary Schedule  
Correctional Officers Salary Schedule  
Deputy Sheriff Management Salary Schedule  
Deputy Sheriff Salary Schedule  
Police Management Salary Schedule  
FOP Salary Schedule

Fire/Rescue Services Management Schedule  
IAFF Salary Schedule  
Medical Doctor Salary Schedule  
Minimum Wage/Seasonal Salary Schedule  
MLS Salary Schedule  
OPT/SLT Salary Schedule

### ■ QES Evaluation

### ■ Broad Band Document

### ■ Wage Equity Program Procedures

- *Collective Bargaining Agreements for MCGEO, IAFF, FOP, MCVFRA*

### ■ Organizational Chart and Department Contacts

## **Appendix C – Classification Plan**

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**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
3500	3503	ABANDONED VEHICLE CODE ENFORCEMENT SPECIALIST	16	3	N
200	212	ACCOUNTANT/AUDITOR I	18	3	E
200	210	ACCOUNTANT/AUDITOR II	21	3	E
200	211	ACCOUNTANT/AUDITOR III*	23	3	E
9260	9275	ADMINISTRATIVE AIDE	12	3	N
100	157	ADMINISTRATIVE ASSISTANT TO COUNTY EXECUTIVE	22	1	E
100	138	ADMINISTRATIVE SERVICES COORDINATOR	28	1	E
100	152	ADMINISTRATIVE SPECIALIST I	18	1	E
100	151	ADMINISTRATIVE SPECIALIST II*	21	1	E
100	150	ADMINISTRATIVE SPECIALIST III	23	1	E
2200	2222	ALCOHOL AND TOBACCO ENFORCEMENT SPECIALIST I	19	3	N
2200	2220	ALCOHOL AND TOBACCO ENFORCEMENT SPECIALIST II*	21	3	N
8000	8019	ALCOHOL BEVERAGE PURCHASING AND ACCOUNT SPECIALIST	18	3	N
150000	203511	ANIMAL CARE ATTENDANT	14	3	N
150000	103510	ANIMAL CARE ATTENDANT SUPERVISOR	19	1	E
1000	1008	AQUATIC PROGRAMS SUPERVISOR	25	1	E
5200	5206	ARBORIST	23	3	E
4400	4409	ARCHITECT I	19	3	E
4400	4408	ARCHITECT II	22	3	E
4400	4407	ARCHITECT III*	25	3	E
7800	7854	ASSISTANT CHIEF ADMINISTRATIVE OFFICER	0	18	E
7800	7825	ASSISTANT CHIEF OF POLICE	0	18	E
6100	6108	ASSISTANT COUNTY ATTORNEY I	24	1	E
6100	6107	ASSISTANT COUNTY ATTORNEY II	27	1	E
6100	6106	ASSISTANT COUNTY ATTORNEY III*	32	1	E
3500	7651	ASSISTANT SHERIFF	0	17	E
2600	2611	AUDIOLOGIST	25	3	E
4400	4443	AUDIOVISUAL PRODUCTION SPECIALIST	23	3	E
5000	5016	AUTOBODY REPAIRER APPRENTICE	11	2	N
5000	5015	AUTOBODY REPAIRER*	17	2	N
3500	3523	BACKGROUND SCREENING SPECIALIST	21	3	E
2700	2760	BEHAVIORAL HEALTH ASSOCIATE COUNSELOR (ALCOHOL & DRUG)*	20	3	E
2700	2761	BEHAVIORAL HEALTH TECHNICIAN (ALCOHOL & DRUG)	18	3	E
5300	5315	BUILDING ATTENDANT	6	2	N
5300	5307	BUILDING SERVICES INSPECTOR	12	2	N
5300	5306	BUILDING SERVICES SUPERVISOR	15	1	E
5300	5309	BUILDING SERVICES WORKER I	7	2	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
5300	5308	BUILDING SERVICES WORKER II*	8	2	N
4400	4436	BUSINESS DEVELOPMENT SPECIALIST I	18	3	E
4400	4434	BUSINESS DEVELOPMENT SPECIALIST II	23	3	E
4400	4432	BUSINESS DEVELOPMENT SPECIALIST III	25	3	E
4400	4410	CAPITAL PROJECTS MANAGER	28	3	E
5000	5044	CARPENTER APPRENTICE	11	2	N
5000	5043	CARPENTER I*	17	2	N
5000	5042	CARPENTER II	18	2	N
7900	7900	CHIEF ADMINISTRATIVE OFFICER	0	17	E
3500	3524	CHIEF DEPUTY SHERIFF (COLONEL)	D4	10	E
7800	7810	CHIEF OPERATING OFFICER, DEPARTMENT OF HEALTH & HUMAN SERVICES	0	18	E
7800	7845	CHIEF TECHNOLOGY OFFICER	0	18	E
6500	106515	CHIEF VETERINARIAN	38	1	E
7800	7804	CHIEF, AGING AND DISABILITY SERVICES	0	18	E
7800	7801	CHIEF, BEHAVIORAL HEALTH AND CRISIS SERVICES	0	18	E
7800	7803	CHIEF, CHILDREN, YOUTH AND FAMILY SERVICES	0	18	E
7800	7813	CHIEF, SPECIAL NEEDS HOUSING	0	18	E
600	638	CHILD WELFARE CASEWORKER	23	3	E
4000	4033	CIVIL WORKS DESIGNER	20	3	N
2800	2814	CLIENT ASSISTANCE SPECIALIST	20	3	E
2200	2226	CODE ENFORCEMENT INSPECTOR I	17	3	N
2200	2225	CODE ENFORCEMENT INSPECTOR II	18	3	N
2200	2224	CODE ENFORCEMENT INSPECTOR III*	20	3	N
3400	3424	COMMUNICATIONS TECHNICIAN I	18	3	N
3400	3422	COMMUNICATIONS TECHNICIAN II*	20	3	N
3200	703260	COMMUNITY CORRECTIONAL INTERN	S1	16	N
2700	2709	COMMUNITY HEALTH CLINIC TECHNICIAN	15	3	N
2700	2708	COMMUNITY HEALTH CLINIC TECHNICIAN LEADER	17	3	N
2300	2307	COMMUNITY HEALTH NURSE I	21	3	E
2300	2306	COMMUNITY HEALTH NURSE II*	24	3	E
100	192	COMMUNITY OUTREACH MANAGER	28	1	E
600	623	COMMUNITY SERVICES AIDE I	13	3	N
600	622	COMMUNITY SERVICES AIDE II	16	3	N
600	621	COMMUNITY SERVICES AIDE III*	18	3	N
100	100120	COMPENSATION ANALYST	27	1	E
600	635	CONSERVATION CORPS ASSISTANT CREW LEADER	S3	3	N
600	634	CONSERVATION SERVICE CORPS CREW TRAINER	18	3	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
600	636	CONSERVATION SERVICE CORPS TRAINEE	S1	3	N
3600	3654	CONSTRUCTION REPRESENTATIVE I	16	3	N
3600	3652	CONSTRUCTION REPRESENTATIVE II	20	3	N
3600	3650	CONSTRUCTION REPRESENTATIVE III*	23	3	N
3600	3656	CONSTRUCTION REPRESENTATIVE TRAINEE	13	3	N
3200	203228	CORRECTIONAL DIETARY OFFICER I	17	3	N
3200	203229	CORRECTIONAL DIETARY OFFICER II*	18	3	N
3200	3227	CORRECTIONAL DIETARY SUPERVISOR	22	1	E
3200	3265	CORRECTIONAL HEALTH NURSE I	21	3	E
3200	3266	CORRECTIONAL HEALTH NURSE II*	24	3	E
3200	3239	CORRECTIONAL OFFICER I (PVT)	C3	14	N
3200	3238	CORRECTIONAL OFFICER II (PFC)	C4	14	N
3200	3237	CORRECTIONAL OFFICER III* ( CORPORAL)	C5	14	N
3200	3258	CORRECTIONAL RECORDS COORDINATOR	17	3	N
3200	3235	CORRECTIONAL SHIFT COMMANDER - LIEUTENANT	C1	12	E
3200	3249	CORRECTIONAL SPECIALIST I	19	3	N
3200	3248	CORRECTIONAL SPECIALIST II*	22	3	N
3200	3245	CORRECTIONAL SPECIALIST III	24	3	N
3200	3247	CORRECTIONAL SPECIALIST IV	25	1	E
3200	3246	CORRECTIONAL SPECIALIST V	26	1	E
3200	3234	CORRECTIONAL SUPERVISOR - SERGEANT	C6	14	E
3200	3233	CORRECTIONAL TEAM LEADER - CAPTAIN	C2	12	E
7900	7980	COUNCIL ADMINISTRATOR	0	17	E
7900	7905	COUNTY ATTORNEY	0	17	E
7900	7999	COUNTY EXECUTIVE	0	17	E
600	650	COUNTY GOVERNMENT AIDE (NM)	S1	3	N
7800	7802	COUNTY HEALTH OFFICER	0	17	E
3500	3517	CRIME ANALYST	20	3	N
3500	3515	CROSSING GUARD	10	2	N
800	879	CUSTOMER SERVICE REPRESENTATIVE I*	13	3	N
800	878	CUSTOMER SERVICE REPRESENTATIVE II	16	3	N
800	100875	CUSTOMER SERVICE REPRESENTATIVE LEADER	18	1	E
800	100874	CUSTOMER SERVICE REPRESENTATIVE SUPERVISOR	21	1	E
800	882	CUSTOMER SERVICE REPRESENTATIVE TRAINEE	11	3	N
2100	2110	DENTAL ASSISTANT	14	3	N
2100	2105	DENTAL HYGIENIST	21	3	N
9200	9233	DEPOT SUPPLY COORDINATOR	15	2	N
700	714	DEPUTY CLERK OF THE COUNTY COUNCIL	23	1	E

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
7800	7808	DEPUTY DIRECTOR, DEPARTMENT OF TRANSPORTATION	0	18	E
3500	3532	DEPUTY SHERIFF CANDIDATE	G1	11	N
3500	3525	DEPUTY SHERIFF CAPTAIN	D3	10	E
3500	3531	DEPUTY SHERIFF I	G2	11	N
3500	3530	DEPUTY SHERIFF II	G3	11	N
3500	3529	DEPUTY SHERIFF III*	G4	11	N
3500	3527	DEPUTY SHERIFF LIEUTENANT	D2	10	E
3500	3528	DEPUTY SHERIFF SERGEANT	D1	11	N
7800	107859	DEVELOPMENT OMBUDSMAN	0	18	E
7900	7940	DIRECTOR (CHIEF INFO OFFICER), DEPARTMENT OF TECHNOLOGY SERVICES	0	17	E
7900	7951	DIRECTOR DEPARTMENT OF HOUSING AND COMMUNITY AFFAIRS	0	17	E
7800	7852	DIRECTOR, CRIMINAL JUSTICE COORDINATING COMMISSION	0	18	E
7900	7942	DIRECTOR, DEPARTMENT OF CORRECTION & REHABILITATION	0	17	E
7900	7954	DIRECTOR, DEPARTMENT OF ECONOMIC DEVELOPMENT	0	17	E
7900	7922	DIRECTOR, DEPARTMENT OF ENVIRONMENTAL PROTECTION	0	17	E
7900	7920	DIRECTOR, DEPARTMENT OF FINANCE	0	17	E
7900	7962	DIRECTOR, DEPARTMENT OF GENERAL SERVICES	0	17	E
7900	7947	DIRECTOR, DEPARTMENT OF HEALTH & HUMAN SERVICES	0	17	E
7900	7935	DIRECTOR, DEPARTMENT OF LIQUOR CONTROL	0	17	E
7900	7924	DIRECTOR, DEPARTMENT OF PERMITTING SERVICES	0	17	E
7900	7917	DIRECTOR, DEPARTMENT OF POLICE	0	17	E
7900	7930	DIRECTOR, DEPARTMENT OF PUBLIC LIBRARIES	0	17	E
7900	7950	DIRECTOR, DEPARTMENT OF RECREATION	0	17	E
7900	7915	DIRECTOR, DEPARTMENT OF TRANSPORTATION	0	17	E
7900	7982	DIRECTOR, OFFICE LEGISLATIVE OVERSIGHT	0	17	E
7800	7850	DIRECTOR, OFFICE OF COMMUNITY PARTNERSHIPS	0	18	E
7900	7965	DIRECTOR, OFFICE OF CONSUMER PROTECTION	0	17	E
7900	7946	DIRECTOR, OFFICE OF HUMAN RESOURCES	0	17	E
7900	7959	DIRECTOR, OFFICE OF INTERGOVERNMENTAL RELATIONS	0	17	E
7900	7921	DIRECTOR, OFFICE OF MANAGEMENT & BUDGET	0	17	E
7900	7961	DIRECTOR, OFFICE OF PROCUREMENT	0	17	E
7900	7963	DIRECTOR, OFFICE OF PUBLIC INFORMATION	0	17	E
7900	7990	DIRECTOR, OFFICE OF ZONING & ADMINISTRATIVE HEARINGS	0	17	E

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
7800	7848	DIRECTOR, REGIONAL SERVICES CENTER	0	18	E
5200	5205	DISTRICT SUPERVISOR	24	1	E
7800	7820	DIVISION CHIEF, MCFRS VOLUNTEER SERVICES	0	18	E
1100	1168	DRIVER/CLERK	12	2	N
800	820	ECONOMIC DEVELOPMENT PROGRAM MANAGER	29	1	E
9260	9261	ELECTION AIDE I	9	3	N
9260	9260	ELECTION AIDE II	10	3	N
5000	5074	ELECTRICIAN APPRENTICE	11	2	N
5000	5073	ELECTRICIAN I*	18	2	N
5000	5072	ELECTRICIAN II	19	2	N
200000	200700	EMERGENCY MANAGEMENT SPECIALIST I	24	3	E
200000	200701	EMERGENCY MANAGEMENT SPECIALIST II*	26	3	E
3100	3148	EMERGENCY SERVICES INSTRUCTOR	20	3	E
5000	205001	EMERGENCY VEHICLE MAINTENANCE CREW CHIEF	23	3	E
5000	205003	EMERGENCY VEHICLE MECHANIC TECHNICIAN I	16	2	N
5000	205002	EMERGENCY VEHICLE MECHANIC TECHNICIAN II*	20	2	N
5000	205004	EMERGENCY VEHICLE MECHANIC TRAINEE	12	2	N
100	125	EMPLOYEE SAFETY PROGRAM SUPERVISOR	26	1	E
3100	3149	EMS EDUCATOR	25	3	N
5300	5325	ENERGY MANAGEMENT SYSTEMS TECHNICIAN	20	3	N
4000	4024	ENGINEER I	19	3	E
4000	4023	ENGINEER II	22	3	E
4000	4022	ENGINEER III*	25	3	E
4000	4036	ENGINEER TECHNICIAN I	17	3	N
4000	4035	ENGINEER TECHNICIAN II*	18	3	N
4000	4037	ENGINEER TECHNICIAN TRAINEE	14	3	N
500	100548	ENTERPRISE TECHNOLOGY EXPERT	34	1	E
2200	2237	ENVIRONMENTAL COMPLIANCE SUPERVISOR	26	1	E
2200	2236	ENVIRONMENTAL HEALTH SPECIALIST I	20	3	N
2200	2235	ENVIRONMENTAL HEALTH SPECIALIST II	23	3	N
2200	2234	ENVIRONMENTAL HEALTH SPECIALIST III*	24	3	N
2700	2713	EPIDEMIOLOGIST I	24	3	E
2700	2712	EPIDEMIOLOGIST II*	26	3	E
5000	5007	EQUIPMENT MAINTENANCE CREW CHIEF	22	1	E
5100	5114	EQUIPMENT OPERATOR APPRENTICE	11	2	N
5100	5113	EQUIPMENT OPERATOR I	14	2	N
5100	5112	EQUIPMENT OPERATOR II*	15	2	N
5100	5111	EQUIPMENT OPERATOR III	16	2	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
5000	5005	EQUIPMENT SERVICES COORDINATOR	24	1	E
500	100542	ERP CHANGE MANAGEMENT SPECIALIST	27	1	E
500	100546	ERP FUNCTIONAL BUSINESS ANALYST	30	1	E
9260	9272	EXECUTIVE ADMINISTRATIVE AIDE	17	1	E
9260	9271	EXECUTIVE ADMINISTRATIVE AIDE TO THE CHIEF ADMINISTRATIVE OFFICER	20	1	E
100	124	EXERCISE PHYSIOLOGIST	27	1	E
5000	5027	FACILITIES AND EQUIPMENT MAINTENANCE COORDINATOR	20	3	N
200	207	FINANCIAL PROGRAMS MANAGER	27	1	E
7900	7927	FIRE CHIEF, DEPARTMENT OF FIRE & RESCUE SERVICES	0	17	E
7700	7770	FIRE/RESCUE APPARATUS & EQUIPMENT TECHNICIAN	22	1	N
3100	3163	FIRE/RESCUE ASSISTANT CHIEF	B4	9	E
3100	3165	FIRE/RESCUE BATTALION CHIEF	B3	9	E
3100	3167	FIRE/RESCUE CAPTAIN	B2	4	E
3100	3150	FIRE/RESCUE DIVISION CHIEF	B6	9	E
3100	3168	FIRE/RESCUE LIEUTENANT	B1	4	E
3500	3516	FIREARMS INSTRUCTOR	20	3	E
3100	3172	FIREFIGHTER/RESCUER I (RECRUIT)	F1	4	N
3100	3171	FIREFIGHTER/RESCUER II	F2	4	N
3100	3170	FIREFIGHTER/RESCUER III*	F3	4	N
400	413	FISCAL AND POLICY ANALYST I	21	1	E
400	412	FISCAL AND POLICY ANALYST II*	25	1	E
400	411	FISCAL AND POLICY ANALYST III	28	1	E
200	215	FISCAL ASSISTANT	16	3	N
3200	3225	FOOD SERVICE MANAGER	26	1	E
3500	3518	FORENSIC FIREARMS/TOOLMARK EXAMINER	24	3	N
3500	3519	FORENSIC SCIENTIST	25	3	E
3500	3521	FORENSICS SPECIALIST I	20	3	N
3500	3520	FORENSICS SPECIALIST II	21	3	N
2200	2204	FOREST CONSERVATION COORDINATOR	25	3	E
100	127	GAIN SHARING COORDINATOR	26	1	E
5200	5244	GENERAL MAINTENANCE WORKER	9	2	N
9270	709276	GILCHRIST CENTER OFFICE ASSISTANT	S7	7	N
9270	9278	GOVERNMENT RECORDS / WAREHOUSE CLERK	11	2	N
9270	109270	GOVERNMENT RECORDS SUPERVISOR	20	1	E
4400	4440	GRAPHIC ARTIST*	19	1	N
2700	2711	HEALTH EDUCATOR	21	3	E
9250	9250	HEALTH SERVICES DRIVER	12	2	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
4000	4030	HIGHWAY CONSTRUCTION FIELD SUPERVISOR	24	1	E
4000	4051	HIGHWAY INSPECTOR I*	19	3	N
4000	4050	HIGHWAY INSPECTOR II	22	3	N
4000	4052	HIGHWAY INSPECTOR TRAINEE	13	3	N
2200	2255	HOUSING CODE INSPECTOR I	19	3	N
2200	2254	HOUSING CODE INSPECTOR II	21	3	N
2200	2253	HOUSING CODE INSPECTOR III*	23	3	E
100	100128	HUMAN CAPITAL ORACLE ANALYST	27	1	E
100	123	HUMAN RESOURCES SPECIALIST I	18	1	E
100	122	HUMAN RESOURCES SPECIALIST II	22	1	E
100	121	HUMAN RESOURCES SPECIALIST III*	25	1	E
2000	2009	HUMAN SERVICES SPECIALIST	23	3	E
5000	5084	HVAC MECHANIC APPRENTICE	11	2	N
5000	5083	HVAC MECHANIC I*	18	2	N
5000	5082	HVAC MECHANIC II	19	2	N
9000	9007	IMAGING OPERATOR I	10	3	N
9000	9008	IMAGING OPERATOR II*	11	3	N
9000	109009	IMAGING OPERATOR LEADER	14	1	E
2000	2013	INCOME ASSISTANCE PROGRAM SPECIALIST I	17	3	E
2000	2012	INCOME ASSISTANCE PROGRAM SPECIALIST II*	20	3	E
2000	2015	INCOME ASSISTANCE PROGRAM SPECIALIST III	22	3	E
2000	2011	INCOME ASSISTANCE PROGRAMS SUPERVISOR	24	1	E
800	881	INFORMATION AND REFERRAL AIDE I	13	1	N
800	880	INFORMATION AND REFERRAL AIDE II*	16	1	N
500	550	INFORMATION TECHNOLOGY EXPERT	32	1	E
500	549	INFORMATION TECHNOLOGY PROJECT MANAGER	40	1	E
500	554	INFORMATION TECHNOLOGY SPECIALIST I	20	1	N
500	553	INFORMATION TECHNOLOGY SPECIALIST II	23	1	E
500	552	INFORMATION TECHNOLOGY SPECIALIST III	26	1	E
500	558	INFORMATION TECHNOLOGY SUPERVISOR	30	1	N
500	557	INFORMATION TECHNOLOGY TECHNICIAN I	14	1	N
500	556	INFORMATION TECHNOLOGY TECHNICIAN II	16	1	N
500	555	INFORMATION TECHNOLOGY TECHNICIAN III*	19	1	N
2200	2238	INSPECTION AND ENFORCEMENT FIELD SUPERVISOR	23	1	E
7900	7913	INSPECTOR GENERAL	40	1	E
200	206	INSURANCE FUND MANAGER	26	1	E
200	284	INSURANCE RISK ANALYST	24	3	E
3200	3259	INTAKE PROCESSING AIDE	14	3	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
700	730	INTERGOVERNMENTAL RELATIONS LEGISLATIVE ANALYST	28	1	E
600	645	INVESTIGATOR I	20	3	E
600	644	INVESTIGATOR II	23	3	E
600	643	INVESTIGATOR III*	25	3	E
200	213	INVESTMENT ANALYST	31	1	E
200	100203	INVESTMENT COMPLIANCE MANAGER	25	1	E
200	214	INVESTMENT OFFICER	36	1	E
200	205	INVESTMENT PORTFOLIO MANAGER	29	1	E
100	119	LABOR RELATIONS ADVISOR	27	1	E
2400	2412	LABORATORY ASSISTANT	14	3	N
2400	2407	LABORATORY SCIENTIST	23	3	E
3500	103550	LABORATORY SUPERVISOR	26	1	E
4000	4059	LAND SURVEY SUPERVISOR	24	1	E
4400	4401	LAND USE PLANNING POLICY ANALYST	27	1	E
3500	3505	LATENT PRINT EXAMINER	20	3	N
4500	4533	LEAD REVENUE COUNTER	13	3	N
5300	5305	LEASING PROGRAM MANAGER	26	1	E
6100	6114	LEGAL SECRETARY I	15	1	N
6100	6113	LEGAL SECRETARY II*	16	1	N
700	717	LEGISLATIVE ANALYST I	21	1	E
700	716	LEGISLATIVE ANALYST II	26	1	E
700	715	LEGISLATIVE ANALYST III*	28	1	E
700	709	LEGISLATIVE ATTORNEY	32	1	E
700	720	LEGISLATIVE INTERN	11	1	N
700	719	LEGISLATIVE SENIOR AIDE I	18	1	E
700	718	LEGISLATIVE SENIOR AIDE II	22	1	E
700	713	LEGISLATIVE SENIOR AIDE III	26	1	E
700	712	LEGISLATIVE SENIOR AIDE IV*	28	1	E
700	722	LEGISLATIVE SERVICES COORDINATOR	17	1	N
1100	1152	LIBRARIAN I	21	3	E
1100	1151	LIBRARIAN II	24	3	E
1100	1177	LIBRARY AIDE	8	3	N
1100	1166	LIBRARY ASSISTANT I	13	3	N
1100	1165	LIBRARY ASSISTANT II	16	3	N
1100	1163	LIBRARY ASSISTANT SUPERVISOR	20	1	E
1100	1191	LIBRARY ASSOCIATE	18	3	N
1100	1175	LIBRARY DESK ASSISTANT	12	3	N
1100	1180	LIBRARY PAGE	S2	3	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
1100	1160	LIBRARY TECHNICIAN	13	3	N
2300	2308	LICENSED PRACTICAL NURSE - CORRECTIONAL FACILITY	18	3	N
8000	8012	LIQUOR STORE ASSISTANT MANAGER	18	1	E
8000	8017	LIQUOR STORE CLERK I	12	3	N
8000	8016	LIQUOR STORE CLERK II	14	3	N
8000	8009	LIQUOR STORE MANAGER	21	1	E
5000	5047	LOCKSMITH	18	2	N
5100	5190	MAIL CLERK	11	3	N
5100	5191	MAIL CLERK LEADER	14	3	N
5100	5189	MAIL SERVICES SUPERVISOR	17	1	E
5000	5026	MAINTENANCE RENOVATION AND INSPECTION SPECIALIST	21	3	N
3600	3670	MAINTENANCE RENOVATION AND INSPECTION SUPERVISOR	24	1	E
400	428	MANAGEMENT AND BUDGET SPECIALIST I	18	1	E
400	426	MANAGEMENT AND BUDGET SPECIALIST II	22	1	E
400	424	MANAGEMENT AND BUDGET SPECIALIST III*	25	1	E
4400	4477	MANAGEMENT SERVICES SUPERVISOR	27	1	E
100	110	MANAGER I	M1	8	E
100	111	MANAGER II	M2	8	E
100	112	MANAGER III	M3	8	E
4400	4454	MANAGER, TAXICAB REGULATION AND SPECIAL TRANSIT SERVICES	26	1	E
7800	7840	MARKETING MANAGER	0	18	E
3100	3169	MASTER FIREFIGHTER/RESCUER	F4	4	N
5000	5061	MASTER PLUMBER	21	2	N
3000	3074	MASTER POLICE OFFICER	P5	5	N
5000	5010	MECHANIC TECHNICIAN I	16	2	N
5000	5009	MECHANIC TECHNICIAN II*	18	2	N
5000	5011	MECHANIC TECHNICIAN TRAINEE	12	2	N
112000	112004	MEDICAL DOCTOR PHYSICIAN I	H1	13	E
120000	122004	MEDICAL DOCTOR PHYSICIAN II	H2	13	E
130000	132004	MEDICAL DOCTOR PHYSICIAN III*	H3	13	E
112000	112005	MEDICAL DOCTOR PSYCHIATRIST I	J1	13	E
120000	122005	MEDICAL DOCTOR PSYCHIATRIST II	J2	13	E
130000	132005	MEDICAL DOCTOR PSYCHIATRIST III*	J3	13	E
140000	142004	MEDICAL DOCTOR PHYSICIAN IV	H4	13	E
140000	142005	MEDICAL DOCTOR PSYCHIATRIST IV	J4	13	E
9250	9252	MESSENGER-CLERK	7	2	N
7800	7842	MINORITY BUSINESS AFFAIRS MANAGER	0	17	E

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
5000	5013	MOTOR POOL ATTENDANT	9	2	N
2300	2304	NURSE MANAGER	25	1	E
2300	2309	NURSE PRACTITIONER	26	3	E
600	667	NUTRITION PROGRAM AIDE	S3	3	N
2700	2706	NUTRITIONIST	21	3	E
200	282	OCCUPATIONAL SAFETY AND HEALTH SPECIALIST	25	3	E
2600	2615	OCCUPATIONAL THERAPIST	23	3	E
9270	9277	OFFICE CLERK	5	3	N
9270	9273	OFFICE SERVICES COORDINATOR	16	3	N
700	725	OIG INVESTIGATIVE ANALYST I	21	1	E
700	724	OIG INVESTIGATIVE ANALYST II	26	1	E
700	723	OIG INVESTIGATIVE ANALYST III*	28	1	E
6100	6115	PARALEGAL SPECIALIST	23	1	N
4500	4523	PARKING METER MECHANIC	15	2	N
5100	5110	PAVEMENT MARKING LEADER	16	2	N
0	98	PEOPLE'S COUNSEL	34	1	E
100	118	PERFORMANCE MANAGEMENT AND DATA ANALYST I	21	1	E
100	117	PERFORMANCE MANAGEMENT AND DATA ANALYST II	25	1	E
100	116	PERFORMANCE MANAGEMENT AND DATA ANALYST III*	28	1	E
2200	2263	PERMIT TECHNICIAN I	15	3	N
2200	2262	PERMIT TECHNICIAN II	17	3	N
2200	2260	PERMIT TECHNICIAN III*	19	3	N
2200	2217	PERMITTING AND CODE ENFORCEMENT INSPECTOR I	19	3	N
2200	2216	PERMITTING AND CODE ENFORCEMENT INSPECTOR II	21	3	N
2200	2215	PERMITTING AND CODE ENFORCEMENT INSPECTOR III*	23	3	N
2200	2203	PERMITTING SERVICES SPECIALIST I	21	3	N
2200	2202	PERMITTING SERVICES SPECIALIST II	24	3	N
3500	3512	PHOTOGRAPHIC/DIGITAL IMAGING TECHNICIAN	18	3	N
4400	4420	PLANNING ASSISTANT	18	3	N
4400	4405	PLANNING SPECIALIST I	18	3	E
4400	4404	PLANNING SPECIALIST II	21	3	E
4400	4403	PLANNING SPECIALIST III*	23	3	E
4400	4421	PLANNING TECHNICIAN	17	3	N
5000	5064	PLUMBER APPRENTICE	11	2	N
5000	5063	PLUMBER I*	17	2	N
5000	5062	PLUMBER II	19	2	N
3500	3506	POLICE AIDE	15	3	N
3000	3087	POLICE CADET	10	3	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
3000	3063	POLICE CAPTAIN	A3	6	E
3500	3500	POLICE DISTRICT STATION ASSISTANT	19	1	N
3000	3065	POLICE LIEUTENANT	A2	6	E
3000	3086	POLICE OFFICER CANDIDATE	P1	5	N
3000	3084	POLICE OFFICER I	P2	5	N
3000	3082	POLICE OFFICER II	P3	5	N
3000	3080	POLICE OFFICER III*	P4	5	N
3000	3067	POLICE SERGEANT	A1	5	E
3500	3501	POLICE SERVICES ASSISTANT	16	3	N
9260	9274	PRINCIPAL ADMINISTRATIVE AIDE*	13	3	N
5100	5172	PRINT SHOP FOREMAN	20	1	E
5100	5170	PRINT/MAIL/RECORDS SERVICES MANAGER	23	1	E
5100	5179	PRINTER APPRENTICE	9	2	N
5100	5178	PRINTING TECHNICIAN I	13	2	N
5100	5176	PRINTING TECHNICIAN II	15	2	N
5100	5175	PRINTING TECHNICIAN III*	16	2	N
100	183	PROCUREMENT SPECIALIST I	18	3	E
100	182	PROCUREMENT SPECIALIST II	23	3	E
100	200184	PROCUREMENT SPECIALIST III	25	3	E
100	200185	PROCUREMENT SPECIALIST IV*	27	3	E
600	663	PROGRAM AIDE	14	3	N
800	834	PROGRAM MANAGER I	23	1	E
800	832	PROGRAM MANAGER II	25	1	E
800	837	PROGRAM SPECIALIST I	18	3	E
800	836	PROGRAM SPECIALIST II	21	3	E
5300	5311	PROPERTY MANAGER I	21	3	E
5300	5312	PROPERTY MANAGER II	24	1	E
2300	2305	PSYCHIATRIC NURSE CLINICAL SPECIALIST	25	3	E
2500	2501	PSYCHOLOGIST	29	1	E
2500	2500	PSYCHOLOGIST SUPERVISOR	31	1	E
100	130	PUBLIC ADMINISTRATION ASSOCIATE	16	3	N
2700	2718	PUBLIC HEALTH ADVISOR	21	3	E
120000	120003	PUBLIC HEALTH DENTIST	H2	1	E
800	811	PUBLIC INFORMATION OFFICER I	21	1	E
800	810	PUBLIC INFORMATION OFFICER II*	25	1	E
100	136	PUBLIC POLICY INTERN	18	1	E
800	812	PUBLIC RELATIONS SPECIALIST	24	3	E
3000	3099	PUBLIC SAFETY 911 CALL-TAKER I	15	3	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
3100	3100	PUBLIC SAFETY 911 CALL-TAKER II	16	3	N
3000	3092	PUBLIC SAFETY COMMUNICATIONS SHIFT OPERATIONS MANAGER	24	1	E
3000	3096	PUBLIC SAFETY COMMUNICATIONS SPECIALIST I	15	3	N
3000	3095	PUBLIC SAFETY COMMUNICATIONS SPECIALIST II	17	3	N
3000	3094	PUBLIC SAFETY COMMUNICATIONS SPECIALIST III*	19	3	N
3000	3093	PUBLIC SAFETY COMMUNICATIONS SUPERVISOR	22	1	E
3000	3098	PUBLIC SAFETY EMERGENCY CALL-TAKER I	15	3	N
3000	3097	PUBLIC SAFETY EMERGENCY CALL-TAKER II*	16	3	N
3000	103091	PUBLIC SAFETY EMERGENCY COMMUNICATIONS MANAGER	25	1	E
3000	203097	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST I	15	3	N
3000	203096	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST II	17	3	N
3000	203095	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST III	19	3	N
3000	203094	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST IV	20	3	N
3000	103092	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SUPERVISOR	23	1	E
3500	3502	PUBLIC SAFETY REPORTING AIDE I	16	3	N
3500	3504	PUBLIC SAFETY REPORTING AIDE II	18	3	N
5200	205229	PUBLIC SERVICE CRAFTSWORKER I	15	2	N
5200	205228	PUBLIC SERVICE CRAFTSWORKER II	17	2	E
600	637	PUBLIC SERVICE GUIDE	S3	3	N
5200	5231	PUBLIC SERVICE WORKER II	9	2	N
5200	5230	PUBLIC SERVICE WORKER III	12	2	N
5200	5233	PUBLIC SERVICE WORKER IV	14	2	N
100	132	PUBLIC SERVICES INTERN	9	1	N
2400	202420	RADIOLOGIC TECHNOLOGIST	17	3	N
300	330	REAL ESTATE SPECIALIST I	21	3	E
300	329	REAL ESTATE SPECIALIST II	23	3	E
300	328	REAL ESTATE SPECIALIST III*	25	3	E
1000	1066	RECREATION ASSISTANT I	S1	3	N
1000	1064	RECREATION ASSISTANT II	S2	3	N
1000	1062	RECREATION ASSISTANT III	S3	3	N
1000	1060	RECREATION ASSISTANT IV	S4	3	N
1000	1058	RECREATION ASSISTANT V	S5	3	N
1000	1056	RECREATION ASSISTANT VI	S6	3	N

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
1000	1055	RECREATION ASSISTANT VII	S7	3	N
1000	1054	RECREATION ASSISTANT VIII	S8	3	N
1000	1018	RECREATION COORDINATOR	18	3	E
1000	1015	RECREATION SPECIALIST	21	3	E
1000	1012	RECREATION SUPERVISOR	23	1	E
4300	4321	REFUSE DISPOSAL CASHIER	13	3	N
6500	206512	REGISTERED VETERINARY TECHNICIAN	19	3	N
3200	3251	RESIDENT SUPERVISOR I	18	3	N
3200	3250	RESIDENT SUPERVISOR II*	20	3	N
3200	3252	RESIDENT SUPERVISOR III	22	3	E
200	100201	RETIREMENT ANALYST	23	1	N
4500	4534	REVENUE COUNTER	11	3	N
200	217	REVENUE COUNTER SUPERVISOR	15	1	E
4400	104465	SAFETY AND TRAINING INSTRUCTOR	19	1	N
4400	104463	SAFETY AND TRAINING SUPERVISOR	21	1	E
2700	202702	SCHOOL HEALTH ROOM TECHNICIAN I	15	3	N
2700	202701	SCHOOL HEALTH ROOM TECHNICIAN II	16	3	N
3500	3535	SECURITY OFFICER I	15	2	N
3500	3534	SECURITY OFFICER II	16	2	N
3500	3538	SECURITY OFFICER III (SERGEANT)	21	3	E
3500	3537	SECURITY OFFICER IV (LIEUTENANT)	23	1	E
3500	3533	SECURITY SUPERVISOR	19	1	E
5000	5020	SELF-CONTAINED BREATHING APPARATUS TECHNICIAN	14	3	N
4400	4406	SENIOR ARCHITECT	28	1	E
4400	4430	SENIOR BUSINESS DEVELOPMENT SPECIALIST*	27	1	E
4000	4021	SENIOR ENGINEER	27	3	E
4000	4031	SENIOR ENGINEER TECHNICIAN	22	3	E
500	100547	SENIOR ERP FUNCTIONAL BUSINESS ANALYST	32	1	E
9260	9268	SENIOR EXECUTIVE ADMINISTRATIVE AIDE	18	1	E
800	100801	SENIOR FELLOW	23	1	E
200	209	SENIOR FINANCIAL SPECIALIST	25	1	E
3500	3522	SENIOR FORENSIC SCIENTIST	26	3	E
5000	551	SENIOR INFORMATION TECHNOLOGY SPECIALIST*	28	1	E
200	100208	SENIOR INVESTMENT ANALYST	33	1	E
200	204	SENIOR INVESTMENT OFFICER*	39	1	E
3500	3507	SENIOR LATENT PRINT EXAMINER	22	3	E
1100	1137	SENIOR LIBRARIAN	25	1	E
400	422	SENIOR MANAGEMENT & BUDGET SPECIALIST*	27	1	E

