

MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

Merit System Employment Profile

Turnover Analysis

Wage and Salary Comparability

Management Leadership Service Review

April 2018



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Turnover Analysis
Wage and Salary Comparability
Management Leadership Service Review**

**Montgomery County Government
Office of Human Resources
Classification and Compensation Team
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Rockville, Maryland 20850**

Personnel Management Review

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INTRODUCTION

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

Additional information concerning the County government workforce and employee compensation is presented in the *County Executive's Recommended FY18 Operating Budget and FY18-23 Public Services Program*.

Any questions concerning information contained in this report may be directed to Lori O'Brien, Senior Performance and Data Analyst, Business Operations and Performance, Office of Human Resources, at 240.777.5032.

Credits

Lori O'Brien

Liji Scaria

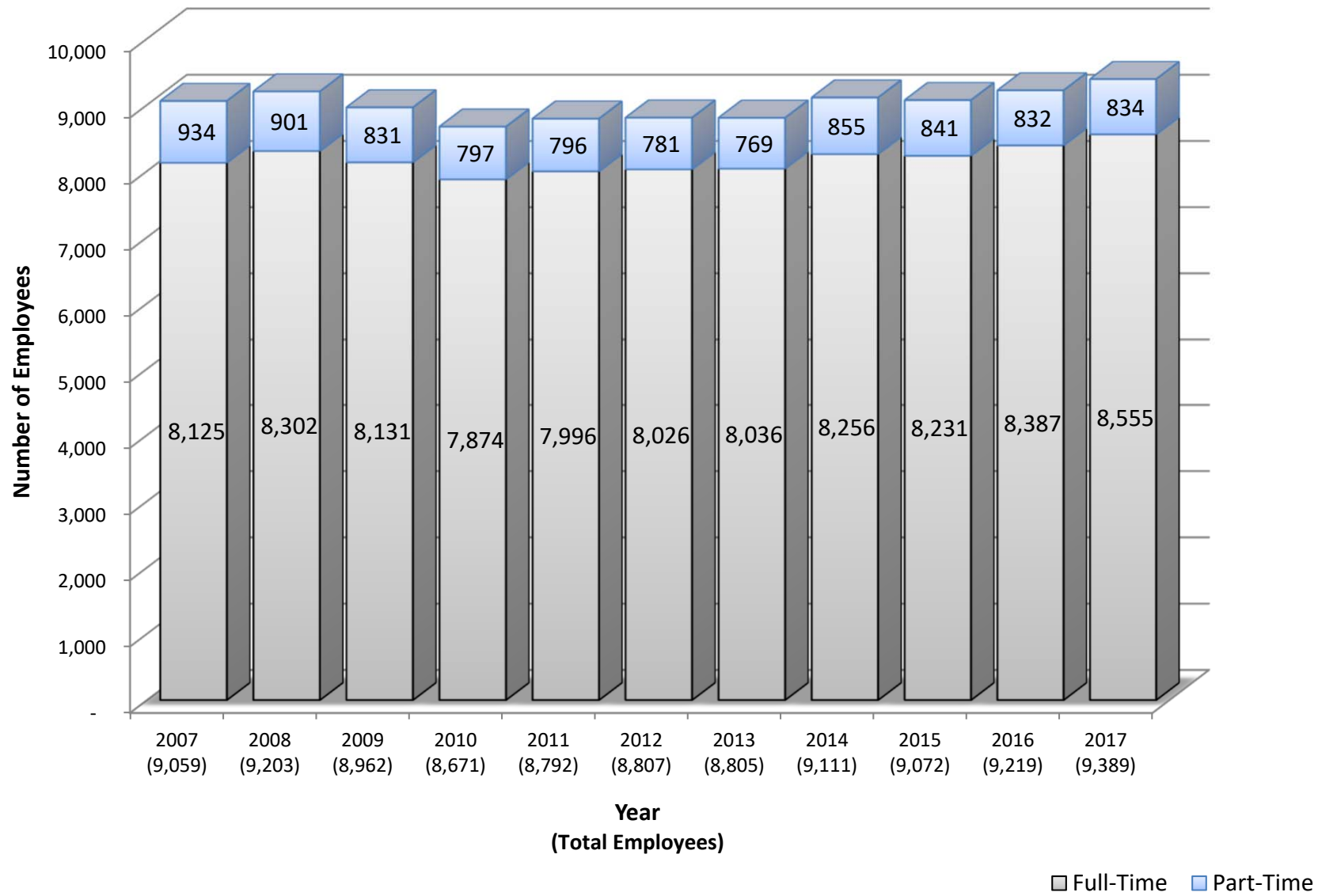
Pamela Vaughn

MERIT SYSTEM EMPLOYMENT PROFILE

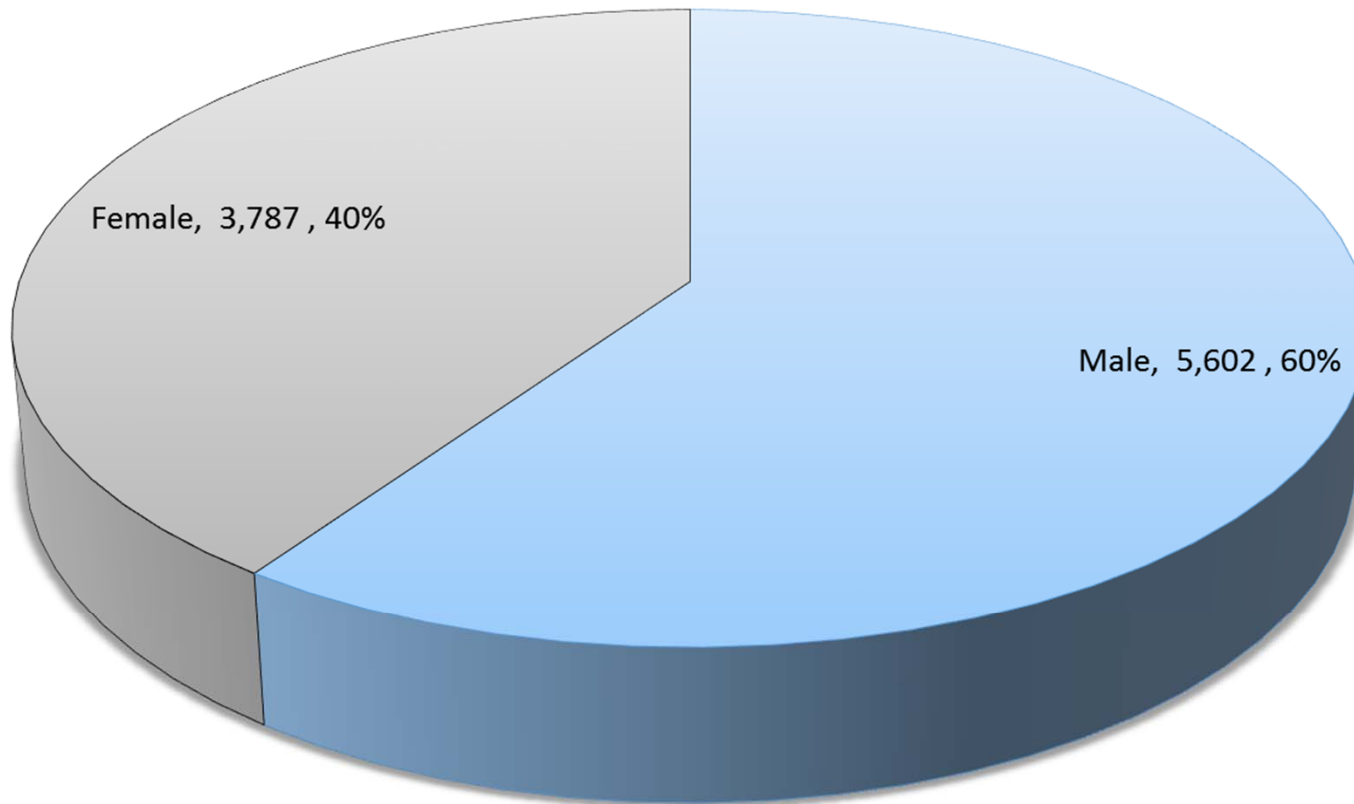
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 4-6; information on pages 4-3 through 4-6 are fiscal year based. Elected and appointed officials, paid members of boards, committees, and commissions, and judicial branch employees are excluded from all data. Unless otherwise noted, the data reflect the employee population as of December 31, 2017.

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2007 through 2017. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY18 Operating Budget and FY18-23 Public Services Program*.

