

MONTGOMERY COUNTY, MARYLAND

Personnel Management Review

Merit System Employment Profile
Turnover Analysis
Wage and Salary Comparability
Management Leadership Service Review
April 2017



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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
101 Monroe Street, 12th Floor
Rockville, Maryland 20850**

Personnel Management Review

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INTRODUCTION

The Personnel Management Review is compiled by the Office of Human Resources. The purpose of this report is to provide the County Council and the public with general information concerning the size and composition of the County government workforce; employee turnover rates and reasons for turnover; and information concerning the comparability of County salary ranges with those of public and private sector organizations in the Washington-Baltimore metropolitan area. This edition adds an additional section, 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 FY17 Operating Budget and FY17-22 Public Services Program*.

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

Credits

Lori O'Brien

Liji Scaria

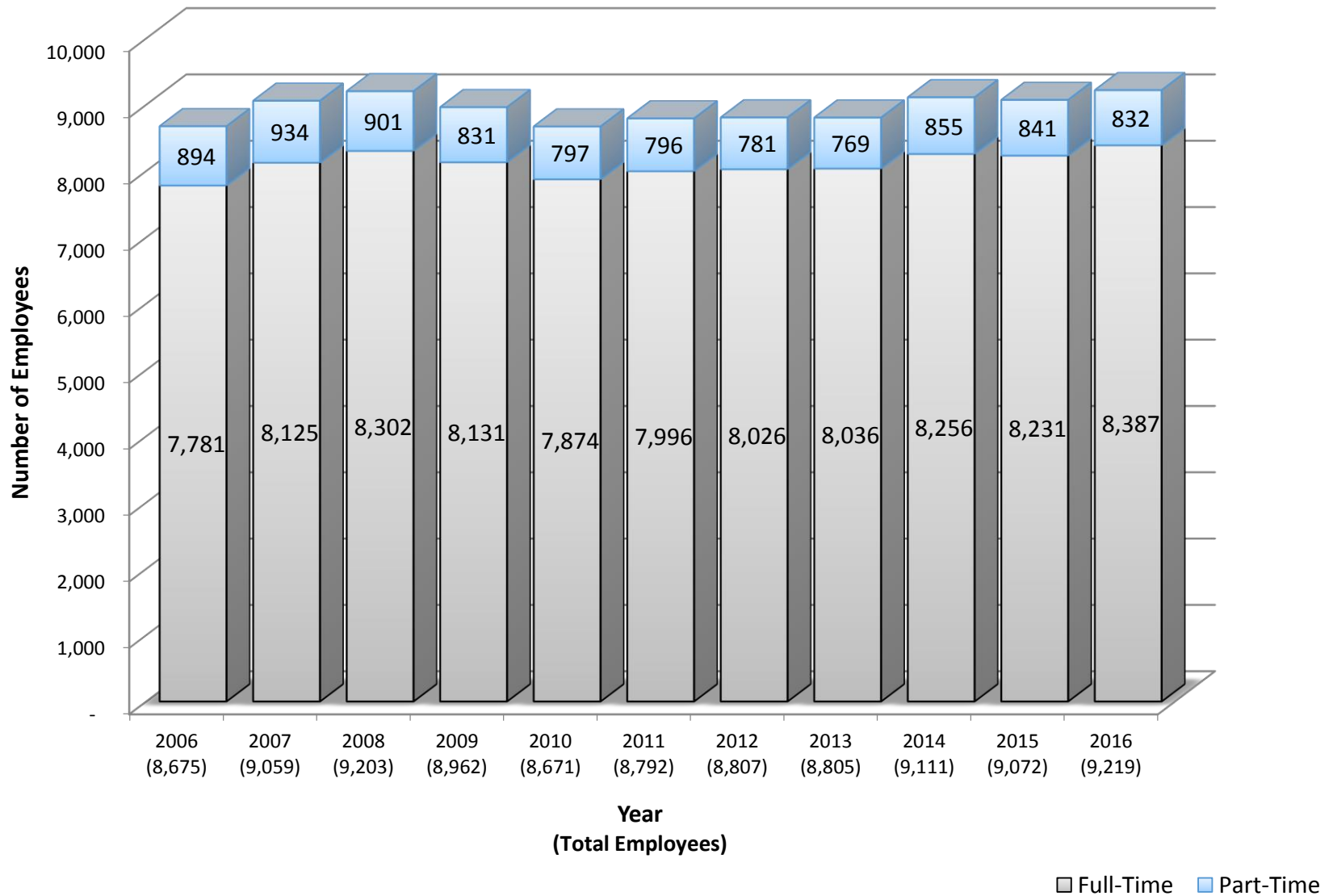
Pamela Vaughn

MERIT SYSTEM EMPLOYMENT PROFILE

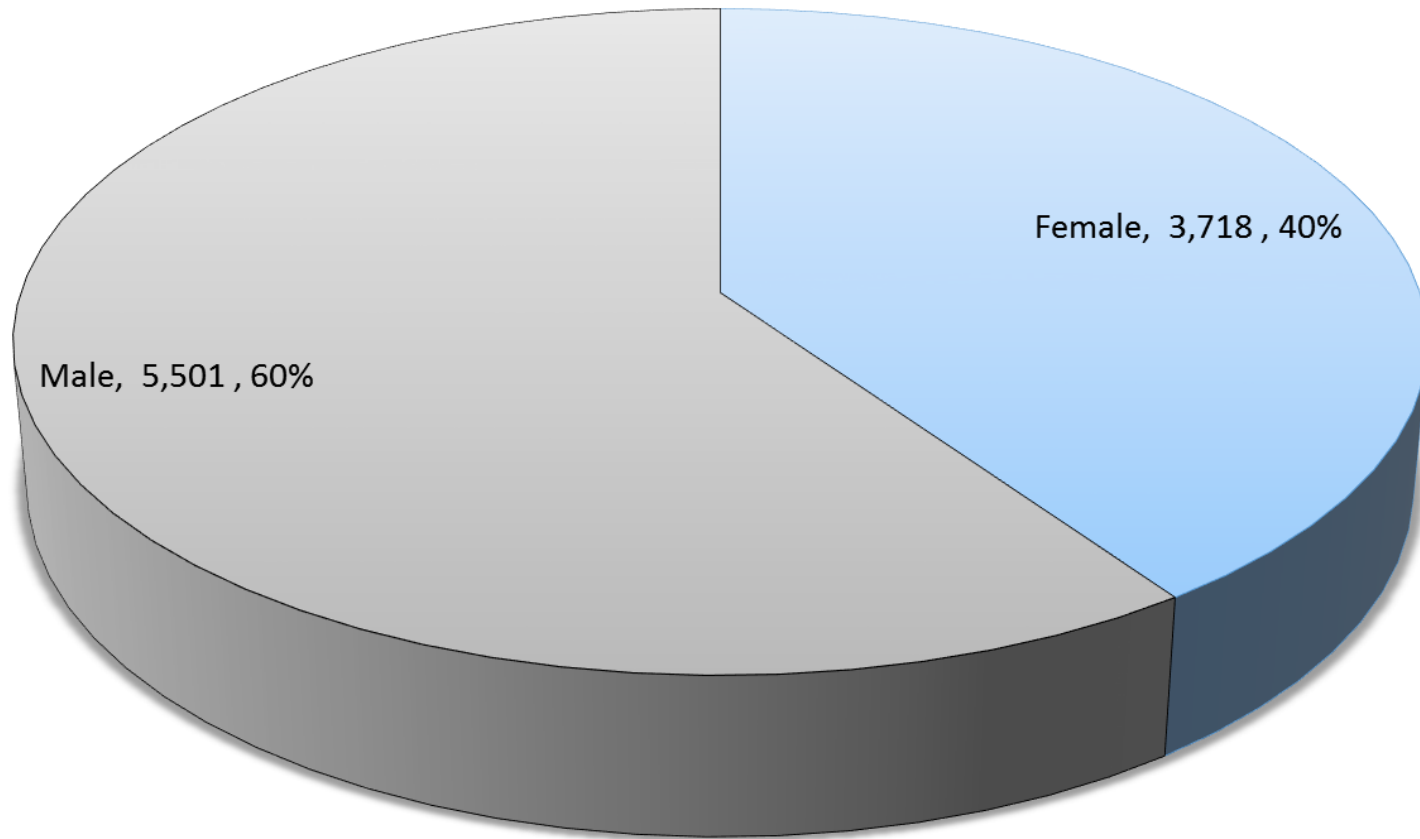
Data presented on pages 1-1 through 1-12 are based on merit system permanent employees only. Data on temporary and seasonal employees are presented on pages 1-17 through 1-19. Data presented on page 1-20 represent all three groups of employees. Data on MLS employees are presented on pages 4-1 through 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, 2016.

The reader is cautioned that the calendar year data in this profile reflect actual employee counts as of the end of calendar years 2006 through 2016. Therefore, these data may not directly correlate with information in the workforce/compensation section of the *County Executive's Recommended FY17 Operating Budget and FY17-22 Public Services Program*.