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
5000	5008	SENIOR MECHANIC TECHNICIAN	20	2	N
2200	2201	SENIOR PERMITTING SERVICES SPECIALIST*	26	3	E
4400	4402	SENIOR PLANNING SPECIALIST	25	3	E
1000	1005	SENIOR POOL MANAGER	18	3	N
100	181	SENIOR PROCUREMENT SPECIALIST	25	1	E
2700	2717	SENIOR PUBLIC HEALTH ADVISOR	24	1	E
3000	203093	SENIOR PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST*	21	3	E
200	100202	SENIOR RETIREMENT ANALYST*	26	1	E
9200	9234	SENIOR SUPPLY TECHNICIAN	17	1	N
4400	204455	SENIOR TRANSIT INFORMATION SYSTEMS TECHNICIAN	20	3	N
2200	2230	SENIOR WATER QUALITY SPECIALIST	26	1	E
400	410	SENIOR/LEAD FISCAL AND POLICY ANALYST	30	1	E
100	115	SENIOR/LEAD PERFORMANCE MANAGEMENT AND DATA ANALYST	30	1	E
3500	7610	SHERIFF	0	17	E
4000	4018	SHIFT SUPERVISOR, TRANSPORTATION MANAGEMENT CENTER	23	1	E
5200	5223	SIGN AND MARKING UNIT SUPERVISOR	21	1	E
5200	5227	SIGN FABRICATOR APPRENTICE	9	2	N
5200	5226	SIGN FABRICATOR I*	13	2	N
2800	2808	SOCIAL WORKER I	21	3	E
2800	2807	SOCIAL WORKER II*	23	3	E
2800	2806	SOCIAL WORKER III	24	3	E
2800	2805	SOCIAL WORKER IV	25	1	E
7800	7807	SPECIAL PROJECTS MANAGER, OFFICE OF CAO	0	18	E
6500	106514	STAFF VETERINARIAN	29	1	E
4500	4522	SUPERVISOR PARKING METER UNIT	18	1	N
6100	6112	SUPERVISORY LEGAL SECRETARY	19	1	N
2700	2753	SUPERVISORY THERAPIST	25	1	E
9200	9237	SUPPLY TECHNICIAN I	10	2	N
9200	9236	SUPPLY TECHNICIAN II	12	2	N
9200	9235	SUPPLY TECHNICIAN III*	13	2	N
4000	4060	SURVEY CREW LEADER	19	1	N
4000	4062	SURVEY INSTRUMENT AIDE	13	3	N
4000	4061	SURVEY INSTRUMENT TECHNICIAN	16	3	N
3400	3410	TELECOMMUNICATIONS SPECIALIST	20	3	N
3400	3426	TELECOMMUNICATIONS TECHICIAN	18	3	N
2700	2755	THERAPIST I	23	3	E

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
2700	2754	THERAPIST II*	24	3	E
4100	4112	TRAFFIC MANAGEMENT TECHNICIAN I	15	3	N
3500	203514	TRAFFIC ENFORCEMENT FIELD SERVICE TECHNICIAN I	14	2	N
3500	203513	TRAFFIC ENFORCEMENT FIELD SERVICE TECHNICIAN II	15	2	N
4100	4121	TRAFFIC FIELD SERVICES TECHNICIAN I	12	3	N
4100	4120	TRAFFIC FIELD SERVICES TECHNICIAN II*	14	3	N
4100	4111	TRAFFIC MANAGEMENT TECHNICIAN II*	19	3	N
4000	4045	TRAFFIC SIGN AND MARKING AIDE	13	2	N
4400	4468	TRANSIT AIDE I	8	2	N
4400	4467	TRANSIT AIDE II	12	2	N
4400	4460	TRANSIT ANALYST	16	3	N
4400	4466	TRANSIT BUS OPERATOR	15	2	N
4400	4461	TRANSIT COMMUNICATIONS LEADER	18	1	N
4400	4462	TRANSIT COORDINATOR	17	3	N
4400	4459	TRANSIT INFORMATION ASSISTANT	14	3	N
4400	4458	TRANSIT INFORMATION SYSTEMS TECHNICIAN	19	3	N
4400	4479	TRANSIT MARKETING SPECIALIST	21	3	E
4400	4457	TRANSIT OPERATIONS SUPERVISOR	21	1	N
4400	4456	TRANSIT SERVICES SUPERVISOR	21	1	N
4000	4070	TRANSPORTATION CONTRACT COMPLIANCE INSPECTOR I	17	3	N
4000	4071	TRANSPORTATION CONTRACT COMPLIANCE INSPECTOR II	19	3	N
3500	3509	TRANSPORTATION EMERGENCY RESPONSE PATROL TECHNICIAN I	14	2	N
3500	3508	TRANSPORTATION EMERGENCY RESPONSE PATROL TECHNICIAN II*	15	2	N
4100	4115	TRANSPORTATION SYSTEMS TECHNICAL CENTER SUPERVISOR	23	1	E
4100	4119	TRANSPORTATION SYSTEMS TECHNICIAN I	14	3	N
4100	4118	TRANSPORTATION SYSTEMS TECHNICIAN II	18	3	N
4100	4122	TRANSPORTATION SYSTEMS TECHNICIAN III*	20	3	N
4100	4117	TRANSPORTATION SYSTEMS TECHNICIAN LEADER I	20	1	N
4100	4116	TRANSPORTATION SYSTEMS TECHNICIAN LEADER II	22	1	N
8100	8117	TRUCK DRIVER HELPER/WAREHOUSE WORKER	10	2	N
8100	8115	TRUCK DRIVER SUBSTITUTE/WAREHOUSE WORKER	11	2	N
8100	8112	TRUCK DRIVER/WAREHOUSE WORKER	15	2	N
5100	5174	TYPESETTER	15	2	N
600	630	URBAN DISTRICT PUBLIC SERVICE AIDE	10	2	N
600	628	URBAN DISTRICT PUBLIC SERVICE AND MAINTENANCE TEAM SUPERVISOR	17	1	E

**Montgomery County MSPB Classification Plan**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status
600	629	URBAN DISTRICT PUBLIC SERVICE TEAM SUPERVISOR	16	1	N
6500	206513	VETERINARY ASSISTANT	15	3	N
4400	4445	VISUAL INFORMATION SPECIALIST	21	1	N
8100	8109	WAREHOUSE ASSISTANT SUPERVISOR	20	1	E
8100	8120	WAREHOUSE EQUIPMENT OPERATOR	13	2	N
8100	8118	WAREHOUSE WORKER	9	2	N
2200	2232	WATER QUALITY SPECIALIST I	19	3	E
2200	2231	WATER QUALITY SPECIALIST II*	22	3	E
2200	2233	WATER QUALITY SPECIALIST III	23	3	E
5000	5017	WELDER	18	2	N
5200	5213	WORK FORCE LEADER I	13	2	N
5200	5212	WORK FORCE LEADER II	18	1	N
5200	5211	WORK FORCE LEADER III	19	1	E
5200	5210	WORK FORCE LEADER IV	21	1	E

## **Appendix D – Classification Action**

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**Table 1: Occupational Classification Creation**

Class Code	Class Title	Grade	Effective Date
003513	Traffic Enforcement Field Service Technician II	15	12/29/2013
206513	Veterinary Assistant	12	1/12/2014
206512	Registered Veterinary Technician	19	1/12/2014
106514	Staff Veterinarian	29	1/12/2014
106515	Chief Veterinarian	38	1/12/2014
103550	Laboratory Supervisor	26	3/6/2014
100801	Senior Fellow	23	11/2/2014
100120	Compensation Analyst	27	11/16/2014
100874	Customer Service Representative Supervisor	21	11/30/2014
100875	Customer Service Representative Leader	18	11/30/2014
104463	Safety and Training Supervisor	21	1/11/2015
104463	Safety and Training Supervisor	21	1/11/2015
109009	Imaging Operator Leader	14	1/11/2015
109270	Government Records Supervisor	20	1/11/2015
104463	Safety and Training Supervisor	21	1/11/2015
000130	Public Administration Associate	16	2/22/2015
007349	Public Administration Associate	16	2/22/2015
100130	Public Administration Associate	16	2/22/2015
500130	Public Administration Associate	16	2/22/2015
007961	Director, Office of Procurement	0	3/26/2015
205228	Public Service Craftsworker II	17	7/12/2015
004458	Transit Information Systems Technician	19	7/12/2015
100208	SENIOR INVESTMENT ANALYST	33	9/6/2015
205001	EMERGENCY VEHICLE MAINTENANCE CREW CHIEF	23	9/20/2015
205002	EMERGENCY VEHICLE MECHANIC TECHNICIAN II*	20	9/20/2015
205003	EMERGENCY VEHICLE MECHANIC TECHNICIAN I	16	9/20/2015
205004	EMERGENCY VEHICLE MECHANIC TRAINEE	12	9/20/2015
100128	Human Capital Oracle Analyst	27	2/4/2016
205229	Public Service Craftsworker I	15	2/21/2016
103091	Public Safety Emergency Communications Manager	25	5/15/2016
103092	Public Safety Emergency Communications Supervisor	23	5/15/2016
203093	Senior Public Safety Emergency Communications Specialist*	21	5/15/2016
203094	Public Safety Emergency Communications Specialist IV	20	5/15/2016
203095	Public Safety Emergency Communications Specialist III	19	5/15/2016
203096	Public Safety Emergency Communications Specialist II	17	5/15/2016
203097	Public Safety Emergency Communications Specialist I	15	5/15/2016
100542	ERP Change Management Specialist	27	8/11/2016
003087	Police Cadet	10	10/2/2016
004071	Transportation Contract Compliance Inspector II	19	2/5/2017
0003149	EMS Educator	25	2/5/2017

**Table 1: Occupational Classification Creation**

Class Code	Class Title	Grade	Effective Date
000413	Fiscal and Policy Analyst I	21	4/16/2017
000412	Fiscal and Policy Analyst II	25	4/16/2017
000411	Fiscal and Policy Analyst III	28	4/16/2017
000410	Senior/Lead Fiscal and Policy Analyst	30	4/16/2017
000118	Performance Management and Data Analyst I	21	4/16/2017
000117	Performance Management and Data Analyst II	25	4/16/2017
000116	Performance Management and Data Analyst III	28	4/16/2017
000115	Senior/Lead Performance Management and Data Analyst	30	4/16/2017
000558	Information Technology Supervisor	30	4/16/2017

**Classification Title Change**

Class Code	Class Title	Grade	Class Code	Class Title	Grade	Effective Date
002702	School Health Room Aide I	14	002702	School Health Room Technician II	15	2/9/2014
002701	School Health Room Aide II	15	002701	School Health Room Technician I	16	2/9/2014
000135	Public Administration Intern	16	000130	Public Administration Associate	16	2/22/2015
500135	Public Administration Intern	16	500130	Public Administration Associate	16	2/22/2015
100135	Public Administration Intern	16	100130	Public Administration Associate	16	2/22/2015
007348	Public Administration Intern	16	007349	Public Administration Associate	16	2/22/2015
004465	Bus Operator Instructor	19	104465	Safety and Training Instructor	19	9/28/2015
005229	Public Service Craftsworker	15	205229	Public Service Craftsworker I	15	2/21/2016
004466	Bus Operator	15	004466	Transit Bus Operator	15	3/4/2017
004461	Transit Communications Supervisor	18	004461	Transit Communications Leader	18	3/4/2017

**Classification Reallocation**

Class Code	Class Title	Grade	Class Code	Class Title	Grade	Effective Date
003514	Traffic Enforcement Field Service Technician	13	003514	Traffic Enforcement Field Service Technician	14	12/29/2013
002702	School Health Room Aide I	14	002702	School Health Room Technician II	15	2/9/2014
002701	School Health Room Aide II	15	002701	School Health Room Technician I	16	2/9/2014
0002105	Dental Hygienist	19	0002105	Dental Hygienist	21	11/22/2015

**Classification Reallocation**

Class Code	Class Title	Grade	Class Code	Class Title	Grade	Effective Date
002309	Nurse Practitioner	25	002309	Nurse Practitioner	26	11/13/2016
000282	Occupational Safety and Health Specialist	24	000282	Occupational Safety and Health Specialist	25	11/27/2016
004456	Transit Services Supervisor	19	004456	Transit Services Supervisor	21	3/4/2017

## **Appendix E – Employee Classification Survey 1**

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Merit System Protection Board  
Classification & Compensation Survey - Employee

**INTRODUCTION/INSTRUCTIONS**

**Employees**

The Merit System Protection Board has retained CPS Human Resources Services (CPS HR) to conduct an independent audit of Montgomery County's classification and compensation systems. As an important part of the study process, we are asking you to provide us with information about your previous experience as an individual classification review incumbent by completing this Classification & Compensation Survey.

This survey is constructed so that you can complete it electronically. Once you complete the survey the information provided will be submitted directly to CPS HR. You will have the option to submit the survey with your contact information, but it will not be required. No individual responses will be shared with the Montgomery County Office of Human Resources (OHR); only summary or aggregate data of all responses received.

The survey should take no more than fifteen (15) minutes to complete and may be submitted at any time. Please be sure to complete and submit your survey by **MM/DD/YYYY**.

Thank you for your participation. If you have any questions, please contact CPS HR:  
**[XXX@cps hr.us]**

Merit System Protection Board  
Classification & Compensation Survey – Employee

Agency Department (Required):	Division or Work Unit Within Department (Required):
Employee's Name:	Supervisor's Name and Title:
Current Classification Title:	Length of Time in Current Position:
Agency Department:	Division or Work Unit Within Department:
Work Phone Number:	E-mail Address:
Previous Agency Position:	Length of Time in Previous Position:

EMPLOYEE'S STATEMENT - STUDY SUMMARY

In three to five sentences, briefly describe the major reason[s] for your previous re-classification request.

For example:

*"I was working out of class. My job description was out-of-date and I was performing job duties of another job."*

DRAFT

**Merit System Protection Board  
 Classification & Compensation Survey – Employee**

		Yes	No	I Don't Know
1	Did you have a classification specification for the job you were performing?			
2	Did you have a position or job description for the job you were performing?			
3	Had your job description or classification specification been updated within the last 5 years?			
4	Had your job description or classification specification been updated within the last 10 years?			
5	Have you ever recommended edits/updates to your job description or classification specification?			
6	Is your job assigned only in your department/unit or in other department/units?			
7	Do you feel that there is a clear career ladder in your job field or job series (i.e., there are promotions available)?			
8	Did you submit the re-classification request?			
9	Did your supervisor or another individual submit the request on your behalf?			
10	Did you complete and submit a “Position Profile Form” (PPF)?			
11	Did your supervisor/manager agree with your request?			
12	Were you able to see the memo submitted by the department head?			
13	Do you know where you can find a current copy of your job description (classification specification)?			
14	At the time of the study did you know when (i.e., time of year) a request could be submitted?			
15	Was this your first time applying for a re-class study?			
16	Were you the only person in the job who requested a study or was your position studied as part of a group classification review?			
17	Based on your experience during the process, would you apply for a re-class study again? If no, please explain:			

Merit System Protection Board  
Classification & Compensation Survey – Employee

18. Describe what changed in your job duties:

Changes	Examples
Knowledge, Skills or Abilities	
Level of Responsibility	
Difficulty	
Education / Certification	
Experience	
Technology/Equipment Used	
Other	

19. If your position is part of a job series (i.e., Technician I, Technician II, Technician III, Technician IV), do you understand what distinguishes your level from the level above or below you? Yes/No

If Yes, please explain:

<div>DRAFT</div>
------------------

20. What outcome did you anticipate (select all that apply):

Reclassification:

Job Description Update:

Other:

21. Did you agree with the results Yes/No

Why:

--

22. How long did it take before you were told the results:

Less than 1 month

1 month to 2 months

More than 3 months

23. Who communicated the results to you:

Office of Human Resources

Department HR Liaison

Union

Other

Merit System Protection Board  
Classification & Compensation Survey – Employee

24. Were you able to discuss or ask questions about the results? Yes/No  
With whom:  
Was it helpful:

25. If you disagreed with the outcome please explain. Were your differences heard and addressed?

26. What improvements would you recommend for the process:

DRAFT

THANK YOU!

## **Appendix F – Employee Classification Survey 2**

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# MSPB Classification Survey

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## Instructions

The Merit System Protection Board has retained CPS Human Resources Services (CPS HR) to conduct an independent audit of Montgomery County's classification and compensation systems.

As an important part of the study process, we are asking you to provide us with information about your current position and knowledge of the classification and compensation system by completing this Classification Series Survey.

This survey is constructed so that you can complete it electronically. Once you complete the survey the information provided will be submitted directly to CPS HR. You will have the option to submit the survey with your contact information, but it will not be required. **No individual responses will be shared with the Montgomery County Office of Human Resources (OHR);** only summary or aggregate data of all responses received.

**All required questions will have an asterisk (\*) at the end of the question which indicates you must provide an answer to continue. If you fail to provide an answer, you will receive an error message asking you to provide an answer in order to advance to the next page or submit the survey.**

The survey should take no more than twenty (20) minutes to complete. Please be sure to complete and submit your survey by **DAY, XX/XX/XXXX.**

**You do not have to complete the survey in one sitting. You may stop at any time by closing the window. The application will automatically save your place through the last page you completed\* (i.e., the last place you clicked the "next" button). Click on the unique link that was emailed to you to start where you left off.**

\*Cookies must be enabled on your browser to ensure your responses are saved through the last completed page.

### **Submitting the Survey**

Once you are finished, click the submit button at the end of the survey. Once the survey is submitted, no further changes can be made.

The Survey is best taken on a computer or laptop, it is not optimized for use with a tablet or phone. If you are using a tablet or phone to complete this survey, some questions may not display properly.

Thank you for your participation. If you have any questions, please contact Christi Tenter at CPS HR: ctenter@cpshr.us or (916).471.3387

#### **1) Current Classification (required)**

Select your current classification title from the drop-down menu.

**\*No individual responses will be shared with the Montgomery County Office of Human Resources (OHR); only summary or aggregate data of all responses received.**

#### **2) Department and Division/Work Unit (optional)**

Select your **current** department from the drop-down menu. Once you have selected your **current** department, you will be prompted to select your **current** division/work unit.

---

### **Employee Statement**

3) In three to five sentences, **briefly** describe the **major** purpose[s] and/or function[s] of your job.\*

Example:

*"One of the main purposes of this position is to provide technical support to the Agency's departments' end users by receiving and responding to calls related to problems or issues with computer hardware, software and peripheral equipment. One of the primary tasks is to elicit information from the end user on the nature of the problem, and then to identify a resource to solve the problem."*

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Please respond to the following questions regarding the classification specification\* for you **current** classification.

*\*Classification Specification is the document in the classification plan that summarizes the general duties and responsibilities of the class you are allocated to.*

4) Does a classification specification exist for your **current** position?

- ☐ Yes
- ☐ No
- ☐ I don't know

5) When was the last time the classification specification for your **current** position was updated?

- ☐ Within the last year
- ☐ Within the last 5 years
- ☐ Within the last 10 years
- ☐ More than 10 years ago
- ☐ I don't know
- ☐ Other: \_\_\_\_\_ \*

6) Have you ever recommended updates/edits to your classification specification?

- ☐ Yes

☐ No

☐ Other: \_\_\_\_\_ \*

**Comments:**

---

Please respond to the following questions regarding the position description\* for your **current** classification.

*\*Position Description is the unique document that you and your supervisor prepare to document the functions, requirement and qualifications of your position.*

7) Does a position description exist for your **current** position?

☐ Yes

☐ No

☐ I don't know

8) When was the last time the position description for your **current** position was updated?

☐ Within the last year

☐ Within the last 5 years

☐ Within the last 10 years

☐ More than 10 years ago

☐ I don't know

☐ Other: \_\_\_\_\_ \*

9) Does the current position description for your **current** position reflect the job requirements accurately?

☐ Yes

☐ No

☐ I don't know

10) Are you able to recommend updates/edits to your position description?

☐ Yes

☐ No

☐ Other: \_\_\_\_\_ \*

**Comments:**

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11) Is your **current** classification utilized only in your department/unit or in other department/units?

☐ My current classification is **only** utilized in my department/unit

☐ My current classification is utilized in **multiple** departments/units

12) Prior to being hired/promoted/or appointed in your **current** position, did the job announcement accurately reflect the duties and responsibilities required of the job you are currently performing?

☐ Yes

☐ No

☐ I don't know

**Comments:**

13) Are the following areas accurately described on your most current classification specification for your current position?

	Select an option below		If no, please provide a brief explanation
	Yes, this area is accurately described on my current class specification*	No, this area is not accurately described on my current class specification*	
Class Definition	( )	( )	—
Examples of Duties	( )	( )	—
Knowledge, Skills, and Abilities	( )	( )	—
Difficulty/Complexity	( )	( )	—
Experience required	( )	( )	—
Education/Certifications required	( )	( )	—
Technology/Equipment used	( )	( )	—
Physical Abilities	( )	( )	—

**Comments:**

---

14) Is your current classification part of a job series (e.g., Technician I, Technician II, Technician III, etc.)

( ) Yes

( ) No

( ) I don't know

15) In your **current** position, what action is needed to be considered for the next level in the career series? (e.g., Technician I to Technician II)

☐ Supervisor recommendation

☐ Apply for open recruitment

☐ Submit for re-classification

☐ Time in position

☐ Other: \_\_\_\_\_ \*

☐ I don't know

☐ My current position is not part of a career series

**Comments:**

16) In your **current** position, is there a clear career ladder between the class levels in the career series? (e.g., are the duties significantly different in the various levels and the work performed?)

☐ Yes

☐ No

☐ I don't know

☐ My current position is not part of a career series

**Comments:**

17) What distinguishes your **current** position from the level below in the career series?  
(select all that apply)

☐ Degree of supervision received

- ☐ Degree of supervision exercised
- ☐ Tenure
- ☐ Knowledge
- ☐ Skills/Abilities
- ☐ Experience
- ☐ Education/Certifications
- ☐ Other: \_\_\_\_\_ \*
- ☐ I don't know
- ☐ My current position is not part of a career series

**Comments:**

18) What distinguishes the next level above in the career series from your **current** position?  
(select all that apply)

- ☐ Degree of supervision received
- ☐ Degree of supervision exercised
- ☐ Tenure
- ☐ Knowledge
- ☐ Skills/Abilities
- ☐ Experience
- ☐ Education/Certifications
- ☐ Other: \_\_\_\_\_ \*
- ☐ I don't know
- ☐ My current position is not part of a career series

**Comments:**

**Logic: Show/hide trigger exists.**

19) Do you feel there are difficulties in hiring qualified staff within your department/unit?

☐ Yes

☐ No

**Logic: Hidden unless: Question "Do you feel there are difficulties in hiring qualified staff within your department/unit?" #19 is one of the following answers ("Yes")**

20) Which of the following hurdles contribute to the issue of hiring qualified staff in your department/unit? (select all that apply)

☐ Pay

☐ Technology

☐ Out of date/inaccurate job postings

☐ Location

☐ Other: \_\_\_\_\_ \*

21) Do you *directly* or *indirectly* **supervise** employees?

☐ Yes

☐ No

**22) Internal contacts:** List persons within the organization, other than your direct supervisor and any direct subordinates, with whom you have regular contact while performing the duties of your position. Briefly describe the purpose for these contacts and the frequency of their occurrence.

	Contact Class Title	Purpose	Frequency
1.			

2.			
3.			
4.			
5.			

## SUPERVISION / DIRECTION

**23. Supervision/Direction received:** Please select **one** of the following type and amount of supervision that best describes the type and amount of supervision that your position receives.

- ☐ My supervisor frequently checks my job activities.
- ☐ I work alone on routine or regular work assignments and check with my supervisor on non-routine assignments or when in doubt as to the correct procedures to I receive occasional supervision while working toward a definite objective that
- ☐ requires use of a wide range of procedures. I plan, and/or determine specific procedures or equipment required to meet assigned objectives, and I solve non-
- ☐ I work from broad policies and towards general objectives. I refer specific matters to superior[s] only when interpretation or clarification of organizational policies is
- ☐ I work from general directives or broadly defined missions of the organization.

24. From whom do you receive work assignments?

	Classification Title
1.	
2.	
3.	
4.	
5.	

Validation: Must be numeric

25) Specify the number of employees you *directly* and *indirectly* **supervise** below:

# of employees **directly** supervised:

---

# of employees **indirectly** supervised:

---

**Comments:**

**26) Do you perform “Lead” duties?**

*(Lead duties generally include training and providing ongoing guidance to staff; assigning and monitoring work; and assisting in providing information to the supervisor in areas such as employee selection, performance evaluations, and coverage schedules. Lead workers are typically not responsible for hiring/firing, corrective action, or preparing performance evaluations though they provide input for the evaluations.)*

( ) Yes

( ) No

**Logic: Hidden unless: (Question "Do you *directly* or *indirectly* supervise employees?" #21 is one of the following answers ("Yes") OR Question "Do you perform "Lead" duties?" #23 is one of the following answers ("Yes"))**

**27) What type of supervision/lead do you provide?**

Select the level of your authority for each of the supervisory/lead duties below and indicate whether you perform the activity for employees, non-employees (e.g. contractors), or both.

	Authority Level						
	No Authority	Recommend	With Prior Approval	On Own Authority	Employees (full/part time)	Non-employees (e.g., contractors)	Both
Train others	( )	( )	( )	( )	( )	( )	( )
Hire employees	( )	( )	( )	( )	( )	( )	( )
Plan and/or schedule work for others on <b>specific projects</b>	( )	( )	( )	( )	( )	( )	( )
Plan and/or schedule work for others <b>on a daily basis</b>	( )	( )	( )	( )	( )	( )	( )

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Assign or delegate work to others <b>on specific projects</b>	( )	( )	( )	( )	( )	( )	( )
Assign or delegate work to others <b>on a daily basis</b>	( )	( )	( )	( )	( )	( )	( )
Monitor work of others on specific projects or on a daily basis	( )	( )	( )	( )	( )	( )	( )
Establish rules, procedures , and/or standards	( )	( )	( )	( )	( )	( )	( )
Approve overtime and/or leave	( )	( )	( )	( )	( )	( )	( )
Evaluate performance	( )	( )	( )	( )	( )	( )	( )
Take corrective action	( )	( )	( )	( )	( )	( )	( )

Resolve complaints and/or grievances	( )	( )	( )	( )	( )	( )	( )
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**28) What improvements would you recommend for the classification specification and position description process?\***

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**Thank You!**

**Thank you for taking our survey. Your response is very important to us.**

## **Appendix G – FLSA Classification Sample**

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Montgomery County Merit System Protection Board  
Classification and Compensation Audit Report  
Appendix G– FLSA Classification Sample

**FLSA Classification Sample**

Series	Class Code	Class Title	Grade	Salary Schedule	FLSA Status	Position Survey Available
9000	109009	IMAGING OPERATOR LEADER	14	1	E	No
5300	5306	BUILDING SERVICES SUPERVISOR	15	1	E	No
200	217	REVENUE COUNTER SUPERVISOR	15	1	E	No
5200	205228	PUBLIC SERVICE CRAFTSWORKER II	17	2	E	No
600	628	URBAN DISTRICT PUBLIC SERVICE AND MAINTENANCE TEAM SUPERVISOR	17	1	E	No
9260	9272	EXECUTIVE ADMINISTRATIVE AIDE	17	1	E	No
9200	9234	SENIOR SUPPLY TECHNICIAN	17	1	N	No
5100	5189	MAIL SERVICES SUPERVISOR	17	1	E	No
2000	2013	INCOME ASSISTANCE PROGRAM SPECIALIST I	17	3	E	No
600	628	URBAN DISTRICT PUBLIC SERVICE AND MAINTENANCE TEAM SUPERVISOR	17	1	E	No
5100	5189	MAIL SERVICES SUPERVISOR	17	1	E	No
9260	9272	EXECUTIVE ADMINISTRATIVE AIDE	17	1	E	Yes
200	212	ACCOUNTANT/AUDITOR I	18	3	E	Yes
200	210	ACCOUNTANT/AUDITOR II	21	3	E	Yes
200	211	ACCOUNTANT/AUDITOR III	23	3	E	Yes
100	152	ADMINISTRATIVE SPECIALIST I	18	1	E	Yes
100	151	ADMINISTRATIVE SPECIALIST II	21	1	E	Yes
100	150	ADMINISTRATIVE SPECIALIST III	23	1	E	Yes
2800	2814	CLIENT ASSISTANCE SPECIALIST	20	3	E	Yes
100	121	HUMAN RESOURCES SPECIALIST III	25	1	E	Yes
500	554	INFORMATION TECHNOLOGY SPECIALIST I	20	1	N	Yes
500	553	INFORMATION TECHNOLOGY SPECIALIST II	23	1	E	Yes
800	836	PROGRAM SPECIALIST II	21	3	E	Yes
1000	1018	RECREATION COORDINATOR	18	3	E	Yes
1000	1015	RECREATION SPECIALIST	21	3	E	Yes
2800	2807	SOCIAL WORKER II	23	3	E	Yes

## **Appendix H – Sample Classification Specification**

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**OFFICE OF HUMAN RESOURCES DEPARTMENT**  
**Montgomery County**

*Margins: All set at 1”  
Font: select style & size*

**[CLASS TITLE]**

*(If this is a career series it should be stated here)*

**DEFINITION:**

[General statement of the type and level of work performed; including a statement regarding the level of supervision received] ...and include in statement “and performs other duties as assigned.”

[QES factors.....]

*Example: Under direction, performs professional level accounting functions...*

**DISTINGUISHING CHARACTERISTICS:**

[Use this field for career series to distinguish the level of work performed and supervision received at each level in the career series OR to distinguish from next promotional level not in the career series]

**DUTIES AND RESPONSIBILITIES:**

*(Provide 8-10 in order of criticality or importance and lead in with statement below)*

*The duties listed below represent the various types of work that may be performed. The omission of specific statements of duties does not exclude them if the work is related or a logical assignment to this class.*

- **USE ACTION VERBS**
- [Should describe the vital and characteristic duties and responsibilities, it is not intended to be a list of all duties but a sample that clearly demonstrates the level of work.]
- [All clusters of duties should be related to the general statements of type and level of work in the definition]
- [All clusters of duties should be related to the general statements of type and level of work in the definition]
- [The goal is to identify what is truly vital and characteristic of the class. This should result in a streamlined specification that contains the main elements of the classification.]
- [For simple job specs there should be approximately 7 items in this section, for combined/complex specs there should be approximately 10-12]
- **Performs other duties as assigned.** (always include statement at the end of duties section)



**OFFICE OF HUMAN RESOURCES DEPARTMENT**  
**Montgomery County**

**EMPLOYMENT STANDARDS:**

**Knowledge of:**

- [A list of the most important areas of subject matter knowledge required]
- [Each statement should be related to one or more of the representative duties statements]
- [Common terms: Principles of, Practices of, Procedures, Techniques, etc.]
- [The range for knowledge statements is 5-12 with simple specs having about 5-8 and complicated/ complex specs having 9-12.]
- [Keep in mind that all “knowledge of” statements are important but we only want to list the MOST important ones. Use your Subject Matter Experts SME’s; with their opinion in mind use your professional judgment to build a streamlined list of most important and required knowledge statements.]

**Ability to:**

- [A list of the most important personal skills/abilities required]
- [Each statement should be related to one or more representative duties statement]
- [Common terms: Perform, Monitor, Review, Analyze, Collect, Evaluate, Coordinate, Organize, Develop, Establish, Assist, Research, Compose, Lead, Communicate, etc.]
- [The range for ability statements is 5-12 with simple spec’s having about 5-8 and complicated/ complex spec’s having 9-12.]
- [Keep in mind that all “ability to” statements are important but we only want to list the MOST important ones. Use your SME’s for this; with their opinion in mind use your professional judgment to build a streamlined list of most important and required ability statements.]

**MINIMUM QUALIFICATIONS:**

**Education, Training and Experience:**

[The minimum education or experience or combination, including allowance for experience to substitute for education]

EXAMPLE: Graduation from an accredited four-year college or university with a bachelor’s degree in Business Administration, Public Administration or closely related area of study.

Job related experience may substitute for the required education on year-for-year basis [DO NOT INCLUDE SUBSTITUTION LANGUAGE FOR EXECUTIVE POSITIONS OR PROFESSIONAL POSITIONS THAT REQUIRE CERTIFICATIONS].



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**Montgomery County**

**LICENSES AND CERTIFICATES:**

WHEN DRIVING IS A REQUIREMENT OF THE CLASSIFICATION: A valid driver license is required at the time of application. A valid **State** driver license is required at the time of appointment and must be maintained throughout employment.

**Special Requirements:**

[Listing of other licenses and certificates required for the classification]

**PHYSICAL DEMANDS:**

[Optional: below is a sample of the type of language that can be included in job descriptions]

The physical demands described here are representative of those that must be met by employees to successfully perform the essential functions of this class. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

**Physical Demands** **[SAMPLE ONLY; needs to be validated with job function analysis]**

While performing the duties of this job, the employee is regularly required to sit, walk and stand; talk and hear; use hands to finger, handle, feel or operate objects, tools or controls; reach with hands and arms; and perform repetitive movements of hands or wrists. The employee is frequently required to lift **up to XX pounds unaided**.

Specific vision abilities required for this job include close vision and the ability to adjust focus.

**Work Environment:**

The employee works in an **office environment** where the noise level **is usually quiet**. Certain positions within the classification may require availability to work flexible schedule.

**OTHER CONDITIONS OF EMPLOYMENT:**

[Optional section to address non-standard work schedule, nights, weekends, rotating shifts, etc]

*Adopted:	00-00-00
*MSPB Approved:	00-00-00
*Revised:	00-00-00

\*Populate this area to maintain historical documentation in one place with class spec

## **Appendix I – Salary Survey Template**

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Montgomery County Merit System Protection Board  
Classification and Compensation Audit Report  
Appendix I– Salary Survey Template

Maryland – Merit Services Protection Board  
Total Compensation Survey  
Comparator Agency

**Participating Agency Information**

Please complete the following information so that we can track responses and follow-up with questions on the survey if necessary.

Agency Name		
Contact Name	Title	
Email	Phone	Fax

## Section 1: General Information

What is the total number of *employees* within your agency/organization?

Number of *Regular Full Time* Employees

Number of *Part Time* Employees

Number of Temporary Employees

Please provide details of your salary plan structure/administration. If your agency utilizes an open range plan, please provide the control point (e.g. mid-point, range maximum, or any other point within the range that is your agency's maximum market value for the classification).

- Step plan (indicate number of steps):

- Does your Step Plan depend on the classification

☐ YES ☐ NO

- Open range (indicate control point):

*Note: For control point we are looking for the point on the range that you look to manage your salaries to. With an open range this is generally the mid-point or market point - the point that you use when comparing your salaries to market.*

- What is the date/amount of the next cost of living increases or decreases for the matched positions?

