



Montgomery County Merit System Protection Board

# Classification and Compensation Audit

## **Study Findings and Recommendations**

March 12, 2025

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# Executive Summary

## Introduction

Montgomery County, MD (the County) borders the United States capital and is the state's most populous jurisdiction. Envisioning a more equitable and inclusive county, priority outcomes and measures include thriving youth and families, a growing economy, a greener County, easier commutes, an affordable and welcoming County, safe neighborhoods, and effective, sustainable government. Montgomery County's Merit System Protection Board (MSPB) oversees the merit system and protects employee and job applicant rights guaranteed under the merit system law. As defined under §404 of the Montgomery County Maryland Charter, MSPB must conduct periodic special studies and audits of the administration of the merit pay system, and file written reports of its findings and recommendations with the County Executive and Council. The last audit was conducted in 2017 by CPS HR Consulting (CPS), and those results are detailed in a written report dated February 6, 2018.

In 2023, MSPB entered into a contract with Segal, an independent consulting firm, to design and conduct a comprehensive review and audit of Montgomery County's Classification and Compensation Program and Procedures. The objective is two-fold: 1) ensure the accuracy, equity, justice, validity, and integrity in the administration of the classification and compensation program and execution of its procedures; and 2) to determine the effectiveness of current classification and compensation models and methodologies. As outlined in 5. Section B- Scope of Services outlined in MSPB's Request For Proposal (RFP)#1149284 dated January 20, 2023, our review, audit, and recommendations are focused on:

- Status of implementation of prior audit report recommendations
- Classification Process and Procedures
- Compensation Process and Procedures
- Quantitative Evaluation System (QES) and Broadbanding System

Planning and discovery work began in September 2023. After receipt of County data, our audit activities commenced in January 2024 and concluded in December 2024. The audit covered approximately 12,000 employees. Close to 8,900 of these are in full-time positions with the remainder contributing in part-time, temporary, and seasonal roles. With the exception of elected and appointed officials, all employees are included in the County's Merit System. Jobs are organized across 49 occupational/classification series with approximately 500 job classification specifications. To accomplish this scope of work, Segal consultants engaged in a planning process and designed an audit plan comprised of five phases as described in Exhibit 1 below.

## Project Phases

Project Initiation & Discovery	Classification Audit	Compensation Audit & Survey	Recommendation Development	Present Final Results
Design project strategy; create project plan & timeline	Design and conduct employee survey	Sample pay actions to audit pay practices	Review salary schedules	Draft report of findings and recommendations
Submit data request to Office of Human Resources (OHR)	Review relevant policies/procedures, QES system	Review relevant policies/procedures, QES & broad banding system	Recommend updates to grade assignments	Finalize report of findings and recommendations
Review 2018 audit report and determine status	Review statistical sampling of classification study files	Select benchmark positions, peer organizations and published surveys	Conduct compression analysis	MSPB route report to OHR for comment
Interview leader stakeholders	Review & update classification specifications/Fair Labor Standards Act (FLSA) for sampled positions	Analyze data and identify market position	Conduct pay equity analysis	

## Audit Overview

The County demonstrates the basic foundations of an effective classification and compensation program. As is to be expected in any audit, Segal has identified areas where process improvement is needed. Segal's recommendations are formed in the context of our work with public sector organizations of similar size and scope as the County as well as emerging best practices. An overview of Segal's audit approach and high-level findings for each aspect of the MSPB's requested scope of services is discussed here. Additional details follow in the written report and appendices.

## Prior 2018 Audit Report

Segal reviewed the findings and recommendations in the CPS HR Consulting Final Classification and Compensation Audit Report to determine:

- the status of implementation of recommendations,
- the success or failure of those recommendations that were implemented,
- the reason(s) for lack of implementation for certain recommendations,
- which non-implemented recommendations are still relevant and worthwhile, and
- the effectiveness of changes the County has made in classification and compensation system since the last audit.

In our review we found that most of CPS recommendations were not implemented by Montgomery County's Office of Human Resources (OHR). Although there is evidence that implementation of those suggestions was explored and planning initiated, completion of many of those suggestions was incomplete. Generally, implementation was hindered by turnover of staff, and the reprioritization of activities and funding as a result of the COVID-19 pandemic.

## Classification Process

Segal also conducted an audit of positions and administration of prescribed regulations, administrative procedures and policies related to job classification which included:

- conversations with leaders and a survey sent to all employees,
- comprehensive audit of a statistical sampling of individual classification studies,
- comprehensive audit of a statistical sampling of occupational classification studies,
- review and examination of classification procedures found in the County Personnel regulations and shared narratively by Office of Human Resources (OHR) staff,
- review and examination of the Quantitative Evaluation System Manual, and
- examination of the execution of policies and procedures of managers, supervisors and OHR staff.

We also reviewed a sample of the County's job classes and job specifications to:

- update existing classifications, where appropriate, to reflect the duties, responsibilities and type of work performed, and assess Fair Labor Standards Act (FLSA) designations, and
- identify provisions that may have an adverse impact on hiring, transfer, reclassification, promotion, termination, compensation, or hours of work across demographic factors including national origin, gender, and age.

Multiple areas of concern are noted in the audit of classification processes. Of greatest significance when considering compliance with the County's merit pay system is the unnecessary length of time involved in these processes. Excessive reliance on outside contractors for routine analyses adds financial burden. Recordkeeping is inconsistent and typically does not include evidence that all process steps were followed. Both the individual classification process and the occupational classification process describe outdated methods of request, acceptance and final approval that could be streamlined significantly.

## Compensation Process

Segal reviewed current compensation rates, pay grades, salary schedules and salary range for multi-incumbent represented, non-represented, and management positions to include evaluation of effectiveness, competitiveness, flexibility, and internal and external equity across various demographic factors such as race, gender, national origin, age, and disability. Our methodology included:

- review of compensation actions taken from Fiscal Year (FY) 2019 – Fiscal Year (FY) 2023 to examine various pay actions including for example internal promotional increases, special within-grade advancement studies, and new hire compensation,

- statistical pay equity analysis to examine the pay of incumbents within the same job classification and assess the impact gender and race have on employee compensation,
- a comprehensive labor market assessment of peer organizations and published survey market data to determine the competitiveness of the County's pay schedules and job classification placement,
- a review of FY 2024 salary schedules to recommend updates, and
- pay compression analysis to examine employee grade placement within range and the distribution of pay within pay ranges and between job series and manager/employee relationships.

Generally, compensation processes appear to be followed consistently, and pay increases delivered equitably. While there are some areas of concern, County pay levels are at or above market competitive levels. Segal found that overall Montgomery County's base pay ranges are slightly below market at the minimum, but generally competitive at Midpoint and Maximum levels. Overall, employee base rates of pay are at a competitive level. Improvement can be made in the design of the County's pay structures as they are generally spaced close together and create the opportunity for pay compression.

## QES Methodology

The audit team reviewed and assessed the effectiveness of the Quantitative Evaluation System (QES) system currently used by the County. This included:

- examination of current market pricing methodology and data sufficiency,
- audit and review of the QES with OHR staff, and
- consideration and recommendation of alternative approaches to job classification, job evaluation and compensation systems.

The existing methods for job analysis, job evaluation and compensation market pricing do not reflect modern-day best practices. The QES system was designed over four decades ago and has limitations with regard to measuring and evaluating modern-day work practices. There are a number of recommendations related to establishing and setting market-based pay that better align with compensation best practices. A broadbanding approach to pay structures has several potential downsides including structural compression and pay disparity among similarly situated employees. Within compensation best practices, it has become outdated and is not reflective on existing market practices.

# Project Initiation and Discovery

## Project Team Formation

Segal's consulting and audit approach involved engagement through regular meetings with three distinct groups of people. Throughout the engagement we collaborated with various MSPB staff and/or County Council representatives at different times including Logan Anbinder, Janice Curtis, Edward Haenftling, Jr., Craig Howard, and/or Bruce Martin. These meetings were generally held bi-weekly and served to provide progress updates and prepare for upcoming project tasks. Similarly, we provided monthly project updates in the form of written summaries and the project plan for the board members.

From the outset, members of OHR cooperated with Segal in the discovery process and throughout the audit phases of the project. The group generally met bi-weekly in the discovery and classification phases of the engagement and as needed thereafter. Collaboration was open and helpful when responding to discovery questions about classification and compensation processes, locating records, and relaying data. Segal appreciates the professionalism demonstrated by members of the OHR team that supported the audit at various times including Samuel Frushour, Ivonne Gutierrez, James Tinnick, Lolita Weedon, and Kimberly Williams.

Finally, Segal identified, interviewed, and engaged a subcontractor, Decision Information Resources (DIR) to support the Classification Audit phase of the project. DIR is a minority business enterprise (MBE), and our partnership with them fulfills the diversity, equity, and inclusion (DEI) requirement of the contract. More importantly, DIR staff are well qualified in data collection with cultural sensitivity and data reporting through a DEI lens.

## Data Request and Process Review

A secure file transfer site was established to facilitate the private and secure exchange of documents and reports. During the discovery phase OHR uploaded over 200 documents including classification and compensation process documents, communication examples, collective bargaining agreements, file samples, pay records, classification study files and employee census information. Although the scope of services did request analysis across various demographic factors including disability status, the County does not maintain that information as part of the employee record, and it was unreportable.

During the months of September – December 2023, Segal met twelve times with OHR staff to ask clarifying questions about documented classification and compensation processes, and the extent to which recommendations from the prior audit report were adopted. These introductory meetings as well as ad hoc meetings throughout the audit process- including as recently as November 1, 2024- served to clarify and supplement our understanding of documented processes and how they have been applied.



# Audit Discovery Interviews

Segal met with select County leaders to discuss their observations and perspectives about County classification and compensation processes in order to confirm and finalize our investigatory plan. A standard set of questions was used to frame the discussion and Segal facilitators pursued follow-up to participant responses in the normal course of conversation. The discussion questions were organized into three categories and are outlined in Exhibit 2 below.

*Exhibit 2*

## Discovery Interview Questions

Area of Focus	Questions
<b>Classification Process</b> Classifies a new job or reclassifies an existing job	<ul style="list-style-type: none"><li>• Generally, are all jobs in your department accurately described in a classification specification? What about a job description?</li><li>• When creating a new job, seeking to change a job grade, or revising an existing job description, what is the typical timeframe from request to implementation?</li><li>• What works and what doesn't with the current approach to job classification at Montgomery County?</li><li>• What changes would be helpful to you in managing classification in your department(s)?</li></ul>
<b>Compensation Program</b> Process by which a pay grade is assigned to a job classification; also, the way employee rates of pay are set	<ul style="list-style-type: none"><li>• How does the County go about assigning jobs to a pay grade?</li><li>• Do you think pay is competitive at the County?</li><li>• What is your greatest need when it comes to the compensation program?</li></ul>
<b>Communication</b>	<ul style="list-style-type: none"><li>• To what extent do you, and do you think employees, understand how jobs are classified?</li><li>• To what extent do you, and do you think employees, understand how pay decisions are made, i.e., regarding pay grade, starting salaries, promotional increases, etc.?</li><li>• To what extent do you, and do you think employees, understand where to go to find more information about classification and compensation programs at Montgomery County?</li><li>• Are Department Heads, Managers and Employees receiving the right amount of information about the current classification and compensation program? If not, what should change?</li><li>• If you could make 1 or 2 changes to enhance your experience working with OHR regarding classification and compensation issues, what would they be?</li></ul>

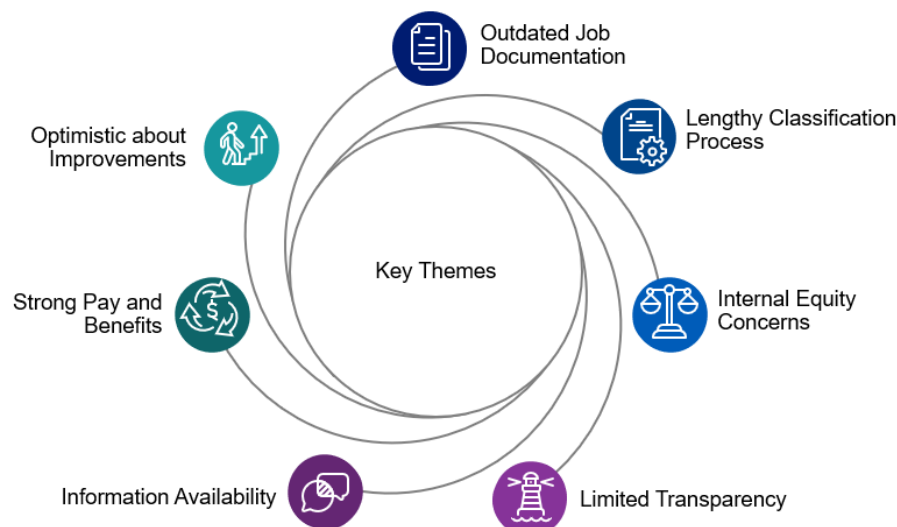
Discussions were conducted virtually in February 2024 with the eleven participants noted in Exhibit 3.

Exhibit 3

## Audit Discovery Interview Participants

County Leaders	Union Leaders
Ben Stevenson – Director of Corrections	Jeff Buddle – International Association of Fire Fighters, Local 1664, AFL-CIO
Christopher Conklin – Director of Transportation	Lee Holland – Fraternal Order of Police, Montgomery County Lodge 35
Fariba Kassiri – Deputy Chief Administrative Officer	Gino Renne – UFCW Local 1994, Municipal & County Government Employees Organization
James Bridgers – Director of Health & Human Services	
Jennifer Harling – Chief Labor Relations Officer	
Tiffany Ward – Chief Equity Officer	
Traci Anderson – Director of Human Resources	
William Broglie – Deputy Director of Environmental Protection	

Segal identified seven broad themes from these discussions to inform our audit activities. Concerns exist about the quality of job documentation, the length of time required to review a classification request, internal pay equity, transparency, and the availability of information about classification and compensation. On a positive note, participants note that the compensation and benefit package is strong and that the leaders and employees in the Office of Human Resources are poised for and capable of bringing about change.



# 2018 Audit Findings

## Prior Audit Reconciliation

Per task 5.3.2 in the current scope of work, Segal reviewed the recommendations for the County's compensation plan as put forth in the 2018 audit and the degree to which they were subsequently applied. In order to comment on these findings, we reviewed documents, interviewed appropriate OHR leadership, and analyzed OHR's response to the recommendations made in the 2018 audit. After which, the following observations were made:

## Compensation Allocation

**Recommendation:** Revisit and redesign General Pay Schedule based on organizational market strategy, compensation philosophy, and career progression goals.

**Observation:** The components highlighted in the previous audit are still present in the General Pay Schedule. These include the length of bandwidths, midpoint separations and grade overlaps. No action was taken due to lack of funds and staff shortages.

## Pay Allocation

### Recommendations:

- Review criteria used to determine employees' base pay assignment within the same job classifications to eliminate or prevent possible inequities among various demographic groups.
- Identify job classifications with "uneven" demographic composition and determine its causes and policies that can mitigate these irregularities.
- Continue applying consistent compensation, recruitment and staffing policies and practices to ensure compliance with Equal Employment Opportunity (EEO) guidelines and employee satisfaction.

**Observation:** Segal found no evidence to date that conveys adherence to these recommendations.

## Wage Equity

### Recommendations:

- Define or designate ranges for new hire salary allocation.
- Conduct periodic audits of classifications within the County to ensure equity extends outside of department.

**Observation:** Pursuant to County Council Ordinance OHR successfully completed one audit and plans to do it every two years.

## Quantitative Evaluation System (QES):

**Recommendation:** Replace or modify the existing QES in a judicious manner. Develop a modern, effective, and defensible quantitative job evaluation system that is easy to use and understand, and based on methodology that provides accurate, equitable, and dynamic value determination.

**Observation:** No subsequent updates have taken place regarding QES. The published documentation for QES (MCPR 2001 Appendix E from CPS report), states that last date of update was 2006. OHR studied the possibility of replacing QES and determined it was not feasible to implement this recommendation.

## Broadbanding-MLS Classifications

### Recommendations:

- Revisit MLS and Broadband as the pricing system and approach to management classifications. Moving these classes to the existing traditional grade system is an option.
- Design either market-based or factor-comparison system to evaluate management jobs.

**Observation:** OHR confirmed that although deliberation occurred, no action was taken.

## EEO Overview

### Recommendations:

- Seek diversity recruitment sources (e.g., professional groups, publications, etc.) to post open positions and seek talent in areas of underutilization.
- Create diversity goals and/or an annual Equal Employment Opportunity Program (EEOP) plan to monitor diversity recruitment and compensation.
- Incorporate diversity statements (e.g., Equal Employment Opportunity, Female/Veteran/Minority) in all job postings.

**Observation:** No evidence of action taken as provided by OHR.

## Conclusion

OHR conveyed several causes as explanation for the limited action taken on the prior audit. There was staff turnover during the audit period and replacement of trained and qualified staff proved to be challenging in the COVID-19 pandemic environment. Also, County budgets were curtailed during the pandemic which resulted in reprioritization of activities. A report is included as Appendix A.

# Classification Audit

## Employee Survey

### Methodology

Segal contracted with Decision Information Resources Inc. (DIR) to design and conduct the Montgomery County Classification Survey (MCCS) as part of an independent audit of the County's classification and compensation. The goal of the survey was to assess County employees' knowledge and understanding of the classification system and reclassification process and to gather data about employees' experiences with the classification process, where applicable, as well as their insights into how the process might be improved. Managers, as responsible parties, and agents in the process, were asked about their experiences, knowledge, and perception of the process. As customers of classification and compensation processes, employees and managers are well positioned to provide insights about potential process improvements.

Demographic data was collected from participants in four categories: race/ethnicity, gender, length of service, and employee type, i.e., manager/non-manager. The survey collected data about the participant's experience with the individual classification process and the occupational classification process as regards awareness of the processes, engagement with the process and timeliness of the process. The survey also probed employee and manager access to process information and communication of results.

DIR administered the survey from May 8 – 29, 2024. After a survey announcement e-mail was sent to employees by County Administration, which served to establish its authenticity, DIR sent a direct e-mail to County employees' business email address inviting participants to engage with a survey link. During the survey period, two follow-up reminders were sent to employees who had not yet completed the survey. When the survey closed, 2,391 of the 9,998 eligible employees had completed the full survey for an overall response rate of 24%. Using a 95% confidence interval with a 5% margin of error, the number of respondents exceeds the threshold required for results to be considered significant. An additional 46 (2%) completed the survey through Section B. Data from these 46 "partial completes" was included in applicable analyses.

### Survey Findings

DIR's comprehensive report of survey findings is included in Appendix B. Segal has identified the findings discussed below to be of particular interest in support of our audit.

### Job Descriptions and Classification Specifications

Sixty-five percent (65%) of employees reported that they knew where to find their current job description or classification specification, and this rate held across genders. All race categories reported knowing this information at rates between 69% for Black/African Americans and 60% for Multi-Racial/Multi-Ethnic. A higher percentage of managers (80%) were aware of how to

locate job documentation when compared to non-managers (63%). It is favorable that nearly 2/3 of the employee population know where to locate their job description or classification specification. Seventeen percent (17%) of employees reported that their job description or classification had been updated in the last five years. An additional 38% of employees reported that they did not know if their job description or classification had been updated in the last five years. These results were consistent (within two percentage points) across all employee type, races, and genders.

These results indicate a low degree of employee certainty that job documentation pertaining to their role has been recently reviewed and/or updated. Periodic and regular review and update of job documentation- in the form of a classification specification or job description- is a best practice that supports multiple human resource functions related to talent acquisition, performance management, compensation, learning and development, and compliance.

## **Job Reclassification Process**

Sixty-one percent (61%) of all employees reported they knew of the reclassification process. These rates varied within nine percentage points across races. Managers reported knowing this information at a much higher rate (86%) than non-managers (58%). Women reported awareness of the process at a slightly higher rate (64%) than men (56%).

The variation in self-reported process knowledge across racial groups and genders warrants further investigation. While OHR reports a multi-faceted approach to communication that includes e-mail, posted information, and verbal messages cascaded through Managers and OHR Partners, the efficacy of that message about individual classification and occupational classification processes should be explored. Consider additional forms of outreach to engage those in field roles or with limited access to e-mail.

Only 14% of all employees reported that they or their supervisor had requested a reclassification. The rates for reclassification requests were consistent for employee type and genders (within five percentage points) but varied by eight percentage points across races. Approximately 50% of employees reported that they requested their reclassification while nearly 40% reported their supervisors had requested it for them. Forty-nine percent (49%) of White respondents indicated their reclassification request was supervisor initiated compared to 25% Black/African American and 30% Other races. Sixty-one percent (61%) of Black/African American and 52% of Other respondents report self-initiating a reclassification request at a much higher rate compared to white respondents (35%). Supervisor agreement to submit the reclassification request is similar among all racial groups: Black/African American (71%), White (74%), Other (72%).

These results highlight different patterns of advocacy when it comes to initiating a reclassification request. While the survey reflects employee perception of who initiated the request, the County should analyze this pattern further to understand possible causes.

## **Job Reclassification Outcomes**

More than a quarter of employees (28%) do not know if their request for reclassification was approved or denied, and more employees reported they did not have the opportunity to discuss the results. For those that recall the length of time they waited for results, employees most commonly reported waiting 7-12 months or more. The current approach to communicating

outcomes and results appears to be inadequate, and the length of time reported waiting for results is excessive.

Black/African American employees disagree with the outcome of their reclassification request at a higher rate (52%) than their White (42%) and Other (44%) race counterparts. The higher rate of disagreement among African American respondents should be considered in the context of earlier observations about advocacy in the request process and adequacy of communication. While the survey reflects employee perception of the situation, the County may wish to analyze this pattern through internal review and consider possible causes.

Approximately 50% of the respondents who requested a reclassification reported they would be willing to go through the process again. Those indicating they would not be willing to go through the process again identified the following reason categories as justification:

- Nothing will change
- Result is usually biased, unfair, or arbitrary
- Process takes too long
- Too stressful or too much work

## Manager Perspectives

Sixty-eight percent (68%) of managers reported knowing they could request a reclassification, but only 33% reported knowing how to make the request. Forty-two percent (42%) of managers reported having submitted individual classification requests or occupational classification requests in the past while 55% of managers reported having never submitted a reclassification request. Of the 42% who have engaged in the process, 23% requested a reclassification for an individual staff member, 10% requested a reclassification for a group of staff working in the same position, and 9% request a reclassification for both. Female managers reported requesting reclassification of an employee more often than male managers.

Both the individual and occupational classification processes require management approval and/or initiative to reach the point of submission. These results indicate that management knowledge of the appropriate processes to ensure proper job classification is not adequate. Limited engagement in the process by managers raises questions about this group's understanding of the importance of appropriate job classification in support of HR functions such as talent acquisition, performance management, compensation, learning and development, and compliance.

## General Observations

Overall, Segal observes that employees' knowledge of the reclassification process exists even though engagement in the process is fairly low. The experience of those who have engaged in the process seems largely dependent upon whether or not they received information and communication about the results. Both employees and managers experience a classification process that is lengthy, and its outcomes are sometimes unclear. Higher levels of employee acceptance of the HR recommendations are connected to an investment in a reasonable process that can be easily understood, is consistently followed, and clearly communicated. This axiom holds even when the result does not go the employee's way.



# Classification Audit

## Job Classification and Reclassification Processes

Segal established a thorough review and analysis of the County's job classification and reclassification processes as the foundation of the classification audit. We first studied the County's documented process and operating procedures for Position Classification as detailed in Appendix C and developed exploratory questions and points of clarification. This was followed by a series of discussions with OHR team members including Samuel Frushour, James Tinnick, Lolita Weedon, and/or Kimberly Williams from October 6, 2023, through December 22, 2023. These discussions facilitated the team's understanding of processes for classification and reclassification by providing a narrative description of the processes, clarifying certain steps, and responding to our process-related questions. Segal learned that the primary processes utilized by OHR for classification and reclassification are Individual Classification Studies, Occupational Classification Studies, and Classification Creation and these were the focus of Segal's classification audit. A minimum number of examples exist for Special Classification Studies, Classification under the Management Leadership Service, and Administrative Review so these processes were not audited. Process maps detailing Individual Classification Studies, Occupational Classification Studies, and Classification Creation are in Appendix D.

### Individual Classification Studies

Individual Classification Studies are submitted by the incumbent of a position, their supervisor, or their department director with memorandum and supporting documentation. Required supporting documentation includes an organization chart and current position description signed by the supervisor, division chief, and department director. Requests are submitted around a focal date, June 30th, and are referred to as "June Box". These are accepted in order received and are limited to twenty-five non-represented position classifications and twenty-five represented position classifications. Excess, incomplete, or requests that are compensation-based and not classification related are denied regardless of merit. The process ensures the employee's immediate supervisor, division chief, and division director are notified at various stages of the study. In the case of bargaining unit position classifications, the Municipal and County Government Employees Organization (MCGEO) is also notified.

### Occupational Classification Studies

Department Directors or MCGEO may submit requests for occupational classification studies to OHR by memorandum at two different focal dates, June 30th or December 31st, referred to as "June Box" or "December Box". Also, the OHR Director may direct that an occupational study is needed. Occupational classification studies can be requested when there is difficulty experienced with recruiting and/or retention or if there has been significant change in the work assigned to the classification. A Maintenance Review Questionnaire (MRQ) is completed to determine any changes to the classification description and the QES factor system is applied to determine the appropriate grade assignment. Occupational Classification studies impact all incumbents in the classification and may result in a new grade assignment or the creation of a completely new classification and grade assignment.



## Classification Creation

This process is used to administratively create and record a new classification when needed following an Occupational Study. It describes compiling a narrative analysis of the position in question and QES Factor Evaluation sheet, drafting a classification specification, and conducting peer review. Then a notice of a new classification is forwarded to the Office of Medical Services for assignment of medical protocol, Labor/Employee Relations for assignment of bargaining unit status, Division of Fair Labor Standards Act for assignment of FLSA status, EEO/ Diversity Team for assignment of EEO, census codes and Division Files Update for assignment of class code, and Recruitment and Selection Team for review of Knowledge, Skills, and Abilities (KSAs). The MSPB is also provided an opportunity for review and comment with the exception of MLS classifications. If new classification is a bargaining unit position, MCGEO is notified.

## Classification Audit

### Audit Records Request

Segal selected a purposeful sample of 73 individual classification requests and 21 occupational classification studies. These span the years 2018 – 2023 and cover a variety of departments. We were also intentional to select a variety of disposition statuses to understand scenarios where reclassification was recommended, where the job remained the same, and the result was a lower grade. Specific cases studied are detailed below. This list is included in Appendix I. Our results and findings based upon type of review follow below.

Segal requested case files from OHR in six groups of 12 -15 records beginning in December 2023. The anticipated turnaround time was to be one work week, or five workdays. OHR's turnaround time was 8.75 workdays on average. While the time to complete each request was longer than anticipated, OHR demonstrated a consistent pattern of response, communicated about delays, and provided case files in groupings as requested. Accessibility of records in a timely manner appears to be sufficient. Exhibit 4 below details the date of request and date fulfilled for each group; holidays are excluded.

*Exhibit 4*

### Case File Requests- Turnaround Time

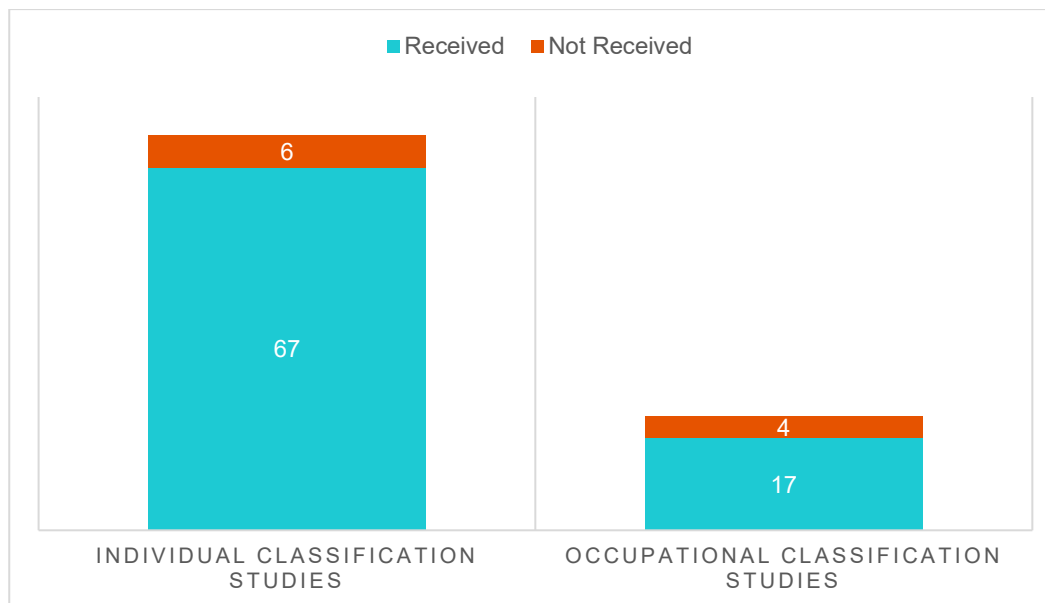
Request	Date Requested	Date Fulfilled	Turnaround Time (Days)*
Case File Request 1	12/15/2023	12/29/2023	9
Case File Request 2	12/22/2023	1/12/2024	13
Case File Request 3	1/3/2024	1/12/2024	7
Case File Request 4	1/8/2024	1/19/2024	9
Case File Request 5	1/12/2024	1/24/2024 – 1/29/2024	7 – 10
Case File Request 6	1/19/2024	1/29/2024	6

*\*Holidays excluded*

It is notable that 11.4% of records requested were not received. Exhibit 5 shows the number of case files received and not received. Six individual classification study case files were not received from OHR. The records had various disposition statuses: two were cases that closed before completion, two were identified as pending or on hold, and two were identified as retain classification. Four occupational studies from FY19, FY20 and FY22 were not received nor was disposition noted. **There is opportunity for improvement in record keeping and/or retention processes so that all records are able to be retrieved.**

*Exhibit 5*

### Case Files Received and Not Received



### Audit of Individual Classification Studies

Segal first examined each case file to look for evidence that key steps in the process for Individual Classification Studies were followed. Results are noted in Exhibit 6 below:

*Exhibit 6*

### Process Step Documentation – Individual Classification

Process Element	Included in Case File	Not included in Case File
Request of Classification Study Memo	20	47
Acknowledgment Email Sent	23	44
Recommendation Memo	61	6
Peer Review*	22	39
Routing Memo*	10	52
Personnel Action Form (PAF) and Position Profile Form (PPF)*	19	25
Checklist for Individual Studies	0	67

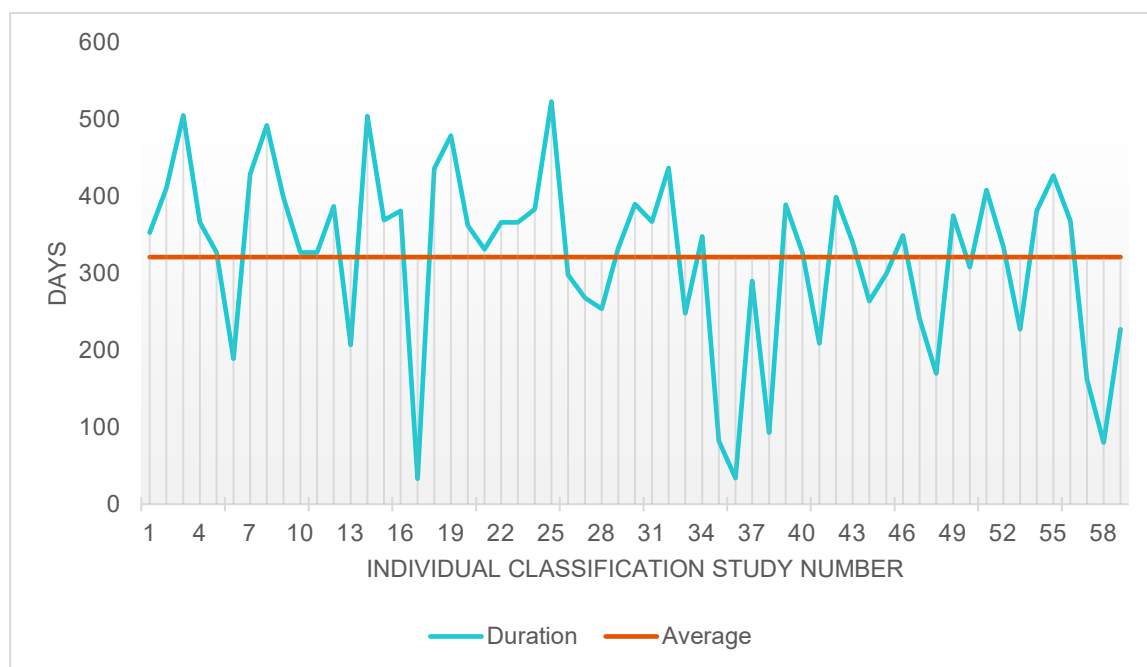
\*Cases closed before this point in process are not counted

There is evidence that individual classification study records are kept inconsistently and do not contain records that support various process steps. It appears that as the process became more automated some steps were no longer followed. For example, the process references Personnel Action Forms (PAF) and Position Profile Forms (PPF) and study checklists, yet our analysts found limited evidence of these in the case file. Likewise, there is a reference to a checklist that was not part of any records. **There is opportunity to review and update the process documentation for individual classification studies to match current procedures. Also, individual classification study records should be maintained consistently with all supporting documentation referenced in the process included in the record.**

An important consideration in the evaluation of the effectiveness of classification processes and procedures is the length of time from initiation to completion of requests. Because the County uses a focal date process, i.e., a single deadline date by which a request to review individual classification must be made, there may already be a significant period of time, up to one year, during which an employee's classification may have changed. Therefore, the fact that the length of time to complete evaluation of selected requests is extraordinarily long further exacerbates the risk that an employee may be working out of classification without appropriate compensation. Exhibit 7 on the following page illustrates the duration of each individual study request audited from date of initiation through final disposition. The average length of time is nearly one year at 321 days, the longest is 523 days and the shortest is 33 days. Considering that the process for individual classification requests is oriented around an annual focal date, the time an employee could spend working out of classification and waiting to file and hear the outcome of a reclassification request could reach two years or more. **Priority attention should be given to streamlining the process to limit the length of time for such reviews.**

*Exhibit 7*

### Length of Individual Classification Studies (Days)<sup>1</sup>



<sup>1</sup> Data reported for 60 individual classification studies that were finalized.

## Case Characteristics and Duration of Study

Given the wide range in the length of time taken to resolve individual classification studies, it is useful to understand the characteristics of the shortest cases and contrast those with characteristics of the longest cases. Awareness of these qualities may be useful in understanding potential risks as well as considering process improvements. Highlighted below are six examples of varying duration. We have masked key information such as employee name and department to shield the individual employees from being identified in a public report.

- **Manager II to Manager III-** Individual classification study was completed outside the annual cycle in 34 days as a result of a settlement agreement reached between the County and the employee. That agreement compelled OHR to conduct an individual classification study outside of the annual process. The case involved a Manager II whose role had expanded in the absence of a Manager III, and it resulted in reclassification to the higher-level classification. The review was conducted by an outside contractor, had the support of the employee's direct supervisor, and was approved by the Assistant Chief Administrative Officer.
- **Office Services Coordinator-** Individual classification analysis was completed in 80 days and resulted in no change to classification. This study originated from an occupational classification request that was reviewed by an outside contractor. That case did not result in the establishment of a new classification. Instead, the contractor suggested an individual classification review may better address the situation. OHR authorized an individual classification study be completed outside of the annual process timeline. A different consultant then reviewed the individual classification request and considered whether other classifications were a better match. The recommendation was that the classification of Office Services Coordinator be retained, and the direct supervisor concurred with OHR's recommendation.
- **Accountant Auditor I to Accountant Auditor II-** with an individual classification request to consider whether the position better aligned with Accountant/Auditor II. The request was expedited outside of the usual annual process due to a grievance settlement agreement. The review was conducted by an outside contractor, and members of management concurred with the finding to reclassify to the higher level. It was completed in approximately 90 days.
- **Program Manager -** Similarly, these requests had their origin in an occupational classification study conducted in 2019. That study had resulted in a preliminary recommendation for reclassification that was not accepted and implemented across the County. As a remedy, employees and departments were given the option to file a request for an individual classification study. Segal sampled 15 individual classification requests for Program Manager that were considered between 2020 and 2023, and all were related to the 2019 Occupational Study. Two (2) were completed in less than 90 days, while the others took an average of 437 days. Disposition of the cases also varied: two requests were closed, two cases are still pending, four cases resulted in the classification being retained, and seven requests resulted in a change in classification.
- **Accountant Auditor III to Accountant Auditor Supervisor –** An Accountant Auditor III had been given supervisory responsibility for two employees in 2011. In November 2018, the County conducted an Occupational Study of the Accountant Auditor III classification. At that time, the employee conveyed that supervision was part of the responsibilities of the position. The County concluded that there was no change in classification or pay grade, and the employee concluded that supervisory duties were part of the Accountant Auditor III classification. In January of 2020, the employee discovered that the classification specification for Accountant

Auditor III did not include supervisory responsibilities, and they completed an individual classification request for that year's annual process. That request was denied because it had been less than 36 months since the last request (the occupational study). It should be noted that the employee did not initiate the November 2018 study, yet she was told she would need to wait until June 2022 to file an individual classification request. The employee filed a grievance in August 2020, and the case was finalized in December 2023.

As highlighted in the overall data above and noted in the cases described here, Segal observes that the length of time to complete an individual classification study can be shortened significantly when there is a mandate to conduct the study arising from a settlement agreement. It is also notable that the longest case audited (Accountant Auditor III) is due in part to an artificial time limit of 36 months between requests for individual classification review. Because job misclassification can occur at any time, this arbitrary period of ineligibility may hide authentic cases that would otherwise merit consideration. We also note that some individual classification audits had their origins in occupational studies, and this added to the length of time overall for issues of misclassification to be addressed as cases were re-routed through a new process. Shortening the length of time to finalize reviews and streamlining the process will address employee concerns more quickly and reduce the risk of grievances for working out of classification or other legal challenges.

As shown in the Exhibit 8 below, the majority of individual classification studies are completed externally, by a contractor. There is a small difference in the average duration of individual classification studies completed by the contractor at 307 days vs OHR staff at 330 days.

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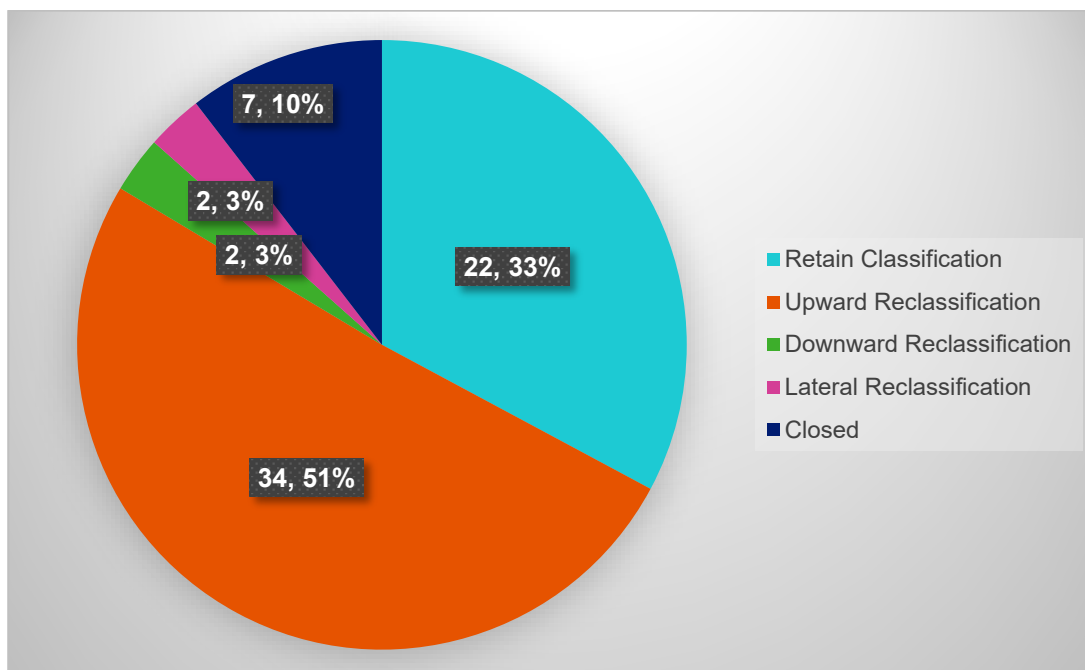
*Exhibit 8*

### Completion of Individual Classification Studies

Studies Completed By	Number	Average Duration
Office of Human Resources	10	330 days
Contractor	53	307 days

The individual classification studies audited by Segal resulted in a variety of dispositions shown in Exhibit 9. The most prevalent outcome is upward reclassification at 51%, followed by retain classification (no change) at 33%, lateral change in classification at 3% and a downward change in classification at 3%. The remaining 10%, were closed at some point in the process.