Merit System Permanent Employees 2006 - 2016

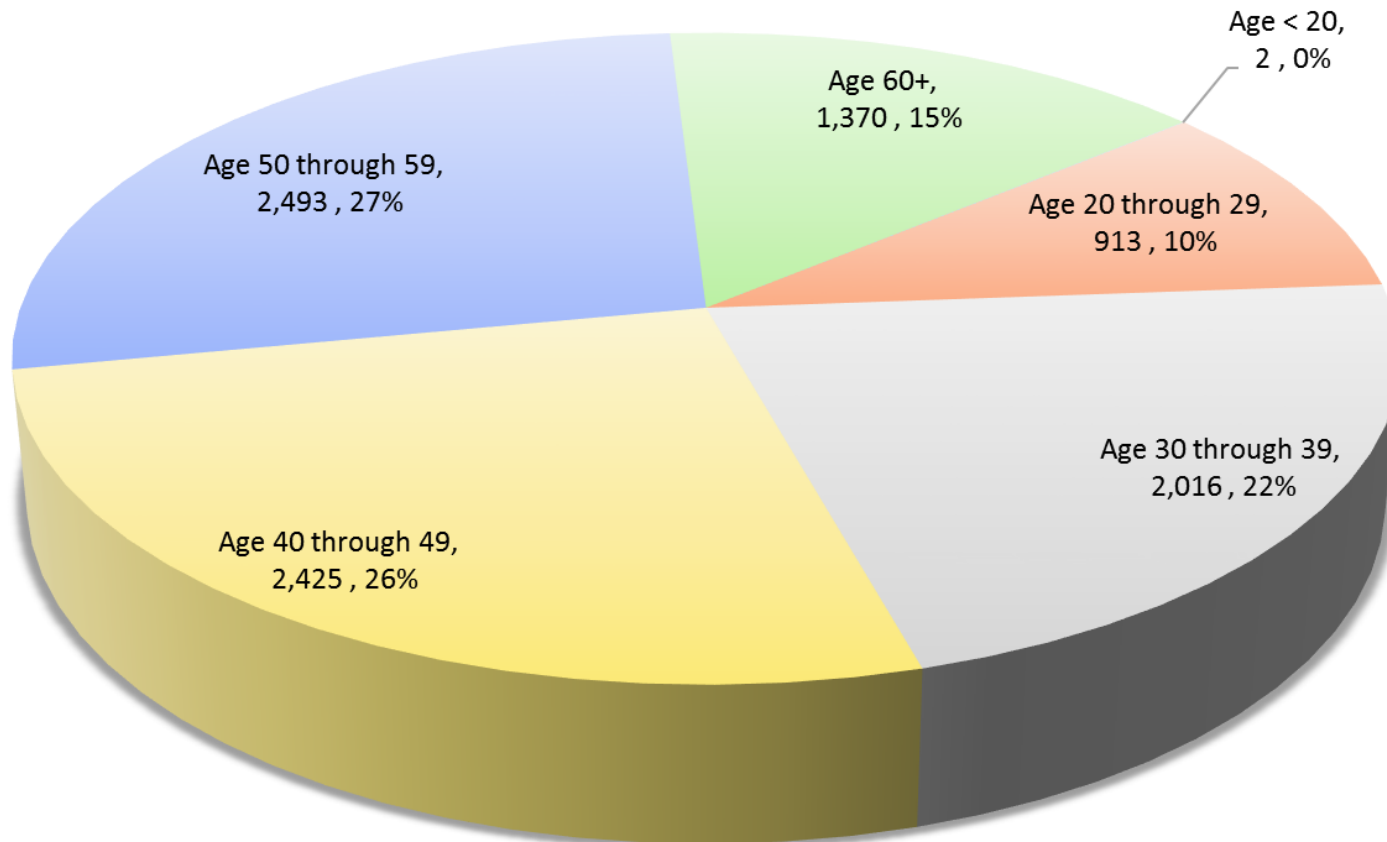


Permanent Employees by Gender 2016



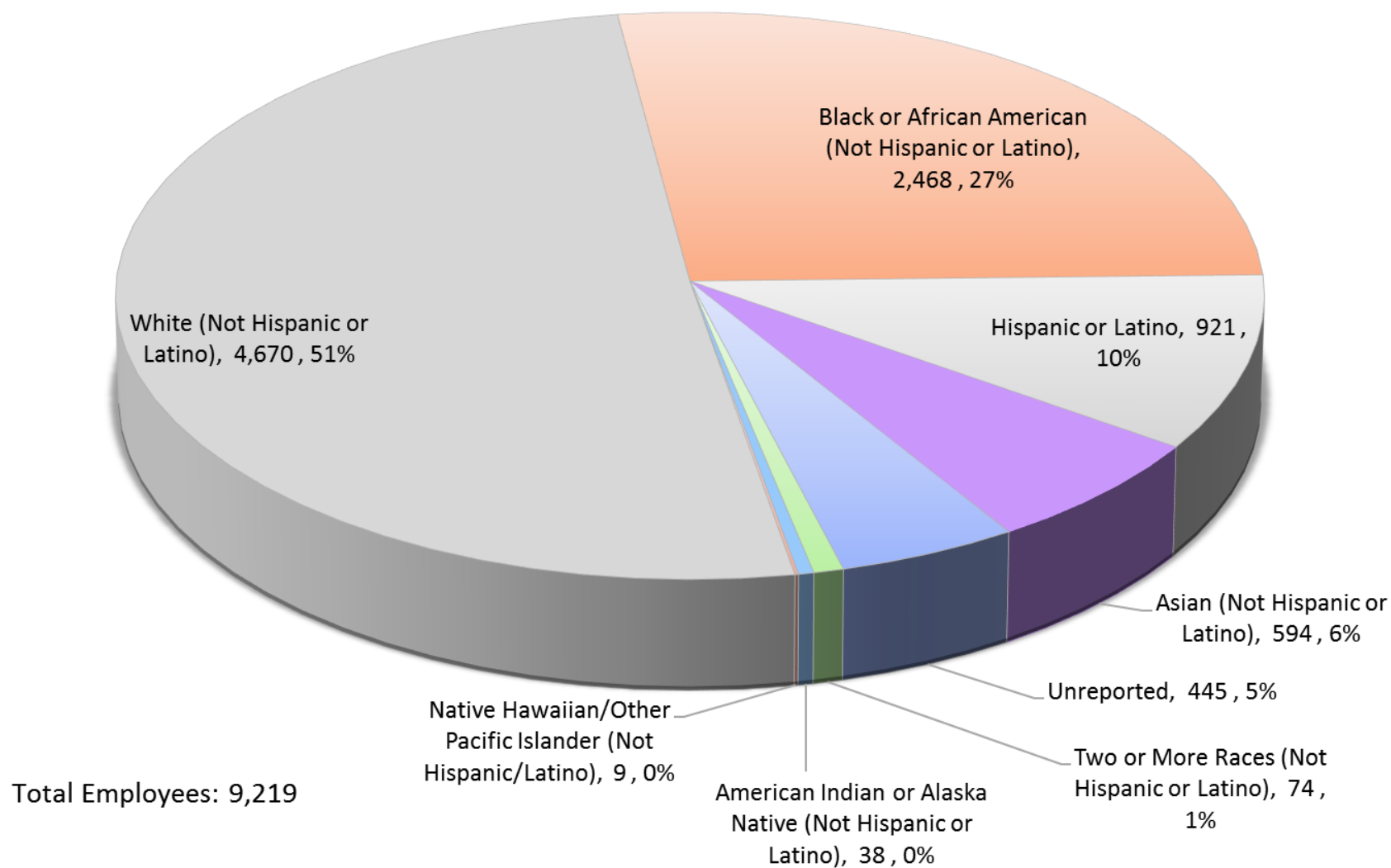
Total Employees: 9,219

Permanent Employees by Age Range 2016

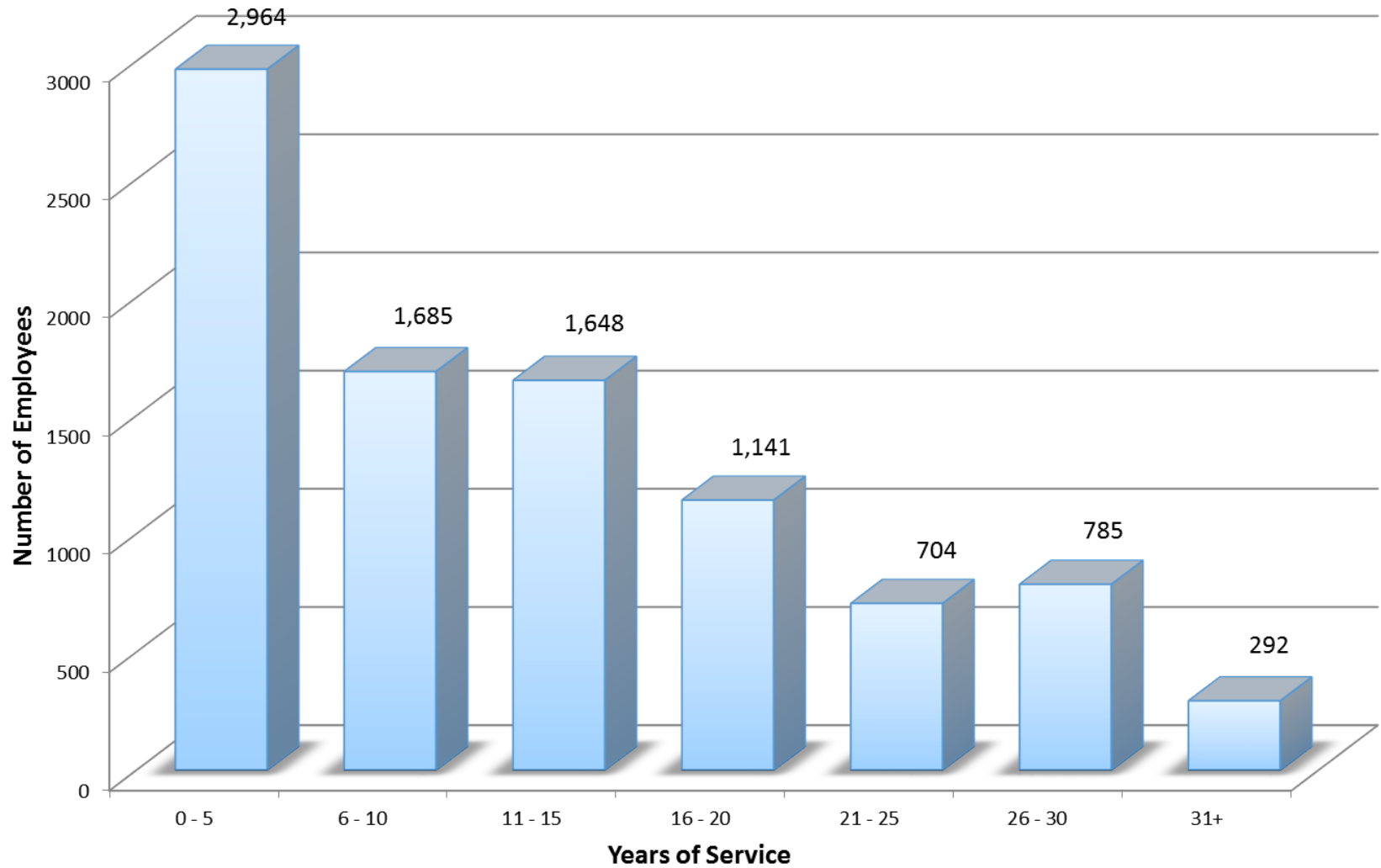


Total Employees: 9,219
Overall Average Age: 46.7

Permanent Employees by Race/Ethnicity 2016



Permanent Employees by Length of Service - 2016



Total Employees: 9,219

Overall Average Years of Service: 12.5

Average Annual Salary¹ - 2016

Full-Time Employees

Grade	Number of Employees	Average Annual Salary
5	8	\$36,740
7	1	\$41,897
8	22	\$43,369
9	41	\$40,067
10	47	\$40,256
11	33	\$38,897
12	58	\$43,959
13	201	\$52,060
14	185	\$47,642
15	860	\$49,344
16	387	\$60,153
17	179	\$59,798
18	487	\$64,930
19	138	\$67,540
20	310	\$68,850
21	397	\$75,170
22	99	\$79,280
23	419	\$82,254
24	478	\$87,993
25	399	\$96,702
26	110	\$99,767
27	53	\$106,530
28	141	\$115,196
29	4	\$105,938
30	3	\$128,278
31	2	\$116,302
32	38	\$130,176
33	1	\$128,150
34	2	\$149,164
36	2	\$112,101
38	1	\$137,264
39	1	\$151,589
40	1	\$165,231

Grade	Number of Employees	Average Annual Salary
A1	148	\$102,386
A2	35	\$123,341
A3	20	\$145,213
B1	119	\$96,400
B2	141	\$117,561
B3	26	\$133,313
B4	12	\$147,422
B6	3	\$166,003
C1	21	\$100,549
C2	5	\$115,697
C3	19	\$44,717
C4	58	\$55,351
C5	151	\$67,985
C6	44	\$88,724
D1	29	\$95,889
D2	11	\$106,448
D3	4	\$128,560
D4	1	\$148,311

Grade	Number of Employees	Average Annual Salary
F1	87	\$45,557
F2	219	\$56,319
F3	387	\$69,319
F4	218	\$88,030
G1	10	\$47,693
G2	11	\$49,992
G3	11	\$57,121
G4	70	\$76,910
M1	27	\$170,290
M2	119	\$148,016
M3	242	\$122,735
MD3	2	\$193,122
MD4	1	\$208,998
P1	26	\$53,436
P2	92	\$55,169
P3	171	\$59,576
P4	662	\$82,464
P5	76	\$91,976

Number of Full-Time Permanent Employees: 8,386

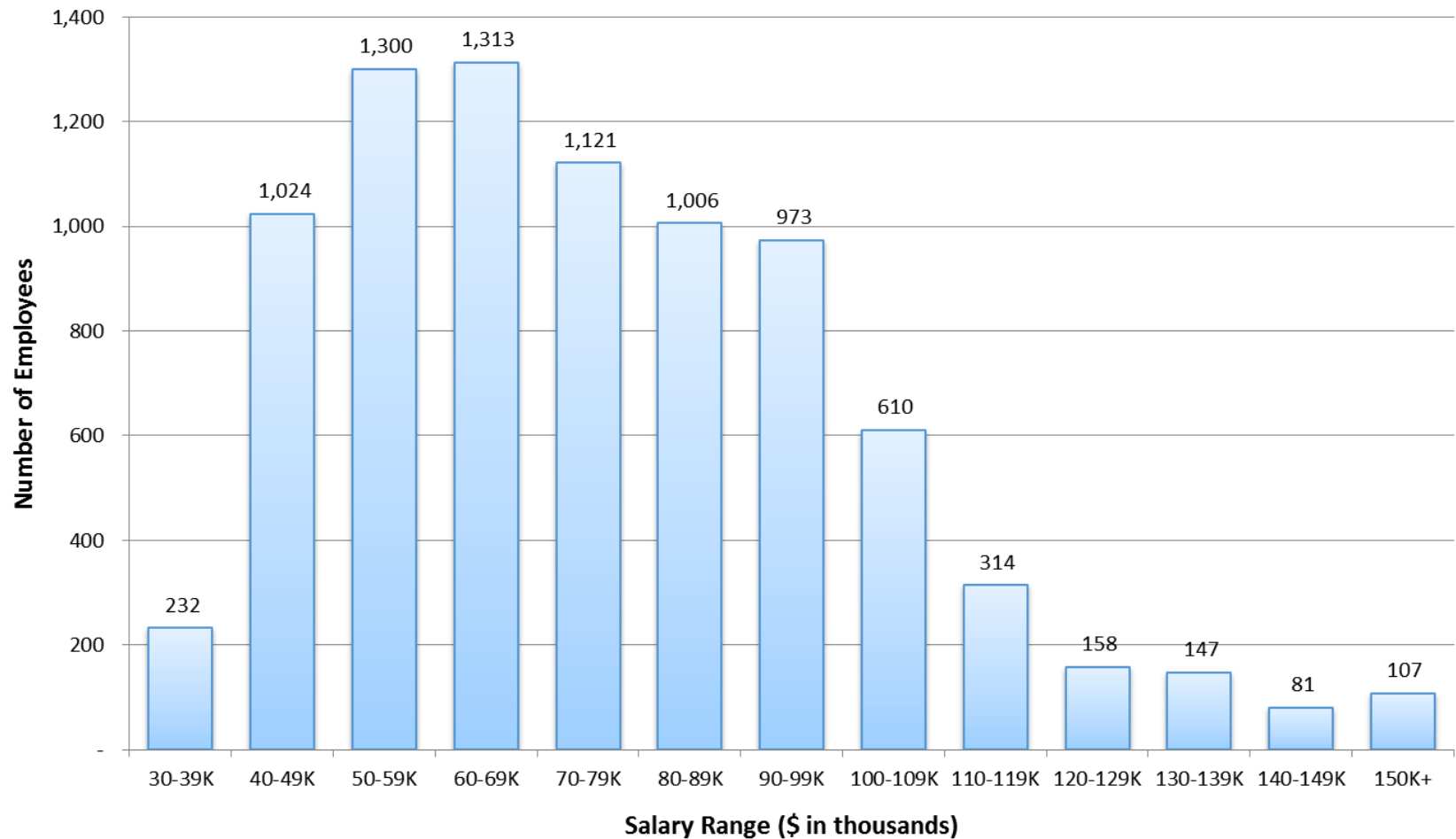
Overall Average Salary, Full-Time Permanent Employees: \$76,461

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 Mgt; B=Fire Mgt; C=Corrections and Rehab Mgt; D=Deputy Sheriffs Mgt; F=IAFF; G=Deputy Sheriffs; MD=Physician; M=MLS; P=FOP

Employee Distribution by Annual Base Salary¹

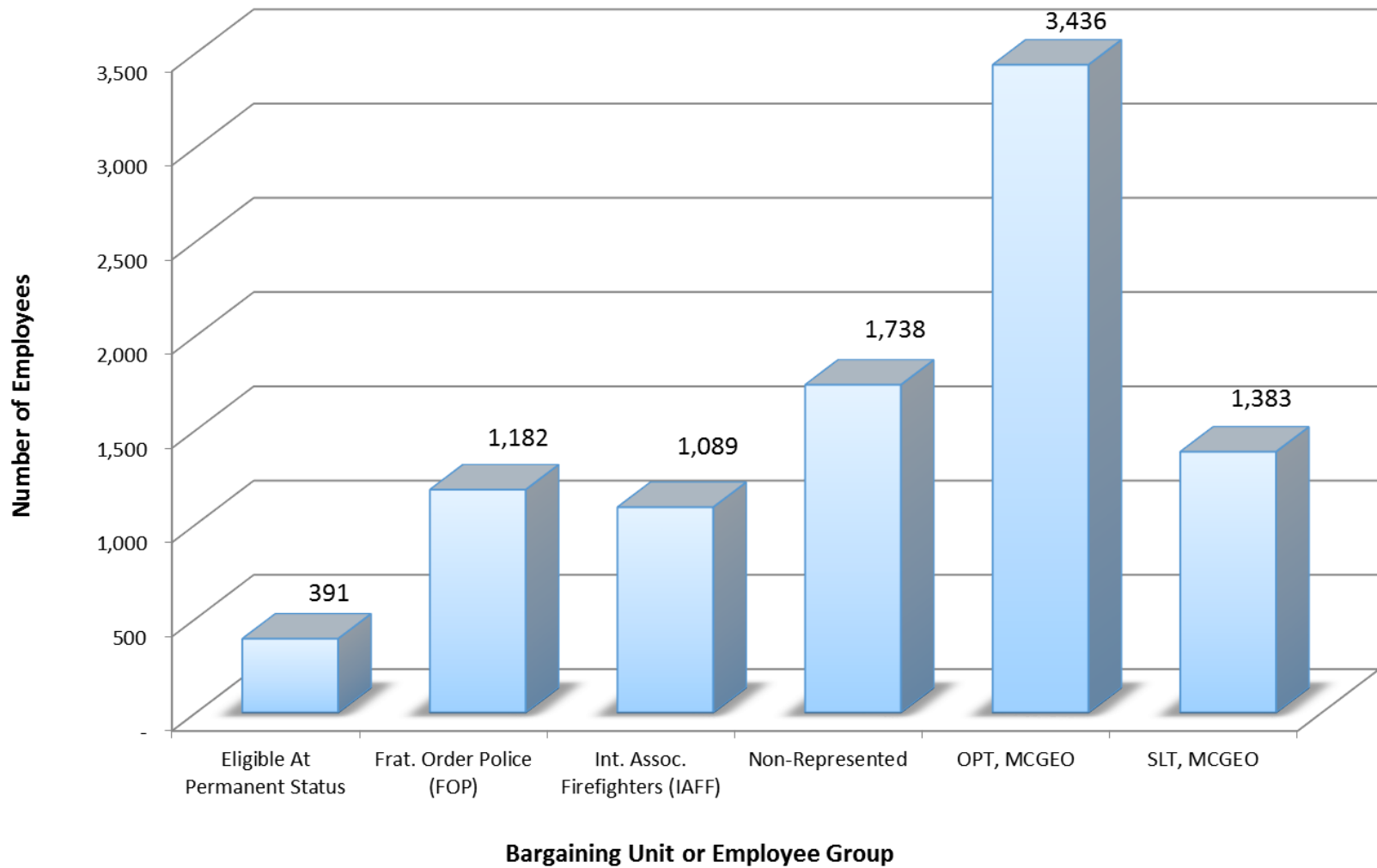
Full-Time Employees as of December 2016



Total Full-Time Employees: 8,386

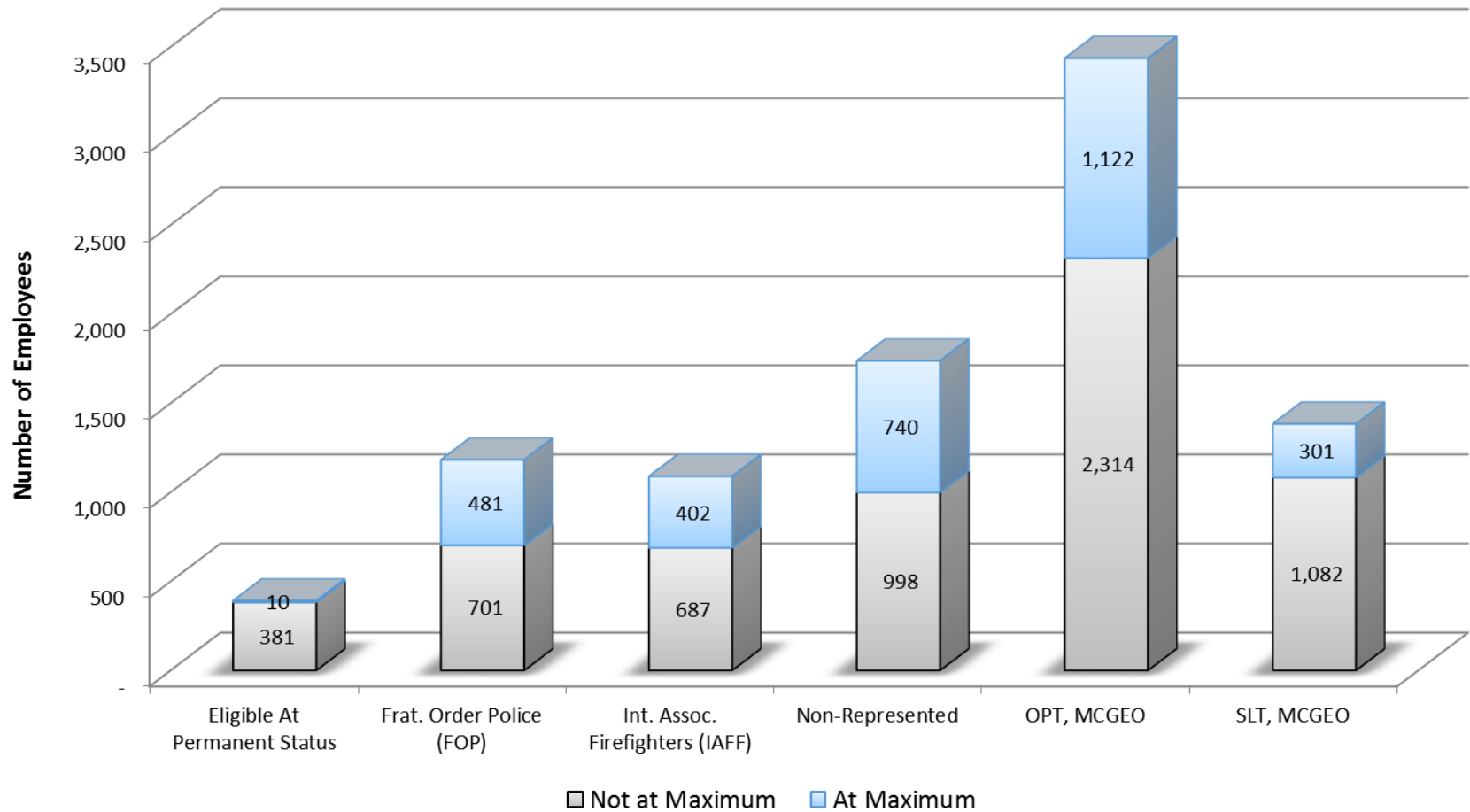
¹ Includes salary differentials included in the total County salary, but does not include pay earned on an hours worked basis (e.g., shift differential, overtime, or holiday pay).