Group	Unknown	Date	Increase/Decrease	Amount
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>
<input type="text"/>	<input type="checkbox"/>	<input type="text"/>	<input type="checkbox"/> Increase <input type="checkbox"/> Decrease	<input type="text"/>

■ Comments & Consultant Notes

**CPS HR Consulting Staff Quality Control Checklist:**

Data Collection by*:	
Data Audited by:	
CompCalc Entry by:	
CompCalc QC by:	

**\*CPS HR Documents Checklist**

- ☐ Class Specs (for ALL positions)
- ☐ All MOUs, Amendments or Salary Resolutions (for ALL applicable units)
- ☐ Salary Schedule(s)
- ☐ Financial Budget
- ☐ Allocation Documents
- ☐ Organizational and/or Departmental Chart(s)
- ☐ Benefits Summaries
- ☐ Personnel Rules & Regulations
- ☐ Emails/Communication Log

List additional documents collected:

## Section 2: Compensation Survey

Salary Data Collection Sheets – Salaries effective as of **April 1, 2017.**

- If agency/organization does not have a comparable class, please enter “No Comparable Classification” or “NCC” in the “Your Organization Class Title” and list the job title that performs these duties in “If no match, what position performs these duties?”
- Ensure Employee Group/Union matches up with one of the Employee Group/Unions created in Benefits Salary
- Please report all salaries as a **monthly** rate
  - To convert from annual to monthly: Annual Rate ÷ 12
  - To convert from bi-weekly to monthly: (Bi-Weekly Rate \* 26) ÷ 12
  - To convert from weekly to monthly: (Weekly Rate\*52) ÷ 12
  - To convert from hourly to monthly: Hourly Rate \* 173.37

#	Survey Class Title	Class Description			
1.	Accountant/Auditor III	<p>This is professional accounting/auditing work at the full-performance level. An employee in this class performs accounting/auditing work of a varied nature including maintenance of complex accounting records, preparation and analysis of financial statements and reports, or planning, coordinating and participating in auditing assignments to determine the adequacy of internal control, the efficiency and effectiveness of operations, as well as compliance with applicable laws and prescribed policies and procedures.</p> <p>License/Cert/Education: CPA not required, can substitute for BA in ACCT or related field</p>			
	Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
	Required Certifications:				
	Notes:				

#	Survey Class Title	Class Description
2.	Administrative Specialist II	<p>This is professional administrative work at the full-performance level providing administrative support in a diversity of functional areas at the department/agency/division or other comparable organization level. An employee in this class works under the general direction of a higher level administrative supervisor and is responsible for providing administrative support in one or more of the following areas as assigned: budget preparation; research on special projects including analysis of data and report writing; resolution of complaints and inquiries received from employees and the public; personnel administration (e.g., recruitment/placement, classification studies, grievances, promotions, terminations, reductions in force, and training); contract monitoring; and liaison to other departments/agencies.</p> <p>License/Cert/Education: BA</p>

Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
3.	Assistant Chief Administrative Officer	<p>This is high level staff work directly supporting the Chief Administrative Officer and County Executive. An employee in this class provides staff support and advice to the County Executive or Chief Administrative Officer in designated functional or policy areas. Employees in this class also serve as project managers and task force leaders to study issues and implement actions in a variety of programmatic and management policy areas. The work involves developing major County policy option or issue papers, coordinating urban redevelopment projects, analyzing and making recommendations on proposed County legislation, assisting in preparation and in development of new County legislation, and performing a variety of ad hoc special assignments for the Executive Branch.</p> <p>License/Cert/Education: MA/MBA</p>		
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
4.	Assistant County Attorney II	<p>This is intermediate professional legal counsel work performing duties of a varied nature in support and representation of the County Government. An employee in this class is responsible for providing legal representation of the County Government and its agents and participants of the self-insurance fund by providing policy and legal guidance and legal research and opinions for department/agency representatives; reviews, prepares, and approves various legal documents; and serves as legal counsel for Montgomery County in Trial and Appellate Courts. The employee assists in policy development and has full responsibility for the work assigned, to include independently planning and carrying out all necessary steps to complete normal assignments.</p> <p>License/Cert/Education: MD State Bar (or in other state and obtain licensure during probation)</p>		
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				

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<b>Notes:</b>	
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#	Survey Class Title	Class Description		
5.	Assistant County Attorney III	<p>This is full performance legal counsel work which involves representing the County Government in a specialized area of municipal law. An employee in this class provides legal representation, policy and legal guidance, public liaison, and resolution of unique issues of critical importance involving specialized areas of law for various officials and employees of the County Government and related agencies. The employee plans and carries out assignments, resolves many of the conflicts which arise, coordinates work with others, and interprets laws and precedents in light of established departmental objectives.</p> <p>License/Cert/Education: MD State Bar (or in other state and obtain licensure during probation)</p>		
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union
<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description		
6.	Client Assistance Specialist	<p>This is full performance professional level human services work that links clients with appropriate resources and provides appropriate guidance and support. A Client Assistance Specialist, through the interview process, determines client eligibility and need for assistance and, in addition, helps clients to assess their situation, define their problems, and identify acceptable courses of action by availing themselves of recommended community services. The Client Assistance Specialist, working under the general supervision of a program supervisor, independently arranges the sequence of work, obtains necessary information and data, selects appropriate methods and procedures, and varies these as necessary to address different case situations.</p> <p>License/Cert/Education: n/a</p>		
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union
<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description		
7.	Community Health Nurse II	<p>This is a full performance level in clinical settings for the professional Registered The Community Health Nurse II (CHN II) provides the public assistance by providing community health services to the entire community, providing services at vaccine clinics and Ability to Benefit (ATB) clinics; serving as First Responders for Emergency Public Management services to the entire community; providing</p>		

	<p>first aid care to school age children; providing medical care and primary care services; providing case management and referrals for clients; and providing guidance and training to Montgomery County Public School (MCPS) staff. Additional services afforded include providing first aid in a school health room; providing education in-service for the staff; maternal/child services; behavioral health services; linking services and resources; and providing prenatal education and education to empower clients to access health care through the complete health care system.</p> <p>License/Cert/Education: RN or LPN</p>			
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
8.	Correctional Officer III/Corporal	<p>This is correctional work at the fully skilled level providing security, custody, care, order, and discipline for a segment of the inmate/arrestee population in a County correctional facility. Employees in this class provide coverage at a variety of different posts within an assigned unit of a correctional facility; post assignments within the unit are rotated daily. The posts involve direct supervision of an assigned group of inmates/arrestees within a general or specialized inmate housing unit or supervision of inmates in an activity, processing, or hallway area of the correctional facility. Some posts involve reception, inspection, and control of visitor access to the facility; or, centralized monitoring and control of inmate/staff access through locked doors within the facility. Work includes patrol, inspection, and monitoring of assigned area; observation/monitoring of inmate behavior and activity; enforcement of institutional rules and procedures; operation of various security and safety devices and equipment; and written recording of shift activities in a log or in the form of an incident report.</p> <p>License/Cert/Education: State of Maryland Correctional Officer Certification. Firearms Certification. First Aid, CPR, and Automatic External Defibrillator (AED) Certification.</p>		
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description
9.	Customer Service Representative II	<p>This is advanced level customer service work providing assistance by telephone to residents, members of civic and community groups, and others concerning available services and programs provided by public and private agencies. The work involves receiving and processing non-emergency telephone calls directed to the MC311 Customer Service Center. An employee in this class, working under general supervision, receives incoming telephone calls from citizens, identifies</p>

	problems, and researches various written information and referral materials/documents to provide necessary information and/or to make appropriate referrals; follows up when necessary. License/Cert/Education: n/a			
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description			
10.	Deputy Director, Department of Transportation	This is executive level, policy-making work in the area of transportation management which reports to and carries the full authority of the Director, Department of Transportation. This is an appointed, non-merit position in the County Government responsible for policy development as well as operational management activities for the Department. An employee in this position is expected to solve complex, politically sensitive problems associated with transportation issues utilizing negotiation and human relations skills. This position serves as both the personal representative of the Director and as the Department's Deputy Director with operational and policy-making authority over all principal offices, divisions, and programs in that Department. Key responsibilities include examining issues and problems relating to transportation, and developing responsive and fiscally sound policies for the Department's programs which impact on a variety of public, private, and community interests and operations. The work involves the planning, development, and implementation of County Government transportation programs which are essential to the County Government's mission and affects large numbers of people throughout the County.			
		License/Cert/Education: n/a			
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:					
Notes:					

#	Survey Class Title	Class Description
11.	Deputy Sheriff III	This is journey level law enforcement work performed in a variety of assignments throughout the Office of the Montgomery County Sheriff. An employee in this class is responsible for performing duties involving either the service of civil process papers; executing writs of eviction or attachment, conducting sales of attached property; providing temporary detention services for prisoners awaiting trial or transport; apprehending fugitives; providing courtroom security; and, transporting prisoners between selected locations and citizens requiring special medical examinations.

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	License/Cert/Education: US citizen 21 and over.			
<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
<b>Required Certifications:</b>				
<b>Notes:</b>				

<b>#</b>	<b>Survey Class Title</b>	<b>Class Description</b>			
12.	Election Aide II	<p>The work of this class involves providing and/or assisting the Board of Elections in County election preparation and post election activities, which includes preparation of election judges and election equipment, which involves recruiting and/or training election judges; inventorying, testing, securing and preparing election equipment for delivery and use; and Help Desk, polling place, and post-election canvas support.</p> <p>License/Cert/Education: registration as a voter in the State of Maryland.</p>			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
	<b>Required Certifications:</b>				
	<b>Notes:</b>				

<b>#</b>	<b>Survey Class Title</b>	<b>Class Description</b>			
13.	Equipment Operator I	<p>This is entry-level equipment operation work involving gasoline and diesel powered vehicles and/or light highway construction and maintenance equipment. An employee in this class is responsible for driving vehicles, which are used within or between Government installations, commercial or industrial facilities, or over public roads either to haul cargo or tow equipment, as well as operating construction and maintenance equipment.</p> <p>License/Cert/Education: Class B CDL</p>			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
	<b>Required Certifications:</b>				
	<b>Notes:</b>				

<b>#</b>	<b>Survey Class Title</b>	<b>Class Description</b>		
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14. Firefighter/Rescuer III	<p>This is full performance level work in fire suppression, fire prevention, communications, training, rescue, and emergency medical care. An employee in this class is fully proficient in all aspects of fire suppression, fire prevention and communications activities, conducting emergency rescues and providing emergency medical assistance while continuing to maintain proficiency through continued training.</p> <p>License/Cert/Education: Maryland EMT-B</p>			
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
15.	Human Resources Specialist III	<p>This is full-performance professional staff work in a personnel program area such as classification and compensation, labor/employee relations, employee services and benefits, employment, training, or equal employment opportunity. An employee in this class is fully skilled and performs a variety of standard and non-standard professional assignments within the area of specialization. This class is distinguished from the next lower class in the series by the increased complexity and difficulty of assignments as well as the limited guidance and instructions received from the supervisor. The employee has full technical responsibility for the work, and plans and carries out the work in accordance with professional personnel principles and practices, applicable laws and regulations and established policies and procedures.</p> <p>License/Cert/Education: n/a</p>		
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
16.	Information Technology Specialist II	<p>This is developmental level professional information systems technology work. The work of this class involves duties such as: writing computer programs/code; preparing test data and test programs; installing, customizing, and maintaining operating and network system hardware and software; troubleshooting and resolving computer operating system problems; assisting with the design and development of databases; performing systems analysis and system security functions; and developing system specification requirements.</p> <p>License/Cert/Education: n/a</p>		

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Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description			
17.	Information Technology Technician II	This is developmental level technology support work performing a variety of tasks such as: operating, monitoring or maintaining hardware both in a central computer center or specific department environment; writing computer code related to hardware operations (JCL); installing equipment and software packages; preparing a wide array of reports; assisting in installing, customizing and maintaining operating and network system hardware and software; assisting in troubleshooting and resolving complex computer operating system problems; responding to customer service requests; maintaining program menus; maintaining system access and security codes; assisting in the development of disaster recovery capability; providing LAN support; operating a help desk; providing support in database management functions; performing process and operational analysis functions; and maintaining and updating web pages. The work supports the information technology function in a department/agency.  License/Cert/Education: Certifications in specific hardware, software or other technology related matters may be necessary depending on duties.			
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:					
Notes:					

#	Survey Class Title	Class Description
18.	Librarian I	<p>This is professional librarian work in information services, programming, outreach, collection development and other functions. The main purposes of the work are to assist customers in reader's advisory and to locate information and information resources by leading, retrieving, and delivering and/or lending appropriate information resource materials from the library's collection, to provide programming targeted to specific audiences, to provide outreach and to provide input for collection maintenance and development. The employee typically works at a public services desk (consolidated or single-service) at a library (providing services face-to-face, by telephone and by email), but may work in the Ask-a-Librarian function (which involves telephone and electronic communication with customers, including 'live chat' and other social networking venues) or in another functional area, such as cataloging Information services, programming and outreach require knowledge of library and community</p>

	<p>resources and reference services in electronic and print media, familiarity with adult and child learning theories and of customer and community wants and needs. An employee in this class is responsible for using initiative in carrying out recurring assignments independently without specific instruction and applying modern standard librarian principles and practices to the work.</p> <p>License/Cert/Education: MA accredited by American Library Association. Maintain CEUs to sustain licensing.</p>			
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
19.	Library Desk Assistant	<p>This is beginning level library circulation desk work at a library in Montgomery County Public Libraries (MCPL) requiring use of the automated circulation system and response to the varied needs of customers. Employees in this class may work on the circulation desk a larger percentage of their work schedule than employees in other circulation classes. An employee in this class learns and performs a variety of circulation desk and a range of 'off desk' functions at a library, or comparable duties in support of a specialized library service.</p> <p>License/Cert/Education: n/a</p>		
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description
20.	Liquor Store Clerk II – DO NOT SURVEY	<p>This is retail sales work involving the sale of alcoholic beverages, and related clerical and custodial duties in County liquor stores. An employee in this class performs varied duties in a liquor store including stocking shelves, cleaning and arranging merchandise, operating a cash register, providing information to customers, performing housekeeping duties, and performing related store operations. Employees in this class assist Store Managers and Assistant Store Managers with the preparation of daily sales and inventory reports, making deposits and picking up cash from banks; they also help train other Liquor Store Clerks, may manage store operations for periods of short duration, and attempt to resolve any unusual problems that may arise.</p> <p>License/Cert/Education: n/a</p>

Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
<b>Required Certifications:</b>				
<b>Notes:</b>	5/20 – do not survey per CT; limited or no matches			

#	Survey Class Title	Class Description			
21.	Management Leadership Service Manager II	A position in this class functions as the director of an organizational unit of a major department/agency; delegated full line management responsibility for planning, development, and implementation of broad, operational, mission-related departmental/agency programs, functions, and/or services having critical impact on the accomplishment of departmental/agency goals and objectives; organizational unit managed represents a moderate to large workforce comprised of managers, supervisors, and/or individual contributors; allocation of resources is determined from among multiple, competing needs of diverse programs, functions, and services within the sub-units of the organizational unit managed. This class typically applies to division chiefs reporting directly to an appointed department director/deputy director; or, to a select few section chiefs reporting to a deputy director or an equivalent level in the County's largest departments. Also included in this class are a select few positions functioning as senior level staff person to a department head or higher with responsibility for providing analysis, advice, recommendations, and assistance to and a representational function for the elected or appointed officials to whom they report on matters of policy development and decision making covering one or more major technical programs related to areas of County-wide significance.			
		License/Cert/Education: n/a			
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:					
Notes:					

#	Survey Class Title	Class Description
22.	Mechanic Technician II	<p>This is journey level, skilled work involving the inspection, preventive maintenance, and repair of either a wide variety of light, medium, and heavy duty vehicles and mobile equipment (such as dump trucks, cement mixers, excavators, graders, loaders, back-hoes, rollers, pavers, various types of tractors, trenchers, tow trucks, street sweepers, etc.), transit vehicles, and/or fire/rescue apparatus as well as portable firefighting and rescue equipment. An employee in this class, working under general supervision, is responsible for: exercising independent judgment to carry out preventive maintenance tasks; determining causes of vehicle/equipment operating problems by tracing and locating</p>

	<p>defects; selecting and safely using proper tools, equipment, devices, manuals, references, and efficient procedures and techniques; and making repairs to heavy mobile equipment/ vehicles, transit vehicles, and/or fire/rescue apparatus as well as portable firefighting and rescue equipment.</p> <p>License/Cert/Education: regular DL, will need CDL at a later time.</p>			
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description		
23.	Office Clerk	<p>This is general office support work performed under close supervision and in accordance with specific instructions. Work in this class requires no previous training and can be readily learned on-the-job. The work involves routine and repetitive tasks performed under specific and detailed instructions. Contacts are with the office employees, employees of other departments, and the public for the purposes of receiving instructions for assigned tasks, exchanging information, and providing information referral.</p> <p>License/Cert/Education: n/a</p>		
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description
24.	Office Services Coordinator	<p>This is advanced office support work providing office and administrative support services for a major program or specialized function. The employee serves as the principal office support for a unit with responsibility for coordinating varied and extensive day-to-day office operations and for seeing that administrative matters of the unit are properly taken care of; or an employee may serve as the principal support position for a designated activity or function that is not a formal unit, but which has similar office and administrative support responsibilities. Employees in this class carry out varied and extensive office and administrative support services requiring knowledge of program operations to organize, implement and carry out all associated office activities needed to ensure proper and effective support of the program. An employee in this class performs direct public service and assistance by receiving visitors, responding to inquiries, providing appropriate assistance or referring caller to other offices for assistance.</p>

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	License/Cert/Education: n/a			
<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description			
25.	Permitting and Code Enforcement Inspector III	<p>This is advanced investigation/inspection work in one or more of the following specialties within the Department of Permitting Services (DPS), the Department of Fire and Rescue Services (FRS), or any other of several departments where similar work as described is conducted: new residential/commercial construction; renovation of existing structures; fire protection and life safety code evaluation and enforcement; right-of-way construction; zoning/land use; storm water management/sediment control; and systems structures. Incumbents in this class, either individually or as team members, perform and document on-site field inspections/investigations and assessments, develop and/or review inspections and assessments; conduct client consultations; prepare reports; witness system tests; ensure compliance with governing specifications; provide advice and direction to contractor professionals to resolve post-installation problems and achieve compliance with applicable codes, laws and policies; perform off-site research to determine applicable code sections, specifications and requirements; meet with clients to discuss requests for exceptions from code requirements; resolve discrepancies between approved plans and field conditions; resolve interpretive problems; and facilitate casework. Work includes accomplishing the most complex assignments. Employees may grant exceptions based upon their expertise.</p> <p>License/Cert/Education: may later require HVACR license or Maryland Professional Qualifications Board cert. as Inspector II</p>			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
	<b>Required Certifications:</b>				
	<b>Notes:</b>				

#	Survey Class Title	Class Description		
26.	Police Officer III	<p>This is police work at the advanced level. An officer at this level performs highly responsible police work requiring sworn status to maintain public peace, protect life and property, enforce laws, and conduct complex investigations under general supervision according to established Department procedures. Assignments are more complex than those assigned to lower level police</p>		

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	<p>officers. In performing duties, the officer has some latitude in defining objectives, developing method of approach, and carrying out work plans.</p> <p>License/Cert/Education: completion of Dept. training programs.</p>			
Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description			
27.	Principal Administrative Aide	This is full performance level office support work performing a full range of general office support functions for an organization. An employee in this class performs a wide range of general office support assignments for the office or program area to which assigned, usually with defined objectives, priorities, and deadlines. The employee is expected independently to plan and carry out the steps to achieve those objectives and to handle problems in accordance with instructions, policies and accepted practices. License/Cert/Education: n/a			
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:					
Notes:					

#	Survey Class Title	Class Description
28.	Program Manager II	<p>This is either 1) professional work directing operational program(s) and/or managing and monitoring contracts of major scope, expenditure and effect; or, 2) professional staff work involving the analysis of nonstandard or unclear information, identifying various approaches and alternatives, and developing recommendations/drafting decisions which affect a wide range of activities for the consideration of or issuance by a higher level official or manager directing a line program or function. An employee in this class utilizes knowledge of a wide range of program management and subject matter program principles, techniques, functions, regulations and procedures in planning, organizing, directing and evaluating one or more programs and/or oversight of contractor activities.</p> <p>License/Cert/Education: will need (assignment dependent) ICC Cert or SCOTT air supplied products maint., SCOTT AirPak 50 maint., Breathing Air compressor maint.</p>

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Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:				
Notes:				

#	Survey Class Title	Class Description			
29.	PROGRAM SPECIALIST II	This is program management support work carrying out assignments in operational programs requiring knowledge of a wide range of program issues to perform a variety of unusual assignments involving modification of precedents or procedures. An employee in this class utilizes knowledge of a wide range of program management support and program subject matter principles, techniques, functions, regulations and procedures in planning, organizing, directing and evaluating or carrying out assignments in one or more programs. Licenses/Cert/Education: Bachelor’s Degree in a human services field, valid license to practice as a Dental Hygienist in the State of Maryland.			
Your Organization Class Title		Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:					
Notes:					

#	Survey Class Title	Class Description			
	30. PUBLIC SAFETY COMMUNICATIONS SPECIALIST III	This is full performance level work involving public safety communications in an emergency communications center. An employee in this class is responsible for applying knowledge of the full range of practices, methods, standards, and procedures of public safety communications in a 9-1-1 environment combined with skill in the use of various radio and telephone equipment and other integrated systems at call taking and dispatching work stations. License/Cert/Education: State of Maryland Emergency Medical Emergency Dispatch license.			
	Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union	If no match, what position performs these duties?
Required Certifications:					
Notes:					

#	Survey Class Title	Class Description
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31. RECREATION ASSISTANT II	This is recreation work as an instructor, leader, or technician in recreation activities. An employee in this class provides skilled assistance and leadership in a specific function within a recreation program or in a multi-use recreation facility. License/Cert/Education: N/A			
<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description			
32.	SENIOR INFORMATION TECHNOLOGY SPECIALIST	This is advanced level professional information systems technology work. The work of this class involves providing senior level consultation and advice to a project team of specialists or advanced level planning and execution of information technology projects. An incumbent of this class performs duties such as designing and developing databases and troubleshooting database problems; preparing test data and test programs; evaluating, implementing and enforcing system security protocols; providing advanced level support for web-based applications, web sites and eGovernment functions; performing network design, operation and maintenance tasks, and troubleshooting network faults using mapping and discovery tools; providing analysis of planning and policy issues and cost-benefit analysis; performing applications software engineering procedures and systems development life cycle planning and implementation; system analysis and administration, and legacy systems management. License/Cert/Education: Bachelor's degree in computer science or certifications in specific programming languages or operating systems.			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	
	<b>Required Certifications:</b>				
	<b>Notes:</b>				

#	Survey Class Title	Class Description			
33.	SOCIAL WORKER II	This is professional social work at the full performance level. Employees provide a wide range of social work services in a residential facility, local health clinic, school, or local social services environment. Employees in this class provide direct professional assistance or care to clients involving intense interaction and counseling therapy. License/Cert/Education: master's degree in social work, must be licensed by the Maryland State Board of Social Work Examiners			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>

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<b>Required Certifications:</b>				
<b>Notes:</b>				

#	Survey Class Title	Class Description		
	34. SUPPLY TECHNICIAN II	This is intermediate-level work involving the receipt, labeling, storing, inventorying and issuing of parts, tools, equipment and/or supplies. An employee in this class is responsible for responding to the supply needs of a requesting party, which often entails researching product lines, cross referencing parts/materials manufactured by two or more manufacturers, and providing recommendations for substitute parts/materials. License/Cert/Education: N/A		
	Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<b>Required Certifications:</b>			
	<b>Notes:</b>			

#	Survey Class Title	Class Description		
	35. THERAPIST II	This is full performance professional level clinical counseling involving the application of counseling principles and methods in the diagnosis, prevention, psychotherapeutic treatment, and amelioration of psychological problems, emotional conditions, substance use disorders or mental conditions of individuals, families and/or groups. An employee in this class serves as therapist and case manager, performing a comprehensive variety of professional treatment services (e.g., preliminary diagnosis, evaluation and/or referral; crisis intervention; and/or clinical case management and service coordination) for the purpose of assisting the client in improving functioning, obtaining symptom relief, preventing psychosocial dysfunction or changing personality. Assignments are carried out independently and subject to clinical review. License/Cert/Education: Master's degree in Psychology, Counseling, Social Work, Licensed Clinical Professional Counselor (LCPC); Licensed Clinical Marriage and Family Therapy (LCMFT); Licensed Clinical Alcohol Drug Counselor (LCADC); Licensed Certified Social Worker/Clinical (LCSW-C); Certification as Advanced Practice Registered Nurse/Psychiatric Mental Health (APRN-PMH); Licensed Psychologist.		
	Your Organization Class Title	Min Monthly Salary	Max Monthly Salary	Employee Group/Union
	<b>Required Certifications:</b>			
	<b>Notes:</b>			

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#	Survey Class Title	Class Description			
35.	TRANSIT BUS OPERATOR	<p>This class of work involves operating a public transit bus to pick up, transport and discharge passengers. An employee in this class, after successful completion of a driver training program, is responsible for the safe and on-time operation of a public transit bus in all types of weather and traffic conditions and for tactful and courteous interactions with the public.</p> <p>License/Cert/ Education: Possession and maintenance at all times of either a valid Class B (or equivalent) Commercial Driver's License (CDL), with Passenger and Air Brake Endorsements, or an Instructional Permit for a Class B (or equivalent) CDL, with Passenger and Air Brake Endorsements.</p>			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
	<b>Required Certifications:</b>				
	<b>Notes:</b>				

#	Survey Class Title	Class Description			
36.	TRUCK DRIVER/WAREHOUSE WORKER	<p>This is semiskilled equipment operation and strenuous manual work involving unloading and delivery of alcoholic beverages. An employee in this class operates heavy-duty, closed box trucks to make deliveries of alcoholic beverages to County licensees and County liquor stores. The employee follows route instructions to make deliveries, unloads merchandise from truck with the aid of a helper, and transports merchandise into customers' storage areas using roller racks, hand trucks, or by lifting and carrying the products. The employee records shipments, loads returns from customers, and collects payments (sometimes in cash) for deliveries.</p> <p>License/Cert/Education: Possession and maintenance at all times of a valid Class B or Class A Commercial Driver's License (CDL) from the applicant's state of residence.</p>			
	<b>Your Organization Class Title</b>	<b>Min Monthly Salary</b>	<b>Max Monthly Salary</b>	<b>Employee Group/Union</b>	<b>If no match, what position performs these duties?</b>
	<b>Required Certifications:</b>				
	<b>Notes:</b>				

### Section 3: Benefits Survey

- This is a survey of your employee benefits and employer premium costs effective **January 1, 2017**.
- For health and dental insurance, please enter the most expensive benefit plan and/or employer premium cost for **family coverage (Employee +2)**.
- If employees do not receive a specific benefit, please enter “N/A” for Not Applicable in the appropriate columns.
- Please report all premiums as a monthly employer cost.
  - To convert from annual to monthly:  $\text{Annual Rate} \div 12$
  - To convert from bi-weekly to monthly:  $(\text{Bi-Weekly Rate} * 26) \div 12$
  - To convert from weekly to monthly:  $(\text{Weekly Rate} * 52) \div 12$
  - To convert from hourly to monthly:  $\text{Hourly Rate} * 173.37$

Employee bargaining groups should be broken out into separate groups if any of the following differ within the group

- Employer Deferred Compensation contribution rates
- Longevity if paid monthly (not as single lump sum amount)
- Social Security practices (e.g., some pay into FICA and others do not)
- Retirement Contributions

For instance, if Fire Chief is in the non-safety Management Union, and the Fire Chief receives a different retirement rate/in different pension plan, then the Management group should be recorded as two units: Management – Fire, Management - General. These two descriptors should match the bargaining units applied to positions within the salary survey.

Please make sure that the units are recorded in the same order on each table. Please do not delete columns. If additional columns are needed, create a second survey.

## Contribution to Deferred Compensation

Deferred Compensation Practices	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
Type(s) of plans offered, e.g. 401K, 457, etc.  If none, select None Offered and move to next section.	<input type="checkbox"/> None Offered <input type="checkbox"/> 457 Other:	<input type="checkbox"/> None Offered <input type="checkbox"/> 457 Other:	<input type="checkbox"/> None Offered <input type="checkbox"/> 457 Other:	<input type="checkbox"/> None Offered <input type="checkbox"/> 457 Other:
What is the maximum <b>Employer</b> contribution (enter as dollars or percentage of <u>base monthly</u> salary).				
Is this a matching contribution?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
If a matching contribution, please provide details of the policy (e.g., 50% of employee contribution, maximum of 5%)				
Notes				

## Longevity

Longevity Pay Practices	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
Is there a Longevity Pay practice?  If no, indicate and proceed to next section.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
What type of payout	<input type="checkbox"/> Monthly/Annually <input type="checkbox"/> Single/lump sum	<input type="checkbox"/> Monthly/Annually <input type="checkbox"/> Single/lump sum	<input type="checkbox"/> Monthly/Annually <input type="checkbox"/> Single/lump sum	<input type="checkbox"/> Monthly/Annually <input type="checkbox"/> Single/lump sum
Monthly/Annually paid: Enter the <u>amount paid per month</u> , in dollars, or as a percentage of monthly salary, for premium pay based on length of service. Enter each level of longevity pay including the year of service and corresponding premium pay amount.				
Single/Lump Sum: enter the amount paid in a lump sum for premium based on length of service. Enter each level of longevity pay including the year of service and corresponding pay amount.				
Notes				

## Retirement Program and Practices

Social Security	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
Does your agency participate in Social Security? If so, which rate? Medicare = 1.45% FICA = 6.20% Both = 7.65%	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate	<input type="checkbox"/> Medicare & FICA <input type="checkbox"/> Medicare Only <input type="checkbox"/> Do not participate
Notes				

Retirement Plan Contribution <i>Please provide data for employees hired after 1/1/2013</i>	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
Type of Pension Plan				
What is the actuarially determined <b>Employer contribution</b> (not including employee contributions paid by employer) as a percentage (%) of base salary?				
What percentage, if any, of the employer's portion is paid by the employee?				
What is the retirement formula (e.g. 2% @ 55, etc. based on Highest 3 Year Average)?				
Is there a vesting period for retirement benefits? If yes,				

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<b>Retirement Plan Contribution</b> <i>Please provide data for employees hired after 1/1/2013</i>	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
please indicate what the vesting period is.				
Notes:				

### Health Programs

<b>Lump Sum Contribution Plan</b>	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
Does your agency/organization provide a lump sum for the purchase of employee benefits?  If so, please answer the following two questions.  If not, please skip to next table.	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
What is the <u>employer's maximum monthly dollar amount contribution?</u>				
What benefit items is this payment intended to cover? (i.e., medical, dental, etc.)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below)	<input type="checkbox"/> Medical <input type="checkbox"/> Dental <input type="checkbox"/> Vision <input type="checkbox"/> Long Term Disability <input type="checkbox"/> Life Insurance <input type="checkbox"/> Other (list below)
Other benefits:				
Notes:				

**For all traditional benefit plans with a shared contribution, please complete the following questions regarding Medical, Dental and Vision Insurance.**

**Skip this table if employer provides Cafeteria Plan.**

Insurance Programs and Costs	[Bargaining Unit 1 Title]	[Bargaining Unit 2 Title]	[Bargaining Unit 3 Title]	[Bargaining Unit 4 Title]
<b><u>Medical</u></b>				
What is the <u>employer's maximum monthly contribution, in dollars, for full family medical coverage, for the most expensive plan.</u>				
<b><u>Dental</u></b>				
List the <u>employer's maximum monthly contribution, in dollars, for full family dental coverage for the most expensive selected plan (if included in medical, indicate by entering "Included.")</u> .				
<b><u>Vision</u></b>				
List the employer's <u>maximum contribution for full family vision coverage for the most expensive plan (if included in medical, indicate by entering "Included.")</u> .				
<b><u>Life Insurance</u></b>				
Is life insurance paid for by employer?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No
<b><u>Long Term Disability</u></b>				
Is long term disability paid for by the employer?	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Yes <input type="checkbox"/> No

## Appendix J – Entry Salary Data

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### Entry Salary Data

Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Public Service Worker II	5/16/16	\$30,860	9	\$30,860	\$39,782	0.00%	-22.43%
Public Service Worker II	10/3/16	\$33,995	9	\$30,860	\$39,782	10.16%	-14.55%
Public Service Worker II	1/27/16	\$34,170	9	\$30,860	\$39,782	10.73%	-14.11%
Public Service Worker II	1/27/16	\$35,175	9	\$30,860	\$39,782	13.98%	-11.58%
Urban District Public Service Aide	4/4/16	\$32,098	10	\$32,098	\$41,494	0.00%	-22.64%
Urban District Public Service Aide	4/18/16	\$32,098	10	\$32,098	\$41,494	0.00%	-22.64%
Urban District Public Service Aide	10/3/16	\$32,098	10	\$32,098	\$41,494	0.00%	-22.64%
Urban District Public Service Aide	10/3/16	\$32,098	10	\$32,098	\$41,494	0.00%	-22.64%
Office Assistant II	10/17/16	\$36,796	10	\$32,098	\$41,494	14.64%	-11.32%
Equipment Operator I	10/31/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	10/31/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	10/31/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	10/31/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	10/31/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	12/12/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Customer Service Representative I	3/21/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/4/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/4/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/18/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/18/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/18/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/18/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	4/18/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	5/2/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Revenue Counter	5/16/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Equipment Operator I	6/13/16	\$33,395	11	\$33,395	\$43,340	0.00%	-22.95%
Member Service Specialist	10/31/16	\$33,900	11	\$33,395	\$43,340	1.51%	-21.78%
Member Service Specialist	11/28/16	\$33,900	11	\$33,395	\$43,340	1.51%	-21.78%
Member Service Specialist	6/27/16	\$36,500	11	\$33,395	\$43,340	9.30%	-15.78%
Member Service Specialist	9/6/16	\$37,000	11	\$33,395	\$43,340	10.80%	-14.63%
Member Service Specialist	3/21/16	\$38,000	11	\$33,395	\$43,340	13.79%	-12.32%
Imaging Operator II	9/6/16	\$40,000	11	\$33,395	\$43,340	19.78%	-7.71%
Mail Clerk	5/31/16	\$40,200	11	\$33,395	\$43,340	20.38%	-7.25%
Mail Clerk	11/28/16	\$45,000	11	\$33,395	\$43,340	34.75%	3.83%
Legal Assistant	10/3/16	\$39,000	12	\$34,749	\$45,276	12.23%	-13.86%
Legal Assistant	10/17/16	\$40,000	12	\$34,749	\$45,276	15.11%	-11.65%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Emergency Vehicle Mechanic Technician II	5/16/16	\$40,200	12	\$34,749	\$45,276	15.69%	-11.21%
Administrative Aide	10/3/16	\$40,997	12	\$34,749	\$45,276	17.98%	-9.45%
Supply Technician III	10/3/16	\$45,000	12	\$34,749	\$45,276	29.50%	-0.61%
Principal Administrative Aide	3/7/16	\$36,180	13	\$36,180	\$47,314	0.00%	-23.53%
Principal Administrative Aide	5/2/16	\$36,180	13	\$36,180	\$47,314	0.00%	-23.53%
Principal Administrative Aide	5/31/16	\$36,180	13	\$36,180	\$47,314	0.00%	-23.53%
Principal Administrative Aide	8/8/16	\$36,180	13	\$36,180	\$47,314	0.00%	-23.53%
Principal Administrative Aide	10/3/16	\$36,180	13	\$36,180	\$47,314	0.00%	-23.53%
Principal Administrative Aide	4/4/16	\$37,386	13	\$36,180	\$47,314	3.33%	-20.98%
Refuse Disposal Cashier	8/8/16	\$46,000	13	\$36,180	\$47,314	27.14%	-2.78%
Equipment Operator I	4/4/16	\$37,684	14	\$37,684	\$49,458	0.00%	-23.81%
Equipment Operator I	4/18/16	\$37,684	14	\$37,684	\$49,458	0.00%	-23.81%
Equipment Operator I	5/16/16	\$37,684	14	\$37,684	\$49,458	0.00%	-23.81%
Equipment Operator I	5/31/16	\$37,684	14	\$37,684	\$49,458	0.00%	-23.81%
Animal Care Attendant	6/13/16	\$37,684	14	\$37,684	\$49,458	0.00%	-23.81%
Animal Care Attendant	6/13/16	\$37,684	14	\$37,684	\$49,458	0.00%	-23.81%
Information Technology Technician III	9/19/16	\$40,000	14	\$37,684	\$49,458	6.15%	-19.12%
Transportation Systems Technician III	7/25/16	\$40,200	14	\$37,684	\$49,458	6.68%	-18.72%
Office Assistant IV	8/8/16	\$43,000	14	\$37,684	\$49,458	14.11%	-13.06%
Office Coordinator II	8/8/16	\$43,000	14	\$37,684	\$49,458	14.11%	-13.06%
Equipment Operator I	7/25/16	\$43,029	14	\$37,684	\$49,458	14.18%	-13.00%
Program Aide	11/28/16	\$43,100	14	\$37,684	\$49,458	14.37%	-12.86%
Office Coordinator II	6/13/16	\$43,215	14	\$37,684	\$49,458	14.68%	-12.62%
Transportation Systems Technician III	7/11/16	\$43,985	14	\$37,684	\$49,458	16.72%	-11.07%
Transportation Systems Technician III	7/11/16	\$43,985	14	\$37,684	\$49,458	16.72%	-11.07%
Office Assistant IV	8/8/16	\$45,000	14	\$37,684	\$49,458	19.41%	-9.01%
Loan Officer	8/22/16	\$45,000	14	\$37,684	\$49,458	19.41%	-9.01%
Dental Assistant	4/18/16	\$45,225	14	\$37,684	\$49,458	20.01%	-8.56%
Office Coordinator II	6/13/16	\$45,225	14	\$37,684	\$49,458	20.01%	-8.56%
Transportation Systems Technician III	7/11/16	\$49,212	14	\$37,684	\$49,458	30.59%	-0.50%
Dental Assistant	1/11/16	\$50,250	14	\$37,684	\$49,458	33.35%	1.60%
Office Assistant IV	12/12/16	\$50,500	14	\$37,684	\$49,458	34.01%	2.11%
SCBA Technician	7/11/16	\$52,000	14	\$37,684	\$49,458	37.99%	5.14%
Program Aide	11/28/16	\$53,000	14	\$37,684	\$49,458	40.64%	7.16%
Equipment Operator I	10/3/16	\$53,164	14	\$37,684	\$49,458	41.08%	7.49%