### Individual Classification Studies Disposition



### Audit of Occupational Classification Studies

Segal first examined each case file to look for evidence that key steps in the process for Occupational Classification Studies were followed. Results are noted in Exhibit 10 below:

Exhibit 10

#### Process Step Documentation – Occupational Classification Studies

Process Element	Included in Case File	Not included in Case File
Occupational Classification Study Request	1	20
Acceptance Memorandum or HR Initiation	4	17
Study File with Supporting Documentation	21	
Department/Agency Response Memo	21	
Recommendation Memo	21	
PAF and PPF		21

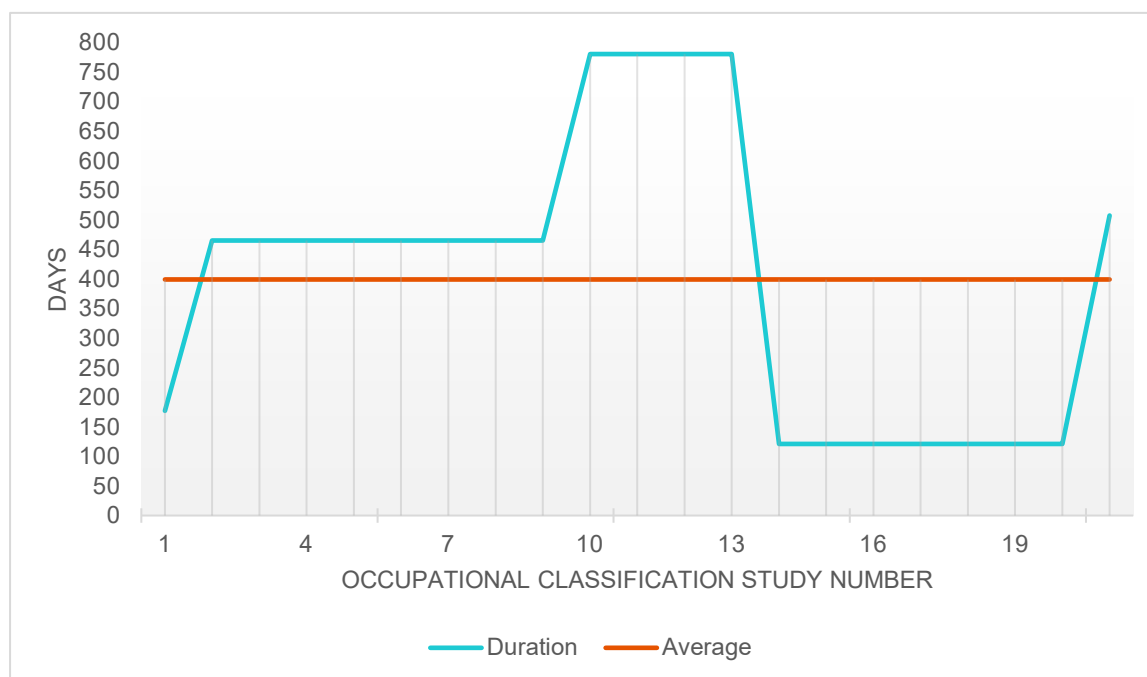
There is evidence that occupational classification study records are kept with some consistency although documentation of some process steps is missing. It is possible that as the process became more automated some steps no longer created a paper record. For example, the process refers to a Memorandum requesting the study and an Acceptance Memo, and yet our analysts found limited evidence of these in the case file. **There is opportunity to review and update the process documentation for individual classification studies to match current**

procedures. Also, individual classification study records should be maintained consistently with all supporting documentation referenced in the process included in the record.

Like the duration found in individual classification studies, the length of time to assess and evaluate a new occupational classification is significantly longer on average than found in best practice. While the compliance risk is reduced because the classification does not yet exist, the potential impact to selection, retention, and engagement is significant. Exhibit 11 below illustrates the duration of each occupational classification study request audited from date of initiation through final disposition. The average length of time is over one year at 440 days, the longest is 780 days, and the shortest is 121 days. Considering that the process for occupational classification requests is oriented around semi-annual focal dates, the time an employee could spend working out of classification, waiting to file a request, and hear the outcome of a reclassification request could reach 1.75 years or more. **Priority attention should be given to updating the process documentation to reflect current practice and to streamlining the process to limit the length of time for such reviews.**

Exhibit 11

Length of Occupational Classification Studies (Days)



As shown in the Exhibit 12 table below, all of the Occupational Studies that Segal reviewed were completed by a contractor. The duration of these types of studies completed by the contractor is 440 days.

## Completion of Occupational Classification Studies

Studies Completed By	Number	Average Duration
Office of Human Resources	0	-
Contractor	11	440 days

## Classification Processes

Segal reviewed the standard operating procedures and collective bargaining agreements for classification and covered the same in discovery interviews with representatives of OHR. To visualize the processes for individual classification studies and occupational classification studies, Segal drafted process maps to identify opportunities for improvement, and these are included in Appendix D. Both processes are very lengthy and include steps that are inefficient, administratively cumbersome, and in some cases no longer current.

Segal observes that the current processes appear to be oriented around controlling the flow and timing of requests without regard for the risk associated with employees working out of classification for long periods of time. The practice of reviewing a case and then requiring 36 months before the employee can file another request seems harsh and draconian. An arbitrary period of ineligibility treats the proper classification of an employee's position like a privilege that must be earned by the employee as opposed to a management commitment to the employee that must be honored. There are other ways to guard against frivolous requests such as management approvals that are already in existence.

The processes are aligned around the concept of "reclassification," i.e., realignment of a position from one existing classification to another, and "new classification," i.e., the creation of a new classification. These concepts are nuanced and not always understood by employees and managers. The chance exists for a manager to submit one type of request only to be told they must wait another three years. Both processes appear to be disconnected from any type of compensation market assessment which typically accompanies classification studies. Even when a classification is retained, it is possible that the cause of the original concern was compensation-related.

The County has the opportunity to create transformational change in these processes to improve manager and employee experience. Segal recommends the County approach process re-design with an intention to remove as much time from the process as possible and to streamline process steps to remove waste. Issues of misclassification do not wait for the opening of an annual or semi-annual process. Remove unnecessary and lengthy review steps, and use process flow to automate notice of process steps to participants. Consider combining classification types into one request and offering these on a rolling, continuous basis. Segal also suggests regular review and maintenance of the process documentation to ensure it reflects current work procedures. When a procedure changes, the process should also change.



# Classification Specifications

## Classification Specification Audit

Segal reviewed a sample of the County's classification specifications to audit the process of ongoing maintenance of job documentation and review the content and quality. The County maintains a list of classifications that includes grade, salary schedule, FLSA status and year last studied, and Appendix E of this report reflects this list as of December 2024. As a result of feedback received in the prior audit, OHR developed a new classification specification template and began applying it to classifications as they were updated. Segal identified 37 instances of classifications created or updated since 2018. This represents 7.5% of the total number of classification specifications in the class plan, and they are listed in Exhibit 13 below.

*Exhibit 13*

### County Classifications Audited

Class Code	Classification Title	Date Last Studied
208	ACCOUNTANT/AUDITOR SUPERVISOR	2019
209	ACCOUNTANT/AUDITOR, LEAD/SENIOR	2019
2220	ALCOHOL AND TOBACCO ENFORCEMENT SPECIALIST	2021
1163	ASSISTANT BRANCH SUPERVISOR	2023
5015	AUTOBODY REPAIRER	2021
3258	CORRECTIONAL RECORDS COORDINATOR	2021
3235	CORRECTIONAL SHIFT COMMANDER (LIEUTENANT)	2020
3233	CORRECTIONAL TEAM LEADER - CAPTAIN	2020
5325	ENERGY MANAGEMENT SYSTEMS TECHNICIAN	2021
5114	EQUIPMENT OPERATOR APPRENTICE	2024
5113	EQUIPMENT OPERATOR I	2024
5112	EQUIPMENT OPERATOR II	2024
5111	EQUIPMENT OPERATOR III	2024
5005	EQUIPMENT SERVICES COORDINATOR	2021
3510	FORENSIC SCIENTIST I	2023
3511	FORENSIC SCIENTIST II	2023
3519	FORENSIC SCIENTIST III	2023
2013	GOVERNMENT ASSISTANCE ELIGIBILITY SPECIALIST I	2021
2012	GOVERNMENT ASSISTANCE ELIGIBILITY SPECIALIST II	2021
2015	GOVERNMENT ASSISTANCE ELIGIBILITY SPECIALIST III	2021
2011	GOVERNMENT ASSISTANCE ELIGIBILITY SUPERVISOR	2021
4030	HIGHWAY CONSTRUCTION FIELD SUPERVISOR	2020
129	LABOR RELATIONS SPECIALIST I	2020
128	LABOR RELATIONS SPECIALIST II	2020
126	LABOR RELATIONS SPECIALIST III	2020

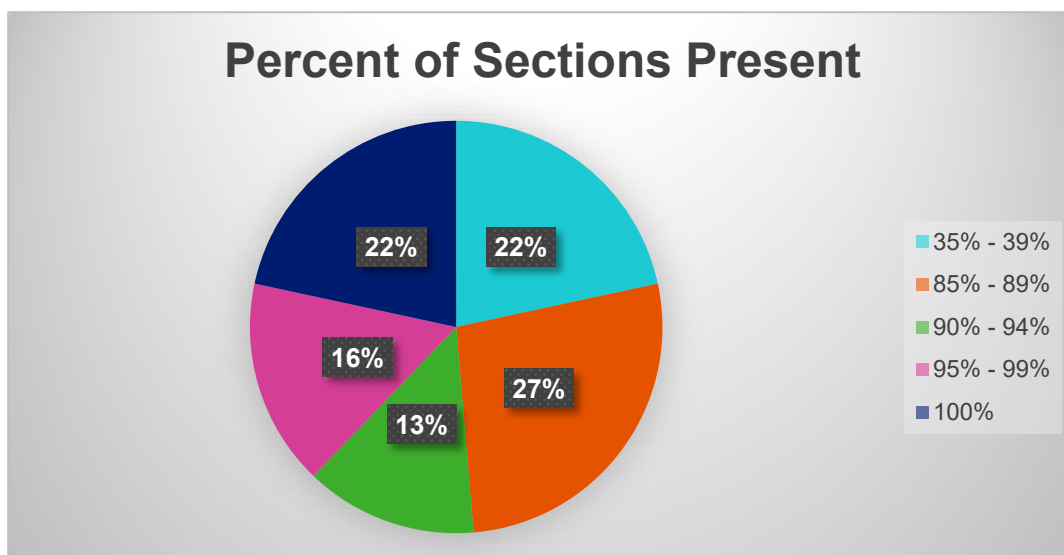
1177	LIBRARY AIDE	2023
1166	LIBRARY ASSISTANT I	2023
1165	LIBRARY ASSISTANT II	2023
1191	LIBRARY ASSOCIATE	2023
1180	LIBRARY PAGE	2023
1160	LIBRARY TECHNICIAN	2023
5013	MOTOR POOL ATTENDANT	2021
1012	RECREATION SUPERVISOR	2020
2502	REGISTERED PSYCHOLOGY ASSOCIATE	2022
202701	SCHOOL HEALTH ROOM TECHNICIAN	2023
560	TEBS PROFESSIONAL INFORMATION TECHNOLOGY PROJECT MANAGER	2023
559	TEBS SENIOR INFORMATION TECHNOLOGY PROJECT MANAGER	2023

During the project initiation and discovery phase, Segal talked with OHR and County leadership and heard that many classification specifications are older and have not been reviewed or updated in more than 10 years. If the number of classifications reviewed during this audit period are representative of a typical pattern of update, then 37 classification specifications are being updated every six years. At this rate of review, it will take 80 years to review all County classifications, not allowing for new classifications. There are currently 383 or 77.4% of classification specifications that have not been reviewed and/or updated in 10 years or more.

Our next investigation focused on the application of the new template to classifications reviewed since the last audit. Use of the new template has been inconsistent across the above group of classifications. There are 26 sections in the new template, and Segal found that sections are missing or incomplete in many cases. Only 22%, or 8 of 37 of the Classification Specifications updated during the audit period have all sections of the new template completed. Another 22% only include 35% - 39% of the sections. Exhibit 14 illustrates the percentage of template sections completed for audited classification specifications.

*Exhibit 14*

## Classification Specifications and Template Utilization



Finally, we turned to an assessment of the content and quality of classification specifications. Our review considered the degree of application of a prior audit recommendation to: "Avoid unclear, ambiguous, and unnecessary overcomplicated statements and description of duties, especially in preferred criteria which may not be quantifiable." We also considered whether there are any provisions that may have an adverse impact on hiring, transfer, reclassification, promotion, termination, compensation, or hours of work across demographic factors including national origin, gender, and age. Segal has formed the following observations:

- Forensic Scientist I, II & III- This series is well-developed. The definition of the series, distinguishing characteristics, and major duties are clear without being too wordy. Each successive level shows a career ladder progression that can be helpful for talent development, attraction, and retention.
- Government Assistance Eligibility Specialist I, II, III - This series is also well-developed. The functions of the class are clearly described in the description of the series, the distinguishing features, and major duties section without being too wordy. The series demonstrates a career ladder progression that can be helpful for talent development, attraction, and retention.
- Correctional Team Leader - This classification specification has a very lengthy "Definition of Class" section that has statements that may be better placed under the "Examples of Duties" section.
- Alcohol and Tobacco Enforcement Officer – The use of equivalency statements in the minimum qualifications of classification specifications is an effective tactic to expand the pool of candidates. However, the structure of this statement in this example may be confusing, and a visual separation of the alternatives will make the pathways more easily understood.
- Energy Management Systems Technician – The minimum qualifications for this classification begin with "Thorough (5 years) experience". It is typically a best practice to avoid subjective qualifiers to describe experience requirements and use a quantifiable amount.

Best practice for writing classification specifications is to use an economy of words to describe the purpose of the classification and to focus on the features that distinguish it from others outside the classification as well as the differentiation between levels in a series. Major duties should capture at a high level the nature and scope of the work. An exhaustive list of duties, responsibilities, and functions is better placed in a job description.

## FLSA Audit

We then turned to a review of FLSA status for the sample of classification specifications. Our approach applies minimum salary tests and duties tests to determine the appropriate exemption status of the sample classifications under the Fair Labor Standards Act (FLSA) overtime regulations using the Department of Labor's guidelines. The results of this analysis are found in Appendix F.

Segal concurs with the FLSA exemption status of the sampled classifications and have highlighted two classifications for further review and confirmation. Animal Care Attendant Supervisor and Mail Services Supervisor are both classifications that perform some of the duties of the non-exempt classification along with supervisory responsibilities. In these situations it is advisable to monitor the percentage of time the supervision is exercised so that the exemption

status can be confirmed. Segal's analysis is completed in the context of professional judgment developed through experience and application of FLSA guidelines. It is not a legal opinion.

**Segal recommends the County obtain a legal opinion about the current exemption status for these two roles.**

## **Classification Audit Findings**

During the period of this audit, it appears that OHR began using the new classification template gradually. Those specifications written or updated in 2023 and 2024 are more compliant with the standard template, form, and style guidance suggested in the prior audit. Segal has noted that for classification specifications written during recent occupational studies, OHR effectively used language to stratify the class specification series and denote levels, e.g., forensic scientist. Leveled descriptions in the knowledge, skill, and ability statements provides a clear indication of scope and level to support career progression. Nonetheless, it is concerning how many class specifications are over 10 years old. **Segal recommends that OHR develop an aggressive plan to review and update classifications to the new template over the next 18 to 24 months starting with the oldest classifications first.**

# Compensation Audit

## Compensation Action Review

Compensation Actions refer to adjustments in employee pay that occur due to various factors such as promotions, reclassifications, general wage adjustments, or market-based salary changes. These actions play a critical role in maintaining competitive and equitable compensation structures. However, without systematic oversight, inconsistencies may arise, leading to potential inequities among employees and departments.

This audit was conducted to evaluate the organization's compensation practices and ensure that Compensation Actions are applied fairly and consistently across different employee groups. By analyzing historical compensation data, this study aims to identify trends, detect potential discrepancies, and provide actionable insights to improve transparency and fairness in compensation adjustments.

## Methodology

Our analysis focused on understanding Montgomery County's compensation actions from 2019 to 2023, excluding specific years due to data limitations. Compensation actions refer to any changes in employee compensation categorized into 34 distinct types, including but not limited to General Wage Adjustment, Demotion, Promotion, Increment, Salary Schedule Change, and Reclassification. This analysis aimed to identify patterns and trends in these actions over the defined period and assess their fairness and appropriateness across departments and groups.

## Analysis Scope, Data Collection, and Data Preparation

This analysis was conducted as part of an audit of the client's compensation practices. The primary objectives were:

- to determine if the compensation actions were fair and aligned with organizational goals, and
- to identify any unusual trends or discrepancies in compensation changes, ensuring that no individual department or group experienced disproportionately high or low adjustments.

OHR provided data spanning from 2018 to 2024. However, the following exclusions were applied:

- 2018 and 2024: These years were excluded as they represented partial years with incomplete data that could skew results or misrepresent trends.
- 2020: This year was excluded due to the extraordinary disruptions caused by the COVID-19 pandemic, which led to atypical compensation actions that were not representative of usual organizational practices.

The dataset included over 101,000 compensation actions during the full period (2018-2024). Segal conducted a series of data checking and validation processes to ensure its reliability and accuracy:

- Validation: Each record was checked for completeness, ensuring all required fields were populated.
- Categorization: Compensation actions were consistently categorized into the 34 predefined types to maintain uniformity.
- Filtering: Data outside the defined analysis years (2019, 2021-2023) was excluded.

## Analytical Approach

Segal developed a dynamic model in Excel, which allowed for real-time filtering, aggregation, and visualization of compensation data by various categories such as Bargaining Unit, Department, and Year. This model incorporated pivot tables, formula-based calculations, and interactive charts to enable flexible analysis and quick identification of patterns and discrepancies. The 34 types of compensation actions analyzed are described in Exhibit 15.

*Exhibit 15*

### Compensation Action Types

20-Year Longevity Pay	Grievances / Settlement
Appointment	GSS 20-Year Longevity Pay
Class Reallocation	Increment
Demotion	Longevity Conversion
FY11 MCGEO Post Serv Inc 3	Other labor action
FY11 MCGEO Postponed Serv Increment	Performance Based Pay
FY11 MCGEO Postponed Serv Increment Phase2	Postponed Service Increment
FY12 MCGEO Postponed Serv Inc	Promotion
FY13 IAFF Postponed Increment	Reclassification
FY20 FOP Postponed Increment	Rehire/Reappointment
FY21 Increment	Salary correction/adjustment
FY22 New Transit Salary	Salary correction/adjustment-over max of pay grade
FY23 FOP Step Adjustment and GWA	Salary correction/adjustment-within grade
FY24 IAFF Step Adjustment	Salary Schedule Change
FY24 New COR Step	Standard Conditions Changed
General Wage Adjustment	Wage Equity Adjustment
Grade / Step Progression	Grievances / Settlement

Analyses to determine scope and variability of pay action types was conducted. Here are some of the key calculations applied to the data:

- Total Count of compensation actions by Compensation Action type, Department, and Year.
- Total Dollar (\$) Change by Compensation Action type, Department, and Year.
- Average Dollar (\$) Change by Compensation Action type, Department, and Year.

- Average Percentage Change (% increase or decrease in salary) by Compensation Action type, Department, and Year.
- Percentage of Total Compensation Actions by Compensation Action type, Department, and Year.
- Percentage of Total Dollar Change by Compensation Action type, Department, and Year.

Additional review was conducted to further assess fairness and identify anomalies. Using the employee census data effective April 2024, the number of individuals in each department and the average salary by department were analyzed. The compensation actions were compared against the department size and average salary to detect any significant patterns or irregularities.

## Limitations

While the analysis provided valuable insights, the following limitations should be noted:

- The exclusion of 2018, 2020, and 2024 may omit relevant events or trends.
- The unique impacts of COVID-19 in 2020 may have indirect effects on analysis in 2021.
- Incomplete or misclassified records, if present, could introduce minor inaccuracies despite our rigorous data cleaning efforts.

This methodology ensures a robust and focused examination of the client's compensation actions, providing actionable insights for strategic decision-making.

## Comments and Observations

Exhibit 16 depicts the frequency of each Compensation Action type, highlighting the five most frequently used types while grouping the remaining types as "Other."

*Exhibit 16*

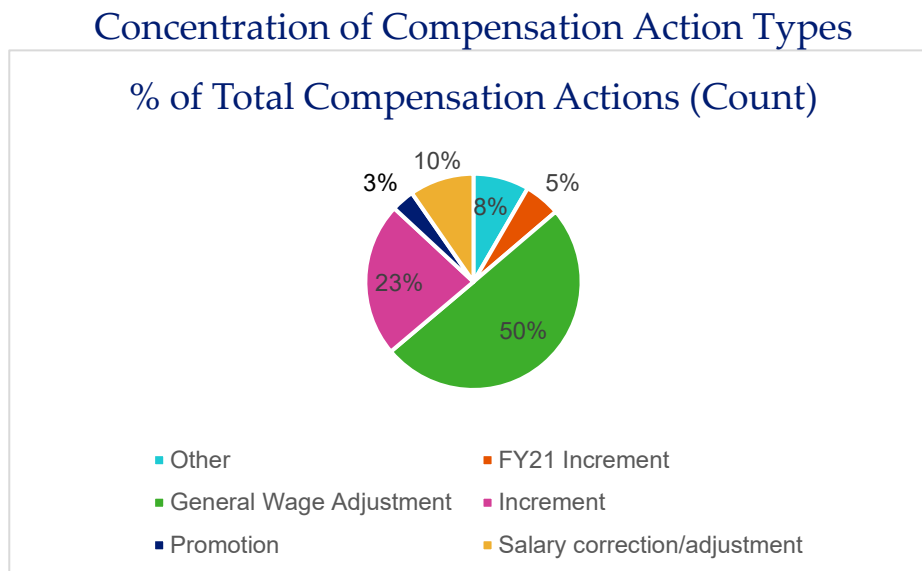
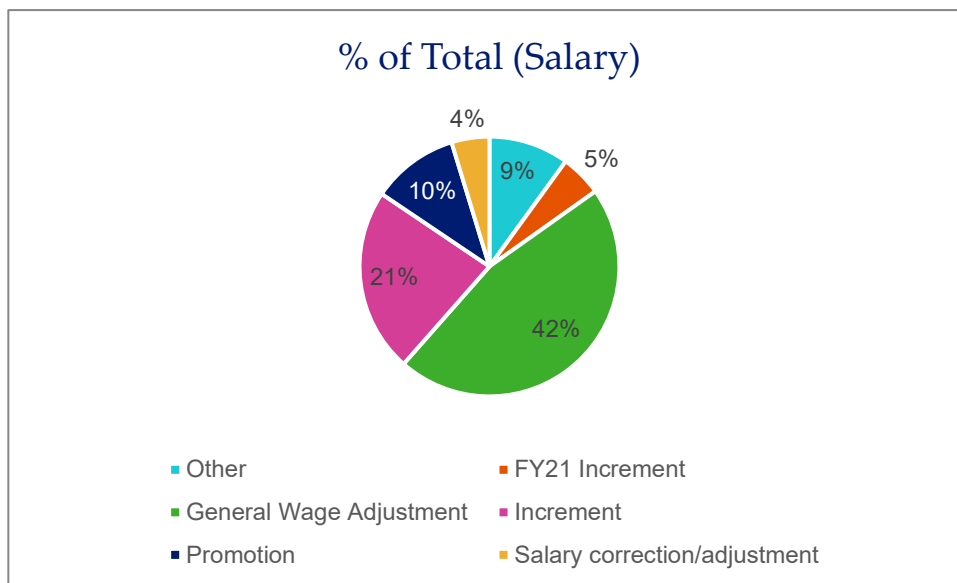


Exhibit 17 shows the total dollar impact of each Compensation Action type, again focusing on the top five types and grouping the rest as "Other." The top five actions contributed 82% of the total dollar change, with General Wage Adjustment accounting for 42% of the total dollar amount. The "Other" category represented 9% of the total dollar change.

Exhibit 17

### Impact of Compensation Action Types



A significant concentration of both the frequency and dollar amount of Compensation Actions within the top five categories suggests that these actions are key drivers of the County's compensation adjustments. The grouping of less frequent actions into "Other" emphasizes the relatively minor role these types of pay adjustments play in the total compensation spent but may warrant further exploration in aggregate.

**To streamline and enhance the efficiency of compensation practices, the County should consider reducing the total number of compensation action types from thirty-four (34).**

Many of the unique compensation actions are tied to specific years and bargaining units, leading to redundancy and potential inefficiencies. Consolidating similar actions into broader categories would simplify tracking and analysis while maintaining clarity in reporting. This approach can also aid in ensuring consistency and fairness across the organization.

## Departmental Breakout

Exhibit 18 illustrates the distribution of Compensation Actions across the 44 departments analyzed. The top five departments<sup>2</sup> accounted for 71% of all compensation actions, with the largest share held by the POL 47 department, representing 17% of the total.

<sup>2</sup> DOT: Department of Transportation  
FRS: Fire & Rescue Services  
HHS: Health & Human Services  
POL: Police  
REC: Recreation



### Distribution of Compensation Actions

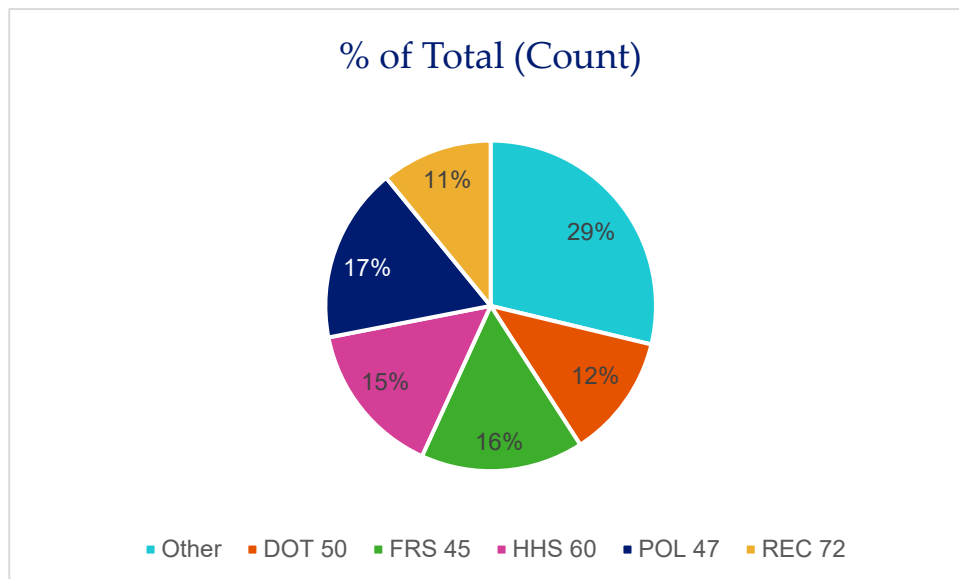
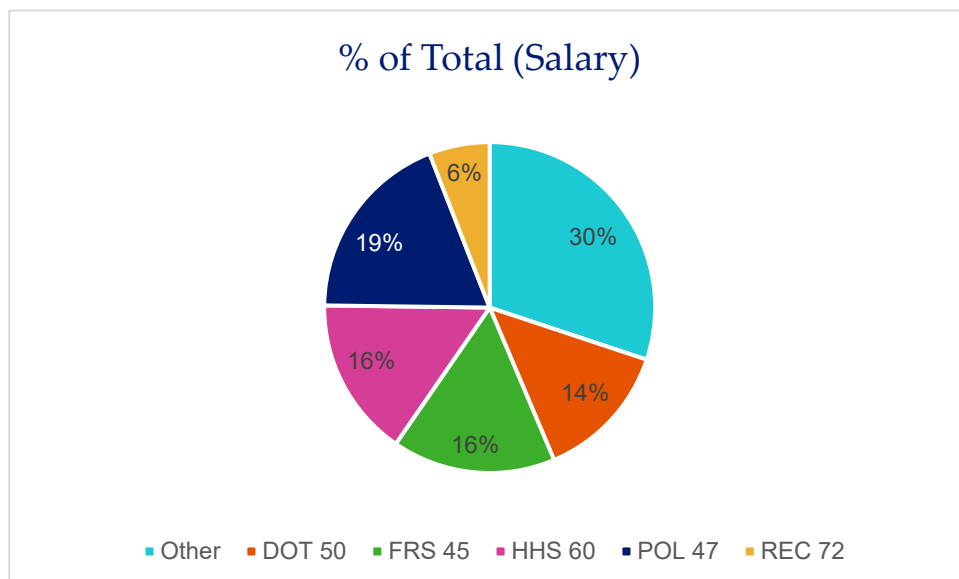


Exhibit 19 shows the dollar impact of each Compensation Action across the 44 departments analyzed. The top five departments contributed to 70% of the total dollar change, while the “Other” category, comprising the remaining departments, made up the largest share at 30%.

### Distribution of Compensation Actions



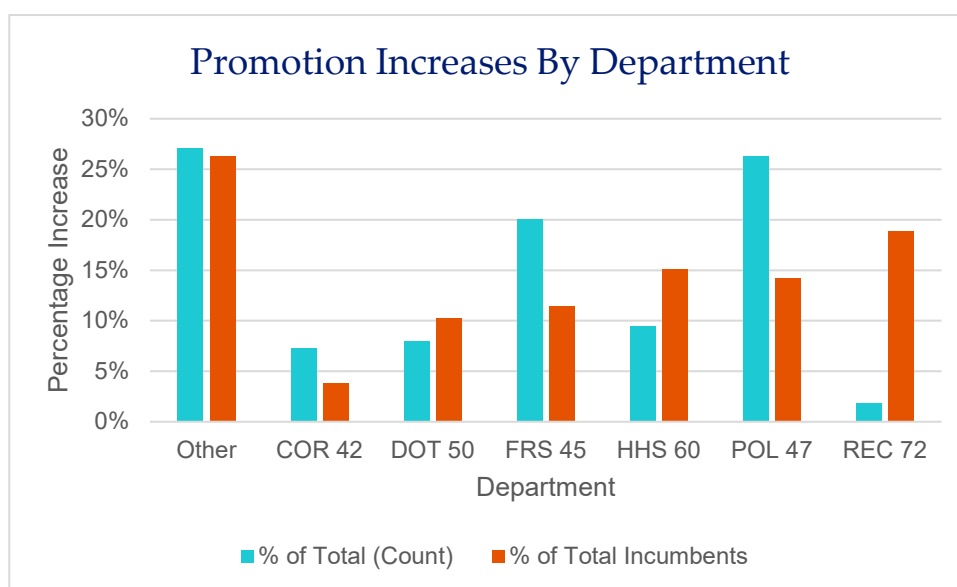
The dominance of the "Other" category in both frequency and dollar change highlights the distributed nature of compensation actions across smaller departments. This suggests that while the largest departments account for the majority of compensation changes, smaller departments collectively experience a substantial number of unique adjustments. This distribution raises questions about consistency in compensation practices across departments. If compensation policies vary significantly among smaller departments, it could indicate a lack of standardized guidelines.

## Promotional Increases

Exhibit 20 was created to analyze Promotion Increases by department, comparing each department's share of total Promotion Increases against their share of total incumbents. Six departments were highlighted individually, while the remaining were grouped into "Other." The FRS 45 and POL 47 departments have a substantially disproportionate amount of promotions when contrasted with the percent of total incumbents in the departments.

*Exhibit 20*

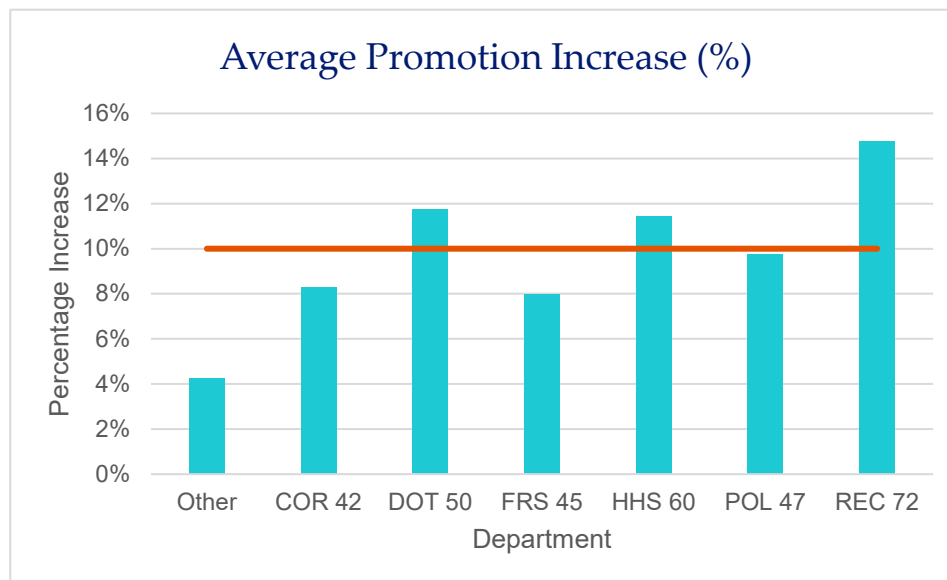
### Comparison of Promotion Increases Across Departments



The REC 72 department constitutes 19% of all incumbents but received only 2% of the total Promotion Increases. Further analysis revealed that 92% of the REC 72 department is comprised of Part-time Temporary workers, explaining their lower likelihood of receiving promotions. This underscores the importance of contextual factors, such as employment type, when evaluating discrepancies in Promotion Increases across departments.

Exhibit 21 illustrates the average promotion increase as a percentage across departments. Significant variation was observed among the six highlighted departments and the "Other" category with COR 42 and FRS 45 showing notably lower average increases and REC 72 and the "Other" group displaying notably higher averages. The average promotional increase across the County during the years in focus was 10%, indicated by the orange line.

## Comparison of Promotion Increases Amounts



To address the observed variation in average promotional increases, the County should:

- **Analyze Outlier Departments:** Investigate departments with significantly higher or lower average promotional increases to understand underlying factors, such as role types or performance evaluation processes.
- **Monitor and Report Trends:** Regularly track promotional increases by department to identify and address disparities proactively, fostering a culture of equity and accountability.

## Pay Equity Analysis

### Background

The Montgomery County Merit System Protection Board (MSPB) engaged Segal to perform a classification and compensation audit for its employees. As part of the audit, Segal conducted a pay equity analysis to understand the impact gender and race may have on current compensation levels.

### Objectives of Pay Equity Study

Pay equity means that an employer has no pay disparities among employees performing similar work based on gender, race, ethnicity, and other protected classes. The objective of this analysis is to determine the extent to which there may be a systemic bias in pay with respect to gender or race/ethnicity, while controlling for effects of other variables such as bargaining unit group and experience.

To accomplish these objectives, Segal conducted an independent statistical analysis of multiple variables and their relationship to current pay levels. This study continues the proactive work that OHR has previously engaged in, with a goal towards ensuring equitable pay amongst its workforce. Results from the most recent study by OHR can be found in its June 2023 report, “Biennial Gender-Based Pay Equity Analysis, FY21”.

## Summary of Results

Salary levels at Montgomery County were analyzed on an ‘uncontrolled’ and ‘controlled’ basis for 9,024 full-time-regular employees, 779 part-time-regular employees, and 2,163 recreation workers. Census information for the study was collected as of April 23, 2024.

- **‘Uncontrolled’ pay gap:** Reflects the average salary of all employees regardless of other criteria (e.g., bargaining unit, grade, experience, FLSA status)
- **‘Controlled’ pay gap:** Compares similarly situated employees by controlling for one or more of the above criteria (e.g., comparing salaries amongst employees in the same bargaining unit and same grade with similar experience)

Pay gaps amongst employees of different gender and race/ethnicity before controlling for the effects other variables are summarized in the following exhibit:

*Exhibit 22*

### Preliminary Pay Gap Analysis

	Average Female Salary as a % of Average Male Salary	Average Non-White Salary as % of Average White Salary
<b>Full-time-Regular</b>	101%	87%
<b>Part-time-Regular</b>	111%	90%
<b>Recreation Workers</b>	102%	98%

On an uncontrolled basis, females on average earn more than males in all three employment categories while non-white employees on average earn less than white employees in all three employment categories.

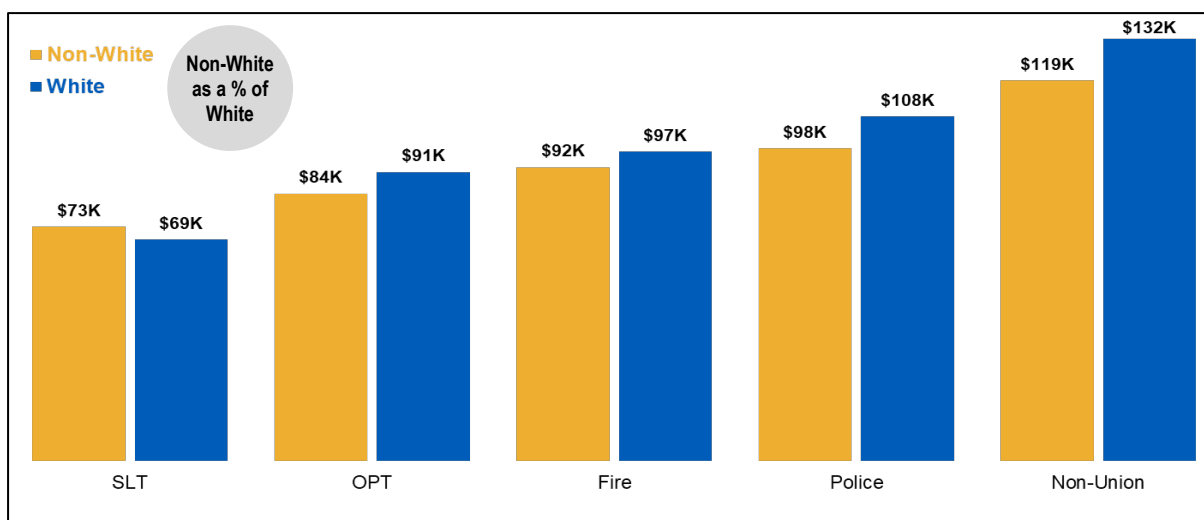
In order to control for variables that might reasonably be expected to influence pay, employee salaries were grouped into one or more of the following categories:

- Bargaining Unit
  - Office, Professional, and Technical (OPT)
  - Service, Labor, and Trades (SLT)
  - Fire
  - Police
- Experience
- Grade
- FLSA Status

**Pay gaps by gender and race/ethnicity for employees similarly situated within the above criteria were analyzed and, in many cases, the pay gaps were reasonably explained.** For example, the 13% pay gap for full-time-regular, non-white salaries compared to full-time regular, white salaries can be partially explained by bargaining unit, as the largest representation of non-white employees occurs in the lowest paying unit (SLT). As highlighted in Exhibit 23, when controlling for bargaining unit, we see smaller pay gaps within each group.

*Exhibit 23*

### Average Salary by Minority Status and Bargaining Unit



Within SLT, non-white salaries on average exceed white salaries by 6%, while in all other units white salaries remain higher on average. After grouping employees by bargaining unit, we then further combined employees into various cohorts by experience (e.g., those with 0-5 years of service with the county, 5-10 years of service, 10-15 years of service, etc.), FLSA status, and pay grade. In many situations the uncontrolled pay gaps by gender and race/ethnicity were explained by controlling for the above variables. In other instances, significant pay gaps remained even after controlling for the above variables and those groups were flagged for additional analysis by OHR. The criteria used to flag employee groups were as follows:

- Statistically significant pay gaps (T-Test<sup>3</sup> statistic less than **0.05**)
- Pay gaps of at least **10%** (or **\$10,000**, if less)

**Pay gaps that were flagged for further analysis do not necessarily indicate a pay inequity, as there could be additional variables that reasonably influence pay. We recommend OHR utilize a user-friendly dynamic model to further investigate the flagged groups.**

While the bulk of our analysis focused on the full-time-regular employees as that is where the majority of pay gaps were found, the same methodology as outlined above was done for part-time-regular employees and recreation workers as well.

<sup>3</sup> T-tests help measure whether the pay gap between two groups is due to systemic differences or random chance, considering the sample sizes and distributions around the mean.

For part-time regular employees, 95% of the population is in the SLT or OPT bargaining units. Pay gaps for SLT, Fire, Police, and Non-Union either did not exist (because all employees within the unit were of the same gender or minority status) or were explained by grade and experience. A small number of controlled pay gaps exist within OPT that were flagged for further analysis.

For recreation workers, salary levels are almost entirely explained by grade, as over 99% of employees (2,153 out of 2,163) earn the exact same salary as all others within their grade. The 10 individuals that earn a salary different from others in their grade were flagged for further analysis.

## **Pay Equity Findings**

The results of the pay equity analysis indicate no systemic bias in compensation levels based on gender or race / ethnicity. Following the conclusion of this analysis, OHR will be provided with a dynamic model to investigate various identified pay gaps further. It is noted that exactly half of the pay gaps by gender (23 out of 46) identified for further analysis show females earning more than males on average after controlling for bargaining unit, experience, FLSA status, and grade. Similarly for minority status, almost half of the pay gaps (21 out of 47) identified for further analysis show non-whites earning more than whites on average after controlling for the above variables. This indicates that while pay gaps requiring further explanation do exist, there is no indication that gender or race / ethnicity are the primary drivers of the differences in pay.

Segal recommends a holistic review of each of the pay gaps identified in the analysis and, for groups in which there is valid and sufficient rationale to explain the pay differences, such rationale should be documented. In other instances, it may be determined that certain individuals require remediation, in which case the amount of remediation and rationale behind the decision to provide a salary increase should also be documented.

To minimize disruption and risk, we recommend that OHR administer all pay adjustments during a regular, annual pay cycle. Budget concerns may make it necessary to administer pay increases in smaller increments or over the course of a few intervals, which is a valid practice as long as the intervals are deemed reasonable, and the goal is to completely remedy any identified pay disparities.

## **Market Assessment**

### **Background and Methodology**

Segal conducted a market assessment to determine the overall competitiveness of a select sample of the County's positions. This study covers market data effective as of June 1, 2024, and is reflective of twelve (12) public sector peers and three (3) published survey data sources where similar positions can be found. This report contains the results of the market assessment comparing the County's ranges and pay practices to the salary ranges of peer organizations.

## Data Sources - Peer Employers

Segal identified twelve (12) peer organizations as pertinent contributors of data to the County's market assessment. Segal utilized existing Classification Specifications for the assessed classifications and data mined salary range data from each peer organization.

Segal selected a balance of local peer organizations, as well as peers with combinations of population size, cost of labor, and overall budget to round out, not only how Montgomery County compares competitively to peers in close geographic proximity, but also how it compares nationally to metropolitan areas with similar characteristics. The peer list is included below in Exhibit 24.

*Exhibit 24*

### List of Peer Employers

Anne Arundel County, Maryland	Baltimore County, Maryland
Frederick County, Maryland	Howard County, Maryland
Prince George's County, Maryland	Arlington County, Virginia
City of Alexandria, Virginia	Fairfax County, Virginia
Contra Costa County, California	Hennepin County, Minnesota
Travis County, Texas	King County, Washington

## Data Sources – Published Data Sources

The use of salary data from peer governments within Montgomery County's competitive environment has provided ample support to assess the County's market competitiveness. However, Montgomery County also competes with the private sector for talent. As such, we utilized a strategy to incorporate well-respected published survey sources of data as a proxy for private sector organizations who do not typically share compensation data. The published survey data responses were weighted equally with the peer data in the final assessment of the County's competitiveness within the marketplace. This is considered standard/best practice when organizations compete for talent from both the public and private sector.

The following three nationally known, highly recognized, and respected survey sources were used to incorporate private sector data into this audit and are described below. Each complies with generally accepted principles and practices of WorldatWork and U.S. Department of Justice compensation survey standards.