Employee Representation by Bargaining Unit or Employee Group Permanent Employees - 2016



Total Employees: 9,219

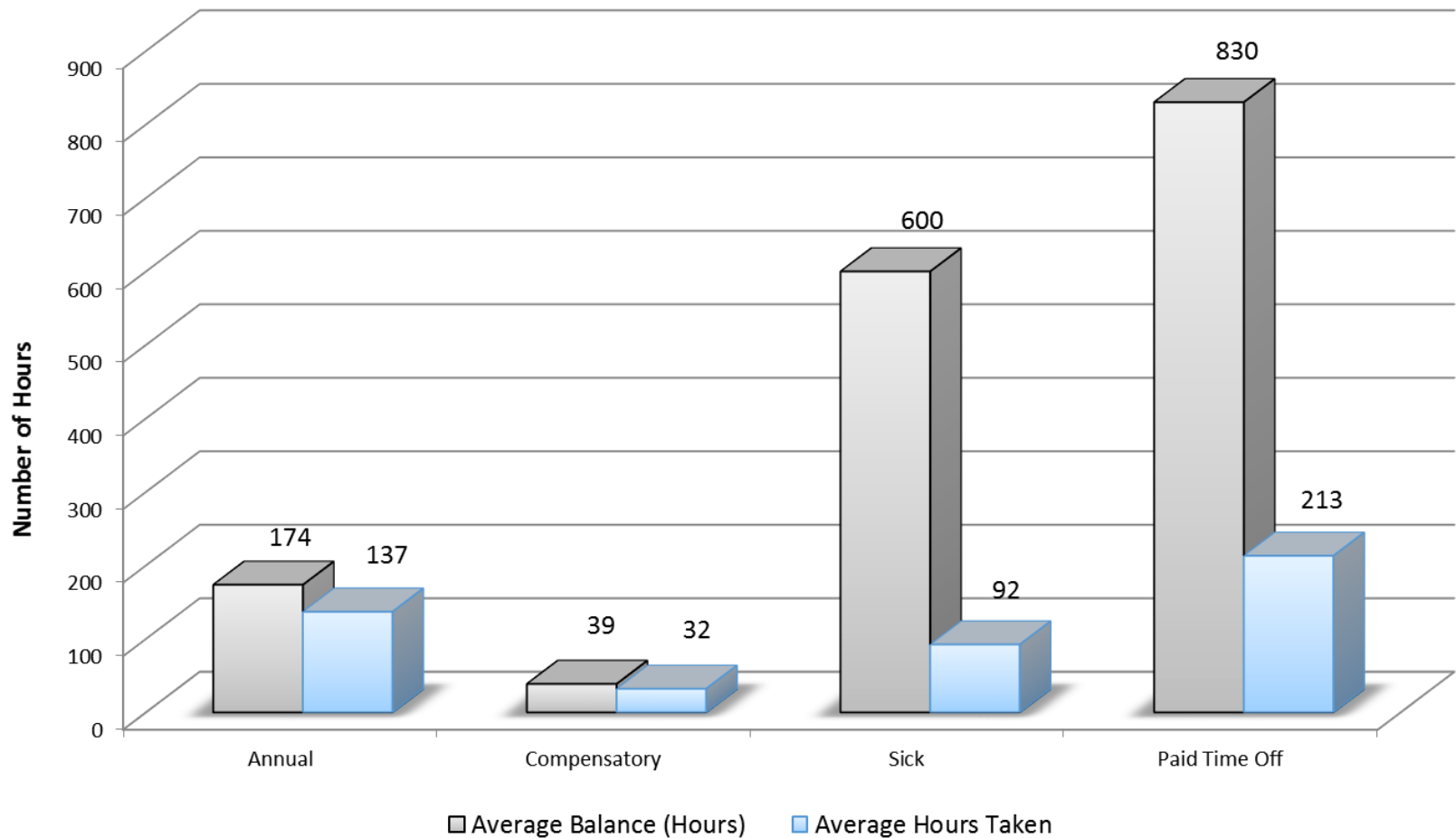
Eligibility for Service Increments Permanent Employees - 2016



Note: the "non-represented" category includes Management Leadership Service employees who are not eligible to receive service increments. They may receive performance based pay in 2016. Overall, 33% of employees are at the maximum salary for their pay grade.

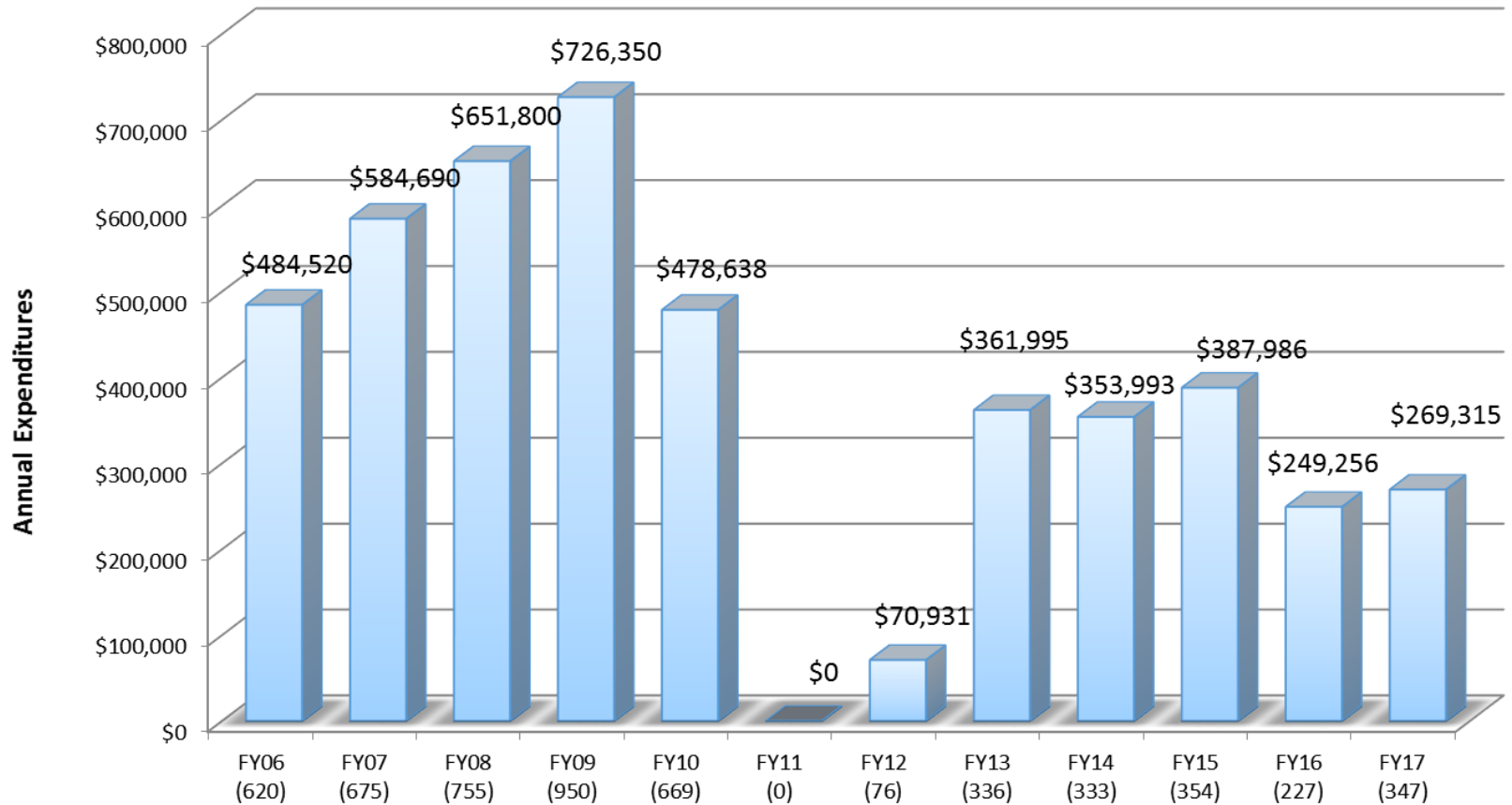
Total Employees: 9,219

Average Leave Taken and Leave Balances Permanent Employees - 2016



Note: Leave balances are as of the pay period ending December 24, 2016. Sick leave includes hours available to individual employees through sick leave banks. Paid Time Off (PTO) data reflect balances and time taken for Management Leadership Service employees earning PTO; other types of leave exclude these same employees.

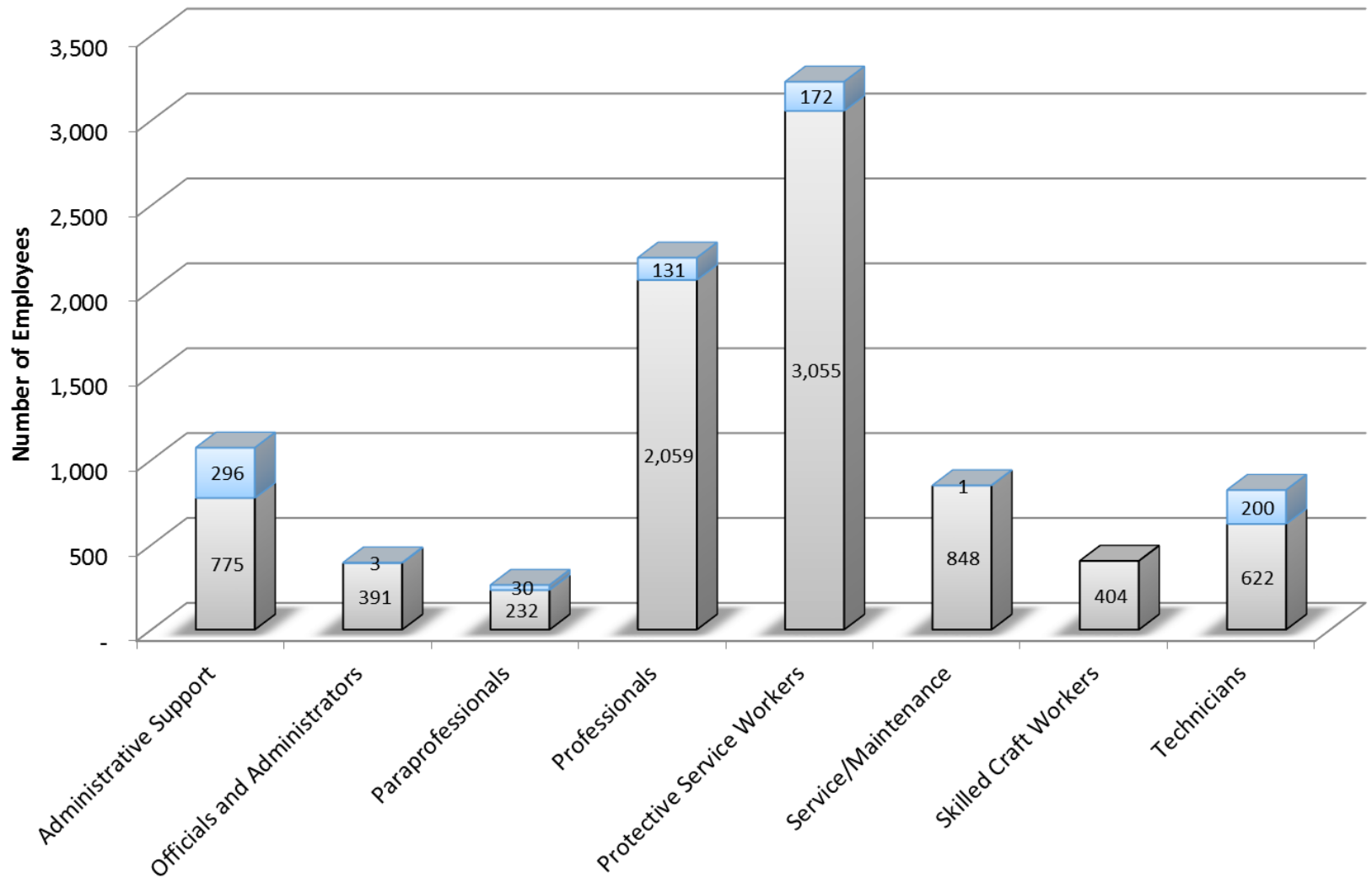
Tuition Assistance Program Expenditures and Participation FY06 - FY17



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 FY17, the data are as of March 8, 2017.