Merit System Permanent Employees 2007 - 2017

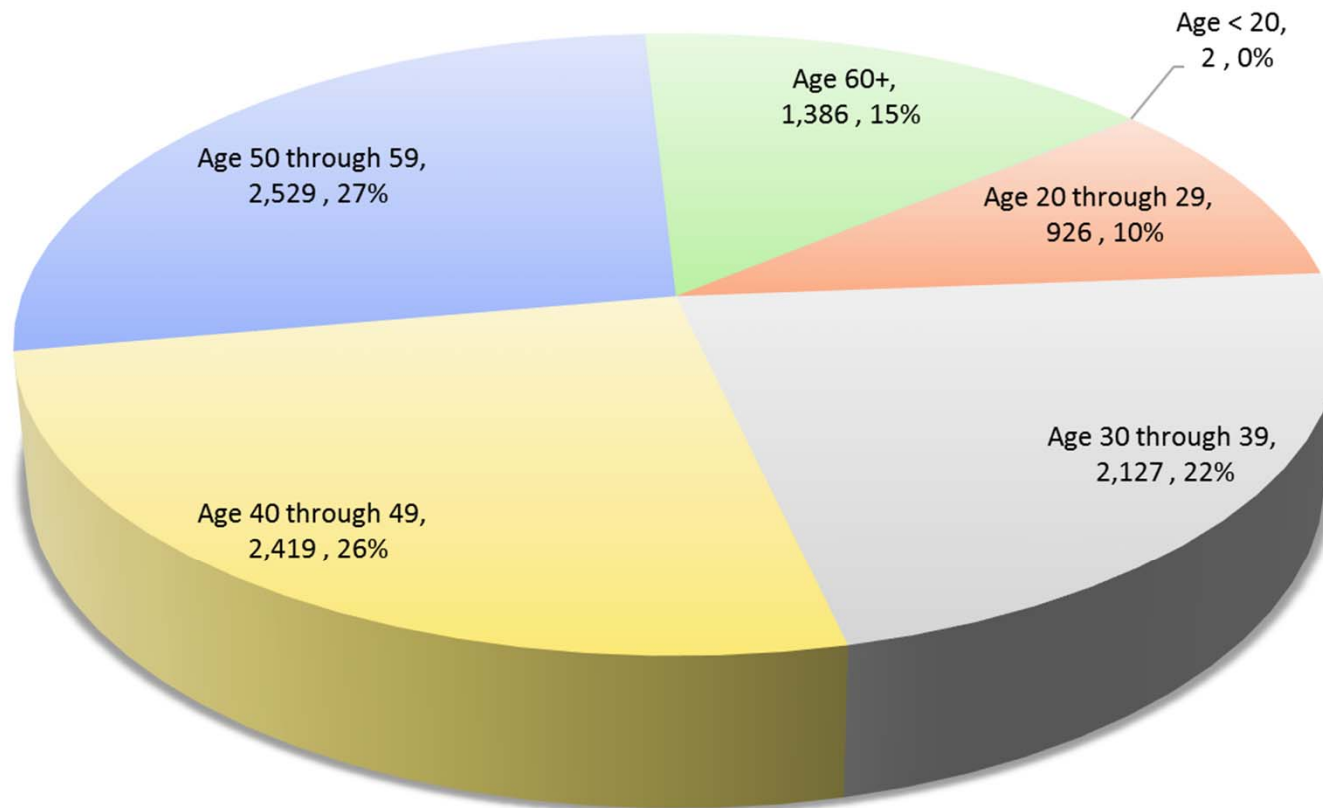


Permanent Employees by Gender - 2017



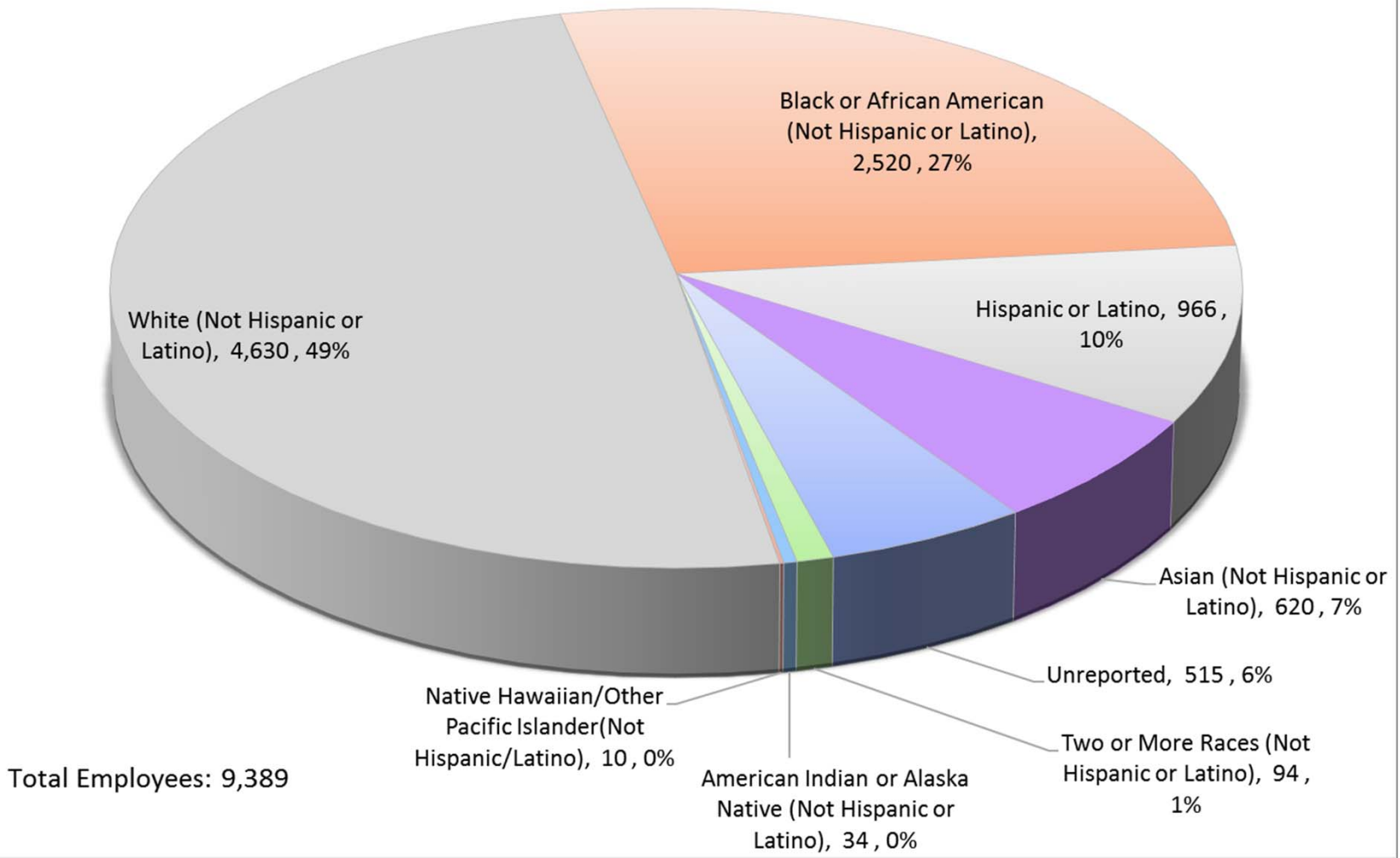
Total Employees: 9,389

Permanent Employees by Age Range - 2017

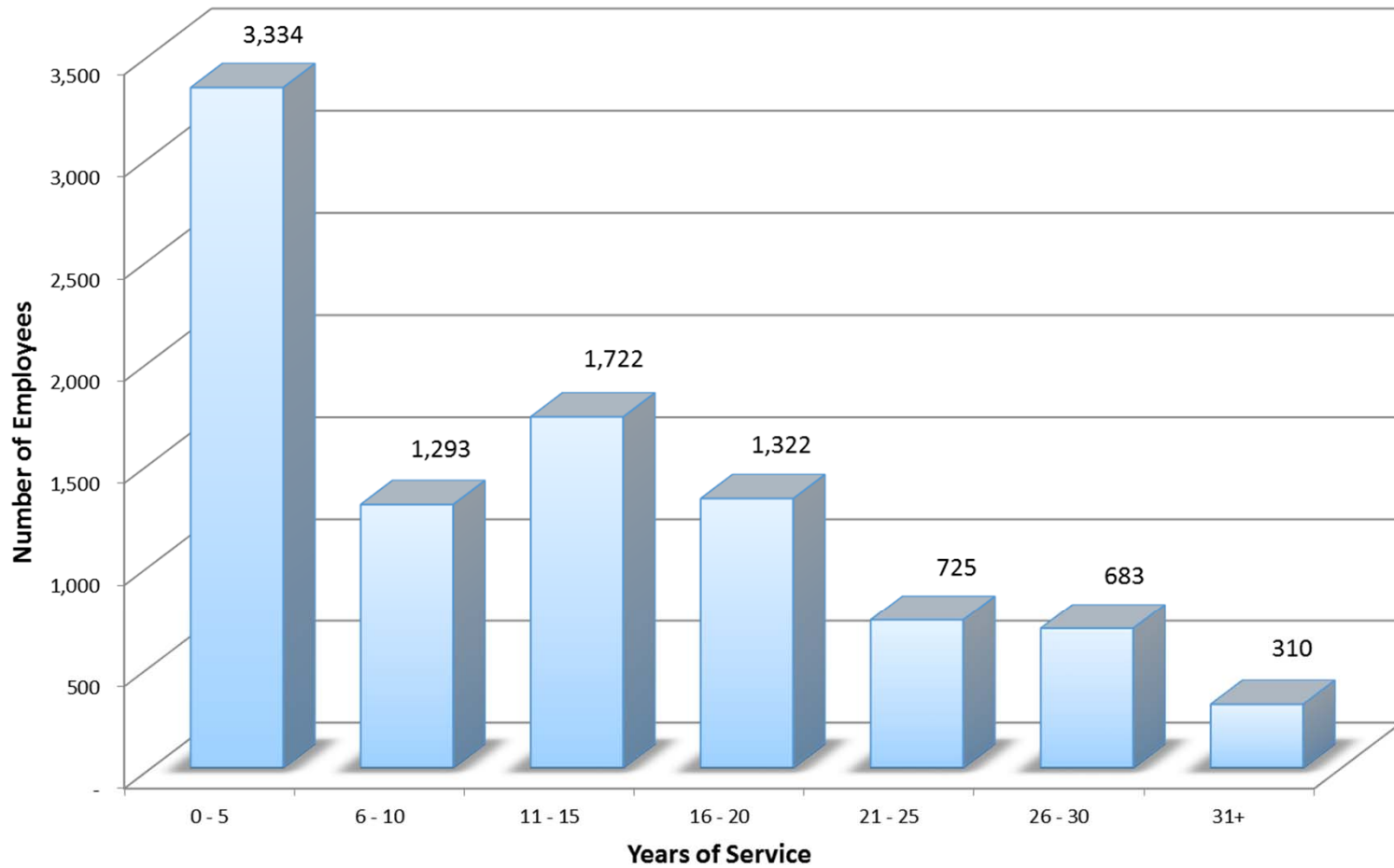


Total Employees: 9,389
Overall Average Age: 46.6

Permanent Employees by Race/Ethnicity - 2017



Permanent Employees by Length of County Service - 2017



Total Employees: 9,389

Overall Average Years of County Service: 12.4

Average Annual Salary¹ - 2017 Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	7	\$38,674
7	1	\$44,452
8	23	\$44,700
9	35	\$41,940
10	50	\$41,036
11	33	\$41,307
12	64	\$44,434
13	181	\$52,856
14	195	\$49,280
15	862	\$51,257
16	418	\$61,091
17	190	\$60,796
18	385	\$65,413
19	226	\$70,649
20	297	\$70,474
21	443	\$77,219
22	95	\$81,640
23	429	\$85,157
24	483	\$90,433
25	372	\$99,416
26	140	\$102,125
27	37	\$111,583
28	150	\$117,742
29	5	\$116,768
30	7	\$128,106
31	2	\$111,972
32	40	\$133,052
33	1	\$135,964
34	3	\$152,908
38	1	\$145,634
39	3	\$144,796
40	1	\$174,576

Grade	Number of Employees	Average Annual Salary
A1	150	\$105,891
A2	37	\$125,383
A3	21	\$149,238
B1	118	\$98,902
B2	141	\$120,923
B3	25	\$137,857
B4	12	\$152,090
B6	3	\$172,934
C1	18	\$104,296
C2	5	\$117,511
C3	43	\$45,872
C4	49	\$58,162
C5	149	\$70,732
C6	44	\$93,094
D1	29	\$100,452
D2	12	\$113,488
D3	4	\$137,062
D4	1	\$158,118

Grade	Number of Employees	Average Annual Salary
F1	81	\$46,490
F2	197	\$58,123
F3	448	\$70,232
F4	214	\$91,292
G1	8	\$48,890
G2	23	\$50,990
G3	8	\$59,270
G4	71	\$80,699
M1	26	\$174,171
M2	123	\$153,565
M3	253	\$126,597
MD3	2	\$197,902
MD4	1	\$214,730
P1	34	\$53,098
P2	73	\$56,211
P3	170	\$62,160
P4	708	\$84,545
P5	75	\$95,263

Number of Full-Time Permanent Employees: 8,555

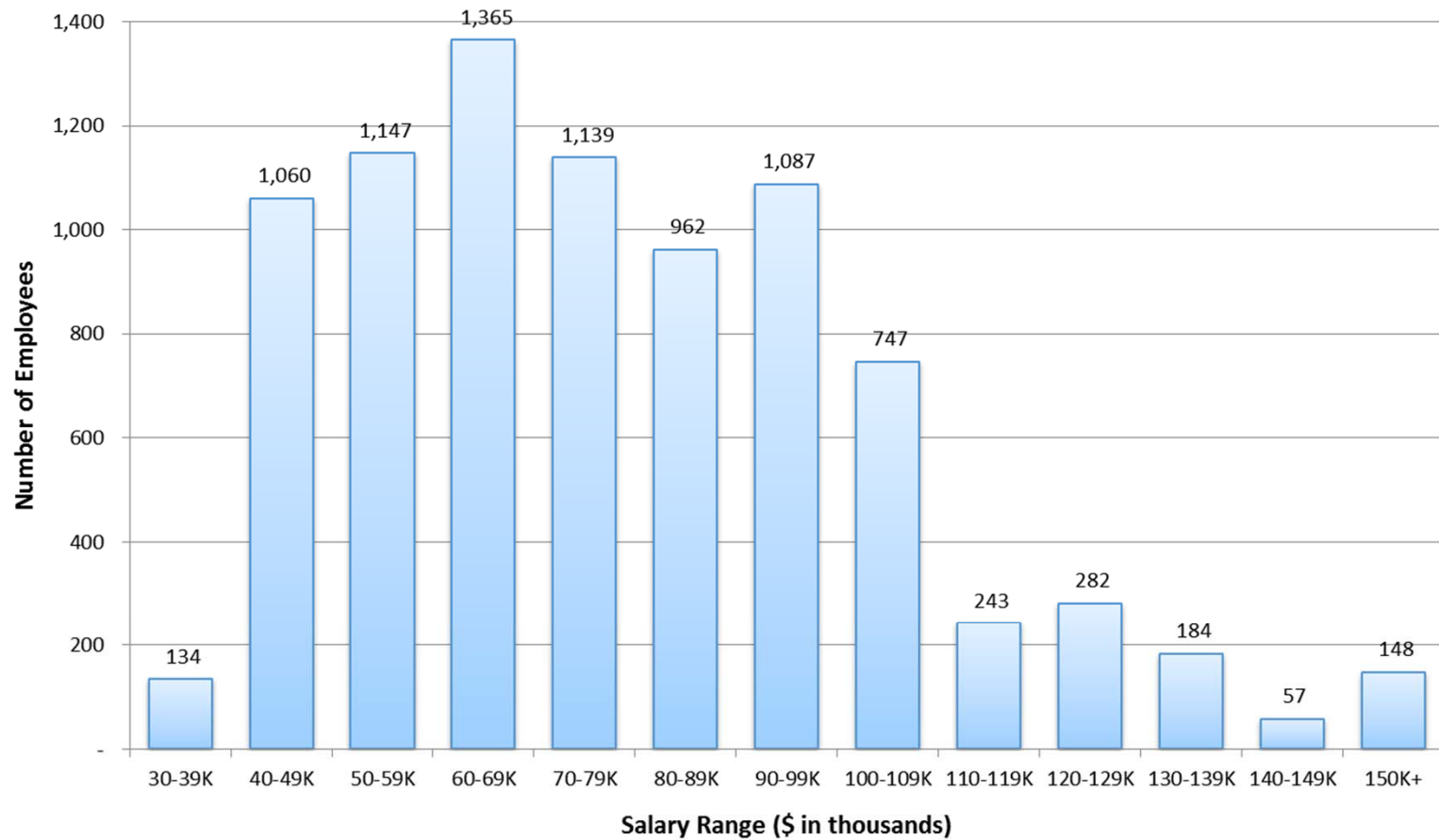
Overall Average Salary, Full-Time Permanent Employees: \$78,762

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

Note: A=Police Management; B=Fire Management; C=Corrections and Rehabilitation Management; D=Deputy Sheriffs Management; F=IAFF; G=Deputy Sheriffs; MD=Physician; M=MLS; P=FOP

Employee Distribution by Annual Base Salary¹

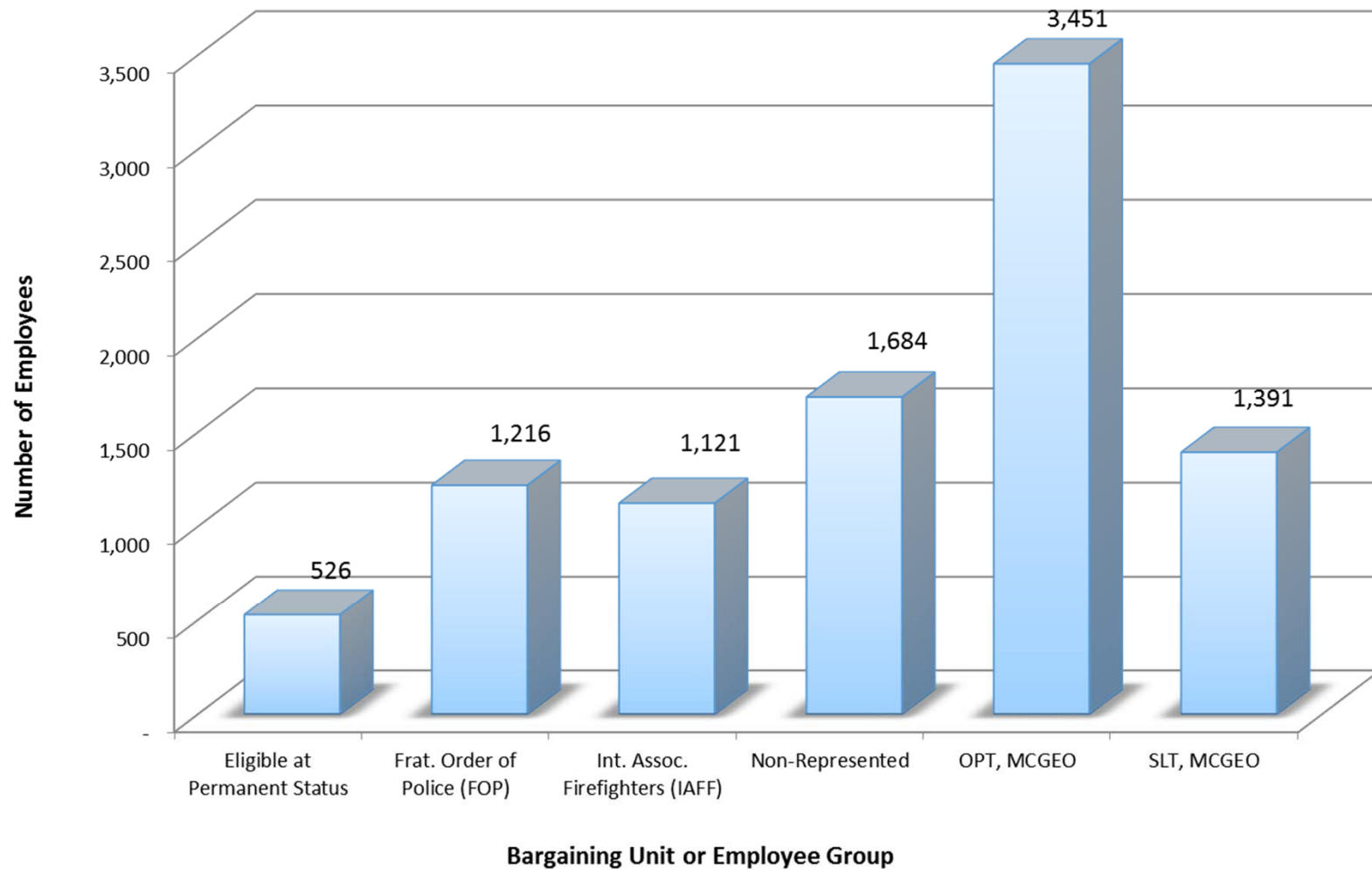
Full-Time Employees - December 2017



Total Full-Time Employees: 8,555

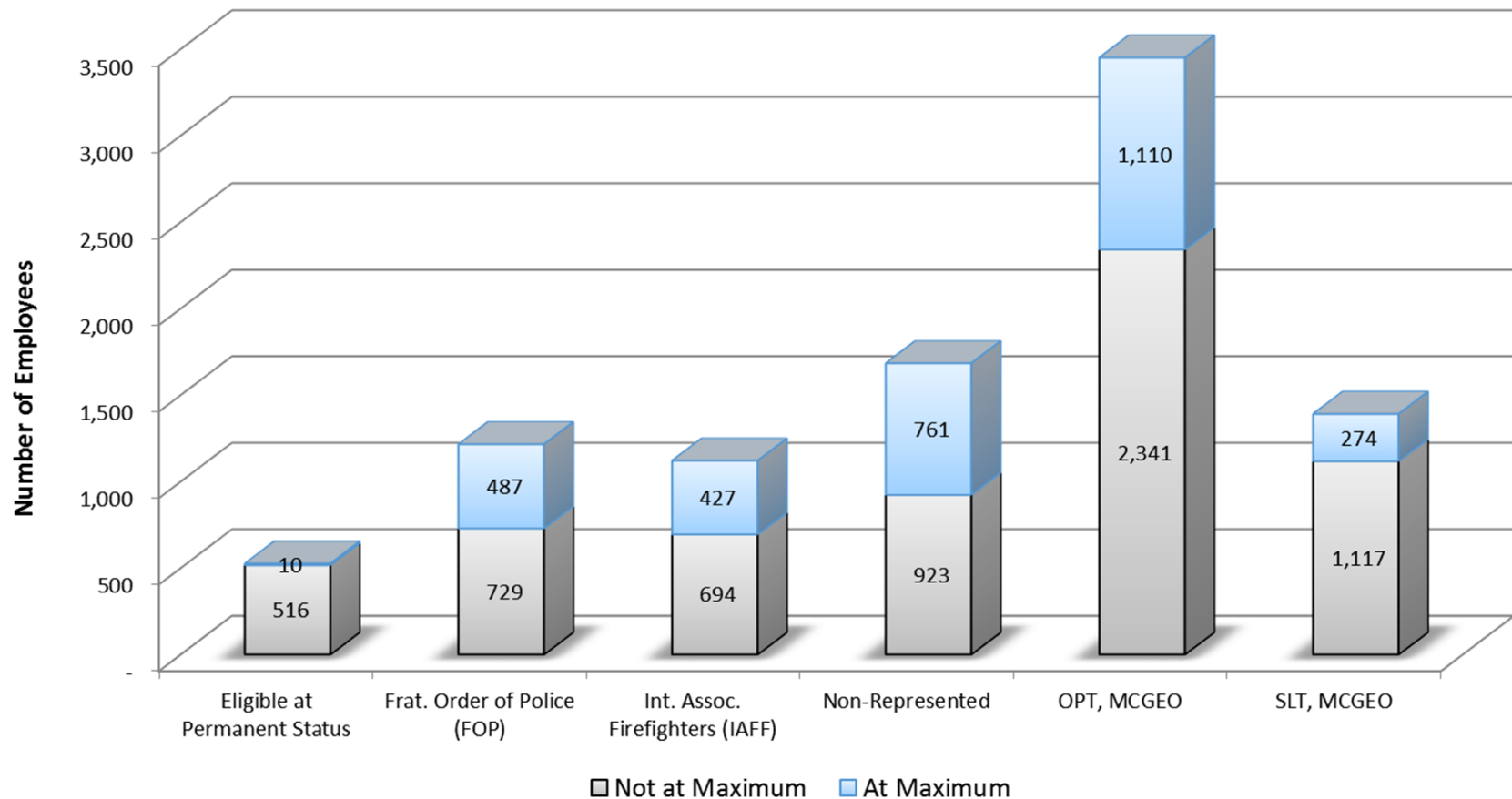
¹ Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2017