- CompAnalyst compiles pay data from hundreds of published data sources for thousands of jobs. The database is updated quarterly and provides salary information for nearly every geographic area in the U.S. This report reflects the 10<sup>th</sup>, 50<sup>th</sup>, and 90<sup>th</sup> percentiles available in the tool for all industries and employees, reconciled to Montgomery County's cost of labor.

- District of Columbia Society for Human Resources Management (DCSHRM) 2024 is an annually published survey sponsored by the organization referenced in the title of the survey, and covers the Washington DC Metropolitan area. The information in this database reflects base salaries at the 10<sup>th</sup>, 50<sup>th</sup>, and 90<sup>th</sup> percentiles for all industries and employees covered in the survey.
- Economic Research Institute (ERI) publishes a tool called ERI Salary Assessor which also compiles pay data from hundreds of published data sources for thousands of jobs. The database is updated quarterly and provides salary information for nearly any geographic area in the United States. The information in this database reflects base salaries at the 10<sup>th</sup>, 50<sup>th</sup>, and 90<sup>th</sup> percentiles in the tool for all industries and employees.

Segal considers various factors when assessing the relevancy and legitimacy of published survey sources. The factors, and how the three survey sources selected for this study (CompAnalyst, DC-SHRM, and ERI) align, are captured in Exhibit 25 below.

*Exhibit 25*

Criteria	Criteria Definition	Survey Sources		
		CompAnalyst	DC SHRM	ERI
Legitimacy	Is the source defensible? Does it use data from recognized publishers with a history of producing salary surveys? Does it avoid self-reported data, web/magazine surveys, surveys conducted by search firms, free surveys/data?	X	X	X
Relevancy	Are the surveyed industries and jobs relevant?	X	X	X
Jobs	Does the survey include overviews of job responsibilities to ensure jobs are matched accurately rather than based just on title?	X	X	X
Peers	Is there a participant list? Are the participant organizations appropriate? Does the survey follow Safe Harbor requirements?	X*	X	X*
Scope	Does the survey report appropriate scope cuts (geographic, revenue, etc.) relevant to the client?	X	X	X
Data Presentation	Does the survey report percentile and ranges of pay? Number of participants (organizations and incumbents) reporting data?	X	X	X

*\* Does not provide specific participant lists*

These surveys are available for purchase by the Office of Human Resources to aide in assessing the market competitiveness of classifications at the County. Utilization of sources that include market data from private sector sources, provides an additional reference point for how same/similar positions are being compensated in the general labor market.



## Job Classifications Assessed

This market assessment covers seventy-seven (77) classifications at Montgomery County. The classifications listed below represent a cross-section of positions including represented, non-represented, exempt, non-exempt, management, leadership, and staff positions from various departments throughout the County. The list of classifications is included in Exhibit 26 below:

*Exhibit 26*

### List of Classifications

Accountant-Auditor III	Librarian II
Administrative Specialist II	Library Assistant I
Animal Services Officer III	Management and Budget Specialist III
	Manager I - Office of Emergency Management and Homeland Security
Arborist	Manager II - Department of General Services
Assistant County Attorney III	Manager II - Department of Housing and Community Affairs
Automotive Parts Technician II	Manager III - Offices of the County Executive
Behavioral Health Associate Counselor	Manager III - Correction and Rehabilitation
Building Services Worker II	Manager III - Department of Finance
Capital Projects Manager	Manager III - Fire and Rescue Services
Chief Equity Officer	Manager III - Office of Procurement
Chief, Public Health Services	Manager III - Department of Technology and Enterprise Business Solutions
Code Enforcement Inspector III	Master Police Officer
Community Health Nurse II	Mechanic Technician II
Correctional Officer III (Corporal)	Paralegal Specialist
Correctional Specialist II	Performance Management and Data Analyst III
Correctional Supervisor (Sergeant)	Permit Technician III
Correctional Team Leader - Captain	Permitting and Code Compliance Inspector III
Crossing Guard	Planning Specialist III
Customer Service Representative I	Plumber II
Deputy Sheriff III	Police Officer III
Director Department of Correction and Rehabilitation	Police Sergeant
Director Department of Permitting Services	Procurement Specialist IV
Director Department of Technology Services	Program Manager II - Community Engagement Cluster
Electrician II	Program Manager II - Department of Transportation

Engineer I	Public Information Officer II
Engineer III	Public Safety Emergency Communications Manager
Engineer Technician II	Recreation Assistant I
Environmental Health Specialist III	Recreation Assistant III
Equipment Operator I	School Health Room Technician
Fire-Rescue Captain	Security Officer I
Firefighter-Rescuer III	Senior Engineer
Fiscal and Policy Analyst III	Senior Planning Specialist
Fiscal Assistant	Senior Public Safety Emergency Communications Specialist
Housing Code Inspector III	Social Worker II
Human Resources Specialist III	Therapist II
HVAC Mechanic I	Transit Bus Operator
Information Technology Specialist III	Transit Operations Supervisor
Legislative Senior Aide III	Work Force Leader II

## Geographic Adjustments

To adjust for geographic differences in the cost-of-labor between Montgomery County and other peer locations, Segal uses the cost-of-labor differentials report by the Economic Research Institute (ERI) for each peer location.

It is important to note that the cost-of-labor differentials do not necessarily reflect cost-of-living differences. ERI has found that cost-of-living differences (which reflect the supply and demand for goods and services) are not a good predictor of salary levels. In other words, while the cost of housing (or other goods and services) in the local geographic area may differ from the cost of housing in another peer location by a certain percentage, the prevailing salaries may not differ by the same percentage. ERI emphasizes that for adjusting salaries in a market study such as this one the cost-of-labor differentials provide a more accurate method of determining whether employers are paying a competitive wage appropriate to a given geographic area.

A positive adjustment means that the cost-of labor in a comparator location is lower. For example, the cost of labor in Anne Arundel County (AAC) is lower than Montgomery County (MC), therefore requiring an adjustment of 5.9% ((MC ERI Factor: 115.7 / AAC ERI Factor: 109.3) – 1) to bring into comparability with the cost of labor experienced by Montgomery County. The geographic adjustments applied are shown in alphabetical order by comparator in Exhibit 27 below.

## Geographic Adjustments to Peers

Peer	ERI Factor	Adjustment to Salary Data (%)
<b>US Average</b>	<b>100.0</b>	<b>NA</b>
<b>Montgomery County</b>	<b>115.7</b>	<b>NA</b>
<b><i>Public Sector Peers</i></b>		
Anne Arundel County	109.30	5.9%
Arlington County	119.10	-2.9%
Baltimore County	105.90	9.3%
City of Alexandria	119.20	-2.9%
Contra Costa County	123.80	-6.5%
Fairfax County	119.00	-2.8%
Frederick County	112.70	2.7%
Hennepin County	106.00	9.2%
Howard County	109.30	5.9%
King County	118.00	-1.9%
Prince George's County	118.20	-2.1%
Travis County	106.70	8.4%
<b><i>Published Survey Sources</i></b>		
CompAnalyst	100.0	15.6%
DCSHRM	115.6	0.0%
ERI	100.0	15.6%

## Workweek Adjustments

For non-exempt classifications, Segal adjusts peers' salary data whenever peers reported a job match with a differing workweek from the workweek for Montgomery County's classification.

## Published Data Aging Adjustment

Time adjusting or "aging" is the process of adjusting survey data from each published survey, which can be accurate at different points in time, to a common point in time. To make data sources consistent with one another, aging adjustments were applied to all published survey sources, "forward" to a common date of June 1, 2024. When assessing the aging factor, Segal looks at several sources to determine a universal aging factor.

# Job Matching

## Montgomery County Job Content

The cross section of classifications that were selected for review included some that were written broadly enough that it was difficult to determine the functional areas of oversight and difficult to assess the market competitiveness in similar positions at peer organizations.

In particular the Classification Specifications for Manager I, Manager II, Manager III, and Program Manager II were found to be lacking the appropriate nuance to adequately capture their market competitiveness. Upon request, Montgomery County was able to provide specific position description content for the market assessment review. However, the process to do so included requesting position descriptions from individual managers across the County. As such, Segal recommends a centralized repository of specific position descriptions be kept by the Office of Human Resources, so that it can more readily access relevant position description content.

An example of the challenge assessing the market competitiveness with classification specifications that are written too broadly, is highlighted in the overall base competitiveness in Exhibit 28 below. While the classification Manager III has a stand alone specification and grade range (FY '24: Min: \$88,993 – Max: \$157,528), Segal assessed the job descriptions related to Manager III classifications in the Department of Correction and Rehabilitation and the Department of Procurement and found notable differences in job duties and responsibilities.

These job descriptions highlight specific areas of functional oversight, and when comparing those responsibilities to similar positions at peer organizations, we found that the position of Manager III – Department of Correction and Rehabilitation was 34% above the market midpoint for similar roles, while the Manager III – Department of Procurement was 16% below the market midpoint for similar roles. This finding suggests a singular grade range for the Manager III classification specification inadequately captures the labor market for broad range of functional leaders belonging to the classification.

## Peer / Published Survey Job Content

Segal collected salary ranges from peers based on comparisons of each peer's published job classification and Montgomery County's classification specifications. This data was obtained from a review of each peer's website as well as the published data listed above.

## Market Competitiveness

The market competitiveness for the base pay at Montgomery County was determined by assessing how jobs that are similar in function, level of responsibility, education, and experience are paid at competitive organizations. A review of pay ranges, particularly the mid-point of the ranges (i.e., the halfway between the minimum and maximum of the pay range), associated with those positions, both at Montgomery County, as well as the peer organizations, determine a position's overall competitiveness.

Segal defines a market competitiveness corridor, which is used to describe the specified position's relationship to the market. In essence, when the salary grade mid-point of a position is within 95% to 105% of the average mid-point of associated peer ranges and published data, Segal considers that position within the corridor of competitiveness (i.e. 95% to 105% of the "market" mid-point).

- Figures shown in **red** text are less than 95% of the market average and are considered "below market."
- Figures shown in **black** text are between 95% and 105% of the market average and are considered "at market" or "market competitive."
- Figures shown in **blue** text are greater than 105% of the market average and are considered "above market."

## Data Sufficiency Requirement

Segal uses the Department of Labor's Safe Harbor Guidelines to define data sufficiency reporting requirements. Instances where there are fewer than four (4) job matches are excluded from overall competitiveness calculations. For this audit, the data sources represent 12 peer employers and three additional published data sources, for a total of 15 potential sources of information. Seventy-one (71) out of 77 of the classifications surveyed produced sufficient data to allow for us to report the analyzed data fully in this report.

## Compensation Assessment Findings

### Overall Competitiveness

On an overall basis across all classifications reviewed, Montgomery County's starting rates of pay are within the "competitive range" (95% - 105% of market) when compared to the combination of peer and published data sources. The same holds for both the midpoints and maximums of their ranges. Details are shown in Exhibit 28 below.

*Exhibit 28*

### Overall Base Pay Market Comparison: Montgomery County as a % of Overall Market Average

	Base Pay Range		
	Minimum	Midpoint	Maximum
Peer Data Sources	100%	102%	104%
Published Data Sources	91%	97%	97%
<b>Overall Market Average</b>	<b>97%</b>	<b>101%</b>	<b>102%</b>

## Competitiveness by Peer Organization

The table below highlights the competitiveness of the classifications at Montgomery County in terms of how they compare to each peer organization's matched positions. The percentages have been adjusted using the geographic adjustments described.

Exhibit 29

### Overall Base Pay Competitiveness by Peer Organization (Adjusted)

Peer Organization	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Anne Arundel County	44	107%	100%	97%
Arlington County	55	91%	92%	93%
Baltimore County	53	99%	108%	114%
City of Alexandria	54	116%	111%	108%
Contra Costa County	48	79%	92%	103%
Fairfax County	52	107%	104%	103%
Frederick County	62	107%	107%	108%
Hennepin County	34	99%	105%	109%
Howard County	46	112%	106%	103%
King County	53	72%	83%	93%
Prince George's County	54	132%	111%	101%
Travis County	43	91%	106%	118%

## Competitiveness by Classification

Segal's analysis of Montgomery County's market data revealed that there is variation in pay range market competitiveness from classification to classification. The "competitive range" is defined as a range between 95% - 105% of the market average.

- 13 classifications are **below** the competitive range.
- 35 classifications are **competitive, meaning within** the competitive range.
- 23 classifications are **above** the competitive range.
- 6 classifications received insufficient data for market analysis.

The overall base pay competitiveness of each benchmark classification is highlighted in Exhibit 30 below.

*Exhibit 30*

### Base Pay Overall Competitiveness by Benchmark (Alphabetical Order)

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Accountant-Auditor III	14	84%	87%	88%
Administrative Specialist II	15	119%	126%	123%
Animal Services Officer III	9	105%	114%	118%
Arborist	5	102%	107%	110%
Assistant County Attorney III	8	107%	108%	109%
Automotive Parts Technician II	8	106%	112%	114%
Behavioral Health Associate Counselor	10	102%	108%	110%
Building Services Worker II	13	102%	104%	102%
Capital Projects Manager	12	94%	98%	97%
Chief Equity Officer	7	102%	105%	107%
Chief, Public Health Services	9	88%	96%	101%
Code Enforcement Inspector III	12	92%	95%	94%
Community Health Nurse II	11	87%	95%	99%
Correctional Officer III (Corporal)	8	113%	115%	115%
Correctional Specialist II	8	94%	93%	92%
Correctional Supervisor (Sergeant)	8	91%	93%	95%
Correctional Team Leader - Captain	8	92%	95%	97%
Crossing Guard	7	113%	119%	122%
Customer Service Representative I	10	113%	112%	109%
Deputy Sheriff III	11	99%	98%	98%
Director Department of Correction and Rehabilitation	5	97%	102%	106%
Director Department of Permitting Services	7	117%	121%	124%
Director Department of Technology Services	11	93%	99%	103%
Electrician II	14	88%	96%	100%
Engineer I	14	82%	86%	87%
Engineer III	14	80%	84%	85%
Engineer Technician II	14	93%	97%	98%
Environmental Health Specialist III	9	96%	100%	102%

Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Equipment Operator I	13	95%	99%	100%
Fire-Rescue Captain	12	95%	96%	94%
Firefighter-Rescuer III	11	97%	98%	89%
Fiscal and Policy Analyst III	11	106%	107%	108%
Fiscal Assistant	10	106%	111%	114%
Human Resources Specialist III	9	102%	104%	105%
HVAC Mechanic I	11	107%	113%	114%
Information Technology Specialist III	13	89%	92%	94%
Legislative Senior Aide III	4	114%	103%	97%
Librarian II	10	108%	114%	115%
Library Assistant I	7	109%	110%	110%
Management and Budget Specialist III	13	89%	92%	92%
Manager I - Office of Emergency Management and Homeland Security	8	99%	102%	104%
Manager II - Department of General Services	5	95%	103%	107%
Manager II - Department of Housing and Community Affairs	5	96%	97%	98%
Manager III - Offices of the County Executive	4	96%	103%	108%
Manager III - Correction and Rehabilitation	4	125%	134%	139%
Manager III - Department of Finance	8	87%	96%	98%
Manager III - Fire and Rescue Services	2	N/A	N/A	N/A
Manager III - Office of Procurement	11	75%	84%	87%
Manager III - Department of Technology and Enterprise Business Solutions	4	73%	80%	84%
Master Police Officer	1	N/A	N/A	N/A
Mechanic Technician II	14	101%	107%	110%
Paralegal Specialist	14	104%	107%	104%
Performance Management and Data Analyst III	3	N/A	N/A	N/A
Permit Technician III	10	98%	103%	104%
Permitting and Code Compliance Inspector III	10	101%	105%	107%
Planning Specialist III	10	100%	102%	103%
Plumber II	11	99%	106%	110%
Police Officer III	7	100%	105%	107%
Police Sergeant	12	92%	95%	98%



Benchmark Job Title	Count of Matches	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum
Procurement Specialist IV	11	105%	106%	108%
Program Manager II - Community Engagement Cluster	6	102%	103%	103%
Program Manager II - Department of Transportation	0	N/A	N/A	N/A
Public Information Officer II	6	127%	133%	137%
Public Safety Emergency Communications Manager	10	96%	98%	99%
Recreation Assistant I	4	101%	86%	75%
Recreation Assistant III	3	N/A	N/A	N/A
School Health Room Technician	3	N/A	N/A	N/A
Security Officer I	11	98%	102%	102%
Senior Engineer	14	77%	80%	80%
Senior Planning Specialist	11	102%	101%	101%
Senior Public Safety Emergency Communications Specialist	7	87%	91%	93%
Social Worker II	13	103%	112%	118%
Therapist II	10	93%	96%	98%
Transit Bus Operator	5	128%	131%	131%
Transit Operations Supervisor	5	79%	80%	81%
Work Force Leader II	9	94%	99%	103%

## Pay Practices

Segal reviewed the pay practices highlighted below and compared them to the prevailing trends in the Public Sector.

### New Hire Rates / Pay Compression Resolution

As outlined in Section 10-5 (b) of the Montgomery County Personnel Regulations, employees being hired into the General Salary Schedule or the Management Leadership Services Salary Schedule will have pay designated by the Department Director up to and including the mid-point of the associated pay grade. Special approvals can be petitioned for and granted to place salary above the midpoint.

Both non-union and employees covered by the Municipal and County Government Employees Organization (MCGEO), have wage equity programs in place. For MCGEO this program states that employees in the same classification as a new hire with similar time in position will be paid at a minimum of what the new hire's agreed upon starting rate is. OHR described a similar practice for non-union employees, and discussed adding an additional \$500 to current staff's pay over the starting rate of the new hire.

In particular, Segal sees value in the Wage Equity program due to the consistent pressure on new hire rates, even for employees with little to no experience. This is highly influenced by the increases in minimum/living wages in the broader industry and the pressure it applies on other positions with higher pay rates.

There is a trend emerging within the public sector when hiring new employees with experience. Due to robust market competition, sometimes experienced external candidates are ‘leap-frogging’ other employees with longer tenure. This may be because these long-tenured employees have not moved through the salary ranges as fast as the market has moved. This may result in the employee perception that the organization does not ‘value’ loyalty.

That being said, it is recommended the compensation program be monitored, as continued pressure on new hire wages could potentially exacerbate the overall cost of keeping a program like this in place.

## **Employee Pay Progression / Performance Bonuses**

Employees covered under Montgomery County’s collective bargaining agreements receive salary adjustments as defined by their union contract. For certain bargaining units, longevity increases have been included so longer tenured employees may receive additional compensation after they’ve reached the maximum of their pay range. Employees that are not covered under collective bargaining agreements are eligible for the County’s annual service increment, with the exception of MLS and PLS employees who are typically eligible for the County’s General Wage Adjustment.

In addition, employees belonging to the Management Leadership Salary Schedule and Police Leadership Service Salary Schedule have the opportunity for performance-based salary increases as described in detail in Appendix G (Pay Performance Criteria). Employees that are part of the General Salary Schedule are eligible for performance-based pay based the criteria identified in Appendix G (General Salary Schedule Performance Based Pay), but their payout is in the form of a lump-sum award. This practice is being followed and was verified when assessing the Montgomery County Pay Action file provided by OHR.

## **Special Skill Pay**

As outlined in Section 10-5 (b) (6) and (7) of the Montgomery County Personnel Regulations, a candidate for a role that has a specialized or unique skill, certification, license, or level of experience may qualify for a salary higher than that of existing employees in that role. However, the requirement of the special circumstances must be reflected in the official class specification and there must be evidence of difficulty in recruitment and/or retention specific to the role in question.

The current Personnel Regulations do not specify what constitutes a “Special” or “Unique” skill. While ensuring the Classification Specification is updated to capture any additional content needed to support the recommendation is a good practice, the lack of formal definitions for what constitutes a special or unique skill, the lack of a formalized dollar amount or percent increase to base pay, and its dependency on the skill impacting the recruitment and retention of the role (a metric that fluctuates with market demand) suggest the program only be utilized in rare instances.

These types of pay provisions are seen less and less in the public sector. The challenge often has to do with the lack of bandwidth to manage the practice, as well as ensuring its equitable application.

## Multilingual Pay

In a world of globalization and diverse communities, the need for multilingual pay to support business operations is a growing trend. Multilingual pay for non-represented members of the workforce is discussed in Section 10-9 (c) of the Montgomery County Personnel Regulations. In short, pay differentials are applied after determining the level of fluency (either basic or advanced), with the advanced designation requiring a higher rate of pay than the basic level. The current Personnel Regulations do not specify dollar amounts or flat percentages associated with either level.

The practice for various collective bargaining agreements is summarized below:

- Municipal and County Government Employees Organization (MCGEO)
  - Particulars for multilingual pay differential are highlighted in section 5.4 of the current collective bargaining agreement.
  - There are definitions for both basic multilingual skills and advanced multilingual skills.
  - Pay rates for both are include below:
    - Basic Multilingual Skills: \$1.00/hour for all hours actually worked.
    - Advanced Multilingual Skills: \$1.50/hour for all hours actually worked.
- International Association of Fire Fighters
  - Multilingual pay differential is highlighted in section 17.3 of the current collective bargaining agreement.
  - There is currently no delineation between basic and advanced multilingual skills.
  - For all hours worked, a pay differential of \$1.00/hour is applied to an employee's pay rate.
- Fraternal Order of Police
  - Specifics for multilingual pay differential are highlighted in Section C of the current collective bargaining agreement.
  - There are definitions for basic, advanced, and expert multilingual skills.
  - Pay rates for all three are include below:
    - Basic Multilingual Skills: \$1.00/hour for all hours worked.
    - Advanced Multilingual Skills: \$2.00/hour for all hours worked.
    - Expert Multilingual Skills: \$3.00/hour for all hours worked.

Segal recommends Montgomery County Personnel Regulations specify an exact dollar amount for both basic and advanced multilinguistic skills, for non-represented employees.

## Paid Time Off

Segal collected market information on paid leave programs. Specifically, we collected information on the following topics:

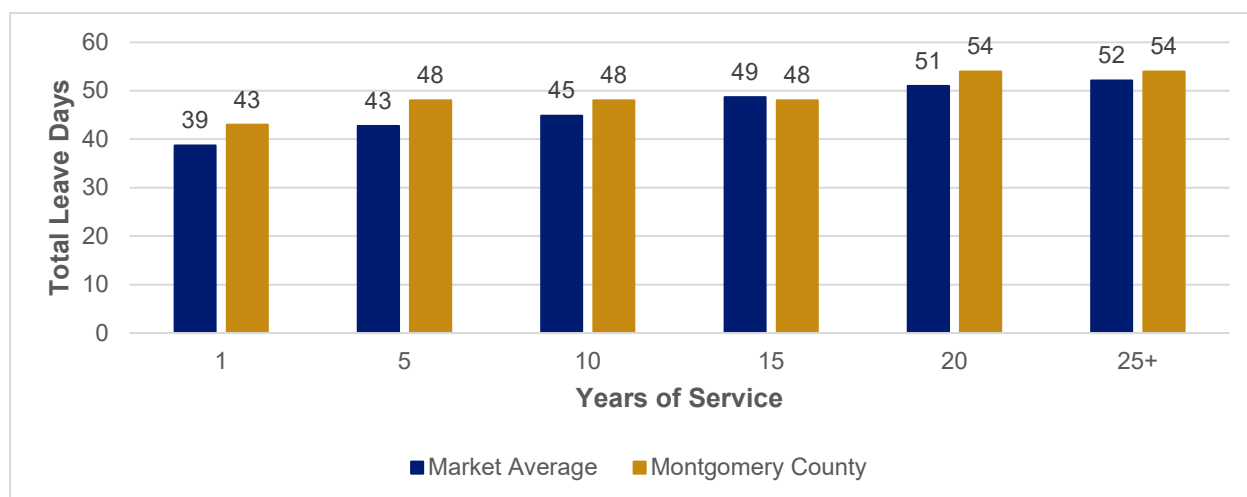
- Annual Leave/PTO
- Accrual of Sick Leave
- Designated Holidays and other time away from work

### Annual Leave/PTO

Of the twelve peers included in the study, eleven accrue annual leave/PTO separately from other forms of leave (sick time, holidays, etc.). One peer offers a combined “Paid Time Off” program. Exhibit 31 below shows that Montgomery County’s total leave offerings (which include annual leave/PTO, sick leave, personal leave, and holidays) in 5-year increments, lead the market at all levels, with the exception of year 15 where it lags by a single day. On average, Montgomery County employees accrue PTO at 107% of the market average compared to peers.

*Exhibit 31*

**Total Paid Leave Days (including Annual Leave/PTO, Sick Leave, Holidays, and Personal Leave) per Years of Service**



### Sick Leave

Montgomery County employees accrue as much, if not more, sick leave than their peers. The County accrues 114% of the market average. Details are shown in Exhibit 32. Please note Hennepin County has a combined PTO plan and is not included in the chart below.

## Sick Leave Accrual by Peer

Peer	Days Accrued per Year	Montgomery County as a % of Peer
Arlington County	13	115%
City of Alexandria	11	136%
Anne Arundel County	15	100%
Prince George's County	13.5	111%
Frederick County	15	100%
Fairfax County	13	115%
Baltimore County	15	100%
Travis County	12	125%
Contra Costa County	12	125%
Hennepin County	N/A	N/A
King County	12	125%
<b>Market Average</b>	<b>13</b>	<b>114%</b>
<b>Market Median</b>	<b>13</b>	<b>114%</b>
<b>Montgomery County</b>	<b>15</b>	<b>N/A</b>

## Other Paid Leave

On average the County accrues 100% of the market average of “Other” Paid Leave. In addition to Holidays, “Other” Paid leave includes Floating Holidays and Personal Days. Details are shown in Exhibit 33.

## Other Paid Leave Accrual by Peer

Peer	Holidays	Other Paid Times Off	Total	Montgomery County as a % of Peer
Arlington County	10	2	12	108%
City of Alexandria	13	0	13	100%
Anne Arundel County	14	0	14	93%
Prince George's County	13	3	16	81%
Frederick County	11	2	13	100%
Fairfax County	12.5	0	12.5	104%
Baltimore County	11	2	13	100%

Peer	Holidays	Other Paid Times Off	Total	Montgomery County as a % of Peer
Travis County	11	3	14	93%
Contra Costa County	11	0	11	118%
Hennepin County	12	0	12	108%
King County	12	2	14	93%
<b>Market Average</b>	<b>12</b>	<b>1</b>	<b>13</b>	<b>100%</b>
<b>Market Median</b>	<b>12</b>	<b>2</b>	<b>13</b>	<b>100%</b>
<b>Montgomery County</b>	<b>10</b>	<b>3</b>	<b>13</b>	<b>N/A</b>

## Salary Schedule Assessment

### General Wage Adjustment

Segal assessed the seventeen Fiscal Year 2024 Salary Schedules utilized by Montgomery County. The scales as well as their most recent percentage increases are listed below. These represent a mix of schedules associated with specific bargaining units and those that are not.

*Exhibit 34*

### 2024 Fiscal Year Salary Schedules for Montgomery County – Alphabetical

FY '24 Salary Schedule	FY '24 General Wage Adjustment	Bargaining Unit
Correctional Management Salary Schedule	3.00%	Non-Union
Correctional Officer Uniform Salary Schedule	3.00%	MCGEO - Municipal & County Government Employees Organization/United Food and Commercial Workers
Deputy Sheriff Management Salary Schedule	3.00%	Non-Union
Deputy Sheriff Uniform Salary Schedule	3.00%	MCGEO - Municipal & County Government Employees Organization/United Food and Commercial Workers
Executive Salary Schedule	6.00%	Non-Union

IAFF Salary Schedule	3.20%	IAFF - International Association of Fire Fighters
Fire/Rescue Management Salary Schedule	3.20%	Non-Union
General Salary Schedule	3.00%	Non-Union
Inspector General Salary Scale	3.00%	Non-Union
Legislative Branch Salary Schedule	6.00%	Non-Union
Management Leadership Service Salary Schedule	3.00%	Non-Union
Medical Doctors Salary Schedule	3.00%	Non-Union
Minimum Wage/Seasonal Salary Schedule	6.7%*	MC GEO - Municipal & County Government Employees Organization/United Food and Commercial Workers
Office, Professional & Technical / Service, Labor, and Trades Salary Schedule	3.00%	MC GEO - Municipal & County Government Employees Organization/United Food and Commercial Workers
Police Bargaining Unit Uniform Salary Schedule	3.00%	FOP - Fraternal Order of Police
Police Leadership Service Salary Schedule	3.00%	Non-Union
Transit Bus Operators and Transit Coordinators Salary Schedule	3.00%	MC GEO - Municipal & County Government Employees Organization/United Food and Commercial Workers

\*Due to increase in minimum wage from \$15.65/hour to \$16.70/hour.

\*\*Segal acknowledges the minimum wage increase to \$17.15/hour as of July 1, 2024, but to keep the analyses consistent we referenced all Fiscal year 2024 salary schedules.

## Salary Structure Analysis

As part of Segal's market assessment, the minimum and maximum of the County's pay ranges for classifications were compared to those of positions at peer organizations. For those

classifications, Segal determined that the County's current ranges are at 97% and 102%, on average of the minimums and maximums of the peer position's ranges (Exhibit 28). While these classifications represent a sampling of the total amount of the County's classification specifications, it does suggest that the range widths of the County are structured similarly to positions in the County's competitive market.

The County's Fiscal Year 2024 salary schedules include grades with varying range widths. While it is not uncommon for ranges to vary within a salary structure, the tendency is for range widths to broaden as grades increase. The rationale for this broadening often has to do with the increasing level of complexity and job scope that are associated with the higher grades. The time it takes to become fully proficient in these roles often takes a longer amount of time compared to lower graded positions, and that is typically reflected in the width of the range.

Montgomery County generally follows this practice, with a few notable exceptions (listed below):

- The Legislative Branch Salary Schedule moves inversely with range widths narrowing as the grade levels increase.

#### Legislative Branch Salary Schedule

Grade	Min	Mid	Max	Range Width
LB3	\$100,966	\$157,180	\$213,394	111.35%
LB2	\$119,798	\$163,810	\$207,822	73.48%
LB1	\$151,885	\$205,045	\$258,204	70.00%

- The Management Leadership Service Salary Schedule moves inversely with range widths narrowing as the grade levels increase.

#### Management Leadership Service Salary Schedule

Grade	Min	Mid	Max	Range Width
M3	\$91,663	\$126,958	\$162,254	77.01%
M2	\$105,649	\$146,116	\$186,584	76.61%
M1	\$119,900	\$163,949	\$207,999	73.48%

- The General Salary Schedule initially increases in range spread, up to grade N31 then retracts into narrower ranges as the grades increase.

#### General Salary Scale

Grade	Min	Mid	Max	Range Width
N5	\$40,850	\$47,171	\$53,492	30.95%
N6	\$40,850	\$48,153	\$55,455	35.75%
N7	\$40,850	\$49,201	\$57,552	40.89%
N8	\$40,850	\$50,365	\$59,880	46.59%
N9	\$41,911	\$52,120	\$62,329	48.72%
N10	\$43,335	\$54,152	\$64,969	49.92%
N11	\$44,831	\$56,278	\$67,727	51.07%
N12	\$46,387	\$58,506	\$70,626	52.25%
N13	\$48,035	\$60,853	\$73,671	53.37%



N14	\$49,767	\$63,322	\$76,876	54.47%
N15	\$51,579	\$65,902	\$80,227	55.54%
N16	\$53,510	\$68,633	\$83,754	56.52%
N17	\$55,648	\$71,552	\$87,456	57.16%
N18	\$57,907	\$74,627	\$91,347	57.75%
N19	\$60,335	\$77,880	\$95,425	58.16%
N20	\$62,872	\$81,291	\$99,710	58.59%
N21	\$65,551	\$84,880	\$104,210	58.98%
N22	\$68,350	\$88,643	\$108,935	59.38%
N23	\$71,299	\$92,603	\$113,906	59.76%
N24	\$74,390	\$96,747	\$119,104	60.11%
N25	\$77,629	\$101,103	\$124,575	60.47%
N26	\$81,047	\$105,685	\$130,323	60.80%
N27	\$84,599	\$110,479	\$136,359	61.18%
N28	\$88,110	\$115,400	\$142,691	61.95%
N29	\$91,797	\$120,568	\$149,340	62.69%
N30	\$95,674	\$126,001	\$156,328	63.40%
N31	\$99,741	\$131,701	\$163,660	64.08%
N32	\$104,007	\$136,240	\$168,473	61.98%
N33	\$108,491	\$140,891	\$173,289	59.73%
N34	\$113,202	\$145,655	\$178,109	57.34%
N35	\$118,149	\$150,538	\$182,925	54.83%
N36	\$123,345	\$155,543	\$187,743	52.21%
N37	\$128,792	\$160,674	\$192,554	49.51%
N38	\$134,516	\$165,677	\$196,837	46.33%
N39	\$140,527	\$170,084	\$199,641	42.07%
N40	\$146,838	\$174,641	\$202,444	37.87%

## Grade Overlap and Midpoint Differentials

Segal assessed the grade overlap and midpoint differentials of the County's salary scales, with particular attention on the Office, Professional, Technical/Service, Labor, Trades (OPT/SLT) Salary Schedule, the General Salary Schedule, and the Management Leadership Salary Schedule. Grade overlap is typically calculated as the percent overlap between two different grade ranges. The calculation to assess grade overlap is as follows:

$$\text{Grade Overlap} = \frac{\text{Maximum Rate of Lower Range} - \text{Minimum Rate of Higher Range}}{\text{Maximum Rate of Higher Grade} - \text{Minimum Rate of Higher Grade}}$$

Midpoint differential is typically calculated to assess the difference, in terms of percent, between two adjacent grades. The calculation to assess midpoint differential is as follows:

$$\text{Midpoint Differential} = \frac{\text{Midpoint of Higher Grade} - \text{Midpoint of Lower Grade}}{\text{Midpoint of Lower Grade}}$$

Grade Overlap and Midpoint Differential are displayed in the following Exhibit 35.

*Exhibit 35*

### Grade Overlap and Midpoint Differentials (by Salary Structure)

<u>OPT/SLT</u>				Grade Overlap	Midpoint Differential
Grade	Min	Mid	Max		
5	\$40,850	\$47,171	\$53,492		
6	\$40,850	\$48,153	\$55,455	87%	2.08%
7	\$40,850	\$49,201	\$57,552	87%	2.18%
8	\$40,850	\$50,365	\$59,880	88%	2.37%
9	\$41,911	\$52,120	\$62,329	88%	3.48%
10	\$43,335	\$54,152	\$64,969	88%	3.90%
11	\$44,831	\$56,278	\$67,727	88%	3.93%
12	\$46,387	\$58,506	\$70,626	88%	3.96%
13	\$48,035	\$60,853	\$73,671	88%	4.01%
14	\$49,767	\$63,322	\$76,876	88%	4.06%
15	\$51,579	\$65,902	\$80,227	88%	4.07%
16	\$53,510	\$68,633	\$83,754	88%	4.14%
17	\$55,648	\$71,552	\$87,456	88%	4.25%
18	\$57,907	\$74,627	\$91,347	88%	4.30%
19	\$60,335	\$77,880	\$95,425	88%	4.36%
20	\$62,872	\$81,291	\$99,710	88%	4.38%
21	\$65,551	\$84,880	\$104,210	88%	4.42%
22	\$68,350	\$88,643	\$108,935	88%	4.43%
23	\$71,299	\$92,603	\$113,906	88%	4.47%
24	\$74,390	\$96,747	\$119,104	88%	4.48%
25	\$77,629	\$101,103	\$124,575	88%	4.50%
26	\$81,047	\$105,685	\$130,323	88%	4.53%
27	\$84,599	\$110,479	\$136,359	88%	4.54%
28	\$88,110	\$115,400	\$142,691	88%	4.45%

<u>General Salary Scale</u>				Grade Overlap	Midpoint Differential
Grade	Min	Mid	Max		
N5	\$40,850	\$47,171	\$53,492		
N6	\$40,850	\$48,153	\$55,455	87%	2.08%
N7	\$40,850	\$49,201	\$57,552	87%	2.18%
N8	\$40,850	\$50,365	\$59,880	88%	2.37%
N9	\$41,911	\$52,120	\$62,329	88%	3.48%

N10	\$43,335	\$54,152	\$64,969	88%	3.90%
N11	\$44,831	\$56,278	\$67,727	88%	3.93%
N12	\$46,387	\$58,506	\$70,626	88%	3.96%
N13	\$48,035	\$60,853	\$73,671	88%	4.01%
N14	\$49,767	\$63,322	\$76,876	88%	4.06%
N15	\$51,579	\$65,902	\$80,227	88%	4.07%
N16	\$53,510	\$68,633	\$83,754	88%	4.14%
N17	\$55,648	\$71,552	\$87,456	88%	4.25%
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N19	\$60,335	\$77,880	\$95,425	88%	4.36%
N20	\$62,872	\$81,291	\$99,710	88%	4.38%
N21	\$65,551	\$84,880	\$104,210	88%	4.42%
N22	\$68,350	\$88,643	\$108,935	88%	4.43%
N23	\$71,299	\$92,603	\$113,906	88%	4.47%
N24	\$74,390	\$96,747	\$119,104	88%	4.48%
N25	\$77,629	\$101,103	\$124,575	88%	4.50%
N26	\$81,047	\$105,685	\$130,323	88%	4.53%
N27	\$84,599	\$110,479	\$136,359	88%	4.54%
N28	\$88,110	\$115,400	\$142,691	88%	4.45%
N29	\$91,797	\$120,568	\$149,340	88%	4.48%
N30	\$95,674	\$126,001	\$156,328	88%	4.51%
N31	\$99,741	\$131,701	\$163,660	89%	4.52%
N32	\$104,007	\$136,240	\$168,473	93%	3.45%
N33	\$108,491	\$140,891	\$173,289	93%	3.41%
N34	\$113,202	\$145,655	\$178,109	93%	3.38%
N35	\$118,149	\$150,538	\$182,925	93%	3.35%
N36	\$123,345	\$155,543	\$187,743	93%	3.32%
N37	\$128,792	\$160,674	\$192,554	92%	3.30%
N38	\$134,516	\$165,677	\$196,837	93%	3.11%
N39	\$140,527	\$170,084	\$199,641	95%	2.66%
N40	\$146,838	\$174,641	\$202,444	95%	2.68%

#### **Management Leadership Salary Schedule**

<b>Grade</b>	<b>Min</b>	<b>Mid</b>	<b>Max</b>	<b>Grade Overlap</b>	<b>Midpoint Differential</b>
M3	\$91,663	\$126,958	\$162,254		
M2	\$105,649	\$146,116	\$186,584	70%	15.09%
M1	\$119,900	\$163,949	\$207,999	76%	12.20%

## **Range Width and Grade Overlap/Midpoint Differential Findings**

When comparing the range widths of the classifications included in the market assessment, Segal found the range widths of the County to be comparable to peers in terms of related minimum and maximums. There were, however, structural inconsistencies with how range spreads are designed at the County. The Legislative Branch Schedule, General Salary Schedule, and Management Leadership Salary Schedules have non-traditional range widths

applied, while the remainder of the salary schedules have more traditional range widths (i.e., gradually increasing, or constant). The “bowing” of the range widths in the General Salary Scale (as identified above) is of particular concern in terms of sound structural development and meeting the needs of the County and its employees.

The shortening of range widths, beginning with N32 through N40, suggest high level individual contributors and supervisory employees with classifications on this scale will reach the maximum of the range more quickly than is customary. This could prove to be a disincentive for long tenured employees in critical roles that want to ensure they continue to receive annual pay increases.

Grade overlaps and midpoint differentials were found to vary across the Fiscal Year 2024 Salary Schedules. While some variability can be explained, in part, due to certain salary scales being defined by their respective collective bargaining agreements, there were instances of atypical structure design, including:

- General Salary Schedule:
  - Midpoint progressions that do not create a sufficient amount of differentiation compared to more typical structures.
  - Inconsistent application of midpoint progressions which results in a “bowing” of percentages starting at grade N27. Midpoint differentials typically increase as grades increase.
  - Grade overlap begins at 87% for grade N6 and increases to 95% for grade N40.
- OPT/SLT Salary Schedule:
  - Midpoint progressions that do not create a standard or sufficient amount of separation compared to best practice structures.
  - Grade overlap begins at 87% for grade 6 and increases to 88% for grade 28.
- Management Leadership Salary Schedule:
  - A midpoint progression that decreases as subsequent grade ranges increase.

The number of grades associated with the General Salary Schedule appear excessive compared to the salary ranges associated with the schedule.

While the majority of salary schedules have a titling methodology that results in numerals increasing in accordance with larger ranges, the Legislative Branch Salary Schedule, Executive Salary Schedule, and Management Leadership Salary Schedule have decreasing numerals as the hierarchy increases. E.g., General Salary Schedule – N5 (Midpoint: \$47,171) through N40 (Midpoint: \$174,642) compared to Management Leadership Salary Schedule – M3 (Midpoint: \$126,958) through M1 (Midpoint: \$163,949).

## Recommendations

- Review and redesign schedules to be more consistent with prevailing market trends and in accordance with the County’s pay philosophy and career progression goals.
  - While we recognize that the Office, Professional, Technical/Service, Labor, Trades Salary Schedule is collectively bargained, we do recommend the redesign of this salary schedule as well as the General Salary Schedule. The average midpoint differentials for the General Salary Scale and OPT/SLT scales, 3.81% and 3.97% respectively, are below market norms

for comparable/competitive salary structures and can create issues with grade alignments in job series and promotional pay placement.

- Reconsider approach to midpoint progressions and range widths associated with the General Salary Schedule. The contraction of range widths and midpoint differentials in grades that occupy the top end of the salary schedule is of atypical design and not supported by market data associated with positions that typically occupy those grades. The lack of additional promotional opportunities and the increased competition in the general labor market for roles that traditionally occupy the top end of salary scales typically result in midpoint differentials that increase, as opposed to decrease, as seen with the General Salary Schedule. Additionally, in the general labor market, the length of time it takes to become more proficient in these roles results in range widths that are wider than positions that typically occupy lower-level grades. The County's current range widths on the General Salary Scale contract as opposed to broaden as the grade levels increase.

## Employee Pay Placement / Compression

In addition to analyzing pay ranges, Segal assessed employees' pay in relation to the grades and ranges they have been assigned to, as well as their pay relative to their direct supervisors. Compression occurs when employees with different levels of skill, time in position, experience and performance are paid similarly. It also occurs when employees are paid similarly to their direct supervisors.