Fiscal Year
(Number of Participants)

EEOC Employment Category - Permanent Employees - 2016

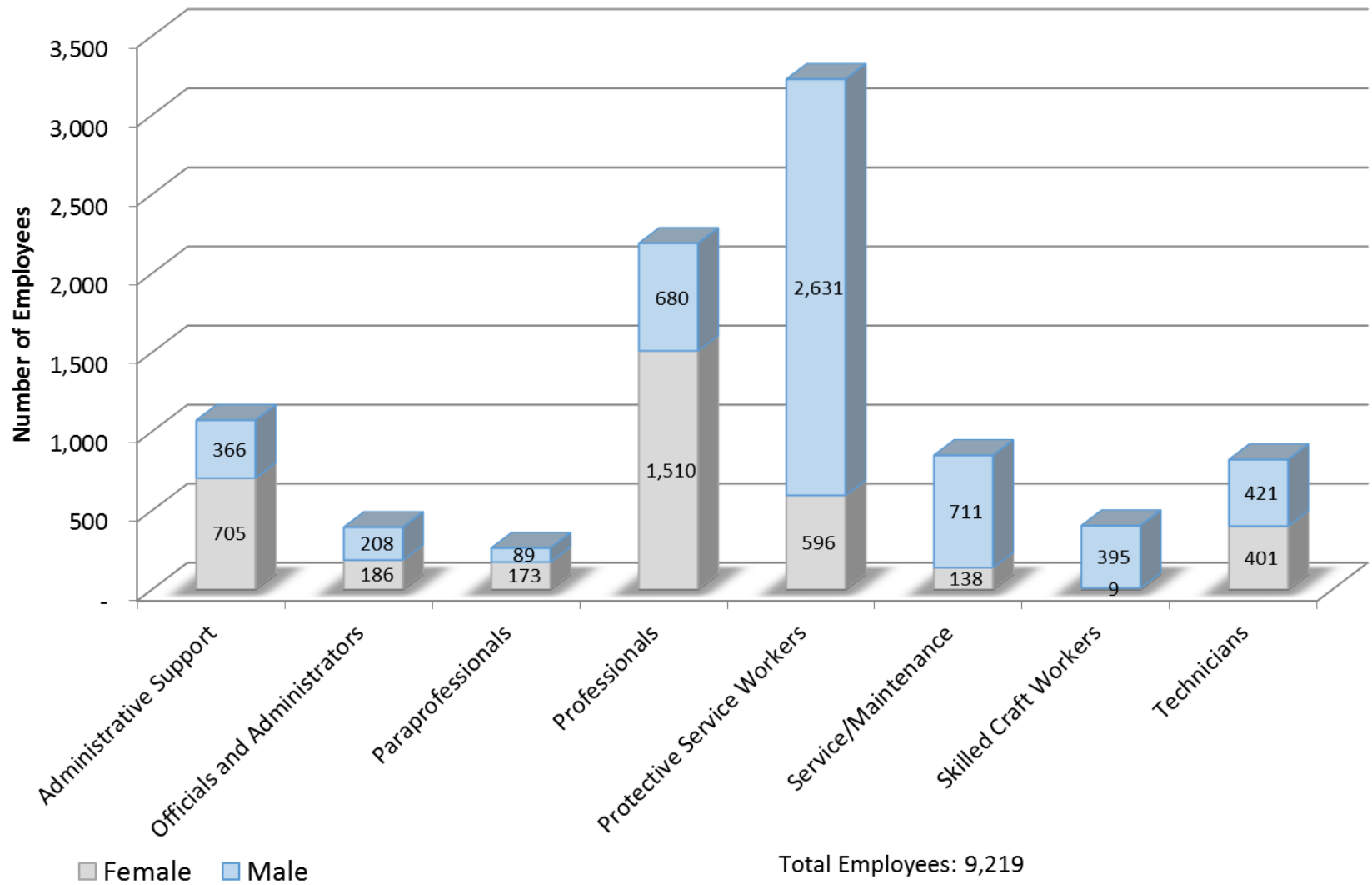


Total Employees: 9,219

Note: Administrative support includes clerical and sales.

■ Full-Time ■ Part-Time

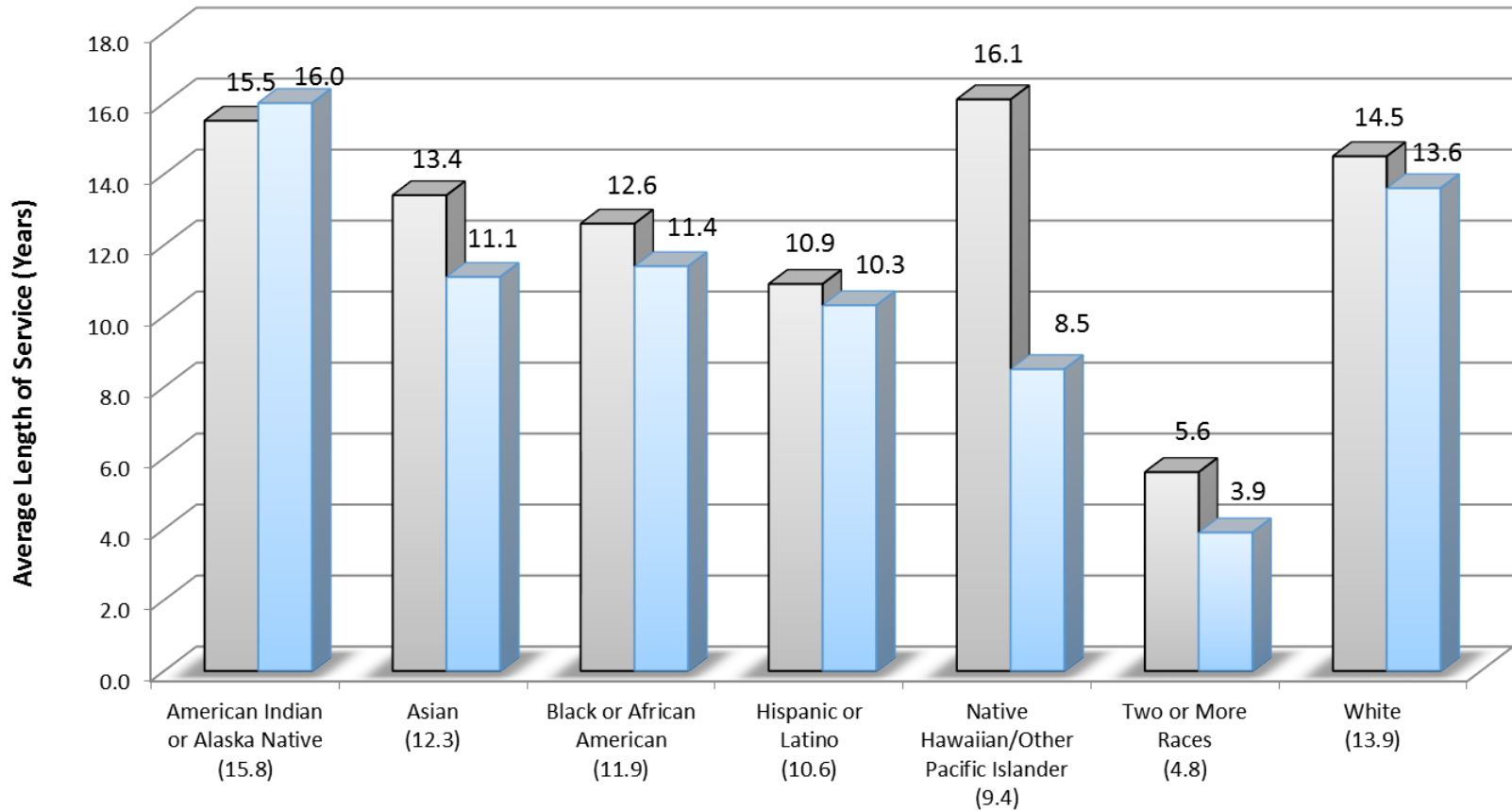
EEOC Employment Category and Gender Permanent Employees - 2016



Total Employees: 9,219

Note: Administrative support includes clerical and sales.

Average Length of Service by Gender and Race/Ethnicity Permanent Employees - 2016



Total Employees: 9,219

Unreported Race/Ethnicity: 176 (female), 269 (male)

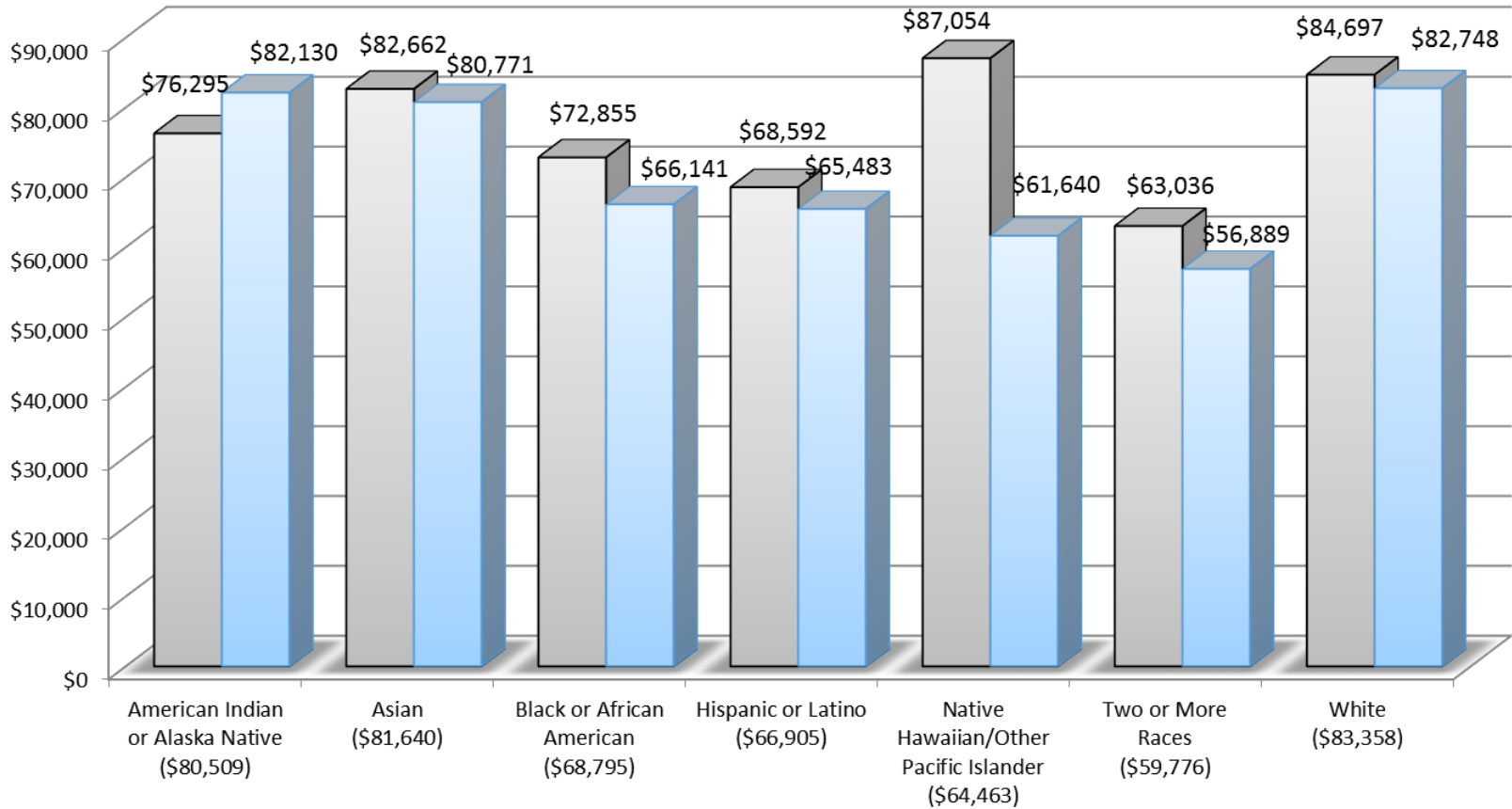
Note: Overall average years of service in each category is noted in parentheses.

Female
 Male

(12.9)

(12.1)

Average Salary by Gender and Race/Ethnicity Full-Time Permanent Employees - 2016



Total Full-Time Employees: 8,386

Unreported Race/Ethnicity: 154 (female), 240 (male)

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

Female (\$77,750)
 Male (\$75,725)

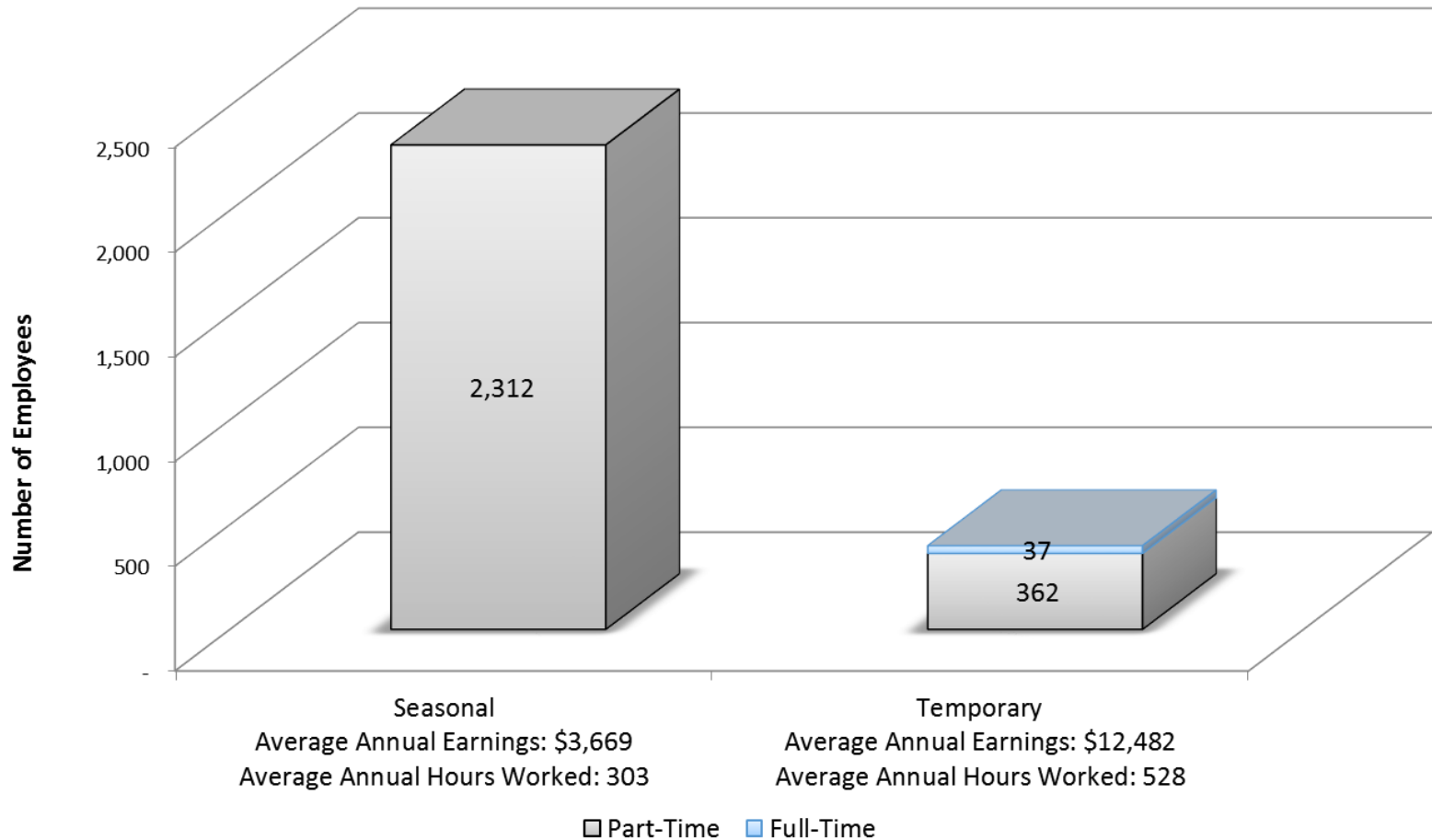
Distribution by Employment Category and Race/Ethnicity

Permanent Employees - 2016

Race/Ethnicity	Employment Category	# of Employees	% of Employees
American Indian or Alaska Native	Administrative Support	3	0.0%
	Officials and Administrators	1	0.0%
	Paraprofessionals	2	0.0%
	Professionals	5	0.1%
	Protective Service Workers	23	0.2%
	Service/Maintenance	1	0.0%
	Skilled Craft Workers	1	0.0%
	Technicians	2	0.0%
	Total	38	0.4%
Asian	Administrative Support	140	1.5%
	Officials and Administrators	27	0.3%
	Paraprofessionals	23	0.2%
	Professionals	192	2.1%
	Protective Service Workers	92	1.0%
	Service/Maintenance	22	0.2%
	Skilled Craft Workers	25	0.3%
	Technicians	73	0.8%
	Total	594	6.4%
Black or African American	Administrative Support	338	3.7%
	Officials and Administrators	70	0.8%
	Paraprofessionals	77	0.8%
	Professionals	536	5.8%
	Protective Service Workers	571	6.2%
	Service/Maintenance	546	5.9%
	Skilled Craft Workers	135	1.5%
	Technicians	195	2.1%
	Total	2,468	26.8%
Native Hawaiian/ Other Pacific Islander	Professionals	1	0.0%
	Protective Service Workers	3	0.0%
	Service/Maintenance	3	0.0%
	Skilled Craft Workers	1	0.0%
	Technicians	1	0.0%
	Total	9	0.1%
Race/Ethnicity	Employment Category	# of Employees	% of Employees
Hispanic or Latino	Administrative Support	138	1.5%
	Officials and Administrators	20	0.2%
	Paraprofessionals	66	0.7%
	Professionals	242	2.6%
	Protective Service Workers	225	2.4%
	Service/Maintenance	116	1.3%
	Skilled Craft Workers	41	0.4%
	Technicians	73	0.8%
	Total	921	10.0%
Two or More Races	Administrative Support	16	0.2%
	Officials and Administrators	1	0.0%
	Paraprofessionals	1	0.0%
	Professionals	16	0.2%
	Protective Service Workers	27	0.3%
	Service/Maintenance	4	0.0%
	Skilled Craft Workers	4	0.0%
	Technicians	5	0.1%
	Total	74	0.8%
White	Administrative Support	366	4.0%
	Officials and Administrators	261	2.8%
	Paraprofessionals	84	0.9%
	Professionals	1,093	11.9%
	Protective Service Workers	2,178	23.6%
	Service/Maintenance	101	1.1%
	Skilled Craft Workers	176	1.9%
	Technicians	411	4.5%
	Total	4,670	50.7%
	Race/Ethnicity Not Available	445	4.8%
	Total Employees	9,219	100.0%