Total Employees: 9,389

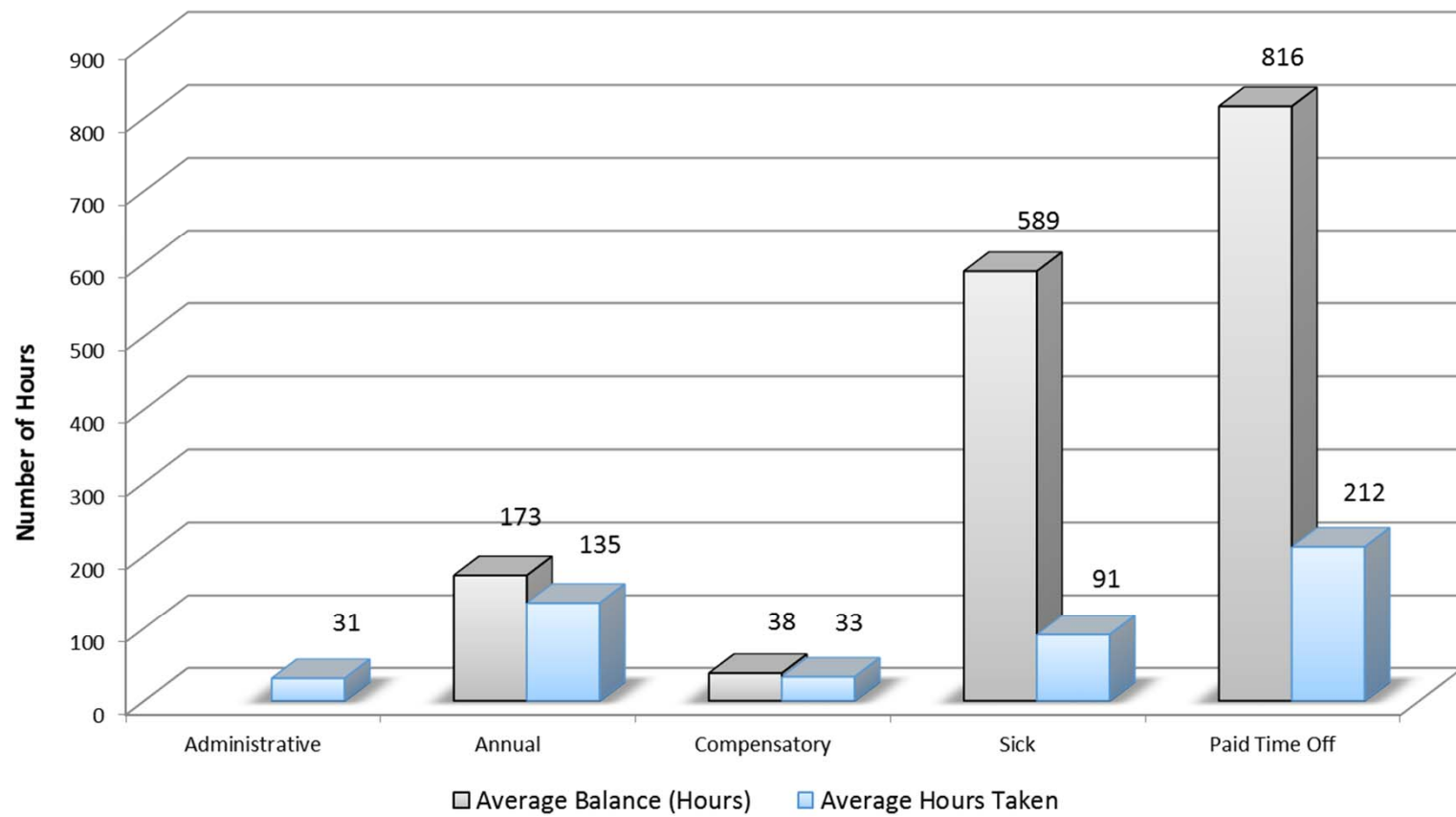
Eligibility for Service Increments Permanent Employees - 2017



Note: employees not at the maximum salary for their grade are assumed to be eligible for service increments, with the exception of Management Leadership Service employees (non-represented) who are instead eligible for performance-based pay. Overall, 33% of employees are at the maximum salary for their pay grade.

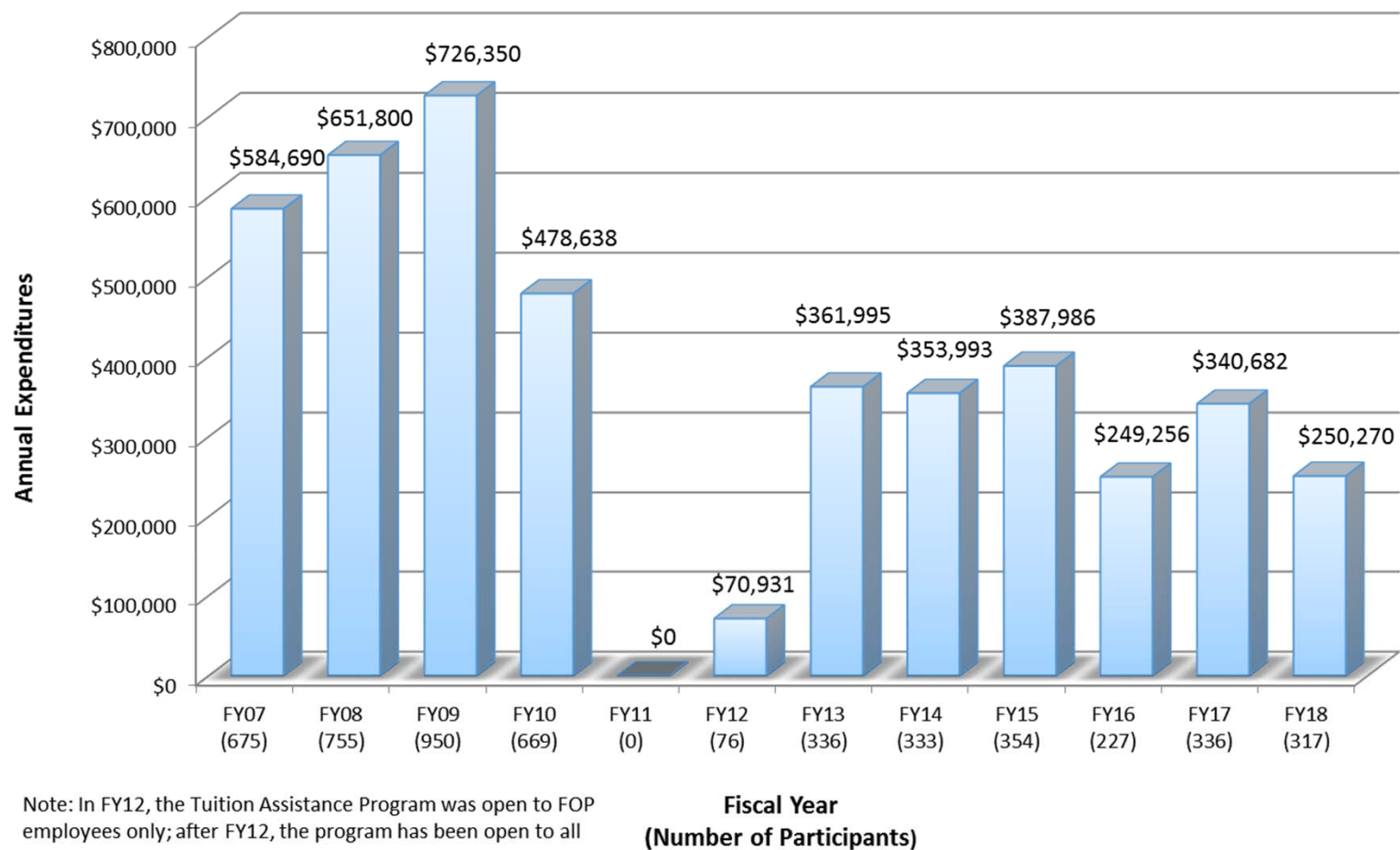
Total Employees: 9,389

Leave Balances and Average Leave Taken Permanent Employees - 2017



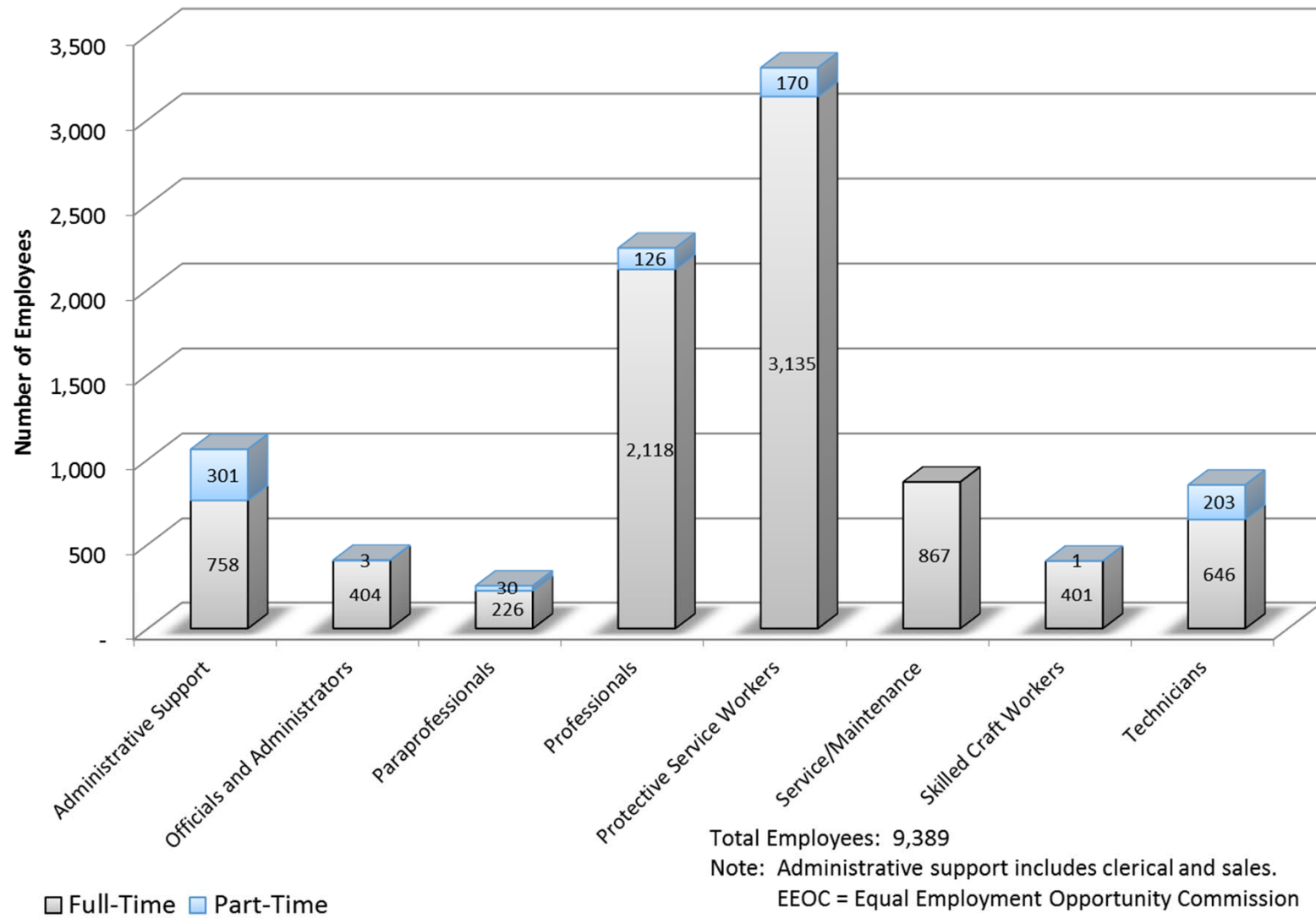
Note: leave balances are as of December 31, 2017. Sick leave includes hours available to individual employees through sick leave banks. Paid Time Off (PTO) data reflect balances and hours taken for employees with PTO balances (primarily Management Leadership Service employees); other types of leave include those currently accruing either annual, compensatory, or sick. Please note that administrative leave is approved and taken on a situational basis and does not accrue.

Tuition Assistance Program Expenditures and Participation FY07 - FY18

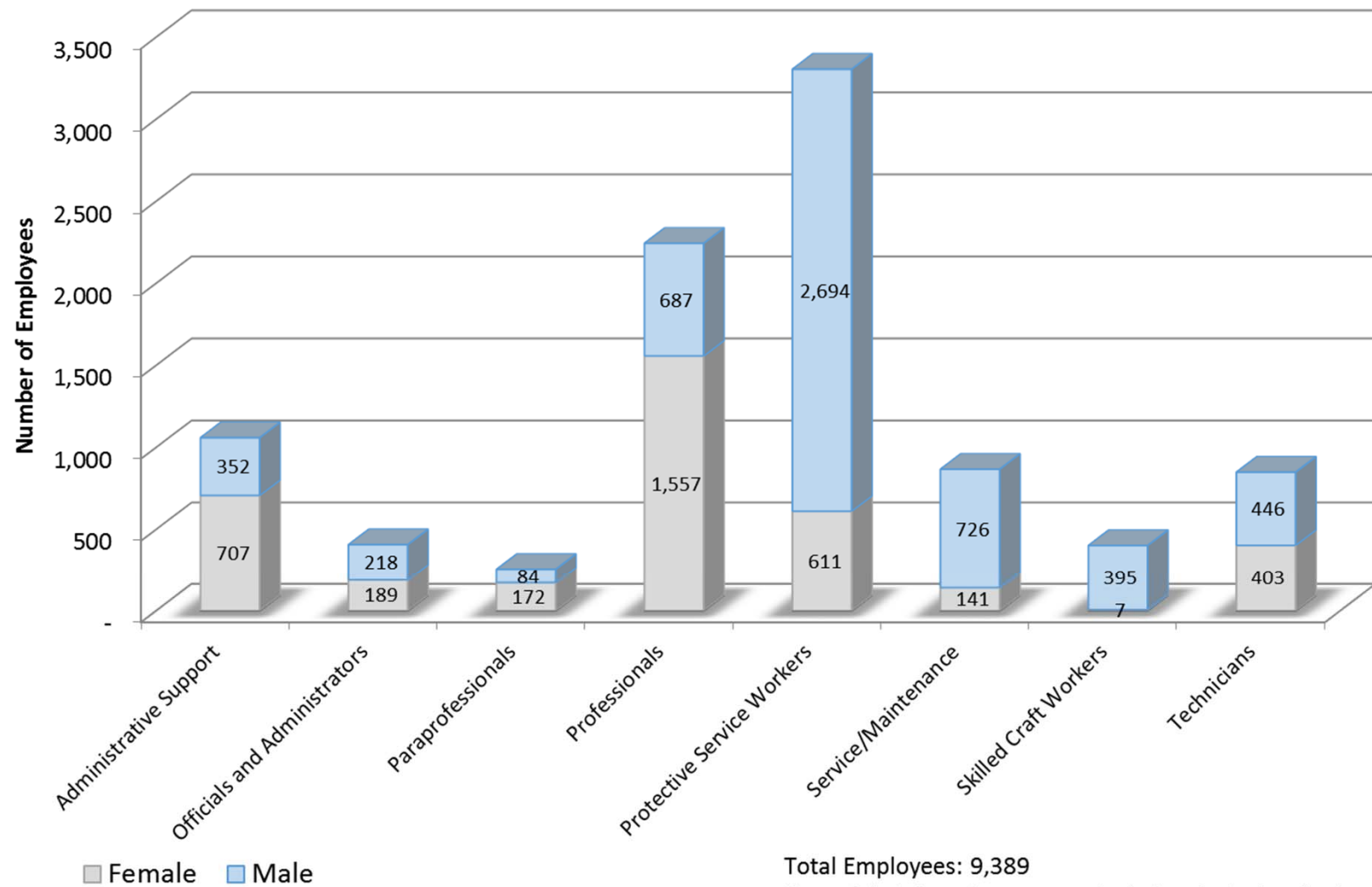


Note: In FY12, the Tuition Assistance Program was open to FOP employees only; after FY12, the program has been open to all employees. In FY16, available funds reduced in the mid-year savings plan. For FY18, the data are as of March 16, 2018.

EEOC Employment Category - Permanent Employees - 2017



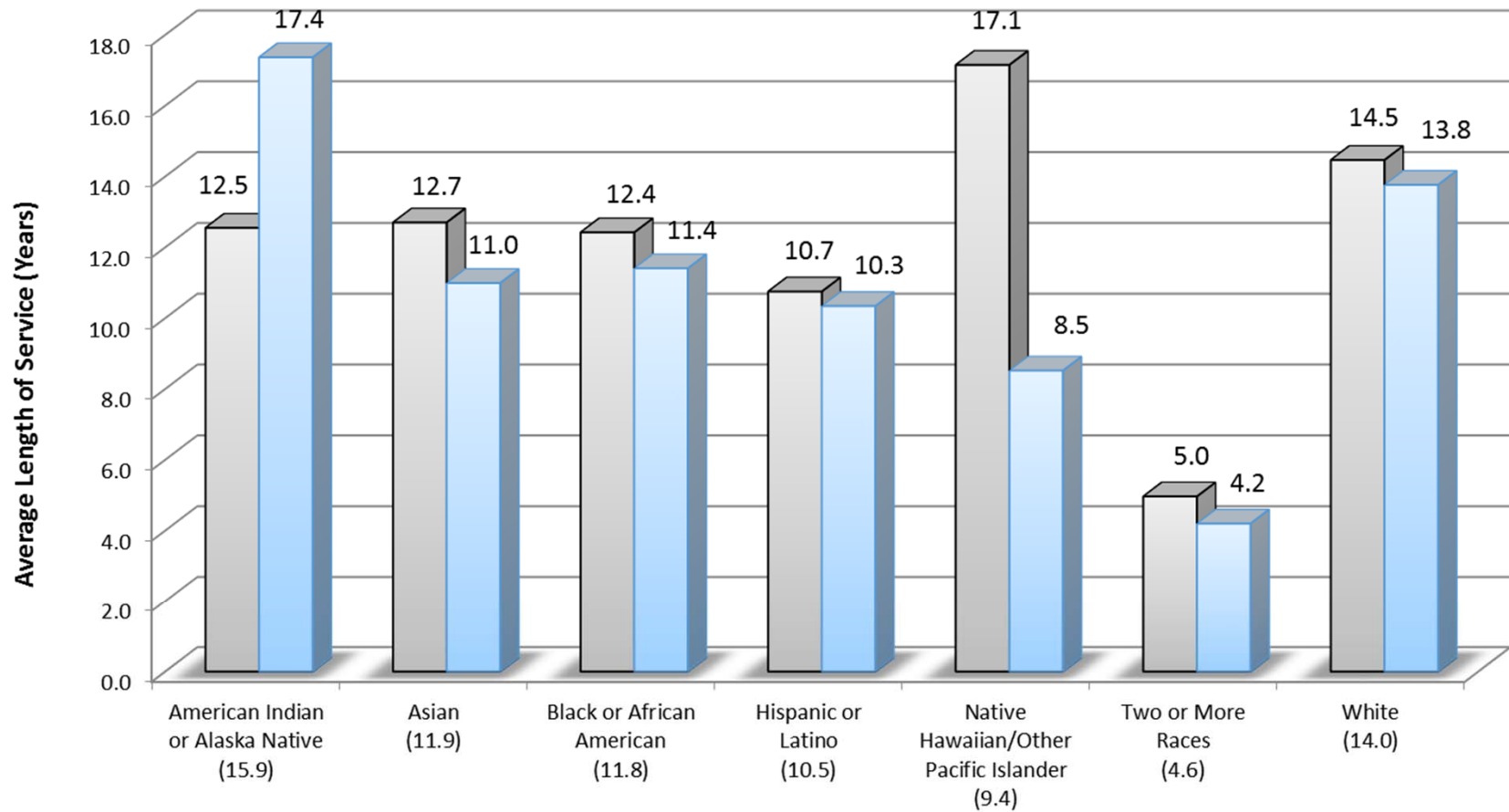
EEOC Employment Category and Gender Permanent Employees - 2017



Total Employees: 9,389

Note: Administrative support includes clerical and sales.