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<b>Position Title</b>	<b>Recent Hire Date</b>	<b>Base Salary</b>	<b>Grade</b>	<b>Min Salary</b>	<b>Midpoint Salary</b>	<b>% Above Min</b>	<b>% Above Midpoint</b>
Public Safety Communications Specialist III	5/29/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Traffic Management Technician II	7/11/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Security Officer I	7/25/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	8/8/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Public Safety Communications Specialist III	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Public Safety Communications Specialist III	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Public Safety Communications Specialist III	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Public Safety Communications Specialist III	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Public Safety Communications Specialist III	9/19/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Security Officer I	10/3/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	10/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Veterinary Assistant	12/12/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	1/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Truck Driver/Warehouse Worker	1/11/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Police Aide	2/22/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	4/4/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Traffic Management Technician II	4/18/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	5/16/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	5/16/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	5/16/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	5/16/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	5/16/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	5/16/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Truck Driver/Warehouse Worker	5/31/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Truck Driver/Warehouse Worker	6/13/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Bus Operator	6/27/16	\$39,257	15	\$39,257	\$51,699	0.00%	-24.07%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Public Safety Communications Specialist III	2/22/16	\$41,220	15	\$39,257	\$51,699	5.00%	-20.27%
Bus Operator	10/17/16	\$42,054	15	\$39,257	\$51,699	7.12%	-18.66%
Bus Operator	1/19/16	\$48,548	15	\$39,257	\$51,699	23.67%	-6.09%
Office Services Coordinator	12/12/16	\$41,500	16	\$40,935	\$54,071	1.38%	-23.25%
Office Services Coordinator	7/25/16	\$42,000	16	\$40,935	\$54,071	2.60%	-22.32%
Community Services Aide II	9/6/16	\$42,500	16	\$40,935	\$54,071	3.82%	-21.40%
Mechanic Technician II	11/28/16	\$45,000	16	\$40,935	\$54,071	9.93%	-16.78%
Legislative Senior Aide III	6/27/16	\$45,225	16	\$40,935	\$54,071	10.48%	-16.36%
Mechanic Technician II	5/31/16	\$47,034	16	\$40,935	\$54,071	14.90%	-13.01%
Circuit Court Magistrate Secretary	11/14/16	\$47,503	16	\$40,935	\$54,071	16.04%	-12.15%
Mechanic Technician II	5/2/16	\$49,044	16	\$40,935	\$54,071	19.81%	-9.30%
Public Administration Associate	7/1/16	\$49,934	16	\$40,935	\$54,071	21.98%	-7.65%
Office Services Coordinator	9/6/16	\$50,000	16	\$40,935	\$54,071	22.14%	-7.53%
Public Administration Intern	10/17/16	\$52,000	16	\$40,935	\$54,071	27.03%	-3.83%
Office Services Coordinator	11/14/16	\$54,000	16	\$40,935	\$54,071	31.92%	-0.13%
Emergency Vehicle Mechanic Technician II	5/16/16	\$55,275	16	\$40,935	\$54,071	35.03%	2.23%
Office Services Coordinator	9/6/16	\$67,206	16	\$40,935	\$54,071	64.18%	24.29%
Correctional Dietary Officer II	2/22/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Income Assistance Program Specialist II	2/22/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Income Assistance Program Specialist II	7/11/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Income Assistance Program Specialist II	9/6/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Income Assistance Program Specialist I	9/19/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Income Assistance Program Specialist II	10/3/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Income Assistance Program Specialist II	10/17/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Income Assistance Program Specialist I	11/28/16	\$42,792	17	\$42,792	\$56,607	0.00%	-24.41%
Plumber I	7/25/16	\$56,607	17	\$42,792	\$56,607	32.28%	0.00%
Senior Supply Technician	3/7/16	\$56,608	17	\$42,792	\$56,607	32.29%	0.00%
Senior Supply Technician	2/22/16	\$63,315	17	\$42,792	\$56,607	47.96%	11.85%
Executive Administrative Aide	9/19/16	\$65,000	17	\$42,792	\$56,607	51.90%	14.83%
Executive Administrative Aide	4/18/16	\$68,943	17	\$42,792	\$56,607	61.11%	21.79%
Recreation Coordinator	1/24/16	\$44,753	18	\$44,753	\$59,277	0.00%	-24.50%
Public Safety Telephone Reporting Aide II	3/7/16	\$44,753	18	\$44,753	\$59,277	0.00%	-24.50%
Program Specialist I	4/4/16	\$44,753	18	\$44,753	\$59,277	0.00%	-24.50%
Program Specialist I	9/6/16	\$44,753	18	\$44,753	\$59,277	0.00%	-24.50%
Behavioral Health Associate Counselor	12/12/16	\$44,753	18	\$44,753	\$59,277	0.00%	-24.50%
Community Services Aide III	11/28/16	\$48,150	18	\$44,753	\$59,277	7.59%	-18.77%
Engineer Technician II	10/17/16	\$52,000	18	\$44,753	\$59,277	16.19%	-12.28%
Drug Court Case Manager	11/28/16	\$52,015	18	\$44,753	\$59,277	16.23%	-12.25%
Alcohol Beverage Purchasing Specialist	10/3/16	\$53,231	18	\$44,753	\$59,277	18.94%	-10.20%
Senior Management and Budget Specialist	2/22/16	\$53,848	18	\$44,753	\$59,277	20.32%	-9.16%
Program Specialist I	3/21/16	\$55,275	18	\$44,753	\$59,277	23.51%	-6.75%
Program Specialist I	9/19/16	\$58,150	18	\$44,753	\$59,277	29.94%	-1.90%
Senior Management and Budget Specialist	10/31/16	\$59,000	18	\$44,753	\$59,277	31.83%	-0.47%
Administrative Specialist I	2/8/16	\$59,277	18	\$44,753	\$59,277	32.45%	0.00%
Locksmith	5/2/16	\$59,277	18	\$44,753	\$59,277	32.45%	0.00%
HVAC Mechanic I	9/19/16	\$61,000	18	\$44,753	\$59,277	36.30%	2.91%
Accountant/Auditor III	9/19/16	\$63,000	18	\$44,753	\$59,277	40.77%	6.28%
Administrative Specialist I	11/14/16	\$63,000	18	\$44,753	\$59,277	40.77%	6.28%
Program Specialist I	6/13/16	\$63,315	18	\$44,753	\$59,277	41.48%	6.81%
Senior Executive Administrative Aide	6/13/16	\$63,315	18	\$44,753	\$59,277	41.48%	6.81%
Secretary to States Attorney	11/28/16	\$65,000	18	\$44,753	\$59,277	45.24%	9.65%
Senior Executive Administrative Aide	11/14/16	\$70,000	18	\$44,753	\$59,277	56.41%	18.09%
Secretary (Judges)	2/22/16	\$73,801	18	\$44,753	\$59,277	64.91%	24.50%
Registered Veterinary Technician	8/8/16	\$46,863	19	\$46,863	\$62,103	0.00%	-24.54%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Correctional Specialist II	5/31/16	\$46,863	19	\$46,863	\$62,103	0.00%	-24.54%
Safety and Training Instructor	8/8/16	\$50,201	19	\$46,863	\$62,103	7.12%	-19.16%
Permitting and Code Enforcement Inspector III	10/3/16	\$53,000	19	\$46,863	\$62,103	13.10%	-14.66%
Safety and Training Instructor	9/19/16	\$54,000	19	\$46,863	\$62,103	15.23%	-13.05%
Permitting and Code Enforcement Inspector III	8/8/16	\$56,300	19	\$46,863	\$62,103	20.14%	-9.34%
Permitting and Code Enforcement Inspector III	10/3/16	\$56,300	19	\$46,863	\$62,103	20.14%	-9.34%
Safety and Training Instructor	9/19/16	\$58,000	19	\$46,863	\$62,103	23.77%	-6.61%
Information Technology Technician III	11/28/16	\$65,000	19	\$46,863	\$62,103	38.70%	4.66%
Safety and Training Instructor	10/3/16	\$68,800	19	\$46,863	\$62,103	46.81%	10.78%
Information Technology Technician III	9/6/16	\$77,000	19	\$46,863	\$62,103	64.31%	23.99%
Environmental Health Specialist III	9/6/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Income Assistance Program Specialist II	9/6/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Environmental Health Specialist III	9/19/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Income Assistance Program Specialist II	11/14/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Crime Analyst	12/12/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Income Assistance Program Specialist II	2/8/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Income Assistance Program Specialist II	2/22/16	\$49,068	20	\$49,068	\$65,067	0.00%	-24.59%
Resident Supervisor II	10/3/16	\$54,309	20	\$49,068	\$65,067	10.68%	-16.53%
Income Assistance Program Specialist II	8/8/16	\$56,026	20	\$49,068	\$65,067	14.18%	-13.89%
Income Assistance Program Specialist II	10/3/16	\$62,400	20	\$49,068	\$65,067	27.17%	-4.10%
FEMA Team Specialist	8/7/16	\$77,483	20	\$49,068	\$65,067	57.91%	19.08%
FEMA Team Specialist	8/21/16	\$77,483	20	\$49,068	\$65,067	57.91%	19.08%
FEMA Team Specialist	6/12/16	\$77,490	20	\$49,068	\$65,067	57.92%	19.09%
FEMA Team Specialist	8/21/16	\$77,490	20	\$49,068	\$65,067	57.92%	19.09%
Social Worker II	1/11/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%
Librarian I	2/8/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%
Social Worker II	8/8/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%
Social Worker II	8/8/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%
Social Worker II	8/22/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%
Social Worker II	8/22/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%
Social Worker II	10/17/16	\$51,394	21	\$51,394	\$68,184	0.00%	-24.62%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Program Specialist II	5/16/16	\$52,260	21	\$51,394	\$68,184	1.69%	-23.35%
Program Specialist II	3/21/16	\$53,969	21	\$51,394	\$68,184	5.01%	-20.85%
Program Specialist II	2/8/16	\$55,054	21	\$51,394	\$68,184	7.12%	-19.26%
Recreation Specialist	12/12/16	\$55,500	21	\$51,394	\$68,184	7.99%	-18.60%
Permitting and Code Enforcement Inspector III	4/18/16	\$56,582	21	\$51,394	\$68,184	10.09%	-17.02%
Recreation Specialist	11/28/16	\$56,850	21	\$51,394	\$68,184	10.62%	-16.62%
Recreation Specialist	12/12/16	\$56,850	21	\$51,394	\$68,184	10.62%	-16.62%
Recreation Specialist	6/13/16	\$57,134	21	\$51,394	\$68,184	11.17%	-16.21%
Program Specialist II	10/31/16	\$60,000	21	\$51,394	\$68,184	16.75%	-12.00%
Accountant/Auditor II	6/27/16	\$60,300	21	\$51,394	\$68,184	17.33%	-11.56%
Permitting and Code Enforcement Inspector III	10/17/16	\$60,300	21	\$51,394	\$68,184	17.33%	-11.56%
Program Specialist II	8/30/16	\$61,428	21	\$51,394	\$68,184	19.52%	-9.91%
Program Specialist II	5/16/16	\$61,707	21	\$51,394	\$68,184	20.07%	-9.50%
Collection Manager/Branch Manager	1/11/16	\$62,000	21	\$51,394	\$68,184	20.64%	-9.07%
Program Specialist II	8/2/16	\$62,361	21	\$51,394	\$68,184	21.34%	-8.54%
Program Specialist II	8/12/16	\$62,361	21	\$51,394	\$68,184	21.34%	-8.54%
Program Specialist II	9/26/16	\$62,361	21	\$51,394	\$68,184	21.34%	-8.54%
Program Specialist II	10/3/16	\$62,361	21	\$51,394	\$68,184	21.34%	-8.54%
Program Specialist II	10/3/16	\$62,361	21	\$51,394	\$68,184	21.34%	-8.54%
Program Specialist II	6/15/16	\$66,478	21	\$51,394	\$68,184	29.35%	-2.50%
Transit Marketing Specialist	10/17/16	\$68,184	21	\$51,394	\$68,184	32.67%	0.00%
Visual Information Specialist	10/17/16	\$68,184	21	\$51,394	\$68,184	32.67%	0.00%
Permitting and Code Enforcement Inspector III	10/3/16	\$72,000	21	\$51,394	\$68,184	40.09%	5.60%
Accountant/Auditor III	9/19/16	\$73,000	21	\$51,394	\$68,184	42.04%	7.06%
Permitting and Code Enforcement Inspector III	7/11/16	\$75,000	21	\$51,394	\$68,184	45.93%	10.00%
Planning Specialist III	8/22/16	\$75,000	21	\$51,394	\$68,184	45.93%	10.00%
Accountant/Auditor III	9/6/16	\$78,400	21	\$51,394	\$68,184	52.55%	14.98%
Income Assistance Program Specialist III	10/17/16	\$54,000	22	\$53,825	\$71,452	0.33%	-24.42%
Equipment Maintenance Crew Chief	8/8/16	\$54,500	22	\$53,825	\$71,452	1.25%	-23.73%
Income Assistance Program Specialist III	3/7/16	\$55,275	22	\$53,825	\$71,452	2.69%	-22.64%
Case Manager	12/12/16	\$55,708	22	\$53,825	\$71,452	3.50%	-22.03%
Engineer III	8/22/16	\$75,375	22	\$53,825	\$71,452	40.04%	5.49%
Environmental Health Specialist III	2/8/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%

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Appendix J– Entry Salary Data*

Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Therapist II	2/8/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Therapist II	2/8/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Therapist II	2/22/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Environmental Health Specialist III	3/7/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Therapist II	7/11/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Social Worker II	10/17/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Therapist II	11/14/16	\$56,387	23	\$56,387	\$71,452	0.00%	-21.08%
Social Worker II	10/17/16	\$57,300	23	\$56,387	\$71,452	1.62%	-19.81%
Program Manager I	8/8/16	\$59,000	23	\$56,387	\$71,452	4.63%	-17.43%
Program Manager I	9/6/16	\$60,000	23	\$56,387	\$71,452	6.41%	-16.03%
Therapist II	7/25/16	\$60,049	23	\$56,387	\$71,452	6.49%	-15.96%
Social Worker II	10/17/16	\$62,200	23	\$56,387	\$71,452	10.31%	-12.95%
Construction Representative III	7/11/16	\$67,500	23	\$56,387	\$71,452	19.71%	-5.53%
Administrative Specialist III	8/22/16	\$70,000	23	\$56,387	\$71,452	24.14%	-2.03%
Planning Specialist III	11/28/16	\$70,000	23	\$56,387	\$71,452	24.14%	-2.03%
Construction Representative III	4/4/16	\$70,250	23	\$56,387	\$71,452	24.58%	-1.68%
Program Manager I	6/27/16	\$70,350	23	\$56,387	\$71,452	24.76%	-1.54%
Resource Conservationist	1/11/16	\$70,484	23	\$56,387	\$71,452	25.00%	-1.36%
Administrative Specialist III	12/12/16	\$72,000	23	\$56,387	\$71,452	27.69%	0.77%
Administrative Specialist III	5/31/16	\$74,370	23	\$56,387	\$71,452	31.89%	4.08%
Arborist	7/25/16	\$74,519	23	\$56,387	\$71,452	32.16%	4.29%
Administrative Specialist III	1/11/16	\$74,873	23	\$56,387	\$71,452	32.78%	4.79%
Arborist	3/21/16	\$74,892	23	\$56,387	\$71,452	32.82%	4.81%
Arborist	4/4/16	\$74,892	23	\$56,387	\$71,452	32.82%	4.81%
Arborist	4/18/16	\$74,892	23	\$56,387	\$71,452	32.82%	4.81%
Program Manager I	2/8/16	\$76,279	23	\$56,387	\$71,452	35.28%	6.75%
Program Manager I	1/11/16	\$80,903	23	\$56,387	\$71,452	43.48%	13.23%
Program Manager I	12/12/16	\$81,500	23	\$56,387	\$71,452	44.54%	14.06%
Accountant/Auditor III	4/18/16	\$83,616	23	\$56,387	\$71,452	48.29%	17.02%
Information Technology Specialist II	5/2/16	\$85,425	23	\$56,387	\$71,452	51.50%	19.56%
Senior Retirement Analyst	5/31/16	\$87,435	23	\$56,387	\$71,452	55.06%	22.37%
Social Worker III	2/22/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Therapist II	5/2/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Correctional Specialist III	5/16/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Correctional Specialist III	5/31/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Librarian II	8/22/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Therapist II	8/22/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Correctional Specialist III	10/3/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Librarian II	10/3/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Correctional Specialist III	10/17/16	\$59,072	24	\$59,072	78492	0.00%	-24.74%
Therapist II	11/28/16	\$63,275	24	\$59,072	78492	7.12%	-19.39%
Social Worker III	5/31/16	\$64,571	24	\$59,072	78492	9.31%	-17.74%
Emergency Management Specialist I	9/19/16	\$65,000	24	\$59,072	78492	10.04%	-17.19%
Correctional Health Nurse II	4/18/16	\$65,604	24	\$59,072	78492	11.06%	-16.42%
Correctional Health Nurse II	4/18/16	\$66,107	24	\$59,072	78492	11.91%	-15.78%
Environmental Health Specialist III	3/21/16	\$66,431	24	\$59,072	78492	12.46%	-15.37%
Therapist II	7/25/16	\$66,905	24	\$59,072	78492	13.26%	-14.76%
Emergency Management Specialist II	5/2/16	\$68,340	24	\$59,072	78492	15.69%	-12.93%
Community Health Nurse II	3/8/16	\$69,657	24	\$59,072	78492	17.92%	-11.26%
Community Health Nurse II	7/26/16	\$69,657	24	\$59,072	78492	17.92%	-11.26%
Community Health Nurse II	7/26/16	\$69,657	24	\$59,072	78492	17.92%	-11.26%
Attorney I	9/19/16	\$70,000	24	\$59,072	78492	18.50%	-10.82%
Community Health Nurse II	3/8/16	\$71,150	24	\$59,072	78492	20.45%	-9.35%
Attorney I	7/25/16	\$72,000	24	\$59,072	78492	21.89%	-8.27%
Senior Permitting Services Specialist	4/18/16	\$72,360	24	\$59,072	78492	22.49%	-7.81%
Senior Permitting Services Specialist	6/27/16	\$72,360	24	\$59,072	78492	22.49%	-7.81%
Social Worker III	7/25/16	\$73,000	24	\$59,072	78492	23.58%	-7.00%
Community Health Nurse II	3/8/16	\$73,176	24	\$59,072	78492	23.88%	-6.77%
Correctional Health Nurse II	10/3/16	\$76,572	24	\$59,072	78492	29.62%	-2.45%
Community Health Nurse II	10/17/16	\$77,298	24	\$59,072	\$78,492	30.85%	-1.52%
Forensic Scientist	4/4/16	\$64,019	25	\$61,886	\$82,275	3.45%	-22.19%
Program Manager II	9/6/16	\$64,500	25	\$61,886	\$82,275	4.22%	-21.60%
Forensic Scientist	4/4/16	\$70,821	25	\$61,886	\$82,275	14.44%	-13.92%
Social Worker IV	3/21/16	\$80,903	25	\$61,886	\$82,275	30.73%	-1.67%
Architect III	5/2/16	\$81,405	25	\$61,886	\$82,275	31.54%	-1.06%
Program Manager II	11/14/16	\$81,750	25	\$61,886	\$82,275	32.10%	-0.64%
Program Manager II	11/14/16	\$82,275	25	\$61,886	\$82,275	32.95%	0.00%
Program Manager II	4/4/16	\$82,275	25	\$61,886	\$82,275	32.95%	0.00%
Human Resources Specialist III	4/18/16	\$85,425	25	\$61,886	\$82,275	38.04%	3.83%
Program Manager II	2/8/16	\$86,430	25	\$61,886	\$82,275	39.66%	5.05%
Program Manager II	2/22/16	\$88,440	25	\$61,886	\$82,275	42.91%	7.49%
Program Manager II	9/6/16	\$89,000	25	\$61,886	\$82,275	43.81%	8.17%
Program Manager II	8/8/16	\$90,000	25	\$61,886	\$82,275	45.43%	9.39%
Program Manager II	10/3/16	\$95,000	25	\$61,886	\$82,275	53.51%	15.47%

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Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Supervisory Therapist	9/6/16	\$97,000	25	\$61,886	\$82,275	56.74%	17.90%
Forensic Scientist	1/11/16	\$98,993	25	\$61,886	\$82,275	59.96%	20.32%
Human Resources Specialist III	4/18/16	\$102,664	25	\$61,886	\$82,275	65.89%	24.78%
Program Manager II	8/8/16	\$102,664	25	\$61,886	\$82,275	65.89%	24.78%
Assistant Inspector General III	7/11/16	\$80,000	26	\$64,853	\$86,255	23.36%	-7.25%
Nurse Practitioner	2/22/16	\$84,254	26	\$64,853	\$86,255	29.92%	-2.32%
Emergency Management Specialist II	5/31/16	\$85,425	26	\$64,853	\$86,255	31.72%	-0.96%
Senior Permitting Services Specialist	1/11/16	\$87,435	26	\$64,853	\$86,255	34.82%	1.37%
Information Technology Specialist III	4/4/16	\$90,450	26	\$64,853	\$86,255	39.47%	4.86%
Information Technology Specialist III	8/22/16	\$94,600	26	\$64,853	\$86,255	45.87%	9.67%
Information Technology Specialist III	2/8/16	\$95,362	26	\$64,853	\$86,255	47.04%	10.56%
Senior Permitting Services Specialist	4/4/16	\$95,475	26	\$64,853	\$86,255	47.22%	10.69%
Information Technology Specialist III	5/31/16	\$98,490	26	\$64,853	\$86,255	51.87%	14.18%
Information Technology Specialist III	7/11/16	\$105,000	26	\$64,853	\$86,255	61.90%	21.73%
Assistant County Attorney III	7/25/16	\$89,000	27	\$67,939	\$90,419	31.00%	-1.57%
Assistant County Attorney III	12/12/16	\$89,000	27	\$67,939	\$90,419	31.00%	-1.57%
Senior Management and Budget Specialist	5/16/16	\$102,812	27	\$67,939	\$90,419	51.33%	13.71%
Capital Projects Manager	1/11/16	\$94,695	28	\$70,990	\$94,695	33.39%	0.00%
Intergovernmental Relations Legislative Analyst	2/22/16	\$94,695	28	\$70,990	\$94,695	33.39%	0.00%
Senior Information Technology Specialist	4/4/16	\$100,500	28	\$70,990	\$94,695	41.57%	6.13%
Senior Information Technology Specialist	8/22/16	\$101,000	28	\$70,990	\$94,695	42.27%	6.66%
Senior Information Technology Specialist	8/8/16	\$110,000	28	\$70,990	\$94,695	54.95%	16.16%
Senior Information Technology Specialist	8/22/16	\$110,500	28	\$70,990	\$94,695	55.66%	16.69%
Senior Information Technology Specialist	6/13/16	\$110,550	28	\$70,990	\$94,695	55.73%	16.74%
Senior Information Technology Specialist	8/8/16	\$112,000	28	\$70,990	\$94,695	57.77%	18.27%
Senior Information Technology Specialist	10/31/16	\$113,000	28	\$70,990	\$94,695	59.18%	19.33%
Manager III	4/4/16	\$100,500	M3	\$74,075	\$104,734	35.67%	-4.04%

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Appendix J– Entry Salary Data*

Position Title	Recent Hire Date	Base Salary	Grade	Min Salary	Midpoint Salary	% Above Min	% Above Midpoint
Manager III	5/2/16	\$104,733	M3	\$74,075	\$104,734	41.39%	0.00%
Manager III	11/28/16	\$104,734	M3	\$74,075	\$104,734	41.39%	0.00%
Manager III	5/2/16	\$108,540	M3	\$74,075	\$104,734	46.53%	3.63%
Manager III	1/25/16	\$120,600	M3	\$74,075	\$104,734	62.81%	15.15%
Manager III	10/31/16	\$125,000	M3	\$74,075	\$104,734	68.75%	19.35%
Manager III	4/4/16	\$129,143	M3	\$74,075	\$104,734	74.34%	23.31%
Manager III	2/22/16	\$130,650	M3	\$74,075	\$104,734	76.38%	24.74%
Staff Veterinarian	10/3/16	\$90,000	29	\$74,192	\$99,184	21.31%	-9.26%
Psychologist	4/18/16	\$107,535	29	\$74,192	\$99,184	44.94%	8.42%
ERP Functional Business Analyst	8/8/16	\$126,000	30	\$77,559	\$103,902	62.46%	21.27%
ERP Functional Business Analyst	8/8/16	\$129,000	30	\$77,559	\$103,902	66.32%	24.16%
Senior Investment Officer	12/13/16	\$93,258	31	\$81,093	\$108,853	15.00%	-14.33%
Assistant County Attorney III	4/4/16	\$95,475	32	\$84,798	\$112,796	12.59%	-15.36%
Assistant County Attorney III	6/13/16	\$110,550	32	\$84,798	\$112,796	30.37%	-1.99%
Senior ERP Functional Business Analyst	6/27/16	\$140,700	32	\$84,798	\$112,796	65.92%	24.74%
Manager II	5/2/16	\$120,600	M2	\$98,602	\$136,865	22.31%	-11.88%
Manager II	1/11/16	\$130,052	M2	\$98,602	\$136,865	31.90%	-4.98%
Manager II	5/31/16	\$135,675	M2	\$98,602	\$136,865	37.60%	-0.87%
Manager II	3/21/16	\$140,700	M2	\$98,602	\$136,865	42.69%	2.80%
Manager II	10/3/16	\$143,000	M2	\$98,602	\$136,865	45.03%	4.48%
					<b>Average</b>	<b>15.64%</b>	<b>-12.33%</b>

\*Based on FY17 Schedule

## Appendix K – Total Compensation Data Sheets

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Montgomery County Merit System Protection Board  
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Appendix K – Total Compensation Data Sheets

Accountant/Auditor III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Accountant/Auditor III	\$4,817	\$6,398	\$7,978				\$1,695	\$83	\$7		\$638		\$10,401
Anne Arundel County	Accountant II	\$4,594	\$6,168	\$7,742				\$1,692	\$90	\$7		\$1,548		\$11,079
Arlington, County	Accountant III	\$5,080	\$6,422	\$7,764		\$43		\$1,358	\$79			\$1,040	\$594	\$10,879
City of Alexandria	Accountant II	\$4,736	\$6,173	\$7,610			\$1,493					\$1,235	\$582	\$10,920
Fairfax County	Accountant II (Range S-24)	\$4,764	\$6,352	\$7,940				\$1,832	\$67			\$1,819	\$607	\$12,265
Fredrick County	Accountant II	\$4,769	\$6,200	\$7,630				\$1,723	\$5			\$1,366	\$584	\$11,307
Howard County	Fiscal Specialist II	\$4,918	\$6,666	\$8,414				\$1,625	\$43			\$1,043		\$11,125
Prince George's County	Accountant II	\$3,968	\$5,845	\$7,721				\$1,550		\$14		\$927	\$591	\$10,802
The Maryland- National Capital Park and Planning Commission	Accountant II	\$5,956	\$6,603	\$7,249				\$1,358	\$90	\$9		\$554	\$555	\$9,814
City of Baltimore	Accountant I	\$3,444	\$3,808	\$4,172										

Base Salary Median	\$4,764.00	\$6,200	\$7,721
Base Salary Mean	\$4,692.11	\$6,026	\$7,360
Percentage Above or Below Median	1.10%	3.09%	3.22%
Percentage Above or Below Mean	2.59%	5.80%	7.74%

Base Salary 66th Percentile	\$7,748
Base Salary 75th Percentile	\$7,764
Percentage Above or Below 66th Percentile	2.88%
Percentage Above or Below 75th Percentile	2.68%

Total Compensation Median	\$11,000
Total Compensation Mean	\$11,024
Percentage Above or Below Median	-5.76%
Percentage Above or Below Mean	-5.99%

Total Compensation 66th Percentile	\$11,108
Total Compensation 75th Percentile	\$11,171
Percentage Above or Below 66th Percentile	-6.79%
Percentage Above or Below 75th Percentile	-7.40%

Total Matches: 9

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**Administrative Specialist II**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Administrative Secretary II	\$4,390	\$5,825	\$7,259				\$1,695	\$83	\$7		\$581		\$9,625
Anne Arundel County	Management Assistant I	\$3,962	\$5,158	\$6,354				\$1,692	\$90	\$7		\$1,271		\$9,414
Arlington, County	Administrative Specialist	\$3,819	\$4,826	\$5,833		\$43		\$1,358	\$79			\$782	\$446	\$8,541
City of Alexandria	Administrative Analyst	\$3,222	\$4,200	\$5,177			\$1,493					\$840	\$396	\$7,906
Fairfax County	Administrative Assistant III	\$3,763	\$5,018	\$6,272				\$1,832	\$67			\$1,437	\$480	\$10,088
Fredrick County	Administrative Specialist V	\$2,966	\$3,856	\$4,745				\$1,723	\$5			\$849	\$363	\$7,685
Howard County	Executive Assistant I	\$5,450	\$7,387	\$9,324				\$1,625	\$43			\$1,156		\$12,148
Prince George's County	Administrative Specialist II	\$6,464	\$9,520	\$12,576				\$1,550		\$14		\$1,509	\$795	\$16,444
The Maryland- National Capital Park and Planning Commission	Administrative Specialist	\$4,121	\$5,313	\$6,504				\$1,358	\$90	\$9		\$497	\$498	\$8,955
City of Baltimore	Administrative Coordinator	\$3,309	\$3,654	\$3,999										

Base Salary Median	\$3,819	\$5,018	\$6,272
Base Salary Mean	\$4,120	\$5,437	\$6,754
Percentage Above or Below Median	13.01%	13.86%	13.60%
Percentage Above or Below Mean	6.16%	6.66%	6.96%

Base Salary 66th Percentile	\$6,396
Base Salary 75th Percentile	\$6,504
Percentage Above or Below 66th Percentile	11.89%
Percentage Above or Below 75th Percentile	10.40%

Total Compensation Median	\$9,185
Total Compensation Mean	\$10,148
Percentage Above or Below Median	4.57%
Percentage Above or Below Mean	-5.43%

Total Compensation 66th Percentile	\$9,832
Total Compensation 75th Percentile	\$10,603
Percentage Above or Below 66th Percentile	-2.15%
Percentage Above or Below 75th Percentile	-10.16%

Total Matches: 9

10/23/2017

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Assistant Chief Administrative Officer

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Assistant Chief Administrative Officer	\$14,224	\$14,224	\$14,224				\$1,695	\$83	\$7		\$1,138		\$17,147
Anne Arundel County	Chief Administrative Officer	\$9,999	\$13,616	\$17,233				\$1,692	\$90	\$7		\$3,447		\$22,469
Arlington, County	Deputy County Manager	\$9,663	\$14,105	\$18,547		\$43		\$1,358	\$79			\$2,485	\$881	\$23,394
City of Alexandria	Assistant to the City Manager	\$5,757	\$7,503	\$9,249			\$1,493					\$1,501	\$708	\$12,951
Fairfax County	Assistant County Executive	\$7,619	\$10,159	\$12,698				\$1,832	\$67			\$2,909	\$796	\$18,302
Fredrick County	No Comparable Class													
Howard County	Deputy Chief Administrative Officer	\$9,091	\$12,332	\$15,572				\$1,625	\$43			\$1,931		\$19,171
Prince George's County	Deputy Chief Administrative Officer	\$10,028	\$14,769	\$19,510				\$1,550		\$14		\$2,341	\$895	\$24,310
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Operations Manager III	\$7,700	\$10,200	\$12,700										

Base Salary Median	\$9,091	\$12,332	\$13,158
Base Salary Mean	\$8,551	\$11,812	\$13,442
Percentage Above or Below Median	36.09%	13.30%	7.49%
Percentage Above or Below Mean	39.88%	16.96%	5.50%

Base Salary 66th Percentile	\$14,490
Base Salary 75th Percentile	\$15,371
Percentage Above or Below 66th Percentile	-1.87%
Percentage Above or Below 75th Percentile	-8.07%

Total Compensation Median	\$20,820
Total Compensation Mean	\$20,099
Percentage Above or Below Median	-21.42%
Percentage Above or Below Mean	-17.22%

Total Compensation 66th Percentile	\$22,746
Total Compensation 75th Percentile	\$23,163
Percentage Above or Below 66th Percentile	-32.65%
Percentage Above or Below 75th Percentile	-35.08%

Total Matches: 7

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Assistant County Attorney II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	No Comparable Class	\$5,804	\$7,724	\$9,644				\$1,695	\$83	\$7		\$772		\$12,201
Anne Arundel County	Attorney II	\$5,328	\$7,154	\$8,979				\$1,692	\$90	\$7		\$1,796		\$12,564
Arlington, County	County Attorney II	\$6,791	\$8,580	\$10,369		\$43		\$1,358	\$79			\$1,389	\$763	\$14,001
City of Alexandria	Assistant City Attorney II	\$6,044	\$7,878	\$9,711			\$1,493					\$1,576	\$743	\$13,523
Fairfax County	Assistant County Attorney V	\$7,430	\$9,906	\$12,381				\$1,832	\$67			\$2,836	\$792	\$17,908
Fredrick County	Assistant County Attorney	\$6,739	\$8,762	\$10,784				\$1,723	\$5			\$1,930	\$769	\$15,211
Howard County	Attorney	\$6,036	\$8,185	\$10,334				\$1,625	\$43			\$1,281		\$13,283
Prince George's County	Attorney IV	\$6,156	\$9,067	\$11,978				\$1,550		\$14		\$1,437	\$786	\$15,765
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Assistant Solicitor	\$5,492	\$7,134	\$8,775										

Base Salary Median	\$6,100	\$8,383	\$9,023
Base Salary Mean	\$6,252	\$8,333	\$9,373
Percentage Above or Below Median	-5.10%	-8.53%	6.44%
Percentage Above or Below Mean	-7.72%	-7.88%	2.81%

Base Salary 66th Percentile	\$9,886
Base Salary 75th Percentile	\$10,343
Percentage Above or Below 66th Percentile	-2.51%
Percentage Above or Below 75th Percentile	-7.25%

Total Compensation Median	\$14,001
Total Compensation Mean	\$14,608
Percentage Above or Below Median	-14.76%
Percentage Above or Below Mean	-19.73%

Total Compensation 66th Percentile	\$15,163
Total Compensation 75th Percentile	\$15,488
Percentage Above or Below 66th Percentile	-24.28%
Percentage Above or Below 75th Percentile	-26.95%

Total Matches: 8

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Assistant County Attorney III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Assistant County Attorney III	\$7,244	\$9,636	\$12,027				\$1,695	\$83	\$7		\$962		\$14,774
Anne Arundel County	Attorney III	\$6,179	\$8,296	\$10,413				\$1,692	\$90	\$7		\$2,083		\$14,285
Arlington, County	County Attorney III	\$7,845	\$9,916	\$11,986		\$43		\$1,358	\$79			\$1,606	\$786	\$15,859
City of Alexandria	Assistant City Attorney III	\$6,663	\$8,685	\$10,706			\$1,493					\$1,738	\$767	\$14,704
Fairfax County	Assistant County Attorney VI	\$7,870	\$10,494	\$13,117				\$1,832	\$67			\$3,005	\$802	\$18,824
Fredrick County	County Attorney	\$10,664	\$13,863	\$17,061				\$1,723	\$5			\$3,054	\$860	\$22,703
Howard County	Principal Attorney	\$7,407	\$10,048	\$12,688				\$1,625	\$43			\$1,573		\$15,929
Prince George's County	Attorney V	\$7,127	\$10,496	\$13,865				\$1,550		\$14		\$1,664	\$813	\$17,906
The Maryland- National Capital Park and Planning Commission	Senior Council	\$9,028	\$9,606	\$10,183				\$1,358	\$90	\$9		\$778	\$760	\$13,178
City of Baltimore	Chief Solicitor	\$5,492	\$7,134	\$8,775										

Base Salary Median	\$7,407	\$9,916	\$10,453
Base Salary Mean	\$7,586	\$9,837	\$10,963
Percentage Above or Below Median	-2.25%	-2.91%	13.09%
Percentage Above or Below Mean	-4.72%	-2.09%	8.85%

Base Salary 66th Percentile	\$10,988
Base Salary 75th Percentile	\$12,513
Percentage Above or Below 66th Percentile	8.64%
Percentage Above or Below 75th Percentile	-4.04%

Total Compensation Median	\$15,894
Total Compensation Mean	\$16,673
Percentage Above or Below Median	-7.58%
Percentage Above or Below Mean	-12.85%

Total Compensation 66th Percentile	\$17,155
Total Compensation 75th Percentile	\$18,135
Percentage Above or Below 66th Percentile	-16.11%
Percentage Above or Below 75th Percentile	-22.75%

Total Matches: 9

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Client Assistance Specialist

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Client Assistance Specialist	\$4,192	\$5,559	\$6,925				\$1,695	\$83	\$7		\$554		\$9,264
Anne Arundel County	Human Services Aide II	\$3,052	\$3,938	\$4,824				\$1,692	\$90	\$7		\$965		\$7,578
Arlington, County	Human Services Specialist	\$4,318	\$5,458	\$6,597		\$43		\$1,358	\$79			\$884	\$505	\$9,466
City of Alexandria	Human Services Benefits Program Specialist	\$3,533	\$4,605	\$5,677			\$1,493					\$921	\$434	\$8,526
Fairfax County	Human Services Worker II	\$3,763	\$5,018	\$6,272				\$1,832	\$67			\$1,437	\$480	\$10,088
Fredrick County	No Comparable Class													
Howard County	Human Services Specialist I	\$3,616	\$4,906	\$6,195				\$1,625	\$43			\$768		\$8,631
Prince George's County	Community Developer III	\$4,594	\$6,766	\$8,938				\$1,550		\$14		\$1,073	\$684	\$12,258
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Social Services Coordinator	\$2,964	\$3,251	\$3,537										

Base Salary Median	\$3,616	\$4,906	\$5,238
Base Salary Mean	\$3,691	\$4,849	\$5,427
Percentage Above or Below Median	13.74%	11.75%	24.37%
Percentage Above or Below Mean	11.94%	12.77%	21.63%

Base Salary 66th Percentile	\$5,977
Base Salary 75th Percentile	\$6,253
Percentage Above or Below 66th Percentile	13.68%
Percentage Above or Below 75th Percentile	9.71%

Total Compensation Median	\$9,049
Total Compensation Mean	\$9,424
Percentage Above or Below Median	2.33%
Percentage Above or Below Mean	-1.73%

Total Compensation 66th Percentile	\$9,653
Total Compensation 75th Percentile	\$9,932
Percentage Above or Below 66th Percentile	-4.19%
Percentage Above or Below 75th Percentile	-7.21%

Total Matches: 7

Montgomery County Merit System Protection Board  
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Community Health Nurse II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Community Health Nurse II	\$5,046	\$6,705	\$8,364				\$1,695	\$83	\$7		\$669		\$10,818
Anne Arundel County	Licensed Practical Nurse	\$10,000	\$10,000	\$10,000				\$1,692	\$90	\$7		\$2,000		\$13,789
Arlington, County	Public Health Nurse	\$5,080	\$6,510	\$7,940		\$43		\$1,358	\$79			\$1,064	\$607	\$11,092
City of Alexandria	Public Health Nurse II	\$4,973	\$6,482	\$7,990			\$1,493					\$1,297	\$611	\$11,391
Fairfax County	Public Health Nurse II	\$4,764	\$6,352	\$7,940				\$1,832	\$67			\$1,819	\$607	\$12,265
Fredrick County	Registered Nurse - School Health	\$4,468	\$5,808	\$7,148				\$1,723	\$5			\$1,279	\$547	\$10,702
Howard County	No Comparable Class													
Prince George's County	Community Health Nurse II	\$3,822	\$5,410	\$6,997				\$1,550		\$14		\$768		\$9,329
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	No Comparable Class													

Base Salary Median	\$4,869	\$6,417	\$7,073
Base Salary Mean	\$5,518	\$6,760	\$7,381
Percentage Above or Below Median	3.52%	4.30%	15.44%
Percentage Above or Below Mean	-9.35%	-0.82%	11.75%

Base Salary 66th Percentile	\$7,940
Base Salary 75th Percentile	\$7,953
Percentage Above or Below 66th Percentile	5.07%
Percentage Above or Below 75th Percentile	4.92%

Total Compensation Median	\$11,241
Total Compensation Mean	\$11,428
Percentage Above or Below Median	-3.91%
Percentage Above or Below Mean	-5.64%

Total Compensation 66th Percentile	\$11,653
Total Compensation 75th Percentile	\$12,047
Percentage Above or Below 66th Percentile	-7.72%
Percentage Above or Below 75th Percentile	-11.36%

Total Matches: 6

Montgomery County Merit System Protection Board  
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**Correctional Officer III (Corporal)**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Correctional Officer III (Corporal)	\$4,285	\$5,381	\$6,476				\$1,695	\$83	\$7		\$648		\$8,909
Anne Arundel County	Detention Corporal	\$3,767	\$4,997	\$6,226				\$1,692	\$90	\$7		\$2,117		\$10,132
Arlington, County	No Comparable Class													
City of Alexandria	Deputy Sheriff IV	\$4,422	\$6,040	\$7,658			\$1,493					\$1,604	\$586	\$11,340
Fairfax County	Deputy Sheriff II	\$4,268	\$5,610	\$6,952				\$1,832	\$67			\$2,700	\$532	\$12,083
Fredrick County	Correctional Officer	\$3,112	\$3,953	\$4,794				\$1,723	\$5			\$920	\$367	\$7,809
Howard County	Correctional Corporal	\$3,843	\$5,003	\$6,162				\$1,625	\$43			\$764		\$8,594
Prince George's County	Correctional Officer Corporal/Master Corporal	\$3,730	\$5,246	\$6,762				\$1,550		\$14		\$2,823	\$517	\$11,666
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	No Comparable Class													