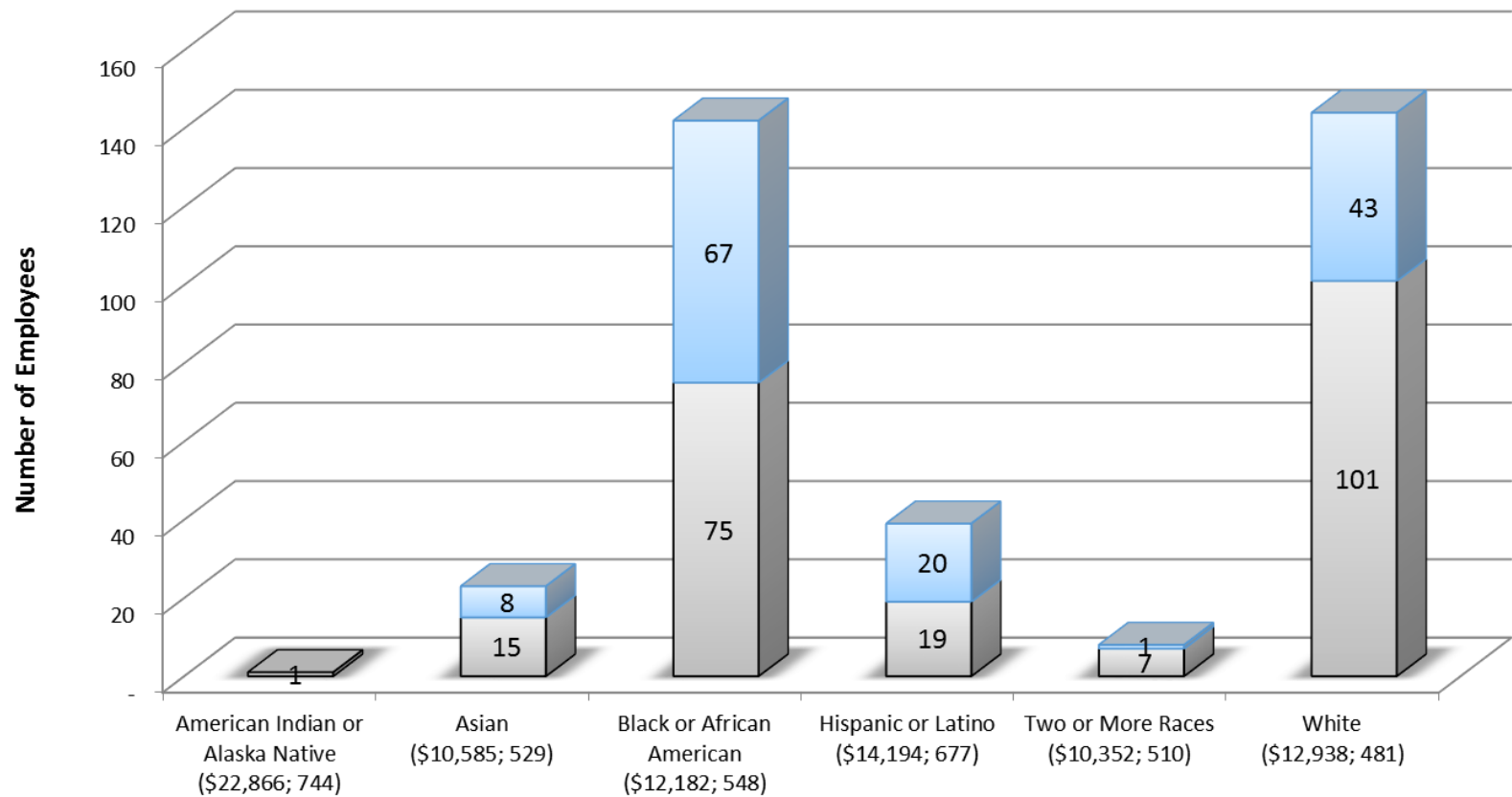
Note: Administrative support includes clerical and sales.

Temporary and Seasonal Employees Full and Part-Time - 2016



Note: temporary/seasonal employees who were active as of December 31, 2016, but who had no hours or earnings during 2016 are not included here.

Temporary Employees by Gender and Race/Ethnicity - 2016



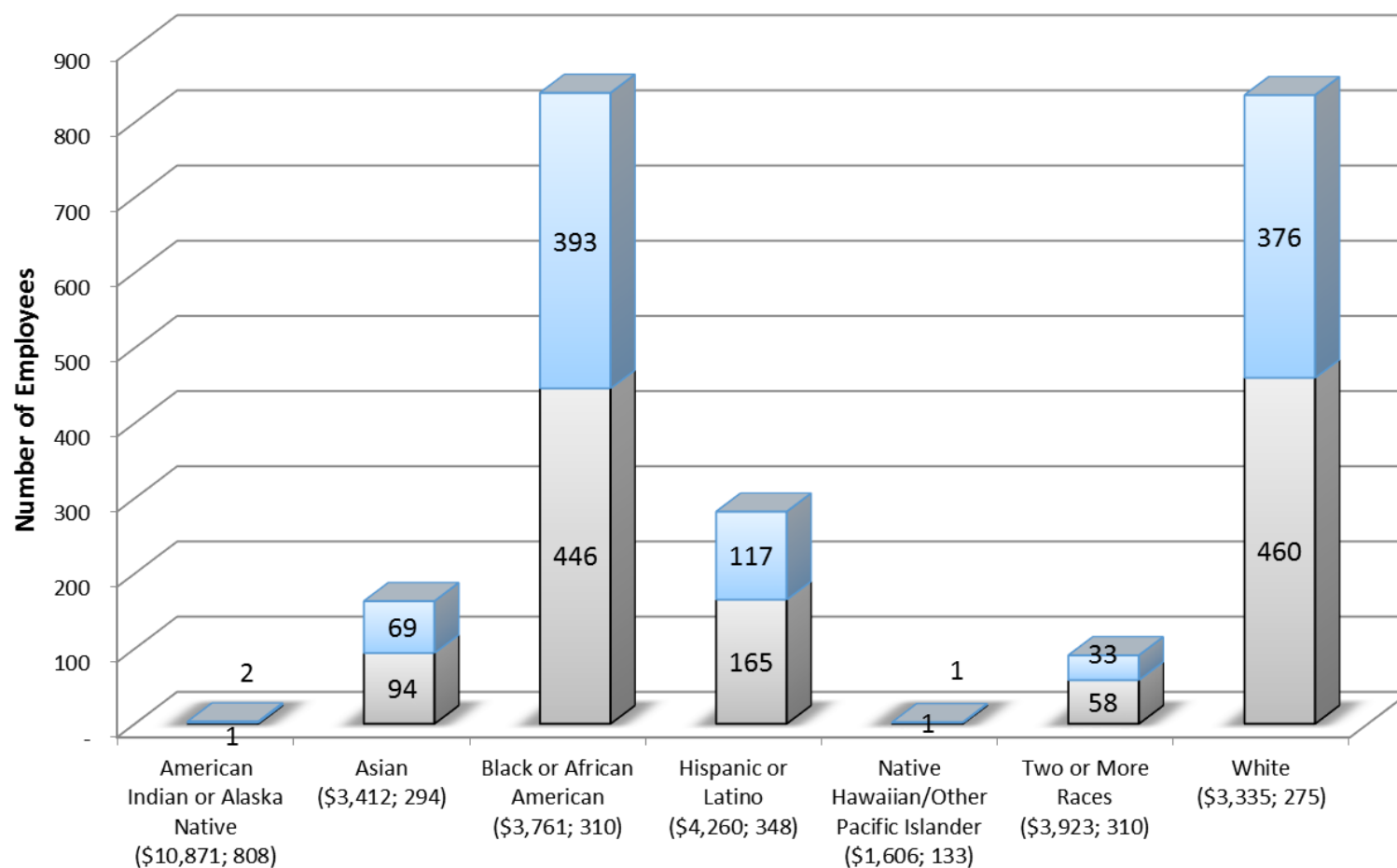
Total Temporary Employees: 399

Total Unreported: 22 Female, 20 Male

Female Male

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

Seasonal Employees by Gender and Race/Ethnicity - 2016



Total Seasonal Employees: 2,312

Total Unreported: 57 Female, 39 Male

□ Female ■ Male

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

Residence of Montgomery County Employees¹

State County/City	Permanent		Temporary and Seasonal		Total		State County/City	Permanent		Temporary and Seasonal		Total	
	#	%	#	%	#	%		#	%	#	%	#	%
District of Columbia	173	1.9%	49	1.7%	222	1.8%	Virginia	192	2.1%	15	0.5%	207	1.7%
Maryland	8,472	91.9%	2,813	97.4%	11,285	93.2%	Fairfax	56	0.6%	4	0.1%	60	0.5%
Montgomery	5,165	56.0%	2,447	84.8%	7,612	62.9%	Loudoun	29	0.3%	2	0.1%	31	0.3%
Frederick	1,156	12.5%	67	2.3%	1,223	10.1%	Arlington	20	0.2%	1	0.0%	21	0.2%
Prince Georges	779	8.4%	175	6.1%	954	7.9%	Alexandria City	19	0.2%	1	0.0%	20	0.2%
Howard	259	2.8%	54	1.9%	313	2.6%	Prince William	17	0.2%	2	0.1%	19	0.2%
Washington	251	2.7%	7	0.2%	258	2.1%	Fairfax City	11	0.1%	1	0.0%	12	0.1%
Carroll	242	2.6%	13	0.5%	255	2.1%	Other	40	0.4%	4	0.1%	44	0.4%
Anne Arundel	193	2.1%	21	0.7%	214	1.8%	West Virginia	126	1.4%	5	0.2%	131	1.1%
Baltimore	136	1.5%	10	0.3%	146	1.2%	Jefferson	60	0.7%	1	0.0%	61	0.5%
Baltimore City	112	1.2%	7	0.2%	119	1.0%	Berkeley	59	0.6%	4	0.1%	63	0.5%
Charles	47	0.5%	5	0.2%	52	0.4%	Other	7	0.1%	-	0.0%	7	0.1%
Harford	28	0.3%	1	0.0%	29	0.2%	Other States	21	0.2%	3	0.1%	24	0.2%
Queen Annes	28	0.3%	1	0.0%	29	0.2%							
Calvert	27	0.3%	-	0.0%	27	0.2%	Grand Total	9,219	100.0%	2,887	100.0%	12,106	100.0%
St Marys	13	0.1%	-	0.0%	13	0.1%							
Other	36	0.4%	5	0.2%	41	0.3%							
Pennsylvania	235	2.5%	2	0.1%	237	2.0%							
Adams	64	0.7%	2	0.1%	66	0.5%							
Franklin	56	0.6%	-	0.0%	56	0.5%							
York	42	0.5%	-	0.0%	42	0.3%							
Lancaster	18	0.2%	-	0.0%	18	0.1%							
Cumberland	14	0.2%	-	0.0%	14	0.1%							
Other	41	0.4%	-	0.0%	41	0.3%							

¹ As of December 31, 2016

TURNOVER ANALYSIS

**NUMBER OF SEPARATIONS BY REASON FOR SEPARATION
CALENDAR YEARS 2006 - 2016**

Separation Reason	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016	% of 2016
Voluntary	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	(#)	Total
No return LOA/LWOP	2	8	4	3	6	7	2	2	1	1	3	0.6%
AWOL	11	8	8	4	5	4	5	7	5	2	6	1.1%
New job	0	0	0	0	0	15	23	29	47	40	41	7.6%
Non-specified personal reasons	174	199	180	122	157	81	50	83	95	127	113	20.9%
Relocation out of area	27	36	18	11	18	14	18	21	23	21	11	2.0%
Family responsibilities	12	10	23	4	3	15	11	11	14	10	8	1.5%
Better compensation	25	18	0	0	0	17	8	3	7	2	3	0.6%
More flexible work schedule	6	1	2	0	0	0	0	0	1	0	1	0.2%
Better working conditions	3	1	2	1	0	0	3	3	2	4	1	0.2%
More opportunity for advancement	24	16	14	7	3	1	14	11	5	3	7	1.3%
Easier commute	9	6	3	1	4	4	0	0	8	4	2	0.4%
Return to School	3	4	4	3	3	4	5	4	3	3	3	0.6%
Quit - no notice	3	2	8	1	1	3	3	1	1	3	4	0.7%
Normal retirement	123	123	172	90	162	187	178	197	265	200	188	34.8%
Early retirement	32	32	54	28	17	37	30	18	17	26	11	2.0%
Sub Total	454	464	492	275	379	389	350	390	494	446	402	74.3%
Involuntary												
Disciplinary	0	0	0	0	0	0	7	0	0	0	0	0.0%
Unsatisfactory performance	3	2	0	1	2	7	0	3	12	14	7	1.3%
Misconduct	5	4	7	5	4	11	7	10	11	7	9	1.7%
Non-disciplinary	0	0	1	4	9	5	5	3	0	0	0	0.0%
Excess absences	1	0	1	0	1	0	0	1	0	3	2	0.4%
Failed probation	22	37	28	13	21	4	17	26	31	33	33	6.1%
Sub Total	31	43	37	23	37	27	36	43	54	57	51	9.4%
Management/Fiscal												
Discontinued service retirement	7	2	0	14	46	15	3	0	1	0	1	0.2%
Reduction-in-force	0	0	3	12	15	13	1	1	0	1	3	0.6%
Lack of funding	3	3	0	0	0	0	0	0	0	0	0	0.0%
Sub Total	10	5	3	26	61	28	4	1	1	1	4	0.7%
Medical/Other												
Unknown/other	10	14	0	14	0	76	148	75	83	42	44	7.1%
Service-connected disability ret.	28	26	32	26	32	33	32	26	17	12	11	2.0%
Non-service connected disability ret.	21	16	9	10	8	9	9	13	5	5	6	0.9%
Other medical	13	2	5	14	20	11	3	13	13	13	8	2.2%
Death	8	14	7	9	11	8	12	7	8	12	15	2.0%
Sub Total	80	72	53	73	71	137	204	134	126	84	84	14.3%
Total Separations	575	584	585	397	548	581	594	568	675	588	541	
Total Employees	8,675	9,059	9,203	9,072	8,671	8,792	8,809	8,805	9,111	9,072	9,219	
Turnover Rate	6.63%	6.45%	6.36%	4.38%	6.32%	6.61%	6.74%	6.45%	7.41%	6.48%	5.87%	

Turnover - Separations by Employment Category Permanent Employees - 2016

Employment Category	# in Category	% of Total Employees	# of Separations	% of Total Separations
Officials and Administrators	394	4.3%	26	4.8%
Professionals	2,190	23.8%	150	27.7%
Technicians	822	8.9%	64	11.8%
Protective Services	3,227	35.0%	138	25.5%
Paraprofessionals	262	2.8%	16	3.0%
Administrative Support	1,071	11.6%	46	8.5%
Skilled Craft	404	4.4%	33	6.1%
Service/Maintenance	849	9.2%	68	12.6%
	<u>9,219</u>	<u>100.0%</u>	<u>541</u>	<u>100.0%</u>

Turnover - Separations by Race/Ethnicity Permanent Employees - 2016

EEO Category	# in Category	% of Total Employees	# of Separations	% of Total Separations
White	4,670	50.7%	259	47.9%
Black or African American	2,468	26.8%	169	31.2%
Hispanic or Latino	921	10.0%	37	6.8%
Asian	594	6.4%	31	5.7%
Two or More Races	74	0.8%	11	2.0%
American Indian or Alaska Native	38	0.4%	2	0.4%
Native Hawaiian/Other Pacific Islander	9	0.1%	0	0.0%
Race/Ethnicity Unreported	445	4.8%	32	5.9%
	9,219	100.0%	541	100.0%

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
FY14-FY17 Compounded Change ⁽²⁾ :			<u>14.32%</u>	<u>4.78%</u>	<u>9.54%</u>	
2016 (FY17)	1.00%	3.50%	--	1.20%	--	11-15 - 11-16
2015 (FY16)	2.00%	3.50%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	3.50%	--	1.20%	--	11-13 - 11-14
2013 (FY14)	3.25%	3.50%	--	1.70%	--	11-12 - 11-13
FY10-FY13 Compounded Change:			<u>3.50%</u>	<u>8.87%</u>	<u>-5.37%</u>	
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
2009 (FY10)	0.00%	3.50%	--	1.60%	--	11-08 - 11-09
FY06-FY09 Compounded Change:			<u>33.31%</u>	<u>14.52%</u>	<u>18.79%</u>	
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
2005 (FY06)	2.75%	3.50%	--	3.70%	--	11-04 - 11-05
FY02-FY05 Compounded Change ⁽⁶⁾ :			<u>28.68%</u>	<u>11.46%</u>	<u>17.23%</u>	
FY98-FY01 Compounded Change:			<u>27.03%</u>	<u>8.43%</u>	<u>18.60%</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%).