### Analysis

To conduct the analysis Segal utilized the census file provided by Montgomery County in April of 2024. The initial census included 12,521 individuals<sup>4</sup>. To ensure a more accurate analysis, Segal took the following steps:

- Annualized employee pay to provide a consistent assessment of salary as it compares to each employee's associated pay range.
- Excluded employees whose range minimum and maximums were not included in the census data. This impacted 109 individuals and consists mostly of Council Members, Board Members, and a small number of individual contributors in the Police and Transit departments.
- 170 individuals with less than 20 work hours per week.
- 2,271 individuals associated with the Minimum Wage/Seasonal Salary Schedule (due to the lack of formal ranges associated with the salary schedule).

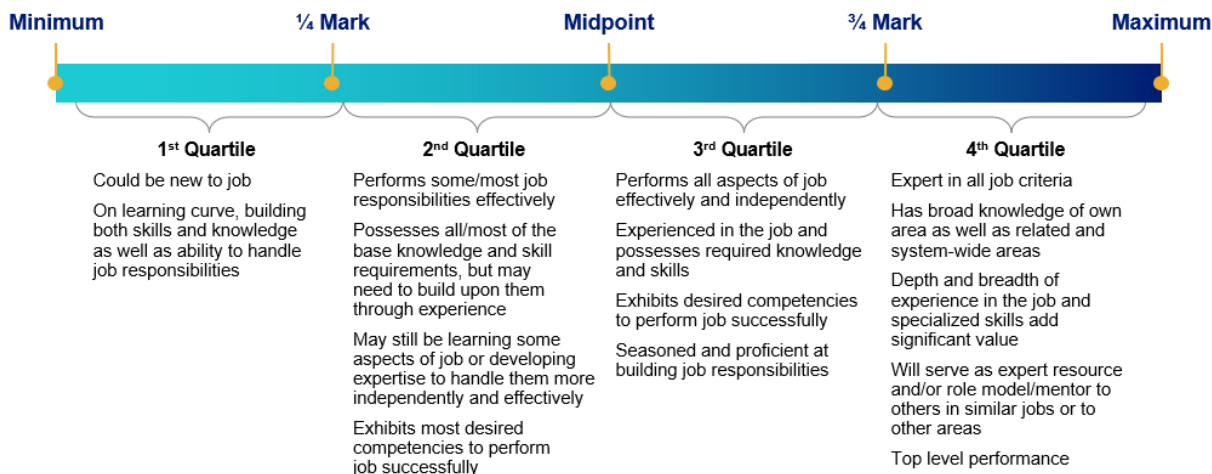
In total, 9,971 individuals were included in this analysis.

### Employee Range Placement Findings

Segal reviewed the pay of County employees to assess where they are paid within their salary ranges. This was done by breaking down each employee's pay into quartiles of their respective range. Each quartile, as well as the expected performance and knowledge typically associated with each quartile, are described below:

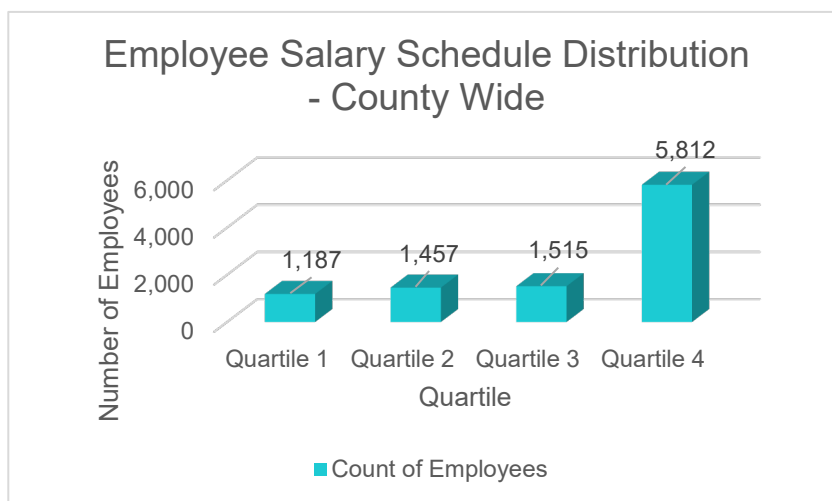
<sup>4</sup> Includes 32 employees with multiple position assignments.

## Range Placement Strategy



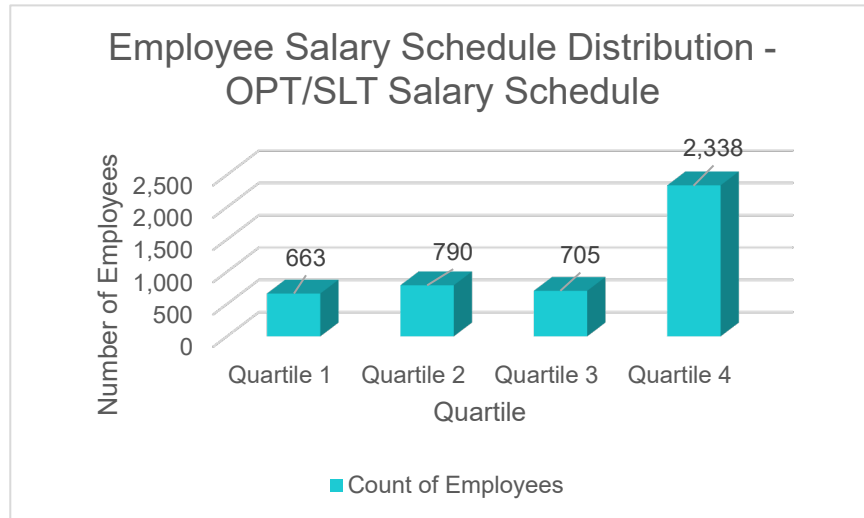
Segal assessed employee quartile placement across the County and reviewed select salary schedules to look for similarities and differences in employee pay distribution relative to their salary schedules. As evidenced in the charts below, the distribution of employee pay by quartile was similar across the analyzed schedules.

## Salary Schedule Distribution County-wide and by Salary Schedule



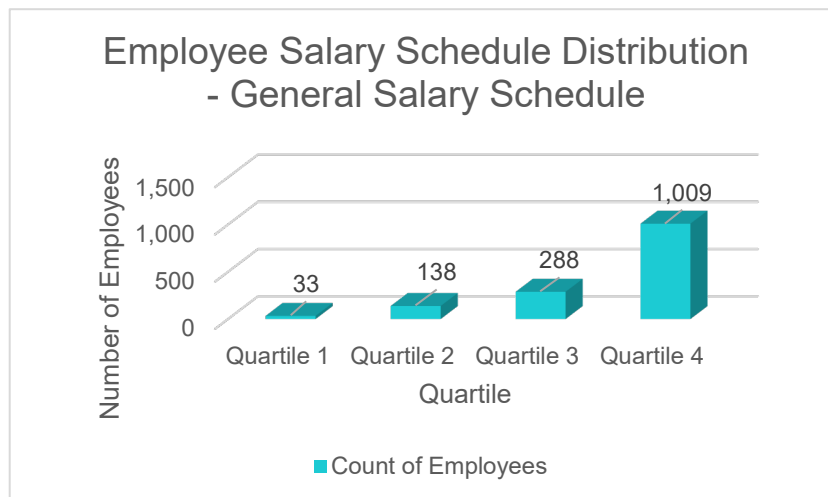
### Montgomery County Distribution - Incumbents by Quartile:

- 1,187 (12%) employees are paid in the first quartile of their range.
- 1,457 (15%) employees are paid in the second quartile of their range.
- 1,515 (15%) employees are paid the third quartile of their range.
- 5,812 (58%) employees are paid the fourth quartile of their range. *This includes 1,839 employees who are paid at or above their current range maximum.*



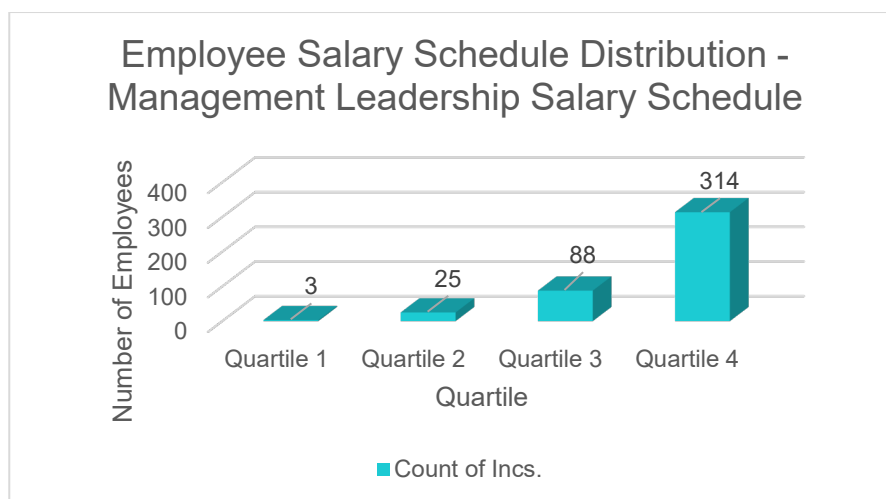
#### **OPT/SLT Salary Schedule - Incumbents by Quartile:**

- 663 (15%) employees are paid in the first quartile of their range.
- 790 (18%) employees are paid in the second quartile of their range.
- 705 (16%) employees are paid in the third quartile of their range.
- 2,338 (52%) employees are paid in the fourth quartile of their range.



#### **General Salary Schedule - Incumbents by Quartile:**

- 33 (2%) employees are paid in the first quartile of their range.
- 138 (9%) employees are paid in the second quartile of their range.
- 288 (20%) employees are paid in the third quartile of their range.
- 1,009 (69%) employees are paid in the fourth quartile of their range.



#### Management Leadership Salary Schedule - Incumbents by Quartile:

- 3 (1%) employees are paid in the first quartile of their range.
- 25 (6%) employees are paid in the second quartile of their range.
- 88 (20%) employees are paid in the third quartile of their range.
- 314 (73%) employees are paid in fourth quartile of their range.

## Pay Compression Analysis

### Approach and Methodology

Pay compression is often assessed by comparing incumbent's pay to both their peers (i.e., employees in same/similar functional roles/departments) and direct supervisors. For peer comparisons, employers typically analyze an employee's time in position and performance to gauge whether the differences between pay rates are justified when compared to their peers' pay. Most organizations prefer, at a minimum, a 10% distance between subordinate and supervisor pay. As a result, identifying when that distance is less than 10% is a typical step in a pay compression analysis of supervisor pay.

Segal requested each employee's current time in position. However due to constraints in how that data is captured in their current human resource information system (HRIS), OHR was not able to provide that information. As such, the focus of Segal's pay compression analysis was focused on pay compression between employees and their supervisors. Segal calculated the difference in pay rates of employees and their direct supervisors (based on census data provided to Segal in April 2024). Those with differences of less than 10% are included in the Findings below.



# Pay Compression Findings

## Pay Within 10% of Supervisor

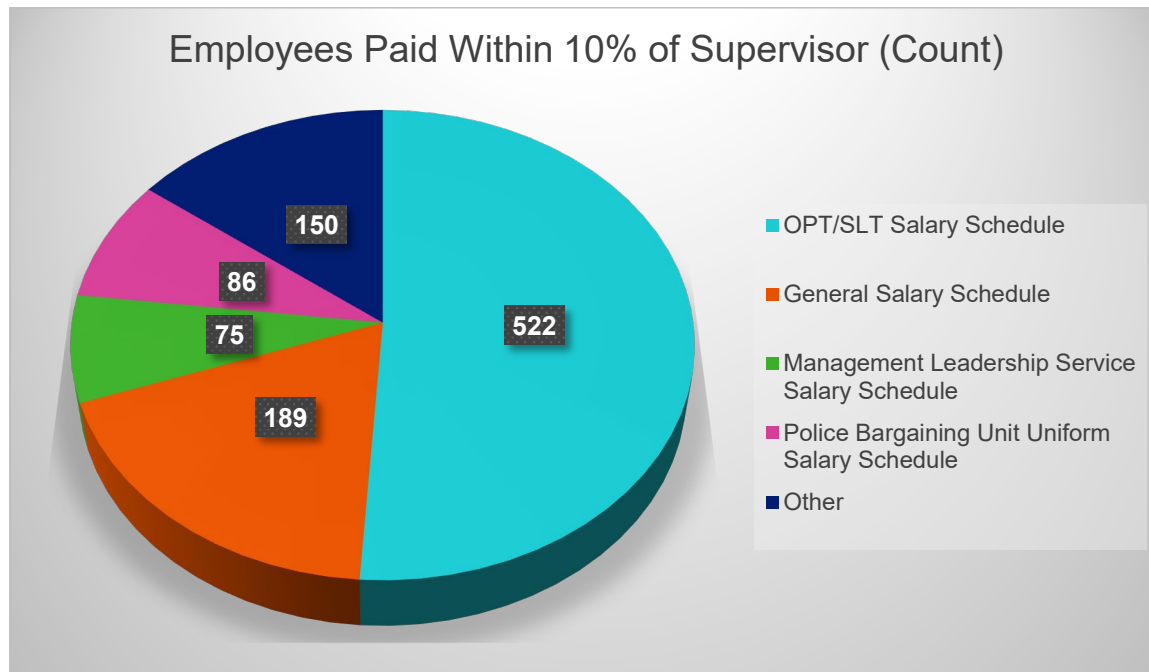
Every organization has a different “buffer” for what they consider an appropriate distance between a supervisor’s pay and a direct subordinate’s pay. In the public sector 10% is a typical practice, and as such, Segal analyzed instances where the gap between supervisor and employee pay was 10% or less. Segal found 1,022 instances where a subordinate employee is paid within 10% of their direct supervisor, including 233 instances where employees are paid more than their direct supervisor. The 1,022 employees represent 10.2% of the overall employees included in this analysis. These instances were found in 14 different salary schedules and with 872 (85%) attributable to the following four salary schedules:

- OPT/SLT Salary Schedule (51% of total)
- General Salary Scale (18% of total)
- Police Salary Scale (8% of total)
- MLS Salary Scale (7% of total)
- Other (15% of total)

The count of employees paid within 10% of their supervisors is included in Exhibit 38 below.

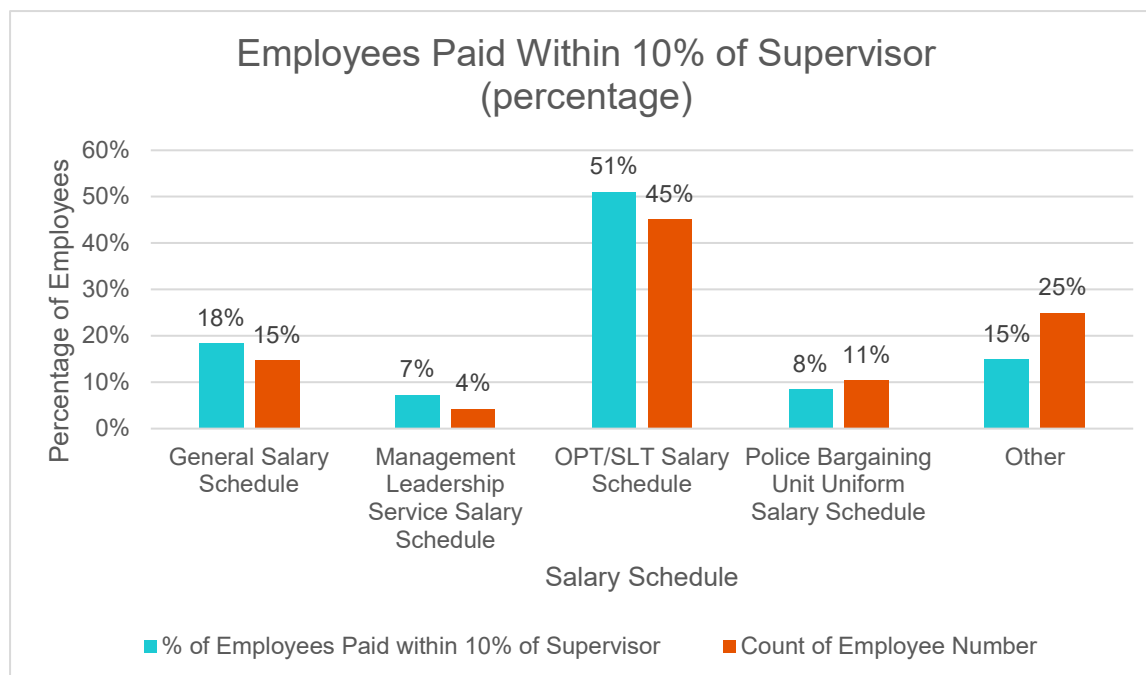
*Exhibit 38*

### Count of Employees Paid Within 10% of Supervisor



The percentages below, when compared to the total distribution of employees in each salary schedule, provide evidence of a disproportionate amount of instances where employees are paid above their supervisors.

## Percent of Employees Paid Within 10% of Supervisor



As referenced in the Salary Structure review, the majority of structure inconsistencies within the County's salary scales belong to the General Salary Schedule, Management Leadership Salary Schedule, and OPT/SLT Salary schedule. That these three scales constitute a disproportionate amount of employee/supervisor pay compression, suggests the structural framework of salary scales may perpetuate this compression.

## Recommendations Pertaining to Employee Pay Placement

Despite the challenges identified in collecting data for time in position, Segal recommends that data be collected and reviewed as it has a significant bearing on assessing pay compression. The areas of focus for Segal's employee pay placement reviews (i.e., employee quartile placement and supervisor pay compression) are impacted by the lack of insight into employees' time in the role. For instance, the significant finding that 58% of the County's employees are paid in the fourth quartile of their range suggests the potential for a classification system that does not move employees appropriately through occupational classes. However, it is difficult to ascertain without an understanding of how long employees have been in their current classifications.

Regarding employee/supervisor compression, there are occasions when the level of compression is understandable given the employee's and manager's respective time in position. For instance, a long tenured employee and a new supervisor may have similar rates of pay.

An assessment of employee-to-peer compression (i.e., how employees in same/similar job classifications compare to each other) was not able to be conducted due to the lack of understanding of employees' time in their respective positions. Review classification assignments for employees currently in the fourth quartile of their range and consider alternatives. Of the 9,971 employees whose quartile placements were assessed, those with placements in the fourth quartile have an average most recent hire date of March 22, 2007.

It is not uncommon for employees with over 17 years of experience to be paid at or close to the top of their respective range, if they have spent the majority or all of their time in that classification. However, often employees in those roles have progressed to the point where a new classification/set of duties is warranted, given the interest of employees and need of the County. Examine the relationship of employees' alignment to supervisors across different salary schedules. For example, of the 522 instances of employee/supervisor compression (i.e., less than 10% difference in pay) for employees on the OPT/SLT Salary Schedule, 457 of their direct supervisors are on the General Salary Scale.

Reconsider grade placement of positions with direct line reporting relationships on the general salary scale. Of the 189 instances of employee/supervisor compression on the scale, 119 supervisory roles are a part of the salary scale as well. This finding suggests a lack of differentiation between grade placement of positions with direct line reporting relationships. The recommendation above could also be addressed in part by applying the recommendation in the Salary Scale Assessment portion of the audit, suggesting lowering the number of grades in the General Salary Scale and increasing the midpoint differentials.

# QES Methodology

## Background and History

As part of Segal's assessment of the County's compensation and classification programs, their current job evaluation program, Qualitative Evaluation System III (QES), was reviewed and evaluated in terms of overall applicability for the assignment of grades to corresponding salary schedules.

### QES III

The Qualitative Evaluation System III (QES III) is a quantitative point-factor evaluation system used to determine the grade level of classifications. There are ten job factors with level definitions that define segments of a factor. Points are assigned to each level, which increase in value for each segment. Analysts apply a job evaluation process to determine a total point value for each classification. That is, the job content of each classification is analyzed to determine the level of each applicable job factor. All points are added to determine a total point value for the classification. Finally, grade is determined with a point-to-grade conversion table. A table outlining the factors and points is in Exhibit 40 below.

*Exhibit 40*

### Quantitative Evaluation System III

Evaluation Factors	Number of Segments	Points Range
Knowledge Required	9	225 – 1400
Supervisory Controls	5	75 – 200
Guidelines	5	75 – 200
Complexity	6	240 – 800
Scope & Effect	6	165 – 560
Contacts	5	75 – 200
Public Services / Assistance	3	90 – 150
Working Conditions		
Working Environment	6	25 – 60
Hazards	6	30 – 90
Physical Demands	6	25 – 60
Supervision		
Nature of Work	5	50 – 160
Personnel Authority	3	40 – 120
Number of Employees	5	20 – 80

QES originated in 1980, and was developed by Hallcrest-Craver, Incorporated. Later that decade, in response to pay equity concerns, the County asked Hubbard & Revo-Cohen, Incorporated to conduct a diagnostic study and recommend revisions and improvements. A task force was charged with evaluating the consultant's recommendations, and some modifications were made to the system. The County engaged an outside Consultant to apply the evaluation system to all classifications in the plan, and additional modifications were made to the system which resulted in QES II.<sup>5</sup>

QES II deployed a new job evaluation factor, Public Service/Assistance, to recognize direct care or assistance to the public or clients, and the Contacts factor was then revised to differentiate the two factors. The Working Conditions factor, inclusive of Working Environment & Hazards and the Physical Demands factor were each modified in language and variations of credit. Finally, the Supervision Exercised factor was modified to recognize supervision of two or more employees.

In 2004, OHR hired the consulting firm, Analytic Solutions, to conduct a review and update of QES II with the intent to bring the system up to date by addressing obsolete descriptions of work, removing ambiguous language, and improving the flow and progression of factor descriptions so that they flow from level to level. No change was made to the point values.

## Job Evaluation Systems

A point-factor job evaluation system is a quantitative method used to assess the relative value of different jobs within an organization by breaking down each position into identifiable factors, assigning points to each factor based on its level of complexity within the job, and then summing up the points to determine the overall job worth. The methodology was originally developed to apply internal equity to jobs that could not be appropriately matched to competitive market benchmarks. This structured approach is intended to guide systematic analysis and evaluation of work factors and allow for a more objective comparison between roles, facilitating fair decisions about relative value of classifications across different functional areas and divisions of an organization.

However, point-factor job evaluation systems are imperfect mathematical models. The qualitative nature of the analysis and dynamic nature of work and the workforce mean that these systems can become stale over time. As a result, validity and reliability are crucial and related concepts in the design, maintenance, and application of evaluation systems. Validity considers whether the system measures what it is designed to measure. Reliability considers whether a system produces consistent results when repeated. A valid measurement accurately captures the intended concept, while a reliable measurement produces consistent results when repeated under similar conditions. Essentially, a valid measure must be reliable, meaning that if the system consistently provides inaccurate results, it would be considered unreliable and therefore not valid. This highlights the importance of considering both aspects when evaluating the quality of results: A valid measure must be reliable, but a reliable measure does not necessarily have to be valid.

<sup>5</sup> Quantitative Evaluation System III, Manual of Procedures for Administering the System, Montgomery County Government

Other job evaluation systems and techniques exist including whole job analysis, paired comparison, factor comparison, and slotting/internal benchmarking. However, these are generally considered less precise for creating internal equity that is valid and reliable. As the nature of work and the workforce continues to evolve in the 21<sup>st</sup> century, job architecture is emerging as a way to classify and align roles across an organization.

Job architecture is a framework that organizes roles within a company, including their responsibilities, hierarchy, and relationships to other positions. It helps ensure that job titles, pay, and responsibilities are consistent across the organization. Just as a building has a structural framework, job architecture creates a hierarchical framework for various roles and functions showing how they relate to each other. Job architecture also facilitates career development, and it enables the development of career ladders and lattices that may guide employees in their career aspirations.

It is important to recognize that "market pricing" (where market value represents the points) remains the simplest form of job evaluation. Prevailing market value is also most likely to be the impetus behind overriding job evaluation rankings or causing point-factor systems to be updated and retooled. However, ranking work by current market value alone is challenging when a direct market match does not exist, and the classification must be slotted.

## **QES as Tool for Job Analysis and Grade Placement**

As a point-factor evaluation system, QES is only as valid as it can be relied upon to produce results that reflect both internal equity and external competitiveness in establishing job worth. Continued updates will allow factors to be more easily applied to roles performed in a more contemporary way. However, those very adjustments must be applied to all classifications in order to reset and re-establish the internal hierarchy of the County's classifications.

Segal notes that the County's application of QES III seems to be largely independent of any assessment of current market conditions. Similarly, there appears to be no evidence of periodic assessment of the application of points to grades. Where grades are not dictated by terms of a specific collective bargaining agreement, Segal recommends scores derived from the QES system be **reviewed in tandem with** market data procured from both relevant peer organizations as well as third party survey sources that include data points from the general labor market.

As minimum and living wages continue to climb throughout the country, and competition for resources (i.e., employees) increases, an overreliance on an internal point-factor based system of assigning pay grades, and by extension, corresponding pay rates, runs the risk of becoming increasingly disconnected from general labor market movements. Where the QES system excels at stratifying classifications and preserving internal equity, it fails to account for external labor market pressures.

# Audit Summary and Conclusions

## Findings and Recommendations

Segal has concluded its audit of the County's classification and compensation processes as outlined in the scope of work agreed upon with the MSPB. The top three findings of significance and recommended actions are outlined in the table below in order of priority.

*Exhibit 41*

### Classification System Findings and Recommendations

Finding	Description	Recommendation
1	Processes are lengthy and administratively outdated.	Redesign processes with the intention of increasing throughput and reducing length of time.
2	Classification Specifications are outdated.	Review and update Classification Specifications with greater frequency.
3	Communication and education about process is ineffective.	Improve transparency, clarity, and communication with Managers and staff.

### Compensation System Findings and Recommendations

Finding	Description	Recommendation
1	Some areas with pay gaps between class exist.	Conduct a holistic review of each of the pay gaps identified in the analysis and, for groups in which there is valid and sufficient rationale to explain the pay differences, such rationale should be documented.
2	Select classifications are assigned to grades that are below of market competitiveness.	Review findings and determine if reassignment of classification to a new grade is warranted.
3	General structure and OPT salary structures have atypical design that creates opportunities for pay compression.	Conduct a comprehensive market assessment and redesign salary structures to reflect best practice.

## QES Findings and Recommendations

Finding	Description	Recommendation
1	QES is insufficient to grade positions.	Apply QES in tandem with Market Assessment.
2	QES factors and definitions become outdated.	Investigate Job Architecture as an alternative for classification.
3	Validity and reliability are difficult to achieve.	Provide ongoing training, parallel evaluations, and consensus techniques.

## Conclusion

This final report represents a thorough investigation and examination of processes, records, documents, and outcomes pertaining to the County's classification and compensation programs over the course of the audit period 2019 – 2023. No organization stands still, so we observe the likelihood that process improvement is already under way due to OHR's own continuous improvement efforts. We respectfully submit these findings in a spirit of improvement to support the MSPB's mission to oversee and protect County government employee and job applicant rights guaranteed under merit system law.



# | Appendices

## **Appendix A – Prior Audit Findings**



Montgomery County Merit System Protection Board

# Segal Findings on Status of CPS Recommendations

November 20, 2023 / Paula M. Singer / Mary Ann Edwards / Andrew Koncinsky / Tarun Ramnath

# | Agenda

**Introduction**

**Status of Classification Recommendations**

**Status of Compensation Recommendations**

# Introduction

- In September and October 2023, Segal facilitated weekly discussions with Montgomery County OHR as part of the Classification and Compensation Audit Study.
- Members of Office of Human Resources interviewed included Lolita Weedon, Deputy Director, Samuel Frushour, Strategic Communications Manager and Kimberly Williams, Division Chief OHR Policy, Practices and Analytics.
- Our findings reported in this document represent key information obtained through the above discussions.
- Findings are supplemented by OHR's response to the original transmittal of the CPS report in 2018 an update provided to Bruce Martin by Kimberly Williams in April 2022

# Classification

## *Occupational Series*

### OHR Response

- OHR reported that a comprehensive review of the allocation of employees within the classification plan was underway at the time of the audit.
- When the job was needed and used as an entry level to acclimate and/or provide training necessary for an employee to successfully perform the duties and responsibilities at the higher level in the ladder, the lower level in the series was not deactivated.

### Action Taken

- In 2020 OHR finalized the review of allocation of employees.
- Job classifications that had not been used in over 5 years and were unoccupied were deactivated.
- No action was taken to eliminate level-I classifications across the board, rather some were retained for future use at the entry-level and for career development.

### Success or Failure of Actions

- Segal believes this was an appropriate and effective response by OHR to the CPS recommendations.

### Segal Recommendations

- Segal recommends the judicious review of entry level positions
- Positions should be reviewed as needed on an ongoing basis.

### CPS Recommendation

Based on underutilization, the classification series should be examined and restructured to meet organizational requirements and minimal qualifications. The level-I class could also be eliminated or combined.



# Classification

## *Career Ladder and Distinguishing Characteristics*

### OHR Response

- OHR agreed with these recommendations and confirmed that they intended to work in the year following the audit to create a classification guide.
- The Guide would include more information on job families and classification levels, the classification specification format, occupational groupings.
- Also, they would conduct classification/position studies to address the issues raised in the CPS HR audit.

### Success or Failure of Actions

- Segal was provided a copy of the classification guide.
- While the response met the recommendation made by CPS there is opportunity to streamline and automate.

### Action Taken

- OHR began reformatting the classification specifications to reflect the QES format at the start of fiscal year 2018 to increase transparency and clarity in the class specifications.
- OHR provided Standard Operating Procedure and Process documents with definitions for job classifications.
- OHR provided Segal a copy of the new classification specification template.

### Segal Recommendations

- No additional recommendations.
- Segal will observe the effectiveness of this guide in our audit of current classification process and the employee survey.

## CPS Recommendation

1. Include "distinguishing characteristics" statements in the job classifications.
2. To avoid confusion, ambiguity, and misinterpretation of level descriptions, ensure that these statements are consistent.
3. Provide explicit and well-defined examples of duties and scope of responsibilities to back up the "distinguishing characteristics" statements.
4. Avoid unclear, ambiguous, and unnecessary overcomplicated statements and description of duties.
5. Ensure that the differences between levels are clear, significant, and measurable. Differences should support career advancement and be achievable in a reasonable amount of time.

# Classification

## *Position Classification - Reclassification*

### OHR Response

- The County does not have a process to non-competitively promote or compensate for performance and growth of an employee in a job other than for MLS and PLS job classifications.
- Positions that have a clear career ladder can non-competitively promote to the budget level of the job.

### Action Taken

- OHR did not take action on this recommendation because personnel regulations clearly state that reclassifications should not be used as the means for promotion.

### Success or Failure of Actions

- Action taken is in compliance with personnel regulations.

### Segal Recommendations

- Segal recommends no further action on this finding.

## CPS Recommendation

1. Assess and define scenarios involving recruitment versus reclassification. CPS advised a succession plan or career ladder should recognize growth. Relying on a form submission can lead to the loss of talent, a negative impact on morale or misclassification.





# Classification

## *Position Classification - Reclassification*

### OHR Response

- There was no specific response from OHR to this recommendation.

### Action Taken

- Segal found no evidence of action taken regarding this recommendation.

### Success or Failure of Actions

- This CPS recommendation seems to contradict a previous recommendation to eliminate level-I.

### Segal Recommendations

- Segal will explore the feasibility of this recommendation during our classification audit.

### CPS Recommendation

2. Explore the opportunity for “flexible or flex” positions. Flex classifications are typically designated as a level I-II and represent entry and journey level skills. This creates the opportunity to “automatically” advance in a career series based on quantifiable criteria (e.g., performance, tenure, etc.).



# Classification

## *Position Classification – Reclassification (cont.)*

### OHR Response

- OHR said they would work to more narrowly define through webinars, printed communication, and meetings with the HR community, the basis in which classification studies shall be conducted.

### Action Taken

- OHR reported that they continuously conduct education and information sessions on occupational studies and individual job classifications.
- Education and training has been conducted during HR Liaison meetings and to department incumbents participating in a study.

### Success or Failure of Actions

- OHR provided Segal a sample of classification-reclassification process training.
- OHR reports that HR Liaison meetings have been suspended for some time and have a plan to replace that format.

### Segal Recommendations

- This training only focuses on reclassification of vacant positions and classification of new positions.
- There is opportunity to revise the content to better engage adult learners and support their learning styles.

## CPS Recommendation

3. Update forms and policy. Update timelines if not reasonable for current workload. Streamline and implement introduction tools for employees to understand the process and criteria.



# Classification

## *Position Classification – Reclassification (cont.)*

### OHR Response

- There was no specific response from OHR on recommendation 4.
- OHR delivers a communication during the first quarter of the fiscal year of all the job classification studies that will take place in the fiscal year.

### Action Taken

- OHR implemented an online individual study process (Junebox) with all of the required information and an email when the incumbents request was received, accepted or rejected.

### Success or Failure of Actions

- OHR responses to recommendation 5 appear to fulfil the CPS recommendation.

### Segal Recommendations

- Segal will investigate the issue identified in CPS recommendation 4 in our audit. Initially we believe artificially limiting the number of reclassifications is a barrier to the reclassification process.
- Segal will attempt to assess the effectiveness of communications during our classification audit.

## CPS Recommendation

4. Assess number of denials due to, “maximum requests received,” and ensure ongoing assessment of applicant pool numbers. Better define the process to address classifications that have had a “true” change vs. normal growth in a series may make study requests more manageable and efficient.

5. Enhance communication plans so that employees may more clearly translate and apply classification and compensation terminology and practices. Surveys or focus groups should be conducted to evaluate process improvement opportunities.

# Classification

## *Classification Specification*

### OHR Response

- OHR reported that they require departments to provide a position description when new jobs are created.
- The position description format was revised to adequately capture the duties and responsibilities, knowledge, skills and abilities needed for the position.
- A position description repository was created and Proform is used to capture preferred criteria

### Action Taken

- OHR has provided a sample of the updated position description template as of March 2022

### Success or Failure of Actions

- It is difficult to judge the success or failure of these efforts.
- Segal intends to review a sampling of position descriptions to assess whether this change has been made.

### Segal Recommendations

- Segal will further investigate CPS recommendation 1,2 and 3 in our audit.

### CPS Recommendation

1. Avoid unclear, ambiguous, and unnecessary overcomplicated statements and description of duties, especially in preferred criteria which may not be quantifiable (e.g., “Considerable office desktop experience.”).
2. Update policy to reflect current job evaluation factors (e.g., Section 9-2(2)(D)(ii) references physical and mental requirements which are not included in all classification specifications).
3. Ensure a periodic audit process of position reviews to ensure classification language represents the current work duty requirements and aligns with the agency classification needs.

# Classification

## *Fair Labor Standards Act (FLSA)*

### OHR Response

- OHR completed a review of the positions mentioned in the CPS recommendation.

### Action Taken

- OHR updated job classifications in accordance with the FLSA. The changes have been made for the positions mentioned.
- CPS sampled 23 positions and recommended changes to 6 of them and OHR made these changes.

### Success or Failure of Actions

- OHR successfully implemented the changes suggested in recommendations 1 and 2.

### Segal Recommendations

- Given that 6 out of 23 positions required a change in FLSA status, the remainder of jobs should be reviewed for compliance.

## CPS Recommendation

This section presents the findings for the FLSA status of current individual's task duties in existing positions reviewed by CPS HR.

1. Recommended to change the FLSA designation to Non-Exempt.
2. Recommend either changing FLSA designation to Non-Exempt or revising class specification to clearly define set of duties that fit administrative exemption.



# Compensation

## *Compensation Allocation*

### OHR Response

- OHR has an outline of the plan to meet this recommendation.

### Action Taken

- No action was taken due to lack of funds and staff shortages.

### Success or Failure of Actions

- Not implemented.

### Segal Recommendations

- Segal agrees with CPS' recommendation, and a comprehensive compensation study should be undertaken.

### CPS Recommendation

1. Revisit and re-design General Pay Schedule based on organizational market strategy, compensation philosophy, and career progression goals:

- Establish bandwidth which meets learning and complexity of classifications (i.e., more complex knowledge factors equate to a larger spread within the grade).
- Review opportunities to reduce the number of salary grades and address compaction between grades.



# Compensation

## *Pay Allocation*

### OHR Response

- OHR reviews the current process for salary offers to new employees, ensuring pay equity internally while maintaining market competitiveness.
- OHR has recommended a comprehensive review of classification and compensation structures to ensure job classifications are comparable to the market.

### Action Taken

- Segal found no evidence to date that conveys adherence to these recommendations.

### Success or Failure of Actions

- Undetermined to date.

### Segal Recommendations

- Segal will review evidence of implementation of this recommendation.

### CPS Recommendation

1. Review criteria used to determine employees' base pay assignment within the same job classifications to eliminate or prevent possible inequities among various demographic groups.
2. Identify job classifications with "uneven" demographic composition and determine its causes and policies that can mitigate these irregularities.
3. Continue applying consistent compensation, recruitment and staffing policies and practices to ensure compliance with EEO guidelines and employee satisfaction.



# Compensation

## *Wage Equity*

### OHR Response

- OHR supports the recommendation for non represented employees.

### Action Taken

- Pursuant to County Council Ordinance OHR successfully completed 1 audit and plans to do it every 2 years.

### Success or Failure of Actions

- OHR successfully implemented CPS recommendation.

### Segal Recommendations

- Segal recommends continuation of this process.

### CPS Recommendation

1. Define or designate ranges for new hire salary allocation.
2. Conduct periodic audits of classifications within the County to ensure equity extends outside of department.





# Compensation

## *Quantitative Evaluation System (QES)*

### OHR Response

- OHR said they would work with CPS HR Consulting further to explore their proposed modification to the current system.
- Many jobs have not been reviewed in over 10 years.
- This should include a plan to review and update the classification methodology to be more aligned with market.

### Action Taken

- OHR studied the possibility of replacing QES.
- OHR determined it was not feasible to implement this recommendation.
- Because of the robust labor market, QES has been used more as an aid to classification than to support pay grade assignment.

### Success or Failure of Actions

- QES continues to be utilized in compensation process
- The magnitude and cost of this change was a barrier to implementation.

### Future Recommendations

- Segal will further investigate and make a specific recommendation regarding QES that is achievable and time-bound.

## CPS Recommendation

5. Replace or modify the existing QES in a judicious manner. Develop modern effective and defensible quantitative job evaluation system that is easy to use and understand, and based on methodology that provides accurate, equitable, and dynamic value determination



# Compensation

## *Broadbanding - MLS Classifications*

### OHR Response

- OHR agreed with the recommendation to explore MLS and broadband as well as factor comparison
- OHR said they would further explore this.

### Action Taken

- While OHR reported that deliberation occurred, no action was taken.

### Success or Failure of Actions

- The reality of the pandemic derailed progress on this effort.

### Future Recommendations

- Broadbanding is a viable solution in a highly competitive market that also supports career growth and development.
- Factor comparison methodology may not be appropriate for this group of jobs.
- Segal will revisit this in our study of compensation.

### CPS Recommendation

1. Revisit MLS and Broadband as the pricing system and approach to management classifications. Moving these classes to the existing traditional grade system is an option.
2. Design either market-based or factor-comparison system evaluate management jobs



# Compensation

## *EEO Overview*

### OHR Response

- OHR reported that a number of diversity initiatives were already underway.
- They acknowledged an opportunity to improve communication about these efforts.

### Action Taken

- No additional evidence of action taken was provided by OHR .

### Success or Failure of Actions

- Results of diversity initiatives are inconclusive at this time.

### Future Recommendations

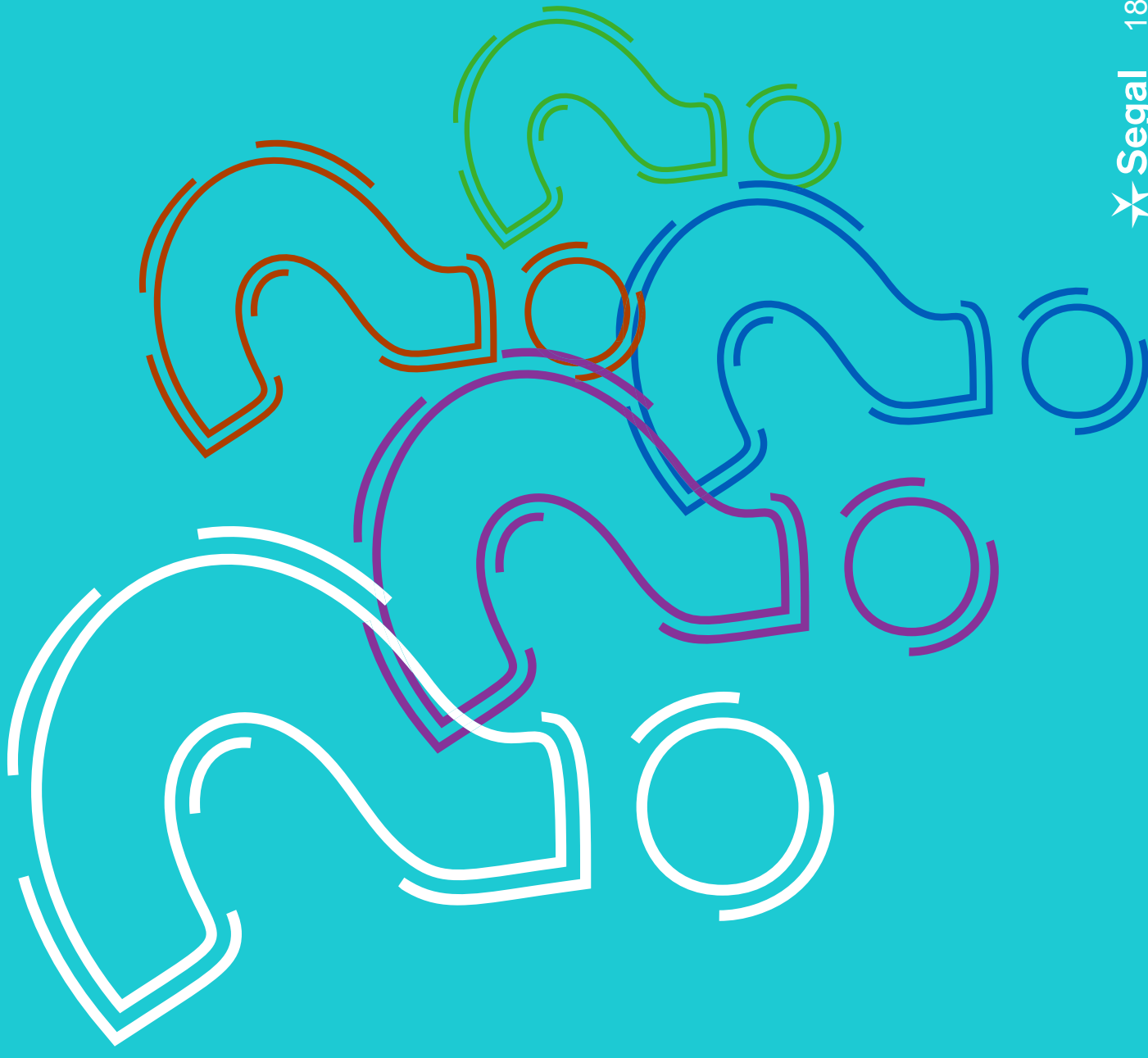
- Segal will further investigate the status of this finding and make further recommendations.