Base Salary Median	\$3,805	\$5,124	\$5,825
Base Salary Mean	\$3,857	\$5,141	\$5,784
Percentage Above or Below Median	11.20%	4.76%	10.05%
Percentage Above or Below Mean	9.99%	4.45%	10.69%

Base Salary 66th Percentile	\$6,179
Base Salary 75th Percentile	\$6,360
Percentage Above or Below 66th Percentile	4.59%
Percentage Above or Below 75th Percentile	1.79%

Total Compensation Median	\$10,736
Total Compensation Mean	\$10,271
Percentage Above or Below Median	-20.51%
Percentage Above or Below Mean	-15.29%

Total Compensation 66th Percentile	\$11,438
Total Compensation 75th Percentile	\$11,585
Percentage Above or Below 66th Percentile	-28.40%
Percentage Above or Below 75th Percentile	-30.04%

Total Matches:

6

Montgomery County Merit System Protection Board  
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Customer Service Representative II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Customer Service Representative II	\$3,497	\$4,619	\$5,741				\$1,695	\$83	\$7		\$459		\$7,985
Anne Arundel County	Customer Service Representative	\$2,723	\$3,489	\$4,255				\$1,692	\$90	\$7		\$851		\$6,895
Arlington, County	Services Assistant IV	\$2,926	\$3,698	\$4,470		\$43		\$1,358	\$79			\$599	\$342	\$6,891
City of Alexandria	Customer Engagement Liaison	\$1,420	\$1,851	\$2,282			\$1,493					\$370	\$175	\$4,320
Fairfax County	No Comparable Class													
Fredrick County	No Comparable Class													
Howard County	Administrative Support Technician III	\$2,973	\$4,002	\$5,030				\$1,625	\$43			\$624		\$7,322
Prince George's County	Citizens Services Specialist II	\$3,428	\$5,049	\$6,670				\$1,550		\$14		\$800	\$510	\$9,545
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Call Center Agent I	\$2,595	\$2,824	\$3,053										

Base Salary Median	\$2,825	\$3,594	\$3,850
Base Salary Mean	\$2,678	\$3,485	\$3,889
Percentage Above or Below Median	19.23%	22.20%	32.94%
Percentage Above or Below Mean	23.43%	24.54%	32.25%

Base Salary 66th Percentile	\$4,311
Base Salary 75th Percentile	\$4,610
Percentage Above or Below 66th Percentile	24.91%
Percentage Above or Below 75th Percentile	19.70%

Total Compensation Median	\$6,895
Total Compensation Mean	\$6,995
Percentage Above or Below Median	13.65%
Percentage Above or Below Mean	12.41%

Total Compensation 66th Percentile	\$7,168
Total Compensation 75th Percentile	\$7,322
Percentage Above or Below 66th Percentile	10.23%
Percentage Above or Below 75th Percentile	8.31%

Total Matches:

6

Montgomery County Merit System Protection Board  
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Deputy Director Transportation

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Deputy Director Transportation	\$15,417	\$15,417	\$15,417				\$1,695	\$83	\$7		\$1,233		\$18,435
Anne Arundel County	No Comparable Class													
Arlington, County	No Comparable Class													
City of Alexandria	No Comparable Class													
Fairfax County	Transportation Division Chief	\$7,092	\$9,457	\$11,821				\$1,832	\$67			\$2,708	\$784	\$17,212
Fredrick County	Director, Transit Division	\$8,870	\$11,530	\$14,190				\$1,723	\$5			\$2,540	\$818	\$19,276
Howard County	No Comparable Class													
Prince George's County	Deputy Director	\$7,857	\$11,572	\$15,287				\$1,550		\$14		\$1,834	\$834	\$19,519
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	No Comparable Class													

Base Salary Median	\$7,857	\$11,530	\$11,697
Base Salary Mean	\$7,940	\$10,853	\$12,309
Percentage Above or Below Median	49.04%	25.21%	24.13%
Percentage Above or Below Mean	48.50%	29.60%	20.16%

Base Salary 66th Percentile	\$12,532
Base Salary 75th Percentile	\$13,598
Percentage Above or Below 66th Percentile	18.72%
Percentage Above or Below 75th Percentile	11.80%

Total Compensation Median	\$19,276
Total Compensation Mean	\$18,669
Percentage Above or Below Median	-4.56%
Percentage Above or Below Mean	-1.27%

Total Compensation 66th Percentile	\$19,354
Total Compensation 75th Percentile	\$19,398
Percentage Above or Below 66th Percentile	-4.98%
Percentage Above or Below 75th Percentile	-5.22%

Total Matches: 3

Montgomery County Merit System Protection Board  
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Deputy Sheriff III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Deputy Sheriff III	\$4,573	\$5,863	\$7,153				\$1,695	\$83	\$7		\$715		\$9,653
Anne Arundel County	Deputy Sheriff I	\$3,779	\$4,823	\$5,867				\$1,692	\$90	\$7		\$1,995		\$9,651
Arlington, County	Deputy Sheriff I	\$4,001	\$5,380	\$6,758		\$43		\$1,358	\$79			\$2,136	\$517	\$10,891
City of Alexandria	Deputy Sheriff II	\$3,820	\$5,218	\$6,615			\$1,493					\$1,385	\$506	\$9,999
Fairfax County	Deputy Sheriff II	\$4,268	\$5,610	\$6,952				\$1,832	\$67			\$2,700	\$532	\$12,083
Fredrick County	Deputy Sheriff - Lateral Entry	\$4,357	\$4,357	\$4,357				\$1,723	\$5			\$837	\$333	\$7,255
Howard County	Deputy Sheriff	\$3,458	\$4,605	\$5,751				\$1,625	\$43			\$1,760		\$9,179
Prince George's County	Deputy Sheriff First Class	\$3,821	\$4,974	\$6,126				\$1,550		\$14		\$2,989		\$10,679
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Deputy Sheriff	\$3,240	\$4,453	\$5,665										

Base Salary Median	\$3,821	\$4,898	\$5,495
Base Salary Mean	\$3,843	\$4,927	\$5,469
Percentage Above or Below Median	16.46%	16.45%	23.18%
Percentage Above or Below Mean	15.96%	15.96%	23.54%

Base Salary 66th Percentile	\$5,742
Base Salary 75th Percentile	\$5,932
Percentage Above or Below 66th Percentile	19.72%
Percentage Above or Below 75th Percentile	17.07%

Total Compensation Median	\$9,999
Total Compensation Mean	\$9,962
Percentage Above or Below Median	-3.58%
Percentage Above or Below Mean	-3.20%

Total Compensation 66th Percentile	\$10,652
Total Compensation 75th Percentile	\$10,785
Percentage Above or Below 66th Percentile	-10.35%
Percentage Above or Below 75th Percentile	-11.73%

Total Matches: 8

Montgomery County Merit System Protection Board  
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Election Aide II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Election Aide II	\$2,742	\$3,545	\$4,347				\$1,695	\$83	\$7		\$348		\$6,480
Anne Arundel County	No Comparable Class													
Arlington, County	Assistant Registrar IV	\$3,219	\$4,069	\$4,919		\$43		\$1,358	\$79			\$659	\$376	\$7,435
City of Alexandria	Elections Administrator	\$5,222	\$6,806	\$8,390			\$1,493					\$1,362	\$642	\$11,887
Fairfax County	No Comparable Class													
Fredrick County	Election Clerk	\$2,588	\$2,588	\$2,588				\$1,723	\$5			\$463	\$198	\$4,977
Howard County	No Comparable Class													
Prince George's County	Elections Administrator	\$6,464	\$9,520	\$12,576				\$1,550		\$14		\$1,509	\$795	\$16,444
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	No Comparable Class													

Base Salary Median	\$4,221	\$5,438	\$5,863
Base Salary Mean	\$4,373	\$5,746	\$6,432
Percentage Above or Below Median	-53.92%	-53.41%	-34.86%
Percentage Above or Below Mean	-59.49%	-62.10%	-47.96%

Base Salary 66th Percentile	\$7,788
Base Salary 75th Percentile	\$8,673
Percentage Above or Below 66th Percentile	-79.16%
Percentage Above or Below 75th Percentile	-99.51%

Total Compensation Median	\$9,661
Total Compensation Mean	\$10,186
Percentage Above or Below Median	-49.09%
Percentage Above or Below Mean	-57.19%

Total Compensation 66th Percentile	\$11,797
Total Compensation 75th Percentile	\$13,026
Percentage Above or Below 66th Percentile	-82.07%
Percentage Above or Below 75th Percentile	-101.02%

Total Matches: 4

Montgomery County Merit System Protection Board  
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Equipment Operator I

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Equipment Operator I	\$3,219	\$4,225	\$5,231				\$1,695	\$83	\$7		\$418		\$7,434
Anne Arundel County	Equipment Operator I	\$2,650	\$3,312	\$3,973				\$1,692	\$90	\$7		\$795		\$6,557
Arlington, County	Motorized Vehicle Operator II	\$2,926	\$3,698	\$4,470		\$43		\$1,358	\$79			\$599	\$342	\$6,891
City of Alexandria	Equipment Operator I	\$2,682	\$3,496	\$4,309			\$1,493					\$699	\$330	\$6,831
Fairfax County	Heavy Equipment Operator	\$3,435	\$4,580	\$5,725				\$1,832	\$67			\$1,312	\$438	\$9,374
Fredrick County	Equipment Operator I	\$2,770	\$3,602	\$4,433				\$1,723	\$5			\$794	\$339	\$7,294
Howard County	Motor Equipment Operator I	\$2,775	\$3,405	\$4,034	\$130			\$1,625	\$43			\$500		\$6,332
Prince George's County	Equipment Operator I	\$2,292	\$3,127	\$3,962				\$1,550		\$14		\$435		\$5,961
The Maryland- National Capital Park and Planning Commission	Equipment Operator	\$3,827	\$4,474	\$5,120				\$1,358	\$90	\$9		\$391	\$392	\$7,360
City of Baltimore	Heavy Equipment Operator I	\$2,676	\$2,812	\$2,948										

Base Salary Median	\$2,770	\$3,496	\$3,968
Base Salary Mean	\$2,893	\$3,612	\$3,971
Percentage Above or Below Median	13.95%	17.27%	24.15%
Percentage Above or Below Mean	10.14%	14.52%	24.09%

Base Salary 66th Percentile	\$4,336
Base Salary 75th Percentile	\$4,461
Percentage Above or Below 66th Percentile	17.10%
Percentage Above or Below 75th Percentile	14.72%

Total Compensation Median	\$6,861
Total Compensation Mean	\$7,075
Percentage Above or Below Median	7.71%
Percentage Above or Below Mean	4.84%

Total Compensation 66th Percentile	\$7,141
Total Compensation 75th Percentile	\$7,310
Percentage Above or Below 66th Percentile	3.95%
Percentage Above or Below 75th Percentile	1.67%

Total Matches: 9

Montgomery County Merit System Protection Board  
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Firefighter/Rescuer III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Firefighter/Rescuer III	\$4,158	\$5,445	\$6,732				\$1,695	\$83	\$7		\$673		\$9,190
Anne Arundel County	Fire Fighter II	\$3,285	\$5,082	\$6,878				\$1,692	\$90	\$7		\$2,050		\$10,717
Arlington, County	Firefighter/EMT II	\$4,241	\$5,702	\$7,162		\$43		\$1,358	\$79			\$2,263	\$548	\$11,453
City of Alexandria	Fire Fighter II	\$4,107	\$5,610	\$7,113			\$1,493					\$3,273	\$544	\$12,423
Fairfax County	Firefighter	\$4,537	\$5,964	\$7,391				\$1,832	\$67			\$2,871	\$565	\$12,726
Fredrick County	Firefighter - Recruit	\$2,833	\$2,833	\$2,833				\$1,723	\$5			\$544	\$217	\$5,322
Howard County	Firefighter	\$4,788	\$5,925	\$7,062				\$1,625	\$43			\$2,161		\$10,891
Prince George's County	Fire Fighter II	\$3,571	\$5,188	\$6,804				\$1,550		\$14		\$4,309		\$12,677
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	EMT Firefighter Suppression	\$3,323	\$4,317	\$5,311										

Base Salary Median	\$3,839	\$5,399	\$5,813
Base Salary Mean	\$3,836	\$5,077	\$5,698
Percentage Above or Below Median	7.67%	0.85%	13.65%
Percentage Above or Below Mean	7.75%	6.75%	15.35%

Base Salary 66th Percentile	\$6,720
Base Salary 75th Percentile	\$6,924
Percentage Above or Below 66th Percentile	0.18%
Percentage Above or Below 75th Percentile	-2.85%

Total Compensation Median	\$11,453
Total Compensation Mean	\$10,887
Percentage Above or Below Median	-24.63%
Percentage Above or Below Mean	-18.46%

Total Compensation 66th Percentile	\$12,384
Total Compensation 75th Percentile	\$12,550
Percentage Above or Below 66th Percentile	-34.75%
Percentage Above or Below 75th Percentile	-36.56%

Total Matches: 8

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Human Resources Specialist III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Human Resources Specialist III	\$3,823	\$5,064	\$6,304				\$1,695	\$83	\$7		\$504		\$8,593
Anne Arundel County	Personnel Analyst III	\$5,328	\$7,154	\$8,979				\$1,692	\$90	\$7		\$1,796		\$12,564
Arlington, County	Staff Human Resources/OD Specialist	\$4,638	\$6,928	\$9,218		\$43		\$1,358	\$79			\$1,235	\$705	\$12,639
City of Alexandria	Human Resource Analyst	\$4,736	\$6,173	\$7,610			\$1,493					\$1,235	\$582	\$10,920
Fairfax County	Human Resource Analyst	\$4,764	\$6,352	\$7,940				\$1,832	\$67			\$1,819	\$607	\$12,265
Fredrick County	Human Resource Administrator	\$4,783	\$4,783	\$4,783				\$1,723	\$5			\$856	\$366	\$7,733
Howard County	Senior Administrative Analyst	\$5,450	\$7,387	\$9,324				\$1,625	\$43			\$1,156		\$12,148
Prince George's County	Personnel Analyst II	\$3,968	\$5,845	\$7,721				\$1,550		\$14		\$927	\$591	\$10,802
The Maryland- National Capital Park and Planning Commission	Senior Human Resources Specialist	\$5,771	\$6,483	\$7,194				\$1,358	\$90	\$9		\$550	\$550	\$9,751
City of Baltimore	Human Resources Specialist II	\$5,167	\$6,717	\$8,267										

Base Salary Median	\$4,783	\$6,483	\$7,174
Base Salary Mean	\$4,956	\$6,425	\$7,159
Percentage Above or Below Median	-25.11%	-28.02%	-13.80%
Percentage Above or Below Mean	-29.64%	-26.88%	-13.56%

Base Salary 66th Percentile			\$7,634
Base Salary 75th Percentile			\$7,885
Percentage Above or Below 66th Percentile			-21.10%
Percentage Above or Below 75th Percentile			-25.08%

Total Compensation Median	\$11,534
Total Compensation Mean	\$11,103
Percentage Above or Below Median	-34.22%
Percentage Above or Below Mean	-29.20%
Total Compensation 66th Percentile	\$12,221
Total Compensation 75th Percentile	\$12,340
Percentage Above or Below 66th Percentile	-42.21%
Percentage Above or Below 75th Percentile	-43.60%

Total Matches: 9

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Information Technology Specialist II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Information Technology Specialist II	\$4,817	\$6,398	\$7,978				\$1,695	\$83	\$7		\$638		\$10,401
Anne Arundel County	Systems Programmer I	\$3,771	\$4,910	\$6,048				\$1,692	\$90	\$7		\$1,210		\$9,047
Arlington, County	No Comparable Class													
City of Alexandria	Computer Programmer/Analyst II	\$5,221	\$6,806	\$8,390			\$1,493					\$1,362	\$642	\$11,887
Fairfax County	Programmer Analyst II	\$4,996	\$6,662	\$8,327				\$1,832	\$67			\$1,908	\$637	\$12,771
Fredrick County	No Comparable Class													
Howard County	Technical Services Support Specialist II	\$4,439	\$5,985	\$7,531				\$1,625	\$43			\$934		\$10,133
Prince George's County	Information Technology Programming Engineer II	\$3,968	\$5,845	\$7,721				\$1,550		\$14		\$927	\$591	\$10,802
The Maryland- National Capital Park and Planning Commission	Programmer Analyst II	\$5,118	\$6,372	\$7,625				\$1,358	\$90	\$9		\$583	\$583	\$10,248
City of Baltimore	Agency IT Specialist II	\$5,167	\$6,717	\$8,267										

Base Salary Median	\$4,996	\$6,372	\$6,761
Base Salary Mean	\$4,669	\$6,185	\$6,943
Percentage Above or Below Median	-3.72%	0.41%	15.25%
Percentage Above or Below Mean	3.08%	3.32%	12.97%

Base Salary 66th Percentile	\$7,586
Base Salary 75th Percentile	\$7,697
Percentage Above or Below 66th Percentile	4.92%
Percentage Above or Below 75th Percentile	3.52%

Total Compensation Median	\$10,525
Total Compensation Mean	\$10,814
Percentage Above or Below Median	-1.19%
Percentage Above or Below Mean	-3.97%

Total Compensation 66th Percentile	\$11,127
Total Compensation 75th Percentile	\$11,615
Percentage Above or Below 66th Percentile	-6.98%
Percentage Above or Below 75th Percentile	-11.67%

Total Matches: 7

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Information Technology Technician II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Information Technology Technician II	\$3,497	\$4,619	\$5,741				\$1,695	\$83	\$7		\$459		\$7,985
Anne Arundel County	Information Systems Support Specialist	\$3,771	\$4,910	\$6,048				\$1,692	\$90	\$7		\$1,210		\$9,047
Arlington, County	Staff Infrastructure Support Specialist	\$3,526	\$5,532	\$7,538		\$43		\$1,358	\$79			\$1,010	\$577	\$10,605
City of Alexandria	Information Technology Support Engineer II	\$4,092	\$5,333	\$6,574			\$1,493					\$1,067	\$503	\$9,637
Fairfax County	Information Technology Technician	\$3,942	\$4,965	\$5,987				\$1,832	\$67			\$1,372	\$458	\$9,716
Fredrick County	Client Specialist II	\$3,174	\$4,127	\$5,080				\$1,723	\$5			\$909	\$389	\$8,106
Howard County	Technical Services Support Technician II	\$4,439	\$5,985	\$7,531				\$1,625	\$43			\$934		\$10,133
Prince George's County	Information Technology Programming Engineer II	\$3,968	\$5,845	\$7,721				\$1,550		\$14		\$927	\$591	\$10,802
The Maryland- National Capital Park and Planning Commission	IT Support Technician	\$3,356	\$3,697	\$4,037				\$1,358	\$90	\$9		\$308	\$309	\$6,111
City of Baltimore	Agency IT Associate	\$4,517	\$5,875	\$7,233										

Base Salary Median	\$3,942	\$5,333	\$5,860
Base Salary Mean	\$3,865	\$5,141	\$5,779
Percentage Above or Below Median	-12.73%	-15.46%	-2.07%
Percentage Above or Below Mean	-10.52%	-11.30%	-0.66%

Base Salary 66th Percentile	\$6,000
Base Salary 75th Percentile	\$6,443
Percentage Above or Below 66th Percentile	-4.52%
Percentage Above or Below 75th Percentile	-12.22%

Total Compensation Median	\$9,676
Total Compensation Mean	\$9,270
Percentage Above or Below Median	-21.18%
Percentage Above or Below Mean	-16.08%

Total Compensation 66th Percentile	\$9,974
Total Compensation 75th Percentile	\$10,251
Percentage Above or Below 66th Percentile	-24.91%
Percentage Above or Below 75th Percentile	-28.37%

Total Matches: 9

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**Librarian I**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Librarian I	\$4,390	\$5,825	\$7,259				\$1,695	\$83	\$7		\$581		\$9,625
Anne Arundel County	No Comparable Class													
Arlington, County	Librarian	\$4,638	\$6,032	\$7,426		\$43		\$1,358	\$79			\$995	\$568	\$10,470
City of Alexandria	Librarian I	\$3,897	\$5,079	\$6,261			\$1,493					\$1,016	\$479	\$9,249
Fairfax County	Librarian II	\$4,328	\$5,771	\$7,213				\$1,832	\$67			\$1,652	\$552	\$11,316
Fredrick County	Librarian I	\$3,639	\$4,731	\$5,822				\$1,723	\$5			\$1,042	\$445	\$9,038
Howard County	No Comparable Class													
Prince George's County	No Comparable Class													
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Librarian II	\$3,738	\$4,130	\$4,521										

Base Salary Median	\$3,897	\$5,079	\$5,796
Base Salary Mean	\$4,048	\$5,148	\$5,698
Percentage Above or Below Median	11.23%	12.80%	20.15%
Percentage Above or Below Mean	7.79%	11.61%	21.50%

Base Salary 66th Percentile	\$6,019
Base Salary 75th Percentile	\$6,204
Percentage Above or Below 66th Percentile	17.08%
Percentage Above or Below 75th Percentile	14.54%

Total Compensation Median	\$9,859
Total Compensation Mean	\$10,018
Percentage Above or Below Median	-2.44%
Percentage Above or Below Mean	-4.09%

Total Compensation 66th Percentile	\$10,445
Total Compensation 75th Percentile	\$10,681
Percentage Above or Below 66th Percentile	-8.52%
Percentage Above or Below 75th Percentile	-10.98%

Total Matches: 5

Montgomery County Merit System Protection Board  
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Library Desk Assistant

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Library Desk Assistant	\$2,968	\$3,868	\$4,767				\$1,695	\$83	\$7		\$381		\$6,933
Anne Arundel County	No Comparable Class													
Arlington, County	No Comparable Class													
City of Alexandria	Library Assistant I	\$2,682	\$3,496	\$4,309			\$1,493					\$699	\$330	\$6,831
Fairfax County	Library Aide	\$2,856	\$3,808	\$4,760				\$1,832	\$67			\$1,091	\$364	\$8,114
Fredrick County	Circulation Clerk	\$2,419	\$2,419	\$2,419				\$1,723	\$5			\$433	\$185	\$4,765
Howard County	No Comparable Class													
Prince George's County	Service Aide	\$1,919	\$2,827	\$3,734				\$1,550		\$14		\$410		\$5,708
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Library Associate 1	\$2,945	\$3,106	\$3,267										

Base Salary Median	\$2,682	\$3,106	\$3,381
Base Salary Mean	\$2,564	\$3,131	\$3,414
Percentage Above or Below Median	9.64%	19.69%	29.07%
Percentage Above or Below Mean	13.61%	19.04%	28.37%

Base Salary 66th Percentile	\$3,720
Base Salary 75th Percentile	\$3,790
Percentage Above or Below 66th Percentile	21.97%
Percentage Above or Below 75th Percentile	20.51%

Total Compensation Median	\$6,269
Total Compensation Mean	\$6,354
Percentage Above or Below Median	9.58%
Percentage Above or Below Mean	8.35%

Total Compensation 66th Percentile	\$6,809
Total Compensation 75th Percentile	\$7,152
Percentage Above or Below 66th Percentile	1.80%
Percentage Above or Below 75th Percentile	-3.15%

Total Matches: 5

Montgomery County Merit System Protection Board  
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Management Leadership Service Manager II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Manager II	\$7,366	\$10,069	\$12,771				\$1,695	\$83	\$7		\$1,022		\$15,578
Anne Arundel County	Manager, Public Works	\$5,853	\$8,051	\$10,249				\$1,692	\$90	\$7		\$2,050		\$14,088
Arlington, County	Division Chief	\$8,180	\$11,767	\$15,354		\$43		\$1,358	\$79			\$2,057	\$835	\$19,727
City of Alexandria	Maintenance Division Chief	\$6,346	\$8,271	\$10,196			\$1,493					\$1,655	\$760	\$14,104
Fairfax County	No Comparable Class													
Fredrick County	No Comparable Class													
Howard County	Recreation and Park Bureau Chief	\$6,689	\$9,067	\$11,445				\$1,625	\$43			\$1,419		\$14,532
Prince George's County	Associate Director	\$6,464	\$9,520	\$12,576				\$1,550		\$14		\$1,509	\$795	\$16,444
The Maryland- National Capital Park and Planning Commission	Maintenance and Development Division Chief	\$11,638	\$11,638	\$11,638				\$1,358	\$90	\$9		\$889	\$781	\$14,765
City of Baltimore	Operations Officer V	\$6,467	\$8,405	\$10,342										

Base Salary Median	\$6,467	\$9,067	\$10,296
Base Salary Mean	\$7,377	\$9,531	\$10,608
Percentage Above or Below Median	12.20%	9.95%	19.38%
Percentage Above or Below Mean	-0.15%	5.34%	16.93%

Base Salary 66th Percentile	\$11,557
Base Salary 75th Percentile	\$11,638
Percentage Above or Below 66th Percentile	9.51%
Percentage Above or Below 75th Percentile	8.87%

Total Compensation Median	\$14,649
Total Compensation Mean	\$15,610
Percentage Above or Below Median	5.96%
Percentage Above or Below Mean	-0.21%

Total Compensation 66th Percentile	\$15,269
Total Compensation 75th Percentile	\$16,024
Percentage Above or Below 66th Percentile	1.98%
Percentage Above or Below 75th Percentile	-2.87%

Total Matches: 7

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**Mechanic Technician II**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Mechanic Technician II	\$3,497	\$4,619	\$5,741				\$1,695	\$83	\$7		\$459		\$7,985
Anne Arundel County	Automotive Mechanic III	\$3,394	\$4,241	\$5,087				\$1,692	\$90	\$7		\$1,017		\$7,893
Arlington, County	Auto Mechanic II	\$4,231	\$5,348	\$6,465		\$43		\$1,358	\$79			\$866	\$495	\$9,306
City of Alexandria	Fleet Services Technician II	\$3,712	\$4,838	\$5,963			\$1,493					\$968	\$456	\$8,880
Fairfax County	Fire Apparatus Mechanic	\$4,132	\$5,600	\$7,068				\$1,832	\$67			\$2,745	\$541	\$12,253
Fredrick County	Vehicle Technician IV	\$3,176	\$4,128	\$5,080				\$1,723	\$5			\$909	\$389	\$8,106
Howard County	Motor Equipment Mechanic II	\$3,725	\$4,715	\$5,704	\$130			\$1,625	\$43			\$707		\$8,209
Prince George's County	Equipment Mechanic II	\$2,994	\$4,253	\$5,511				\$1,550		\$14		\$605		\$7,680
The Maryland- National Capital Park and Planning Commission	Senior Mechanic	\$3,410	\$4,664	\$5,918				\$1,358	\$90	\$9		\$452	\$453	\$8,280
City of Baltimore	Automotive Mechanic	\$3,112	\$3,314	\$3,516										

Base Salary Median	\$3,410	\$4,664	\$5,084
Base Salary Mean	\$3,543	\$4,567	\$5,078
Percentage Above or Below Median	2.49%	-0.97%	11.45%
Percentage Above or Below Mean	-1.31%	1.14%	11.54%

Base Salary 66th Percentile	\$5,531
Base Salary 75th Percentile	\$5,678
Percentage Above or Below 66th Percentile	3.67%
Percentage Above or Below 75th Percentile	1.10%

Total Compensation Median	\$8,245
Total Compensation Mean	\$8,826
Percentage Above or Below Median	-3.25%
Percentage Above or Below Mean	-10.53%

Total Compensation 66th Percentile	\$8,652
Total Compensation 75th Percentile	\$8,987
Percentage Above or Below 66th Percentile	-8.35%
Percentage Above or Below 75th Percentile	-12.54%

Total Matches: 9

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Office Clerk

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Office Clerk	\$2,263	\$2,880	\$3,496				\$1,695	\$83	\$7		\$280		\$5,561
Anne Arundel County	Office Support Assistant I	\$2,149	\$2,750	\$3,351				\$1,692	\$90	\$7		\$670		\$5,810
Arlington, County	Office Aide II	\$2,103	\$2,659	\$3,214		\$43		\$1,358	\$79			\$431	\$246	\$5,371
City of Alexandria	Administrative Support I	\$2,459	\$3,112	\$3,764			\$1,493					\$611	\$288	\$6,156
Fairfax County	Administrative Assistant I	\$2,377	\$3,170	\$3,962				\$1,832	\$67			\$908	\$303	\$7,072
Fredrick County	No Comparable Class													
Howard County	Office Assistant II	\$2,586	\$3,153	\$3,720				\$1,625	\$43			\$461		\$5,849
Prince George's County	Clerk Typist I	\$2,236	\$3,375	\$4,514				\$1,550		\$14		\$542	\$345	\$6,965
The Maryland- National Capital Park and Planning Commission	Office Clerk	\$2,407	\$3,432	\$4,457				\$1,358	\$90	\$9		\$341	\$341	\$6,595
City of Baltimore	Office Support Specialist I	\$2,473	\$2,459	\$2,444										

Base Salary Median	\$2,392	\$3,132	\$3,283
Base Salary Mean	\$2,349	\$3,014	\$3,346
Percentage Above or Below Median	-5.70%	-8.78%	6.11%
Percentage Above or Below Mean	-3.79%	-4.65%	4.29%

Base Salary 66th Percentile	\$3,426
Base Salary 75th Percentile	\$3,731
Percentage Above or Below 66th Percentile	1.99%
Percentage Above or Below 75th Percentile	-6.72%

Total Compensation Median	\$6,156
Total Compensation Mean	\$6,260
Percentage Above or Below Median	-10.70%
Percentage Above or Below Mean	-12.57%

Total Compensation 66th Percentile	\$6,578
Total Compensation 75th Percentile	\$6,780
Percentage Above or Below 66th Percentile	-18.29%
Percentage Above or Below 75th Percentile	-21.93%

Total Matches: 8

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Office Services Coordinator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Office Services Coordinator	\$3,497	\$4,619	\$5,741				\$1,695	\$83	\$7		\$459		\$7,985
Anne Arundel County	Administrative Secretary to Department/Agency Head	\$3,617	\$4,687	\$5,756				\$1,692	\$90	\$7		\$1,151		\$8,696
Arlington, County	Administrative Assistant V	\$3,219	\$4,069	\$4,919		\$43		\$1,358	\$79			\$659	\$376	\$7,435
City of Alexandria	Administrative Support IV	\$3,076	\$4,010	\$4,943			\$1,493					\$802	\$378	\$7,616
Fairfax County	Administrative Assistant III	\$3,135	\$4,180	\$5,224				\$1,832	\$67			\$1,197	\$400	\$8,719
Fredrick County	No Comparable Class													
Howard County	Administrative Support Technician III	\$2,973	\$4,002	\$5,030				\$1,625	\$43			\$624		\$7,322
Prince George's County	Administrative Aide III	\$3,265	\$4,809	\$6,352				\$1,550		\$14		\$762	\$486	\$9,164
The Maryland- National Capital Park and Planning Commission	Principal Administrative Assistant	\$3,578	\$4,748	\$5,918				\$1,358	\$90	\$9		\$452	\$453	\$8,280
City of Baltimore	Office Support Specialist III	\$2,473	\$2,663	\$2,852										

Base Salary Median	\$3,177	\$4,124	\$4,778
Base Salary Mean	\$3,167	\$4,146	\$4,635
Percentage Above or Below Median	9.15%	10.71%	16.77%
Percentage Above or Below Mean	9.44%	10.25%	19.27%

Base Salary 66th Percentile	\$4,941
Base Salary 75th Percentile	\$5,079
Percentage Above or Below 66th Percentile	13.94%
Percentage Above or Below 75th Percentile	11.54%

Total Compensation Median	\$8,280
Total Compensation Mean	\$8,176
Percentage Above or Below Median	-3.69%
Percentage Above or Below Mean	-2.39%

Total Compensation 66th Percentile	\$8,680
Total Compensation 75th Percentile	\$8,708
Percentage Above or Below 66th Percentile	-8.69%
Percentage Above or Below 75th Percentile	-9.05%

Total Matches: 8

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Permitting and Code Enforcement Inspector III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Permitting and Code Enforcement Inspector III	\$4,817	\$6,398	\$7,978				\$1,695	\$83	\$7		\$638		\$10,401
Anne Arundel County	Construction Code Inspector	\$3,566	\$4,454	\$5,342				\$1,692	\$90	\$7		\$1,068		\$8,199
Arlington, County	Community Codes Inspector III	\$4,418	\$5,584	\$6,750		\$43		\$1,358	\$79			\$905	\$516	\$9,651
City of Alexandria	Code Inspector IV	\$4,511	\$5,880	\$7,249			\$1,493					\$1,177	\$555	\$10,473
Fairfax County	Code Compliance Inspector II	\$4,535	\$6,047	\$7,559				\$1,832	\$67			\$1,732	\$578	\$11,768
Fredrick County	Building Safety Plans Reviewer II - Life Safety and Building	\$4,467	\$5,807	\$7,147				\$1,723	\$5			\$1,279	\$547	\$10,701
Howard County	Regulation Inspector I	\$3,630	\$4,895	\$6,159				\$1,625	\$43			\$764		\$8,591
Prince George's County	Property Standards Inspector III	\$3,466	\$4,913	\$6,359				\$1,550		\$14		\$698		\$8,621
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Construction Building Inspector II	\$3,899	\$4,322	\$4,744										

Base Salary Median	\$4,159	\$5,248	\$5,844
Base Salary Mean	\$4,062	\$5,238	\$5,826
Percentage Above or Below Median	13.67%	17.96%	26.75%
Percentage Above or Below Mean	15.68%	18.13%	26.98%

Base Salary 66th Percentile	\$6,148
Base Salary 75th Percentile	\$6,457
Percentage Above or Below 66th Percentile	22.94%
Percentage Above or Below 75th Percentile	19.07%

Total Compensation Median	\$9,651
Total Compensation Mean	\$9,715
Percentage Above or Below Median	7.21%
Percentage Above or Below Mean	6.60%

Total Compensation 66th Percentile	\$10,440
Total Compensation 75th Percentile	\$10,587
Percentage Above or Below 66th Percentile	-0.37%
Percentage Above or Below 75th Percentile	-1.79%

Total Matches: 8

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Police Officer III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Police Officer III	\$4,729	\$6,193	\$7,656				\$1,695	\$83	\$7		\$766		\$10,207
Anne Arundel County	Police Officer First Class	\$3,942	\$5,748	\$7,553				\$1,692	\$90	\$7		\$3,187		\$12,529
Arlington, County	No Comparable Class													
City of Alexandria	Police Officer IV	\$4,397	\$6,006	\$7,614			\$1,493					\$3,503	\$582	\$13,193
Fairfax County	Police Officer II	\$4,438	\$5,834	\$7,230				\$1,832	\$67			\$2,818		\$11,947
Fredrick County	No Comparable Class													
Howard County	Police Officer First Class	\$5,046	\$6,819	\$8,592				\$1,625	\$43			\$2,629		\$12,889
Prince George's County	Police Officer Corporal	\$4,457	\$5,913	\$7,369				\$1,550		\$14		\$3,557		\$12,490
The Maryland- National Capital Park and Planning Commission	Park Police Officer III	\$4,785	\$5,436	\$6,086				\$1,358	\$90	\$9		\$1,609	\$466	\$9,617
City of Baltimore	Police Officer	\$4,081	\$5,536	\$6,990										

Base Salary Median	\$4,438	\$5,834	\$6,453
Base Salary Mean	\$4,449	\$5,899	\$6,623
Percentage Above or Below Median	6.15%	5.79%	15.72%
Percentage Above or Below Mean	5.91%	4.75%	13.49%

Base Salary 66th Percentile	\$7,129
Base Salary 75th Percentile	\$7,334
Percentage Above or Below 66th Percentile	6.88%
Percentage Above or Below 75th Percentile	4.20%

Total Compensation Median	\$12,510
Total Compensation Mean	\$12,111
Percentage Above or Below Median	-22.56%
Percentage Above or Below Mean	-18.66%

Total Compensation 66th Percentile	\$12,637
Total Compensation 75th Percentile	\$12,799
Percentage Above or Below 66th Percentile	-23.82%
Percentage Above or Below 75th Percentile	-25.40%

Total Matches: 7

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Principal Administrative Aide

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Principal Administrative Aide	\$3,174	\$4,084	\$4,993				\$1,695	\$83	\$7		\$399		\$7,177
Anne Arundel County	Office Support Assistant II	\$2,363	\$3,027	\$3,690				\$1,692	\$90	\$7		\$738		\$6,217
Arlington, County	Administrative Assistant IV	\$2,926	\$3,698	\$4,470		\$43		\$1,358	\$79			\$599	\$342	\$6,891
City of Alexandria	Administrative Support III	\$2,807	\$3,659	\$4,510			\$1,493					\$732	\$345	\$7,080
Fairfax County	Administrative Associate	\$4,135	\$5,514	\$6,892				\$1,832	\$67			\$1,579	\$527	\$10,897
Fredrick County	Administrative Aide	\$3,176	\$4,128	\$5,080				\$1,723	\$5			\$909	\$389	\$8,106
Howard County	Administrative Support Technician II	\$2,692	\$3,618	\$4,543				\$1,625	\$43			\$563		\$6,774
Prince George's County	Administrative Aide II	\$2,961	\$4,454	\$5,947				\$1,550		\$14		\$714	\$455	\$8,680
The Maryland- National Capital Park and Planning Commission	Senior Administrative Assistant	\$2,992	\$4,133	\$5,274				\$1,358	\$90	\$9		\$403	\$403	\$7,537
City of Baltimore	Administrative Coordinator	\$3,308	\$3,654	\$3,999										

Base Salary Median	\$2,961	\$3,698	\$4,294
Base Salary Mean	\$3,040	\$3,987	\$4,460
Percentage Above or Below Median	6.71%	9.44%	14.01%
Percentage Above or Below Mean	4.22%	2.36%	10.67%

Base Salary 66th Percentile	\$4,517
Base Salary 75th Percentile	\$4,946
Percentage Above or Below 66th Percentile	9.53%
Percentage Above or Below 75th Percentile	0.95%

Total Compensation Median	\$7,309
Total Compensation Mean	\$7,773
Percentage Above or Below Median	-1.83%
Percentage Above or Below Mean	-8.30%

Total Compensation 66th Percentile	\$7,890
Total Compensation 75th Percentile	\$8,249
Percentage Above or Below 66th Percentile	-9.93%
Percentage Above or Below 75th Percentile	-14.93%