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

Approximately 67% (6,163 of 9,219) of permanent employees were not at maximum of grade as of 12/31/16.

(4) 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
FY14-FY17 Compounded Change ⁽²⁾ :			<u>6.48%</u>	<u>4.78%</u>	<u>1.70%</u>	
2016 (FY17)	1.00%	0.00%	--	1.20%	--	11-15 - 11-16
2015 (FY16)	2.00%	0.00%	--	0.60%	--	11-14 - 11-15
2014 (FY15)	3.25%	0.00%	--	1.20%	--	11-13 - 11-14
2013 (FY14)	3.25%	0.00%	--	1.70%	--	11-12 - 11-13
FY10-FY13 Compounded Change:			<u>0.00%</u>	<u>8.87%</u>	<u>-8.87%</u>	
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
2009 (FY10)	0.00%	0.00%	--	1.60%	--	11-08 - 11-09
FY06-FY09 Compounded Change:			<u>16.17%</u>	<u>14.52%</u>	<u>1.65%</u>	
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
2005 (FY06)	2.75%	0.00%	--	3.70%	--	11-04 - 11-05
FY02-FY05 Compounded Change ⁽⁶⁾ :			<u>12.14%</u>	<u>11.46%</u>	<u>0.68%</u>	
FY98-FY01 Compounded Change:			<u>10.70%</u>	<u>8.43%</u>	<u>2.27%</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%).

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

Approximately 67% (6,163 of 9,219) of permanent employees were not at maximum of grade as of 12/31/16.

(4) 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
FY14-FY17 Compounded Change ⁽²⁾ :			<u>26.03%</u>	<u>12.55%</u>	<u>13.48%</u>
2016 (FY17)	1.00%	3.50%	--	3.10%	--
2015 (FY16)	2.00%	3.50%	--	3.00%	--
2014 (FY15)	3.25%	3.50%	--	3.00%	--
2013 (FY14)	3.25%	3.50%	--	2.90%	--
FY10-FY13 Compounded Change:			<u>3.50%</u>	<u>10.69%</u>	<u>-7.19%</u>
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	3.50%	--	2.20%	--
FY06-FY09 Compounded Change:			<u>33.31%</u>	<u>15.84%</u>	<u>17.46%</u>
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%	--
2005 (FY06)	2.75%	3.50%	--	3.65%	--
FY02-FY05 Compounded Change ⁽⁶⁾ :			<u>28.68%</u>	<u>16.03%</u>	<u>12.66%</u>
FY98-FY01 Compounded Change:			<u>27.03%</u>	<u>18.40%</u>	<u>8.63%</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%).

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 67% (6,163 of 9,219) of permanent employees were not at maximum of grade as of 12/31/16.

(4) 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 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
FY14-FY17 Compounded Change ⁽²⁾ :			<u>9.83%</u>	<u>12.55%</u>	<u>-2.73%</u>
2016 (FY17)	1.00%	0.00%	--	3.10%	--
2015 (FY16)	2.00%	0.00%	--	3.00%	--
2014 (FY15)	3.25%	0.00%	--	3.00%	--
2013 (FY14)	3.25%	0.00%	--	2.90%	--
FY10-FY13 Compounded Change:			<u>0.00%</u>	<u>10.69%</u>	<u>-10.69%</u>
2012 (FY13)	0.00%	0.00%	--	2.80%	--
2011 (FY12)	0.00%	0.00%	--	2.76%	--
2010 (FY11)	0.00%	0.00%	--	2.53%	--
2009 (FY10)	0.00%	0.00%	--	2.20%	--
FY06-FY09 Compounded Change:			<u>16.17%</u>	<u>15.84%</u>	<u>0.33%</u>
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%	--
2005 (FY06)	2.75%	0.00%	--	3.65%	--
FY02-FY05 Compounded Change ⁽⁶⁾ :			<u>12.14%</u>	<u>16.03%</u>	<u>-3.89%</u>
FY98-FY01 Compounded Change:			<u>10.70%</u>	<u>18.40%</u>	<u>-7.70%</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%).

(3) Most employees not at the maximum of their assigned grade are eligible for a service increment.
Approximately 67% (6,163 of 9,219) of permanent employees were not at maximum of grade as of 12/31/16.

(4) 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.

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>
<hr/>				
Police Bargaining Unit (FOP)	Number	481	701	1,182
	Percent	40.7%	59.3%	100%
Fire Bargaining Unit (IAFF)	Number	402	687	1,089
	Percent	36.9%	63.1%	100%
MCGEO, UFCW Local 1994	Number	1,423	3,396	4,819
	Percent	29.5%	70.5%	100%
Eligible at Permanent Status (Local 1994 and IAFF)	Number	10	381	391
	Percent	2.6%	97.4%	100%
<hr/>				
Total Represented	Number	2,316	5,165	7,481
	Percent	31.0%	69.0%	100%
<hr/>				
Total Non-Represented⁽²⁾	Number	740	998	1,738
	Percent	42.6%	57.4%	100%
<hr/>				
ALL EMPLOYEES	Number	3,056	6,163	9,219
	Percent	33.1%	66.9%	100%

(1) As of December 31, 2016.

(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 2017⁽³⁾

MONTGOMERY COUNTY GOVERNMENT⁽²⁾
January 2017

<u>Federal Grade</u>	<u>Minimum</u>	<u>Maximum</u>	<u>MCG Grade</u>	<u># Permanent FT Emp.</u>	<u>Minimum</u>	<u>Maximum (2)</u>	<u>% Diff. At Min</u>	<u>% Diff. At Max</u>
GS-11	\$66,510	\$86,460	21	397	\$51,651	\$85,399	-28.8%	-1.2%
GS-12	\$79,720	\$103,639	23	419	\$56,669	\$93,863	-40.7%	-10.4%
			24	478	\$59,367	\$98,402	-34.3%	-5.3%
			25	399	\$62,195	\$103,177	-28.2%	-0.4%
GS-13	\$94,796	\$123,234	24	478	\$59,367	\$98,402	-59.7%	-25.2%
			25	399	\$62,195	\$103,177	-52.4%	-19.4%
			26	110	\$65,177	\$108,195	-45.4%	-13.9%
			27	53	\$68,279	\$113,463	-38.8%	-8.6%
			M3	242	\$74,445	\$136,069	-27.3%	9.4%
GS-14	\$112,021	\$145,629	28	141	\$71,345	\$118,992	-57.0%	-22.4%
			29	4	\$74,563	\$124,796	-50.2%	-16.7%
			31	2	\$81,498	\$137,296	-37.5%	-6.1%
			M2	119	\$86,655	\$157,308	-29.3%	7.4%
GS-15	\$131,767	\$161,900	M2	119	\$86,655	\$157,308	-52.1%	-2.9%
			M1	27	\$99,095	\$176,003	-33.0%	8.0%

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

Source: <http://www.opm.gov/policy-data-oversight/pay-leave/salaries-wages/salary-tables/pdf/2016/DCB.pdf>

(2) Includes the January 8, 2017, general wage adjustment of 0.5%. Does not include longevity.

(3) Federal government employees received a general schedule increase of 1% in January 2016; with the locality payment of 27.10%, the total increase was 2.88%.

SALARY COMPARSIONS
WASHINGTON-BALTIMORE METROPOLITAN REGION vs MONTGOMERY COUNTY GOVERNMENT
BASED ON HUMAN RESOURCES ASSOCIATION 2016 COMPENSATION SURVEY REPORT
AND MCG FY16 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	\$37,497	\$31,000	-17.3%	21.0%	\$60,926	\$56,300	-7.6%	8.2%
Computer Operator II	IT Technician II	\$40,731	\$42,000	3.1%	-3.0%	\$66,872	\$80,400	20.2%	-16.8%
Applications Analyst/Developer II	IT Specialist III	\$64,530	\$61,000	-5.5%	5.8%	\$107,121	\$106,600	-0.5%	0.5%
Applications Analyst/Developer III	Sr. IT Specialist	\$70,637	\$72,000	1.9%	-1.9%	\$117,811	\$122,300	3.8%	-3.7%
Systems Programmer III	Sr. IT Specialist	\$70,637	\$73,000	3.3%	-3.2%	\$117,811	\$120,700	2.5%	-2.4%
IT/Helpdesk Support Analyst I	IT Specialist I	\$48,824	\$56,000	14.7%	-12.8%	\$80,663	\$85,000	5.4%	-5.1%
Accounting Clerk I	Principal Admin. Aide	\$36,000	\$33,000	-8.3%	9.1%	\$58,157	\$55,800	-4.1%	4.2%
Accounting Clerk II	Office Services Coordinator	\$40,731	\$36,000	-11.6%	13.1%	\$66,872	\$60,300	-9.8%	10.9%
Accounting Clerk III	Fiscal Assistant	\$40,731	\$40,000	-1.8%	1.8%	\$66,872	\$67,300	0.6%	-0.6%
Payroll Clerk I	Office Services Coordinator	\$40,731	\$37,000	-9.2%	10.1%	\$66,872	\$64,700	-3.2%	3.4%
Accountant I	Accountant/Auditor I	\$44,530	\$44,000	-1.2%	1.2%	\$73,434	\$74,300	1.2%	-1.2%
Accountant III	Accountant/Auditor III	\$56,106	\$60,000	6.9%	-6.5%	\$92,931	\$102,800	10.6%	-9.6%
Budget Analyst II	Mgmt. & Budget Spec. II	\$53,557	\$53,000	-1.0%	1.1%	\$88,636	\$88,900	0.3%	-0.3%
Budget Analyst III	Sr. Mgmt. & Budget Spec.	\$67,601	\$67,000	-0.9%	0.9%	\$112,337	\$106,900	-4.8%	5.1%
Buyer II	Procurement Spec. II	\$56,106	\$49,000	-12.7%	14.5%	\$92,931	\$83,400	-10.3%	11.4%
EEO Representative II	Human Resources Spec. III	\$61,578	\$62,000	0.7%	-0.7%	\$102,153	\$100,600	-1.5%	1.5%
Recruiting (Employment) Manager	Manager III	\$73,706	\$90,000	22.1%	-18.1%	\$134,718	\$148,700	10.4%	-9.4%
Librarian/Information Center Specialist II	Librarian I	\$51,138	\$47,000	-8.1%	8.8%	\$84,551	\$99,600	17.8%	-15.1%
Janitor/Custodian I	Bldg. Svc. Wkr. II	\$29,539	\$28,000	-5.2%	5.5%	\$46,238	\$47,400	2.5%	-2.5%
Call Center Representative I	Customer Service Rep I	\$36,000	\$32,000	-11.1%	12.5%	\$58,157	\$49,300	-15.2%	18.0%
Call Center Supervisor	Program Manager I	\$56,106	\$51,000	-9.1%	10.0%	\$92,931	\$90,000	-3.2%	3.3%
Security Guard I (Unarmed)	Security Officer I	\$39,062	\$27,000	-30.9%	44.7%	\$63,822	\$44,900	-29.6%	42.1%
Security Guard Supervisor	Security Officer IV (Lt.)	\$56,106	\$51,000	-9.1%	10.0%	\$92,931	\$81,200	-12.6%	14.4%
Administrative Assistant I	Administrative Aide	\$34,576	\$32,000	-7.5%	8.1%	\$55,524	\$55,000	-0.9%	1.0%
Administrative Assistant II	Principal Admin. Aide	\$36,000	\$36,000	0.0%	0.0%	\$58,157	\$61,500	5.7%	-5.4%
Administrative Assistant III	Office Services Coordinator	\$40,731	\$40,000	-1.8%	1.8%	\$66,872	\$67,100	0.3%	-0.3%
Executive Assistant III	Senior Executive Admin. Aide	\$44,530	\$54,000	21.3%	-17.5%	\$73,434	\$87,200	18.7%	-15.8%
Executive Asst to CEO III	Executive Admin. Aide to CAO	\$48,824	\$61,000	24.9%	-20.0%	\$80,663	\$99,300	23.1%	-18.8%
Office Manager	Administrative Specialist II	\$51,138	\$57,000	11.5%	-10.3%	\$84,551	\$101,800	20.4%	-16.9%
Public Relations Specialist III	Public Information Officer II	\$61,578	\$63,000	2.3%	-2.3%	\$102,153	\$111,100	8.8%	-8.1%
Graphics Designer II	Graphic Artist	\$46,630	\$50,000	7.2%	-6.7%	\$76,958	\$82,500	7.2%	-6.7%
Legal Secretary II	Legal Secretary II	\$40,731	\$41,000	0.7%	-0.7%	\$66,872	\$64,700	-3.2%	3.4%
Legal Assistant/Paralegal II	Paralegal Specialist	\$56,106	\$50,000	-10.9%	12.2%	\$92,931	\$81,200	-12.6%	14.4%
In House Attorney II	Asst. County Attorney II	\$67,601	\$103,000	52.4%	-34.4%	\$112,337	\$158,400	41.0%	-29.1%
In House Attorney III	Asst. County Attorney III	\$84,376	\$150,000	77.8%	-43.7%	\$140,094	\$209,000	49.2%	-33.0%
Social Worker (MSW-LCSW) - II	Social Worker III	\$58,778	\$57,000	-3.0%	3.1%	\$97,425	\$97,800	0.4%	-0.4%
Staff Nurse (RN) II	Community Health Nurse II	\$58,778	\$57,000	-3.0%	3.1%	\$97,425	\$87,400	-10.3%	11.5%
Nurse Practitioner III	Nurse Practitioner	\$64,530	\$77,000	19.3%	-16.2%	\$107,121	\$131,100	22.4%	-18.3%
Marketing Analyst II	Transit Marketing Specialist	\$51,138	\$54,000	5.6%	-5.3%	\$84,551	\$83,500	-1.2%	1.3%
Vehicle Mechanic II	Mechanic Technician II	\$44,530	\$45,000	1.1%	-1.0%	\$73,434	\$70,500	-4.0%	4.2%
Plumber II	Plumber I	\$42,579	\$46,000	8.0%	-7.4%	\$70,072	\$67,300	-4.0%	4.1%
Avg % Change FY16:				2.82%				3.26%	
Avg % Difference FY16:					-0.33%				-1.38%

NOTES:

- 2016 Human Resources Association of the National Capital Area (HRA-NCA) Compensation Survey Report includes data on 541 job titles from 228 participating 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.