### CPS Recommendation

1. Seek diversity recruitment sources (e.g., professional groups, publications, etc.) to post open positions and seek talent in areas of underutilization.
2. Create diversity goals and/or an annual EEOP plan to monitor diversity recruitment and compensation.
3. Incorporate diversity statements (e.g., EEO/F/V all job postings.



Thank You



## **Appendix B – Employee Survey Results**



Decision Information Resources, Inc.

**Segal Montgomery County Classification Survey  
Final Report  
of  
Methods and Results**

**July 23, 2024**

**Submitted to:**

**Segal  
1800 M Street NW Suite 900 S  
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**Submitted by:**

**Decision Information Resources, Inc.  
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## Background

Segal, an independent, employee-owned corporation headquartered in New York that offers human resources consulting services, contracted with Decision Information Resources Inc. (DIR) to collaboratively design and conduct the Montgomery County Classification Survey (MCCS) as part of an independent audit of the County's classification and compensation system being conducted by the Merit System Protection Board (MSPB). The goal of the survey was to (1) better understand County employees' knowledge and understanding of the classification system and reclassification process and (2) gather data about employees' experiences with the reclassification process, where applicable, as well as their insights into how the process might be improved. This report provides an overview of the design and conduct of the survey as well as the descriptive and analytic results. The report is organized into three sections: methods, descriptive results, and conclusions.

## Methods

In this section we describe the survey design, administration, and response rates for the MCCS.

### Survey Design

DIR and Segal worked collaboratively to develop a survey designed to capture a range of data on employees' experiences with the reclassification process in Montgomery County. The resulting survey included six major sections:

- 1) **Demographic Information:** Demographic information was captured across five categories:
  - a. Employee type (managers/non-managers)
  - b. Tenure
  - c. Race and ethnicity
  - d. Gender
  - e. Disability status
- 2) **Job Reclassification History:** This section captured employees' exposure to or experience with reclassification including experiences with:
  - a. Job description/classification updates
  - b. Requests for description/classification updates
  - c. Location of job description/classification specifications
  - d. Classification levels and advancement possibilities
  - e. Getting information about reclassification
- 3) **Job Reclassification Process:** This section captured employees' general knowledge about reclassification, including whether employees:
  - a. Knew there was a reclassification process
  - b. Had submitted a request for reclassification and, if so, whether that was for a current or prior position
- 4) **Reclassification History - Current and Prior:** This section was asked of employees that had requested a reclassification or had one requested on their behalf (for any current and/or prior positions) and captured:
  - a. What prompted the reclassification request
  - b. Who requested the reclassification (employee or manager)
  - c. The outcome of the request (approved or denied)
  - d. Employee perceptions of how the process and communications were managed



- e. Whether the employee would apply for a subsequent reclassification
- 5) **Manager Experience:** Asked only of managers, this section captured their experiences with the reclassification process, including:
  - a. Their experiences making reclassification requests
  - b. Their general knowledge about the reclassification process
  - c. Any perceived limitations to submitting a reclassification request
- 6) **Improvements:** The final section included a question designed to gather suggestions for improvements in the reclassification process related to process communication, submission and duration.

Segal approved the survey draft survey on January 21, 2024, and DIR pretested the survey from March 27 to April 5, 2024. The goal of the pretest was twofold. First, to verify that the web interface was both user-friendly and error-free and second to evaluate the accessibility of survey content, topics, and language to Spanish-speaking employees. DIR conducted interviews with five respondents, including one Spanish speaker. Our recommended survey revisions, based on those interviews, were shared in a Pretest Report delivered to Segal on April 11, 2024, and included:

1. Providing a definition of reclassification throughout the survey.
2. Clarifying that we are asking about reclassifications requested by the participant or their supervisor only and not about their participation in a reclassification they did not request.
3. Revising some participant instructions for clarity.

Segal approved these proposed changes, and DIR integrated them into the final version of the survey.

## Survey Administration

On May 6, 2024, Montgomery County sent a survey announcement via email to all eligible staff alerting them to the upcoming survey. On May 8, 2024, DIR sent invitations to those same staff to participate in the MCCS. The email included information about the Montgomery County Employee Web Survey, a personalized web link for accessing the survey online, instructions for accessing and completing the survey, and contact information for DIR's study-specific email address. DIR sent reminder emails to all non-completed sample on May 15 and May 22, 2024. In addition to the information contained in the invitation, the reminders alerted respondents to the upcoming close of data collection. Data collection closed on May 29, 2024.

## Response Rates

When the survey closed, 2,391 of the 9,998 eligible employees had completed the full survey for an overall response rate of 24%. An additional 46 (2%) completed the survey through Section B. Per agreement with Segal, DIR included data from these 46 "partial completes" in any applicable analyses for this report.

In addition to overall response rate, DIR also measured survey response rates by department and by employee type.

**Department:** DIR collected data from at least one employee in 42 of the 43 departments. Departments ranged in size from two to 2,237 employees. To avoid disclosure risks, DIR grouped 17 departments with ten staff or fewer into a single departmental category of "Other" comprising 210

sampled employees and 78 completed surveys. Response rates by department ranged from 14% to 54%. Figure 1 below shows survey response rates by department.

**Figure 1: Survey Response Rates by Department**

Departments	Sample	Completes		Partials	
	#	#	%	#	%
ABS 85 Alcohol Beverage Services	434	76	18%	4	1%
BOE 24 Board of Elections	96	13	14%	0	0%
CAT 30 County Attorney's Office	71	26	37%	0	0%
CCL 01 County Council	110	35	32%	0	0%
CEC 16 Community Engagement Cluster	112	29	26%	1	1%
CEX 15 Offices of the County Executive	58	13	22%	2	3%
COR 42 Correction & Rehabilitation	477	82	17%	3	1%
DEP 80 Dept of Environmental Protection	177	55	31%	2	1%
DGS 36 Dept of General Services	409	74	18%	1	<1%
DOT 50 Dept of Transportation	1249	181	14%	1	<1%
DPS 75 Dept of Permitting Services	226	70	31%	1	<1%
FIN 32 Dept of Finance	116	62	53%	1	1%
FRS 45 Fire and Rescue Services	1411	227	16%	4	<1%
HCA 76 Dept of Housing and Community Affairs	94	37	39%	1	1%
HHS 60 Dept of Health & Human Services	1630	630	39%	9	1%
LIB 71 Dept of Public Libraries	519	169	33%	3	1%
OAS 38 Office of Animal Services	72	39	54%	1	1%
OHR 33 Office of Human Resources	64	31	48%	0	0%
PIO 23 Office of Public Information	66	20	30%	0	0%
POL 47 Dept of Police	1766	260	15%	6	<1%
PRO 35 Office of Procurement	35	14	40%	1	3%
REC 72 Dept of Recreation	277	96	35%	2	1%
SHF 48 Sheriff's Office	177	24	14%	0	0%
TBS 34 Dept of Technology & Enterprise Business Solutions	142	50	35%	1	1%
Other	210	78	37%	2	1%
Total	9998	2391	24%	46	<1%

**Employee Type:** DIR collected data from 231 of 607 managers for a response rate of 38% and 2,160 of 9391 non-managers for a response rate of 23%. See Figure 2 below.

**Figure 2: Survey Response Rates by Employee Type**

Employee Type	Sample	Completes		Partials	
	#	#	%	#	%
Manager	607	231	38%	6	1%

Non-Manager	9391	2160	23%	40	<1%
Total	9998	2391	24%	46	<1%

## Descriptive Results

This section presents results for each survey question for all participants as well as high-level comparisons to the overall results by employee type, gender, and race. See Appendix A for a full set of tables presenting the count and percentage for each response category for each question.

### Demographic Information

As noted above, the survey was designed to capture key demographic data including respondent tenure in their current position and at Montgomery County overall, as well as their race, gender, and disability status. We also captured the language used to complete the survey. Here we show the composition of responding employees by each of these key demographic categories, beginning with preferred language.

**Language:** The vast majority of respondents completed in English. DIR collected data from 2,386 employees in English and only five in Spanish.

**Tenure (DEMO2 and DEMO3):** More than a quarter (27%) of the 2437 responding employees reported working in their current position for more than 10 years. An additional 454 (19%) had been in their position for only one to two years.

More than half of respondents (51%) reported working for Montgomery County for more than 10 years. All other tenure intervals were reported by less than 10% of responding employees.

**Race (DEMO4):** Nearly half of survey participants identified as white (47%) while nearly one quarter (24%) identified as Black/African American. See the full distribution of respondents by race in Figure 3.

**Figure 3: Distribution of Respondents by Race/Ethnicity**

Race	Completes		Partials	
	#	%	#	%
Asian/Asian American	190	8%	4	9%
Black/African American	564	24%	14	30%
Hispanic/Latino/Latina/Latinx	219	9%	8	17%
Middle Eastern or North African	22	1%	0	0%
White	1118	47%	17	37%
Multi-Racial/Multi-Ethnic (Two or more races/ ethnicities)	197	8%	3	7%
Other Race	63	3%	0	0%
Prefer not to respond	18	1%	0	0%
Total	2391		46	

To minimize disclosure risk for subsequent analyses, the race categories of “Native American or Alaska Native” and “Native Hawaiian or Other Pacific Islander” have been grouped with participants who identified as Other (identity not listed) into the category of “Other Race”.

**Gender (DEMO5):** The majority of survey participants (57%) identified as woman, while an additional 42% identified as man. A low number of respondents selected the gender categories of “Transgender” and “Non-Binary/Non-Conforming”. To minimize disclosure risk, these genders have been grouped into the category of “Other Gender.” See the full distribution of respondents by gender in Figure 4.

**Figure 4: Distribution of Respondents by Gender**

Gender	Completes		Partials	
	#	%	#	%
Woman	1374	57%	28	1%
Man	995	42%	18	1%
Other Gender	17	1%	0	0%
Preferred not to answer	5	<1%	0	0%
Total	2391		46	

**Disability Status (DEMO6):** DIR collected data from 155 (6%) employees who identified as a person with a disability status. We have not included this category in subsequent analysis as it was beyond the scope of this report.

### Job Reclassification History

Employees were next asked about their experience with reclassification in their current job. This included questions about (1) updates to their job descriptions or classification in the last five years, (2) reclassification requests they may have made, and (3) their general knowledge about the reclassification process.

**Description/Classification Updates (JOBHIS1):** Overall, only 17% of employees reported that their job description or classification had been updated in the last five years. An additional 38% of employees reported that they did not know if their job description or classification had been updated in the last five years. These results were consistent (within 2 percentage points) across all employee type, races and genders.

**Description/Classification Update Request (JOBHIS2):** Overall, 20% of responding employees reported that they **had requested** a job description or classification updated in the last five years—slightly higher than the percentage of employees reporting they had experienced one. Of note, non-managers requested updates at more than twice the rate of managers (21% versus 9%). Employees identifying as women requested updates at a slightly higher rate (23%) than men (17%). Employees in the Other Race category requested updates at a rate of 26% – the highest of any race category.

**Locating a Description/Classification (JOBHIS3):** Nearly two thirds of employees (65%) reported that they knew where to find their current job description or classification. This rate held across genders. All race categories reported knowing this information at rates between 69% for Black/African Americans and 60% for Multi-Racial/Multi-Ethnic. Notably, a higher percentage of managers (80%) knew where to find their current job description or classification than non-managers (63%).

**Understanding of Advancement Possibilities (JOBHIS4):** Overall, two thirds of employees (66%) reported having a clear or somewhat clear understanding of the advancement possibilities for their positions. This rate was higher for white employees (72%) and managers (81%), but only 19 managers reported. The rate was slightly lower for women (62%). The rate for all race categories other than white ranged between 64% to 60% with Multi-Racial/Multi-Ethnic being the lowest.

**Understanding of Classification Levels (JOBHIS5):** The majority of employees (61%) also reported having a clear or somewhat clear understanding of what distinguishes their classification level from those above or below theirs. This rate was higher for managers (81%) than non-managers (59%) and for men (66%) than women (58%). All race categories reported having a clear or somewhat clear understanding at 52%-61%.

**Receiving Reclassification Information (JOBHIS6):** Overall, half of employees (50%) who reported receiving information about the reclassification process indicated they received that information via email and 26% obtained information via the Montgomery County website. Notably, 31% of all employees reported that they had “never requested or received information regarding classification.” These rates were consistent across all race and gender categories, with the exception of managers who reported a lower rate of 21%.

### Job Reclassification Process

Employees were then asked about their knowledge of the reclassification process, whether they or their supervisor had ever requested a reclassification and whether that request was made for their current position or a prior position. Here we describe the results for those questions.

**Knowledge of Reclassification Process (JOBREC3):** More than half of all employees reported they knew of the reclassification process (61%). These rates were varied across races—within nine percentage points. Managers reported knowing this information at a much higher rate (86%) than non-managers (58%) and employees identifying as women at a slightly higher rate (64%) than those identifying as men (56%).

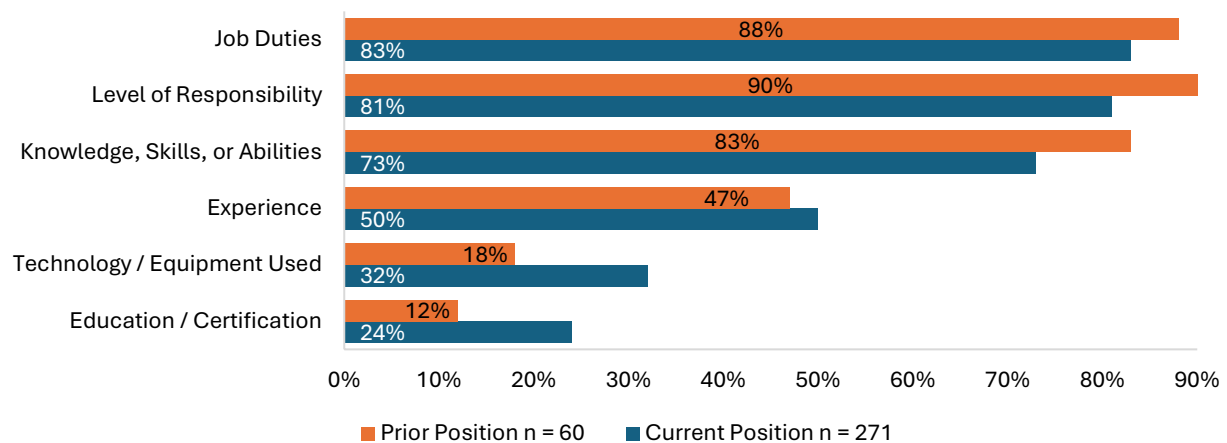
**Reclassification Request (JOBREC1 and JOBREC2):** Only 14% of all employees reported that they or their supervisor had requested a reclassification and 70% of those were for a current position, 18% for a prior position and 12% for both a current and prior position. The rates for reclassification requests were consistent for employee type and genders (within five percentage points) but varied by eight percentage points across races. The rates for current versus prior positions were consistent across genders and races. Non-managers reported requests for current positions at nearly five times the rate (73%) they did for prior positions (15%).

### Reclassification History: Current and Prior

The next two sections of the survey asked identical questions about participants’ experience with reclassification at their current and prior positions. We present results for both here where feasible, but the responses for prior positions were small. As a result, we frequently are unable to report results at a more granular level than overall. In addition, to avoid risk of disclosure, all race categories except for Black/African American and white have been collapsed into the category of “Other Races.”

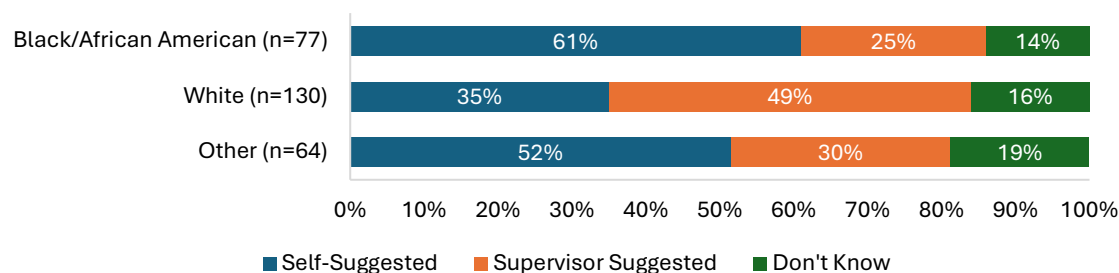
**Cause of Reclassification (CURR\_P1 and PRIOR\_P2):** Changes in level of responsibility; job duties; and knowledge, skills or abilities were the most commonly reported causes for reclassification for both current and prior jobs. These results were consistent across employee type and reportable genders and races. Figure 5 shows the overall reclassification causes for prior and current positions.

**Figure 5: Causes of Reclassification Rate Overall by Prior and Current Position**



**Supervisor/Manager or Employee Requested Reclassification (CURR\_P2 and PRIOR\_P3):** For both current and prior positions, roughly 50% of employees reported that they requested their reclassification while roughly 40% reported their supervisors had requested it for them. This rate was consistent across employee type for both current and prior positions. Notably, for current positions 61% of responding Black/African American employees reported their reclassification request was self-suggested compared to 35% for white respondents. Conversely, nearly half of white employees reported a supervisor-suggested reclassification as compared to 25% for Black/African American employees. This trend exists but is less pronounced for prior positions. Figure 6 shows the source of reclassification rates by race for current positions.

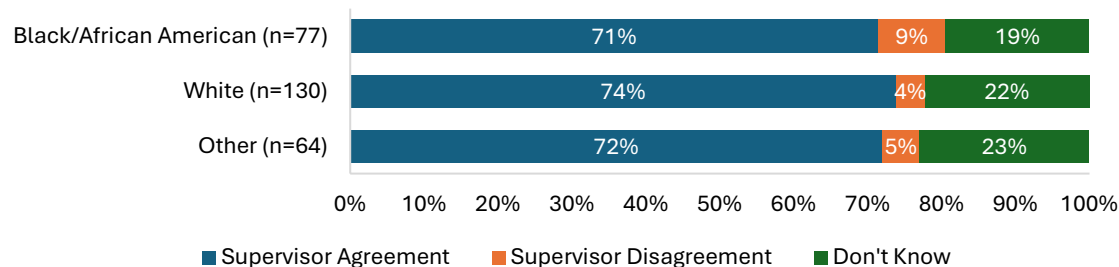
**Figure 6: Source of Request Rate by Race for Current Position**



**Position Description Form Completion (CURR\_P3 and PRIOR\_P4):** Most employees completed and submitted a Position Description Form (PDF) for both current jobs (64%) and prior jobs (78%). This rate was consistent across employee type and reportable genders and races.

**Supervisor Agreement with Reclassification Request (CURR\_P4 and PRIOR\_P5):** A high percentage of employees reported that their supervisors agreed to submit their request for reclassification for both current (73%) and prior jobs (87%). This result was consistent across employee type, reportable genders, and reportable race for current positions. However, for prior positions, nearly all white employees (93%) reported their supervisors agreed to submit their request while only 74% of Black/African American employees reported this to be the case. Figure 7 shows the rates of supervisor agreement or disagreement by race for current positions.

**Figure 7: Supervisor Agreement/Disagreement Rate by Race for Current Position**

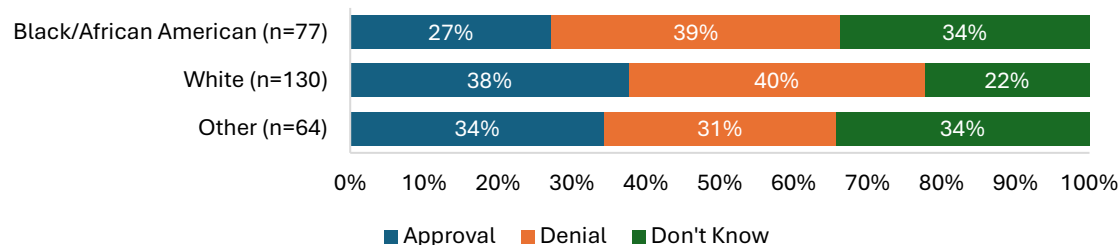


**Copy or Review of Request Provided (CURR\_P5 and PRIOR\_P6):** Nearly 60% of employees reported that they were provided a copy of their reclassification request, or it was made available for their review for their current position. For prior jobs, the rate was higher (73%).

**Request Approved or Denied (CURR\_P6 and PRIOR\_P7):** Overall, employees reported that their requests for reclassification were approved for prior positions (62%) at nearly twice the rate of current positions (34%).

Employees reported not knowing whether their request was approved or denied for current positions at a rate of 28%; for prior positions responses were too low to be reported. Across employee type and genders, rates of approval and denial were near even for current positions – white employees reported approval at the highest rate (38%) and Black/African American employees the lowest (27%). For prior positions, the rates were too low to be reportable. Figure 8 shows the approval rates by race for current positions.

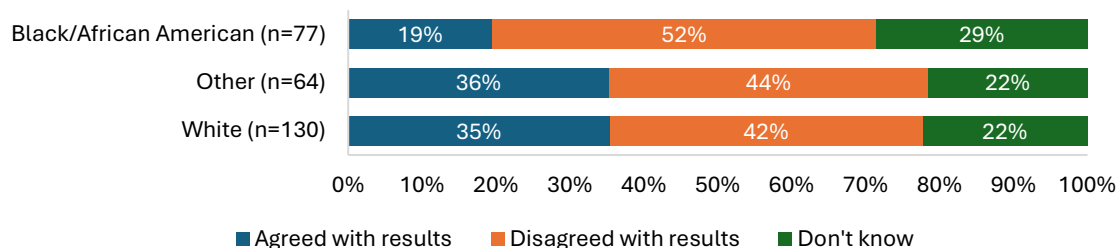
**Figure 8: Request Approval/Denial Rate by Race for Current Positions**



**Agreement with Results (CURR\_P7 and PRIOR\_P8):** Overall, 53% of employees reported agreeing with the results of their reclassification requests for prior positions, while only 31% reported agreeing for current positions. Across reportable race categories, white employees had the highest

rate of agreement for prior positions (62%). For current positions, results for white employees (35%) and other races (36%) were similar. Figure 9 shows the rate of agreement by race for current positions.

**Figure 9: Employee Agreement/Disagreement with Results by Race for Current Position**

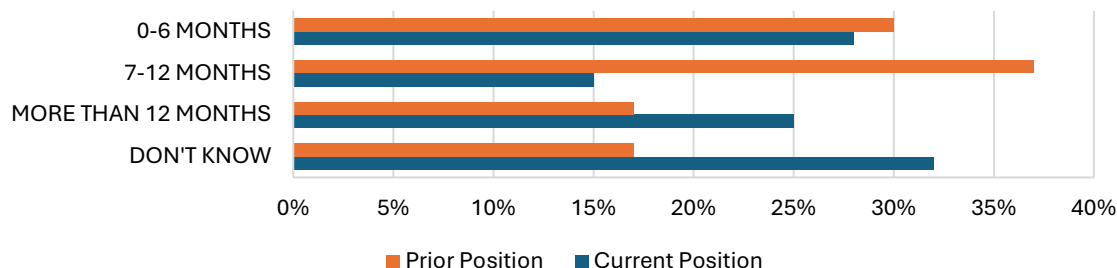


**Reasons for Disagreement with Results (CURR\_P7a and PRIOR\_P8a):** All participants who indicated that they did not agree with the results of their reclassification requests, opted to provide a reason for their disagreement. The reasons for disagreement fell into three main categories:

- **Decision was based on something other than merit of request:** Main themes included 1) changes to their job duties not being properly taken into account, and 2) information about their duties or their request was not accurately represented or factored into the decision.
- **Decision was unfair or biased:** Main themes included 1) unrealistic or biased criteria for reclassification, 2) lack of supervisory support, and 3) personal bias against the employee.
- **Rejected due to error in process:** Main themes included 1) confusion regarding process and paperwork requirements and 2) rejection due to timing of request.

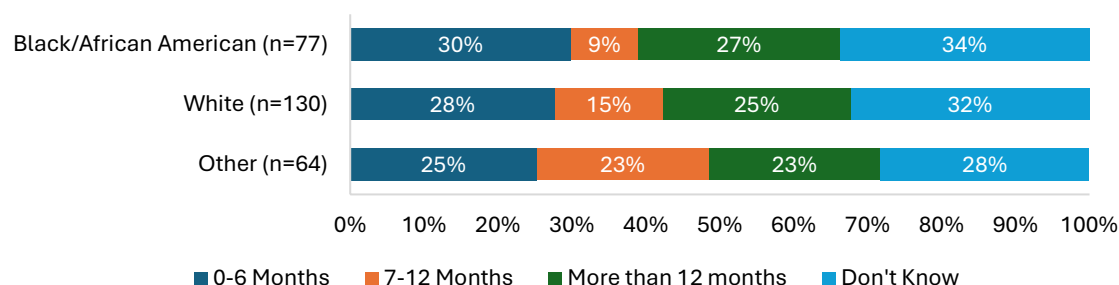
**Timely Reporting of Results (CURR\_P8 and PRIOR\_P9):** For current positions, employees most commonly reported not knowing how long they waited for the results of their requests (32%) while for prior positions, employees most commonly reported waiting 7-12 months (37%). These results were consistent across employee type, races and reportable genders. Figure 10 shows all reporting intervals for prior and current positions. Figure 11 shows them for current positions by reportable races.

**Figure 10: Time Intervals for Results Reporting for Prior and Current Positions**





**Figure 11: Time Intervals for Results Reporting by Race for Current Positions**



**Communication of Results (CURR\_P9 and PRIOR\_P9a):** For both current (32%) and prior positions (35%), roughly one third of employees reported that the most common source of communication about reclassification was the Office of Human Resources. The next most common source of information for both current (21%) and prior positions (28%) was their manager/supervisor. Approximately 20% of employees were unsure of where the communication came from for both current and prior positions. These results held across employee type, reportable genders, and reportable races.

**Discussion of Results (CURR\_P10/10a/10b and PRIOR\_P10/10a/10b):** Overall, more employees reported that they **did not** have the opportunity to discuss their results of either current positions (38%) or prior positions (45%) than those who did. Of those who did have the opportunity to discuss their results, roughly two thirds reported doing so with their managers or supervisors. Roughly half of employees reported that the conversation was helpful for both current and prior positions. For current positions, an additional 38% reported the conversation was more helpful than not. Responses to prior positions are too small to report.

**Would Apply Again (CURR\_P11 and PRIOR\_P11):** Roughly half of employees who requested a reclassification reported they would be willing to apply again. These rates held across employment type, races, and genders.

**Reasons Would Not Apply Again (CURR\_P11a and PRIOR\_P12):** All of the 48 participants who indicated that they would not apply for reclassification again opted to provide a more detailed reason. Reasons fell into four main categories:

- Nothing will change
- Result is usually biased, unfair or arbitrary
- Process takes too long
- Too stressful or too much work

## Manager Experience

A subset of 606 participants were identified as managers in the sample file provided by Montgomery County; of those, 231 completed the survey. These employees were asked questions about their knowledge and experiences with reclassification from a managerial perspective. In this section, the race categories of Middle Eastern or North African, Native American or Alaska Native

and Native Hawaiian or Other Pacific Islander have been grouped into the category of Other Race due to low participation counts.

**Request of reclassification (MANG1):** Overall, 55% of managers reported they never requested a reclassification. Of the 42% who did, 23% requested a reclassification for an individual staff member, 10% requested a reclassification for a group of staff working in the same position, and 9% request a reclassification for both. These results were consistent across races, but notably managers identifying as women reported requesting reclassifications more often than men.

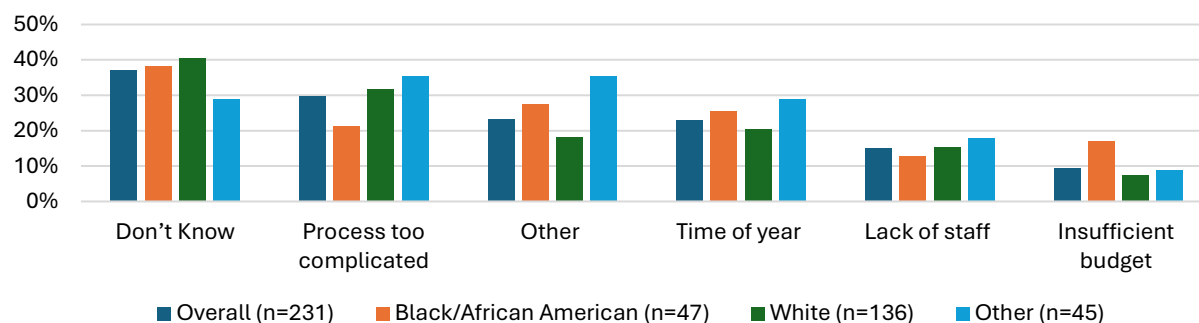
**Timely response to request (MANG1a):** Overall 20% of managers reported waiting for the results of their requests for 10-12 months, 18% reported they didn't know how long they waited, 15% waited 4-6 months, and 13% waited 7-9 months. These rates were consistent across reportable genders and races.

**Approval or denial of request (MANG1b):** Nearly two thirds (62%) of managers reported that their request was approved. These rates were consistent across reportable races. Managers identifying as men reported their request was approved at a higher rate (67%) than women (58%).

**Knowledge of reclassification request option (MANG2 and MANG3):** Overall, 68% of managers reported knowing they could request a reclassification, but only 33% reported knowing how to make the request. Results were consistent within four to five percentage points across reportable genders.

**Limitations to requesting (MANG4):** Nearly one third of managers (30%) cited the complexity of the reclassification process as a limitation to requesting them more often. An additional 23% cited time of year as a limitation. See Figure 12 for these results overall and by reportable races.

**Figure 12: Limitations to Requesting Reclassification Rate by Race**



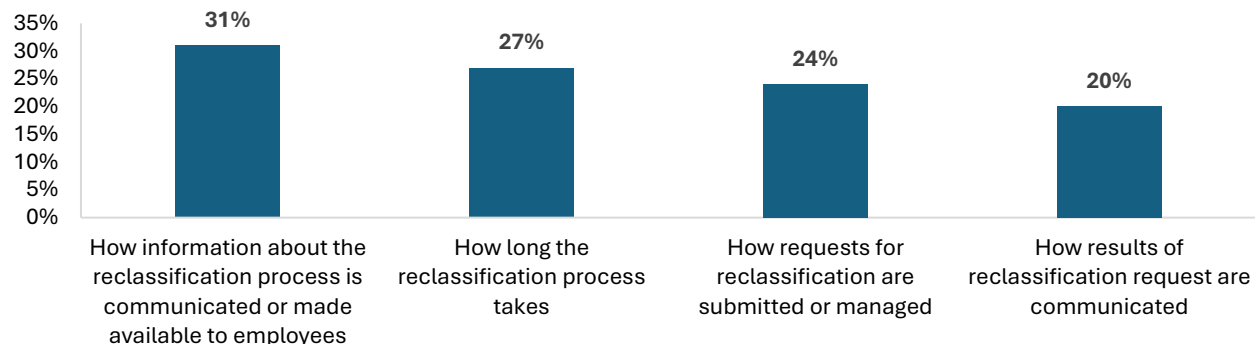
## Improvements

At the end of the survey, employees were asked how the reclassification process could be improved. A total of 2063 employees provided responses.

Most employees (58%) indicated that they did not have enough experience with the reclassification process to suggest improvements. For employees that did provide suggestions for improvement,

Figure 13 shows the selection rate for areas of improvement overall. These results held across employee type and reportable genders, and races.

**Figure 13: Areas of Improvement Rate Overall**



For each of the four improvement areas and an “Other areas” option, some employees provided additional details which we discuss below. Results were consistent across employee type and reportable genders and races except where indicated.

**How information about the reclassification process is communicated or made available to employees (IMPROVEA):** A total of 356 employees who selected this area added more detailed suggestions, all of which fell into one or more of three areas of recommendation:

- *Making information more accessible* (56%)
- *Providing clearer, more direct, and more frequent communication* (42%)
- *Providing formal training* (5%)

**Length of the reclassification process (IMPROVED):** A total of 260 employees provided more information for this option, with comments falling into one or more of three areas of recommendation:

- *Expediting the process* (60%)
- *Providing updates on the reclassification timeline* (27%)
- *Increasing employee understanding of the timeline of reclassification* (12%)

**Submission and management of reclassification requests (IMPROVEB):** 265 employees elaborated on their selection for this area and comments fell into one or more of four areas of recommendation:

- *Providing more guidance and communication* (63%)
- *Simplifying the process and reduce the burden on employees* (20%)
- *Making the process more consistent and unbiased* (12%)
- *Making the process more efficient* (9%)

**Communication of reclassification results (IMPROVEC):** 174 employees provided more detailed feedback for this area, with comments falling into one or more of three areas of recommendation:

- *Clearly communicating reclassification results in a timely fashion* (72%)

- *Increasing employee understanding of the reclassification process (16%)*
- *Provide opportunities for employee input regarding reclassification results (7% )*

**Other areas (IMPROVEE):** 132 employees provided alternative areas for improvement not included in the list provided, including the following:

- *Process should be fair and unbiased (33%)*
- *Better communication (27%)*
- *Process should be easier and more beneficial to employees (25%)*
- *Reclassification happens too rarely (12%)*

## **Appendix C – Position Classification Procedures**

## ***Position Classification Procedures***



## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

<b>OBJECTIVE/GOAL/PURPOSE:</b>
<i>The objective of the procedure, summary of the procedure, and the expected outcome of the procedure</i>

<b>REGULATIONS AND COLLECTIVE BARGAINING AGREEMENTS IMPACTED:</b>
<i>List of regulations and agreements that are referenced during the process</i>

<b>PROCESS OWNER:</b>
<i>Title of the OHR Supervisor/Manager</i>

<b>SPONSOR AND OTHER BUSINESS PARTNERS:</b>
<i>County Executive, Unions, or another Departments involved in the process</i>
Office of Management and Budget
The Office of Medical Services (OMS)
Merit Systems Protection Board (MSPB)
Municipal and County Government Employees Organization

<b>RESPONSIBILITIES (OHR TEAM):</b>
<i>Employees job titles who are involved in the process along with a brief description of their roles</i>
1. HR Specialist: 1.1. Handles individual position classification studies 1.2. Handles occupational class studies
2. Head of Classification and Administrative Services: 2.1 Reviews the issue response 2.2 Provides any necessary revisions/suggestions
3. Division Director: 3.1 Reviews the issue response 3.2 Provides any necessary revisions/suggestions
4. OHR Director 4.1 Reviews and Approves
5. Head of the Administration and Classification Section
6. Director of Business Operations and Performance Management Division
7. Employee Benefits and Information Management Division 7.1 Reviews and approves
8. Office of Medical Services (OMS) Team: 8.1 Assigns of Medical Protocol



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>RESPONSIBILITIES (OHR TEAM):</b>
9. Labor/Employee Relations Team: 8.1 Assigns bargaining unit status
10. Division Fair Labor Standards Act (FLSA) point of contact: 9.1 Assigns of FLSA designation
11. EEO Diversity Team: 10.1 Assigns of EEO and census codes
<b>DEFINITIONS (ACRONYMS):</b>
<i>Glossary of Terms Used</i>
<b>Administrative Review</b> - The review of a classification decision to downgrade an employee's position or class.
<b>Allocation:</b> A classification assignment.
<b>Broadbanding</b> - A classification and compensation system that is used to: <ul style="list-style-type: none"> <li>• Group jobs into broad, generic occupational classes of pay bands based on their common functions, responsibilities, and delegation of authority;</li> <li>• Consolidate two or more pay grades into a broad pay band.</li> </ul>
<b>Budget-level Class</b> - The highest-graded occupational class in an occupational series to which an employee may be promoted noncompetitively.
<b>Career Position</b> - A full-time, part-time, or term merit system position.
<b>Class or Occupational Class</b> - a single stand-alone position, or two or more positions, which are similar with respect to the nature and level of duties and responsibilities; one or more positions that are assigned the same classification.
<b>Classification Plan</b> - The classification plan consists of: <ul style="list-style-type: none"> <li>• The official list of occupational classes;</li> <li>• The assigned pay grade or pay band for each class;</li> <li>• The class specification for each class;</li> <li>• The arrangement of classes into occupational series;</li> <li>• Standards for the allocation of classes to pay grades or pay bands; and</li> <li>• Approved salary schedules.</li> </ul>
<b>Class Specification</b> - A written description of an occupational class that includes: <ul style="list-style-type: none"> <li>• The class title and pay grade or pay band;</li> <li>• A summary of significant aspects of the work and supervisory relationships;</li> <li>• Examples of duties;</li> <li>• Minimum qualifications required to perform the work; (e) medical requirements; and</li> <li>• Date established and revised.</li> </ul>
<b>Grade</b> - A grade designates a salary range on a County government salary schedule which applies to classes of positions. Although different with respect to kinds of work, classes assigned to the same grade are considered equivalent in value as determined by their evaluations under QES III.
<b>Job Evaluation, Job Analysis</b> - A systematic and objective procedure used to





# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>DEFINITIONS (ACRONYMS):</b>
<p>analyze an occupational class and allocate it to a pay grade or pay band on an approved salary schedule.</p> <ul style="list-style-type: none"> <li>• When applied to position classification, job analysis is concerned with a position's duties and responsibilities, reporting relationships, skill requirements, working conditions, and other elements that govern its allocation to a particular class. It involves the collection and comparative analysis of facts about positions to identify their principal characteristics. When these meet existing Class Specifications, positions are assigned to established classes, taking the titles and salary grades established for other positions in the same classes. When a position does not fit an established class, a new class is created; new classes must be evaluated using QES III to determine their salary grades.</li> <li>• When applied to the process of evaluation of an occupational class, job analysis is concerned with comparing the work of a class to the criteria established for determining the relative value of classes. It involves the application of defined evaluation factors to discrete elements or aspects of the work. The factor levels that match most closely are assigned to the class and the individual factor levels totaled to obtain a total point score for the class. This score provides an objective measure of the value of each class, which can then be converted to a salary grade using an approved point-to-grade conversion table.</li> </ul>
<p><b>Management Leadership Service (MLS)</b> - A program for merit system employees in high level positions who have responsibility for managing County programs and services or developing and promoting public policy for major programs and management functions, or both, that includes a broadband classification system, performance-based pay, and professional development opportunities.</p>
<p><b>Merit System Position</b> - A career position in the executive or legislative branch of the County government, the Office of the County Sheriff, or another position designated by County or State statute, except those excluded by Section 2-2 of the Personnel Regulations.</p>
<p><b>Occupational Series</b> - Two or more classes similar as to type of work performed, but differing as to level of difficulty and responsibility. The different levels within an occupational series constitute the normal lines of promotion within an occupation, including proficiency levels, which are provided as learning and developmental classes leading to a full-performance level.</p>
<p><b>Part-time Position</b> - A career position, including a term position that:</p> <ul style="list-style-type: none"> <li>• Requires employment for 20 to 39 hours per week on a continuing year- round or school-year basis; or</li> <li>• Is specially designated by the CAO and requires regular employment for 10 to 20 hours per week on a continuing year-round or school-year basis and approval by the Merit Systems Protection Board (MSPB).</li> </ul>
<p><b>Pay Grade or Pay Band</b> - The salary range on an approved salary schedule to</p>



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>DEFINITIONS (ACRONYMS):</b>
which an occupational class is allocated.
<b>Pay Period</b> - The official two-week reporting period for time and attendance that determines the employee's biweekly compensation.
<b>Position</b> - A grouping of duties and responsibilities identified by a specific position number and assigned by the department director to be performed by an individual. The grouping of duties and responsibilities may be: <ul style="list-style-type: none"> <li>• career, term, or temporary; and</li> <li>• full-time or part-time</li> </ul>
<b>Position Description</b> - A document signed by the employee's department director that provides basic data for the classification of a position, including a list of the duties and responsibilities assigned to the position.
<b>Position Profile Form or PPF</b> - This form is used to: <ul style="list-style-type: none"> <li>• Create a position, abolish a position, or change information about the position in the position control data base; and</li> <li>• Document that a position was created or abolished or that the classification of a position was changed.</li> </ul>
<b>Promotion</b> - The formal assignment of an employee to a position: <ul style="list-style-type: none"> <li>• In a higher-graded occupational class; or</li> <li>• On a different salary schedule accompanied by an increase in salary.</li> </ul> NOTE: The reclassification of a position or the reallocation of a class to a higher grade or pay band under Section 9 of the Personnel Regulations is not a promotion.
<b>Reallocation</b> - The change of a class from one pay grade or pay band to another if: <ul style="list-style-type: none"> <li>• A job evaluation indicates that the change is appropriate;</li> <li>• The salary range of the pay grade or pay band is no longer competitive in the labor market; or</li> <li>• The OHR Director determines that the change is necessary to maintain the internal equity of the classification plan.</li> </ul>
<b>Reclassification</b> - The upward or downward change of a position from its initial classification by application of the classification process based on a significant change in the: <ul style="list-style-type: none"> <li>• Type of work performed;</li> <li>• Difficulty and complexity of duties;</li> <li>• Level of responsibility; or</li> <li>• Knowledge, skills, and abilities required.</li> </ul>
<b>Temporary Position</b> - A non-career position classified and filled under merit system principles.
<b>Term Position</b> - A type of full-time or part-time career merit system position that is created for a special term, project, or program, or a position in which the incumbent's employment terminates at the expiration of a specified period of time or term.
<b>KSA</b> - Knowledge, Skills and Abilities



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>DEFINITIONS (ACRONYMS):</b>
<b>EEO</b>
<b>OMS</b> - The Office of Medical Services
<b>FLSA</b> - The Division Fair Labor Standards Act
<b>MSPB</b> - Merit Systems Protection Board
<b>CAF</b> - Classification Action Form
<b>MC GEO</b> - Municipal and County Government Employees Organization
<b>QES</b>
<b>MRQ</b>
<b>EEO</b>
<b>PPF</b>
<b>PAF</b> – Personal Action Form
<b>MSPB</b>

<b>FORMS AND DOCUMENTS:</b>		<b>SYSTEMS USED:</b>
<i>Forms/Documents required to complete the process</i>	<i>Forms/Documents retained</i>	
<i>List of forms/documents required to complete the process:</i>	<i>List of forms/documents filed and retained:</i>	<i>List of systems/software required to complete the process</i>
1. Classification Action Form		