Total Matches: 9

Montgomery County Merit System Protection Board  
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Program Manager II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Program Manager II	\$5,287	\$7,029	\$8,770				\$1,695	\$83	\$7		\$702		\$11,257
Anne Arundel County	Program Manager	\$5,328	\$7,154	\$8,979				\$1,692	\$90	\$7		\$1,796		\$12,564
Arlington, County	Management Analyst	\$5,197	\$6,569	\$7,940		\$43		\$1,358	\$79			\$1,064	\$607	\$11,092
City of Alexandria	Human Services Program Manager	\$6,044	\$7,878	\$9,711			\$1,493					\$1,576	\$743	\$13,523
Fairfax County	Program Manager	\$6,447	\$8,596	\$10,745				\$1,832	\$67			\$2,462	\$768	\$15,874
Fredrick County	No Comparable Class													
Howard County	Administrative Manager	\$6,689	\$9,067	\$11,445				\$1,625	\$43			\$1,419		\$14,532
Prince George's County	No Comparable Class													
The Maryland- National Capital Park and Planning Commission	Management Analyst III	\$6,250	\$7,308	\$8,366				\$1,358	\$90	\$9		\$639	\$640	\$11,102
City of Baltimore	Program Administrator II	\$5,167	\$6,717	\$8,267										

Base Salary Median	\$6,044	\$7,308	\$8,317
Base Salary Mean	\$5,875	\$7,613	\$8,481
Percentage Above or Below Median	-14.32%	-3.98%	5.17%
Percentage Above or Below Mean	-11.11%	-8.31%	3.29%

Base Salary 66th Percentile	\$8,818
Base Salary 75th Percentile	\$9,045
Percentage Above or Below 66th Percentile	-0.55%
Percentage Above or Below 75th Percentile	-3.14%

Total Compensation Median	\$13,043
Total Compensation Mean	\$13,114
Percentage Above or Below Median	-15.87%
Percentage Above or Below Mean	-16.50%

Total Compensation 66th Percentile	\$13,826
Total Compensation 75th Percentile	\$14,280
Percentage Above or Below 66th Percentile	-22.82%
Percentage Above or Below 75th Percentile	-26.86%

Total Matches: 7

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Program Specialist II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Program Specialist II	\$4,390	\$5,825	\$7,259				\$1,695	\$83	\$7		\$581		\$9,625
Anne Arundel County	Program Specialist II	\$4,594	\$6,168	\$7,742				\$1,692	\$90	\$7		\$1,548		\$11,079
Arlington, County	No Comparable Class													
City of Alexandria	No Comparable Class													
Fairfax County	No Comparable Class													
Fredrick County	Program Coordinator	\$3,400	\$4,420	\$5,439				\$1,723	\$5			\$974	\$416	\$8,557
Howard County	Human Services Specialist II	\$4,441	\$6,019	\$7,596				\$1,625	\$43			\$942		\$10,206
Prince George's County	No Comparable Class													
The Maryland- National Capital Park and Planning Commission	Natural Resources Specialist, Senior	\$4,823	\$6,098	\$7,373				\$1,358	\$90	\$9		\$563	\$564	\$9,957
City of Baltimore	Program Administrator I	\$4,858	\$6,325	\$7,792										

Base Salary Median	\$4,594	\$6,098	\$6,247
Base Salary Mean	\$4,423	\$5,806	\$6,497
Percentage Above or Below Median	-4.65%	-4.70%	13.95%
Percentage Above or Below Mean	-0.76%	0.32%	10.50%

Base Salary 66th Percentile	\$7,310
Base Salary 75th Percentile	\$7,540
Percentage Above or Below 66th Percentile	-0.70%
Percentage Above or Below 75th Percentile	-3.87%

Total Compensation Median	\$10,082
Total Compensation Mean	\$9,950
Percentage Above or Below Median	-4.75%
Percentage Above or Below Mean	-3.38%

Total Compensation 66th Percentile	\$10,201
Total Compensation 75th Percentile	\$10,424
Percentage Above or Below 66th Percentile	-5.99%
Percentage Above or Below 75th Percentile	-8.31%

Total Matches: 5

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Public Safety Communications Specialist III

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Public Safety Communications Specialist III	\$3,656	\$4,836	\$6,016				\$1,695	\$83	\$7		\$481		\$8,282
Anne Arundel County	Police Communications Operator II	\$3,231	\$4,036	\$4,840				\$1,692	\$90	\$7		\$968		\$7,597
Arlington, County	Emergency Communications Technician II	\$3,877	\$4,901	\$5,925		\$43		\$1,358	\$79			\$794	\$453	\$8,653
City of Alexandria	Public Safety Communications Officer II	\$3,712	\$4,838	\$5,963			\$1,493					\$968	\$456	\$8,880
Fairfax County	P S Communicator II	\$3,529	\$4,639	\$5,748				\$1,832	\$67			\$2,233	\$440	\$10,319
Fredrick County	Emergency Communications Specialist I	\$3,176	\$4,128	\$5,080				\$1,723	\$5			\$909	\$389	\$8,106
Howard County	Dispatcher First Class	\$4,481	\$5,436	\$6,391				\$1,625	\$43			\$792		\$8,851
Prince George's County	Emergency Call Taker II	\$2,871	\$4,321	\$5,771				\$1,550		\$14		\$559		\$7,894
The Maryland- National Capital Park and Planning Commission	Senior Park Police Communications Technician	\$2,933	\$4,426	\$5,918				\$1,358	\$90	\$9		\$452	\$453	\$8,280
City of Baltimore	Emergency Dispatcher	\$3,308	\$3,654	\$3,999										

Base Salary Median	\$3,308	\$4,426	\$4,871
Base Salary Mean	\$3,458	\$4,486	\$5,001
Percentage Above or Below Median	9.52%	8.49%	19.04%
Percentage Above or Below Mean	5.43%	7.23%	16.88%

Base Salary 66th Percentile	\$5,505
Base Salary 75th Percentile	\$5,765
Percentage Above or Below 66th Percentile	8.50%
Percentage Above or Below 75th Percentile	4.17%

Total Compensation Median	\$8,466
Total Compensation Mean	\$8,572
Percentage Above or Below Median	-2.22%
Percentage Above or Below Mean	-3.50%

Total Compensation 66th Percentile	\$8,776
Total Compensation 75th Percentile	\$8,859
Percentage Above or Below 66th Percentile	-5.96%
Percentage Above or Below 75th Percentile	-6.96%

Total Matches: 9

Montgomery County Merit System Protection Board  
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Recreation Assistant II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Recreation Assistant II	\$1,993	\$1,993	\$1,993				\$1,695	\$83	\$7		\$159		\$3,937
Anne Arundel County	Recreation Specialist	\$3,589	\$4,673	\$5,756				\$1,692	\$90	\$7		\$1,151		\$8,696
Arlington, County	Recreation Instructor III	\$4,079	\$5,356	\$6,633		\$43		\$1,358	\$79			\$889	\$507	\$9,510
City of Alexandria	Recreation Leader II	\$2,807	\$3,659	\$4,510			\$1,493					\$732	\$345	\$7,080
Fairfax County	No Comparable Class													
Fredrick County	Recreation Specialist	\$3,399	\$4,419	\$5,438				\$1,723	\$5			\$973	\$416	\$8,555
Howard County	Recreation Services Assistant II	\$2,591	\$3,351	\$4,111				\$1,625	\$43			\$510		\$6,289
Prince George's County	No Comparable Class													
The Maryland- National Capital Park and Planning Commission	Recreation Specialist II	\$3,801	\$5,153	\$6,504				\$1,358	\$90	\$9		\$497	\$498	\$8,955
City of Baltimore	Recreation Leader II	\$2,523	\$2,735	\$2,946										

Base Salary Median	\$3,399	\$4,419	\$4,591
Base Salary Mean	\$3,256	\$4,192	\$4,660
Percentage Above or Below Median	-70.55%	-121.70%	-130.37%
Percentage Above or Below Mean	-63.35%	-110.33%	-133.82%

Base Salary 66th Percentile	\$5,271
Base Salary 75th Percentile	\$5,418
Percentage Above or Below 66th Percentile	-164.45%
Percentage Above or Below 75th Percentile	-171.83%

Total Compensation Median	\$8,626
Total Compensation Mean	\$8,181
Percentage Above or Below Median	-119.07%
Percentage Above or Below Mean	-107.77%

Total Compensation 66th Percentile	\$8,774
Total Compensation 75th Percentile	\$8,891
Percentage Above or Below 66th Percentile	-122.83%
Percentage Above or Below 75th Percentile	-125.80%

Total Matches: 7

Montgomery County Merit System Protection Board  
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Senior Information Technology Specialist

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Senior Information Technology Specialist	\$6,064	\$8,089	\$10,114				\$1,695	\$83	\$7		\$809		\$12,708
Anne Arundel County	No Comparable Class													
Arlington, County	Senior Information Technology Analyst	\$5,080	\$7,534	\$9,987		\$43		\$1,358	\$79			\$1,338	\$757	\$13,563
City of Alexandria	Computer Programmer Analyst III	\$5,757	\$7,503	\$9,249			\$1,493					\$1,501	\$708	\$12,951
Fairfax County	IT Systems Architect	\$6,447	\$8,596	\$10,745				\$1,832	\$67			\$2,462	\$768	\$15,874
Fredrick County	Client Services Specialist IV	\$3,174	\$4,127	\$5,080				\$1,723	\$5			\$909	\$389	\$8,106
Howard County	Technical Services Support Specialist IV	\$5,450	\$7,387	\$9,324				\$1,625	\$43			\$1,156		\$12,148
Prince George's County	Information Technology Project Coordinator IV	\$5,318	\$7,833	\$10,347				\$1,550		\$14		\$1,242	\$762	\$13,915
The Maryland- National Capital Park and Planning Commission	Recreation Specialist II	\$6,048	\$7,416	\$8,784				\$1,358	\$90	\$9		\$671	\$672	\$11,584
City of Baltimore	Agency Supervisor (Systems Supervisor)	\$6,467	\$8,405	\$10,342										

Base Salary Median	\$5,604	\$7,518	\$8,500
Base Salary Mean	\$5,468	\$7,350	\$8,291
Percentage Above or Below Median	7.59%	7.06%	15.96%
Percentage Above or Below Mean	9.83%	9.14%	18.02%

Base Salary 66th Percentile	\$9,203
Base Salary 75th Percentile	\$9,490
Percentage Above or Below 66th Percentile	9.01%
Percentage Above or Below 75th Percentile	6.17%

Total Compensation Median	\$12,951
Total Compensation Mean	\$12,591
Percentage Above or Below Median	-1.91%
Percentage Above or Below Mean	0.92%

Total Compensation 66th Percentile	\$13,538
Total Compensation 75th Percentile	\$13,739
Percentage Above or Below 66th Percentile	-6.53%
Percentage Above or Below 75th Percentile	-8.11%

Total Matches: 8

Montgomery County Merit System Protection Board  
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**Social Worker II**

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Social Worker II	\$4,817	\$6,398	\$7,978				\$1,695	\$83	\$7		\$638		\$10,401
Anne Arundel County	Special Program Manager II	\$4,266	\$5,728	\$7,189				\$1,692	\$90	\$7		\$1,438		\$10,416
Arlington, County	Human Services Clinician II	\$4,638	\$5,863	\$7,088		\$43		\$1,358	\$79			\$950	\$542	\$10,060
City of Alexandria	Family Services Specialist II	\$4,973	\$6,482	\$7,990			\$1,493					\$1,297	\$611	\$11,391
Fairfax County	Social Services Specialist II	\$4,535	\$6,047	\$7,559				\$1,832	\$67			\$1,732	\$578	\$11,768
Fredrick County	No Comparable Class													
Howard County	Human Services Specialist II	\$4,441	\$6,019	\$7,596				\$1,625	\$43			\$942		\$10,206
Prince George's County	Social Worker II	\$3,822	\$5,410	\$6,997				\$1,550		\$14		\$768		\$9,329
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	Social Worker II	\$4,068	\$4,511	\$4,953										

Base Salary Median	\$4,441	\$5,863	\$6,264
Base Salary Mean	\$4,392	\$5,723	\$6,388
Percentage Above or Below Median	7.81%	8.35%	21.48%
Percentage Above or Below Mean	8.83%	10.55%	19.93%

Base Salary 66th Percentile	\$7,050
Base Salary 75th Percentile	\$7,164
Percentage Above or Below 66th Percentile	11.63%
Percentage Above or Below 75th Percentile	10.21%

Total Compensation Median	\$10,311
Total Compensation Mean	\$10,528
Percentage Above or Below Median	0.87%
Percentage Above or Below Mean	-1.22%

Total Compensation 66th Percentile	\$10,708
Total Compensation 75th Percentile	\$11,147
Percentage Above or Below 66th Percentile	-2.95%
Percentage Above or Below 75th Percentile	-7.17%

Total Matches: 7

Montgomery County Merit System Protection Board  
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Supply Technician II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Supply Technician II	\$2,968	\$3,868	\$4,767				\$1,695	\$83	\$7		\$381		\$6,933
Anne Arundel County	No Comparable Class													
Arlington, County	Supply Assistant IV	\$2,621	\$3,312	\$4,002		\$43		\$1,358	\$79			\$536	\$306	\$6,325
City of Alexandria	No Comparable Class													
Fairfax County	Material Management Specialist III	\$3,435	\$4,580	\$5,725				\$1,832	\$67			\$1,312	\$438	\$9,374
Fredrick County	No Comparable Class													
Howard County	Stores Control Technician	\$3,063	\$3,869	\$4,675	\$130			\$1,625	\$43			\$580		\$7,053
Prince George's County	Supply Technician	\$2,894	\$4,567	\$6,240				\$1,550		\$14		\$1,059		\$8,863
The Maryland- National Capital Park and Planning Commission	Clerical/Inventory Operations Assistant	\$5,392	\$5,713	\$6,033				\$1,358	\$90	\$9		\$461	\$462	\$8,412
City of Baltimore	Storekeeper I	\$2,418	\$2,595	\$2,772										

Base Salary Median	\$2,979	\$4,218	\$4,574
Base Salary Mean	\$3,304	\$4,106	\$4,507
Percentage Above or Below Median	-0.35%	-9.06%	4.06%
Percentage Above or Below Mean	-11.32%	-6.16%	5.46%

Base Salary 66th Percentile	\$4,945
Base Salary 75th Percentile	\$5,716
Percentage Above or Below 66th Percentile	-3.73%
Percentage Above or Below 75th Percentile	-19.90%

Total Compensation Median	\$8,412
Total Compensation Mean	\$8,005
Percentage Above or Below Median	-21.33%
Percentage Above or Below Mean	-15.46%

Total Compensation 66th Percentile	\$8,701
Total Compensation 75th Percentile	\$8,863
Percentage Above or Below 66th Percentile	-25.49%
Percentage Above or Below 75th Percentile	-27.83%

Total Matches:

6

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Therapist II

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Therapist II	\$5,046	\$6,705	\$8,364				\$1,695	\$83	\$7		\$669		\$10,818
Anne Arundel County	No Comparable Class													
Arlington, County	Mental Health Therapist II (Licensed)	\$5,080	\$6,422	\$7,764		\$43		\$1,358	\$79			\$1,040	\$594	\$10,879
City of Alexandria	Senior Therapist	\$5,221	\$6,806	\$8,390			\$1,493					\$1,362	\$642	\$11,887
Fairfax County	No Comparable Class													
Fredrick County	Child and Family Counselor	\$7,074	\$7,074	\$7,074				\$1,723	\$5			\$1,266	\$541	\$10,609
Howard County	No Comparable Class													
Prince George's County	Psychologist II	\$5,318	\$7,833	\$10,347				\$1,550		\$14		\$1,242	\$762	\$13,915
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	No Comparable Class													

Base Salary Median	\$5,270	\$6,940	\$7,419
Base Salary Mean	\$5,673	\$7,034	\$7,714
Percentage Above or Below Median	-4.43%	-3.50%	11.30%
Percentage Above or Below Mean	-12.43%	-4.90%	7.78%

Base Salary 66th Percentile	\$7,806
Base Salary 75th Percentile	\$7,972
Percentage Above or Below 66th Percentile	6.67%
Percentage Above or Below 75th Percentile	4.69%

Total Compensation Median	\$11,383
Total Compensation Mean	\$11,822
Percentage Above or Below Median	-5.22%
Percentage Above or Below Mean	-9.28%

Total Compensation 66th Percentile	\$11,866
Total Compensation 75th Percentile	\$12,394
Percentage Above or Below 66th Percentile	-9.69%
Percentage Above or Below 75th Percentile	-14.56%

Total Matches: 4

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Appendix K – Total Compensation Data Sheets

Transit Bus Operator

Surveyed Agency	Classification Title	Monthly Min.	Monthly Mid.	Monthly Max.	Longevity Pay	Deferred Comp	Cafeteria Plan	Health	Dental	Vision	Other Health	Retirement	Social Security	Monthly Total Comp.
Maryland Merit Services Protection Board	Transit Bus Operator	\$3,354	\$4,417	\$5,479				\$1,695	\$83	\$7		\$438		\$7,702
Anne Arundel County	No Comparable Class													
Arlington, County	No Comparable Class													
City of Alexandria	No Comparable Class													
Fairfax County	No Comparable Class													
Fredrick County	Fixed Route Driver	\$2,966	\$3,856	\$4,745				\$1,723	\$5			\$849	\$363	\$7,685
Howard County	No Comparable Class													
Prince George's County	Equipment Operator I	\$2,292	\$3,127	\$3,962				\$1,550		\$14		\$435		\$5,961
The Maryland- National Capital Park and Planning Commission	No Comparable Class													
City of Baltimore	No Comparable Class													

Base Salary Median	\$2,629	\$3,491	\$3,909
Base Salary Mean	\$2,629	\$3,491	\$3,922
Percentage Above or Below Median	21.62%	20.95%	28.66%
Percentage Above or Below Mean	21.62%	20.95%	28.41%

Base Salary 66th Percentile	\$3,960
Base Salary 75th Percentile	\$4,158
Percentage Above or Below 66th Percentile	27.73%
Percentage Above or Below 75th Percentile	24.11%

Total Compensation Median	\$6,823
Total Compensation Mean	\$6,823
Percentage Above or Below Median	11.42%
Percentage Above or Below Mean	11.42%

Total Compensation 66th Percentile	\$7,099
Total Compensation 75th Percentile	\$7,254
Percentage Above or Below 66th Percentile	7.83%
Percentage Above or Below 75th Percentile	5.82%

Total Matches: 2

## Appendix L – Total Compensation Benefits Summary Tables

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**Table B-1: Total Compensation - Study General Information**

Agency	Number of FTE	Step Plan	# of Steps	Date of Next COLA	Amount of Next Increase
Anne Arundel	DNA	DNA	DNA	DNA	DNA
Arlington County	Total: 4,715 FTE: 3,418 PTE: 182 Temp: 1,057	None	None	None scheduled	N/A
City of Alexandria	Total: 2,856 FTE: 2,791 PTE: 65	Yes	General: 16 Safety: 17	None scheduled	N/A
Fairfax County	Total: 12,438	Yes	Up to 11 based on unit	Unknown	Unknown
Fredrick County	Total: 3,193 FTE: 2,110 PTE: 1,083 Temp: 0	No	N/A	2017/2018	2.00%
Howard County	Total: 2,853	Varies	Based on unit	7/1/2017 and/or 1/1/2018	1.00 - 2.00% based on unit
Prince George	FTE: 6,276	Varies	Based on unit	DNA	DNA
The Maryland-National Capital Park and Planning Commission	Total: 7,599 FTE: 2,020 PTE: 44 Temp: 5,535	Varies	DNA	DNA	DNA

**Table B-2: Total Compensation Study – Retirement Practices**

Agency	Retirement Type(s) & Rate(s)	Retirement Benefit & Formula	Social Security Practices <sup>1</sup>
<b>Anne Arundel County</b>			
<i>General</i>	Employees' Retirement Plan 20.00%	Tier 1: 2% of highest 3 -year average at either; 1) age 60 and 10 YOS or 2) 30 YOS (*max 60% of pay) or Tier 2: 1% (same as above)	Data Not Available
<i>Fire</i>	Fire Service Retirement Plan 29.80%	Normal: 2% of final average basic pay x YOS; age 50 and 20 YOS (max 70% of pay)	
<i>Police</i>	Police Service Retirement Plan 42.20%	Category I: Age 50 and 5 YOS, 2.5% of final basic pay x YOS plus 2% of average pay x YOS in excess of 20 years (max 70% pay). Category II (hired > 6/30/15): Category I but age 50 and 10 YOS	
<i>Detention/Sheriff</i>	Detention Officers' and Deputy Sheriffs' Retirement Plan 34.00%	Age 50 and 5 YOS or 20 YOS at any age; .5% of final basic pay x YOS plus 2% of average pay x YOS in excess of 20 years (max 70% pay).	
<b>Arlington County</b>			
<i>General</i>	Defined Benefit 13.40%	1.70% x YOS x highest 3-year average	Medicare & FICA
<i>Public Safety</i>	Defined Benefit 31.60%	Prior to 01/04/09: 2.50% x YOS x highest 3-year average After 01/03/09: 2.70% x YOS x highest 3-year average	
<b>City of Alexandria</b>			
<i>General</i>	VRS Pension Plan 2: 7.97% City Supplemental: 3.81% <i>Total</i> 11.78%	<u>VRS</u> : 1.70% x Avg Comp x YOS prior to 2013 PLUS 1.65% x Avg Comp x YOS 2013 and beyond [Avg Comp = highest consecutive 36 months]  <u>City Supplemental Plan</u> : 0.80% x Avg Comp x credited service [Avg Comp = highest consecutive 36 months]	Medicare & FICA
<i>Police – Sworn</i> <i>Fire – Sworn</i>	City of Alexandria Firefighters & Police Officers Pension Plan 41.58% OPEB 4.43% <i>Total</i> 46.01%	2.50% x Avg comp x years of service (1-20 years) PLUS 3.20% x avg comp x years of service (21-30 years) [Avg comp = highest 48 consecutive months in sworn position]	

<sup>1</sup> Medicare: 1.45% and FICA at 6.20%

**Table B-2: Total Compensation Study – Retirement Practices**

Agency	Retirement Type(s) & Rate(s)	Retirement Benefit & Formula	Social Security Practices <sup>1</sup>
<i>Sheriff – Sworn</i>	VRS Pension Plan 2 7.97% City Supplemental 8.54% Total 16.51%	<u>VRS</u> 1.70% x avg comp x years of service prior to 2013 PLUS 1.65% x avg comp x years of service 2013 and beyond [Avg comp = highest consecutive 60 months]  <u>City Supplemental Plan</u> : 0.60% x avg comp x credited service (years 1-5) PLUS 0.90% x avg comp x credited service (years 6-15) PLUS 1.00% x avg comp x credited service (years 16 and beyond) [Avg comp = highest consecutive 36 months]	
<b>Fairfax County</b>			
<i>General</i>	Defined 22.91%	1.80% of FAS (highest consecutive 36 months' salary) up to Social Security Breakpoint x creditable service PLUS 2% of the portion the FAS that exceeds Social Security	
<i>Uniformed Sheriff Uniformed Fire &amp; Rescue Public Safety &amp; Animal Wardens</i>	Defined 38.84%	2.50% of Final Average Salary (FAS) times creditable service. Then total is increased by 3.00% @ 55	Medicare & FICA
<i>Uniformed Police</i>	Defined 38.98%	2.80% of FAS times creditable service. Then total is increased by 3.00% @55 with 25 years of service.	
<b>Fredrick County</b>			
<i>Non-Uniformed</i>	Defined Plan 17.90%	(1.67% x Average Highest 3 Years) x years of creditable service up to 36 years	
<i>Uniformed</i>	Defined Plan 19.20%	((2.50% x Average 3 Highest Salary Years) x Years of Creditable Service up to 20) PLUS ((2.00% x Average Pay) x Years of Service in excess of 20 years (to a maximum of 8 years)	Medicare & FICA
<b>Howard County</b>			

**Table B-2: Total Compensation Study – Retirement Practices**

Agency	Retirement Type(s) & Rate(s)	Retirement Benefit & Formula	Social Security Practices <sup>1</sup>
Police – Sworn Fire - Sworn	IRC 401(a) Police & Fire Plan 30.60%	Normal Retirement: 62 with 5 years' service with rates ranging from 50.00% @ 20 years to 80.00% at 30 years. Combination of age and less than 5 years' service may result in unreduced benefits (e.g., age 63 with 4 years, 64 with 3 years, etc.).  Participants retiring with less than 20 years of Creditable Service will receive a benefit equal to 2.5% of Average Compensation, times years of Creditable Service.  Formula by individual year ranging from 50%@20 years to 80%@30 years.	Do Not Participate
AFSCME (all) Dispatch Sheriff Unrepresented	IRC 401(a) Howard County Retirement Plan 12.40%	Average Compensation × 1.55% × Years of Creditable Service before 6/30/2012 PLUS Average Compensation × 1.66% × Years of Creditable Service after 7/1/2012 [Average comp is 3 highest years]	
Prince George AFSCME	Supplemental Maryland 5.94% 5.03% Total 10.97%	Age Service Years 55 15 62 5 Any 30	Do Not Participate
Correctional Officer - Sworn Deputy Sheriff - Sworn	Comprehensive Maryland 36.72% 5.03% *Total 41.75%  Supplemental Maryland 42.97% 5.03% Total 48.00%	<u>Comprehensive</u> : Effective 7/1/13 - with less than 5 YOS benefit accrual rate of 3% times YOS for first 20 years; and at rate of 2.5% for YOS up to 25 years times average annual compensation for normal retirement benefit of 72.5% at 25 YOS and up to 30 YOS. Maximum benefit payable is 85% of average annual compensation.  <u>Supplemental Plan</u> : 6/10 of 1% or .6% times the YOS to a max of 25 years multiplied by average annual compensation. Maximum benefit is 15% of average annual compensation.	Medicare & FICA
Correctional Officer – Civilian Deputy Sheriff - Civilian	Supplemental Maryland 6.97% 5.03% Total 12.00%	6/10 of 1% or .6% times the YOS to a max of 25 years multiplied by average annual compensation. Maximum benefit is 15% of average annual compensation.	Do Not Participate

**Table B-2: Total Compensation Study – Retirement Practices**

Agency	Retirement Type(s) & Rate(s)	Retirement Benefit & Formula	Social Security Practices <sup>1</sup>
Deputy Sheriff - Sworn	Comprehensive 43.77% Maryland 5.03% *Total 48.80%  Supplemental 170.69% Maryland 5.03% Total 75.72%	<u>Comprehensive</u> : Effective 7/1/13 – with less than 5 YOS benefit accrual rate of 3% times YOS for first 20 years; and at rate of 2.5% for YOS up to 25 years times average annual compensation for normal retirement benefit of 72.5% at 25 YOS and up to 30 YOS. Maximum benefit payable is 85% of average annual compensation.  <u>Supplemental Plan</u> : 1.2% times the YOS to a max of 25 years multiplied by average annual compensation. Maximum benefit is 36% of average annual compensation.	Do Not Participate
Fire – Civilian	Supplemental 11.94% Maryland 5.03% Total 16.97%	The County must contribute to the Trust Fund from time to time such amounts as are actuarially determined to be required to provide fifty percent (50%) of the cost of providing benefits under Section 3.2 of the Plan	Do Not Participate
Fire – Sworn	63.33%	The County shall contribute to the Trust Fund from time to time such amounts as are actuarially determined to be required to provide for the benefits under the Plan. An actuarial valuation of the Plan shall be obtained at intervals of not more than two years in order to determine the required contributions of the County.	Do Not Participate
Police – Civilian	Supplemental 4.65% Maryland 5.03% Total 9.68%	(1) Rule of 90 (sum of age and eligibility service must equal 90); (2) Age 65 with 10 years of eligibility service; or (3) Age 60 with 15 years eligibility service.	Do Not Participate
Police – Sworn	Comprehensive <sup>2</sup> Minimum: 51.27% *Mid: 48.27% Maximum: 49.27%	Comprehensive: Effective 1/1/16 - Based on 25 YOS with a benefit at normal retirement of 72.5% (3% for the first 20 years, 2.5% for year 21 through 30). Maximum benefit at 30 YOS is 85% of salary)	Do Not Participate
General	Supplemental 6.97% Maryland 5.03% Total 12.00%	Comprehensive: Effective 1/1/16 - Based on 25 YOS with a benefit at normal retirement of 72.5% (3% for the first 20 years, 2.5% for year 21 through 30). Maximum benefit at 30 YOS is 85% of salary)	Medicare & FICA

<sup>2</sup> Prince George's County: *Employer Retirement Rate* - The County shall contribute to the Trust Fund from time to time such amounts as are actuarially determined to be required to provide for the benefits under the Plan. An actuarial valuation of the Plan shall be obtained at intervals of not more than two years in order to determine the required contributions of the County.

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**Table B-3: Total Compensation Study – Deferred Compensation/Longevity**

Agency	Deferred Compensation	Longevity Pay	
Anne Arundel County	All Units: 457, No agency contribution	All Units	None
Arlington County	All Units: 457, Agency matches up to \$43.33 monthly 401(a) after tax, No agency contribution	All Units	None
City of Alexandria	All Units: 457, Agency contribution unknown	All Units	None
Fairfax County	All Units: 457, No agency contribution	All Units	Data Not Available
Fredrick County	All Units: 457, No agency contribution	All Units	None
Howard County	All Units: 457, No agency contribution	AFSCME 3085	Base salary increase based on following service year plan 10 years \$0.75 = \$130.00 monthly 15 years \$1.45 = \$251.00 monthly 20 years \$1.75 = \$303.00 monthly (monthly conversion based on 2080 hours/year)
		Sheriff	Base salary increases of 3.00% for employees with 20 years' service and are in select pay grades
		Firefighters	Base salary increase of \$208.00 monthly for employees with 21 years' service.
		Police	Additional 3.25% upon completion of each year between 14 to 20 years of service.
		AFSCME 1810, 3080, Dispatch, and Unrep	None
Prince George's County	All Units: 457, No agency contribution	Correctional Officers Deputy Sheriff - Civilian	Eligible to advance to the next step for his/her grade on his/her anniversary date at the rate (3.50%) step per year if he/she receives a satisfactory performance evaluation for the preceding year.

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Agency	Deferred Compensation	Longevity Pay
		Fire – Civilian: 3.00% @ 27 years. One longevity step per fiscal year.
		AFSCME, Correctional Officers – Sworn, Deputy Sheriffs – Sworn, Fire – Sworn, General, Police – Civilian, Police – Sworn None

**Table B-4: Total Compensation Study – Employee/Employer Contribution to Medical/Dental/Vision Insurance**

Agency	Medical	Dental	Vision	Life Insurance	Long Term Disability
Anne Arundel County	\$1,692.45	\$89.69	\$ 6.93	Agency pays	Agency does not pay
Arlington County	\$1,358.38	\$78.60	Included in Medical	Agency pays	Agency does not pay
City of Alexandria	\$1,492.53	Provided, amount not available	Provided, amount not available	Agency pays	Agency pays pay
Fairfax County	\$1,832.33	\$66.54	Employer pays, amount not available.	Agency pays	Data Not Available
Fredrick County	\$1,723.39	\$ 5.00	Included in Medical	Agency pays	Agency does not pay
Howard County	\$1,625.00	\$43.00	Included in Medical	Agency pays	Agency pays
Prince George’s County	\$1,550.47	Employee pays premium	\$13.50	Agency pays	Agency does not pay

## **Appendix M – Pay Demographics Report**

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**T-1: ALL EMPLOYEES BY GENDER & ETHNIC ORIGIN**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$69,694</b>	<b>4,310</b>	<b>Over 40</b>	<b>\$76,291</b>	<b>7,330</b>
American Indian or Alaska Native (Not Hispanic or Latino)	\$79,943	9	<b>Under 40</b>	<b>\$54,792</b>	<b>3,909</b>
Asian (Not Hispanic or Latino)	\$81,728	254			
Black or African American (Not Hispanic or Latino)	\$73,042	933			
Hispanic or Latino	\$68,136	409			
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	\$87,054	1			
Two or More Races (Not Hispanic or Latino)	\$62,834	32			
White (Not Hispanic or Latino)	\$73,787	1,805			
(blank)	\$54,629	867			
<b>Male</b>	<b>\$68,268</b>	<b>6,929</b>			
American Indian or Alaska Native (Not Hispanic or Latino)	\$79,839	26			
Asian (Not Hispanic or Latino)	\$79,930	281			
Black or African American (Not Hispanic or Latino)	\$67,195	1,350			
Hispanic or Latino	\$66,071	459			
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	\$68,064	6			
Two or More Races (Not Hispanic or Latino)	\$56,355	34			
White (Not Hispanic or Latino)	\$72,502	3,590			
(blank)	\$54,467	1,183			
<b>Grand Total</b>	<b>\$68,815</b>	<b>11,239</b>	<b>Grand Total</b>	<b>\$68,815</b>	<b>11,239</b>

**T-2: COMMUNITY HEALTH NURSE II**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$88,396</b>	<b>157</b>	<b>Over 40</b>	<b>\$89,143</b>	<b>153</b>
Asian (Not Hispanic or Latino)	\$93,393	8	<b>Under 40</b>	<b>\$73,313</b>	<b>7</b>
Black or African American (Not Hispanic or Latino)	\$87,896	30			
Hispanic or Latino	\$91,265	6			
Two or More Races (Not Hispanic or Latino)	\$77,298	1			
White (Not Hispanic or Latino)	\$88,888	103			
(blank)	\$79,310	9			
<b>Male</b>	<b>\$91,317</b>	<b>3</b>			
Black or African American (Not Hispanic or Latino)	\$88,020	2			
White (Not Hispanic or Latino)	\$97,912	1			
<b>Grand Total</b>	<b>\$88,451</b>	<b>160</b>	<b>Grand Total</b>	<b>\$88,451</b>	<b>160</b>

**T-3: ADMINISTRATIVE SPECIALIST II**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$78,792</b>	<b>59</b>	<b>Over 40</b>	<b>\$79,221</b>	<b>59</b>
Asian (Not Hispanic or Latino)	\$77,475	7	<b>Under 40</b>	<b>\$72,426</b>	<b>11</b>
Black or African American (Not Hispanic or Latino)	\$80,018	17			
Hispanic or Latino	\$69,301	7			
White (Not Hispanic or Latino)	\$80,750	28			
<b>Male</b>	<b>\$74,725</b>	<b>11</b>			
Asian (Not Hispanic or Latino)	\$64,872	1			
Black or African American (Not Hispanic or Latino)	\$66,408	2			
White (Not Hispanic or Latino)	\$78,627	7			
(blank)	\$73,892	1			
<b>Grand Total</b>	<b>\$78,153</b>	<b>70</b>	<b>Grand Total</b>	<b>\$78,153</b>	<b>70</b>

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**T-4: BUS OPERATOR**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$49,871</b>	<b>98</b>	<b>Over 40</b>	<b>\$50,812</b>	<b>472</b>
Black or African American (Not Hispanic or Latino)	\$50,136	73	<b>Under 40</b>	<b>\$43,787</b>	<b>107</b>
Hispanic or Latino	\$50,147	12			
Two or More Races (Not Hispanic or Latino)	\$42,054	1			
White (Not Hispanic or Latino)	\$46,872	7			
(blank)	\$51,093	5			
<b>Male</b>	<b>\$49,441</b>	<b>481</b>			
Asian (Not Hispanic or Latino)	\$48,917	17			
Black or African American (Not Hispanic or Latino)	\$48,747	344			
Hispanic or Latino	\$52,073	54			
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	\$42,054	1			
Two or More Races (Not Hispanic or Latino)	\$41,342	2			
White (Not Hispanic or Latino)	\$53,384	27			
(blank)	\$50,067	36			
<b>Grand Total</b>	<b>\$49,514</b>	<b>579</b>	<b>Grand Total</b>	<b>\$49,514</b>	<b>579</b>

**T-5: RECREATION SPECIALIST**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$70,901</b>	<b>28</b>	<b>Over 40</b>	<b>\$76,741</b>	<b>37</b>
Asian (Not Hispanic or Latino)	\$61,020	1	<b>Under 40</b>	<b>\$63,177</b>	<b>28</b>
Black or African American (Not Hispanic or Latino)	\$69,221	9			
Hispanic or Latino	\$77,410	3			
White (Not Hispanic or Latino)	\$71,266	15			
<b>Male</b>	<b>\$70,896</b>	<b>37</b>			
Asian (Not Hispanic or Latino)	\$53,192	1			
Black or African American (Not Hispanic or Latino)	\$70,468	17			
Hispanic or Latino	\$75,156	4			
Two or More Races (Not Hispanic or Latino)	\$58,957	1			
White (Not Hispanic or Latino)	\$72,316	14			
<b>Grand Total</b>	<b>\$70,898</b>	<b>65</b>	<b>Grand Total</b>	<b>\$70,898</b>	<b>65</b>

**T-6: POLICE OFFICER III**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$72,561</b>	<b>188</b>	<b>Over 40</b>	<b>\$86,515</b>	<b>383</b>
Asian (Not Hispanic or Latino)	\$74,478	5	<b>Under 40</b>	<b>\$66,564</b>	<b>554</b>
Black or African American (Not Hispanic or Latino)	\$79,915	24			
Hispanic or Latino	\$66,251	14			
Two or More Races (Not Hispanic or Latino)	\$55,212	2			
White (Not Hispanic or Latino)	\$72,735	136			
(blank)	\$60,170	7			
<b>Male</b>	<b>\$75,261</b>	<b>749</b>			
American Indian or Alaska Native (Not Hispanic or Latino)	\$81,405	4			
Asian (Not Hispanic or Latino)	\$70,940	25			
Black or African American (Not Hispanic or Latino)	\$74,229	86			
Hispanic or Latino	\$73,759	55			
Native Hawaiian/Other Pacific Islander(Not Hispanic/Latino)	\$89,620	1			
Two or More Races (Not Hispanic or Latino)	\$53,788	2			
White (Not Hispanic or Latino)	\$76,140	557			
(blank)	\$64,382	19			
<b>Grand Total</b>	<b>\$74,719</b>	<b>937</b>	<b>Grand Total</b>	<b>\$74,719</b>	<b>937</b>