FY17 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)

Montgomery County Title	MCG Grade	Alex City	Anne Arundel	Arlington Co	Balt City	Balt Co	Fairfax Co	Howard Co	MNCPPC	PG Co	WSSC	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Accountant/Auditor III	23	56.8	47.5	61.0	58.3	47.9	57.2	52.2	50.8	46.2	55.9	54.1	56.4	-4.1%	4.3%
Building Services Worker II	8	30.3	26.1	28.3	28.9	27.3	27.2		28.3	26.2	28.4	28.3	29.7	-4.7%	4.9%
Carpenter I	17			38.6	31.5	37.9	43.1	38.7	39.6	31.0	44.0	38.7	42.8	-9.7%	10.7%
Community Health Nurse II	24	59.7		59.2	60.3	52.3	57.2			45.9		58.2	59.1	-1.5%	1.5%
Correctional Supervisor - Sergeant	C6	58.5	47.7	61.1		47.9	56.3	53.3		49.3		53.3	56.5	-5.7%	6.1%
Correctional Officer I (Pvt)	C3	45.8		48.0						42.7		45.8	44.3	3.5%	-3.4%
Correctional Officer III (Corporal)	C5	50.5	40.6	50.4		41.7	51.2	39.7		44.8		44.8	51.2	-12.5%	14.3%
Electrician I	18				35.0	53.5	47.3	43.8	39.6	31.0	44.0	43.8	44.8	-2.1%	2.1%
Engineer III	25	69.1	59.4	55.0	65.9	50.0	65.8	64.1	57.5	59.0	67.6	61.7	61.9	-0.2%	0.2%
Engineer Technician II	18	42.4		38.6	43.0	41.7	45.2	38.4	44.8	39.6	50.8	42.4	44.8	-5.3%	5.6%
Equipment Operator I	14	32.2	31.8	35.1	31.2	31.9	35.9	32.7	35.3	28.9		32.2	37.7	-14.6%	17.1%
Equipment Operator III	16	38.7	36.9	42.3	36.1	37.9	41.2	36.0	39.6	31.0	33.3	37.4	40.9	-8.6%	9.4%
Fire/Rescue Lieutenant	B1	59.9	52.9	62.1	59.9	57.8	65.6	78.8		51.9		59.9	60.4	-0.8%	0.8%
Firefighter/Rescuer I	F1	46.9	39.4	48.0	36.2	35.8		51.8		40.8		40.8	45.3	-9.8%	10.8%
Firefighter/Rescuer III	F3	49.3	39.4		39.3	45.0	54.4	57.5		42.8		45.0	49.9	-9.9%	11.0%
Highway Inspector I	19	49.1	42.8	53.0	39.7	41.7	49.6	47.1		39.6	50.8	47.1	46.9	0.5%	-0.5%
Human Resources Specialist I	18	56.8	55.1	55.7	62.0	47.9	57.2	57.8	50.8	46.2	74.4	56.2	44.8	25.7%	-20.4%
HVAC Mechanic I	18	46.8		64.1	35.0	43.5	45.2	43.8	39.6	31.0		43.6	44.8	-2.5%	2.5%
Senior Information Technology Specialist	28	54.1		61.0	62.0	47.9		46.9	60.4	53.1		54.1	71.0	-23.7%	31.1%
Information Technology Specialist III	26	68.4	54.0	57.0	48.8	53.7		57.8	52.4	46.2		53.9	64.5	-16.5%	19.8%
Information Technology Technician III	19	40.1	45.3		38.2	32.8			39.6		50.0	39.8	46.9	-15.0%	17.7%
Librarian I	21	51.6		55.0	44.9	33.8	51.9					51.6	51.4	0.3%	-0.3%
Management and Budget Specialist III	25	56.8	68.9	53.0	65.9	72.6	57.2	52.2	57.5	45.9	55.9	57.0	61.9	-7.9%	8.6%
Mechanic Technician II	18	44.5	36.9	50.7	35.9	41.6	47.3	43.8	39.6	35.9	44.0	42.7	44.8	-4.6%	4.8%
Office Clerk	5	29.5	25.8	25.2	27.9	27.6	34.3	30.5	28.4	24.5	28.7	28.2	26.5	6.3%	-5.9%
Permitting & Code Enforcement Inspector III	23	49.1	42.8	56.7	36.7	43.8	47.3	42.5	44.8	39.6		43.8	56.4	-22.4%	28.9%
Planning Specialist III	23	56.8	55.1		62.0	47.9	57.2	52.2	50.8	45.9		53.7	56.4	-4.8%	5.0%
Police Officer I	P2	47.9	45.5	48.0	49.0	49.1	48.5	52.7	51.0	46.6		48.5	50.2	-3.4%	3.5%
Police Sergeant	A1	58.2	61.8	62.4	69.9	61.6	61.5	74.3	59.1	60.9		61.6	63.9	-3.6%	3.7%
Public Safety Communications Specialist III	19	49.1	38.8	50.4	39.7	41.8	49.0	40.9	39.6			40.9	46.9	-12.8%	14.7%
Principal Administrative Aide	13	36.9	28.4	38.6	29.7	34.5	37.6	31.3	35.3	34.5	42.0	34.9	36.2	-3.6%	3.7%
Procurement Specialist III	25	54.1	51.2	55.7	46.8	47.3	57.2	47.1	57.5	46.2	55.9	52.7	61.9	-14.9%	17.5%
Public Service Worker II	9	29.4	27.4	28.3	29.5	27.3	29.8	30.0	28.3	26.8		28.3	30.9	-8.2%	8.9%
Recreation Specialist	21	51.6	55.1	55.0	44.9	47.9	49.6	42.5	57.5	45.9		49.6	51.4	-3.4%	3.6%
Social Worker II	23	59.7		55.7	48.8	54.8	54.4	52.2		45.9		54.4	56.4	-3.5%	3.6%
Therapist II	24	62.7		55.7			54.4			53.1		55.0	59.1	-6.8%	7.3%

NOTES:

- Source: FY2017 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 26 jurisdictions in the national capital area.
- Montgomery County salaries reported to LGPA were those in effect as of July 10, 2016.
- Median salary does not include Montgomery County (MCG).
- Percent change required for MCG salary to reach LGPA median salary was calculated by dividing dollar difference by MCG salary. Instances where the MCG salary is higher than the median are characterized as a negative.
- Percent difference between MCG salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's; WSSC = Washington Suburban Sanitary Commission.

**FY17 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES
(IN THOUSANDS)**

Montgomery County Title	MCG Grade	Alex City	Anne Arundel	Arlington Co	Balt City	Balt Co	Fairfax Co	Howard Co	MNCPPC	PG Co	WSSC	Median	MCG	% Chg Req for MCG to Reach Median	% Dif Between MCG & Median
Accountant/Auditor III	23	91.3	76.2	93.1	93.5	59.7	95.3	89.4	87.0	90.0	85.3	89.7	93.4	-4.0%	4.2%
Building Services Worker II	8	41.3	39.2	43.3	30.5	33.4	45.4		50.9	43.3	48.8	43.3	46.5	-6.8%	7.3%
Carpenter I	17			59.0	34.7	47.9	71.8	59.3	67.8	57.4	74.6	59.2	70.4	-16.0%	19.0%
Community Health Nurse II	24	95.9		95.3	68.7	65.4	95.3			84.0		89.6	97.9	-8.5%	9.2%
Correctional Supervisor - Sergeant	C6	101.3	89.3	103.3		59.7	83.2	86.3		89.4		89.3	91.5	-2.5%	2.6%
Correctional Officer I (Pvt)	C3	79.4		81.1						77.3		79.4	64.7	22.7%	-18.5%
Correctional Officer III (Corporal)	C5	79.4	69.8	85.1		52.3	75.7	64.0		81.1		75.7	77.3	-2.1%	2.2%
Electrician I	18				39.1	55.3	78.8	67.1	67.8	57.4	74.6	67.1	73.8	-9.1%	10.0%
Engineer III	25	111.0	100.0	110.6	105.3	62.2	109.7	109.7	98.7	114.8	130.3	109.7	102.7	6.9%	-6.4%
Engineer Technician II	18	68.1		59.0	52.2	52.3	75.3	65.7	76.7	72.8	77.6	68.1	73.8	-7.7%	8.3%
Equipment Operator I	14	51.7	47.7	53.6	32.6	39.7	59.8	47.4	60.4	52.2		51.7	61.2	-15.6%	18.4%
Equipment Operator III	16	62.1	53.8	64.6	40.6	47.9	68.7	55.0	67.8	57.4	60.0	58.7	67.2	-12.6%	14.5%
Fire/Rescue Lieutenant	B1	103.7	104.5	105.0	73.1	78.4	96.9	116.4		102.0		102.9	97.8	5.2%	-5.0%
Firefighter/Rescuer I	F1	81.3	81.7	81.1	57.9	48.8		76.4		73.5		76.4	73.3	4.3%	-4.1%
Firefighter/Rescuer III	F3	85.4	81.7		63.7	60.3	80.4	84.7		81.7		81.7	80.8	1.1%	-1.1%
Highway Inspector I	19	78.9	64.1	92.2	48.0	52.3	82.7	80.7		72.8	77.6	77.6	77.3	0.3%	-0.3%
Human Resources Specialist I	18	91.3	92.9	110.6	99.2	59.7	95.3	99.0	87.0	90.0	113.6	94.1	73.8	27.5%	-21.6%
HVAC Mechanic I	18	75.1		98.0	39.1	55.5	75.3	67.1	67.8	57.4		67.4	73.8	-8.6%	9.4%
Senior Information Technology Specialist	28	87.0		93.1	99.2	59.7		80.7	103.6	96.9		93.1	118.4	-21.3%	27.1%
Information Technology Specialist III	26	109.9	91.1	92.6	59.4	67.3		99.0	89.7	96.1		91.9	107.1	-14.3%	16.6%
Information Technology Technician III	19	64.4	72.6		46.0	41.7			67.7		80.0	66.1	77.3	-14.6%	17.1%
Librarian I	21	82.8		89.1	54.5	52.5	86.6					82.8	85.0	-2.5%	2.6%
Management and Budget Specialist III	25	95.9	116.0	106.0	105.3	113.2	95.3	89.4	98.7	84.0	85.3	97.3	102.7	-5.2%	5.5%
Mechanic Technician II	18	71.6	55.3	77.6	40.5	52.7	78.8	67.1	67.8	66.1	74.6	67.4	73.8	-8.6%	9.4%
Office Clerk	5	45.2	40.2	38.6	31.7	34.5	57.1	43.6	51.0	47.7	43.8	43.7	40.9	6.8%	-6.4%
Permitting & Code Enforcement Inspector III	23	78.9	64.1	86.6	44.2	54.8	78.8	72.9	76.7	72.8		72.9	93.4	-22.0%	28.1%
Planning Specialist III	23	91.3	92.9		99.2	59.7	95.3	89.4	87.0	84.0		90.3	93.4	-3.3%	3.4%
Police Officer I	P2	82.9	63.6	81.1	83.9	64.1	75.3	54.6	79.8	73.0		75.3	81.3	-7.4%	8.0%
Police Sergeant	A1	100.7	106.9	103.5	97.3	81.8	90.9	97.8	99.4	97.3		97.8	103.5	-5.5%	5.8%
Public Safety Communications Specialist III	19	78.9	58.1	77.0	48.0	52.8	72.4	70.0	67.8	83.0		70.0	77.3	-9.6%	10.6%
Principal Administrative Aide	13	59.3	44.3	59.0	34.2	43.8	62.7	53.5	60.4	67.1	64.1	59.2	58.4	1.2%	-1.2%
Procurement Specialist III	25	87.0	86.3	110.6	56.9	59.7	95.3	80.7	98.7	90.0	85.3	86.6	102.7	-15.6%	18.5%
Public Service Worker II	9	47.2	41.1	43.3	30.4	33.4	49.7	40.9	50.9	45.3		43.3	48.6	-10.9%	12.2%
Recreation Specialist	21	82.8	92.9	84.0	54.5	59.7	82.7	72.9	98.7	84.0		82.8	85.0	-2.5%	2.6%
Social Worker II	23	95.9		85.0	59.4	68.7	90.7	89.4		84.0		85.0	93.4	-9.0%	9.8%
Therapist II	24	100.7		85.0			90.7			96.9		93.8	97.9	-4.2%	4.4%

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**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY17 MINIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	Alex City	Anne Arundel	Arlington Co	Balt City	Balt Co	Fairfax Co	Howard Co	MNCPPC	PG Co	WSSC	MCG
Accountant/Auditor III	23	55.9	1.7%	-14.9%	9.1%	4.3%	-14.2%	2.3%	-6.5%	-9.1%	-17.3%	0.0%	0.9%
Building Services Worker II	8	28.3	7.1%	-7.8%	0.0%	2.2%	-3.7%	-3.8%		0.0%	-7.6%	0.2%	4.8%
Carpenter I	17	38.7			-0.2%	-18.6%	-2.1%	11.4%	0.0%	2.4%	-19.8%	13.8%	10.6%
Community Health Nurse II	24	59.1	1.0%		0.2%	2.0%	-11.4%	-3.2%			0.0%		0.0%
Correctional Supervisor - Sergeant	C6	54.8	6.7%	-13.0%	11.5%		-12.6%	2.8%	-2.8%		-10.1%		3.1%
Correctional Officer I (Pvt)	C3	45.1	1.7%		6.5%						-5.4%		-1.7%
Correctional Officer III (Corporal)	C5	47.6	6.2%	-14.7%	5.9%		-12.4%	7.6%	-16.5%		-5.9%		7.5%
Electrician I	18	43.9				-20.4%	21.7%	7.7%	-0.2%	-9.9%	-29.3%	0.2%	1.9%
Engineer III	25	61.9	11.6%	-4.1%	-11.1%	6.5%	-19.2%	6.4%	3.6%	-7.0%	-4.7%	9.3%	0.0%
Engineer Technician II	18	42.7	-0.7%		-9.6%	0.7%	-2.4%	5.7%	-10.2%	4.9%	-7.3%	19.0%	4.8%
Equipment Operator I	14	32.4	-0.7%	-1.9%	8.3%	-3.7%	-1.6%	10.7%	0.7%	8.9%	-10.9%		16.2%
Equipment Operator III	16	37.9	2.0%	-2.5%	11.6%	-4.7%	0.0%	8.8%	-4.9%	4.5%	-18.1%	-12.2%	8.0%
Fire/Rescue Lieutenant	B1	59.9	0.0%	-11.7%	3.7%	0.0%	-3.5%	9.5%			-13.4%		0.8%
Firefighter/Rescuer I	F1	43.1	9.0%	-8.4%	11.5%	-15.9%	-16.8%		20.3%		-5.1%		5.1%
Firefighter/Rescuer III	F3	47.1	4.6%	-16.4%		-16.6%	-4.6%	15.5%	21.9%		-9.1%		5.9%
Highway Inspector I	19	47.0	4.5%	-8.9%	12.8%	-15.5%	-11.3%	5.6%	0.3%		-15.7%	8.1%	-0.3%
Human Resources Specialist I	18	55.7	2.1%	-1.0%	0.0%	11.4%	-13.9%	2.7%	3.9%	-8.7%	-16.9%	33.7%	-19.6%
HVAC Mechanic I	18	43.8	6.7%		46.4%	-20.2%	-0.8%	3.0%	0.0%	-9.6%	-29.2%		2.1%
Senior Information Technology Specialist	28	57.3	-5.5%		6.4%	8.2%	-16.3%		-18.1%	5.5%	-7.3%		23.9%
Information Technology Specialist III	26	54.0	26.5%	0.0%	5.4%	-9.7%	-0.7%		7.0%	-3.0%	-14.6%		19.4%
Information Technology Technician III	19	40.1	0.0%	12.9%		-4.8%	-18.1%			-1.3%		24.7%	16.9%
Librarian I	21	51.5	0.2%		6.8%	-12.9%	-34.3%	0.9%					-0.2%
Management and Budget Specialist III	25	57.2	-0.6%	20.4%	-7.3%	15.3%	27.1%	0.0%	-8.6%	0.7%	-19.8%	-2.2%	8.3%
Mechanic Technician II	18	43.8	1.6%	-15.7%	15.8%	-18.1%	-5.2%	7.9%	0.0%	-9.6%	-18.0%	0.5%	2.1%
Office Clerk	5	27.9	5.7%	-7.7%	-9.7%	0.0%	-1.2%	22.7%	9.2%	1.6%	-12.2%	2.7%	-5.2%
Permitting & Code Enforcement Inspector III	23	44.3	10.9%	-3.4%	28.0%	-17.2%	-1.2%	6.8%	-4.0%	1.2%	-10.6%		27.3%
Planning Specialist III	23	55.1	3.1%	0.0%		12.5%	-13.0%	3.7%	-5.2%	-7.8%	-16.8%		2.3%
Police Officer I	P2	48.7	-1.8%	-6.7%	-1.5%	0.5%	0.7%	-0.5%	8.2%	4.7%	-4.4%		3.0%
Police Sergeant	A1	61.7	-5.8%	0.1%	1.0%	13.3%	-0.1%	-0.3%	20.3%	-4.3%	-1.4%		3.6%
Public Safety Communications Specialist III	19	41.4	18.7%	-6.2%	21.9%	-4.0%	1.2%	18.6%	-1.2%	-4.2%	-3.6%		13.3%
Principal Administrative Aide	13	35.3	4.6%	-19.7%	9.5%	-15.9%	-2.3%	6.6%	-11.4%	0.0%	-2.2%	19.0%	2.5%
Procurement Specialist III	25	54.1	0.0%	-5.4%	2.8%	-13.6%	-12.6%	5.6%	-13.0%	6.3%	-14.6%	3.3%	14.3%
Public Service Worker II	9	28.9	1.9%	-5.0%	-1.9%	2.0%	-5.5%	3.3%	3.9%	-1.9%	-7.0%		6.9%
Recreation Specialist	21	50.5	2.1%	9.1%	8.9%	-11.2%	-5.1%	-1.8%	-15.8%	13.9%	-9.2%		1.8%
Social Worker II	23	54.6	9.3%		2.0%	-10.6%	0.3%	-0.3%	-4.3%		-16.0%		3.3%
Therapist II	24	55.7	12.6%		0.0%			-2.2%			-4.6%		6.1%
Average \$ Difference from Median:			4.3%	-5.1%	6.1%	-4.8%	-5.7%	5.3%	0.3%	-0.9%	-11.4%	8.0%	5.6%
# of Classes Matched:			34	26	32	32	34	31	30	25	34	15	36