<b>TRAINING:</b>
<i>Training required to complete the process</i>

<b>TIMELINE:</b>
<i>Time (Date, Year) when SOP should be next updated</i>

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>
<i>Steps required to complete the process</i>
<b>Individual Position Classification Studies</b>
1. Individual position classification studies may be requested by the incumbent of a position, the incumbent's supervisor, or the incumbent's department director. The request, submitted by memorandum, addressed to the Director, Office of Human Resources (OHR), must reach OHR by the last day of June referred to as the 'June



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>	
	<p>Box'. Section 9-4(b) (2) of the Personnel Regulations provides the following required contents of the memorandum in order to support the request.</p> <ol style="list-style-type: none"> <li>1.1 An organization chart that reflects the organizational location of the position and its reporting relationships;</li> <li>1.2 A current position description completed and signed by employee, the employee's immediate supervisor, division chief, and department director. The position description must include: <ol style="list-style-type: none"> <li>1.2.1 An explanation of how and why the position's duties and responsibilities have changed and are no longer consistent with the position's current classification;</li> <li>1.2.2 An explanation of where the new duties and responsibilities originated;</li> <li>1.2.3 A statement from the department director concurring that the position's duties and responsibilities have changed substantially; and</li> <li>1.2.4 A statement from the department director indicating agreement or disagreement with the employee's request for reclassification.</li> </ol> </li> <li>1.3 The current Position Profile Form for the position.</li> </ol>
2.	<p>Upon receipt by the Business Operations and Performance Management Division, <b>OHR Business Operations Staff Member</b> logs each request, sends an acknowledgement email to the employee, and creates a file.</p> <ol style="list-style-type: none"> <li>2.1 <b>OHR Business Operations Staff Member</b> sends the copies of the acknowledgement email to the employee's department director, immediate supervisor, the department's HR point of contact, and when appropriate (i.e., if the position to be studied is a bargaining unit position), Municipal and County Government Employees Organization (MCGEO).</li> </ol> <p>NOTE: Any classification-related correspondence that should go to MCGEO should also be forwarded to MCGEO's classification consultant as shown in Attachment A. (Please see <b>Error! Not a valid result for table.</b>)</p>
3.	<p>The case file is assigned to the appropriate <b>HR Specialist</b>, who first reviews the file to verify its completeness and appropriateness of information.</p> <ol style="list-style-type: none"> <li>3.1 If the file is incomplete, the <b>HR Specialist</b> informs the employee via email with copies to the employee's immediate supervisor and department's HR point of contact.</li> </ol>
4.	<p>When the case file is complete, the <b>HR Specialist</b> studies it in greater detail (which may, at the Specialist's discretion, include a review of related Class Specifications, similar positions, and/or historical information about the position) and decides on the appropriate means of handling the case (i.e., whether desk audits, with the incumbent and the immediate supervisor, or with the immediate supervisor only, are necessary.)</p>
5.	<p>If desk audits are necessary, the <b>HR Specialist</b> schedules the meetings with the</p>



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>	
	<p>necessary parties via email and conducts the audits.</p> <p>5.1 With all pertinent information at hand, the <b>HR Specialist</b> conducts a thorough analysis of the position, and prepares a recommendation memorandum.</p> <p>NOTE: The recommendation memorandum contains the complete rationale intended to justify the HR Specialist's recommended title and grade (i.e., reclassify, or retain the position at its current classification).</p>
	<p>6. Peer Review: A second Division <b>HR Specialist</b> reviews the recommendation report.</p> <p>NOTE: The peer review step is intended to ensure that the HR Specialist's rationale is sound from another Specialist's perspective and so that any potential issues that may have been overlooked by the assigned Specialist are addressed initially.</p>
	<p>7. Upon satisfaction of any concerns raised in the peer review, the <b>HR Specialist</b> prepares an internal (OHR) routing memo.</p> <p>7.1 <b>HR Specialist</b> routes the memo to the <b>OHR Director</b> via the <b>Head of the Administration and Classification Section</b>; and the <b>Director, Business Operations and Performance Management Division</b>.</p> <p>NOTE: The routing memo explains any issues that the HR approval chain should be made aware of prior to approval of the recommendation memo.</p>
	<p>8. Upon approval by the HR approval chain, the recommendation memo is scanned. Both the hard copy and an electronic copy are returned to the <b>HR Specialist</b>.</p> <p>8.1 <b>HR Specialist</b> prepares a distribution email and forwards the memo to the department director, with copies to the employee, immediate supervisor, department HR liaison, and, when appropriate, MCGEO.</p> <p>NOTE: In addition to the recommended title and grade, the recommendation memo contains a due date of 15 days for submission of comments.</p> <p>8.2 The <b>HR Specialist</b> electronically transmits the recommendation memo to the distribution list.</p>
	<p>9. The <b>HR Specialist</b> receives and reviews all comments submitted.</p> <p>9.1 If any of the parties on the distribution list do not concur with the recommended classification (e.g., if the recommendation is to retain the current classification, and the department director disagrees), the <b>HR Specialist</b> analyzes all rebuttal comments received, and prepares an 'Issue Response'.</p> <p>NOTE:</p> <ul style="list-style-type: none"> <li>• The 'Issue Response' details the <b>HR Specialist's</b> analysis and rationale, and final recommendation (which either sustains the initial recommendation, or reverses it).</li> <li>• If all parties concur with the recommended classification, there is no reason to prepare an 'Issue Response'.</li> </ul>
	<p>10. If the analysis results in a reclassification, the <b>HR Specialist</b> prepares a final</p>



## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

PROCEDURE/PROCESS/APPROVAL PROCESS:	
decision memo for the OHR Director's signature.	
NOTE: This memo includes a request for a Personnel Action Form (PAF) from the department in order to finalize the action.	
10.1 <b>OHR Business Operations Staff Member</b> forwards the final decision memo, with a covering routing memo, to the OHR Director for signature in the same manner as the recommendation memo.	
10.2 Once approved and signed by the OHR Director, <b>OHR Business Operations Staff Member</b> scans the final memo and returns it (along with the electronic version) to the <b>HR Specialist</b> .	
NOTE: If the analysis results in a decision to retain the position, no further action is taken except that Workload Tracking is so annotated.	
11.	The <b>HR Specialist</b> transmits the electronic version of the final decision memo to the distribution list, as was done with the recommendation memo.
12.	Upon receipt of the PAF, the <b>HR Specialist</b> reviews it (along with the PPF, which is already in the case file) for accuracy and makes any necessary modifications (e.g., annual base salary, hourly rate, proper position number, etc.) and forwards the PAF to the <b>Employee Benefits and Information Management Division</b> for review and approval if the classification action results in either of the following changes: <ul style="list-style-type: none"><li>12.1 Part -time to full-time and vice-versa</li><li>12.2 Public safety to non public safety and vice-versa</li><li>12.3 Bargaining position to non-bargaining position and vice versa</li><li>12.4 Permanent to temporary and vice-versa.</li></ul>
13.	Upon receipt of the PAF from the Benefits team (if necessary), the <b>HR Specialist</b> forwards the PAF and the PPF to the Records Management Team for final processing and data entry.
14.	The <b>HR Specialist</b> ensures that the Checklist for 'Conducting Individual Position Studies' (See <b>Error! Not a valid result for table.</b> ) is properly annotated (i.e., that all steps are completed and recorded), that workload tracking for the case is completed, and that the study file is properly filed in the filing cabinet.
Occupational Class Studies	
NOTE: Occupational class studies may be requested by a department director or MCGEO. In addition, the OHR Director may determine that an occupational class study is necessary. The request, submitted by memorandum, addressed to the Director, Office of Human Resources (OHR), must reach OHR by the last day of June or December (referred to as the 'June Box' or the 'December Box'). Section 9-3 (d) (5) (C) of the Personnel Regulations provides the following required contents of the memorandum in order to support the request:	





# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

PROCEDURE/PROCESS/APPROVAL PROCESS:	
<ul style="list-style-type: none"> <li>• Difficulty in recruiting applicants to the class at the normal entry salary;</li> <li>• Excessive turnover in the class; or</li> <li>• Major and significant change in the work of the class due to technological changes or unforeseen factors that have significant impact on the work.</li> </ul>	<ol style="list-style-type: none"> <li>1. Within 30 calendar days after the request is received, the Director of OHR must accept or reject the request and give a written response to the requesting department director and/or MCGEO.               <ol style="list-style-type: none"> <li>1.1 The assigned Division <b>HR Specialist</b> prepares the memo and forwards it to the <b>OHR Director</b> via the <b>Head of the Administration and Classification Section and the Director, Business Operations and Performance Management Division.</b> (Please see <b>Error! Not a valid result for table..</b>)</li> </ol> </li> </ol>
<ol style="list-style-type: none"> <li>2. If accepted, the acceptance memo (signed by the Director of OHR) is scanned and returned to the <b>HR Specialist</b>.               <ol style="list-style-type: none"> <li>2.1 <b>HR Specialist</b> transmits the memo to the requesting department director(s) and/or MCGEO. The acceptance memo electronically transmits the tailored Maintenance Review Questionnaire (MRQ) - tailored in accordance with the class to be studied - to the requesting department(s) and, if appropriate, MCGEO. The memo will state the deadline for returning completed MRQs (six weeks from the date of receipt).</li> </ol> </li> </ol>	<ol style="list-style-type: none"> <li>3. If the Division Director decides that the study will be contracted out, the <b>Division Director</b> and/or the <b>Head of the Administrative and Classification Services</b> works with the <b>OHR contracts coordinator</b> to complete all necessary contracts-related actions, including.               <ol style="list-style-type: none"> <li>3.1 Preparation of the 'Task Order';</li> <li>3.2 Preparation of and dissemination of the bid;</li> <li>3.3 Review of contractors' proposals;</li> <li>3.4 Selection of the winning contractor;</li> <li>3.5 Preparation of appropriate documentation such as the forwarding memo to the winning contractor including completed MRQs and the study completion schedule. The contractor uses this information to conduct the study, prepare and submit the study report.</li> </ol> </li> </ol>
<ol style="list-style-type: none"> <li>4. If the study is conducted in-house, after the completed MRQs are received, the responsible <b>HR Specialist</b> conducts whatever fact-finding steps are deemed appropriate (e.g., desk audits, field/site visits, discussions with supervisors and managers, internet research, etc.) and prepares a recommendation memorandum (i.e., the draft study report).</li> </ol>	<p>NOTE: The recommendation memorandum states and justifies the HR Specialist's findings (either a classification change in title, grade, and/or class, or no change).</p> <ol style="list-style-type: none"> <li>4.1 If the study is conducted under contract, the designated oversight <b>HR</b></li> </ol>



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>	
	<p><b>Specialist</b> critiques the contractor's recommendation report and either approves the results as written, suggests revisions, or rejects the recommendation.</p> <p>4.2 Once issues are resolved with the contractor, the <b>HR Specialist</b> prepares a recommendation memorandum which includes, as an attachment, the contractor's study report. Initial report also contains, as appropriate: recruitment data from the Staffing Team (if one of the issues is difficulty recruiting at the normal entry salary and/or excessive turnover); Quantitative Evaluation System III (QES III) Factor Evaluation sheet; and, if the study results in recommending of a new class, or modification of an existing one, a draft Class Specification.</p>
<p>NOTE: The initial draft study report is presented to the Classification Team and the supervisory chain for review and approval. The draft study report and recommendation memo are reviewed and approved by the OHR Director.</p>	
5.	<p>The <b>HR Specialist</b> distributes the study report and the recommendation memo to the Departments and MCGEO, as appropriate.</p> <p>NOTE:</p> <ul style="list-style-type: none"> <li>• The study report includes a draft Class Specification, and a QES 'Factor Evaluation' sheet.</li> <li>• The recommendation memo provides the due date for comments from affected employees, supervisors, managers, and/or MCGEO (i.e., 30 calendar days from receipt of the package).</li> </ul>
6.	<p>The <b>HR Specialist</b> receives and reviews all comments prepared and submits.</p> <p>6.1. If there is disagreement/rebuttal from any commenting parties, the <b>HR Specialist</b> prepares an 'Issue Response' and a 'Final Decision Memorandum'.</p> <p>NOTE: The 'Issue Response' acknowledges and addresses all concerns/disagreements presented. The <b>Head of Classification and Administrative Services</b> and the <b>Division Director</b> review the 'Issue Response' and provide any necessary revisions/suggestions, which are incorporated into the 'Issue Response' by the <b>HR Specialist</b>.</p>
7.	<p>The revised 'Issue Response' and 'Final Decision Memorandum' are forwarded to the <b>OHR Director</b> for review, approval, and signature.</p>
8.	<p>The <b>HR Specialist</b> forwards the signed 'Final Decision Memo' and study report to the Department(s) and/or MCGEO.</p> <p>8.1 If the final decision requires changes (e.g., title, grade, and/or creation of a new class), <b>HR Specialist</b> uses the 'Final Decision Memo' which contains instructions for the Department(s), e.g., the effective dates of the changes (i.e., the beginning of the pay period following the date of the 'Final Decision Memo'); requests for submission of PAFs and PPFs for affected positions/employees.</p>





# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>	
8.2	If the study results in the reallocation of a large class (i.e., 25 or more positions in one department or 50 or more positions in multiple departments) the <b>HR Specialist</b> sends an email notification to the Department of Technology Services indicating the number of employees in the class and requesting that automated P AF processing be added to the Human Resources Management Information System project/task list as low priority at this point.
8.3	If the results in reallocation to a higher grade, regardless of the number of affected employees, the <b>HR Specialist</b> sends email notification (including the number of affected employees) to the Office of Management and Budget.
9.	The <b>HR Specialist</b> ensures that the study file is complete. NOTE: The complete study file contains: the initial study report and recommendation memorandum; comments received; the Issue Response; Final Class Specification(s); QES Factor Evaluation sheet(s); MRQs; work samples (if collected); audit notes; and Classification Action Form(s) if applicable; Final Decision Memo.
NOTE:	If the occupational study results in either of the following changes, all PAFS generated as a result of the final decision must be forwarded to the Benefits Team for review and approval: <ul style="list-style-type: none"> <li>• Part-time to Fulltime and vice-versa;</li> <li>• Public Safety to non-public safety and vice-versa;</li> <li>• Bargaining position/class to non-bargaining position and vice-versa).</li> </ul>
10.	Prior to filing the study file (and as an on-going process during the occupational study), The <b>HR Specialist</b> ensures that the checklist for 'Conducting and Recording Occupational Class Study'. (Please see <b>Error! Not a valid result for table.</b> ) .
<b>Class Creation</b>	
1.	When an 'Occupational Class Study' results in the creation of a new class, the <b>HR Specialist</b> follows the steps shown in Attachment E – Checklist for the creation and recording of classification Study for New occupational Class Creation. NOTE: Several of the steps coincide with those described above that are part of conducting and recording an occupational study. However, there are some distinct differences, as a comparison of the two checklists will reveal.
2.	In creating a new class, the <b>HR Specialist</b> : <ul style="list-style-type: none"> <li>2.1 Briefs the <b>Head of Classification and Administrative Services</b> and the <b>Division Director</b> on the need to create the new class</li> <li>2.2 Completes a QES III narrative analysis and QES 'Factor Evaluation' sheet;</li> <li>2.3 Prepares a draft 'Class Specification';</li> <li>2.4 Obtains peer review of the study recommendation;</li> </ul>



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>	
2.5	Prepares and routes the recommendation/forwarding memo and attachments via the supervisory chain ( <b>Head of Administrative and Classification Services</b> , and the <b>Division Director</b> ) to the <b>OHR Director</b> for review and approval;
2.6	Forwards a copy of the draft 'Class Specification' and QES 'Factor Evaluation' sheet to affected departments for review and comment;
2.7	Forwards a copy of the draft 'Class Specification' to:
2.7.1	The <b>Office of Medical Services (OMS)</b> for assignment of Medical Protocol;
2.7.2	The <b>Labor/Employee Relations Team</b> for assignment of bargaining unit status;
2.7.3	The <b>Division Fair Labor Standards Act (FLSA) point of contact</b> for assignment of FLSA designation;
2.7.4	The <b>EEO Diversity Team</b> for assignment of EEO and census codes;
2.7.5	The <b>Division Files Update point of contact</b> for assignment of 'Class Code'.
2.7.6	The <b>Recruitment and Selection Team</b> for review of Knowledge, Skills and Abilities (KSAs).
3.	Once the comments are received, the <b>HR Specialist</b> studies the comments and determines whether to recommend any changes.
3.1	The <b>HR Specialist</b> then briefs the <b>Section Head</b> and <b>Division Director</b> , and (if appropriate) the <b>OHR Director</b> on comments received from Departments and any changes from initial recommendation.
4.	The <b>HR Specialist</b> prepares a memo for the OHR Director's signature to the Merit Systems Protection Board (MSPB) requesting review and comments on the proposed class creation.
4.1	<b>HR Specialist</b> transmits copies of the study report, draft 'Class Specification', and QES evaluation with the memo.
5.	Once MSPB's return correspondence is received, the <b>HR Specialist</b> prepares the final decision memo and Classification Action Form (CAF) for the OHR Director's signature and forwards it via the <b>Section Head</b> and <b>Division Director</b> via internal routing memo.
6.	Once the memo is signed and scanned, the <b>HR Specialist</b> forwards the final decision memo to affected departments. The memo transmits the:
6.1	Class Specification;
6.2	QES Factor Evaluation Sheet; and
6.3	Classification Action Form (CAF)
7.	The <b>HR Specialist</b> prepares the 'Montgomery Register Notice' for the OHR Director's signature.
7.1	When signed, the <b>HR Specialist</b> forwards the notice to the



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>	
<b>Labor/Employee Relations Team</b> for publication.	
8.	If bargaining unit positions are affected, the <b>HR Specialist</b> sends to MCGEO copies of the 'Class Specification'; the signed 'Register Notice'; and the total number of authorized positions.
9.	For classification records maintenance/updating purposes, the <b>HR Specialist</b> sends to the <b>Division point of contact</b> , copies of the: <ul style="list-style-type: none"> <li>• QES Factor Form</li> <li>• CAF</li> <li>• FLSA classification</li> <li>• Bargaining unit/non-bargaining unit status</li> <li>• EEO and Census Codes,</li> <li>• Class Specification (electronically)</li> </ul> 9.1 The <b>Division point of contact</b> then updates the read only 'Class Specification' file, QES Table, HR Resource Library, and Table 4.
10.	The <b>HR Specialist</b> forwards copies of the CAF and 'Class Specification' to the <b>EEO/Diversity</b> , and <b>OMS Teams</b> .
11.	The <b>HR Specialist</b> forwards copies of the CAF, 'Class Specification', and bargaining/non-bargaining unit status to the <b>Recruitment and Selection Team</b> .
<b>Special Classification Studies</b>	
<p><b>NOTE:</b></p> <ul style="list-style-type: none"> <li>• Special classification studies may be requested by a department director in months other than June or December.</li> <li>• Special classification studies may be requested based on a department director's perception of an extraordinary circumstance(s) that may justify such a study.</li> <li>• The requesting department director must submit a written description of the extraordinary circumstances that prompted the request.</li> <li>• Either an individual position or a class may be the subject of a special classification study.</li> <li>• The CAO or Director of OHR may authorize a special classification study of: <ul style="list-style-type: none"> <li>○ An individual position or occupational class affected by reorganization;</li> <li>○ An individual position or occupational class if there is reason to believe that the current classification assignment is not correct and immediate review is appropriate; and</li> <li>○ An occupational class affected by adjustments to the Quantitative Evaluation System (QES).</li> </ul> </li> </ul> <p>1. Once approved, the assigned <b>HR Specialist</b> follows the appropriate procedures (either the individual classification study, or occupational class study) as outlined above and in the respective checklist.</p>	
<b>Classification under the Management Leadership Service</b>	
<b>NOTE:</b>	



## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

#### PROCEDURE/PROCESS/APPROVAL PROCESS:

- Appendix F of the Personnel Regulations provides MLS classification guidelines.
  - The **OHR Director** assigns executive branch merit system positions to the MLS.
  - In order for a position to be included, one of these two conditions must exist.
  - The position either was:
    - classified under the QES III at grade 27 or higher and the duties of the position include all of the following:
      - Directing the work of an organizational unit of a department, such as a division, section, or team;
      - Supervising at least two full-time employees, or the equivalent of two fulltime employees;
      - Assuming responsibility for the success of one or more significant County programs, functions, or services; and
      - Influencing County policy in the assigned area.
    - classified under the QES III at grade 30 or higher and the duties of the position include developing and promoting public policy for major programs and management functions that are:
      - Directly related to the broad mission of the County government; and
      - In direct support of the County Executive or CAO, or both, or other elected or appointed official.
  - As for positions in the legislative branch, the County Council must determine if such positions meet the MLS requirements.
1. Once the **HR Specialist** determines that the position under study meets either of these two threshold requirements, the next step is to determine which of three broad occupational classes best describes the position under study.
    - 1.1 Each of these classes is described in a generic 'Class Specification':
      - MLS Manager I (typically, Deputy Department Director, Assistant CAO level positions)
      - MLS Manager II (typically Division Chief and special assistant/expert advisor to department director and deputy department director positions)
      - MLS Manager III (typically branch chief, section chief, team leader positions)
    - 1.2 Each class is assigned its own pay band - pay band M1; pay band M2, and pay band M3.
  2. In order to decide in which class the position belongs, the **HR specialist** employs a job evaluation procedure called the 'whole job analysis' technique.

NOTE:



## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

#### PROCEDURE/PROCESS/APPROVAL PROCESS:

- This is a classification methodology that looks at the whole job to determine the position's best fit into the MLS classification structure.
- The 'Class Specification' for each broad band describes the scope, complexity, and delegated level of authority for the class.  
2.1 The **HR Specialist** documents the results of the whole job analysis in a manner illustrated by **Error! Not a valid result for table..**
- As for titling, MLS positions are referred to formally as Manager I, Manager II, or Manager III, depending on the assigned pay band. However, as determined by the department, each position may carry whatever working title is most appropriate.
- Although rare, reclassification of a position to a different band within MLS is possible if duties change significantly. However, normal movement from one band to another is through competitive promotion. Because of the broad scope of each MLS band, the necessity for reclassification is rare.

#### The Quantitative Evaluation System III

##### NOTE:

- **Appendix E** of the Personnel Regulations is titled Quantitative Evaluation System II – Manual of Procedures for Administering the System.
- QES III is a quantitative, point-factor job evaluation system for determining the grade of occupational classes.
- The system contains ten factors, nine of which are common to all jobs and one measures supervisory responsibilities. Below is a brief description of each factor.
- Knowledge Required: Measures the kind and level of knowledge and skills needed; and how the knowledge and skills are used in doing the work.
- Supervision Received: Measures the amount of independence an employee has when performing the work; the level of decision-making authority; and responsibility for carrying out the work.
- Guidelines: Measures the level of guidelines used in doing the work (e.g., operating procedures and/or policies, traditional practices, references such as manuals or handbooks; how much judgment is needed in using the guidelines.
- Complexity: Measures the nature, variety, and level of complexity of the tasks, methods, functions, projects or programs carried out in the position. Also covers the facts or conditions the employee must consider in identifying what needs to be done; and how difficult and original are the employee's actions or responses.
- Scope and Effect: Concerns the end objective such as conclusions reached, decisions or recommendations made, treatment or service provided, reports written, results of tests or research performed, and approvals or denials made. Concerns 'why' the work is done.



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

PROCEDURE/PROCESS/APPROVAL PROCESS:	
<ul style="list-style-type: none"> <li>• <b>Contacts:</b> Covers the people and conditions (internal and/or external to the organization and/or County government) under which contacts are made.</li> <li>• <b>Public Service/Assistance:</b> Measures the nature and extent of public service/assistance involved in the work.</li> <li>• <b>Working Conditions:</b> Measures the impact of the working environment and hazards on the work performed.</li> <li>• <b>Physical Demands:</b> Measures the impact of physical demands (e.g., climbing, lifting, pushing, and stooping) on the work performed.</li> <li>• <b>Supervision Exercised:</b> Measure the supervision exercised by the position (if any) in terms of the nature of the supervision; degree of personnel authority; and number of employees supervised.</li> </ul>	
1.	For more detailed information, the <b>HR Specialist</b> uses the Manual.
2.	<p><b>HR Specialist</b> utilizes following basic principals while applying QES III.</p> <p>2.1 Each QES factor is divided into levels which define the various degrees of the factor. Points are assigned to each level, which increase in value for successively higher levels of the factor.</p> <p>2.2 The <b>HR Specialist</b> evaluates classes by:</p> <p>2.2.1 Determining the level of each factor appropriate to the class;</p> <p>2.1.1. Recording the corresponding point value;</p> <p>2.1.2. Adding all points to arrive at a total point value for the class; and</p> <p>2.1.3. Converting the total point value to a grade in a salary schedule by referring to the 'Point-to-Grade' conversion table (which is found in the Manual).</p> <p>2.1.4.1 Obtaining proper documentation. For most purposes, data can be in the form of a current 'Class Specification' and/or written other written documentation of the work performed. Information obtained from audits and supervisory interviews, organization charts, functional statements, and other pertinent sources (e.g., budget documents) may also be helpful.</p> <p>2.1.4.2 Determining Primary and Substantial duty: Primary duties are those tasks, duties and activities which together constitute an identifiable assignment that represents at least 50% of the work in a class. The primary duty is the normal basis for evaluation. Substantial duties are assignments which comprise at least 25% of the work of a class. Such assignments may be considered as the basis for evaluation when such duties are paramount in influence and weight, are</p>





## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

#### **PROCEDURE/PROCESS/APPROVAL PROCESS:**

regularly assigned on a reasonably frequent basis, and are not of an emergency, incidental, or temporary nature.

2.1.4.3 Assigning Factor Levels: As previously mentioned, each of the factors is evaluated separately. When there is variation within a class with respect to duties, responsibilities, working conditions, or other requirements of the class, the factor level that best fits the work of the class is awarded. Factor level must be fully equivalent to the overall intent of the definition. The guide and application material that accompanies the factor level definitions aid in discerning the overall intent of that factor level and in distinguishing between factor levels. A factor must be present in a class on a regular and recurring basis in order to be credited.

2.1.4.4 Determining Frequency - Factors 8 and 9: Frequency of occurrence must be determined for factor 8: Working Conditions, and Factor 9: Physical Demands. Frequency of occurrence refers to actual occurrence of the work characteristic or requirement and is determined as follows:

- Regularly Recurring: The factor is present in the work at least 50% of the time (based on an 8-hour work day, 40-hour work week). Regularly may mean hourly, daily, or weekly. It implies sustained action, or actions repeated at frequent intervals.
- Occasionally Recurring: The factor is present in the work at least 25% but less than 50% of the work time (based on an 8- hour work day, 40- hour work week). It may occur periodically such as monthly, quarterly, or annually, or at regular intervals. However, in unusual cases, if the factor is an absolute and recurring requirement of the job which is documented in the Class Specification, and/or is a bona fide occupational qualification for recruitment, 'occasional' credit may be given regardless of the time spent.

2.1.4.5 Evaluating Supervisory Responsibilities: Supervision exercised is divided into three sub factors: Nature of



## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

#### PROCEDURE/PROCESS/APPROVAL PROCESS:

Work Direction, Personnel Authority, and Number Supervised. This factor is applied to classes the majority of whose positions have supervisory responsibility for 2 or more regularly scheduled full-time workers or the equivalent. Positions in a supervisory class must regularly be assigned supervisory responsibilities on a continuing basis, as distinct from project leaders who head temporary groups formed to perform a specific assignment of limited duration. This factor may only be applied to classes which directly supervise the work of other regularly assigned workers. Classes of positions which have responsibility for the proper operation of a process, procedure, system, or function, or for work of contractors, are considered to have functional supervision. Functional supervision is carried out through such activities as designing, monitoring, and reviewing, rather than directly supervising the performance of work. This type of supervision is recognized under the factors of Complexity and Scope and Effect, and does not constitute supervision of employees. Therefore, no credit under the Supervision Exercised factor is warranted for such positions.

- Crediting Supervision Exercised for Deputies and Full Assistants: Deputies to department heads and full assistants who share in supervising the entire work effort of the organization receive supervisory credit as follows:
- Deputies to department heads receive Level 4 for Work Direction.
- -Deputies and full assistants receive Level 3 for Personnel Authority. Level 4 of this sub factor is reserved for department or agency heads who has final authority and responsibility for personnel actions affecting their employees.

2.1.4.6 Assigning Point Values: Only the specific point values provided for each factor level may be awarded. Partial values (e.g., one third, one-half, etc.) may not be used in an attempt to give partial credit for a factor. The factor must be fully equivalent to the overall intent of the factor definition. This precludes the award of





## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

<b>PROCEDURE/PROCESS/APPROVAL PROCESS:</b>
partial credit and thus the use of any partial point values.
<b>Administrative Review</b>
<p><b>NOTE:</b></p> <ul style="list-style-type: none"><li>• Administrative review is a fact-finding review of a classification decision by an independent, professionally qualified consultant.</li><li>• The consultant determines the appropriate methodology for the review, which includes review of all written materials related to the classification study, and usually includes interviews or meetings with the affected employee(s) and supervisor(s).</li><li>• An employee whose position or occupational class has been downgraded by a decision of the Director of OHR may request an administrative review by forwarding a memorandum requesting the review to the Director of OHR. The memorandum must state the reasons for requesting the review, and must be submitted within 10 working days of receiving the OHR Director's classification decision.</li><li>• OHR must provide all documentation associated with the classification study, including the request for administrative review to the classification consultant within 30 days from the date of receipt of the review request. The consultant then has 30 calendar days to conduct the review and provide a report and recommendations to the Chief Administrative Officer.</li><li>• The Chief Administrative Officer will provide a copy of the consultant's report to the requestor. The requestor has 10 days from receipt of the report to submit any written comments on the consultant's recommendations to the OHR Director.</li><li>• All materials concerning the classification study, including any additional comments submitted to the OHR Director, are forwarded to the Chief Administrative Officer, who makes the final classification decision, normally within 15 days of receiving all necessary information.</li><li>• The only remaining appeal is to the Merit Systems Protection Board. The only basis for such an appeal is that the administrative review procedures specified in the Personnel Regulations were violated.</li></ul>

<b>REFERENCES:</b>
<i>Materials (Websites, Manuals, etc.) that are referred to during the process</i>

<b>ATTACHMENTS:</b>
<i>Samples of documents/forms/code/manuals that are utilized during the process</i>
1. Attachment A – Exhibit A



## MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

### POSITION CLASSIFICATION PROCEDURES

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ATTACHMENTS:	
2.	Attachment B – Checklist for Conducting Individual Position Studies
3.	Attachment C – Sample Memos of Accepted and Rejected Requests
4.	Attachment D – Checklist for Conducting and Recording Occupational Class Study
5.	Attachment E - Checklist for the creation and recording of classification Study for New occupational Class Creation.
6.	Attachment F



MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES  
POSITION CLASSIFICATION PROCEDURES

ATTACHMENT A

ATTACHMENT A – EXHIBIT A



NR REC 11/7/6

GINO RENNE PRESIDENT  
YVETTE CUFFIE SECRETARY-TREASURER  
NELVIN RANSOME RECORDER  
WWW.MCGEO.ORG

Exhibit A

November 2, 2006

NOV -6 57

Mr. Joseph Adler  
Human Resource Director  
Montgomery County Government  
EOB 7th Floor  
Rockville, MD 20850

Dear Mr. Adler:

The Municipal and County Government Employee Organization, United Food and Commercial Workers - Local 1994, (MCGEO) has retained William L. Mitchell and Associates to review and comment on all classification matters for positions/employees represented by MCGEO. We would appreciate the Office of Human Resources providing to Mr. Mitchell copies of all classification related materials at the same time as the material is forwarded to MCGEO. Mr. Mitchell's email is [wlmitch@erols.com](mailto:wlmitch@erols.com) and his fax number is 202-265-0003. Thank you in advance for your assistance in this matter.

Sincerely,

Gino Renne  
President

cc: William L. Mitchell

Kauf  
Gord M  
F-TI  
- Please note

UNITED FOOD & COMMERCIAL WORKERS LOCAL 1994 600 SOUTH FREDERICK AVENUE SUITE 200 CATHERSBURG, MD 20877 301-977-2447 800-948-0654 FAX 301-977-6752

VICE PRESIDENTS: LYNETTE ANDREWS-BAKER CYNTHIA CARRINGTON ANTHONY CHASE SEAN COLLINS PAULETTE KEE-DUDLEY  
GREGORY GOEBEL BARBARA JACKSON CRAIG LONGCOR SUSAN SMITHERS TONY THOMAS KRISTINE TUCKERMAN



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

### ATTACHMENT B

### ATTACHMENT B – CHECKLIST FOR CONDUCTING INDIVIDUAL POSITION STUDIES

Exhibit B

#### CHECKLIST FOR CONDUCTING INDIVIDUAL POSITION STUDIES

EMPLOYEE NAME: \_\_\_\_\_

CURRENT JOB CLASS/DEPARTMENT: \_\_\_\_\_

OHR SPECIALIST: \_\_\_\_\_

DATE	ACTION	DATE	ACTION
___/___/___	Review submission for completeness (i.e., PD with signatures, department comments re assignment of higher level duties, org chart, and PPF). If information is missing, notify department administrative contact.	___/___/___	Route recommendation memorandum and study file with routing slip via George Addae Mintah, via Kaye Beckley, to Joseph Adler for review and Adler's signature; briefly summarize important issues on the routing slip; clip recommendation memo to the outside of the file; secure all other information inside the file.
___/___/___	Record study in Workload Tracking; create file and label.	___/___/___	Record date in Workload Tracking that file was forwarded for review and signature.
___/___/___	Prepare and send OHR acknowledgement memo to employee. Retain copy in study file. Memo can be issued as email.	___/___/___	Transmit signed recommendation memorandum and copies via email (inter-office mail, if necessary); retain copy in study file; record date of issue and date comments are due in Workload Tracking; if position is in bargaining unit, include copy to Gino Renne (MCGEO President; and Bill Mitchell (MCGEO contracted classification reviewer).
___/___/___	Review PD, class specifications, and other information submitted; prepare questions for desk audit.	___/___/___	Record in Workload Tracking the date that all comments and the departmental response sheet are received; add comments and response sheet to study file.
___/___/___	Schedule desk audit with employee.	___/___/___	Prepare Issue/Response document summarizing and responding to all employee/management issues and indicating the final recommendation.
___/___/___	Conduct desk audit and interview(s).	___/___/___	Obtain peer review if classification recommendation changes.
___/___/___	Contact supervisor (in person or via phone) with follow-up questions.	___/___/___	Prepare final decision memorandum (Issue Response attached) with reclassification effective date if applicable (first day of pay period following decision date if within 6 month study timeframe); address final decision memorandum to department director from OHR Director with copies to employee and supervisor (and Gino Renne & Bill Mitchell as necessary).
___/___/___	*Determine whether incumbent meets minimum qualifications for class to which recommendation will reclassify position. (*Especially important if recommending reclassification from clerical to professional class. If applicable, check for degree or equivalency.		
___/___/___	Prepare recommendation memorandum from HR Specialist, via HR Director, to the department director with copies to the employee and supervisor.		
___/___/___	Obtain peer review of study recommendation from member of Classification Team; note review in file. (No peer review if study is conducted by contractor)		

8/07/08



# **MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES**

## **POSITION CLASSIFICATION PROCEDURES**

### **ATTACHMENT B - CONTINUED**

<u><b>DATE</b></u>	<u><b>ACTION</b></u>
___/___/___	Prepare routing slip indicating department and employee concurrence/non-concurrence and briefly summarizing pertinent issues; route final decision memo and study file via George Addae-Mintah, via Kaye Beckley, to Joseph Adler for Adler's signature with routing slip, final decision memo and Issue/Response clipped to the outside of the file; secure all other information inside the file.
___/___/___	Record date in Workload Tracking that file was forwarded for review and signature.
___/___/___	Issue via email (inter-office mail, if necessary) the signed memorandum and Issue/Response; make and transmit copies; retain copy for study file; record final decision date and classification action in Workload Tracking.
___/___/___	Change and initial Position Profile Form (PPF) if position's classification has changed; retain copy in study file; forward original to Savita Nibber for processing, with cover sheet that provides instructions for copies and distribution.
___/___/___	Review classification and salary changes, on Personnel Action Form (PAF) received from department when an employee's classification changes; initial and date; retain copy for study file; forward to Robert Goff on Benefits Team (7 <sup>th</sup> floor) if position/employee union status changes (i.e., union to non-union or vice versa); if no union status change, put PAF in bin for Records Management (8 <sup>th</sup> floor) processing.
___/___/___	File study file in appropriate FY cabinet.
___/___/___	Combine the recommendation memo, Issue/Response, and final decision memo into one document; rename and move to the archive Word folder with a link to Workload Tracking.



**MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES**  
**POSITION CLASSIFICATION PROCEDURES**

**ATTACHMENT C**

**ATTACHMENT C – SAMPLE MEMOS OF ACCEPTED AND REJECTED REQUESTS**

Exhibit C

**MEMORANDUM**

January 12, 2007

TO: George F. Griffin, Director  
Department of Liquor Control

FROM: Joseph Adler, Director  
Office of Human Resources

SUBJECT: Occupational Class Study of Warehouse Supervisors/ Warehouse Assistant Supervisors

The Office of Human Resources is planning to conduct an occupational classification review of the Warehouse Supervisor and the Warehouse Assistant Supervisor occupational classes. The purpose of the study is to ensure that the duties and responsibilities of this class are accurately reflected in the Class Specification and that the assigned grade is appropriate. The study will involve the review and evaluation of the Occupational Class Maintenance Review Questionnaire (MRQ), as well as selected site visits and desk audits.

It is my understanding that there are several incumbents in the Warehouse Assistant Supervisor class and no incumbents in the Warehouse Supervisor class. In support of this study, the incumbents are to submit their completed MRQ to their supervisor for review. After supervisory and management reviews, the MRQs are to be forwarded to OHR. Attached to this memorandum is a copy of the MRQ for the affected class. We ask that completed MRQs be submitted to OHR no later than February 22, 2007. The incumbents should review and sign the questionnaire. Please stress the importance of a complete and accurate MRQ to the incumbents. In the investigative phase of the occupational study we may ask for more information about the vacant Warehouse Supervisor class.

For ease of distribution, an electronic transmittal of the MRQ has also been e-mailed to your Lynn Duncan. Please notify Kaye Beckley, Manager in OHR's Classification and Compensation section, if you have any questions. She can be reached by phone at 240-777-5041 or by e-mail at [kay.beckley@montgomerycountymd.gov](mailto:kay.beckley@montgomerycountymd.gov).

JA/klb

Enclosure  
cc: Lynn Duncan



**MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES**  
**POSITION CLASSIFICATION PROCEDURES**

ATTACHMENT C - CONTINUED



**OFFICE OF HUMAN RESOURCES**

Douglas M. Duncan  
*County Executive*

Joseph Adler  
*Director*

**MEMORANDUM**

March 6, 2006

TO: James Caldwell, Director  
Department of Environmental Protection

J. Thomas Manger, Chief of Police  
Department of Police

Arthur Holmes, Jr., Director  
Department of Public Works and Transportation

FROM: Joseph Adler, Director  
Office of Human Resources

SUBJECT: Occupational Class Study of the Code Enforcement Inspector Series

The Office of Human Resources is planning to conduct an occupational classification review of the Code Enforcement Inspector occupational class series. The purpose of the study is to ensure that the duties and responsibilities of this class are accurately reflected in the Class Specification and that the assigned grade is appropriate. The study will involve the review and evaluation of Occupational Class Maintenance Review Questionnaires (MRQs) as well as selected site visits and desk audits.

In support of this study, employees are to submit completed MRQs to their supervisors for review. After supervisory and management review, MRQs are to be forwarded to OHR. Attached to this memorandum is a copy of the MRQ for the affected class. We ask that completed MRQs be submitted to OHR no later than April 10, 2006. Two or more employees who have similar job duties and functions are encouraged to submit a group questionnaire; these employees should review and sign the questionnaire. Please stress the importance of a complete and accurate MRQ to the employees asked to complete this document and make sure that all employees in the above listed class are represented on the MRQs submitted to OHR.





# **MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES**

## **POSITION CLASSIFICATION PROCEDURES**

### **ATTACHMENT C - CONTINUED**

#### **Occupational Class Study of the Code Enforcement Inspector Series**

**Page 2**

For ease of distribution, an electronic transmittal of the MRQ has also been emailed to your personnel liaison. Please notify Kaye Beckley, Manager in the Classification and Compensation section if you have any questions. She can be reached by phone at 240-777-5041 or by email, [kaye.beckley@montgomerycountymd.gov](mailto:kaye.beckley@montgomerycountymd.gov).

JA/klb

Enclosure

cc: Millie Souders  
Marie La Rocca  
Juanita Johnson  
Gino Renne, MCGEO





**MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES**  
**POSITION CLASSIFICATION PROCEDURES**

**ATTACHMENT C - CONTINUED**



**OFFICE OF HUMAN RESOURCES**

Douglas M. Duncan  
*County Executive*

Joseph Adler  
*Director*

July 26, 2006

Mr. Gino Renne  
Municipal & County Government Employees Organization  
600 South Frederick Avenue, Suite 200  
Gaithersburg, MD 20877

**SUBJECT: Request for Occupational Study of Correctional Specialist**

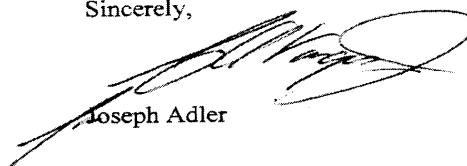
Dear Mr. Renne:

This is in response to your letter, on behalf of Municipal & County Government Employees Organization, requesting an occupational study of the Correctional Specialist occupational class series. You indicate that the reason for the request is that the series has not been reviewed in a number of years; the series require fine distinctions between levels.

The Office of Human Resources must respectfully deny your request to study the Correctional Specialist occupational class series. The reason for denial is that: the most recent study was conducted in 2004; and, the County establishes classes in accordance with the classification system and how management needs to organize the structure of their units.

Please notify Kaye Beckley, Manager in the Classification and Compensation section if you have any questions. She can be reached by phone at 240-777-5041 or by e-mail.