Average Years of County Service by Gender and Race/Ethnicity Permanent Employees - 2017



Total Employees: 9,389

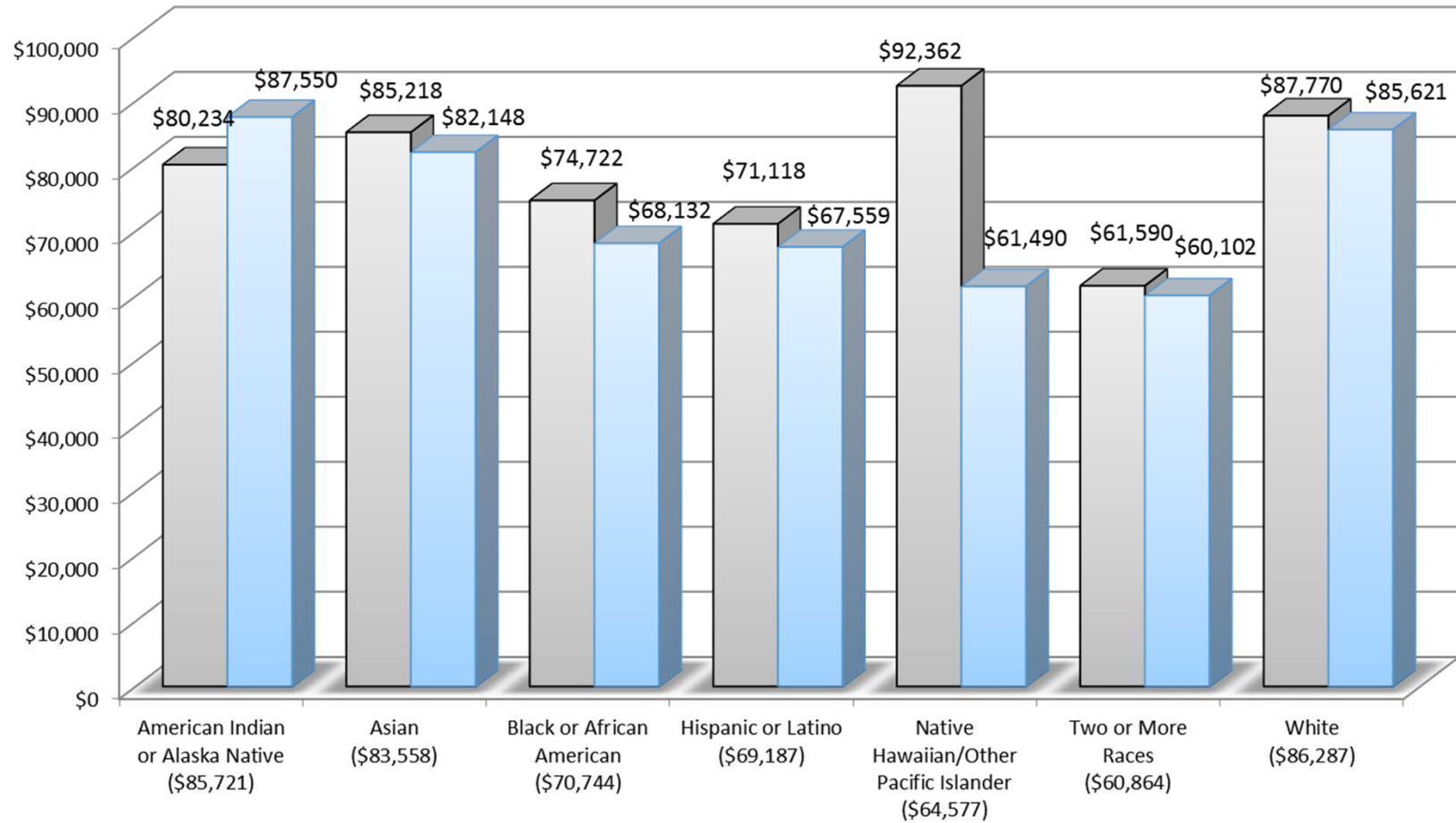
Unreported Race/Ethnicity: 206 (female), 309 (male)

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

Female
 Male

(12.6)
(12.2)

Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2017



Total Full-Time Employees: 8,555

Unreported Race/Ethnicity: 177 (female), 274 (male)

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

Female
 Male
 (\$80,032) (\$78,036)

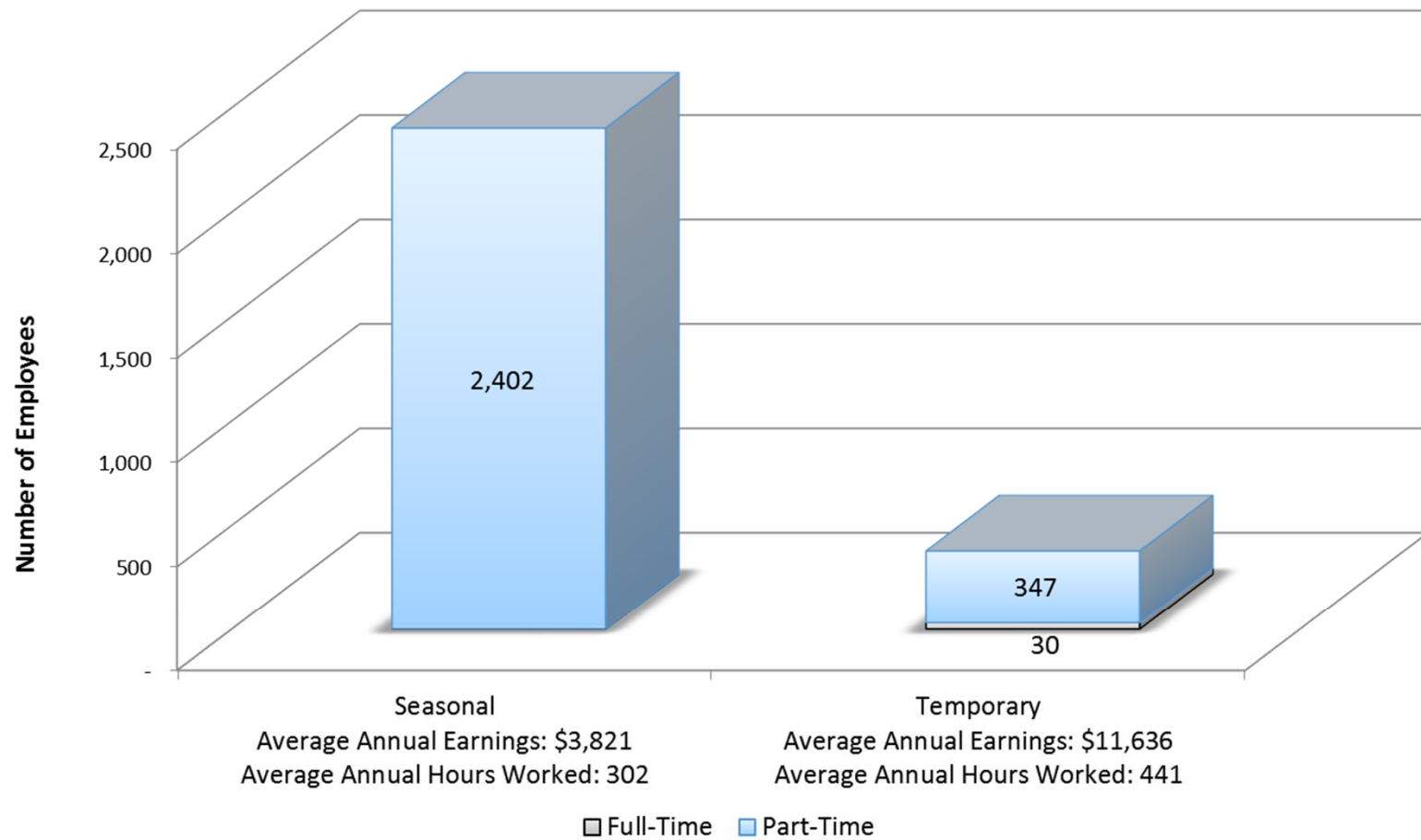
Distribution by Employment Category and Race/Ethnicity

Permanent Employees - 2017

Race/Ethnicity	Employment Category	# of Employees	% of Employees	Race/Ethnicity	Employment Category	# of Employees	% of Employees
American Indian or Alaska Native	Administrative Support	2	0.0%	Hispanic or Latino	Administrative Support	144	1.5%
	Officials and Administrators	1	0.0%		Officials and Administrators	22	0.2%
	Paraprofessionals	2	0.0%		Paraprofessionals	63	0.7%
	Professionals	4	0.1%		Professionals	254	2.7%
	Protective Service Workers	22	0.2%		Protective Service Workers	237	2.5%
	Service/Maintenance	1	0.0%		Service/Maintenance	127	1.4%
	Technicians	2	0.0%		Skilled Craft Workers	41	0.4%
	Total	34	0.4%		Technicians	78	0.8%
Asian					Total	966	10.3%
	Administrative Support	132	1.4%	Two or More Races	Administrative Support	18	0.2%
	Officials and Administrators	27	0.3%		Officials and Administrators	1	0.0%
	Paraprofessionals	24	0.3%		Paraprofessionals	1	0.0%
	Professionals	212	2.3%		Professionals	22	0.2%
	Protective Service Workers	97	1.0%		Protective Service Workers	30	0.3%
	Service/Maintenance	24	0.3%		Service/Maintenance	7	0.1%
	Skilled Craft Workers	25	0.3%		Skilled Craft Workers	4	0.0%
	Technicians	79	0.8%		Technicians	11	0.1%
	Total	620	6.6%		Total	94	1.0%
Black or African American	Administrative Support	336	3.6%	White	Administrative Support	340	3.6%
	Officials and Administrators	74	0.8%		Officials and Administrators	264	2.8%
	Paraprofessionals	78	0.8%		Paraprofessionals	78	0.8%
	Professionals	550	5.9%		Professionals	1,077	11.5%
	Protective Service Workers	593	6.3%		Protective Service Workers	2,189	23.3%
	Service/Maintenance	542	5.8%		Service/Maintenance	104	1.1%
	Skilled Craft Workers	138	1.5%		Skilled Craft Workers	171	1.8%
	Technicians	209	2.2%		Technicians	407	4.3%
	Total	2,520	26.8%		Total	4,630	49.3%
Native Hawaiian/ Other Pacific Islander	Administrative Support	1	0.0%		Race/Ethnicity Not Available	515	5.5%
	Professionals	1	0.0%		Total Employees	9,389	100.0%
	Protective Service Workers	3	0.0%				
	Service/Maintenance	3	0.0%				
	Skilled Craft Workers	1	0.0%				
	Technicians	1	0.0%				
	Total	10	0.1%				

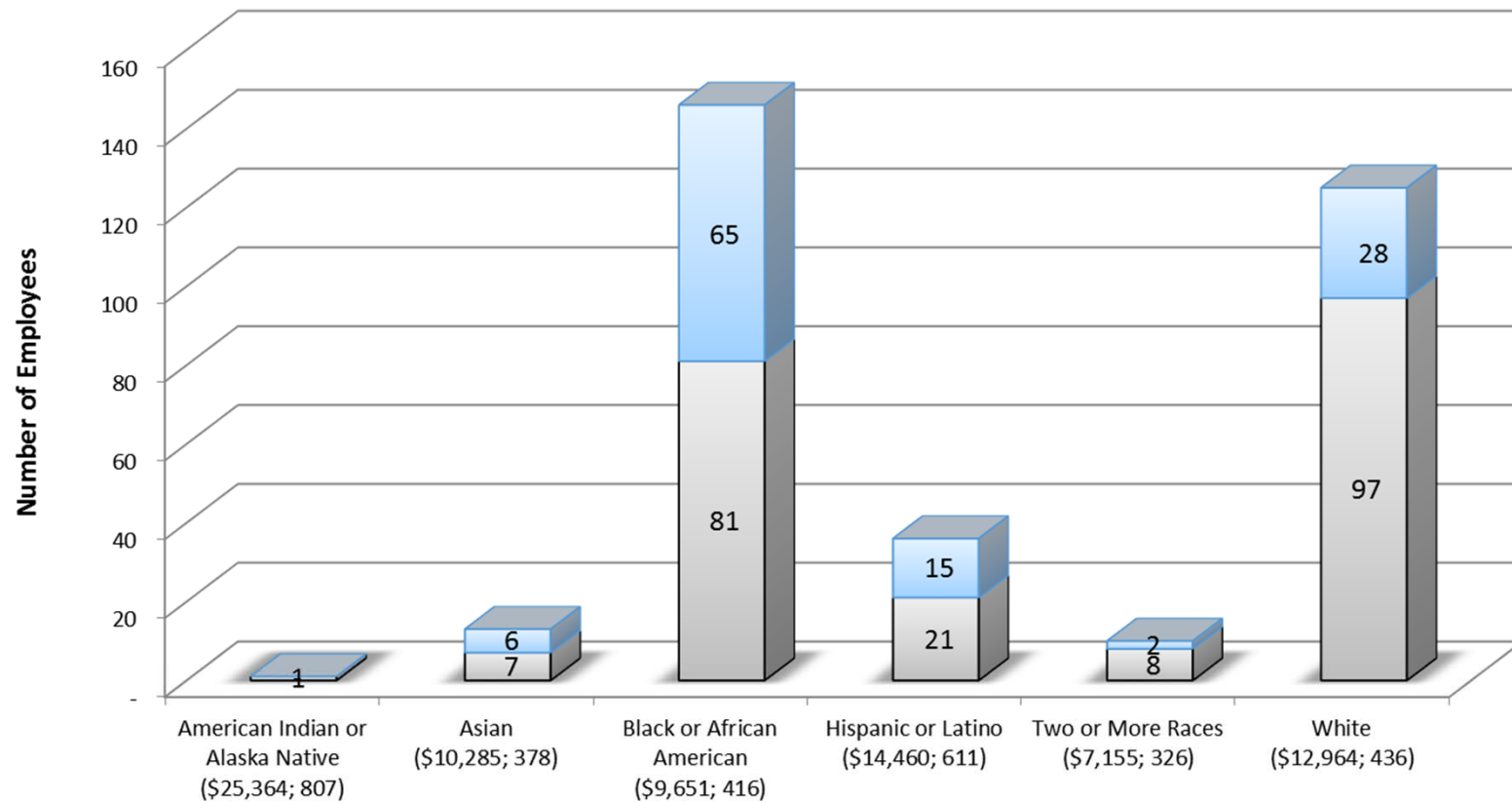
Note: Administrative support includes clerical and sales.

Temporary and Seasonal Employees Full and Part-Time - 2017



Note: temporary/seasonal employees who were active as of December 31, 2017, but who had no hours or earnings during 2017 are not included here.