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**PERCENT DIFFERENCE FROM MEDIAN SALARY
FY17 MAXIMUM SALARY COMPARISONS
SELECTED LOCAL JURISDICTIONS - SELECTED CLASSES**

Montgomery County Title	MCG Grade	Median	Alex City	Anne Arundel	Arlington Co	Balt City	Balt Co	Fairfax Co	Howard Co	MNCPPC	PG Co	WSSC	MCG
Accountant/Auditor III	23	90.0	1.5%	-15.2%	3.5%	3.9%	-33.6%	5.9%	-0.7%	-3.3%	0.0%	-5.1%	3.8%
Building Services Worker II	8	43.3	-4.7%	-9.5%	0.0%	-29.5%	-22.9%	4.8%		17.5%	0.0%	12.6%	7.3%
Carpenter I	17	59.3			-0.4%	-41.5%	-19.2%	21.2%	0.0%	14.3%	-3.2%	25.9%	18.8%
Community Health Nurse II	24	95.3	0.6%		0.0%	-27.9%	-31.4%	0.0%			-11.9%		2.8%
Correctional Supervisor - Sergeant	C6	89.3	13.4%	-0.1%	15.6%		-33.2%	-6.8%	-3.4%		0.1%		2.5%
Correctional Officer I (Pvt)	C3	78.3	1.3%		3.5%						-1.3%		-17.4%
Correctional Officer III (Corporal)	C5	76.5	3.8%	-8.7%	11.3%		-31.6%	-1.1%	-16.3%		6.1%		1.1%
Electrician I	18	67.4				-42.0%	-18.0%	16.9%	-0.5%	0.5%	-14.9%	10.7%	9.4%
Engineer III	25	109.7	1.2%	-8.8%	0.8%	-4.0%	-43.3%	0.0%	0.0%	-10.1%	4.7%	18.7%	-6.4%
Engineer Technician II	18	70.4	-3.3%		-16.2%	-25.8%	-25.7%	6.9%	-6.7%	8.9%	3.3%	10.1%	4.8%
Equipment Operator I	14	52.0	-0.5%	-8.3%	3.2%	-37.2%	-23.6%	15.1%	-8.7%	16.2%	0.5%		17.8%
Equipment Operator III	16	60.0	3.5%	-10.4%	7.7%	-32.4%	-20.2%	14.4%	-8.4%	12.9%	-4.4%	0.0%	12.0%
Fire/Rescue Lieutenant	B1	102.0	1.7%	2.5%	2.9%	-28.3%	-23.1%	-4.9%	14.1%		0.0%		-4.1%
Firefighter/Rescuer I	F1	75.0	8.4%	9.0%	8.1%	-22.8%	-34.9%		1.9%		-1.9%		-2.3%
Firefighter/Rescuer III	F3	81.2	5.1%	0.6%		-21.5%	-25.8%	-1.0%	4.3%		0.5%		-0.5%
Highway Inspector I	19	77.5	1.9%	-17.2%	19.0%	-38.0%	-32.4%	6.8%	4.2%		-6.1%	0.1%	-0.1%
Human Resources Specialist I	18	92.9	-1.7%	0.0%	19.0%	6.8%	-35.7%	2.6%	6.6%	-6.4%	-3.2%	22.3%	-20.6%
HVAC Mechanic I	18	67.8	10.9%		44.6%	-42.3%	-18.0%	11.1%	-1.0%	0.0%	-15.3%		8.9%
Senior Information Technology Specialist	28	95.0	-8.5%		-2.0%	4.4%	-37.2%		-15.1%	9.0%	2.0%		24.6%
Information Technology Specialist III	26	92.6	18.6%	-1.7%	0.0%	-35.8%	-27.3%		6.9%	-3.1%	3.7%		15.7%
Information Technology Technician III	19	67.7	-4.9%	7.2%		-32.1%	-38.5%			0.0%		18.1%	14.2%
Librarian I	21	83.9	-1.3%		6.2%	-35.0%	-37.5%	3.2%					1.3%
Management and Budget Specialist III	25	98.7	-2.8%	17.6%	7.4%	6.7%	14.7%	-3.4%	-9.4%	0.0%	-14.9%	-13.5%	4.1%
Mechanic Technician II	18	67.8	5.6%	-18.4%	14.5%	-40.2%	-22.2%	16.3%	-1.0%	0.0%	-2.4%	10.1%	8.9%
Office Clerk	5	43.6	3.5%	-7.8%	-11.6%	-27.2%	-21.0%	30.9%	0.0%	16.9%	9.4%	0.4%	-6.2%
Permitting & Code Enforcement Inspector III	23	74.8	5.5%	-14.3%	15.8%	-40.9%	-26.8%	5.4%	-2.6%	2.6%	-2.7%		24.9%
Planning Specialist III	23	91.3	0.0%	1.7%		8.6%	-34.6%	4.3%	-2.2%	-4.8%	-8.1%		2.3%
Police Officer I	P2	77.5	6.9%	-18.0%	4.6%	8.2%	-17.3%	-2.9%	-29.6%	2.9%	-5.9%		4.8%
Police Sergeant	A1	98.6	2.1%	8.4%	4.9%	-1.4%	-17.1%	-7.9%	-0.8%	0.8%	-1.4%		4.9%
Public Safety Communications Specialist III	19	71.2	10.8%	-18.4%	8.2%	-32.6%	-25.9%	1.7%	-1.7%	-4.8%	16.6%		8.6%
Principal Administrative Aide	13	59.0	0.5%	-25.0%	0.0%	-42.0%	-25.9%	6.2%	-9.4%	2.3%	13.7%	8.6%	-1.0%
Procurement Specialist III	25	87.0	0.0%	-0.8%	27.1%	-34.6%	-31.4%	9.5%	-7.2%	13.4%	3.4%	-1.9%	18.0%
Public Service Worker II	9	44.3	6.6%	-7.2%	-2.3%	-31.3%	-24.7%	12.1%	-7.7%	14.8%	2.3%		9.7%
Recreation Specialist	21	83.4	-0.7%	11.4%	0.7%	-34.6%	-28.4%	-0.8%	-12.6%	18.3%	0.7%		1.9%
Social Worker II	23	87.2	10.0%		-2.5%	-31.8%	-21.2%	4.0%	2.5%		-3.7%		7.1%
Therapist II	24	96.9	3.9%		-12.2%			-6.4%			0.0%		1.1%
Average \$ Difference from Median:			2.9%	-5.1%	5.7%	-24.2%	-26.3%	5.3%	-3.5%	4.8%	-1.0%	7.8%	5.1%
# of Classes Matched:			34	26	32	32	34	31	30	25	34	15	36

NOTES:

- Source: FY2017 Local Government Personnel Association Salary Survey (LGPA). Survey includes data from 26 jurisdictions in the national capital area.
- Montgomery County salaries reported to LGPA were those in effect as of July 10, 2016.
- Median salary includes Montgomery County.
- Percent difference between salary and LGPA median salary was calculated by dividing dollar difference by LGPA median salary.
- MNCPPC = Maryland-National Capital Park and Planning Commission; MCG = Montgomery County Government; PG = Prince George's; WSSC = Washington Suburban Sanitary Commission.

SALARY BUDGET SURVEYS
COMPARISON OF ACTUAL AND PROJECTED PAY INCREASES 2016 - 2017
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 FY16	MCG - Average FY17 ⁽²⁾	Survey - Budgeted FY17
World At Work 2015-2016 Salary Budget Survey, (August 2015)	2,031	National	3.0%	3.0%	3.1%
Mercer- 2016/2017 U.S. Compensation Planning Survey (September 2016)	1,200+	National	2.8%	3.0%	2.9%
Human Resource Association of the National Capital Area (HRA-NCA) Compensation Survey Report- 37th Edition, pages 1-4 (September 2016).	228	Washington/Baltimore Metropolitan Area	2.9%	3.0%	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 percentage increases in FY16 and FY17: A 2.00% FY16 and a 1.00% FY17 GWA increase for non-represented, Management Leadership Service, and MCGEO (in FY17, paid as a 0.5% increase in July 2016 and in January 2017); a 2.00% FY16 and a 1.00% FY17 GWA increase for the IAFF and Fire/Rescue Management; a 2.00% FY16 and 1.00% FY17 GWA increase for the FOP bargaining unit and Police Management; a 3.5% service increment for all employees not at the max of grade (excludes MLS) in FY16 and FY17; and an average 3.41% FY16 and 3.34% FY17 performance-based pay increase for MLS employees. In FY16, the average increase across units was 4.3%; in FY17, it is 3.0%.

Management Leadership Service Review

MLS Demographic Data by Manager Grade: 2016*

	Manager I		Manager II		Manager III		MLS Total	
	#	%	#	%	#	%	#	%
Gender								
Female	11	41%	53	44%	120	49%	184	47%
Male	16	59%	68	56%	123	51%	207	53%
Race/Ethnicity								
American Indian or Alaska Native	-	0%	-	0%	1	0%	1	0%
Asian	1	4%	10	8%	16	7%	27	7%
Black or African American	4	15%	19	16%	46	19%	69	18%
Hispanic or Latino	1	4%	4	3%	15	6%	20	5%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	-	0%	-	0%
Two or More Races	-	0%	-	0%	1	0%	1	0%
White	21	78%	84	69%	154	63%	259	66%
Not Indicated	-	0%	4	3%	10	4%	14	4%
Age (as of December 2016)								
Age < 20	-	0%	-	0%	-	0%		0%
Age 20 through 29	-	0%	-	0%	1	0%	1	0%
Age 30 through 39	1	4%	8	7%	15	6%	24	6%
Age 40 through 49	3	11%	25	21%	48	20%	76	19%
Age 50 through 59	9	33%	45	37%	112	46%	166	42%
Age 60+	14	52%	43	36%	67	28%	124	32%
Total	27	100%	121	100%	243	100%	391	100%

* MLS workforce as of December 31, 2016. Please note that the data cover both full and part-time employees.

MLS Separations by Reason for Separation Calendar Years 2011 - 2016

Separation Reason	2011 (#)	2012 (#)	2013 (#)	2014 (#)	2015 (#)	2016 (#)	% of 2016 Total
Voluntary	30	21	17	30	31	22	84.6%
Non-specified personal reasons	4	0	1	2	3	2	7.7%
Better compensation	1	1		1	1		0.0%
More opportunity for advancement	1	1	1	1	1	1	3.8%
Normal retirement	21	18	12	21	20	15	57.7%
Early retirement	2	1	2	2	1	0	0.0%
Other Voluntary	1	0	1	3	5	4	15.4%
Involuntary				1		1	3.8%
Management/Fiscal	3			1			0.0%
Medical/Other	5	4	2	1	0	3	11.5%
Total Separations	38	25	19	33	31	26	
Total Employees	334	349	369	387	385	391	
Turnover Rate	11.4%	7.2%	5.1%	8.5%	8.1%	6.6%	

MLS Demographic Data by Rating Category: FY16

	Exceptional		Highly Successful		Successful		Below Expectations		MLS Total	
	#	%	#	%	#	%	#	%	#	%
Gender										
Female	56	53%	107	48%	18	36%	1	100%	182	48%
Male	50	47%	116	52%	32	64%	-	0%	198	52%
Race/Ethnicity										
American Indian or Alaska Native	-	0%	1	0%	-	0%	-	0%	1	0%
Asian	6	6%	20	9%	-	0%	-	0%	26	7%
Black or African American	9	8%	44	20%	15	30%	-	0%	68	18%
Hispanic or Latino	1	1%	15	7%	3	6%	-	0%	19	5%
Native Hawaiian/Other Pacific Islander	-	0%	-	0%	-	0%	-	0%	-	0%
Two or More Races	-	0%	-	0%	-	0%	-	0%	-	0%
White	88	83%	138	62%	29	58%	1	100%	256	67%
Not Indicated	2	2%	5	2%	3	6%	-	0%	10	3%
Age (as of June 30, 2016)										
Age < 20	-	0%	-	0%	-	0%	-	0%	-	0%
Age 20 through 29	-	0%	-	0%	-	0%	-	0%	-	0%
Age 30 through 39	2	2%	11	5%	4	8%	-	0%	17	4%
Age 40 through 49	22	21%	47	21%	7	14%	-	0%	76	20%
Age 50 through 59	51	48%	97	43%	21	42%	1	100%	170	45%
Age 60+	31	29%	68	30%	18	36%	-	0%	117	31%
Total	106	100%	223	100%	50	100%	1	100%	380	100%

Distribution of Performance Ratings by Pay Band: FY07, FY08, FY13 through FY16

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

Position in Salary Range	Maximum Permitted*	# Eligible Employees	Addition to Base		Lump Sum		Combined Award	
			%	\$	%	\$	%	\$
Exceptional		106	2.41%	\$3,046	1.77%	\$2,631	4.18%	\$5,678
Top of Pay Band	6%	41	-	-	3.89%	\$5,871	3.89%	\$5,871
Control Point or Above	4%	19	2.41%	\$3,491	1.04%	\$1,482	3.46%	\$4,973
Below Control Point	4%	46	4.56%	\$5,578	0.18%	\$218	4.74%	\$5,796
Highly Successful		223	2.20%	\$2,715	1.04%	\$1,501	3.24%	\$4,215
Top of Pay Band	4%	52	-	-	3.14%	\$4,615	3.15%	\$4,619
Control Point or Above	3.5%	49	1.75%	\$2,393	1.14%	\$1,617	2.89%	\$4,010
Below Control Point	3.5%	122	3.32%	\$3,999	0.10%	\$126	3.42%	\$4,126
Successful		50	1.56%	\$1,702	0.53%	\$728	2.09%	\$2,430
Top of Pay Band	3.5%	3	-	-	1.67%	\$2,327	1.67%	\$2,327
Control Point or Above	2%	14	-	-	1.42%	\$1,978	1.42%	\$1,978
Below Control Point	2%	33	2.36%	\$2,579	0.05%	\$53	2.41%	\$2,631
Below Expectations	0%	1	-	-	-	-	-	-
All Eligible MLS		380	2.17%	\$2,667	1.17%	\$1,710	3.34%	\$4,377
Top of Pay Band		96	-	-	3.42%	\$5,080	3.42%	\$5,082
Control Point or Above		83	1.59%	\$2,212	1.15%	\$1,627	2.74%	\$3,839
Below Control Point		201	3.45%	\$4,127	0.11%	\$135	3.55%	\$4,263

* 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)