Sincerely,



Joseph Adler

JA/klb





# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

### ATTACHMENT D

#### ATTACHMENT D – CHECKLIST FOR CONDUCTING AND RECORDING OCCUPATIONAL CLASS STUDY

Exhibit D

##### CHECKLIST FOR CONDUCTING and RECORDING AN OCCUPATIONAL CLASS STUDY

OCCUPATIONAL CLASS TITLE: \_\_\_\_\_

OHR SPECIALIST: \_\_\_\_\_

DATE	ACTION	DATE	ACTION
___/___/___	OHR memo accepting study sent to requesting department and/or MCGEO. Copy retained in study file. Study request from department and/or MCGEO also retained in study file.	___/___/___	If class recommended for reallocation to a higher grade, send e-mail notification (including # of employees) to A. Espinosa in OMB. *
___/___/___	Written notice of intent to study class and Maintenance Review Questionnaires (MRQs) transmitted to all departments where occupation is resident. Deadline for submission of completed MRQs included in transmittal memo. Copy of notice and MRQs retained in study file. (Note: HR Vision position/employee listing by class code should be used to identify appropriate departments for inclusion in the study.)	___/___/___	Comments received retained in study file.
___/___/___	Obtain Recruitment Data from Staffing Team.	___/___/___	Issue/Response Report, Final Class Spec(s), Final QES Evaluation Fact Sheet(s), and Class Action Form prepared and submitted with Final Decision Memo to Team Leader/OHR Director for approval and signature. Effective Date indicated (i.e., beginning of pay period following final decision memo date) for any changes in title and/or grade.
___/___/___	MRQs received and retained in study file.	___/___/___	Final decision memo (and attachments cited previously) scanned and PDF file transmitted via e-mail to Dept/ w/cc to admin contact also to MCGEO if bargaining unit class (G. Renne and Bill Mitchell). Original retained in study file.
___/___/___	Audits Completed.	___/___/___	If final decision reallocates class to a higher grade, email notification of effective date sent to A. Espinosa in OMB and, if large class, to T. Stirling in DTS. Notification to DTS should also indicate high priority HRMS task at this point and also indicate class codes and date (obtained from Sandi Mindte) that pay changes need to be made in the database.
___/___/___	QES II Evaluation Completed.	___/___/___	Electronic file (i.e., workload tracking, archival records) updated.
___/___/___	Revised Class Specification(s) completed/ minimum qualifications reviewed/approved by OHR Employment Team.	___/___/___	Class Action Form, electronic copy of revised class specification, and (if any QES changes ) QES Factor Form to L. Baird for inclusion in Read Only File, QES Table, HR Resource Library on Web and monthly Class Action Notice memo.
___/___/___	Obtain peer review of study recommendation from member of Classification Team; note review in file.	___/___/___	Send Class Action Form, QES Factor Form (if QES changes) to L. Craft for inclusion in Table IV.
___/___/___	Initial study report of findings and recommendations completed and presented to classification team for review.	___/___/___	As appropriate, review, initial and transmit Position Profile Form(s) to Savita Nibber; retained copy of processed PPF in study file; review, copy for study file, initial and transmit Personnel Action Form(s) to Records Team and to A. Espinosa, OMB. Notify Benefits Team (Belinda Fulco) of the names of employees impacted by a bargaining unit status change (i.e., entire class or selected employees in a class change from supervisory to non-supervisory or vice versa).
___/___/___	Initial study report reviewed and approved by Team Leader/OHR Director.		
___/___/___	Initial study report, revised Class Spec(s) and QES Factor Evaluation Sheet(s) scanned and PDF file sent via e-mail to Department(s) and, if bargaining unit classes, to MCGEO (Gino Renne & Bill Mitchell). Deadline for submission of employee/manager/union comments indicated (i.e., 30 days). Study report and attachments retained in study file.		

\*If reallocation involves a large class (i.e., 25+ employees in one department or 50+ employees in multiple departments), send e-mail notification to T. Stirling in DTS (cc Sandi Mindte) indicating # of employees in class and requesting that automated PAF processing be added to the HRMS project/task list as low priority at this point.



# MONTGOMERY COUNTY OFFICE OF HUMAN RESOURCES

## POSITION CLASSIFICATION PROCEDURES

### ATTACHMENT E

## ATTACHMENT E – CHECKLIST FOR THE CREATION AND RECORDING OF CLASSIFICATION STUDY FOR NEW OCCUPATIONAL CLASS CREATION

Exhibit E

### CHECKLIST FOR THE CREATION OF and RECORDING OF CLASSIFICATION STUDY FOR NEW OCCUPATIONAL CLASS CREATION

OCCUPATIONAL CLASS TITLE: \_\_\_\_\_

OHR SPECIALIST: \_\_\_\_\_

DATE ACTION COMPLETED	ACTION	Date Action Completed	Action
___/___/___	Brief K. Beckley of need to create new class.		from classifier via Kaye and Joe, transmitting the new class creation for review and comment (include, study report, QES III eval., Class Spec., and explanation of the action being initiated).
___/___/___	Complete QES narrative analysis and QES Factor Evaluation Form.		
___/___/___	Prepare draft Class Specification.	___/___/___	Following MSPB review, prepare final decision memo & Classification Action Form for Joe Adler's signature.
___/___/___	Obtain peer review of study recommendation from member of Classification Team.		
___/___/___	Recommendation to G. Addae-Mintah, K. Beckley, J. Adler for review and approval.	___/___/___	Send Department Director an electronic copy of: <ul style="list-style-type: none"><li>▪ Signed Final Decision Memo</li><li>▪ Class Specification</li><li>▪ QES III Factor Form</li><li>▪ Classification Action Form</li></ul>
___/___/___	Send a copy of the draft Class Specification and QES analysis/factor evaluation form to affected department for review and comment.	___/___/___	Prepare Montgomery Register Notice for Adler's signature. <ul style="list-style-type: none"><li>▪ Send original copy of signed notice to M. Woodruff for publication</li><li>▪ Retain copy in file</li></ul>
___/___/___	Send a copy of final Class Specification to <sup>1</sup> : <ul style="list-style-type: none"><li>▪ Sarah Miller for assignment of Medical Protocol.</li><li>▪ Mike Woodruff (L/R) for determination of Bargaining Unit Status. Indicate to Mike whether the class is: supervisory or non-supervisory; # supervised; department-specific or non-department specific; &amp; whether reports to appointed/elected officials)</li><li>▪ Kaye Beckley for determination of FLSA Classification.</li><li>▪ Lisa Craft (cc: Angela Washington) for assignment of EEO &amp; Census Codes.</li><li>▪ Jon Bernheimer for assignment of Class Code.</li><li>▪ Appropriate Staffing HR Specialist to review KSAs.</li></ul>	___/___/___	If position is in an OPT or SLT bargaining unit, send to MCGEO: <ul style="list-style-type: none"><li>▪ Copy of Class Specification</li><li>▪ Copy of signed Register Notice</li><li>▪ Notification of the total number of authorized positions.</li></ul>
___/___/___	Brief G. Addae-Mintah/K. Beckley on comments received from department and any changes from initial recommendation.	___/___/___	Send a copy of the QES Factor Form, the Class Action Form, the FLSA classification, Union/Non-Union status, EEO and Census Codes, and an electronic copy of Class Specification to: <ul style="list-style-type: none"><li>▪ Jon Bernheimer for inclusion in the Read Only Class Spec File, QES Table, HR Classification Resource Library (web site), and Table 4.</li></ul>
___/___/___	Following briefing, prepare memo to MSPB, (Attn: Kathleen J. Taylor, Executive Secretary, MSPB) for Joe's signature	___/___/___	Send copy of Classification Action Form, QES Eval. Form, and Class Spec. to A. Washington and P. Jackson.
		___/___/___	Send copy of Class. Action Form, Class Spec., and whether class(es) are Represented or Unrepresented to Patty Tennyson.

<sup>1</sup> This step may be performed concurrently with preparation of MSPB memo

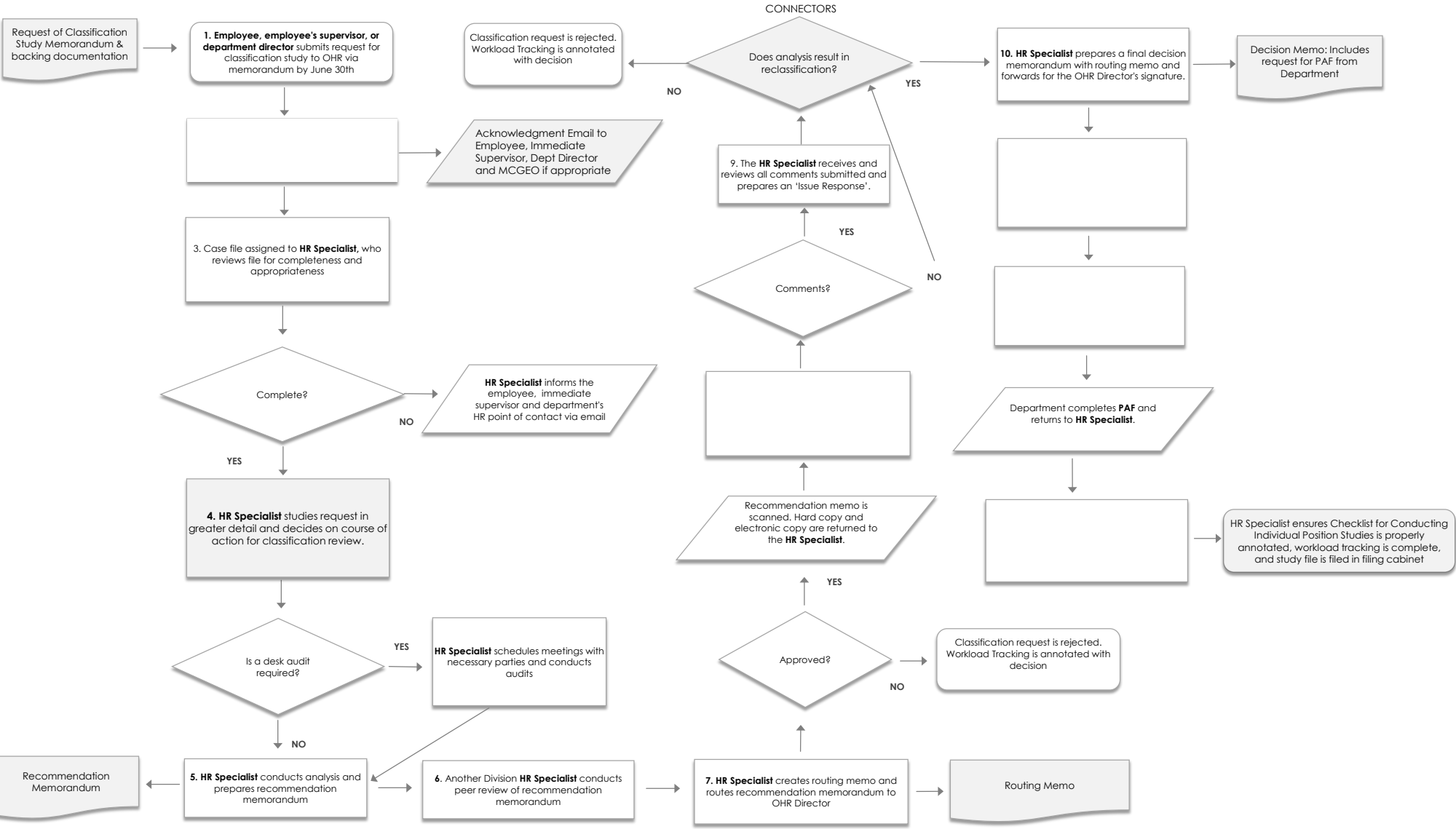
4/10/08

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## **Appendix D – Business Process Mapping**

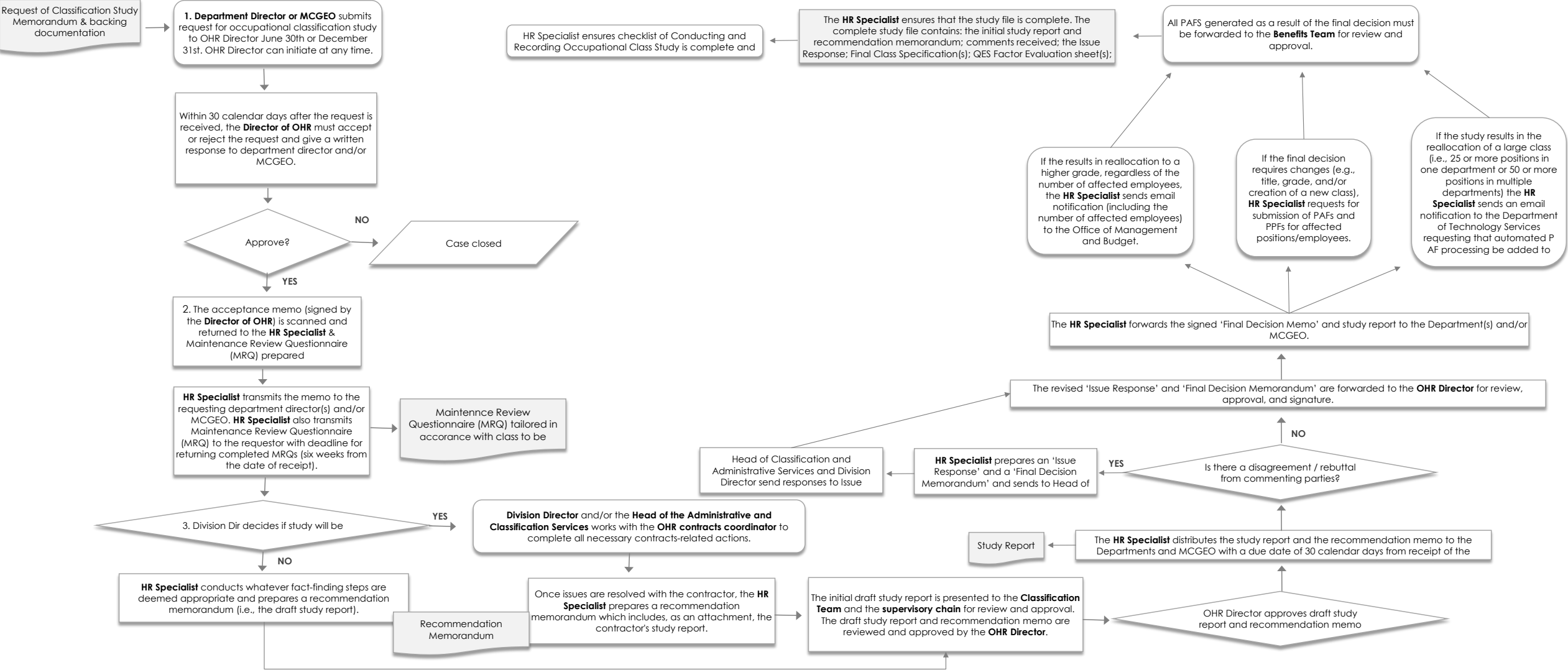
Montgomery County Process Map

PROCESS	ANALYSIS COMPLETED BY
Individual Position Classification Studies	Segal



Montgomery County Process Map

PROCESS	ANALYSIS COMPLETED BY
Occupational Class Studies	Segal



## **Appendix E– County Classification Plan**



County Classification Plan as of December 2024

Series	Class Code	Class Title	Grade	Budget Level	Salary Schedule	FLSA Status	Last Studied
3500	3503	ABANDONED VEHICLE CODE ENFORCEMENT SPECIALIST	16		OP	NEX	2000
200	212	ACCOUNTANT/AUDITOR I	18		OP	EX	2018
200	210	ACCOUNTANT/AUDITOR II	N21/21		OP	EX	2018
200	211	ACCOUNTANT/AUDITOR III	N23/23	Y	OP	EX	2018
200	208	ACCOUNTANT/AUDITOR SUPERVISOR	N26		GN	EX	2019
200	209	ACCOUNTANT/AUDITOR, LEAD/SENIOR	N25		GN	EX	2019
9260	9275	ADMINISTRATIVE AIDE	N12/12		OP	NEX	2003
100	157	ADMINISTRATIVE ASSISTANT TO THE COUNTY EXECUTIVE	N22		GN	EX	2006
100	152	ADMINISTRATIVE SPECIALIST I	N18/18		GN	NEX	1995
100	151	ADMINISTRATIVE SPECIALIST II	N21/21	Y	GN	EX	1995
100	150	ADMINISTRATIVE SPECIALIST III	N23/23		GN	EX	1995
2200	2220	ALCOHOL AND TOBACCO ENFORCEMENT SPECIALIST	22		OP	NEX	2021
8000	8019	ALCOHOL BEVERAGE PURCHASING AND ACCOUNT SPECIALIST	18		OP	NEX	1995
150000	203511	ANIMAL CARE ATTENDANT	14		OP	NEX	2013
150000	103510	ANIMAL CARE ATTENDANT SUPERVISOR	N19		GN	EX	2013
2200	202275	ANIMAL SERVICES OFFICER I	17		OP	NEX	2018
2200	202274	ANIMAL SERVICES OFFICER II	18		OP	NEX	2018
2200	202273	ANIMAL SERVICES OFFICER III	20	Y	OP	NEX	2018
2200	202272	ANIMAL SERVICES OFFICER, LEAD	21		OP	NEX	2018
1000	1008	AQUATIC PROGRAMS SUPERVISOR	N25		GN	EX	1992
5200	5206	ARBORIST	23		OP	EX	1992
4400	4409	ARCHITECT I	19		OP	EX	2007
4400	4408	ARCHITECT II	22		OP	EX	2007
4400	4407	ARCHITECT III	25	Y	OP	EX	2007
1100	1163	ASSISTANT BRANCH SUPERVISOR	N20		GN	EX	2023
6100	6108	ASSISTANT COUNTY ATTORNEY I	N24		GN	EX	1994
6100	6107	ASSISTANT COUNTY ATTORNEY II	N27		GN	EX	1994
6100	6106	ASSISTANT COUNTY ATTORNEY III	N32	Y	GN	EX	1994
4400	4443	AUDIOVISUAL PRODUCTION SPECIALIST	N23/23		OP	EX	2010
5000	5015	AUTOBODY REPAIRER	17	Y	SL	NEX	2021
5000	5016	AUTOBODY REPAIRER APPRENTICE	11		SL	NEX	1991
9200	9239	AUTOMOTIVE PARTS TECHNICIAN I	12		SL	NEX	2017
9200	9238	AUTOMOTIVE PARTS TECHNICIAN II	16	Y	SL	NEX	2017
3500	3523	BACKGROUND SCREENING SPECIALIST	21		OP	EX	2010
2700	2760	BEHAVIORAL HEALTH ASSOCIATE COUNSELOR	20	Y	OP	EX	2005
2700	2761	BEHAVIORAL HEALTH TECHNICIAN	18		OP	EX	2005
5300	5307	BUILDING SERVICES INSPECTOR	12		SL	NEX	1991
5300	5306	BUILDING SERVICES SUPERVISOR	N15		GN	EX	2001
5300	5309	BUILDING SERVICES WORKER I	7		SL	NEX	2003
5300	5308	BUILDING SERVICES WORKER II	8	Y	SL	NEX	2003
4400	4436	BUSINESS DEVELOPMENT SPECIALIST I	18		OP	EX	1999
4400	4434	BUSINESS DEVELOPMENT SPECIALIST II	23		OP	EX	1999
4400	4432	BUSINESS DEVELOPMENT SPECIALIST III	25		OP	EX	1999
4400	4486	CAPITAL IMPROVEMENT PROJECT MANAGER I	25		OP	EX	2018
4400	4484	CAPITAL IMPROVEMENT PROJECT MANAGER II	N27/27		OP	EX	2018
4400	4410	CAPITAL PROJECTS MANAGER	N28/28		OP	EX	2008
5000	5044	CARPENTER APPRENTICE	11		SL	NEX	2003
5000	5043	CARPENTER I	17	Y	SL	NEX	2003
5000	5042	CARPENTER II	18		SL	NEX	2003
3500	3524	CHIEF DEPUTY SHERIFF (COLONEL)	D4		SM	EX	1993
6500	106515	CHIEF VETERINARIAN	N38		GN	EX	2014
600	638	CHILD WELFARE CASEWORKER	23		OP	EX	2004
4000	4033	CIVIL WORKS DESIGNER	20		OP	NEX	1996
2800	2814	CLIENT ASSISTANCE SPECIALIST	20		OP	EX	2018
2200	2226	CODE ENFORCEMENT INSPECTOR I	17		OP	NEX	2001
2200	2225	CODE ENFORCEMENT INSPECTOR II	18		OP	NEX	2001
2200	2224	CODE ENFORCEMENT INSPECTOR III	20	Y	OP	NEX	2007
3400	3424	COMMUNICATIONS EQUIPMENT TECHNICIAN I	18		OP	NEX	2002
3400	3422	COMMUNICATIONS EQUIPMENT TECHNICIAN II	20	Y	OP	NEX	2002
3200	703260	COMMUNITY CORRECTIONAL INTERN	S1		OP	NEX	1992
2700	2709	COMMUNITY HEALTH CLINIC TECHNICIAN	15		OP	NEX	1992
2700	2708	COMMUNITY HEALTH CLINIC TECHNICIAN LEADER	17		OP	NEX	1992
2300	2307	COMMUNITY HEALTH NURSE I	21		OP	EX	2002
2300	2306	COMMUNITY HEALTH NURSE II	24	Y	OP	EX	2012
100	192	COMMUNITY OUTREACH MANAGER	N28		GN	EX	1996
600	623	COMMUNITY SERVICES AIDE I	13		OP	NEX	2000
600	622	COMMUNITY SERVICES AIDE II	16		OP	NEX	2000
600	621	COMMUNITY SERVICES AIDE III	18	Y	OP	NEX	2000
100	100120	COMPENSATION ANALYST	N27		GN	EX	2014
600	635	CONSERVATION CORPS ASSISTANT CREW LEADER	S3		SS	NEX	1995
600	634	CONSERVATION/SERVICE CORPS CREW TRAINER	18		OP	NEX	1991
600	636	CONSERVATION/SERVICE CORPS TRAINEE	S1		SS	NEX	1991
3600	3654	CONSTRUCTION REPRESENTATIVE I	16		OP	NEX	2000
3600	3652	CONSTRUCTION REPRESENTATIVE II	20		OP	NEX	2000
3600	3650	CONSTRUCTION REPRESENTATIVE III	23	Y	OP	NEX	2009
3600	3656	CONSTRUCTION REPRESENTATIVE TRAINEE	13		OP	NEX	2000
3200	203228	CORRECTIONAL DIETARY OFFICER I	17		OP	NEX	2014
3200	203229	CORRECTIONAL DIETARY OFFICER II	18	Y	OP	NEX	2014
3200	3227	CORRECTIONAL DIETARY SUPERVISOR	N22		GN	EX	2002
3200	3265	CORRECTIONAL HEALTH NURSE I	21		OP	EX	2007
3200	3266	CORRECTIONAL HEALTH NURSE II	24	Y	OP	EX	2007
3200	3239	CORRECTIONAL OFFICER I (PRIVATE)	C3		CO	NEX	2005
3200	3238	CORRECTIONAL OFFICER II (PFC)	C4		CO	NEX	2005
3200	3237	CORRECTIONAL OFFICER III (CORPORAL)	C5	Y	CO	NEX	2005
3200	3258	CORRECTIONAL RECORDS COORDINATOR	17		OP	NEX	2021
3200	3235	CORRECTIONAL SHIFT COMMANDER (LIEUTENANT)	C1		CM	EX	2020
3200	3249	CORRECTIONAL SPECIALIST I	19		OP	NEX	2003
3200	3248	CORRECTIONAL SPECIALIST II	22	Y	OP	NEX	2003
3200	3245	CORRECTIONAL SPECIALIST III	24		OP	NEX	2004

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3200	3247	CORRECTIONAL SPECIALIST IV	N25		GN	EX	2003
3200	3246	CORRECTIONAL SPECIALIST V	N26		GN	EX	2003
3200	3234	CORRECTIONAL SUPERVISOR (SERGEANT)	C6		CO	EX	2005
3200	3233	CORRECTIONAL TEAM LEADER - CAPTAIN	C2		CM	EX	2020
600	650	COUNTY GOVERNMENT AIDE (NM)	S1		SS	NEX	2014
3500	3517	CRIME ANALYST	20		OP	EX	2018
3500	3508	CRIME ANALYST, SENIOR/LEAD	22		OP	EX	2018
3500	3509	CRIME ANALYST, SUPERVISOR	N25		GN	EX	2018
3500	3515	CROSSING GUARD	10		SL	NEX	2007
800	879	CUSTOMER SERVICE REPRESENTATIVE I	13		OP	NEX	2011
800	878	CUSTOMER SERVICE REPRESENTATIVE II	N16/16	Y	OP	NEX	2011
800	100875	CUSTOMER SERVICE REPRESENTATIVE LEADER	N18		GN	EX	2014
800	100874	CUSTOMER SERVICE REPRESENTATIVE SUPERVISOR	N21		GN	EX	2014
800	882	CUSTOMER SERVICE REPRESENTATIVE TRAINEE	11		OP	NEX	2010
2100	2110	DENTAL ASSISTANT	14		OP	NEX	2003
2100	2105	DENTAL HYGIENIST	21		OP	NEX	2015
9200	9233	DEPOT SUPPLY COORDINATOR	15		SL	NEX	2002
700	714	DEPUTY CLERK COUNTY COUNCIL	N23		GN	EX	1996
3500	3532	DEPUTY SHERIFF CANDIDATE	G1		DS	NEX	1999
3500	3525	DEPUTY SHERIFF CAPTAIN	D3		SM	EX	1999
3500	3531	DEPUTY SHERIFF I	G2		DS	NEX	1999
3500	3530	DEPUTY SHERIFF II	G3		DS	NEX	1999
3500	3529	DEPUTY SHERIFF III	G4	Y	DS	NEX	1999
3500	3527	DEPUTY SHERIFF LIEUTENANT	D2		SM	EX	1996
3500	3528	DEPUTY SHERIFF SERGEANT	D1		DS	NEX	1996
5200	5205	DISTRICT SUPERVISOR	N24		GN	EX	2008
1100	1168	DRIVER/CLERK	12		SL	NEX	2007
800	820	ECONOMIC DEVELOPMENT PROGRAM MANAGER	N29		GN	EX	1992
9260	9261	ELECTION AIDE I	9		OP	NEX	2007
9260	9260	ELECTION AIDE II	10		OP	NEX	2007
5000	5074	ELECTRICIAN APPRENTICE	11		SL	NEX	2002
5000	5073	ELECTRICIAN I	18	Y	SL	NEX	2002
5000	5072	ELECTRICIAN II	19		SL	NEX	2002
200000	200700	EMERGENCY MANAGEMENT SPECIALIST I	24		OP	EX	2013
200000	200701	EMERGENCY MANAGEMENT SPECIALIST II	26	Y	OP	EX	2013
3100	3148	EMERGENCY SERVICES INSTRUCTOR	20		OP	EX	1991
5000	205001	EMERGENCY VEHICLE MAINTENANCE CREW CHIEF	23		OP	EX	2015
5000	205003	EMERGENCY VEHICLE MECHANIC TECHNICIAN I	16		SL	NEX	2015
5000	205002	EMERGENCY VEHICLE MECHANIC TECHNICIAN II	20	Y	SL	NEX	2015
5000	205004	EMERGENCY VEHICLE MECHANIC TRAINEE	12		SL	NEX	2015
100	125	EMPLOYEE SAFETY PROGRAM SUPERVISOR	N26		GN	EX	1994
3100	3149	EMS EDUCATOR	25		OP	EX	2017
5300	5325	ENERGY MANAGEMENT SYSTEMS TECHNICIAN	20		OP	NEX	2021
4000	4024	ENGINEER I	19		OP	EX	2003
4000	4023	ENGINEER II	22		OP	EX	2003
4000	4022	ENGINEER III	25	Y	OP	EX	2003
4000	4036	ENGINEER TECHNICIAN I	17		OP	NEX	1992
4000	4035	ENGINEER TECHNICIAN II	18	Y	OP	NEX	1992
4000	4037	ENGINEER TECHNICIAN TRAINEE	14		OP	NEX	1992
500	100548	ENTERPRISE TECHNOLOGY EXPERT	N34		GN	EX	2013
2200	2237	ENVIRONMENTAL COMPLIANCE SUPERVISOR	N26		GN	EX	2005
2200	2236	ENVIRONMENTAL HEALTH SPECIALIST I	20		OP	NEX	2002
2200	2235	ENVIRONMENTAL HEALTH SPECIALIST II	23		OP	NEX	2002
2200	2234	ENVIRONMENTAL HEALTH SPECIALIST III	24	Y	OP	EX	2002
2700	2713	EPIDEMIOLOGIST I	24		OP	EX	2005
2700	2712	EPIDEMIOLOGIST II	26	Y	OP	EX	2005
5000	5007	EQUIPMENT MAINTENANCE CREW CHIEF	N22		GN	EX	2004
5100	5114	EQUIPMENT OPERATOR APPRENTICE	12		SL	NEX	2024
5100	5113	EQUIPMENT OPERATOR I	15		SL	NEX	2024
5100	5112	EQUIPMENT OPERATOR II	16	Y	SL	NEX	2024
5100	5111	EQUIPMENT OPERATOR III	17		SL	NEX	2024
5000	5005	EQUIPMENT SERVICES COORDINATOR	N24		GN	EX	2021
500	100542	ERP CHANGE MANAGEMENT SPECIALIST	N27		GN	EX	2016
500	100546	ERP FUNCTIONAL BUSINESS ANALYST	N30		GN	EX	2013
9260	9272	EXECUTIVE ADMINISTRATIVE AIDE	N17		GN	EX	2004
9260	9271	EXECUTIVE ADMINISTRATIVE AIDE TO CAO	N20		GN	EX	2003
5000	5027	FACILITIES AND EQUIPMENT MAINTENANCE COORDINATOR	20		OP	NEX	2008
3100	3163	FIRE/RESCUE ASSISTANT CHIEF	B4		FM	EX	1996
3100	3165	FIRE/RESCUE BATTALION CHIEF	B3		FM	EX	1996
3100	3167	FIRE/RESCUE CAPTAIN	B2		FF	EX	1996
3100	3150	FIRE/RESCUE DIVISION CHIEF	B6		FM	EX	1996
3100	3168	FIRE/RESCUE LIEUTENANT	B1		FF	EX	1996
3100	3172	FIREFIGHTER/RESCUER I (RECRUIT)	F1		FF	NEX	1987
3100	3171	FIREFIGHTER/RESCUER II	F2		FF	NEX	1987
3100	3170	FIREFIGHTER/RESCUER III	F3	Y	FF	NEX	1971
400	413	FISCAL AND POLICY ANALYST I	N21		GN	EX	2017
400	412	FISCAL AND POLICY ANALYST II	N25		GN	EX	2017
400	411	FISCAL AND POLICY ANALYST III	N28	Y	GN	EX	2017
200	215	FISCAL ASSISTANT	16		OP	NEX	2006
3200	3225	FOOD SERVICE MANAGER	N26		GN	EX	2003
3500	3510	FORENSIC SCIENTIST I	20		OP	NEX	2023
3500	3511	FORENSIC SCIENTIST II	22		OP	EX	2023
3500	3519	FORENSIC SCIENTIST III	25	Y	OP	EX	2023
3500	3521	FORENSICS SPECIALIST I	20		OP	EX	2002
2200	2204	FOREST CONSERVATION COORDINATOR	25		OP	EX	2001
100	127	GAIN SHARING COORDINATOR	N26		GN	EX	2008
9270	709276	GILCHRIST CENTER OFFICE ASSISTANT	S7		SS	NEX	2013
2000	2013	GOVERNMENT ASSISTANCE ELIGIBILITY SPECIALIST I	17		OP	NEX	2021
2000	2012	GOVERNMENT ASSISTANCE ELIGIBILITY SPECIALIST II	20	Y	OP	NEX	2021

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2000	2015	GOVERNMENT ASSISTANCE ELIGIBILITY SPECIALIST III	22		OP	EX	2021
2000	2011	GOVERNMENT ASSISTANCE ELIGIBILITY SUPERVISOR	N24		GN	EX	2021
9270	109270	GOVERNMENT RECORDS SUPERVISOR	N20		GN	EX	2015
9270	9278	GOVERNMENT RECORDS/WAREHOUSE CLERK	11		SL	NEX	2005
2700	2711	HEALTH EDUCATOR	21		OP	EX	1994
5000	5006	HEAVY EQUIPMENT MECHANIC TECHNICIAN, LEAD	20		SL	NEX	2018
4000	4030	HIGHWAY CONSTRUCTION FIELD SUPERVISOR	N26		GN	EX	2020
4000	4051	HIGHWAY INSPECTOR I	19	Y	OP	NEX	2005
4000	4050	HIGHWAY INSPECTOR II	22		OP	NEX	2005
4000	4052	HIGHWAY INSPECTOR TRAINEE	13		OP	NEX	2005
2200	2255	HOUSING CODE INSPECTOR I	19		OP	NEX	2008
2200	2254	HOUSING CODE INSPECTOR II	21		OP	NEX	2008
2200	2253	HOUSING CODE INSPECTOR III	23	Y	OP	EX	2008
100	100128	HUMAN CAPITAL ORACLE ANALYST	N27		GN	EX	2016
100	123	HUMAN RESOURCES SPECIALIST I	N18		GN	EX	1993
100	122	HUMAN RESOURCES SPECIALIST II	N22		GN	EX	1993
100	121	HUMAN RESOURCES SPECIALIST III	N25	Y	GN	EX	1993
2000	2009	HUMAN SERVICES SPECIALIST	23		OP	EX	2002
5000	5084	HVAC MECHANIC APPRENTICE	11		SL	NEX	2002
5000	5083	HVAC MECHANIC I	18	Y	SL	NEX	2002
5000	5082	HVAC MECHANIC II	19		SL	NEX	2002
9000	9007	IMAGING OPERATOR I	10		OP	NEX	2009
9000	9008	IMAGING OPERATOR II	11	Y	OP	NEX	2009
9000	109009	IMAGING OPERATOR LEADER	14		GN	EX	2015
800	881	INFORMATION AND REFERRAL AIDE I	N13/13		GN	NEX	1992
800	880	INFORMATION AND REFERRAL AIDE II	N16/16	Y	GN	NEX	1992
500	550	INFORMATION TECHNOLOGY EXPERT	N32		GN	EX	2001
500	554	INFORMATION TECHNOLOGY SPECIALIST I	N20/20		GN	EX	2001
500	553	INFORMATION TECHNOLOGY SPECIALIST II	N23/23		GN	EX	2001
500	552	INFORMATION TECHNOLOGY SPECIALIST III	N26/26		GN	EX	2001
500	558	INFORMATION TECHNOLOGY SUPERVISOR	N30		GN	EX	2017
500	557	INFORMATION TECHNOLOGY TECHNICIAN I	N14/14		GN	NEX	2001
500	556	INFORMATION TECHNOLOGY TECHNICIAN II	N16/16		GN	NEX	2001
500	555	INFORMATION TECHNOLOGY TECHNICIAN III	N19/19	Y	GN	NEX	2001
2200	2238	INSPECTION AND ENFORCEMENT FIELD SUPERVISOR	N23		GN	EX	2001
200	206	INSURANCE FUND MANAGER	N26		GN	EX	2004
200	284	INSURANCE RISK ANALYST	24		OP	EX	2011
700	730	INTERGOVERNMENTAL RELATIONS LEGISLATIVE ANALYST	N28		GN	EX	2006
600	645	INVESTIGATOR I	20		OP	EX	2005
600	644	INVESTIGATOR II	23		OP	EX	2005
600	643	INVESTIGATOR III	N25/25	Y	OP	EX	2005
200	100203	INVESTMENT COMPLIANCE MANAGER	N25		GN	EX	2013
200	214	INVESTMENT OFFICER	N36		GN	EX	2013
200	205	INVESTMENT PORTFOLIO MANAGER	N29		GN	EX	2004
100	129	LABOR RELATIONS SPECIALIST I	N18		GN	EX	2020
100	128	LABOR RELATIONS SPECIALIST II	N22		GN	EX	2020
100	126	LABOR RELATIONS SPECIALIST III	N25	Y	GN	EX	2020
2400	2412	LABORATORY ASSISTANT	14		OP	NEX	2004
3500	103550	LABORATORY SUPERVISOR	N27		GN	EX	2014
4000	4059	LAND SURVEY SUPERVISOR	N24		GN	EX	1992
4400	4401	LAND USE PLANNING POLICY ANALYST	N27		GN	EX	1995
4500	4533	LEAD REVENUE COUNTER	13		OP	NEX	2006
6100	6114	LEGAL SECRETARY I	N15		GN	NEX	1989
6100	6113	LEGAL SECRETARY II	N16	Y	GN	NEX	1989
700	717	LEGISLATIVE ANALYST I	N21		GN	EX	1996
700	716	LEGISLATIVE ANALYST II	N26		GN	EX	1996
700	715	LEGISLATIVE ANALYST III	N28	Y	GN	EX	1996
700	709	LEGISLATIVE ATTORNEY	N32		GN	EX	1993
700	720	LEGISLATIVE INTERN	N11		GN	NEX	1996
700	719	LEGISLATIVE SENIOR AIDE I	N18		GN	EX	1995
700	718	LEGISLATIVE SENIOR AIDE II	N22		GN	EX	2005
700	713	LEGISLATIVE SENIOR AIDE III	N26		GN	EX	2005
700	712	LEGISLATIVE SENIOR AIDE IV	N28	Y	GN	EX	2014
700	722	LEGISLATIVE SERVICES COORDINATOR	N17		GN	NEX	2007
1100	1152	LIBRARIAN I	21		OP	EX	2011
1100	1151	LIBRARIAN II	24		OP	EX	2011
1100	1177	LIBRARY AIDE	8		OP	NEX	2023
1100	1166	LIBRARY ASSISTANT I	13		OP	NEX	2023
1100	1165	LIBRARY ASSISTANT II	16		OP	NEX	2023
1100	1191	LIBRARY ASSOCIATE	18		OP	NEX	2023
1100	1180	LIBRARY PAGE	S2		SS	NEX	2023
1100	1160	LIBRARY TECHNICIAN	13		OP	NEX	2023
2800	2809	LICENSED BACHELOR SOCIAL WORKER	18		OP	EX	
2300	2308	LICENSED PRACTICAL NURSE	18		OP	NEX	2004
8000	8012	LIQUOR STORE ASSISTANT MANAGER	N18		GN	EX	1993
8000	8017	LIQUOR STORE CLERK I	12		OP	NEX	1993
8000	8016	LIQUOR STORE CLERK II	14		OP	NEX	1993
8000	8009	LIQUOR STORE MANAGER	N21		GN	EX	1993
5000	5047	LOCKSMITH	18		SL	NEX	2002
5100	5190	MAIL CLERK	11		OP	NEX	2005
5100	5191	MAIL CLERK LEADER	14		OP	NEX	2009
5100	5189	MAIL SERVICES SUPERVISOR	N17		GN	EX	2005
5000	5026	MAJOR MAINTENANCE PROJECT MANAGER	22		OP	NEX	2018
400	428	MANAGEMENT AND BUDGET SPECIALIST I	N18/18		GN	EX	2016
400	426	MANAGEMENT AND BUDGET SPECIALIST II	N22/22		GN	EX	2016
400	424	MANAGEMENT AND BUDGET SPECIALIST III	N25/25	Y	GN	EX	2016
100	110	MANAGER I	M1		ML	EX	1998
100	111	MANAGER II	M2		ML	EX	1998
100	112	MANAGER III	M3		ML	EX	2001