Temporary Employees by Gender and Race/Ethnicity - 2017



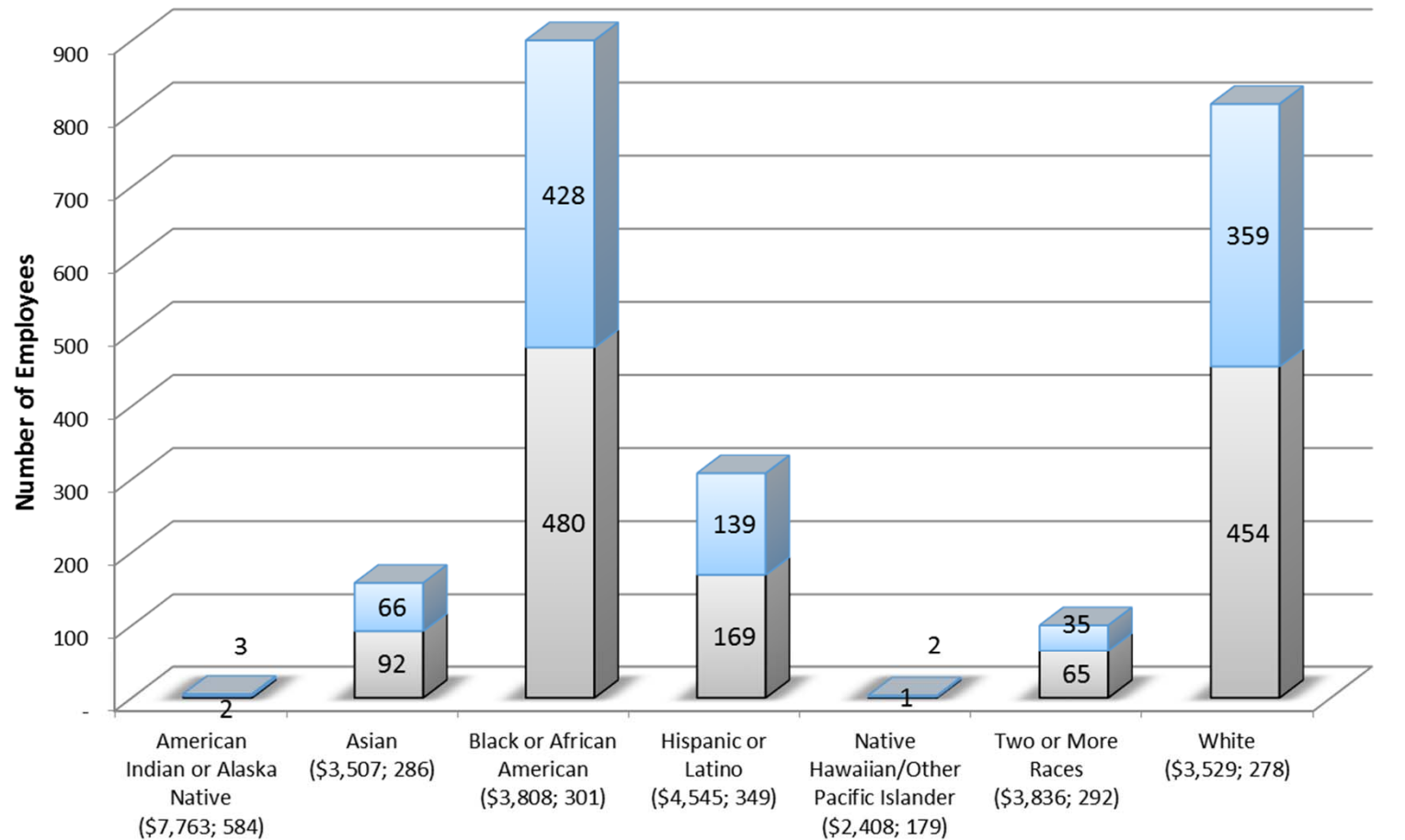
Total Temporary Employees: 377

Total Unreported: 18 Female, 28 Male

□ Female ■ Male

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

Seasonal Employees by Gender and Race/Ethnicity - 2017



Total Seasonal Employees: 2,402

Total Unreported: 60 Female, 47 Male

□ Female □ Male

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

Residences of Montgomery County Employees¹

State County/City	Permanent		Temporary and Seasonal		Total		State County/City	Permanent		Temporary and Seasonal		Total	
	#	%	#	%	#	%		#	%	#	%	#	%
District of Columbia	180	1.9%	38	1.4%	218	1.8%	Virginia	187	2.0%	12	0.43%	199	1.6%
Maryland	8,643	92.1%	2,718	97.8%	11,361	93.4%	Fairfax	55	0.6%	2	0.1%	57	0.5%
Montgomery	5,242	55.8%	2,393	86.1%	7,635	62.7%	Loudoun	29	0.3%	3	0.1%	32	0.3%
Frederick	1,207	12.9%	62	2.2%	1,269	10.4%	Arlington	20	0.2%	-	0.0%	20	0.2%
Prince Georges	792	8.4%	156	5.6%	948	7.8%	Alexandria City	16	0.2%	2	0.1%	18	0.1%
Howard	280	3.0%	49	1.8%	329	2.7%	Prince William	15	0.2%	1	0.0%	16	0.1%
Washington	257	2.7%	6	0.2%	263	2.2%	Other	52	0.6%	4	0.1%	56	0.5%
Carroll	253	2.7%	12	0.4%	265	2.2%	West Virginia	125	1.3%	4	0.1%	129	1.1%
Anne Arundel	201	2.1%	16	0.6%	217	1.8%	Jefferson	60	0.6%	-	0.0%	60	0.5%
Baltimore	135	1.4%	9	0.3%	144	1.2%	Berkeley	57	0.6%	4	0.1%	61	0.5%
Baltimore City	108	1.2%	7	0.3%	115	0.9%	Other	8	0.1%	-	0.0%	8	0.1%
Charles	39	0.4%	4	0.1%	43	0.4%	Other States	19	0.2%	6	0.2%	25	0.2%
Harford	30	0.3%	1	0.0%	31	0.3%							
Calvert	27	0.3%	-	0.0%	27	0.2%	Grand Total	9,389	100.0%	2,779	100.0%	12,168	100.0%
Queen Anne's	27	0.3%	-	0.0%	27	0.2%							
St Mary's	12	0.1%	-	0.0%	12	0.1%							
Other	33	0.4%	3	0.1%	36	0.3%							
Pennsylvania	235	2.5%	1	0.0%	236	1.9%							
Adams	66	0.7%	-	0.0%	66	0.5%							
Franklin	51	0.5%	-	0.0%	51	0.4%							
York	42	0.4%	-	0.0%	42	0.3%							
Lancaster	15	0.2%	-	0.0%	15	0.1%							
Cumberland	14	0.1%	-	0.0%	14	0.1%							
Chester	12	0.1%	-	0.0%	12	0.1%							
Other	35	0.4%	1	0.0%	36	0.3%							

¹ As of December 31, 2017

TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2007 - 2017**

Separation Reason	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	2017	% of 2017
Voluntary	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
No return LOA/LWOP	8	4	3	6	7	2	2	1	1	3	1	0.6%
AWOL	8	8	4	5	4	5	7	5	2	6	4	1.1%
New job	0	0	0	0	15	23	29	47	40	41	34	7.6%
Non-specified personal reasons	199	180	122	157	81	50	83	95	127	113	130	20.9%
Relocation out of area	36	18	11	18	14	18	21	23	21	11	22	2.0%
Family responsibilities	10	23	4	3	15	11	11	14	10	8	16	1.5%
Better compensation	18	0	0	0	17	8	3	7	2	3	2	0.6%
More flexible work schedule	1	2	0	0	0	0	0	1	0	1	0	0.2%
Better working conditions	1	2	1	0	0	3	3	2	4	1	2	0.2%
More opportunity for advancement	16	14	7	3	1	14	11	5	3	7	6	1.3%
Easier commute	6	3	1	4	4	0	0	8	4	2	5	0.4%
Return to School	4	4	3	3	4	5	4	3	3	3	2	0.6%
Quit - no notice	2	8	1	1	3	3	1	1	3	4	3	0.7%
Normal retirement	123	172	90	162	187	178	197	265	200	188	242	34.8%
Early retirement	32	54	28	17	37	30	18	17	26	11	6	2.0%
Sub Total	464	492	275	379	389	350	390	494	446	402	475	74.3%
Involuntary												
Disciplinary	0	0	0	0	0	7	0	0	0	0	0	0.0%
Unsatisfactory performance	2	0	1	2	7	0	3	12	14	7	3	1.3%
Misconduct	4	7	5	4	11	7	10	11	7	9	18	1.7%
Non-disciplinary	0	1	4	9	5	5	3	0	0	0	0	0.0%
Excess absences	0	1	0	1	0	0	1	0	3	2	3	0.4%
Failed probation	37	28	13	21	4	17	26	31	33	33	27	6.1%
Sub Total	43	37	23	37	27	36	43	54	57	51	51	9.4%
Management/Fiscal												
Discontinued service retirement	2	0	14	46	15	3	0	1	0	1	0	0.2%
Reduction-in-force	0	3	12	15	13	1	1	0	1	3	0	0.6%
Lack of funding	3	0	0	0	0	0	0	0	0	0	0	0.0%
Sub Total	5	3	26	61	28	4	1	1	1	4	0	0.7%
Medical/Other												
Unknown/other	14	0	14	0	76	148	75	83	42	44	55	7.1%
Service-connected disability ret.	26	32	26	32	33	32	26	17	12	11	7	2.0%
Non-service connected disability ret.	16	9	10	8	9	9	13	5	5	6	4	0.9%
Other medical	2	5	14	20	11	3	13	13	13	8	12	2.2%
Death	14	7	9	11	8	12	7	8	12	15	17	2.0%
Sub Total	72	53	73	71	137	204	134	126	84	84	95	14.3%
Total Separations	584	585	397	548	581	594	568	675	588	541	621	
Total Employees	9,059	9,203	9,072	8,671	8,792	8,809	8,805	9,111	9,072	9,219	9,389	
Turnover Rate	6.45%	6.36%	4.38%	6.32%	6.61%	6.74%	6.45%	7.41%	6.48%	5.87%	6.61%	

Turnover - Separations by Employment Category Permanent Employees - 2017

Employment Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
Officials and Administrators	407	4.3%	32	5.2%	7.86%
Professionals	2,244	23.9%	191	30.8%	8.51%
Technicians	849	9.0%	52	8.4%	6.12%
Protective Services	3,305	35.2%	162	26.1%	4.90%
Paraprofessionals	256	2.7%	23	3.7%	8.98%
Administrative Support	1,059	11.3%	67	10.8%	6.33%
Skilled Craft	402	4.3%	21	3.4%	5.22%
Service/Maintenance	867	9.2%	73	11.8%	8.42%
	<u>9,389</u>	<u>100.0%</u>	<u>621</u>	<u>100.0%</u>	<u>6.61%</u>

**Turnover - Separations by Race/Ethnicity
Permanent Employees - 2017**

EEO Category	# in Category	% of Total Employees	# of Separations	% of Total Separations	Turnover Rate by Category
White	4,630	49.3%	284	45.7%	6.13%
Black or African American	2,520	26.8%	192	30.9%	7.62%
Hispanic or Latino	966	10.3%	65	10.5%	6.73%
Asian	620	6.6%	32	5.2%	5.16%
Two or More Races	94	1.0%	7	1.1%	7.45%
American Indian or Alaska Native	34	0.4%	3	0.5%	8.82%
Native Hawaiian/Other Pacific Islander	10	0.1%	0	0.0%	0.00%
Race/Ethnicity Unreported	515	5.5%	38	6.1%	7.38%
	9,389	100.0%	621	100.0%	6.61%

WAGE AND SALARY COMPARABILITY

BASE PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY ⁽¹⁾

**vs.
CONSUMER PRICE INDEX (CPI)**

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	CPI -U Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY15-FY18 Compounded Change ⁽²⁾ :			<u>12.80%</u>	<u>4.57%</u>	<u>8.22%</u>	
2017 (FY18)	2.00%	3.50%	--	1.50%	--	11-16 - 11-17
2016 (FY17)	1.00%	3.50%	--	1.20%	--	11-15 - 11-16
2015 (FY16)	2.00%	3.50%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	3.50%	--	1.20%	--	11-13 - 11-14
FY11-FY14 Compounded Change ⁽²⁾ :			<u>6.86%</u>	<u>8.98%</u>	<u>-2.11%</u>	
2013 (FY14)	3.25%	3.50%	--	1.70%	--	11-12 - 11-13
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
2011 (FY12)	0.00%	0.00%	--	3.30%	--	11-10 - 11-11
2010 (FY11)	0.00%	0.00%	--	1.60%	--	11-09 - 11-10
FY07-FY10 Compounded Change:			<u>29.74%</u>	<u>12.20%</u>	<u>17.54%</u>	
2009 (FY10)	0.00%	3.50%	--	1.60%	--	11-08 - 11-09
2008 (FY09)	4.50%	3.50%	--	2.50%	--	11-07 - 11-08
2007 (FY08)	4.00%	3.50%	--	4.50%	--	11-06 - 11-07
2006 (FY07) ⁽⁵⁾	4.03%	3.50%	--	3.10%	--	11-05 - 11-06
FY03-FY06 Compounded Change ⁽⁶⁾ :			<u>28.06%</u>	<u>13.09%</u>	<u>14.97%</u>	
FY99-FY02 Compounded Change:			<u>27.71%</u>	<u>10.27%</u>	<u>17.45%</u>	

(1) Excludes police and fire bargaining unit employees.

(2) FY14 GWA was effective September 8, 2013; FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); and FY18 GWA effective August 6, 2017.

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

Approximately 67% (6,320 of 9,389) of permanent employees were not at maximum of grade as of 12/31/17.

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

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

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

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

vs.

CONSUMER PRICE INDEX (CPI)

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	CPI -U Change ⁽⁴⁾	Difference MCG vs. CPI Change	Date of CPI Changes
FY15-FY18 Compounded Change ⁽²⁾ :			<u>5.15%</u>	<u>4.57%</u>	<u>0.57%</u>	
2017 (FY18)	2.00%	0.00%	--	1.50%	--	11-16 - 11-17
2016 (FY17)	1.00%	0.00%	--	1.20%	--	11-15 - 11-16
2015 (FY16)	2.00%	0.00%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	0.00%	--	1.20%	--	11-13 - 11-14
FY11-FY14 Compounded Change ⁽²⁾ :			<u>3.25%</u>	<u>8.98%</u>	<u>-5.73%</u>	
2013 (FY14)	3.25%	0.00%	--	1.70%	--	11-12 - 11-13
2012 (FY13)	0.00%	0.00%	--	2.10%	--	11-11 - 11-12
2011 (FY12)	0.00%	0.00%	--	3.30%	--	11-10 - 11-11
2010 (FY11)	0.00%	0.00%	--	1.60%	--	11-09 - 11-10
FY07-FY10 Compounded Change:			<u>13.06%</u>	<u>12.20%</u>	<u>0.86%</u>	
2009 (FY10)	0.00%	0.00%	--	1.60%	--	11-08 - 11-09
2008 (FY09)	4.50%	0.00%	--	2.50%	--	11-07 - 11-08
2007 (FY08)	4.00%	0.00%	--	4.50%	--	11-06 - 11-07
2006 (FY07) ⁽⁵⁾	4.03%	0.00%	--	3.10%	--	11-05 - 11-06
FY03-FY06 Compounded Change ⁽⁶⁾ :			<u>11.60%</u>	<u>13.09%</u>	<u>-1.49%</u>	
FY99-FY02 Compounded Change:			<u>11.29%</u>	<u>10.27%</u>	<u>1.03%</u>	

(1) Excludes police and fire bargaining unit employees.

(2) FY14 GWA was effective September 8, 2013; FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); and FY18 GWA effective August 6, 2017.

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 67% (6,320 of 9,389) of permanent employees were not at maximum of grade as of 12/31/17.

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

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

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

PAY INCREASES - MONTGOMERY COUNTY GOVERNMENT EMPLOYEES NOT AT MAXIMUM SALARY ⁽¹⁾

**vs.
PRIVATE SECTOR**

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	Private Sector Change ⁽⁴⁾	Difference MCG vs. Private Sector
FY15-FY18 Compounded Change ⁽²⁾ :			<u>24.50%</u>	<u>12.66%</u>	<u>11.84%</u>
2017 (FY18)	2.00%	3.50%	--	3.10%	--
2016 (FY17)	1.00%	3.50%	--	3.00%	--
2015 (FY16)	2.00%	3.50%	--	3.00%	--
2014 (FY15)	3.25%	3.50%	--	3.00%	--
FY11-FY14 Compounded Change ⁽²⁾ :			<u>6.86%</u>	<u>11.45%</u>	<u>-4.59%</u>
2013 (FY14)	3.25%	3.50%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change:			<u>29.74%</u>	<u>14.22%</u>	<u>15.52%</u>
2009 (FY10)	0.00%	3.50%	--	2.20%	--
2008 (FY09)	4.50%	3.50%	--	3.90%	--
2007 (FY08)	4.00%	3.50%	--	3.80%	--
2006 (FY07) ⁽⁵⁾	4.03%	3.50%	--	3.63%	--
FY03-FY06 Compounded Change ⁽⁶⁾ :			<u>28.06%</u>	<u>15.03%</u>	<u>13.03%</u>
FY99-FY02 Compounded Change:			<u>27.71%</u>	<u>18.80%</u>	<u>8.92%</u>

(1) Excludes police and fire bargaining unit employees.

(2) FY14 GWA was effective September 8, 2013; FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); and FY18 GWA effective August 6, 2017.

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

Approximately 67% (6,320 of 9,389) of permanent employees were not at maximum of grade as of 12/31/17.

(4) World at Work 2017-2018 Salary Budget Survey (top-level results). Salary budget increases (zeros included) for all categories of private sector employees in the U.S.