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**T-7: MANAGER III**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$123,179</b>	<b>120</b>	<b>Over 40</b>	<b>\$123,200</b>	<b>232</b>
American Indian or Alaska Native (Not Hispanic or Latino)	\$129,625	1	<b>Under 40</b>	<b>\$109,302</b>	<b>12</b>
Asian (Not Hispanic or Latino)	\$124,932	7			
Black or African American (Not Hispanic or Latino)	\$122,509	21			
Hispanic or Latino	\$117,258	10			
Two or More Races (Not Hispanic or Latino)	\$129,143	1			
White (Not Hispanic or Latino)	\$123,950	78			
(blank)	\$117,377	2			
<b>Male</b>	<b>\$121,875</b>	<b>124</b>			
Asian (Not Hispanic or Latino)	\$132,962	9			
Black or African American (Not Hispanic or Latino)	\$115,909	25			
Hispanic or Latino	\$122,503	5			
White (Not Hispanic or Latino)	\$122,820	77			
(blank)	\$118,561	8			
<b>Grand Total</b>	<b>\$122,516</b>	<b>244</b>	<b>Grand Total</b>	<b>\$122,516</b>	<b>244</b>

**T-8: PROGRAM SPECIALIST II**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$71,933</b>	<b>73</b>	<b>Over 40</b>	<b>\$74,392</b>	<b>93</b>
Asian (Not Hispanic or Latino)	\$70,736	6	<b>Under 40</b>	<b>\$65,213</b>	<b>20</b>
Black or African American (Not Hispanic or Latino)	\$70,100	24			
Hispanic or Latino	\$75,719	9			
Two or More Races (Not Hispanic or Latino)	\$56,690	1			
White (Not Hispanic or Latino)	\$74,345	26			
(blank)	\$67,596	7			
<b>Male</b>	<b>\$74,289</b>	<b>40</b>			
Asian (Not Hispanic or Latino)	\$58,975	1			
Black or African American (Not Hispanic or Latino)	\$75,848	14			
Hispanic or Latino	\$76,765	5			
White (Not Hispanic or Latino)	\$74,846	18			
(blank)	\$59,836	2			
<b>Grand Total</b>	<b>\$72,767</b>	<b>113</b>	<b>Grand Total</b>	<b>\$72,767</b>	<b>113</b>

**T-9: INCOME ASSISTANCE PROGRAM SPECIALIST II**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$66,436</b>	<b>112</b>	<b>Over 40</b>	<b>\$70,048</b>	<b>111</b>
Asian (Not Hispanic or Latino)	\$67,608	12	<b>Under 40</b>	<b>\$55,771</b>	<b>32</b>
Black or African American (Not Hispanic or Latino)	\$63,589	44			
Hispanic or Latino	\$68,312	32			
White (Not Hispanic or Latino)	\$72,610	19			
(blank)	\$53,208	5			
<b>Male</b>	<b>\$68,359</b>	<b>31</b>			
Asian (Not Hispanic or Latino)	\$60,495	3			
Black or African American (Not Hispanic or Latino)	\$74,929	12			
Hispanic or Latino	\$67,996	5			
White (Not Hispanic or Latino)	\$68,163	8			
(blank)	\$51,072	3			
<b>Grand Total</b>	<b>\$66,853</b>	<b>143</b>	<b>Grand Total</b>	<b>\$66,853</b>	<b>143</b>

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Appendix M – Pay Demographics Report

**T-10: INFORMATION TECHNOLOGY SPECIALIST III**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$101,317</b>	<b>12</b>	<b>Over 40</b>	<b>\$100,980</b>	<b>44</b>
Asian (Not Hispanic or Latino)	\$94,039	3	<b>Under 40</b>	<b>\$87,428</b>	<b>4</b>
Black or African American (Not Hispanic or Latino)	\$100,667	3			
White (Not Hispanic or Latino)	\$105,280	6			
<b>Male</b>	<b>\$99,363</b>	<b>36</b>			
Asian (Not Hispanic or Latino)	\$96,854	6			
Black or African American (Not Hispanic or Latino)	\$93,448	10			
White (Not Hispanic or Latino)	\$103,102	17			
(blank)	\$102,903	3			
<b>Grand Total</b>	<b>\$99,851</b>	<b>48</b>	<b>Grand Total</b>	<b>\$99,851</b>	<b>48</b>

**T-11: THERAPIST II**

Gender & Ethnic Origin	Avg of Base Salary	Employee Count	Age	Avg of Base Salary	Employee Count
<b>Female</b>	<b>\$83,903</b>	<b>53</b>	<b>Over 40</b>	<b>\$89,330</b>	<b>62</b>
Asian (Not Hispanic or Latino)	\$67,044	2	<b>Under 40</b>	<b>\$67,618</b>	<b>17</b>
Black or African American (Not Hispanic or Latino)	\$83,632	6			
Hispanic or Latino	\$85,683	13			
Two or More Races (Not Hispanic or Latino)	\$63,423	1			
White (Not Hispanic or Latino)	\$85,258	29			
(blank)	\$80,595	2			
<b>Male</b>	<b>\$86,196</b>	<b>26</b>			
Asian (Not Hispanic or Latino)	\$97,565	1			
Black or African American (Not Hispanic or Latino)	\$91,918	6			
Hispanic or Latino	\$72,397	6			
Two or More Races (Not Hispanic or Latino)	\$97,912	1			
White (Not Hispanic or Latino)	\$91,035	11			
(blank)	\$58,360	1			
<b>Grand Total</b>	<b>\$84,658</b>	<b>79</b>	<b>Grand Total</b>	<b>\$84,658</b>	<b>79</b>

## **Appendix N – Recruitment Review**

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## Recruitment Review

\*Sorted by Vacancy Name

Vacancy Name	Position Title	Start Date	Applicant Count	# Applicants Not Qualified	% Applicant NQ	Preferred Duties Added? (Y/N)
IRC17674	Public Safety Communications Specialist III	8/9/2016	1378	89	6.5%	N
IRC22876	Recreation Assistant II	9/4/2016	42	1	2.4%	N
IRC22987	Recreation Assistant II	9/6/2016	89	6	6.7%	N
IRC23112	Social Worker II	9/20/2016	91	16	17.6%	N
IRC23113	Social Worker II	9/20/2016	130	86	66.2%	N
IRC23157	Community Health Nurse II	10/2/2016	164	13	7.9%	N
IRC23845	Recreation Assistant II	12/15/2016	121	2	1.7%	N
IRC23910	Principal Administrative Aide	12/20/2016	230	1	0.4%	N
IRC24231	Community Health Nurse II	4/2/2017	65	15	23.1%	N
IRC24247	Accountant/Auditor III	1/26/2017	61	5	8.2%	N
IRC24311	Mechanic Technician II	2/8/2017	18	9	50.0%	N
IRC24605	Social Worker II	3/7/2017	9	3	33.3%	N
IRC24626	Information Technology Specialist III	3/31/2017	19	16	84.2%	N
IRC24755	Client Assistance Specialist	3/31/2017	161	33	20.5%	N
IRC25061	Recreation Assistant II	4/16/2017	37	2	5.4%	N
IRC25346	Social Worker II	4/21/2017	56	8	14.3%	N
IRC25347	Social Worker II	4/26/2017	97	NA	NA	N
IRC25792	Program Specialist II	5/24/2017	49	29	59.2%	N
IRC26103	Permitting and Code Enforcement Inspector III	6/8/2017	11	4	36.4%	N
IRC26500	Therapist II	6/28/2017	37	8	21.6%	N
IRC22065	Program Manager II	9/13/2016	35	NA	NA	Y
IRC22156	Program Manager II	7/8/2016	14	4	28.6%	Y
IRC22256	Office Services Coordinator	7/13/2016	19	8	42.1%	Y
IRC22321	Program Specialist II	7/12/2016	25	18	72.0%	Y
IRC22339	Office Services Coordinator	7/5/2016	290	NA	NA	Y
IRC22347	Manager II	7/8/2016	24	NA	NA	Y
IRC22416	Principal Administrative Aide	7/8/2016	268	43	16.0%	Y
IRC22417	Program Specialist II	7/7/2016	83	29	34.9%	Y
IRC22418	Program Specialist II	7/7/2016	56	40	71.4%	Y
IRC22503	Senior Information Technology Specialist	7/20/2016	3	NA	NA	Y
IRC22520	Client Assistance Specialist	7/12/2016	117	19	16.2%	Y
IRC22561	Program Manager II	7/13/2016	32	12	37.5%	Y

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Vacancy Name	Position Title	Start Date	Applicant Count	# Applicants Not Qualified	% Applicant NQ	Preferred Duties Added? (Y/N)
IRC22566	Social Worker II	7/14/2016	39	10	25.6%	Y
IRC22591	Office Services Coordinator	7/25/2016	357	NA	NA	Y
IRC22592	Program Manager II	7/21/2016	21	14	66.7%	Y
IRC22642	Manager II	7/27/2016	18	9	50.0%	Y
IRC22710	Manager II	8/1/2016	36	29	80.6%	Y
IRC22729	Program Manager II	8/2/2016	8	4	50.0%	Y
IRC22730	Principal Administrative Aide	8/1/2016	141	16	11.3%	Y
IRC22789	Program Specialist II	8/4/2016	58	35	60.3%	Y
IRC22808	Community Health Nurse II	8/3/2016	15	10	66.7%	Y
IRC22829	Program Manager II	8/5/2016	34	NA	NA	Y
IRC22855	Library Desk Assistant	8/9/2016	183	7	3.8%	Y
IRC22856	Librarian I	8/9/2016	38	20	52.6%	Y
IRC22857	Equipment Operator I	8/11/2016	90	23	25.6%	Y
IRC22871	Information Technology Technician III	8/11/2016	76	17	22.4%	Y
IRC22873	Mechanic Technician II	8/20/2016	31	13	41.9%	Y
IRC22875	Program Specialist II	8/12/2016	47	NA	NA	Y
IRC22879	Program Specialist II	8/18/2016	76	57	75.0%	Y
IRC22882	Senior Information Technology Specialist	8/23/2016	30	11	36.7%	Y
IRC22886	Program Manager II	8/23/2016	10	5	50.0%	Y
IRC22919	Permitting and Code Enforcement Inspector III	9/1/2016	16	8	50.0%	Y
IRC22965	Office Services Coordinator	8/24/2016	297	77	25.9%	Y
IRC22969	Information Technology Specialist III	8/26/2016	12	2	16.7%	Y
IRC22980	Program Specialist II	9/9/2016	97	56	57.7%	Y
IRC23012	Office Services Coordinator	8/31/2016	171	32	18.7%	Y
IRC23018	Community Health Nurse II	9/1/2016	17	4	23.5%	Y
IRC23027	Program Manager II	9/8/2016	25	17	68.0%	Y
IRC23031	Program Manager II	9/7/2016	29	24	82.8%	Y
IRC23032	Principal Administrative Aide	9/6/2016	280	25	8.9%	Y
IRC23089	Office Services Coordinator	9/20/2016	56	27	48.2%	Y
IRC23110	Office Services Coordinator	9/20/2016	213	31	14.6%	Y
IRC23158	Senior Information Technology Specialist	9/22/2016	20	20	100.0%	Y
IRC23159	Manager II	9/21/2016	35	16	45.7%	Y
IRC23181	Senior Information Technology Specialist	9/30/2016	17	9	52.9%	Y
IRC23245	Community Health Nurse II	10/20/2016	21	NA	NA	Y

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<b>Vacancy Name</b>	<b>Position Title</b>	<b>Start Date</b>	<b>Applicant Count</b>	<b># Applicants Not Qualified</b>	<b>% Applicant NQ</b>	<b>Preferred Duties Added? (Y/N)</b>
IRC23305	Program Specialist II	10/6/2016	22	11	50.0%	Y
IRC23307	Office Services Coordinator	10/5/2016	35	15	42.9%	Y
IRC23348	Accountant/Auditor III	10/4/2016	58	15	25.9%	Y
IRC23350	Office Services Coordinator	10/4/2016	188	30	16.0%	Y
IRC23368	Library Desk Assistant	10/5/2016	193	2	1.0%	Y
IRC23390	Principal Administrative Aide	10/6/2016	128	83	64.8%	Y
IRC23391	Administrative Specialist II	10/6/2016	29	17	58.6%	Y
IRC23409	Program Specialist II	10/10/2016	25	19	76.0%	Y
IRC23411	Program Specialist II	10/22/2016	74	56	75.7%	Y
IRC23412	Program Specialist II	10/10/2016	35	30	85.7%	Y
IRC23415	Manager II	10/14/2016	24	14	58.3%	Y
IRC23419	Office Services Coordinator	10/13/2016	287	22	7.7%	Y
IRC23420	Office Services Coordinator	10/12/2016	251	26	10.4%	Y
IRC23431	Office Services Coordinator	2/3/2017	103	77	74.8%	Y
IRC23454	Manager II	10/19/2016	3	1	33.3%	Y
IRC23469	Information Technology Specialist III	10/21/2016	15	4	26.7%	Y
IRC23494	Administrative Specialist II	10/27/2016	23	9	39.1%	Y
IRC23515	Office Services Coordinator	10/31/2016	21	6	28.6%	Y
IRC23554	Office Services Coordinator	11/3/2016	230	25	10.9%	Y
IRC23637	Program Manager II	11/8/2016	24	NA	NA	Y
IRC23677	Community Health Nurse II	11/10/2016	15	5	33.3%	Y
IRC23682	Office Services Coordinator	11/10/2016	231	33	14.3%	Y
IRC23683	Information Technology Specialist III	11/16/2016	16	8	50.0%	Y
IRC23686	Community Health Nurse II	11/15/2016	19	3	15.8%	Y
IRC23749	Office Services Coordinator	11/23/2016	140	16	11.4%	Y
IRC23769	Human Resources Specialist III	3/2/2017	85	66	77.6%	Y
IRC23795	Program Specialist II	11/29/2016	72	49	68.1%	Y
IRC23842	Program Manager II	12/5/2016	27	24	88.9%	Y
IRC23883	Information Technology Specialist III	1/22/2017	24	22	91.7%	Y
IRC23904	Manager II	12/16/2016	74	36	48.6%	Y
IRC23907	Social Worker II	12/19/2016	21	4	19.0%	Y
IRC23908	Program Manager II	12/19/2016	58	30	51.7%	Y
IRC23911	Community Health Nurse II	1/2/2017	21	15	71.4%	Y
IRC23925	Accountant/Auditor III	12/22/2016	38	14	36.8%	Y
IRC23926	Information Technology Specialist III	1/4/2017	30	14	46.7%	Y

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Vacancy Name	Position Title	Start Date	Applicant Count	# Applicants Not Qualified	% Applicant NQ	Preferred Duties Added? (Y/N)
IRC23927	Program Manager II	1/3/2017	29	26	89.7%	Y
IRC23929	Manager II	1/4/2017	5	4	80.0%	Y
IRC23931	Program Manager II	12/23/2016	2	NA	NA	Y
IRC23932	Program Manager II	12/27/2016	8	5	62.5%	Y
IRC23934	Senior Information Technology Specialist	1/9/2017	5	4	80.0%	Y
IRC24080	Program Specialist II	1/10/2017	41	17	41.5%	Y
IRC24100	Program Manager II	1/12/2017	33	18	54.5%	Y
IRC24101	Manager II	1/13/2017	21	5	23.8%	Y
IRC24120	Program Manager II	1/18/2017	46	24	52.2%	Y
IRC24121	Accountant/Auditor III	1/18/2017	47	12	25.5%	Y
IRC24122	Manager II	2/1/2017	109	64	58.7%	Y
IRC24123	Manager II	1/19/2017	35	15	42.9%	Y
IRC24124	Principal Administrative Aide	1/19/2017	102	13	12.7%	Y
IRC24128	Information Technology Specialist III	1/19/2017	47	14	29.8%	Y
IRC24129	Principal Administrative Aide	1/19/2017	354	33	9.3%	Y
IRC24139	Librarian I	1/20/2017	72	20	27.8%	Y
IRC24164	Administrative Specialist II	1/23/2017	42	24	57.1%	Y
IRC24168	Office Services Coordinator	1/24/2017	71	21	29.6%	Y
IRC24185	Senior Information Technology Specialist	1/30/2017	21	7	33.3%	Y
IRC24205	Program Manager II	2/1/2017	31	24	77.4%	Y
IRC24233	Program Specialist II	1/31/2017	19	13	68.4%	Y
IRC24309	Senior Information Technology Specialist	2/14/2017	16	10	62.5%	Y
IRC24310	Office Services Coordinator	2/14/2017	317	29	9.1%	Y
IRC24325	Office Services Coordinator	2/7/2017	43	NA	NA	Y
IRC24328	Program Manager II	2/6/2017	15	10	66.7%	Y
IRC24330	Senior Information Technology Specialist	2/15/2017	14	8	57.1%	Y
IRC24333	Community Health Nurse II	2/7/2017	21	7	33.3%	Y
IRC24335	Information Technology Specialist III	2/7/2017	24	10	41.7%	Y
IRC24372	Accountant/Auditor III	2/14/2017	91	18	19.8%	Y
IRC24374	Program Manager II	2/9/2017	10	4	40.0%	Y
IRC24391	Office Services Coordinator	2/10/2017	299	20	6.7%	Y
IRC24393	Office Services Coordinator	2/13/2017	101	73	72.3%	Y
IRC24399	Program Specialist II	2/22/2017	58	44	75.9%	Y

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Vacancy Name	Position Title	Start Date	Applicant Count	# Applicants Not Qualified	% Applicant NQ	Preferred Duties Added? (Y/N)
IRC24412	Senior Information Technology Specialist	2/16/2017	39	10	25.6%	Y
IRC24416	Accountant/Auditor III	2/21/2017	18	12	66.7%	Y
IRC24441	Program Specialist II	2/27/2017	128	57	44.5%	Y
IRC24476	Client Assistance Specialist	2/27/2017	84	47	56.0%	Y
IRC24477	Client Assistance Specialist	2/24/2017	135	74	54.8%	Y
IRC24583	Program Manager II	3/7/2017	51	38	74.5%	Y
IRC24653	Equipment Operator I	3/16/2017	87	59	67.8%	Y
IRC24795	Program Manager II	4/21/2017	38	21	55.3%	Y
IRC24796	Accountant/Auditor III	3/23/2017	66	15	22.7%	Y
IRC24936	Office Services Coordinator	3/29/2017	57	19	33.3%	Y
IRC25058	Manager II	4/26/2017	35	25	71.4%	Y
IRC25067	Librarian I	4/5/2017	30	13	43.3%	Y
IRC25100	Office Services Coordinator	4/11/2017	233	138	59.2%	Y
IRC25101	Principal Administrative Aide	4/10/2017	205	NA	NA	Y
IRC25178	Program Specialist II	4/18/2017	25	16	64.0%	Y
IRC25218	Manager II	4/21/2017	19	13	68.4%	Y
IRC25219	Administrative Specialist II	4/15/2017	192	30	15.6%	Y
IRC25281	Manager II	4/20/2017	83	55	66.3%	Y
IRC25322	Program Manager II	4/28/2017	38	22	57.9%	Y
IRC25323	Program Manager II	4/25/2017	31	24	77.4%	Y
IRC25342	Program Manager II	4/24/2017	6	3	50.0%	Y
IRC25344	Customer Service Representative II	4/21/2017	274	194	70.8%	Y
IRC25370	Therapist II	4/27/2017	18	6	33.3%	Y
IRC25449	Administrative Specialist II	5/2/2017	209	104	49.8%	Y
IRC25532	Office Services Coordinator	5/23/2017	53	27	50.9%	Y
IRC25550	Program Manager II	5/9/2017	54	43	79.6%	Y
IRC25610	Principal Administrative Aide	5/15/2017	124	20	16.1%	Y
IRC25630	Office Services Coordinator	5/15/2017	293	NA	NA	Y
IRC25650	Program Manager II	5/16/2017	23	15	65.2%	Y
IRC25651	Program Specialist II	5/16/2017	83	68	81.9%	Y
IRC25671	Principal Administrative Aide	5/18/2017	230	23	10.0%	Y
IRC25750	Librarian I	5/22/2017	12	9	75.0%	Y
IRC25850	Office Services Coordinator	5/31/2017	50	24	48.0%	Y
IRC25952	Accountant/Auditor III	6/8/2017	54	7	13.0%	Y
IRC26095	Senior Information Technology Specialist	6/8/2017	9	5	55.6%	Y
IRC26101	Program Specialist II	6/14/2017	34	20	58.8%	Y
IRC26104	Manager II	6/23/2017	18	6	33.3%	Y

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<b>Vacancy Name</b>	<b>Position Title</b>	<b>Start Date</b>	<b>Applicant Count</b>	<b># Applicants Not Qualified</b>	<b>% Applicant NQ</b>	<b>Preferred Duties Added? (Y/N)</b>
IRC26105	Manager II	6/23/2017	30	24	80.0%	Y
IRC26134	Administrative Specialist II	6/10/2017	109	50	45.9%	Y
IRC26276	Accountant/Auditor III	6/22/2017	37	20	54.1%	Y
IRC26420	Information Technology Specialist III	6/23/2017	30	13	43.3%	Y
IRC26421	Program Manager II	6/23/2017	10	15	150.0%	Y

## **Appendix O – Wage Equity**

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**Wage Equity**

<i>Dept</i>	<i>Date of Analysis</i>	<i>Position</i>	<i>Division</i>	<i>Approved</i>	<i>Denied</i>
DEP	1/6/12	Program Specialist I	Solid Waste Services	01/11/12	
HHS	1/10/12	Social Worker II	Children, Youth & Family Services/Child Welfare Services	01/13/12	
POL	1/13/12	Code Enforcement Inspector I	Animal Services Division	01/13/12	
FIN	1/13/12	Accountant/Auditor II	Controller	01/25/12	
HHS	1/24/12	Social Worker II	Children, Youth & Family Services/Child Welfare Services	03/01/12	
HHS	1/26/12	Income Assistance	Public Health Services/Medical Assistance Eligibility	01/31/12	
HHS	1/27/12	Behavioral Health Associate Counselor	Behavioral Health & Crisis Services-Adult Drug Court Treatment-HIV Clinic	02/02/12	
FRS	2/8/12	Administrative		02/14/12	
POL	2/14/12	Forensic Specialist I	Police	02/15/13	
HHS	2/15/12	Program Manager I	Office of Emergency Management & Homeland Security	02/23/12	
HHS	2/16/12	Program Specialist II	Children, Youth & Family Services - Child Care Subsidy	02/16/12	
DEP	2/16/12	Water Quality Specialist II	Solid Waste Services	02/17/12	
HHS	2/23/12	Program Specialist II	Children, Youth & Family Services/Child Care Resource & Referral Center	02/28/12	
POL	2/24/12	Forensic Specialist I	Police	03/01/12	
HHS	2/28/12	Community Services Aide III	Children, Youth & Family Services -Linkage to Learning	03/08/12	
DEP	3/2/12	Planning Specialist III	Watershed Management	03/08/12	
REC	3/19/12	Recreation Specialist	Recreation/Aquatics	03/21/12	
DGS	4/5/12	Real Estate Specialist III	Real Estate & Management Services	04/05/12	
HHS	4/12/12	Environmental Health Specialist	Public Health Services/Licensure & Regulatory Services	03/08/12	
HHS	4/19/12	Environmental Health Specialist	Public Health Services/Licensure & Regulatory Services	04/20/12	

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<i>Dept</i>	<i>Date of Analysis</i>	<i>Position</i>	<i>Division</i>	<i>Approved</i>	<i>Denied</i>
HHS	4/20/12	Accountant/Auditor III	Office of the Chief Operating Officer-Financial Operations-Compliance Team	04/24/12	
HHS	4/26/12	Income Assistance	Public Health Services/Medical Assistance Eligibility	05/01/12	
HHS	5/4/12	Income Assistance	Public Health Services/Medical Assistance Eligibility	05/10/12	
HHS	5/24/12	Social Worker II	Children, Youth & Family Services/Child Welfare Services	05/31/12	
HHS	6/5/12	Planning Specialist	Office of Community Affairs/Chief's Office of Community Affairs	06/12/12	
FIN	7/6/12	OSC Cashier	Treasury-Treasury Operations	07/12/12	
POL	7/13/12	Forensic Scientist	Criminal Investigations	07/13/12	
FIN	7/25/12	Accountant/Auditor I, II, III	Controller	07/26/12	
HHS	8/1/12	Administrative Aide	Public Health Services/Refugee Health	08/07/12	
LIB	8/1/12	Librarian II		08/22/12	
DPS	8/23/12	Permitting & Coding & enforcement Inspector I Sediment & Stormwater Section	Land Development	08/24/12	
DPS	8/28/12	Permitting Services Inspector I - Right of Way Inspection Section	Land Development	09/04/12	
DTS	8/29/12	Audiovisual Production Specialist	Cable Office	08/30/12	
OEMHS	8/29/12	Program Manager I		09/04/12	
HHS	9/14/12	Social Worker II	Aging and Disability Services - Long Term Care	09/25/12	
REC	9/18/12	Program Aide	Recreation	09/21/12	
REC	9/19/12	Office Services Coordinator	Recreation	09/20/12	
PIO	9/24/12	CSR Trainee		09/25/12	
HHS	10/3/12	Recreation Specialist	Recreation	05/04/12	
CEC	10/04/12	Program Specialist	Community Engagement Cluster	10/23/12	
DTS	10/8/12	ERP Office Services Coordinator	ERP OSC	10/09/12	
REC	10/11/12	Recreation Specialist	Recreation	10/12/12	
HHS	10/13/12	Office Services Coordinator	Children & Youth & Family Services Child & Adolescent Services	11/06/12	

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<i>Dept</i>	<i>Date of Analysis</i>	<i>Position</i>	<i>Division</i>	<i>Approved</i>	<i>Denied</i>
HHS	10/17/12	Behavioral Health Technician	Behavioral Health & Crisis Services-Jail Addiction Services	10/22/12	
HHS	10/31/12	Office Services Coordinator	Children, Youth & Family Services-Child & Adolescent Services	11/06/12	
HHS	11/2/12	Therapist II	HHS-Behavioral Health & crisis Services/Outpatient Addiction and Mental Health Services	11/16/12	
HHS	11/6/12	Program Specialist II	Children, Youth and Family Services/Child Care Resource & Referral Center	11/20/12	
HHS	11/9/12	Community Services Aide III	Children, Youth & Family Services -Street Outreach Network	11/20/12	
HHS	11/9/12	Community Services Aide III	Children, Youth & Family Services-Street Outreach Network	11/20/12	
HHS	11/9/12	Program Specialist II	Aging & Disability Services/Community Support Network	11/20/12	
REC	11/13/12	Recreation Specialist	Recreation	12/11/12	
FIN	11/14/12	Fiscal Assistant	Controller/Bank Reconciliation Unit	11/20/12	
DPS	11/15/12	Permitting Services Inspector II	Building Construction	11/16/12	
HHS	11/20/12	Social Worker II	Special Needs Housing/Housing Stabilization Services	11/26/12	
DPS	12/7/12	Permitting & Code Enforcement Inspector II	Building Construction	12/11/12	
DEP	12/14/12	Construction Representative III	Watershed Management	12/18/12	
DEP	12/21/12	Program Manager II (Public Outreach & Education)	Policy and Compliance	12/21/12	
DEP	12/21/12	Program manager II (Public Outreach & Education)	Environmental Policy & Compliance	12/23/12	
HHS	12/21/12	Program Specialist II	Aging & Disability Services/Community Support Network	01/08/13	
DEP	12/26/12	Planning Specialist III	Watershed Management	12/31/12	
DEP	12/26/12	Planning Specialist III	Watershed Management	12/31/12	
HHS	12/26/12	Social Worker II	Special Needs Housing/Emergency Services	12/31/12	
HHS	12/26/12	Social Worker III	Special Needs Housing/Housing Stabilization Services	12/31/12	

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LIB	1/1/13	Librarian II		01/09/13	
FIN	1/7/13	Accountant/Auditor II	Controller	01/10/13	
FIN	1/7/13	Fiscal Assistant	Controller-Accounts Payable	01/10/13	
FIN	1/14/13	Accountant/Auditor I	Controller	01/15/13	
FIN	1/14/13	Accountant/Auditor I	Controller's Division	01/15/13	
DGS	01/15/13	Supply Tech II	Fleet Management	01/24/13	
FIN	1/18/13	Fiscal Assistant	Controller-Accounts Payable	01/22/13	
PIO	1/18/13	Fiscal Assistant		01/22/13	
DOT	02/01/13	Transit Marketing Specialist	Transit Services	02/04/13	
HHS	2/8/13	Program Specialist	Children, Youth & Family Services/Infants & Toddlers Programs	02/14/13	
HHS	2/8/13	Program Specialist II	Children, Youth and Family Services/Infants and Toddlers Program		2/12/2013
DED	2/13/13	Principal Administrative Aide		02/14/13	
DED	2/13/13	Principal Administrative Aide		02/14/13	
DEP	2/13/13	Program Specialist II (Non-Residential Program)	Solid Waste Services	02/21/13	
HHS	2/22/13	Income Assistance Program specialist III	Children, Youth & Family Services/Income Support	02/26/13	
HHS	3/2/13	Administrative Specialist I (PT)	Office of Consumer Protection	04/02/13	
FIN	3/6/13	Accountant/Auditor I	Controller's Division	03/12/13	
FIN	3/6/13	Accountant/Auditor I	Controller	03/13/13	
DPS	3/7/13	Permitting Services Specialist II	Building Construction	03/08/13	
DPS	3/8/13	Senior Permitting Services Specialist	Building Construction	03/13/13	
HHS	3/8/13	Principal Administrative Aide	Public Health Services/Crisis Center	03/20/13	
HHS	3/8/13	Income Assistance Program Specialist III	Public Health Services/Medical Assistance Eligibility	03/26/13	
PIO	3/15/13	CSR Trainee		03/14/13	
PIO	3/15/13	CSR Trainee		03/15/13	
PIO	3/15/13	CSR Trainee		03/26/13	
PIO	3/15/13	CSR Trainee		03/26/13	

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PIO	3/15/13	CSR Trainee		05/29/13	
PIO	3/15/13	CSR Trainee		05/29/13	
DOT	03/18/13	Engineer III	Division of Traffic Engineering and Operations	03/20/14	
DPS	3/22/13	Senior Permitting Services Specialist	Building Construction	03/22/13	
HHS	3/29/13	Income Assistance Program Specialist II	Children, Youth & Family Services/ Child Care Subsidy	04/02/13	
HHS	3/29/13	Office Services Coordinator	Child & Adolescent School & Community Based Services/OESS-Income Supports	08/07/14	
HHS	4/17/13	Social Worker III	Children, Youth & Family Services/Child Welfare Services	04/18/13	
HHS	4/17/13	Social Worker III	Children, Youth & Family Services/Child Welfare Services	04/18/13	
DPS	04/19/13	Permitting Services Inspector 1,	Sediment and Stormwater Division	04/22/13	
FIN	4/22/13	Fiscal Assistant-Team	Controller-Accounts Receivable Unit	04/24/13	
DPS	4/26/13	Senior Permitting Services Inspector	Building Construction	04/29/13	
DPS	4/26/13	Senior Permitting Services Inspector	Building Construction Division	04/29/13	
HHS	4/30/13	Program Specialist I	Children, Youth and Family Services/Child Care Resource & Referral Center	04/30/13	
HHS	4/30/13	Program Specialist I in CYFS	Children, Youth & Family Services - Child Care Resource & Referral Center	04/30/13	
HHS	4/30/13	Program Specialist II	Children, Youth & Family Services/Child Care Resource & Referral Center	05/01/13	
FIN	5/1/13	Fiscal Assistant-Team	Controller-Accounts Receivable Unit	05/03/13	
HHS	5/10/13	Social Worker III	Aging and Disability Services/A&D & Behavioral Health	05/14/13	
HHS	5/14/13	Therapist II	HHS-Behavioral Health & Crisis Services/Victim Assistance and Sexual Assault Program	05/14/13	
HHS	5/17/13	Principal Administrative Aide	Public Health Services/TB Control	05/28/13	
HHS	5/17/13	Principal Administrative Aide	Public Health Services/TB Control	05/28/13	
DTS	5/24/13	Office Services Coordinator	Enterprise Telecommunications	05/28/13	

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DTS	5/24/13	Office Services Coordinator - Cable Office	Technology Services/Enterprise Telecommunications Division	05/28/13	
PRO	5/24/13	Public Administration Inter (Procurement Specialist IV)	All PAI's	05/31/13	
HHS	5/29/13	Program Specialist II	Children, Youth & Family Services/Child Care Resource & Referral Center	06/14/13	
HHS	6/12/13	Social Worker III	Aging and Disability Services/Assessment & continuing Case Management	06/13/13	
HHS	6/17/13	Office Services Coordinator	Children & Adolescent Services	06/18/13	
HHS	6/17/13	Office Services Coordinator	Children, Youth & Family Services-Child & Adolescent Services	06/18/13	
COR	7/3/13	Correctional Specialist II	Correction & rehabilitation	07/10/13	
DGS	7/11/13	Public Services Craftsworker	Facilities Management	07/11/13	
DGS	7/11/13	Public Services Craftsworker	Facilities Management	07/21/13	
DEP	7/15/13	Program Specialist I (Non-Residential Program)	Solid Waste Services	07/17/13	
HHS	7/19/13	Office Services Coordinator	Children, Youth & Family Services/Child Welfare Services	07/23/13	
HHS	7/19/13	Office Services Coordinator	Children, Youth & Family Services-Child Welfare Services	07/23/13	
HHS	7/19/13	Office Services Coordinator	Children, Youth & Family Services/Child & Adolescent Services	08/02/13	
OEMHS	7/25/13	Emergency Management Specialist II		07/30/13	
OEMHS	7/25/13	Emergency Management Specialist II		07/30/13	
FIN	7/26/13	Accountant/Auditor I	Controller	07/29/13	
FIN	7/26/13	Accountant/Auditor II	Controller's Division	07/30/13	
FIN	7/26/13	Accountant/Auditor III	Controller	07/30/13	
FIN	7/29/13	Accountant/Auditor I	Controller's Division	07/29/13	
FIN	7/30/13	Accountant/Auditor II	Controller	07/30/13	
FIN	7/30/13	Accountant/Auditor II	Controller	07/30/13	

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HHS	8/1/13	Social Worker II	Children, Youth & Family Services/Child Welfare Services	08/02/13	
HHS	8/5/13	Social Worker II	Children, Youth & Family Services/Child Welfare Services	08/08/13	
HHS	8/15/13	Social Worker III	Special Needs Housing/Housing Stabilization Services	08/19/13	
LIB	8/22/13	Program Specialist I		08/23/13	
DEP	9/3/13	Engineer III	Watershed Management/Stormwater Facility Maintenance Program	09/26/13	
REC	9/5/13	Recreation Specialist	Recreation	09/12/13	
FRS	9/6/13	Code Inspector	Code Inspection	09/17/13	
FRS	9/6/13	Code Inspector	Code Inspection	10/09/13	
HHS	9/17/13	IT Specialist I	Office of the Chief Operating Officer/Info Systems & Technology Services Team	10/02/13	
HHS	9/20/13	Social Worker II	Children, Youth & Family Services/Child Welfare Services	10/09/13	
HHS	9/23/13	Office Services Coordinator	Children, Youth & Family Services/Child Welfare Services	10/09/13	
HHS	9/30/13	PAA	Children, Youth & Family Services/Child Care Resource & Referral Center	10/15/13	
LIB	10/1/13	Librarian II		10/17/13	
BOE	10/14/13	Program Specialist II (GIS Specialist)		10/14/13	
HHS	10/18/13	Community Services Aide I	Public Health Services/Silver Spring Health Center	11/19/13	
LIB	10/24/13	Librarian I		10/31/13	
DPS	10/24/13	Senior Permitting Services Inspector	Building Construction	11/07/13	
HHS	10/29/13	Social Worker III	Aging and Disability Services/Adult Protective and Case Management Services-Behavioral Health and Crisis Services	11/13/13	
HHS	11/1/13	Principal Administrative Aide	Public Health Services/Refugee Health	11/07/13	
LIB	11/01/13	Library assistant II		11/07/13	
LIB	11/01/13	Librarian II		11/25/13	

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HHS	11/6/13	Social Worker II	Children, Youth and Family Services/Child Welfare Services	11/12/13	
HHS	11/19/13	Environmental Health Specialist III	Public Health Services/Licensure & Regulatory Services	11/26/13	
DPS	11/22/13	Permitting Services Specialist II	Building Construction	11/25/13	
HHS	11/22/13	Therapist II	Behavioral Health & Crisis Services/Child & Adolescent Behavioral Health Services	11/26/13	
DPS	11/29/13	Permitting & Code Enforcement Inspector III	Permitting & Code Enforcement Inspector III	12/03/13	
LIB	12/01/13	Librarian II		12/23/13	
HHS	12/3/13	Office Services Coordinator	Director's Office/MD Health Benefit Exchange Connector Entity Program	12/05/12	
HHS	12/4/13	Therapist II	HHS-Behavioral Health & Crisis Services/Crisis Center	12/05/13	
HHS	12/6/13	Administrative Aide	Behavioral Health & Crisis Services/Abused Persons Program	12/10/13	
HHS	12/10/13	Social Worker II	Children, Youth and Family Services/Child Welfare Services	12/23/13	
HHS	12/18/13	Social Worker III	Aging and Disability Services/Adult Protective and Case Management Services	12/23/13	
HHS	1/2/14	Administrative Aide	Behavioral Health a& Crisis Services/abused Persons Program	01/15/14	
DGS	01/15/14	Public Administration Intern	Facilities Management	01/17/14	
DPS	01/16/14	Permitting Services Specialist II	Building Construction	01/30/14	
DHCA	1/21/14	Housing Code Inspector I	Community Development	01/23/14	
POL	01/30/14	Fiscal Assistant		02/12/14	
DOT	02/10/14	Senior Planning Specialist	Division of Traffic Engineering and Operations	02/09/14	
DGS	02/12/14	Public Administration Intern	Facilities Management	03/05/14	
HHS	2/20/14	Program Specialist II	Office of Community Affairs/Chief's Office of Community Affairs	02/25/14	
DEP	2/20/14	Planning Specialist III (Landscape Architect)		02/26/14	