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

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

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

**vs.
PRIVATE SECTOR**

Year	MCG GWA	MCG Service Increment ⁽³⁾	Total MCG Pay Increase	Private Sector Change ⁽⁴⁾	Difference MCG vs. Private Sector
FY15-FY18 Compounded Change ⁽²⁾ :			<u>8.50%</u>	<u>12.66%</u>	<u>-4.16%</u>
2017 (FY18)	2.00%	0.00%	--	3.10%	--
2016 (FY17)	1.00%	0.00%	--	3.00%	--
2015 (FY16)	2.00%	0.00%	--	3.00%	--
2014 (FY15)	3.25%	0.00%	--	3.00%	--
FY11-FY14 Compounded Change ⁽²⁾ :			<u>3.25%</u>	<u>11.45%</u>	<u>-8.20%</u>
2013 (FY14)	3.25%	0.00%	--	2.90%	--
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
FY07-FY10 Compounded Change:			<u>13.06%</u>	<u>14.22%</u>	<u>-1.16%</u>
2009 (FY10)	0.00%	0.00%	--	2.20%	--
2008 (FY09)	4.50%	0.00%	--	3.90%	--
2007 (FY08)	4.00%	0.00%	--	3.80%	--
2006 (FY07) ⁽⁵⁾	4.03%	0.00%	--	3.63%	--
FY03-FY06 Compounded Change ⁽⁶⁾ :			<u>11.60%</u>	<u>15.03%</u>	<u>-3.43%</u>
FY99-FY02 Compounded Change:			<u>11.29%</u>	<u>18.80%</u>	<u>-7.50%</u>

(1) Excludes police and fire bargaining unit employees.

(2) FY14 GWA was effective September 8, 2013; FY15 GWA was effective on September 7, 2014; FY17 GWA was effective on July 10, 2016 (0.5%) and January 8, 2017 (0.5%); and FY18 GWA effective August 6, 2017.

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for all categories of private sector employees in the U.S.

(5) GWAs of 3% effective 7/9/06 (FY07) and 1% effective 1/7/07 (FY07).

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

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

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

Police Bargaining Unit (FOP)	Number	487	729	1,216
	Percent	40.0%	60.0%	100%
Fire Bargaining Unit (IAFF)	Number	427	694	1,121
	Percent	38.1%	61.9%	100%
MCGEO, UFCW Local 1994	Number	1,384	3,458	4,842
	Percent	28.6%	71.4%	100%
Eligible at Permanent Status (Local 1994 and IAFF)	Number	10	516	526
	Percent	1.9%	98.1%	100%

Total Represented	Number	2,308	5,397	7,705
	Percent	30.0%	70.0%	100%

Total Non-Represented⁽²⁾	Number	761	923	1,684
	Percent	45.2%	54.8%	100%

ALL EMPLOYEES	Number	3,069	6,320	9,389
	Percent	32.7%	67.3%	100%

(1) As of December 31, 2017.

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

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

FEDERAL GOVERNMENT⁽¹⁾
Effective January 2018⁽²⁾

MONTGOMERY COUNTY GOVERNMENT
January 2018

<u>Federal Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>MCG Grade</u>	<u># Permanent FT Emp.</u>	<u>Minimum</u>	<u>Maximum</u>	<u>% Diff. At Min</u>	<u>% Diff. At Max</u>
GS-11	\$68,036	\$88,450	21	443	\$52,684	\$87,107	-29.1%	-1.5%
GS-12	\$81,548	\$106,012	23	429	\$57,802	\$95,740	-41.1%	-10.7%
			24	483	\$60,554	\$100,370	-34.7%	-5.6%
			25	372	\$63,439	\$105,241	-28.5%	-0.7%
GS-13	\$96,970	\$126,062	24	483	\$60,554	\$100,370	-60.1%	-25.6%
			25	372	\$63,439	\$105,241	-52.9%	-19.8%
			26	140	\$66,481	\$110,359	-45.9%	-14.2%
			27	37	\$69,645	\$115,732	-39.2%	-8.9%
			28	150	\$72,772	\$121,372	-33.3%	-3.9%
			29	5	\$76,054	\$127,292	-27.5%	1.0%
			M3	253	\$75,934	\$138,790	-27.7%	9.2%
GS-14	\$114,590	\$148,967	30	7	\$79,506	\$133,514	-44.1%	-11.6%
			31	2	\$83,128	\$140,042	-37.8%	-6.4%
			M2	123	\$88,388	\$160,454	-29.6%	7.2%
GS-15	\$134,789	\$164,200	M2	123	\$88,388	\$160,454	-52.5%	-2.3%
			M1	26	\$101,077	\$179,523	-33.4%	8.5%

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

Source: <https://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/18Tables/html/DCB.aspx>

(2) Federal government employees received a general schedule increase of 1.4% in January 2018; with the locality payment of 28.22%, the total increase was 2.29%.

SALARY COMPARISONS
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2017 COMPENSATION SURVEY REPORT
AND MCG FY17 SALARY SCHEDULES

Human Resources Association (HRA) Job Title	Montgomery County Government (MCG) Job Title	MCG Range Minimum	HRA Avg Range Minimum	% Change Req. to Reach HRA Avg. Minimum	% Dif. Bet. MCG & HRA Minimum	MCG Range Maximum	HRA Avg. Range Maximum	% Change Req. to Reach HRA Avg. Maximum	% Dif. Bet. MCG & HRA Maximum
Computer Operator I	IT Technician I	\$37,872	\$33,000	-12.9%	14.8%	\$61,537	\$53,500	-13.1%	15.0%
Computer Operator II	IT Technician II	\$41,140	\$45,000	9.4%	-8.6%	\$67,542	\$71,300	5.6%	-5.3%
Applications Analyst/Developer II	IT Specialist III	\$65,177	\$67,000	2.8%	-2.7%	\$108,195	\$113,500	4.9%	-4.7%
Applications Analyst/Developer III	Senior IT Specialist	\$71,345	\$74,000	3.7%	-3.6%	\$118,992	\$121,300	1.9%	-1.9%
Systems Programmer III	Senior IT Specialist	\$71,345	\$75,000	5.1%	-4.9%	\$118,992	\$122,900	3.3%	-3.2%
IT/Helpdesk Support Analyst I	IT Specialist I	\$49,313	\$55,000	11.5%	-10.3%	\$81,471	\$109,700	34.6%	-25.7%
Accounting Clerk I	Principal Administrative Aide	\$36,361	\$35,000	-3.7%	3.9%	\$58,740	\$55,300	-5.9%	6.2%
Accounting Clerk II	Office Services Coordinator	\$41,140	\$37,000	-10.1%	11.2%	\$67,542	\$59,000	-12.6%	14.5%
Accounting Clerk III	Fiscal Assistant	\$41,140	\$40,000	-2.8%	2.9%	\$67,542	\$65,700	-2.7%	2.8%
Payroll Clerk I	Office Services Coordinator	\$41,140	\$39,000	-5.2%	5.5%	\$67,542	\$62,800	-7.0%	7.6%
Accountant I	Accountant/Auditor I	\$44,977	\$47,000	4.5%	-4.3%	\$74,170	\$74,200	0.0%	0.0%
Accountant III	Accountant/Auditor III	\$56,669	\$62,000	9.4%	-8.6%	\$93,863	\$107,000	14.0%	-12.3%
Budget Analyst II	Mgmt. & Budget Spec. II	\$54,094	\$54,000	-0.2%	0.2%	\$89,524	\$93,000	3.9%	-3.7%
Budget Analyst III	Mgt and Budget Specialist III	\$62,195	\$66,000	6.1%	-5.8%	\$103,177	\$107,800	4.5%	-4.3%
Buyer II	Procurement Specialist II	\$56,669	\$52,000	-8.2%	9.0%	\$93,863	\$81,300	-13.4%	15.5%
Employee Relations (EEO) Representative II	Human Resources Specialist III	\$62,195	\$60,000	-3.5%	3.7%	\$103,177	\$98,300	-4.7%	5.0%
Recruiting (Employment) Manager	Manager III	\$74,445	\$88,000	18.2%	-15.4%	\$136,069	\$137,200	0.8%	-0.8%
Librarian/Information Center Specialist II	Librarian I	\$51,651	\$49,000	-5.1%	5.4%	\$85,399	\$100,000	17.1%	-14.6%
Janitor/Custodian I	Building Services Worker II	\$29,835	\$28,000	-6.2%	6.6%	\$46,701	\$46,500	-0.4%	0.4%
Call Center Representative I	Customer Service Rep I	\$36,361	\$33,000	-9.2%	10.2%	\$58,740	\$50,600	-13.9%	16.1%
Call Center Supervisor	Program Manager I	\$56,669	\$58,000	2.3%	-2.3%	\$93,863	\$96,000	2.3%	-2.2%
Security Guard I (Unarmed)	Security Officer I	\$39,453	\$29,000	-26.5%	36.0%	\$64,462	\$48,200	-25.2%	33.7%
Security Guard Supervisor	Security Officer IV (Lt.)	\$56,669	\$55,000	-2.9%	3.0%	\$93,863	\$82,500	-12.1%	13.8%
Administrative Assistant I	Administrative Aide	\$34,923	\$32,000	-8.4%	9.1%	\$56,081	\$58,200	3.8%	-3.6%
Administrative Assistant II	Principal Administrative Aide	\$36,361	\$37,000	1.8%	-1.7%	\$58,740	\$62,900	7.1%	-6.6%
Administrative Assistant III	Office Services Coordinator	\$41,140	\$39,000	-5.2%	5.5%	\$67,542	\$66,300	-1.8%	1.9%
Executive Assistant III	Senior Executive Admin. Aide	\$44,977	\$50,000	11.2%	-10.0%	\$74,170	\$85,600	15.4%	-13.4%
Executive Assistant to CEO III	Executive Admin. Aide to CAO	\$49,313	\$58,000	17.6%	-15.0%	\$81,471	\$101,000	24.0%	-19.3%
Office Manager	Administrative Specialist II	\$51,651	\$71,000	37.5%	-27.3%	\$85,399	\$104,300	22.1%	-18.1%
Public Relations Specialist III	Public Information Officer II	\$62,195	\$71,000	14.2%	-12.4%	\$103,177	\$111,200	7.8%	-7.2%
Graphics Designer II	Graphic Artist	\$47,097	\$53,000	12.5%	-11.1%	\$77,730	\$87,900	13.1%	-11.6%
Legal Secretary II	Legal Secretary II	\$41,140	\$48,000	16.7%	-14.3%	\$67,542	\$73,000	8.1%	-7.5%
Legal Assistant/Paralegal II	Paralegal Specialist	\$56,669	\$53,000	-6.5%	6.9%	\$93,863	\$85,200	-9.2%	10.2%
In House Attorney II	Assistant County Attorney II	\$68,279	\$137,000	100.6%	-50.2%	\$113,463	\$196,200	72.9%	-42.2%
In House Attorney III	Assistant County Attorney III	\$85,222	\$156,000	83.1%	-45.4%	\$141,498	\$225,900	59.6%	-37.4%
Social Worker (MSW-LCSW) - II	Social Worker III	\$59,367	\$58,000	-2.3%	2.4%	\$98,402	\$102,300	4.0%	-3.8%
Staff Nurse (RN) II	Community Health Nurse II	\$59,367	\$59,000	-0.6%	0.6%	\$98,402	\$91,900	-6.6%	7.1%
Nurse Practitioner III	Nurse Practitioner	\$65,177	\$78,000	19.7%	-16.4%	\$108,195	\$137,100	26.7%	-21.1%
Marketing Analyst II	Transit Marketing Specialist	\$51,651	\$53,000	2.6%	-2.5%	\$85,399	\$84,700	-0.8%	0.8%
Vehicle Mechanic II	Mechanic Technician II	\$47,097	\$48,000	1.9%	-1.9%	\$77,730	\$72,900	-6.2%	6.6%
Plumber II	Plumber I	\$43,006	\$49,000	13.9%	-12.2%	\$70,774	\$68,200	-3.6%	3.8%
Avg % Change FY17:		7.00%				5.32%			
Avg % Difference FY17:				-3.66%				-2.67%	

NOTES:

- 2017 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 540 job titles from 200 participating private and public-sector employers in the Washington-Baltimore Consolidated Metropolitan Statistical Area. The survey provides useful data on current salaries in the area but is not a reliable measure of salary changes over time, as survey participants, jobs, and job matches change from year to year.
- Percentage change required for MCG salary to reach HRA average salary was calculated by dividing dollar difference by MCG salary.
- Percentage difference between MCG salary and HRA average salary was calculated by dividing dollar difference by HRA salary.

**FY18 MINIMUM SALARY COMPARISONS
SELECTED MARYLAND JURISDICTIONS AND CLASSES
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	Anne Arundel	Baltimore City	Baltimore Co	Carroll	Charles	Frederick	Harford	Howard	MNCPPC	Prince George's	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Building Services Worker II	8	26.6		28.8	26.2	24.2	27.7	22.6		27.8	27.0	26.8	30.4	-12.0%	13.6%
Candidate to Deputy Sheriff III	G1 - G4	44.9	38.9	40.5					41.5		47.9	41.5	48.9	-15.1%	17.8%
Candidate to Police Officer III	P1 - P4	45.9	49.0	50.0	45.1		50.9	47.0	53.8	48.3	51.7	49.0	51.5	-4.9%	5.1%
Code Enforcement Inspector III	20	42.1	42.0	42.7	44.8	47.4	42.5	42.6	45.0	44.1	45.7	43.4	50.3	-13.7%	15.9%
Correctional Officer I - III	C3 - C5	41.8		42.5	40.0		44.8	49.0	43.3		40.6	42.5	45.4	-6.4%	6.8%
Correctional Supervisor - Sergeant	C6	49.0		48.9	47.2		50.2	55.9	54.4		49.3	49.3	58.0	-15.0%	17.6%
Correctional Unit Commander - Captain	C2	64.0		60.9	56.2		60.8	82.5	60.2		73.0	60.9	70.1	-13.2%	15.2%
Correctional Unit Commander - Lieutenant	C1	58.3		53.4	51.4		55.3	72.5			60.1	56.8	63.8	-10.9%	12.3%
Deputy Sheriff Lieutenant	D2	61.2	56.7	51.0					56.5		158.9	56.7	67.7	-16.2%	19.4%
Deputy Sheriff Sergeant	D1	49.1	44.0	46.8					51.0		59.3	49.1	61.6	-20.3%	25.5%
Electrician II	19		40.5	44.3	36.9	41.2	41.6	47.4	45.1	44.1	33.6	41.6	48.0	-13.4%	15.5%
Equipment Maintenance Crew Chief	22	48.5	45.8	48.9	43.9	52.0	54.7		56.0	56.6	60.8	52.0	55.2	-5.8%	6.1%
Equipment Operator I	14	32.4	28.6	34.0	31.1	35.4	36.3	27.5	33.6	34.7	29.7	33.0	38.6	-14.5%	16.9%
Equipment Operator II	15	37.7	36.1	37.0	33.9	38.2	41.6	33.1	37.1	38.9	35.2	37.1	40.2	-7.9%	8.5%
Fire/Rescue Assistant Chief	B4	80.6	154.4	90.9			101.3		99.5		94.3	96.9	85.1	13.9%	-12.2%
Fire/Rescue Captain	B2	50.3		67.1			58.5		89.2		58.5	58.5	69.5	-15.7%	18.6%
Fire/Rescue Lieutenant	B1	47.9		59.0			54.7		80.4		53.5	54.7	61.6	-11.2%	12.7%
Firefighter Recruit - Firefighter III	F1 - F3	39.4	35.7	35.5			41.6		58.6		42.1	40.5	45.3	-10.5%	11.7%
Fiscal Assistant	16	33.6	32.3	33.2	31.2	43.9	33.9	33.4	33.4	36.8	33.4	33.4	42.0	-20.3%	25.5%
Highway Inspector II	22	42.3	40.5	44.6	36.9	48.1	67.1	39.9	43.6		67.0	43.6	55.2	-21.1%	26.7%
Housing Code Inspector III	23		45.8	44.6	33.9	48.1	39.0	39.9	43.6		38.9	41.7	57.8	-27.8%	38.5%
IT Specialist III	26	48.5	40.5	53.4	43.9	41.2	51.1	52.8	39.4	34.7	49.6	46.2	66.5	-30.5%	43.9%
Legal Secretary II	16	37.9	36.3	35.2	36.9	44.5	41.6	39.9	48.8	38.9		38.9	42.0	-7.3%	7.9%
Mechanic Technician I	16	37.7	37.3	38.6	33.9	44.5	41.6		39.9	34.7	35.2	37.7	42.0	-10.2%	11.3%
Office Services Coordinator	16	30.3	29.4	35.3	35.4	38.3	39.0	35.2	34.0	35.9	41.2	35.4	42.0	-15.7%	18.7%
Paralegal Specialist	23	41.8	45.8	38.6		44.5	41.6	43.9	48.5	44.1	37.3	43.9	57.8	-24.1%	31.7%
Permitting and Code Enforcement Inspector III	23	43.6	40.5		36.9	48.1	43.7	43.9	48.1	49.9	40.8	43.7	57.8	-24.5%	32.4%
Planning Specialist III	23	56.2	67.2	51.0	52.7	60.7	51.1	52.8	59.6		42.8	52.8	57.8	-8.7%	9.5%
Plumber II	19			44.3	40.3	41.2	41.6		45.1	44.1	33.6	41.6	48.0	-13.4%	15.5%
Police Captain	A3	75.4	141.0	82.3	74.7		78.1	91.0	103.8	67.3	72.4	78.1	92.8	-15.9%	18.9%
Police Lieutenant	A2	64.8	119.5	70.9	62.9		64.5	79.9	83.9	57.7	71.8	70.9	81.5	-13.0%	15.0%
Police Sergeant	A1	61.8	79.5	62.9	56.0		58.7	61.6	74.3	52.4	65.2	61.8	65.5	-5.7%	6.0%
Principal Admin Aide	13	26.3	26.7	28.2	31.1	30.3	31.7	27.5	31.5	31.3	35.5	30.7	37.1	-17.2%	20.7%
Public Safety Emergency Communication Supervisor	23	46.2	43.9	51.6	48.4	48.1	54.7	43.9	57.1	49.9	44.0	48.3	57.8	-16.5%	19.8%
Public Safety Emergency Communications Specialist III	19	39.5	40.5	42.7	36.9	38.2	41.6	39.9	41.7	38.9	36.2	39.7	48.0	-17.3%	20.9%
Public Service Craftsworker	15	34.2	32.1	38.7	31.1	32.7	29.6	26.2	35.3	31.3	35.2	32.4	40.2	-19.4%	24.1%
Public Service Worker II	9	29.9	28.2	31.6	27.6	32.7	32.0	27.9	30.9		27.6	29.9	31.6	-5.6%	5.9%
Security Officer I	15		38.9	32.0	33.3		38.9		33.8		25.8	33.5	40.2	-16.7%	20.1%
Supply Technician II	12	32.4		29.4	26.2			30.2	31.2	27.9	26.4	29.4	35.6	-17.5%	21.2%
Work Force Leader II	18		30.4	42.5	40.3	44.5	47.7	39.9	50.5	38.9	30.5	40.3	45.9	-12.2%	13.9%
Work Force Leader IV	21		32.1	48.9	48.4	60.7	58.5	52.8	56.0	56.6	35.2	52.8	52.7	0.2%	-0.2%

NOTES:

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- Montgomery County salaries reported to MACo were those in effect at the beginning of FY18. Salaries in this chart are adjusted to reflect FY18 GWAs in place by the end of 2017.
- Median salary does not include Montgomery County (MCG).
- Percent change required for MCG salary to reach MACo median salary was calculated by dividing dollar difference by MCG salary. Instances where the MCG salary is higher than the median are characterized as a negative.
- Percent difference between MCG salary and MACo median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park & Planning Commission; MCG = Montgomery County Government.