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HHS	2/25/14	Social Worker III	Children, Youth and Family Services/Child Welfare Services	02/26/14	
FRS	03/17/14	Permitting & Code Enforcement Inspector I	Division of Risk Reduction and Training	04/02/14	
HHS	3/21/14	Social Worker II	Children, Youth and Family Services/Child Welfare Services	03/31/14	
DGS	03/24/14	Public Administration Intern	Procurement	03/25/14	
DGS	03/24/14	Public Administration Intern	Procurement	03/25/14	
LIB	03/25/14	IT Technician I		04/11/14	
DEP	3/26/14	Engineer III	Watershed Management Division	03/27/14	
DEP	3/26/14	Senior Planning Specialist	Policy and Compliance	03/27/14	
DHCA	03/26/14	Senior Planning Specialist (Underwriting)	Housing, Multifamily	03/27/17	
DPS	04/03/14	Permitting and Code Enforcement Inspector I	Land Development	04/09/14	
DEP	4/4/14	Senior Engineer	Watershed Management	04/09/14	
HHS	4/7/14	Information Technology Specialist III	Office of Chief Operating Officer/Info Systems & Technology Services Team	04/11/14	
FIN	4/14/14	Accountant/Auditor II	Controller's Division	04/18/14	
FIN	4/14/14	Accountant/Auditor I	Controller's Division	04/21/14	
FIN	4/14/14	Accountant/Auditor II	Controller's Division	04/21/14	
REC	04/15/14	Recreation Specialist	Community Facilities & Programs	04/14/14	
POL	04/22/14	Forensic Scientist	Criminal Investigations	04/25/14	
REC	05/02/14	Recreation Specialist	Community Facilities & Programs	05/02/14	
DEP	5/20/14	Program Specialist II	Solid Waste Services	05/22/14	
DEP	5/28/14	Planning Specialist III (Landscape Architect)		06/09/14	
FIN	5/28/14	Accountant/Auditor II	Controller's Division	06/13/14	
LIB	06/01/14	Librarian II		07/03/14	
HHS	6/16/14	Principal Administrative Aide	Children, Youth and Family Services	06/26/14	
HHS	6/23/14	Income Assistance Program Specialist II	Children, Youth and Family Services	06/25/15	

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HHS	6/24/14	Behavioral Health Technician	Behavioral Health & Crisis Services/Access to Behavioral Health	06/27/14	
HHS	6/25/14	Income Assistance Program Specialist II	Children, Youth and Family Services/Income Support	06/27/14	
HHS	7/7/14	Social Worker II	Special Needs Housing/Housing Stabilization Services	07/11/14	
FRS	07/16/14	Permitting & Code Enforcement Inspector I	Division of Risk Reduction and Training	07/28/14	
DPS	07/28/14	Permitting Services Specialist II	Right of Way (ROW) Division	07/31/14	
DPS	08/01/14	Senior Permitting Services Specialist	Building Construction	08/07/14	
DOT	08/05/14	Engineer Technician II	Division of Traffic Engineering and Operations	08/11/14	
HHS	8/5/14	Therapist II	Behavioral Health and Crisis Services/Crisis Center	08/12/14	
LIB	08/11/14	Librarian II		08/12/14	
DPS	08/12/14	Senior Permitting Services Specialist	Right of Way (ROW) Plan Review Division	08/31/14	
DEP	8/15/14	Program Specialist I	Solid Waste Services	08/21/14	
CEC	8/19/14	Urban District Public Service Aid	Wheaton Urban District	9/15/14	
HHS	9/2/14	Program Specialist I	Children, Youth and Family Service/Child Care Resource & Referral Center	09/15/14	
POL	09/09/14	Forensic Scientist	Criminal Investigations	09/11/14	
LIB	09/10/14	Librarian I		09/15/14	
LIB	09/10/14	Librarian I		10/13/14	
DOT	09/15/14	Transportation Systems Technician	Division of Traffic Engineering and Operations	10/23/14	
REC	09/18/14	Recreation Specialist	Youth Development Sports/Activities	09/22/14	
HHS	9/18/14	Program Specialist II	Aging and Disability Services /Community First Choice/Nurse Monitoring	10/01/14	
LIB	09/19/14	Program Specialist II		09/30/14	
LIB	09/29/14	IT Technician II		10/03/14	
LIB	10/01/14	Library Associate		10/08/14	
LIB	10/07/14	Librarian II		10/08/14	
HHS	10/9/14	Social Worker III	Aging and Disability Services & Behavioral Health	10/22/14	
HHS	10/9/14	Social Worker III	Aging and Disability Services & Behavioral Health	10/27/14	

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REC	10/16/14	Recreation Specialist	Facilities	10/12/14	
DPS	10/20/14	Permitting Services Specialist II	Zoning Division	10/27/14	
HHS	10/21/14	Administrative Aide	Behavioral Health and Crisis Services/ Abused Person Program	10/24/14	
DPS	10/21/14	Permitting and Code Enforcement Inspector II	Site Plan Enforcement Division	10/31/14	
POL	10/28/14	IT Technician III	Information Management Technology	11/04/14	
HHS	11/4/14	Therapist I	Behavioral Health and Crisis Services/Trauma Services & Abused Persons Program	11/16/14	
HHS	11/12/14	Income Assistance Program Specialist I	Children, Youth and Family Services/OESS-Income Supports	11/18/14	
CUS	11/14/14	Office Services Coordinator		12/09/14	
HHS	11/21/14	Behavioral Health Associate Counselor	Behavioral Health & Crisis Services-Access to Behavioral Health	11/25/14	
HHS	11/25/14	Social Worker III	Children, Youth and Family Services/Child Welfare Services	11/28/14	
POL	11/25/14	Forensic Scientist	Criminal Investigations	12/05/14	
DOT	11/26/14	Engineer III	Division of Traffic Engineering and Operations	12/12/14	
HHS	12/2/14	Accountant/Auditor II	Office of the Chief Operating Officer/Fiscal Team	12/04/14	
FIN	12/5/14	Fiscal Assistant	Controller's Division	12/11/14	
POL	12/10/14	IT Technician III	Information Management Technology	12/30/14	
DOT	12/11/14	Program Specialist I	Transit Services	12/11/14	
DOT	12/12/14	Construction Representative II	Division of Transportation Engineering	04/16/14	
DGS	12/12/14	Real Estate Specialist III	Office of Real Estate	12/16/14	
OCP	12/12/14	Investigator III		12/18/14	
DGS	12/12/14	Program Manager I	Office of Business Relations & Compliance	12/19/14	
HHS	12/13/14	Therapist II	Behavioral Health and Crisis Services/Crisis Center	12/24/14	
REC	12/15/14	Recreation Specialist	Facilities	02/22/14	
FIN	12/17/14	Accountant/Auditor II	All	12/19/14	

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DPS	12/19/14	Permitting & Code Enforcement Inspector II	Fire Protection	12/23/14	
FIN	12/19/14	Accountant/Auditor II	All	12/23/14	
HHS	12/22/14	Accountant/Auditor I	Office of the Chief Operating Officer	12/23/14	
DOT	12/23/14	Traffic Management Technician I	Division of Traffic Engineering and Operations	12/24/14	
DHCA	12/29/14	Senior Planning Specialist	Housing	12/30/14	
DEP	1/15/15	Senior Engineer	Watershed Management	01/16/15	
DPS	01/30/15	Permitting and Code Enforcement Inspector II	Team 2 Residential Inspection	02/12/15	
DPS	01/30/15	Permitting and Code Enforcement Inspector II	Permitting Services, Team 2 Residential Inspection	02/12/15	
DOT	02/18/15	Real Estate Specialist I	Division of Transportation Engineering	02/25/15	
DOT	02/19/15	Program Manager I, Grants Manager	Transit Services	02/24/15	
HHS	3/3/15	Program Specialist II	Children, Youth and Family Services	03/06/15	
REC	03/15/15	Recreation Specialist	Seniors	03/30/15	
REC	03/16/15	Recreation Specialist	Countywide Sports	03/18/15	
DGS	03/19/15	Pubic Administration Associate	Procurement	03/20/15	
HHS	3/23/15	Program Specialist I	Children, Youth and Family Services/Neighborhood Opportunity Network	04/09/15	
DPS	3/31/15	Senior Permitting Services Specialist	Right of Way (ROW) Plan Review Division	04/01/15	
REC	04/15/15	IT Technician III	Automation	04/17/15	
REC	04/15/15	Recreation Specialist	Facilities	04/17/15	
DPS	04/16/15	Permitting Services Specialist II	Land Development Sediment and Stormwater Plan Review	04/20/15	
HHS	4/17/15	Accountant / Auditor II	Office of the Chief Operating Officer	04/25/15	
FRS	04/23/15	Mechanic Technician I	Fleet Administration	05/05/15	
PRO	04/29/15	Public Administration Associate	All Public Administration Associates in Procurement, underfilling the Procurement Specialist IV, Grade 27	04/29/15	
LIB	05/01/15	Librarian II		05/11/15	
POL	05/05/15	Background Screening Specialist	Personnel Section	07/24/15	

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PRO	05/08/15	Public Administration Associate	All Public Administration Associates in Procurement, underfilling the Procurement Specialist IV, Grade 27	05/08/15	
FIN	5/12/15	Office Service Coordinator	Division of Treasury	05/21/15	
DEP	5/19/15	Refuse Disposal Cashier	Solid Waste Services	05/21/15	
FIN	5/26/15	Program Specialist I	Division of Risk Management	06/04/15	
PRO	05/27/15	Public Administration Associate	All Public Administration Associates in Procurement, underfilling the Procurement Specialist IV, Grade 27	05/28/15	
POL	06/02/15	Firearms Instructor	Training Division	06/04/15	
HHS	6/2/15	Program Specialist II	Aging and Disability Services/Community First Choice/Nurse Monitoring	06/05/15	
LIB	06/10/15	IT Technician II		06/12/15	
DPS	6/22/15	Senior Permitting Services Specialist	Building Construction	07/02/15	
DPS	06/22/15	Permitting Services Specialist II	Building Construction	07/08/15	
HHS	06/23/15	Community Services Aide III	Office of Community Affairs/TESS Community Center	07/02/15	
DPS	06/26/15	Permitting & Code Enforcement Inspector II	Team 2, Residential Inspection	07/07/15	
DPS	06/26/15	Permitting & Code Enforcement Inspector II	Team 2, Residential Inspection	07/07/15	
HHS	6/29/15	Income Assistance Program Specialist	HHS-Children, Youth and Family Services/OESS/Income Supports	07/02/15	
HHS	7/7/15	Income Assistant Program Specialist I	Children, Youth and Family Services/OESS-Income Supports	07/16/15	
HHS	07/10/15	Social Worker III	Children, Youth and Family Services/Child Welfare Services	07/15/15	
FIN	7/15/15	Office Service Coordinator	Division of Treasury	07/24/15	
HHS	7/16/15	Program Specialist I	Children, Youth and Family Service/Child Care Resource & Referral Center	07/17/15	
DOT	07/21/15	Community Services Aide II	Senior Transportation and Medicaid	07/27/15	
DOT	07/23/15	Office Services Coordinator	Transit Services	07/02/15	
REC	07/24/15	Fiscal Assistant	Management Services	07/29/15	

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DPS	07/28/15	Permitting & Code Enforcement Inspector II	Team 2, Residential Inspection	07/31/15	
PRO	07/30/15	Public Administration Associate	All Public Administration Associates in Procurement, underfilling the Procurement Specialist IV, Grade 27	07/31/15	
DPS	8/3/15	Permitting Services Inspector II	Land Development	08/15/12	
DEP	8/11/15	Program Specialist I	Solid Waste Services	08/14/15	
REC	08/19/15	IT Specialist I	Management Services (Automation)	08/31/15	
DEP	8/20/15	Program Specialist I	Solid Waste Services	08/21/15	
LIB	08/20/15	Library Associate		08/31/15	
DPS	08/27/15	Permitting and Code Enforcement Inspector II	Site Plan Enforcement Division	09/03/15	
POL	09/01/15	IT Technician III	Information Management Technology	09/08/15	
DEP	9/9/15	Program Specialist I	Solid Waste Services	09/15/15	
REC	09/10/15	Public Administration Associate	Aquatics	09/11/15	
BOE	9/23/15	Office Services Coordinator	Voter Registration	9/25/15	
LIB	09/25/15	Librarian II		10/01/15	
DPS	10/7/15	Permitting & Code Enforcement Inspector I	Team 2, Residential Inspection	10/09/15	
DPS	10/8/15	Senior Permitting Services Specialist	Building Construction		11/04/15
POL	10/09/15	Forensic Scientist	Criminal Investigations	10/20/15	
POL	10/09/15	IT Technician III	Information Management Technology	11/10/15	
HHS	10/23/15	Program Specialist II	Aging and Disability Services/Community Support Network/Coordination of Community Services	10/28/15	
HHS	11/04/15	Program Specialist II	Public Health Services/Montgomery County Cancer Crusade	11/17/15	
HHS	11/5/15	Principal Administrative Aide	Public Health Services/Germantown Health Center	11/07/15	
HHS	11/9/15	Program Specialist II	Aging and Disability Services/Community Support Network/Coordination of Community Services	11/17/15	
HHS	11/20/15	Dental Assistant	Public Health Services/Healthcare for the Uninsured/Dental Services	12/03/15	

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<i>Dept</i>	<i>Date of Analysis</i>	<i>Position</i>	<i>Division</i>	<i>Approved</i>	<i>Denied</i>
DOT	11/23/15	Capital Projects Manager,	Division of Parking Management	12/03/15	
HHS	12/4/15	Income Assistance Program Specialist I	Children, Youth and Family Services/OESS-Income Supports	12/09/15	
LIB	12/04/15	Librarian I		12/09/15	
CEC	12/7/15	Public Service Worker II	Wheaton Urban District	12/21/15	
HHS	12/9/15	Administrative Specialist I	Children, Youth and Family Services/Infants and Toddlers Program	12/30/15	
HHS	12/21/15	Office Services Coordinator	Behavioral Health and Crisis Services/Child and Adolescent Behavioral Health Services	01/08/16	
HHS	12/31/15	Program Specialist II	Aging and Disability Services/Community Support Network/Coordination of Community Services	01/08/16	
HHS	01/04/16	Environmental Health Specialist III	Public Health Services/Licensure & Regulatory Services	01/15/16	
HHS	1/7/16	Income Assistance Program Specialist I	Children, Youth and Family Services/OESS/Income Supports	01/11/16	
HHS	1/11/16	Income Assistance Program Specialist II	Children, Youth and Family Services/Child Care Subsidies	01/21/16	
HHS	1/14/16	Income Assistance Program Specialist III	Aging and Disability Services/Community Support Network/Coordination of Community Services	01/27/16	
HHS	1/27/16	Nurse Practitioner	Public Health Services/Tuberculosis Control and Refugee Health Program	01/29/16	
HHS	1/29/16	Program Specialist II	Aging and Disability Services/Community Support Network/Coordination of Community Services	02/04/16	
DPS	01/30/16	Permitting and Code Enforcement Inspector II	Permitting Services, Team 2 Residential Inspection	02/12/15	
HHS	2/5/16	Dental Assistant	Public Health Services/Healthcare for the Uninsured/Dental Services	02/09/16	
HHS	2/10/16	Program Specialist II	Aging and Disability Services/Community Support Network/Coordination of Community Services	02/12/16	
DPS	02/23/16	Permitting and Code Enforcement Inspector II	Team 4 Commercial	03/01/16	
DPS	02/25/16	Permitting and Code Enforcement Inspector II	Land Development ROW Inspection	03/03/16	

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DPS	02/25/16	Permitting and Code Enforcement Inspector II	Right of Way (ROW) Inspection	03/03/16	
POL	02/25/16	Forensic Scientist	Criminal Investigations	03/03/16	
DOT	02/26/16	Arborist	Division of Highway Service	03/03/16	
DEP	2/29/16	Construction Representative III	Watershed Management-Construction Section	03/03/16	
DPS	03/01/16	Permitting Services Specialist II	Zoning Division	03/11/16	
REC	03/09/16	Recreation Specialist	Facilities	03/16/16	
HHS	3/14/16	Accountant/Auditor III	Office of the Chief Operating Officer/Compliance Team	03/16/16	
HHS	3/14/16	Program Specialist II	Aging and Disability Services/Community Support Network/Coordination of Community Services	03/18/16	
HHS	3/15/16	Dental Assistant	Public Health Services/Healthcare for the Uninsured/Dental Services (Maternity Dental)	03/17/16	
HHS	3/15/16	Principal Administrative Aide	Behavioral Health and Crisis Services/Trauma Services & Abused Persons Program	03/24/16	
FRS	03/22/16	IT Specialist II	Division of Administrative Services and Technical Support	03/30/16	
FRS	03/30/16	IT Specialist II	Division of Administrative Services and Technical Support	04/06/16	
OEMHS	3/31/16	Emergency Management Specialist II		04/26/16	
FRS	04/11/16	Emergency Vehicle Mechanic Technician I	Fleet Operations	04/27/16	
HHS	04/12/16	Program Specialist II	Aging and Disability Services - Community Support Network- Coordination of Community Services	04/20/16	
DPS	04/18/16	Permitting Services Specialist II	Team 4 Commercial, Electrical, Mechanical & Fire Protection Systems	04/27/16	
DPS	04/18/16	Permitting Services Specialist II	Building Construction DPS 75 Team 4, Commercial Electrical, Mechanical and Fire Protection Systems	05/12/16	
POL	04/21/16	IT Technician III	Information Management Technology	05/04/16	
POL	04/21/16	IT Technician III	Information Management Technology	05/06/16	
HHS	04/21/16	Social Worker III	Children Youth and Family Services/Child Welfare Services	05/11/16	

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<i>Dept</i>	<i>Date of Analysis</i>	<i>Position</i>	<i>Division</i>	<i>Approved</i>	<i>Denied</i>
REC	04/25/16	Recreation Specialist	Youth Development	04/27/16	
DEP	4/27/16	Program Manager I	Policy and Compliance	05/13/16	
DPS	05/02/16	Permitting and Code Enforcement Inspector II	Team 4, Commercial	05/13/16	
FRS	05/02/16	IT Specialist II	Division of Administrative Services and Technical Support	06/08/16	
DOT	05/03/16	Transportation Systems Technician I	Division of Traffic Engineering and Operations	06/02/16	
DGS	05/13/16	Program Specialist	Fleet Management	05/19/16	
DOT	05/17/16	Arborist	Division of Highway Service	05/19/16	
DEP	5/18/16	IT Specialist III	Solid Waste Services	05/23/16	
DEP	5/18/16	Refuse Disposal Cashier	Solid Waste Services	05/23/16	
CUS	5/25/16	Program Specialist I	Scheduling Team	05/25/16	
CUS	5/25/16	Program Specialist I	Scheduling Team	05/26/16	
DPS	05/26/16	Permitting Services Specialist II	Team 4, Commercial Electrical, Mechanical and Fire Protection Systems	06/08/16	
HHS	5/31/16	Therapist II	Behavioral Health and Crisis Services/Medication Assisted Treatment Program	06/06/16	
DEP	6/2/16	Construction Representative III	Watershed Management-Construction Section	06/02/16	
HHS	6/9/16	Office Services Coordinator	Aging and Disability Services/Adult Protective and Case Management Services	07/05/16	
DPS	06/13/16	Senior Permitting Services Specialist	Team 3, Building Construction	06/30/16	
HHS	6/15/16	Income Assistance Program Specialist II	Children, Youth and Family Services/Income Support	06/27/16	
HHS	6/23/16	Therapist II	Behavioral Health and Crisis Services/Abused Persons Program	07/15/16	
DEP	6/24/16	IT Specialist III	Solid Waste Services	06/30/16	
DEP	6/24/16	Refuse Disposal Cashier	Solid Waste Services	06/30/16	
DOT	07/05/16	Engineer II	Division of Traffic Engineering and Operations	07/19/16	
HHS	7/10/16	Principal Administrative Aide	Behavioral Health and Crisis Services/Child and Adolescent Behavioral Health Services	07/10/16	

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HHS	7/10/16	Principal Administrative Aide	Behavioral Health and Crisis Services/Outpatient Addiction & Mental Health Services	07/13/16	
FIN	7/13/16	Accountant/Auditor I	Controller's Division	07/26/16	
FIN	7/13/16	Accountant/Auditor II	Controller's Division	07/27/16	
HHS	7/14/16	Therapist I	Behavioral Health and Crisis Services/Adult Drug Court	07/15/16	
HHS	7/15/16	Community Services Aide III	Children, Youth and Family Services/Child Welfare Services	07/21/16	
DOT	07/20/16	Community Services Aide II	Senior Transportation and Medicaid	08/09/16	
HHS	7/22/16	Program Specialist II	Aging and Disability Services/Community Support Network/My Turn	07/27/16	
HHS	07/29/16	Office Services Coordinator	Aging and Disability Services/Community Support Network/Coordination of Community Services	08/01/16	
LIB	07/31/16	Librarian II	Bethesda Library	08/26/16	
FIN	8/1/16	Fiscal Assistant	Accounts Payable	08/11/16	
LIB	08/01/16	Librarian I		08/24/16	
POL	08/08/16	IT Technician III	Information Management Technology	08/16/16	
REC	08/10/16	Program Aide	Management Services	08/11/16	
CEC	08/10/16	Public Service Worker II	Wheaton Urban District	08/18/16	
HHS	08/12/16	Income Assistance Program Specialist II	Children Youth and Family Services/Income Supports	8/24/16	
FIN	8/16/16	Accountant/Auditor II	Controller's Division	08/19/16	
HHS	08/16/16	Social Worker III	Aging and Disability Services/Assessment and Continuing Case Mgmt Services	08/24/16	
DPS	08/17/16	Permitting and Code Enforcement Inspector I	Land Development, ROW Inspection	08/25/16	
HHS	08/18/16	Emergency Management Specialist I	Public Health Services/Public Health Emergency Preparedness & Response	08/22/16	
DGS	08/22/16	Supply Tech II	Fleet Management	08/24/16	
LIB	08/22/16	Library Associate		09/09/16	
CUS	08/25/16	Program Specialist I	Scheduling Team	08/26/16	

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CUS	08/25/16	Program Specialist I	Scheduling Team	08/26/16	
HHS	8/30/16	Income Assistance Program Specialist III	Special Needs Housing/Home Energy Program	09/12/16	
DPS	09/02/16	Permitting and Code Enforcement Inspector II	Site Plan Enforcement Division	09/12/16	
POL	09/02/16	Background Screening Specialist	Personnel Section	09/13/16	
DPS	09/08/16	Permitting & Code Enforcement Inspector I	Team 2, Residential Inspection	09/23/16	
DPS	09/09/16	Permitting and Code Enforcement Inspector II	Team 2, Residential Inspection	09/23/16	
HHS	9/12/16	Program Specialist I	Children, Youth and Family Services/Child Care Resource & Referral Center	09/23/16	
DEP	9/16/16	Engineer III	Watershed Management	07/31/16	
DEP	9/16/16	Planning Specialist III	Water Quality and Planning Division	09/19/16	
DEP	9/16/16	Planning Specialist III	Water Quality and Planning Division	09/19/16	
DOT	09/19/16	Engineer Technician II	Division of Traffic Engineering and Operations	09/27/16	
HHS	10/04/16	Community Services Aide III	Children, Youth and Family Services/Child Welfare Services	10/06/16	
DOT	10/06/16	Transit Marketing Specialist	Department of Transportation Commuter Services	10/07/16	
FIN	10/7/16	Fiscal Assistant	Accounts Payable	10/19/16	
HHS	10/10/16	Office Services Coordinator	Aging and Disability Services/Community Support Network/Coordination of Community Services	10/18/16	
HHS	10/12/16	Social Worker II	Children, Youth and Family Services, Special Needs housing and Child Welfare Services	11/03/16	
HHS	10/12/16	Program Aide	Children, Youth and Family Services/Infants and Toddlers Program	11/14/16	
HHS	10/13/16	Social Worker I	Children, Youth and family Services/Child Welfare Services	10/25/16	
DOT	10/14/16	Planning Specialist III	Division of Parking Management	10/31/16	
REC	10/14/16	Recreation Specialist	Seniors	10/31/16	
HHS	10/17/16	Therapist II	Behavioral Health and Crisis Services/Behavioral Health Planning & Management	10/25/16	

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HHS	10/20/16	Social Worker III	Children, Youth and Family Services/Child Welfare Services	11/01/16	
REC	10/20/16	Recreation Specialist	Youth Development	11/01/16	
REC	10/25/16	Recreation Specialist	Facilities	11/13/16	
REC	11/01/16	Recreation Specialist	Countywide Sports	11/03/16	
REC	11/02/16	Recreation Specialist	Facilities	11/07/16	
DEP	11/3/16	Planning Specialist III		11/01/16	
OEMHS	11/28/16	Emergency Management Specialist II		12/06/16	
HHS	11/29/16	Principal Administrative Aide	Children, Youth, & Family Services	12/28/16	
DHCA	11/30/16	Housing Code Inspector II	Community Development	01/05/17	
REC	12/05/16	Office Services Coordinator	Youth Development	12/06/16	
CEC	12/7/16	Public Service Worker II	Wheaton Urban District	12/21/16	
HHS	12/12/16	Social Worker II	Children, Youth & Family Services, Child Welfare Services	12/27/16	
HHS	12/12/16	Social Worker III	Children Youth & Family Services, Child Welfare Services	12/27/16	
CUS	12/20/16	Program Aide	Scheduling Team	1/11/17	
DHCA	12/21/16	Housing Code Inspector I	Community Development	01/04/17	
DOT	12/28/16	Program Manager I, Grants Manager	DOT/Transit Services - Management Services Section	12/28/16	
FRS	01/09/17	Emergency Vehicle Tech	Fleet Operations	01/18/17	
LIB	01/11/17	Program Specialist I		01/18/17	
HHS	01/17/17	Program Aide	Children Youth and Family Services, Infants and Toddlers	01/31/17	
LIB	01/17/17	Program Specialist II		03/28/17	
HHS	1/30/17	Social Worker II	Children Youth and Family Services, Child Welfare Services	02/08/17	
HHS	02/01/17	Social Worker III	Aging and Disability Services/Assessment & Continuing Case Management	02/08/17	
HHS	02/02/17	Program Specialist II	Office of Community Affairs/Latino Health Initiative	2/14/17	
FIN	02/14/17	Fiscal Assistant	Accounts Payable	02/23/17	

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<i>Dept</i>	<i>Date of Analysis</i>	<i>Position</i>	<i>Division</i>	<i>Approved</i>	<i>Denied</i>
HHS	2/16/17	Office Services Coordinator	Children Youth and Family Services/Linkages to Learning	02/23/17	
FIN	03/03/17	Accountant/Auditor II	Controller's Division	02/17/17	
FIN	03/03/17	Accountant/Auditor II	Controller's Division	02/17/17	
HHS	03/03/17	Office Service Coordinator	Children, Youth and Family Services/Linkages to Learning	03/15/17	
HHS	03/07/17	Office Service Coordinator	Children, Youth and Family Services/Linkages to Learning	03/15/17	
FIN	03/09/17	Fiscal Assistant	All	03/09/17	
HHS	03/17/17	Principal Administrative Aide	Health & Human Services/Children, Youth and Family Services - Child Welfare Services	03/17/17	
DGS	03/22/17	Welder	Fleet Management Services	03/22/17	
DEP	03/22/17	IT Specialist III	Solid Waste Services	04/03/17	
HHS	03/22/17	Therapist II	Victim Assistance and Sexual Assault Program in Behavioral Health and Crisis Services	04/06/17	
DEP	03/30/17	Program Specialist I	Solid Waste Services	04/03/17	
DOT	04/03/17	Real Estate Specialist I	Division of Transportation Engineering	04/05/17	
POL	04/3/17	IT Technician III	Information Management & Technology Division	04/12/17	
DOT	04/04/17	Arborist	Division of Highway Service	04/05/17	
REC	04/18/17	Recreation Specialist	Aquatics	04/25/17	
HHS	04/19/17	Income Assistance Program Specialist I	Children, Youth and Family Services/OESS-Income Supports	05/25/17	
DHCA	04/20/17	Housing Code Inspector I	Community Development	04/27/17	
HHS	04/20/17	Program Specialist II	Aging and Disabilities Services - Autism Awareness Program	05/04/17	
DLC	04/25/17	Alcohol and Tobacco Enforcement Specialist II		05/09/17	
LIB	04/25/17	Librarian II		05/09/17	
COR	04/26/17	Correctional Specialist I	Correction & rehabilitation	04/26/17	
FIN	04/26/17	Accountant/Auditor II	Controller	04/26/17	

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FIN	05/01/17	Accountant/Auditor I	Controller's Division	04/20/17	
LIB	05/01/17	Program Specialist I		05/09/17	
DOT	05/01/17	Transportation System Technicians I	Division of Traffic Engineering and Operations	05/11/17	
DEP	05/17	Program Manager II (Director's Office)	Director's Office	05/30/17	
HHS	05/02/17	Principal Administrative Aide	Children Youth and Family Services - Office of Eligibility and Support Services	05/11/17	
HHS	05/02/17	Program Specialist I	Children Youth & family Services (Income Supports, Early Childhood Services, & Child Welfare Services) per BI	05/16/17	
HHS	05/04/17	Accountant/Auditor II	Office of the Chief Operating Officer/Compliance Team	05/11/17	
HHS	05/11/17	Therapist II	Behavioral Health and Crisis Services, Crisis Center	05/22/17	
HHS	05/15/17	Social Worker III	Aging and Disability Services/Assessment & Continuing Case Management	05/22/17	
HHS	05/22/17	Accountant / Auditor II	Office of the Chief Operating Officer	05/24/17	
DEP	5/22/17	Program Specialist I	Solid Waste Services	05/30/17	
HHS	05/24/17	Program Specialist II	Service Coordination & Individual Support Services	05/30/17	
HHS	05/26/17	Information Technology Specialist III	Office of the Chief Operating Officer/Info Systems & Technology Services Team	06/01/17	
HHS	05/29/17	Principal Administrative Aide	All Principal Administrative Aides in the Public Health Services Division	05/29/2007 <i>Date as provided by client</i>	
HHS	05/30/17	Program Specialist II	Aging and Disability Services - Service Coordination and Individual Support Services	06/13/17	
HHS	06/06/17	Accountant/Auditor I	Health and Human Services/Office of the Chief Operating Officer/Fiscal Team	06/12/17	
HHS	06/15/17	Office Services Coordinator	Children Youth and Family Services/Office of Eligibility and Support Services	06/28/17	
FRS	06/21/17	Information Technology Specialist II	Division of Administrative Services and Technical Support	06/28/17	
HHS	06/27/17	Program Specialist II	Aging and Disability Services - Service Coordination and Individual Support Services	06/29/17	

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FIN	7/12/17	Accountant/Auditor II	Controller's Division	07/30/12 <small>Date as provided by client</small>	
FIN	7/13/17	Accountant/Auditor II	Controller's Division	07/30/13 <small>Date as provided by client</small>	
LIB	10/13/17	Library Associate		10/08/13 <small>Date as provided by client</small>	
DPS	9/24/15	Senior Permitting Services Specialist	Land Development Sediment Storm Plan Review	10/02/15	
DPS	<i>No date provided</i>	Senior Permitting Services Specialist		03/26/13	
DPS	<i>No date provided</i>	Permitting Services Inspector I-Sediment & Stormwater Section	Land Development	04/16/13	
CEC	<i>No date provided</i>	Urban District Public Service Aid	Wheaton Urban District	05/15/14	
DEP	<i>No date provided</i>	Planning Specialist III	Watershed Management Capital Projects	05/24/17	
HHS	<i>No date provided</i>	Social Worker II	Children, Youth & Family Services, Child Welfare Services	05/30/17	

## Appendix P – EEO Demographics - Montgomery County

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Montgomery County Merit System Protection Board  
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Appendix P – EEO Demographics – Montgomery County

***EEO Demographics – Montgomery County***  
***Data by Occupation, Gender, Ethnicity – Whole Numbers***

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	AIAN non-Hispanic	Balance 2+ Races, non-Hispanic
Officials and Managers	Total	81,440	58,910	4,930	9,430	6,325	29	210	1,605
	Male	46,490	34,850	2,615	4,200	3,830	25	50	920
	Female	34,949	24,060	2,315	5,230	2,495	4	160	685
Professionals	Total	167,235	115,785	6,875	18,995	22,095	70	285	3,135
	Male	85,930	60,575	3,285	7,925	12,420	35	100	1,590
	Female	81,310	55,210	3,590	11,070	9,675	35	185	1,545
Technicians	Total	9,695	5,300	630	2,025	1,380	4	30	307
	Male	4,217	2,450	360	655	580	4	20	148
	Female	5,459	2,850	270	1,370	800	0	10	159
Sales Workers	Total	45,045	27,015	3,975	7,485	5,005	39	80	1,440
	Male	24,235	15,660	1,850	3,455	2,500	35	25	710
	Female	20,804	11,355	2,125	4,030	2,505	4	55	730
Administrative Support Workers	Total	66,430	38,485	5,920	13,360	6,660	60	215	1,730
	Male	17,850	9,315	1,825	3,705	2,255	45	105	600
	Female	48,580	29,170	4,095	9,655	4,405	15	110	1,130
Craft Workers	Total	24,400	12,220	6,595	2,875	2,000	10	70	639
	Male	22,670	11,340	6,320	2,575	1,750	10	70	605
	Female	1,739	880	275	300	250	0	0	34
Operatives	Total	15,995	5,785	2,860	3,930	2,815	15	30	564
	Male	11,980	4,435	2,100	3,205	1,760	15	20	445
	Female	4,019	1,350	760	725	1,055	0	10	119
Laborers and Helpers	Total	9,655	3,730	3,590	1,745	325	0	25	239
	Male	8,664	3,225	3,330	1,585	285	0	25	214
	Female	990	505	260	160	40	0	0	25
Service Workers	Total	51,845	18,980	13,755	10,710	6,225	35	150	1,990

**EEO Demographics – Montgomery County**  
**Data by Occupation, Gender, Ethnicity – Whole Numbers**

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	AIAN non-Hispanic	Balance 2+ Races, non-Hispanic
	Male	20,615	8,295	4,830	4,340	2,275	10	110	755
	Female	31,230	10,685	8,925	6,370	3,950	25	40	1,235
Unemployed, No Civilian Work Experience Since 1995	Total	2,110	615	445	595	335	0	19	92
	Male	969	375	155	310	75	0	15	39
	Female	1,132	240	290	285	260	0	4	53

Geography - Montgomery County, MD Fips=24031

**EEO Demographics – Montgomery County**  
**Data by Occupation, Gender, Ethnicity – Percentages**

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	AIAN non-Hispanic	Balance 2+ Races, non-Hispanic
Officials and Managers	Total	100%	72.30%	6.10%	11.60%	7.80%	0.00%	0.30%	2.00%
	Male	57.10%	42.80%	3.20%	5.20%	4.70%	0.00%	0.10%	1.20%
	Female	42.90%	29.50%	2.80%	6.40%	3.10%	0.00%	0.20%	0.90%
Professionals	Total	100%	69.20%	4.10%	11.40%	13.20%	0.00%	0.20%	1.80%
	Male	51.40%	36.20%	2.00%	4.70%	7.40%	0.00%	0.10%	0.80%
	Female	48.60%	33.00%	2.10%	6.60%	5.80%	0.00%	0.10%	1.00%
Technicians	Total	100%	54.70%	6.50%	20.90%	14.20%	0.00%	0.30%	3.10%
	Male	43.50%	25.30%	3.70%	6.80%	6.00%	0.00%	0.20%	1.40%
	Female	56.30%	29.40%	2.80%	14.10%	8.30%	0.00%	0.10%	1.60%
Sales Workers	Total	100%	60.00%	8.80%	16.60%	11.10%	0.10%	0.20%	3.20%
	Male	53.80%	34.80%	4.10%	7.70%	5.60%	0.10%	0.10%	1.60%
	Female	46.20%	25.20%	4.70%	8.90%	5.60%	0.00%	0.10%	1.50%
Administrative Support Workers	Total	100%	57.90%	8.90%	20.10%	10.00%	0.10%	0.30%	2.70%

**EEO Demographics – Montgomery County**  
**Data by Occupation, Gender, Ethnicity – Percentages**

Occupation	Sex	Total	White non-Hispanic	Hispanic	Black non-Hispanic	Asian non-Hispanic	NHOPI non-Hispanic	AIAN non-Hispanic	Balance 2+ Races, non-Hispanic
	Male	26.90%	14.00%	2.70%	5.60%	3.40%	0.10%	0.20%	0.90%
	Female	73.10%	43.90%	6.20%	14.50%	6.60%	0.00%	0.20%	1.80%
Craft Workers	Total	100%	50.10%	27.00%	11.80%	8.20%	0.00%	0.30%	2.70%
	Male	92.90%	46.50%	25.90%	10.60%	7.20%	0.00%	0.30%	2.50%
	Female	7.10%	3.60%	1.10%	1.20%	1.00%	0.00%	0.00%	0.10%
Operatives	Total	100%	36.20%	17.90%	24.60%	17.60%	0.10%	0.20%	3.50%
	Male	74.90%	27.70%	13.10%	20.00%	11.00%	0.10%	0.10%	2.80%
	Female	25.10%	8.40%	4.80%	4.50%	6.60%	0.00%	0.10%	0.70%
Laborers and Helpers	Total	100%	38.60%	37.20%	18.10%	3.40%	0.00%	0.30%	2.50%
	Male	89.70%	33.40%	34.50%	16.40%	3.00%	0.00%	0.30%	2.20%
	Female	10.30%	5.20%	2.70%	1.70%	0.40%	0.00%	0.00%	0.30%
Service Workers	Total	100%	36.60%	26.50%	20.70%	12.00%	0.10%	0.30%	3.90%
	Male	39.80%	16.00%	9.30%	8.40%	4.40%	0.00%	0.20%	1.40%
	Female	60.20%	20.60%	17.20%	12.30%	7.60%	0.00%	0.10%	2.40%
Unemployed, No Civilian Work Experience Since 1995	Total	100%	29.10%	21.10%	28.20%	15.90%	0.00%	0.90%	4.40%
	Male	45.90%	17.80%	7.30%	14.70%	3.60%	0.00%	0.70%	1.90%
	Female	53.60%	11.40%	13.70%	13.50%	12.30%	0.00%	0.20%	2.50%

Geography - Montgomery County, MD Fips=24031