**FY18 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL MARYLAND JURISDICTIONS AND CLASSES
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	Anne Arundel	Baltimore City	Baltimore Co	Carroll	Charles	Frederick	Harford	Howard	MNCPPC	Prince George's	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Building Services Worker II	8	46.4		34.0	41.9	45.4	47.4	63.0		50.0	44.6	45.9	47.6	-3.6%	3.7%
Candidate to Deputy Sheriff III	G1 - G4	72.1	68.0	53.4					69.0		92.1	69.0	90.6	-23.8%	31.3%
Candidate to Police Officer III	P1 - P4	97.1	85.9	70.9	55.8		78.4	86.4	105.2	80.4	94.8	85.9	91.9	-6.5%	6.9%
Code Enforcement Inspector III	20	73.2	50.1	53.6	71.3	76.3	68.0	90.9	75.1	75.4	85.3	74.2	83.1	-10.7%	12.0%
Correctional Officer I - III	C3 - C5	73.3		53.4	67.7		69.0	78.4	67.4		85.2	69.0	82.0	-15.9%	19.0%
Correctional Supervisor - Sergeant	C6	93.0		60.9	60.4		77.4	86.4	90.1		89.4	86.4	93.8	-7.9%	8.6%
Correctional Unit Commander - Captain	C2	115.8		77.1	104.4		93.6	115.8	99.5		132.8	104.4	113.5	-8.1%	8.8%
Correctional Unit Commander - Lieutenant	C1	105.4		66.7	64.0		85.1	105.1			109.3	95.1	103.2	-7.9%	8.5%
Deputy Sheriff Lieutenant	D2	98.9	100.4	63.4					93.8		158.9	98.9	109.7	-9.8%	10.8%
Deputy Sheriff Sergeant	D1	87.7	77.4	58.4					84.7		101.4	84.7	99.7	-15.0%	17.7%
Electrician II	19		49.0	57.4	59.1	66.4	66.6	105.2	69.1	75.4	62.0	66.4	79.3	-16.3%	19.4%
Equipment Maintenance Crew Chief	22	80.8	55.6	60.9	70.2	83.6	87.5		93.0	97.0	118.2	83.6	91.3	-8.4%	9.2%
Equipment Operator I	14	56.5	29.9	42.4	49.8	57.0	58.1	72.2	48.9	59.3	53.8	55.1	62.8	-12.2%	13.8%
Equipment Operator II	15	65.5	40.6	46.4	54.2	61.5	66.6	81.3	56.7	66.6	65.0	63.3	65.8	-3.8%	3.9%
Fire/Rescue Assistant Chief	B4	159.6	154.4	126.5			162.1		170.2		183.4	160.9	142.4	13.0%	-11.5%
Fire/Rescue Captain	B2	111.8		91.4			103.3		131.5		121.2	111.8	112.4	-0.6%	0.6%
Fire/Rescue Lieutenant	B1	106.4		79.9			96.5		118.7		108.7	106.4	99.7	6.7%	-6.3%
Firefighter Recruit - Firefighter III	F1 - F3	95.5	63.7	61.5			84.2		86.4		100.1	85.3	80.8	5.6%	-5.3%
Fiscal Assistant	16	59.7	37.7	42.0	49.9	70.6	54.3	78.8	56.5	63.0	65.4	58.1	68.9	-15.7%	18.6%
Highway Inspector II	22	78.5	49.0	55.8	59.1	77.4	107.4	91.2	73.9		130.4	77.4	91.3	-15.2%	18.0%
Housing Code Inspector III	23		55.6	55.8	54.2	77.4	62.4	91.2	73.9		71.4	66.9	95.7	-30.1%	43.1%
IT Specialist III	26	80.8	49.0	66.7	70.2	66.4	91.7	112.3	66.8	59.3	90.7	68.5	110.4	-37.9%	61.1%
Legal Secretary II	16	63.1	45.3	44.6	59.1	71.7	66.6	91.2	75.1	66.6		66.6	68.9	-3.4%	3.5%
Mechanic Technician I	16	65.5	42.2	48.9	54.2	71.7	66.6		61.1	59.3	65.0	61.1	68.9	-11.4%	12.8%
Office Services Coordinator	16	56.3	33.6	44.7	56.7	61.7	62.3	71.2	57.4	61.4	80.1	59.4	68.9	-13.7%	15.9%
Paralegal Specialist	23	69.7	55.6	48.9		71.7	66.6	99.0	83.1	75.4	72.6	71.7	95.7	-25.1%	33.5%
Permitting and Code Enforcement Inspector III	23	75.9	49.0		59.1	77.4	69.9	99.0	81.7	85.5	74.9	75.9	95.7	-20.7%	26.1%
Planning Specialist III	23	98.5	107.4	63.4	84.5	105.4	81.7	112.3	102.0		78.6	98.5	95.7	2.9%	-2.8%
Plumber II	19			57.4	64.4	66.4	66.6		69.1	75.4	62.0	66.4	79.3	-16.3%	19.4%
Police Captain	A3	146.9	141.0	105.8	137.3		120.2	127.7	167.6	114.6	130.1	130.1	140.2	-7.2%	7.8%
Police Lieutenant	A2	118.9	119.5	94.7	72.2		99.4	115.8	140.3	97.3	114.7	114.7	122.7	-6.5%	6.9%
Police Sergeant	A1	106.9	111.9	83.5	66.2		90.3	95.3	122.4	86.1	104.3	95.3	106.1	-10.2%	11.4%
Principal Admin Aide	13	48.7	29.9	35.2	49.8	49.0	50.7	72.2	49.4	53.6	69.1	49.6	59.9	-17.3%	20.9%
Public Safety Emergency Communication Supervisor	23	76.9	53.3	64.2	77.5	77.4	87.5	99.0	97.2	85.5	91.5	81.5	95.7	-14.9%	17.5%
Public Safety Emergency Communications Specialist III	19	68.8	49.0	53.8	59.1	61.5	66.6	91.2	71.3	66.6	75.3	66.6	79.3	-16.0%	19.1%
Public Service Craftsworker	15	59.3	35.4	48.9	49.8	52.8	47.4	69.1	52.6	53.5	65.0	52.7	65.8	-19.8%	24.8%
Public Service Worker II	9	53.8	30.7	39.2	44.1	52.8	51.2	72.1	42.1		46.7	46.7	49.8	-6.3%	6.7%
Security Officer I	15		46.9	40.5	45.7		62.2		54.5		52.6	49.7	65.8	-24.4%	32.3%
Supply Technician II	12	56.5		26.8	41.9			77.6	45.4	50.2	52.0	50.2	57.2	-12.3%	14.1%
Work Force Leader II	18		32.5	53.4	64.4	71.7	76.3	91.2	84.0	66.6	56.4	66.6	75.7	-12.0%	13.7%
Work Force Leader IV	21		35.4	60.9	77.5	97.6	93.7	112.3	96.0	97.0	65.0	93.7	87.1	7.5%	-7.0%

NOTES:

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- MNCPPC = Maryland-National Capital Park & Planning Commission; MCG = Montgomery County Government.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY18 MINIMUM SALARY COMPARISONS
SELECTED LOCAL MARYLAND JURISDICTIONS AND CLASSES**

Montgomery County Title	MCG Grade	Median	Anne Arundel	Baltimore City	Baltimore Co	Carroll	Charles	Frederick	Harford	Howard	MNCPPC	Prince George's	MCG
Building Services Worker II	8	27.0	-1.3%		6.9%	-2.8%	-10.4%	2.6%	-16.2%		3.2%	0.0%	12.9%
Candidate to Deputy Sheriff III	G1 - G4	43.2	4.0%	-10.0%	-6.4%					-4.0%		10.9%	13.1%
Candidate to Police Officer III	P1 - P4	49.5	-7.2%	-1.1%	1.1%	-8.9%		2.8%	-5.0%	8.7%	-2.4%	4.4%	4.0%
Code Enforcement Inspector III	20	44.1	-4.5%	-4.6%	-3.0%	1.6%	7.6%	-3.6%	-3.4%	2.2%	0.0%	3.6%	14.2%
Correctional Officer I - III	C3 - C5	42.9	-2.6%		-1.0%	-6.8%		4.3%	14.2%	1.0%		-5.3%	5.8%
Correctional Supervisor - Sergeant	C6	49.8	-1.5%		-1.7%	-5.3%		1.0%	12.3%	9.3%		-1.0%	16.5%
Correctional Unit Commander - Captain	C2	62.4	2.5%		-2.5%	-9.9%		-2.6%	32.1%	-3.6%		16.9%	12.3%
Correctional Unit Commander - Lieutenant	C1	58.3	0.0%		-8.4%	-11.8%		-5.2%	24.4%			3.1%	9.4%
Deputy Sheriff Lieutenant	D2	59.0	3.8%	-3.8%	-13.5%					-4.2%		169.4%	14.8%
Deputy Sheriff Sergeant	D1	50.0	-1.9%	-12.0%	-6.5%					1.9%		18.6%	23.1%
Electrician II	19	42.8		-5.4%	3.5%	-13.7%	-3.7%	-2.9%	10.7%	5.4%	2.9%	-21.6%	12.2%
Equipment Maintenance Crew Chief	22	53.3	-9.1%	-14.2%	-8.3%	-17.7%	-2.5%	2.5%		5.0%	6.0%	14.0%	3.5%
Equipment Operator I	14	33.6	-3.5%	-14.9%	1.2%	-7.5%	5.1%	7.9%	-18.2%	0.0%	3.1%	-11.8%	14.9%
Equipment Operator II	15	37.1	1.5%	-2.7%	-0.3%	-8.6%	2.8%	12.1%	-10.8%	0.0%	4.8%	-5.1%	8.4%
Fire/Rescue Assistant Chief	B4	94.3	-14.5%	63.7%	-3.6%			7.5%		5.5%		0.0%	-9.8%
Fire/Rescue Captain	B2	62.8	-19.9%		6.8%			-6.8%		42.0%		-6.9%	10.6%
Fire/Rescue Lieutenant	B1	56.8	-15.7%		3.8%			-3.8%		41.5%		-5.9%	8.4%
Firefighter Recruit - Firefighter III	F1 - F3	41.6	-5.3%	-14.2%	-14.6%			0.0%		40.9%		1.2%	8.8%
Fiscal Assistant	16	33.4	0.4%	-3.5%	-0.6%	-6.7%	31.2%	1.5%	0.0%	0.0%	10.1%	-0.1%	25.5%
Highway Inspector II	22	44.1	-4.1%	-8.2%	1.2%	-16.2%	9.1%	52.3%	-9.5%	-1.2%		52.0%	25.1%
Housing Code Inspector III	23	43.6		5.1%	2.5%	-22.1%	10.5%	-10.5%	-8.4%	0.0%		-10.8%	32.7%
IT Specialist III	26	48.5	0.0%	-16.5%	10.1%	-9.5%	-15.0%	5.3%	8.9%	-18.7%	-28.5%	2.3%	37.1%
Legal Secretary II	16	39.4	-3.9%	-7.9%	-10.8%	-6.2%	13.0%	5.6%	1.3%	23.9%	-1.3%		6.5%
Mechanic Technician I	16	38.2	-1.3%	-2.1%	1.3%	-11.1%	16.7%	9.0%		4.4%	-9.1%	-7.7%	9.9%
Office Services Coordinator	16	35.4	-14.4%	-17.1%	-0.4%	0.0%	8.1%	9.9%	-0.7%	-4.1%	1.3%	16.2%	18.4%
Paralegal Specialist	23	44.0	-4.9%	4.0%	-12.3%		1.3%	-5.4%	-0.2%	10.3%	0.2%	-15.2%	31.4%
Permitting and Code Enforcement Inspector III	23	43.8	-0.3%	-7.5%		-15.6%	9.9%	-0.3%	0.3%	9.9%	14.1%	-6.8%	32.0%
Planning Specialist III	23	54.5	3.1%	23.3%	-6.4%	-3.2%	11.4%	-6.3%	-3.1%	9.3%		-21.4%	6.0%
Plumber II	19	42.8			3.5%	-6.0%	-3.7%	-2.9%		5.4%	2.9%	-21.6%	12.2%
Police Captain	A3	80.2	-6.0%	75.8%	2.7%	-6.8%		-2.7%	13.4%	29.4%	-16.1%	-9.7%	15.7%
Police Lieutenant	A2	71.3	-9.1%	67.6%	-0.6%	-11.8%		-9.5%	12.0%	17.7%	-19.0%	0.6%	14.2%
Police Sergeant	A1	62.3	-0.9%	27.5%	0.9%	-10.2%		-5.9%	-1.2%	19.1%	-16.0%	4.7%	5.1%
Principal Admin Aide	13	31.1	-15.4%	-14.0%	-9.5%	0.0%	-2.4%	1.9%	-11.6%	1.3%	0.8%	14.3%	19.3%
Public Safety Emergency Communication Supervisor	23	48.4	-4.6%	-9.3%	6.6%	0.0%	-0.6%	13.0%	-9.3%	17.9%	3.2%	-9.2%	19.4%
Public Safety Emergency Communications Specialist	19	39.9	-0.9%	1.5%	6.9%	-7.4%	-4.3%	4.3%	0.0%	4.5%	-2.5%	-9.3%	20.4%
Public Service Craftsworker	15	32.7	4.3%	-1.9%	18.0%	-5.0%	0.0%	-9.6%	-20.0%	7.9%	-4.6%	7.6%	22.9%
Public Service Worker II	9	30.4	-1.7%	-7.3%	4.1%	-9.3%	7.8%	5.2%	-8.3%	1.7%		-9.1%	4.1%
Security Officer I	15	33.8		15.1%	-5.3%	-1.5%		15.0%		0.0%		-23.7%	19.1%
Supply Technician II	12	29.8	8.9%		-1.4%	-12.0%			1.4%	4.7%	-6.3%	-11.6%	19.6%
Work Force Leader II	18	41.4		-26.5%	2.7%	-2.7%	7.6%	15.2%	-3.6%	22.1%	-6.0%	-26.2%	10.8%
Work Force Leader IV	21	52.7		-39.1%	-7.3%	-8.2%	15.1%	11.0%	0.1%	6.2%	7.2%	-33.2%	-0.1%
Average \$ Difference from Median:			-3.6%	1.2%	-1.0%	-8.0%	4.8%	3.0%	0.0%	8.3%	-2.1%	1.7%	14.4%
# of Classes Matched:			35	32	40	33	24	37	30	39	25	40	41

NOTES:

- Source: FY 2018 Salary Survey of Maryland County Governments, Maryland Association of Counties (MACo). Please note that the Local Government Personnel Association Salary Survey, used in the past to provide local area comparisons, is not available for FY18.
- Montgomery County salaries reported to MACo were those in effect at the beginning of FY18. Salaries in this chart are adjusted to reflect FY18 GWAs in place by the end of 2017.
- Median salary includes Montgomery County.
- Percent difference between salary and MACo median salary was calculated by dividing dollar difference by MACo median salary.
- MNCPPC = Maryland-National Capital Park & Planning Commission; MCG = Montgomery County Government.

**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY18 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL MARYLAND JURISDICTIONS AND CLASSES**

Montgomery County Title	MCG Grade	Median	Anne Arundel	Baltimore City	Baltimore Co	Carroll	Charles	Frederick	Harford	Howard	MNCPPC	Prince George's	MCG
Building Services Worker II	8	46.4	0.0%		-26.7%	-9.8%	-2.2%	2.0%	35.7%		7.7%	-4.0%	2.6%
Candidate to Deputy Sheriff III	G1 - G4	70.6	2.2%	-3.7%	-24.3%					-2.2%		30.6%	28.4%
Candidate to Police Officer III	P1 - P4	86.2	12.7%	-0.3%	-17.7%	-35.2%		-9.0%	0.3%	22.1%	-6.7%	10.1%	6.6%
Code Enforcement Inspector III	20	75.1	-2.6%	-33.3%	-28.7%	-5.1%	1.5%	-9.5%	21.0%	0.0%	0.3%	13.6%	10.6%
Correctional Officer I - III	C3 - C5	71.1	3.0%		-24.9%	-4.8%		-3.0%	10.2%	-5.2%		19.7%	15.3%
Correctional Supervisor - Sergeant	C6	87.9	5.8%		-30.7%	-31.3%		-12.0%	-1.7%	2.5%		1.7%	6.7%
Correctional Unit Commander - Captain	C2	109.0	6.3%		-29.3%	-4.2%		-14.1%	6.3%	-8.7%		21.9%	4.2%
Correctional Unit Commander - Lieutenant	C1	103.2	2.1%		-35.4%	-38.0%		-17.5%	1.8%			5.9%	0.0%
Deputy Sheriff Lieutenant	D2	99.7	-0.7%	0.7%	-36.4%					-5.9%		59.5%	10.0%
Deputy Sheriff Sergeant	D1	86.2	1.7%	-10.2%	-32.3%					-1.7%		17.6%	15.7%
Electrician II	19	66.5		-26.4%	-13.7%	-11.1%	-0.1%	0.1%	58.3%	4.0%	13.4%	-6.8%	19.3%
Equipment Maintenance Crew Chief	22	85.5	-5.5%	-35.0%	-28.8%	-17.9%	-2.3%	2.3%		8.7%	13.4%	38.2%	6.7%
Equipment Operator I	14	56.5	0.0%	-47.0%	-24.9%	-11.9%	0.9%	2.8%	27.8%	-13.4%	5.1%	-4.7%	11.1%
Equipment Operator II	15	65.0	0.7%	-37.5%	-28.6%	-16.5%	-5.4%	2.4%	25.1%	-12.8%	2.5%	0.0%	1.2%
Fire/Rescue Assistant Chief	B4	159.6	0.0%	-3.3%	-20.7%			1.6%		6.6%		14.9%	-10.8%
Fire/Rescue Captain	B2	112.1	-0.3%		-18.5%			-7.8%		17.3%		8.1%	0.3%
Fire/Rescue Lieutenant	B1	103.1	3.3%		-22.4%			-6.4%		15.2%		5.5%	-3.3%
Firefighter Recruit - Firefighter III	F1 - F3	84.2	13.5%	-24.3%	-26.9%			0.0%		2.7%		19.0%	-4.0%
Fiscal Assistant	16	59.7	0.0%	-36.9%	-29.7%	-16.5%	18.2%	-9.1%	31.9%	-5.5%	5.4%	9.4%	15.3%
Highway Inspector II	22	78.0	0.7%	-37.2%	-28.4%	-24.2%	-0.7%	37.8%	17.0%	-5.2%		67.2%	17.1%
Housing Code Inspector III	23	71.4		-22.2%	-21.8%	-24.1%	8.4%	-12.7%	27.7%	3.5%		0.0%	34.0%
IT Specialist III	26	70.2	15.1%	-30.3%	-5.1%	0.0%	-5.5%	30.5%	59.8%	-4.9%	-15.6%	29.1%	57.1%
Legal Secretary II	16	66.6	-5.1%	-32.0%	-33.0%	-11.2%	7.7%	0.0%	37.0%	12.8%	0.0%		3.5%
Mechanic Technician I	16	63.0	3.9%	-33.1%	-22.5%	-13.9%	13.7%	5.6%		-3.1%	-5.8%	3.1%	9.3%
Office Services Coordinator	16	61.4	-8.4%	-45.3%	-27.3%	-7.7%	0.4%	1.4%	15.9%	-6.5%	0.0%	30.4%	12.1%
Paralegal Specialist	23	72.1	-3.4%	-22.9%	-32.2%		-0.6%	-7.7%	37.3%	15.2%	4.5%	0.6%	32.7%
Permitting and Code Enforcement Inspector III	23	76.7	-1.0%	-36.2%		-22.9%	1.0%	-8.9%	29.2%	6.6%	11.5%	-2.3%	24.9%
Planning Specialist III	23	97.1	1.4%	10.6%	-34.7%	-13.0%	8.6%	-15.9%	15.6%	5.0%		-19.1%	-1.4%
Plumber II	19	66.5		-13.7%	-3.1%	-0.1%	0.1%			4.0%	13.4%	-6.8%	19.3%
Police Captain	A3	133.7	9.8%	5.4%	-20.9%	2.7%		-10.1%	-4.5%	25.4%	-14.3%	-2.7%	4.9%
Police Lieutenant	A2	115.3	3.1%	3.7%	-17.9%	-37.3%		-13.8%	0.5%	21.7%	-15.6%	-0.5%	6.4%
Police Sergeant	A1	99.8	7.1%	12.1%	-16.4%	-33.7%		-9.5%	-4.5%	22.7%	-13.8%	4.5%	6.3%
Principal Admin Aide	13	49.8	-2.3%	-39.9%	-29.4%	0.0%	-1.6%	1.8%	45.0%	-0.8%	7.8%	38.9%	20.4%
Public Safety Emergency Communication Supervisor	23	85.5	-10.0%	-37.6%	-24.8%	-9.3%	-9.4%	2.4%	15.9%	13.8%	0.0%	7.0%	12.0%
Public Safety Emergency Communications Specialist III	19	66.6	3.3%	-26.5%	-19.2%	-11.2%	-7.6%	-0.1%	36.9%	7.1%	0.0%	13.0%	19.1%
Public Service Craftsworker	15	52.8	12.3%	-33.0%	-7.5%	-5.8%	0.0%	-10.3%	30.9%	-0.5%	1.3%	23.1%	24.5%
Public Service Worker II	9	48.3	11.5%	-36.5%	-18.8%	-8.6%	9.5%	6.0%	49.5%	-12.7%		-3.2%	3.2%
Security Officer I	15	52.6		-10.9%	-23.1%	-13.1%		18.3%		3.7%		0.0%	25.1%
Supply Technician II	12	51.1	10.6%		-47.5%	-18.0%			52.0%	-11.2%	-1.8%	1.8%	12.0%
Work Force Leader II	18	69.1		-52.9%	-22.8%	-6.8%	3.7%	10.4%	31.9%	21.5%	-3.7%	-18.4%	9.4%
Work Force Leader IV	21	90.4		-60.9%	-32.6%	-14.3%	8.0%	3.6%	24.2%	6.2%	7.3%	-28.1%	-3.6%
Average \$ Difference from Median:			2.6%	-24.5%	-25.0%	-14.5%	1.9%	-1.3%	24.5%	3.8%	0.6%	9.9%	11.8%
# of Classes Matched:			35	32	40	33	24	37	30	39	25	40	41

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SALARY BUDGET SURVEYS
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2017 - 2018
NATIONAL AND WASHINGTON-BALTIMORE METROPOLITAN AREA
VS. MONTGOMERY COUNTY GOVERNMENT

Survey Name	Number of Participating Organizations	Geographic Survey Area	Average Total Pay Increase ⁽¹⁾		
			Survey - Actual FY17	MCG - Average FY18 ⁽²⁾	Survey - Budgeted FY18
World At Work 2017-2018 Salary Budget Survey (August 2017)	1,900+	National	3.0%	4.4%	3.1%
Mercer- 2017/2018 U.S. Compensation Planning Survey (July 2017)	1,503	National	2.8%	4.4%	2.9%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 38th Edition, pages 1-4 (September 2017).	200	Washington/Baltimore Metropolitan Area	2.5%	4.4%	N/A

(1) Average salary increase (e.g., cost of living, merit, general wage adjustment, etc.) reported for non-exempt (union and non-union) and exempt (union and non-union) salaried employees.

(2) The MCG approved weighted average FY17 percentage increase for all non-MLS merit employees was 3.0% (1.0% GWA for all employees plus 3.5% for employees not at the maximum salary for their grade). In FY18, the average non-MLS merit employee percentage increase was 4.4% (2.0% GWA for all employees plus 3.5% for employees not at the maximum salary for their grade). MLS employees received an average performance-based increase of 3.34% in FY17 and 3.15% in FY18 (plus a 1.0% GWA in FY17 and 2% GWA in FY18). Overall, the average increase in FY17 was 3.0% and the average increase in FY18 is 4.4%.

Management Leadership Service Review

MLS Demographic Data by Manager Grade - 2017*

	Manager I		Manager II		Manager III		MLS Total		County Workforce	
	#	%	#	%	#	%	#	%	#	%
Gender										
Female	11	42%	55	45%	120	47%	186	46%	3,787	40%
Male	15	58%	68	55%	133	53%	216	54%	5,602	60%
Race/Ethnicity										
American Indian or Alaska Native	-	0%	-	0%	-	0%	-	0%	34	0%
Asian	1	4%	7	6%	19	8%	27	7%	620	7%
Black or African American	4	15%	22	18%	47	19%	73	18%	2,520	27%
Hispanic or Latino	1	4%	5	4%	15	6%	21	5%	966	10%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	-	0%	-	0%	10	0%
Two or More Races	-	0%	-	0%	1	0%	1	0%	94	1%
White	20	77%	81	66%	160	63%	261	65%	4,630	49%
Not Indicated	-	0%	8	7%	10	4%	18	4%	515	5%
Age (as of December 2016)										
Age < 20	-	0%	-	0%	-	0%		0%	2	0%
Age 20 through 29	-	0%	-	0%	2	1%	2	0%	926	10%
Age 30 through 39	2	8%	8	7%	19	8%	29	7%	2,127	23%
Age 40 through 49	3	12%	26	21%	55	22%	84	21%	2,419	26%
Age 50 through 59	8	31%	49	40%	111	44%	168	42%	2,529	27%
Age 60+	13	50%	40	33%	66	26%	119	30%	1,386	15%
Total	26	100%	123	100%	253	100%	402	100%	9,389	100%

* MLS workforce as of December 31, 2017.

MLS Separations by Reason for Separation Calendar Years 2011 - 2017

Separation Reason	2011 (#)	2012 (#)	2013 (#)	2014 (#)	2015 (#)	2016 (#)	2017 (#)	% of 2017 Total
Voluntary	30	21	17	30	31	22	29	68.8%
Non-specified personal reasons	4	0	1	2	3	2	10	6.3%
Better compensation	1	1	0	1	1	0		0.0%
More opportunity for advancement	1	1	1	1	1	1	1	3.1%
Normal retirement	21	18	12	21	20	15	16	46.9%
Early retirement	2	1	2	2	1	0	0	0.0%
Other Voluntary	1	0	1	3	5	4	2	12.5%
Involuntary	0	0	0	1	0	1	1	3.1%
Management/Fiscal	3	0	0	1	0	0	0	0.0%
Medical/Other	5	4	2	1	0	3	2	9.4%
Total Separations	38	25	19	33	31	26	32	
Total Employees	334	349	369	387	385	391	402	
Turnover Rate	11.4%	7.2%	5.1%	8.5%	8.1%	6.6%	8.0%	

MLS Demographic Data by Rating Category - FY17

	Exceptional		Highly Successful		Successful		Below Expectations		MLS Total	
	#	%	#	%	#	%	#	%	#	%
Gender										
Female	69	56%	86	41%	24	49%	2	50%	181	48%
Male	54	44%	126	59%	25	51%	2	50%	207	54%
Race/Ethnicity										
American Indian or Alaska Native	-	0%	1	0%	-	0%	-	0%	1	0%
Asian	9	7%	15	7%	3	6%	-	0%	27	7%
Black or African American	13	11%	41	19%	11	22%	2	50%	67	18%
Hispanic or Latino	3	2%	14	7%	3	6%	1	25%	21	6%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	-	0%	-	0%	-	0%
Two or More Races	-	0%	1	0%	-	0%	-	0%	1	0%
White	95	77%	134	63%	28	57%	1	25%	258	68%
Not Indicated	3	2%	6	3%	4	8%	-	0%	13	3%
Age (as of June 30, 2016)										
Age < 20	-	0%	-	0%	-	0%	-	0%	-	0%
Age 20 through 29	-	0%	1	0%	-	0%	-	0%	1	0%
Age 30 through 39	5	4%	12	6%	3	6%	-	0%	20	5%
Age 40 through 49	28	23%	42	20%	11	22%	1	25%	82	22%
Age 50 through 59	55	45%	93	44%	14	29%	-	0%	162	43%
Age 60+	35	28%	64	30%	21	43%	3	75%	123	32%
Total	123	100%	212	100%	49	100%	4	100%	380	100%

Distribution of Performance Ratings by Pay Band: FY07, FY08, FY13 through FY17

	FY07	FY08	FY13	FY14	FY15	FY16	FY17
Manager I							
Exceptional	67%	50%	61%	54%	45%	54%	63%
Highly Successful	25%	50%	35%	45%	55%	42%	33%
Successful	8%	0%	0%	0%	0%	4%	4%
Below Expectations ¹			0%	0%	0%	0%	0%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%
Manager II							
Exceptional	48%	46%	41%	43%	36%	37%	45%
Highly Successful	44%	42%	56%	54%	54%	58%	50%
Successful	9%	10%	3%	3%	9%	5%	4%
Below Expectations ¹			0%	0%	1%	0%	1%
Does Not Meet Expectations	0%	2%	0%	0%	0%	0%	0%
Manager III							
Exceptional	33%	34%	23%	22%	21%	21%	22%
Highly Successful	54%	53%	66%	68%	63%	61%	59%
Successful	13%	12%	11%	10%	16%	18%	18%
Below Expectations ¹			0%	1%	0%	0%	1%
Does Not Meet Expectations	0%	0%	0%	0%	0%	0%	0%

Note: the "Below Expectations" rating category was added in FY09.

Average Pay Award Based on Rating Category and Salary Range Position - FY17

Position in Salary Range	Maximum Permitted*	# Eligible Employees	Addition to Base		Lump Sum		Combined Award	
			%	\$	%	\$	%	\$
Exceptional		123	2.00%	\$2,604	2.06%	\$3,101	4.06%	\$5,705
Top of Pay Band	4%	37	-	-	3.89%	\$5,928	3.89%	\$5,928
Control Point or Above	4%	31	1.30%	\$1,863	2.53%	\$4,000	3.83%	\$5,863
Below Control Point	6%	55	3.75%	\$4,774	0.55%	\$692	4.30%	\$5,465
Highly Successful		212	1.70%	\$2,077	1.36%	\$1,913	3.06%	\$3,990
Top of Pay Band	3.5%	60	-	-	2.88%	\$4,058	2.88%	\$4,058
Control Point or Above	3.5%	46	0.93%	\$1,272	2.15%	\$3,109	3.07%	\$4,381
Below Control Point	4%	106	3.00%	\$3,602	0.16%	\$179	3.16%	\$3,781
Successful		49	1.00%	\$1,138	0.55%	\$753	1.55%	\$1,891
Top of Pay Band	2%	3	-	-	1.33%	\$1,814	1.33%	\$1,814
Control Point or Above	2%	18	-	-	1.25%	\$1,720	1.25%	\$1,720
Below Control Point	3.5%	28	1.75%	\$1,992	0.02%	\$18	1.77%	\$2,009
Below Expectations	0%	4	-	-	-	-	-	-
All Eligible MLS		380	1.69%	\$2,104	1.46%	\$2,123	3.15%	\$4,227
Top of Pay Band		96	-	-	3.21%	\$4,683	3.21%	\$4,683
Control Point or Above		83	0.86%	\$1,211	2.08%	\$3,104	2.94%	\$4,315
Below Control Point		201	2.99%	\$3,647	0.25%	\$300	3.23%	\$3,946

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

Key Changes to MLS Performance-Based Pay

Fiscal Year

FY00	Control point set at 90% of pay band; pay band increased by 2%
FY02	Size of MLS more than doubled with the addition of the Manager III classification; fourth rating category added (highly successful)
FY03	Performance awards capped due to budget limitations
FY04	Top of pay bands increased by 3.75%
FY08	Performance awards fixed and distributed as lump sum awards due to budget constraints
FY09	Fifth rating category added (below expectations). Awards limited to lump sums of 2% for exception and highly successful ratings; all other ratings received 0%
FY10	Awards limited to 2% for exceptional and highly successful ratings and 1% for successful ratings
FY11	No performance awards due to budget constraints
FY12	No performance awards due to budget constraints
FY13	Lump sum awards of \$2,000 across the board
FY14	Top of the pay band increased by 6.75% (3.25% GWA and 3.5% market adjustment)
FY15	Top of the pay band increased by 6.75% (3.25% GWA and 3.5% market adjustment)
FY16	General wage adjustment of 2%
FY17	General wage adjustment of 1% (0.5% in July and 0.5% in January)
FY18	General wage adjustment of 2% in August