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4400	4454	MANAGER TAXICAB REGULATION AND SPECIAL TRANSIT SERVICES	N26		GN	EX	2007
3100	3169	MASTER FIREFIGHTER/RESCUER	F4		FF	NEX	1987
3000	3074	MASTER POLICE OFFICER	P5		PO	NEX	1979
5000	5008	MECHANIC INSTRUCTOR	21		SL	NEX	2017
5000	5011	MECHANIC TECHNICIAN APPRENTICE	12		SL	NEX	2017
5000	5010	MECHANIC TECHNICIAN I	16		SL	NEX	2017
5000	5009	MECHANIC TECHNICIAN II	19	Y	SL	NEX	2017
112000	112004	MEDICAL DOCTOR I - PHYSICIAN	MD1		MD	EX	2003
112000	112005	MEDICAL DOCTOR I - PSYCHIATRIST	MD1		MD	EX	2003
120000	122004	MEDICAL DOCTOR II - PHYSICIAN	MD2		MD	EX	2003
120000	122005	MEDICAL DOCTOR II - PSYCHIATRIST	MD2		MD	EX	2003
130000	132004	MEDICAL DOCTOR III - PHYSICIAN	MD3	Y	MD	EX	2003
130000	132005	MEDICAL DOCTOR III - PSYCHIATRIST	MD3	Y	MD	EX	2003
140000	142004	MEDICAL DOCTOR IV - PHYSICIAN	MD4		MD	EX	2003
140000	142005	MEDICAL DOCTOR IV - PSYCHIATRIST	MD4		MD	EX	2003
9250	9252	MESSANGER-CLERK	7		SL	NEX	2005
5000	5013	MOTOR POOL ATTENDANT	9		SL	NEX	2021
2300	2304	NURSE MANAGER	N25		GN	EX	1993
2300	2309	NURSE PRACTITIONER	26		OP	EX	2016
2700	2706	NUTRITIONIST	21		OP	EX	1994
200	282	OCCUPATIONAL SAFETY AND HEALTH SPECIALIST	25		OP	EX	2012
9270	9277	OFFICE CLERK	N5/5		OP	NEX	1995
9270	9273	OFFICE SERVICES COORDINATOR	N16/16		OP	NEX	2018
700	725	OIG INVESTIGATIVE ANALYST I	N21		GN	EX	2007
700	724	OIG INVESTIGATIVE ANALYST II	N26		GN	EX	2007
700	723	OIG INVESTIGATIVE ANALYST III	N28	Y	GN	EX	2007
6100	6115	PARALEGAL SPECIALIST	N23		GN	NEX	2001
4500	4523	PARKING METER MECHANIC	15		SL	NEX	1991
0	98	PEOPLES COUNSEL	N34		GN	EX	1999
100	118	PERFORMANCE MANAGEMENT AND DATA ANALYST I	N21/21		GN	EX	2017
100	117	PERFORMANCE MANAGEMENT AND DATA ANALYST II	N25/25		GN	EX	2017
100	116	PERFORMANCE MANAGEMENT AND DATA ANALYST III	N28	Y	GN	EX	2017
2200	2263	PERMIT TECHNICIAN I	15		OP	NEX	1997
2200	2262	PERMIT TECHNICIAN II	17		OP	NEX	1997
2200	2260	PERMIT TECHNICIAN III	19	Y	OP	NEX	1997
2200	2217	PERMITTING AND CODE COMPLIANCE INSPECTOR I	19		OP	NEX	2001
2200	2216	PERMITTING AND CODE COMPLIANCE INSPECTOR II	21		OP	NEX	2001
2200	2215	PERMITTING AND CODE COMPLIANCE INSPECTOR III	23	Y	OP	EX	2001
2200	2203	PERMITTING SERVICES SPECIALIST I	21		OP	NEX	2005
2200	2202	PERMITTING SERVICES SPECIALIST II	24		OP	NEX	2005
3500	3512	PHOTO/DIGITAL IMAGE TECHNICIAN	18		OP	NEX	2007
4400	4405	PLANNING SPECIALIST I	18		OP	EX	1995
4400	4404	PLANNING SPECIALIST II	21		OP	EX	1995
4400	4403	PLANNING SPECIALIST III	23	Y	OP	EX	1995
4400	4421	PLANNING TECHNICIAN	17		OP	NEX	1995
5000	5064	PLUMBER APPRENTICE	11		SL	NEX	2003
5000	5063	PLUMBER I	17	Y	SL	NEX	2003
5000	5062	PLUMBER II	19		SL	NEX	2003
5000	5061	PLUMBER SUPERVISOR	N24		GN	EX	2011
3500	3506	POLICE AIDE	15		OP	NEX	2008
3000	3087	POLICE CADET	10		OP	NEX	1964
3000	3063	POLICE CAPTAIN	A3		PM	EX	1993
3500	3500	POLICE DISTRICT STATION ASSISTANT	N19		GN	NEX	1990
3000	3065	POLICE LIEUTENANT	A2		PM	EX	1993
3000	3086	POLICE OFFICER CANDIDATE	P1		PO	NEX	1978
3000	3084	POLICE OFFICER I	P2		PO	NEX	1979
3000	3082	POLICE OFFICER II	P3		PO	NEX	1979
3000	3080	POLICE OFFICER III	P4	Y	PO	NEX	1979
3000	3067	POLICE SERGEANT	A1		PO	EX	1993
3500	3501	POLICE SERVICES ASSISTANT	16		OP	NEX	2009
9260	9274	PRINCIPAL ADMINISTRATIVE AIDE	N13/13	Y	OP	NEX	2018
5100	5172	PRINT SHOP FOREMAN	N20		GN	EX	2005
5100	5179	PRINTER APPRENTICE	9		SL	NEX	1994
5100	5178	PRINTING TECHNICIAN I	13		SL	NEX	2004
5100	5176	PRINTING TECHNICIAN II	15		SL	NEX	2004
5100	5175	PRINTING TECHNICIAN III	16	Y	SL	NEX	2004
100	183	PROCUREMENT SPECIALIST I	18		OP	EX	2000
100	182	PROCUREMENT SPECIALIST II	23		OP	EX	2000
100	200184	PROCUREMENT SPECIALIST III	25		OP	EX	2012
100	200185	PROCUREMENT SPECIALIST IV	27	Y	OP	EX	2012
600	663	PROGRAM AIDE	14		OP	NEX	1996
800	834	PROGRAM MANAGER I	N23/23		GN	EX	1995
800	832	PROGRAM MANAGER II	N25/25		GN	EX	1995
800	837	PROGRAM SPECIALIST I	N18/18		OP	EX	1995
800	836	PROGRAM SPECIALIST II	N21/21		OP	EX	1995
5300	5311	PROPERTY MANAGER I	N21/21		OP	EX	1991
5300	5312	PROPERTY MANAGER II	N24		GN	EX	1996
2300	2305	PSYCHIATRIC NURSE CLINICAL SPECIALIST	25		OP	EX	2002
2500	2501	PSYCHOLOGIST	N29	Y	GN	EX	1996
2500	2500	PSYCHOLOGIST SUPERVISOR	N31		GN	EX	2001
100	130	PUBLIC ADMINISTRATION ASSOCIATE	16		OP	NEX	1994
2700	2718	PUBLIC HEALTH ADVISOR	21		OP	EX	1991
120000	120003	PUBLIC HEALTH DENTIST	MD2		MD	EX	1994
800	811	PUBLIC INFORMATION OFFICER I	N21		GN	EX	2000
800	810	PUBLIC INFORMATION OFFICER II	N25	Y	GN	EX	2000
100	136	PUBLIC POLICY INTERN	N18		GN	EX	2008
800	812	PUBLIC RELATIONS SPECIALIST	24		OP	EX	2006
3000	3092	PUBLIC SAFETY COMMUNICATIONS SHIFT OPERATIONS MANAGER	N24		GN	EX	2006
3000	3095	PUBLIC SAFETY COMMUNICATIONS SPECIALIST II	17		OP	NEX	2006

County Classification Plan as of December 2024

Series	Class Code	Class Title	Grade	Budget Level	Salary Schedule	FLSA Status	Last Studied
3000	3094	PUBLIC SAFETY COMMUNICATIONS SPECIALIST III	19	Y	OP	NEX	2006
3000	103091	PUBLIC SAFETY EMERGENCY COMMUNICATIONS MANAGER	N25		GN	EX	2006
3000	203097	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST I	15		OP	NEX	2006
3000	203096	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST II	17		OP	NEX	2006
3000	203095	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST III	19		OP	NEX	2006
3000	203094	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST IV	20		OP	NEX	2016
3000	103092	PUBLIC SAFETY EMERGENCY COMMUNICATIONS SUPERVISOR	N23		GN	EX	2005
3500	3516	PUBLIC SAFETY INSTRUCTOR	20		OP	EX	1998
3500	3502	PUBLIC SAFETY REPORTING AIDE I	16		OP	NEX	2004
3500	3504	PUBLIC SAFETY REPORTING AIDE II	18		OP	NEX	2004
5200	205229	PUBLIC SERVICE CRAFTSWORKER I	15		SL	NEX	1992
5200	205228	PUBLIC SERVICE CRAFTSWORKER II	17		SL	NEX	2015
5200	5231	PUBLIC SERVICE WORKER II	9		SL	NEX	2000
5200	5230	PUBLIC SERVICE WORKER III	12		SL	NEX	2000
5200	5233	PUBLIC SERVICE WORKER IV	14		SL	NEX	2001
100	132	PUBLIC SERVICES INTERN	N9/9		GN	NEX	1994
2400	202420	RADIOLOGIC TECHNOLOGIST	17		OP	NEX	2014
300	330	REAL ESTATE SPECIALIST I	21		OP	EX	2006
300	329	REAL ESTATE SPECIALIST II	23		OP	EX	2006
300	328	REAL ESTATE SPECIALIST III	25	Y	OP	EX	2006
1000	1066	RECREATION ASSISTANT I	S1		SS	NEX	1977
1000	1064	RECREATION ASSISTANT II	S2		SS	NEX	1977
1000	1062	RECREATION ASSISTANT III	S3		SS	NEX	1977
1000	1060	RECREATION ASSISTANT IV	S4		SS	NEX	1977
1000	1058	RECREATION ASSISTANT V	S5		SS	NEX	1990
1000	1056	RECREATION ASSISTANT VI	S6		SS	NEX	1990
1000	1055	RECREATION ASSISTANT VII	S7		SS	NEX	1999
1000	1054	RECREATION ASSISTANT VIII	S8		SS	NEX	1999
1000	1018	RECREATION COORDINATOR	18		OP	EX	2004
1000	1015	RECREATION SPECIALIST	21		OP	EX	2017
1000	1012	RECREATION SUPERVISOR	N23		GN	EX	2020
4300	4321	REFUSE DISPOSAL CASHIER	13		OP	NEX	2001
2500	2502	REGISTERED PSYCHOLOGY ASSOCIATE	N27		GN	EX	2022
6500	206512	REGISTERED VETERINARY TECHNICIAN	19		OP	NEX	2014
3200	3251	RESIDENT SUPERVISOR I	18		OP	NEX	2007
3200	3250	RESIDENT SUPERVISOR II	20	Y	OP	NEX	2007
3200	3252	RESIDENT SUPERVISOR III	22		OP	EX	2012
200	100201	RETIREMENT ANALYST	N23		GN	NEX	2013
4500	4534	REVENUE COUNTER	11		OP	NEX	2000
200	217	REVENUE COUNTER SUPERVISOR	N15		GN	EX	2006
4400	104465	SAFETY AND TRAINING INSTRUCTOR	N19		GN	NEX	2007
4400	104463	SAFETY AND TRAINING SUPERVISOR	N21		GN	EX	2015
5000	5020	SCBA TECHNICIAN	14		OP	NEX	2005
2700	202701	SCHOOL HEALTH ROOM TECHNICIAN	16		OP	NEX	2023
3500	3535	SECURITY OFFICER I	15		SL	NEX	2003
3500	3534	SECURITY OFFICER II	16		SL	NEX	2003
3500	3538	SECURITY OFFICER III (SERGEANT)	21		OP	EX	2008
3500	3537	SECURITY OFFICER IV (LIEUTENANT)	N23		GN	EX	2004
4400	4406	SENIOR ARCHITECT	N28		GN	EX	2007
4400	4430	SENIOR BUSINESS DEVELOPMENT SPECIALIST	N27	Y	GN	EX	1999
4400	4482	SENIOR CAPITAL IMPROVEMENT PROJECT MANAGER	N29	Y	GN	EX	2018
4000	4021	SENIOR ENGINEER	N27/27		OP	EX	2003
4000	4031	SENIOR ENGINEER TECHNICIAN	22		OP	EX	1992
500	100547	SENIOR ERP FUNCTIONAL BUSINESS ANALYST	N32		GN	EX	2013
9260	9268	SENIOR EXECUTIVE ADMINISTRATIVE AIDE	N18		GN	EX	1999
800	100801	SENIOR FELLOW	N23		GN	EX	2014
3500	3522	SENIOR FORENSIC SCIENTIST	26		OP	EX	2010
500	551	SENIOR INFORMATION TECHNOLOGY SPECIALIST	N28/28	Y	GN	EX	2001
200	100208	SENIOR INVESTMENT ANALYST	N33		GN	EX	2015
200	204	SENIOR INVESTMENT OFFICER	N39	Y	GN	EX	2013
1100	1137	SENIOR LIBRARIAN	N25		GN	EX	2011
400	422	SENIOR MANAGEMENT AND BUDGET SPECIALIST	N27	Y	GN	EX	1994
2200	2201	SENIOR PERMITTING SERVICES SPECIALIST	26	Y	OP	EX	2001
4400	4402	SENIOR PLANNING SPECIALIST	25		OP	EX	1995
1000	1005	SENIOR POOL MANAGER	18		OP	NEX	2007
2700	2717	SENIOR PUBLIC HEALTH ADVISOR	N24		GN	EX	1991
3000	203093	SENIOR PUBLIC SAFETY EMERGENCY COMMUNICATIONS SPECIALIST	21	Y	OP	NEX	2016
200	100202	SENIOR RETIREMENT ANALYST	N26	Y	GN	EX	2013
9200	9234	SENIOR SUPPLY TECHNICIAN	N17		GN	NEX	2017
4400	204455	SENIOR TRANSIT INFORMATION SYSTEMS TECHNICIAN	20		OP	NEX	2015
2200	2230	SENIOR WATER QUALITY SPECIALIST	N26		GN	EX	2005
400	410	SENIOR/LEAD FISCAL AND POLICY ANALYST	N30		GN	EX	2017
100	115	SENIOR/LEAD PERFORMANCE MANAGEMENT AND DATA ANALYST	N30		GN	EX	2017
4000	4018	SHIFT SUPERVISOR TRANSPORTATION MANAGEMENT CENTER	N23		GN	EX	2002
5200	5223	SIGN AND MARKING UNIT SUPERVISOR	N21		GN	EX	1965
5200	5227	SIGN FABRICATOR APPRENTICE	9		SL	NEX	1991
5200	5226	SIGN FABRICATOR I	13	Y	SL	NEX	1991
2800	2808	SOCIAL WORKER I	21		OP	EX	2017
2800	2807	SOCIAL WORKER II	23	Y	OP	EX	2017
2800	2806	SOCIAL WORKER III	24		OP	EX	2017
6500	106514	STAFF VETERINARIAN	N29		GN	EX	2014
4500	4522	SUPERVISOR PARKING METER UNIT	N18		GN	NEX	1995
4100	4115	SUPERVISOR TRANSPORTATION SYSTEMS TECHNICAL CENTER	N23		GN	EX	1998
6100	6112	SUPERVISORY LEGAL SECRETARY	N19		GN	NEX	2009
2800	2805	SUPERVISORY SOCIAL WORKER	N26		GN	EX	2017
9200	9232	SUPERVISORY SUPPLY TECHNICIAN	N19		GN	EX	2017
9200	9237	SUPPLY TECHNICIAN I	10		SL	NEX	2017
9200	9236	SUPPLY TECHNICIAN II	12		SL	NEX	2017
9200	9235	SUPPLY TECHNICIAN III	13	Y	SL	NEX	2017

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Series	Class Code	Class Title	Grade	Budget Level	Salary Schedule	FLSA Status	Last Studied
4000	4060	SURVEY CREW LEADER	N19		GN	NEX	1992
4000	4061	SURVEY INSTRUMENT TECHNICIAN	16		OP	NEX	1992
500	560	TEBS PROFESSIONAL INFORMATION TECHNOLOGY PROJECT MANAG	N31		GN	EX	2023
500	559	TEBS SENIOR INFORMATION TECHNOLOGY PROJECT MANAGER	N34		GN	EX	2023
3400	3410	TELECOMMUNICATIONS SPECIALIST	20		OP	NEX	2006
3400	3426	TELECOMMUNICATIONS TECHNICIAN	18		OP	NEX	2002
2700	2755	THERAPIST I	23		OP	EX	2018
2700	2754	THERAPIST II	N24/24	Y	OP	EX	2018
2700	2753	THERAPIST, SUPERVISORY	N26		GN	EX	2018
3500	203514	TRAFFIC ENFORCEMENT FIELD SERVICE TECHNICIAN I	14		SL	NEX	2013
3500	203513	TRAFFIC ENFORCEMENT FIELD SERVICE TECHNICIAN II	15	Y	SL	NEX	2013
4100	4121	TRAFFIC FIELD SERVICE TECHNICIAN I	12		OP	NEX	1993
4100	4120	TRAFFIC FIELD SERVICE TECHNICIAN II	14	Y	OP	NEX	1993
4100	4112	TRAFFIC MANAGEMENT TECHNICIAN I	15		OP	NEX	1990
4100	4111	TRAFFIC MANAGEMENT TECHNICIAN II	19	Y	OP	NEX	1990
4400	4468	TRANSIT AIDE I	8		SL	NEX	1992
4400	4467	TRANSIT AIDE II	12		SL	NEX	1992
4400	4460	TRANSIT ANALYST	16		OP	NEX	1992
4400	4469	TRANSIT BUS MECHANIC TECHNICIAN, LEAD	20		SL	NEX	2018
4400	4466	TRANSIT BUS OPERATOR	T1		T1	NEX	2017
4400	4461	TRANSIT COMMUNICATIONS LEADER	18		OP	NEX	2017
4400	4462	TRANSIT COORDINATOR	T2		T2	NEX	2017
4400	4459	TRANSIT INFORMATION ASSISTANT	14		OP	NEX	1992
4400	4458	TRANSIT INFORMATION SYSTEMS TECHNICIAN	19		OP	NEX	2006
4400	4479	TRANSIT MARKETING SPECIALIST	21		OP	EX	1992
4400	4457	TRANSIT OPERATIONS SUPERVISOR	N21		GN	EX	2017
4400	4456	TRANSIT SERVICES SUPERVISOR	N21		GN	EX	2017
4000	4070	TRANSPORTATION CONTRACT COMPLIANCE INSPECTOR I	17		OP	NEX	1992
4000	4071	TRANSPORTATION CONTRACT COMPLIANCE INSPECTOR II	19		OP	NEX	2017
4100	4119	TRANSPORTATION SYSTEMS TECHNICIAN I	14		OP	NEX	1998
4100	4118	TRANSPORTATION SYSTEMS TECHNICIAN II	18		OP	NEX	1998
4100	4122	TRANSPORTATION SYSTEMS TECHNICIAN III	20	Y	OP	NEX	1998
8100	8117	TRUCK DRIVER HELPER/WAREHOUSE WORKER	10		SL	NEX	2005
8100	8112	TRUCK DRIVER/WAREHOUSE WORKER	15		SL	NEX	2000
600	630	URBAN DISTRICT PUBLIC SERVICE AIDE	10		SL	NEX	2003
600	628	URBAN DISTRICT PUBLIC SERVICE AND MAINTENANCE TEAM SUPV	N17		GN	EX	2009
600	629	URBAN DISTRICT PUBLIC SERVICE TEAM SUPERVISOR	N16		GN	EX	2006
6500	206513	VETERINARY ASSISTANT	15		OP	NEX	2013
4400	4445	VISUAL INFORMATION SPECIALIST	N21/21		GN	NEX	2008
8100	8109	WAREHOUSE ASSISTANT SUPERVISOR	N20		GN	EX	2007
8100	8120	WAREHOUSE EQUIPMENT OPERATOR	13		SL	NEX	2005
8100	8118	WAREHOUSE WORKER	9		SL	NEX	2005
2200	2232	WATER QUALITY SPECIALIST I	19		OP	EX	2000
2200	2231	WATER QUALITY SPECIALIST II	22	Y	OP	EX	1993
2200	2233	WATER QUALITY SPECIALIST III	23		OP	EX	2005
5000	5017	WELDER	18		SL	NEX	2009
5200	5213	WORK FORCE LEADER I	13		SL	NEX	1991
5200	5212	WORK FORCE LEADER II	N18/18		GN	NEX	2001
5200	5211	WORK FORCE LEADER III	N19		GN	EX	2001
5200	5210	WORK FORCE LEADER IV	N21		GN	EX	2001

## **Appendix F – FLSA Review**



FLSA Review

Job Title	Pay Range Minimum	Meets FLSA Threshold? (\$43,888)	Job Duties Exemption Test Performed	Discretion Exercised (If Relevant)	Rationale	Current FLSA	Seegal Recommended FLSA Finding
Accountant/Auditor II	\$63,642	TRUE	Administrative (General)	Serves as a financial resource person and establishes liaison with different agencies throughout the County to explain accounting and grant procedures necessary to fulfill accounting and grant requirements.	The discretion exercised is in line with the DOL definition of "Acts as the primary contact to the public or customers on behalf of the organization"	Exempt	Exempt
Accountant/Auditor Supervisor	\$78,686	TRUE	Administrative (General)	The employee is responsible for planning and carrying out assignments and resolves most conflicts which arise.	The discretion exercised is in line with the DOL definition of "Acts as the primary contact to the public or customers on behalf of the organization" "Plans long-term or short-term business objectives"	Exempt	Exempt
Administrative Specialist II	\$63,642	TRUE	Administrative (General)	The Administrative Specialist II has technical responsibility for the work and independently determines the approach to be taken and the methodology to be used, and carries out all steps to complete assignments, which often consists of difficult and/or long-term projects.	The discretion exercised is in line with the DOL definition of "discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered."	Exempt	Exempt
Administrative Specialist III	\$69,222	TRUE	Administrative (General)	The Administrative Specialist III has full technical responsibility for the work and independently determines the approach to be taken and the methodology to be used, and carries out all steps to complete assignments, which often consists of difficult and/or long-term projects.	The discretion exercised is in line with the DOL definition of "discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered."	Exempt	Exempt
Animal Care Attendant Supervisor	\$58,578	N/A	N/A	This position performs some of the daily activities of an Animal Care Attendant as well as supervises and approves leave, recommends selection and promotion, gives or ensures training, manages performance and counsels subordinates.	It is unclear whether the classification is performing supervisory functions or animal care attendant functions the majority of the time	Exempt	Non-Exempt
Assistant Branch Supervisor	\$61,041	TRUE	Administrative (General)	Plans, organizes, assigns, reviews, and evaluates the work of personnel, including regular staff, substitutes, library pages, and volunteers, assigned to circulation services.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Capital Improvement Project Manager I		N/A	Administrative (General)	Lead commissioning process throughout the design and construction and provide training of all building systems for facility maintenance staff prior to completion of project.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Capital Projects Manager	\$85,544	TRUE	Administrative (General)	Establishes evaluation criteria, convenes and leads selection committee in reviewing proposals and developing recommendations of the best qualified consultant for referral to the Contract Review Committee.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Client Assistance Specialist	\$61,041	TRUE	Administrative (General)	Identifies and responds to service wants and needs of the client by establishing facts and conditions and their interaction and taking or recommending appropriate actions to obtain, speed or otherwise improve appropriate service(s). Advises on and, as practicable, helps clients define and assess their own problems and service needs and identify effective courses of action.	The discretion exercised is in line with the DOL definition of "Acts as the primary contact to the public or customers on behalf of the organization."	Exempt	Exempt
Community Outreach Manager	\$85,544	TRUE	Administrative (General)	Advises the Department Director and other County Government officials on the status and impact of departmental policies, programs, and services and highlights potential problems/issues which should be addressed.	The discretion exercised is in line with the DOL definition of "Analyzes and recommends changes to operating practices, policies or procedures."	Exempt	Exempt
Community Services Aide III	\$56,220	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Compensation Analyst	\$82,135	TRUE	Administrative (General)	Defines, develops and executes technical requirements for reinventing and then maintaining the processes and platforms needed for compensation-related enhancements in such areas as base pay, merit rewards, etc., processing and reporting.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Emergency Management Specialist II	\$78,686	TRUE	Administrative (General)	Develops and implements plans, policies and procedures for assigned program(s).	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Forensic Scientist I		N/A	Professional (Learned)	The Forensic Scientist I work under closer supervision while learning and developing forensic science knowledge and skills.	Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Forensic Scientist II		N/A	Professional (Learned)	The Forensic Scientist II is the advanced journey level class that requires advanced knowledge and the ability to perform a variety of difficult and complex work assignments that include unusual and non-standard matters	According to the class specification, this position requires both a Bachelor's degree and a CDS certification which meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt
Forensic Scientist III	\$75,368	TRUE	Professional (Learned)	May directly lead and conduct crime scene investigation, including determining the existence and type of evidence, determining the best method of collecting and preserving the evidence	According to the class specification, this position requires both a Bachelor's degree and a CDS certification which meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt
Government Assistance Eligibility Specialist I	\$54,027	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Government Assistance Eligibility Specialist II	\$61,041	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Government Assistance Eligibility Specialist III	\$66,359	TRUE	Administrative (General)	The classification is responsible for making eligibility determinations and appeal decisions	The discretion exercised is in line with the DOL definition of "discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered."	Exempt	Exempt
Government Assistance Eligibility Supervisor	\$72,223	TRUE	Administrative (General)	The employees in this class are given overall objectives to meet and independently plan and carry out the work of the unit	The discretion exercised is in line with the DOL definition of "discretion and independent judgment involves the comparison and the evaluation of possible courses of conduct and acting or making a decision after the various possibilities have been considered."	Exempt	Exempt



FLSA Review

Job Title	Pay Range Minimum	Meets FLSA Threshold? (\$43,888)	Job Duties Exemption Test Performed	Discretion Exercised (If Relevant)	Rationale	Current FLSA	Segal Recommended FLSA Finding
Highway Construction Field Supervisor	\$78,686	TRUE	Administrative (General)	Coordinates, manages, and implements all aspects of multiple complex capital improvement projects/programs, including managing multiple construction projects within time and budget objectives, contract administration and control, and/or quality assurance and control.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Information Technology Specialist I	\$61,041	TRUE	Computer		The class specification mentions "Writes new code to modify an existing operating system in order to satisfy the needs of a particular end user." This satisfies the DOL requirement of "The design, documentation, testing, creation or modification of computer programs related to machine operating systems."	Exempt	Exempt
Information Technology Specialist II	\$69,222	TRUE	Computer		The class specification mentions "Designs, develops and maintains web-based and other applications used in support of government programs and activities." This satisfies the DOL requirement of "The design, documentation, testing, creation or modification of computer programs related to machine operating systems."	Exempt	Exempt
Information Technology Specialist III	\$78,686	TRUE	Computer		The class specification mentions "Writes, implements, and maintains complex data files and databases in support of such advanced technology systems such as geographical information systems (GIS), legacy systems, and other large-scale applications." This satisfies the DOL requirement of "The design, documentation, testing, creation or modification of computer programs related to machine operating systems."	Exempt	Exempt
Information Technology Supervisor	\$92,887	TRUE	Administrative (General)	Develops and/or revises processes, procedures, policies, controls and standards to help improve operations and services.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Inspection and Enforcement Supervisor		N/A	Administrative (General)	Advises senior level department/agency staff of potentially controversial matters and significant issues involving code enforcement activities.	The discretion exercised is in line with the DOL definition of "Provides consultation and expert advice to management."	Exempt	Exempt
Library Aide	\$39,660	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Library Assistant I	\$46,636	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Library Assistant II	\$51,951	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Library Associate	\$56,220	N/A	Administrative (General)	Provides information services, including reader's advisory and reference services, to meet information and reading needs of customers by providing basic research and answering reference questions, directing customers to specific library materials, making referrals to appropriate libraries or other external sources of information and, if possible, facilitating access to such sources.	The discretion exercised is in line with the DOL definition of "Acts as the primary contact to the public or customers on behalf of the organization."	Non-Exempt	Non-Exempt
Library Page	\$35,776	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Library Technician	\$46,636	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Mail Services Supervisor	\$54,027	N/A	Administrative (General)		It is unclear whether the classification is performing supervisory functions or mail services functions the majority of the time	Exempt	Non-Exempt
Manager and Budget Specialist III		N/A	Administrative (General)	Creates or enhances databases and uses spreadsheets and moderately complex or complex spreadsheet formulas, and uses a full range of management information system capabilities and tools such as an enterprise system, a customized system and business intelligence tools	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Manager II	\$102,572	TRUE	Executive		From the class specification, "A position in this class functions as the director of an organizational unit of a major department/agency; delegated full line management responsibility for planning, development, and implementation of broad, operational, mission-related departmental/agency programs, functions, and/or services having critical impact on the accomplishment of departmental/agency goals and objectives." This meets the DOL definition of "managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise."	Exempt	Exempt
Manager III	\$88,993	TRUE	Executive		From the class specification, "A position in this class functions as the director of an organizational unit of a major department/agency; delegated full line management responsibility for planning, development, and implementation of broad, operational, mission-related departmental/agency programs, functions, and/or services having critical impact on the accomplishment of departmental/agency goals and objectives." This meets the DOL definition of "managing the enterprise, or managing a customarily recognized department or subdivision of the enterprise."	Exempt	Exempt
Mechanic Technician II	\$58,578	N/A	N/A		Position's key duties primarily requires working in "hazardous conditions requiring the use of special equipment and/or adherence to special precautions." This does not meet the requirement of performing office or non-manual work. Also, the minimum qualifications do not meet the requirements of the Professional (Learned) test.	Non-Exempt	Non-Exempt
Medical Doctor Psychiatrist		N/A	Professional (Learned)	Interviews and evaluates individuals to determine mental status and psychiatric diagnosis, makes recommendations regarding the need for further medical (somatic) evaluation or psychiatric treatment.	According to the class specification, this position requires both a Doctorate degree and licensure to practice medicine and prescribe drugs. This meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt
Nurse Manager	\$75,368	TRUE	Professional (Learned)	Develops, directs, coordinates, and evaluates the operation of a single health program or closely related group of programs.	According to the class specification, this position requires both a Nursing degree and licensure to practice nursing. This meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt

## FLSA Review

Job Title	Pay Range Minimum	Meets FLSA Threshold? (\$43,888)	Job Duties Exemption Test Performed	Discretion Exercised (If Relevant)	Rationale	Current FLSA	Seegal Recommended FLSA Finding
Office Service Coordinator		N/A	Administrative (General)	Recommends improvements in office workflow and office support services. Develops or modifies internal forms, methods and procedures for more efficient processing of recurring office tasks.	The discretion exercised is in line with the DOL definition of "Analyzes and recommends changes to operating practices, policies or procedures."	Non-Exempt	Non-Exempt
Performance Management and Data Analyst II	\$75,368	TRUE	Administrative (General)	Establishes performance metrics and works with departments to identify problem areas and potential solutions.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Police Aide	\$50,077	N/A	Administrative (General)		Does not exercise significant independent judgement as defined by the DOL's definitions.	Non-Exempt	Non-Exempt
Program Manager I	\$69,222	TRUE	Administrative (General)	Analyzes, adapts, and/or implements departmental or agency operating and administrative practices and procedures related to records management, forms used, reports generated, and various other phases of program organization and administration.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Program Manager II	\$75,368	TRUE	Administrative (General)	Analyzes, adapts, and/or implements departmental or agency operating and administrative practices and procedures related to records management, forms used, reports generated, and various other phases of program organization and administration.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Program Specialist I	\$56,220	TRUE	Administrative (General)	Administers a client assistance program by overseeing the resolution of complaints and provision of help and referral in such areas as employment, economic development, child care, consumer affairs, health, and other service functions.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Program Specialist II	\$63,642	TRUE	Administrative (General)	Develops recommendations and assessments of alternative programmatic courses of action, as well as program goals, needs, and achievements.	The discretion exercised is in line with the DOL definition of "Has authority to formulate, affect, interpret, or implement management policies or operating practices."	Exempt	Exempt
Public Information Officer II	\$75,368	TRUE	Administrative (General)	Serves as media relations point of contact for assigned departments and agencies. Works with department and agency representatives to plan publicity for programs, services, and events. Maintains liaison with department/agency program directors to assess and fulfill their publicity needs.	The discretion exercised is in line with the DOL definition of "Acts as the primary contact to the public or customers on behalf of the organization."	Exempt	Exempt
Public Service Craftworker II		N/A	N/A		Position's key duties primarily requires working in "hazardous conditions requiring the use of special equipment and/or adherence to special precautions." This does not meet the requirement of performing office or non-manual work. Also, the minimum qualifications do not meet the requirements of the Professional (Learned) test.	Non-Exempt	Non-Exempt
School Health Room Technician	\$51,951	N/A	N/A		Position's key duties primarily requires working in "hazardous conditions requiring the use of special equipment and/or adherence to special precautions." This does not meet the requirement of performing office or non-manual work. Also, the minimum qualifications do not meet the requirements of the Professional (Learned) test.	Non-Exempt	Non-Exempt
Senior Forensic Scientist	\$78,686	TRUE	Professional (Learned)	Performs, reviews, and recommends validation studies for new methods, techniques, and equipment prior to use in casework. May research, recommend and/or initiate the validation process for new techniques and procedures for assigned functional area.	According to the class specification, this position requires both a Bachelor's degree and licensure. This meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt
Senior Information Technology Specialist	\$85,544	TRUE	Computer		The class specification mentions, "Leads technical project teams involved in developing major applications and systems through all phases of the development of life cycle activities designing, testing, implementing and maintaining applications." This satisfies the DOL requirement of "The design, documentation, testing, creation or modification of computer programs related to machine operating systems."	Exempt	Exempt
Social Worker III	\$72,223	TRUE	Professional (Learned)	Identifies and recommends appropriate resources to control, reduce or alleviate problems and develops, with the client (or guardian), a plan of action for services and follow-up.	According to the class specification, this position requires both a Master's degree and licensure. This meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt
Water Quality Specialist III	\$69,222	TRUE	Professional (Learned)	Performs, reviews, and recommends validation studies for new methods, techniques, and equipment prior to use in casework. May research, recommend and/or initiate the validation process for new techniques and procedures for assigned functional area.	According to the class specification, this position requires both a Bachelor's degree and certification. This meets the DOL's definition of a "Course of Specialized Intellectual Instruction." Physical therapy comes under medicine which is considered a "field of science or learning."	Exempt	Exempt

## **Appendix G – Pay Equity**



Montgomery County Merit System Protection Board

# Pay Equity Analysis

## Report of Findings

January 2025

**Privileged and Confidential—Do Not Copy or Distribute. Document only to be reviewed in conjunction with Segal commentary.**

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# | Report of Findings

## **1. Methodology**

- Background and Objectives
- Limitations of Analysis
- Pay Equity Framework
- Summary of Census Data

## 2. Results

## 3. Appendix

# Background and Objectives

## Background

- The Montgomery County Merit System Protection Board (MSPB) engaged Segal to perform a classification and compensation audit for its employees.
- As part of the audit, Segal conducted a pay equity analysis to understand the impact gender and race may have on current compensation levels.

## What is Pay Equity?

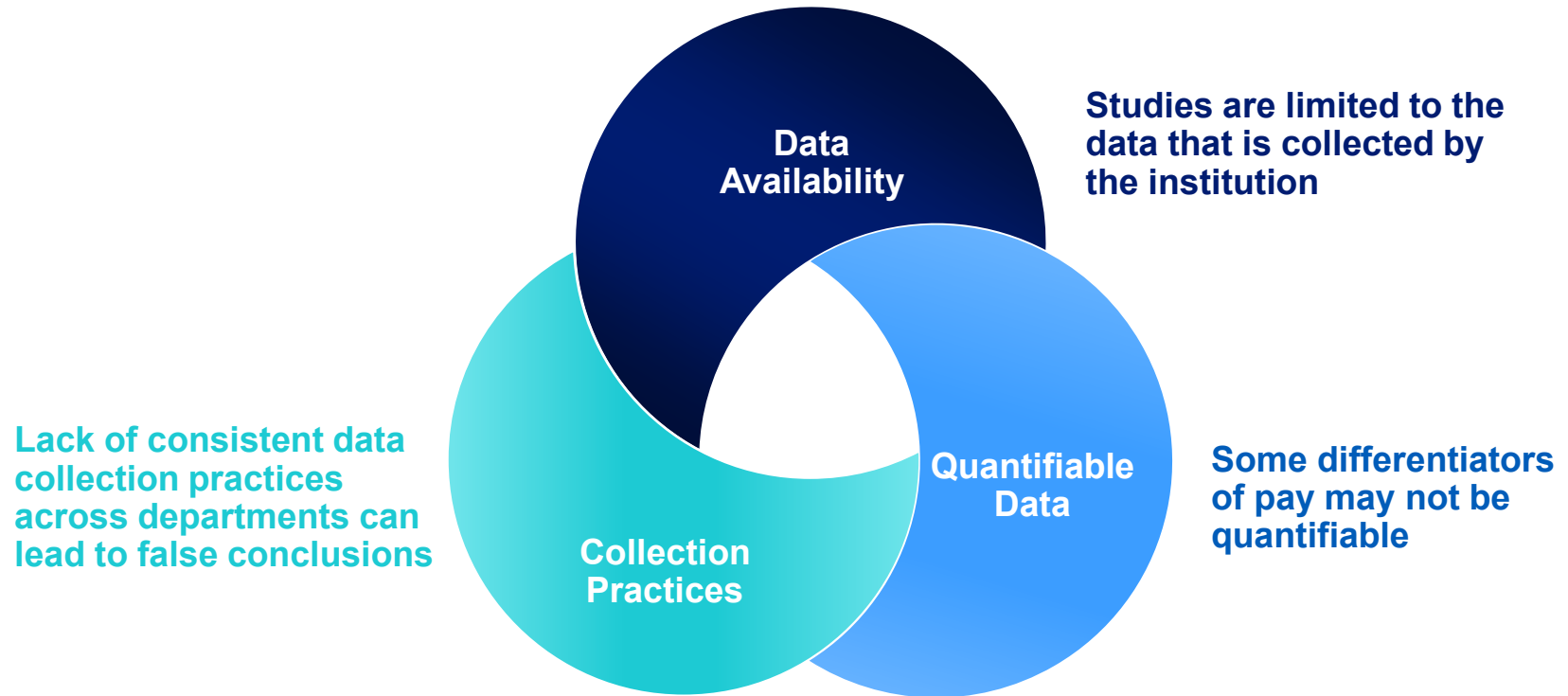
- Pay equity means that an employer has no pay disparities among employees performing similar work based on gender, race, ethnicity, and other protected classes.

## Objectives of Pay Equity Study

- Determine the extent to which there may be a systemic bias in pay with respect to gender and/or race/ethnicity, while controlling for effects of other variables, such as bargaining unit group and experience.
- To accomplish these objectives, Segal conducted an independent statistical analysis of multiple variables and their relationship to current pay levels.

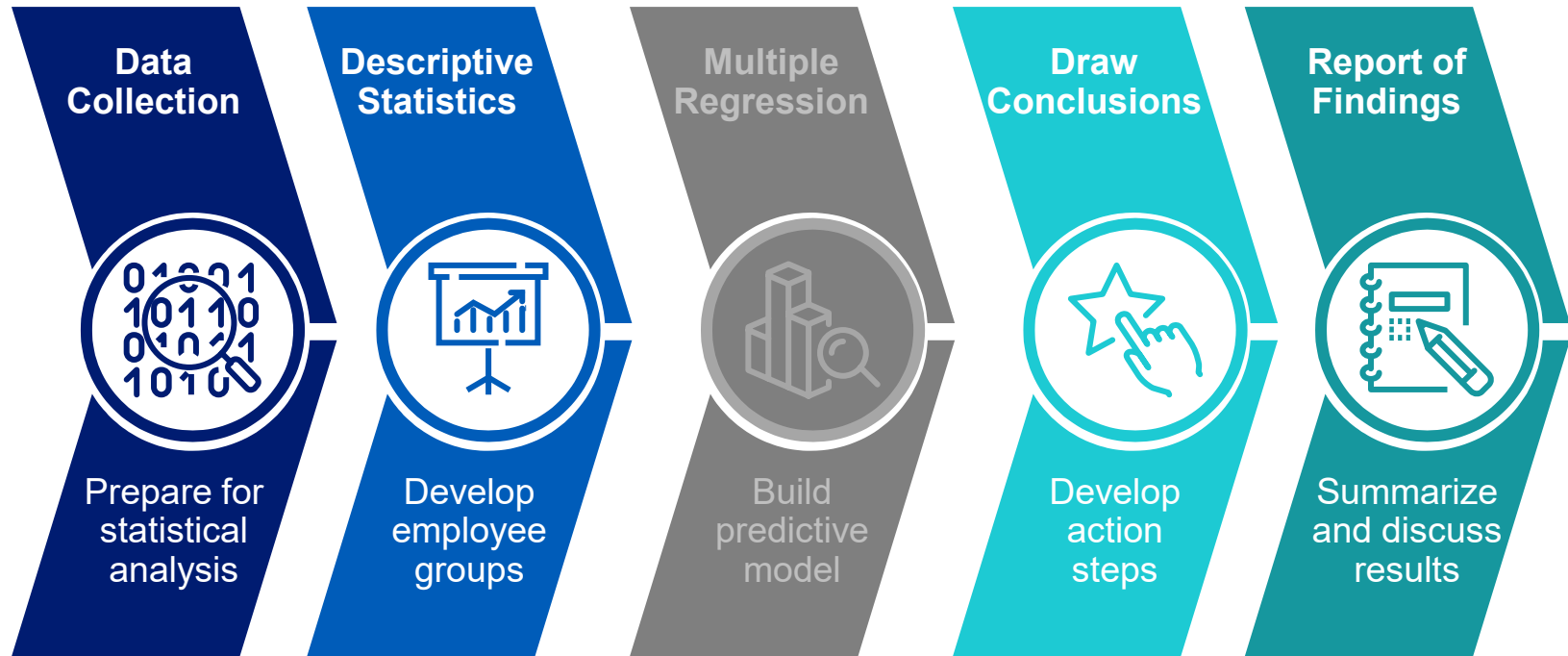
Fair and equitable pay is essential for employers that want to drive employees' trust, loyalty, and retention, while also being legally required and enforced by state and federal authorities.

# Limitations of Pay Equity Studies



Due to these limitations, and since employee pay can differ for many other individualized reasons, it is impossible for any pay equity study to account for all differences in pay.

# Pay Equity Analysis Framework



The scope of this study is a descriptive statistics-only analysis. Results may be used to identify potential areas of concern but do not prescribe specific remediation strategies.



# Summary of Census Data for Analysis

## Data Included in the Study

- Census information was collected as of April 23, 2024

Employee Headcounts*		
Full-time-Regular	Part-time-Regular	Recreation Workers
9,024	779	2,163

## Data Elements Used in the Study

- The following data fields were provided and considered for inclusion in the statistical analysis:

Data Fields	
<ul style="list-style-type: none"><li>Employee ID</li><li>Name</li><li>Base Salary</li><li>Salary Schedule Designation</li><li>Grade</li><li>Grade Minimum</li><li>Grade Maximum</li><li>FTE</li><li>Assignment Category</li><li>FLSA Code</li></ul>	<ul style="list-style-type: none"><li>Bargaining Unit Group</li><li>Department</li><li>HR Organization Title</li><li>Employee Position Title</li><li>Date of Birth</li><li>Date of Hire</li><li>Recent Date of Hire</li><li>Adjusted Service Date</li><li>Gender</li><li>Race / Ethnicity</li></ul>

# | Report of Findings

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- Full-Time Regular
- Part-Time Regular
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# Executive Summary

## Uncontrolled versus Controlled Pay Gaps

- Salary levels at Montgomery County were analyzed on an ‘uncontrolled’ and ‘controlled’ basis for fulltime-regular employees, parttime-regular employees, and recreation workers.
  - Uncontrolled pay gap: Reflects average salary of all employees regardless of other criteria (e.g., bargaining unit, grade, experience, FLSA status)
  - Controlled pay gap: Compares similarly situated employees by factoring in one or more of the above criteria

## Pay gaps before controlling for other variables:

	Average Female Salary as a % of Average Male Salary	Average Non-White Salary as a % of Average White Salary
Fulltime-Regular	101%	87%
Parttime-Regular	111%	90%
Recreation Workers	102%	98%

On an uncontrolled basis, females on average earn more than males, and white employees on average earn more than non-white employees in all three employment categories.

# Executive Summary (*continued*)

## Methodology to control for other variables:

- In order to control for variables that might reasonably be expected to influence pay, employee salaries were grouped into one or more of the following categories:

Bargaining Unit	Experience	Grade	FLSA Status
-----------------	------------	-------	-------------

- **Pay gaps by gender and race/ethnicity for employees similarly situated within the above criteria were analyzed and, in many cases, the pay gaps were reasonably explained.**
- In other instances, pay gaps that were not fully explained were flagged for additional analysis by OHR.
  - The criteria used to flag employee groups were as follows:
    1. Statistically significant pay gaps (T-Test<sup>1</sup> statistic less than **0.05**)
    2. Pay gaps of at least **10%** (or **\$10,000**, if less)
- Gaps flagged for further analysis do not necessarily indicate a pay inequity, as there could be additional variables that reasonably influence pay.

OHR will utilize a user-friendly dynamic model to further investigate flagged groups.

<sup>1</sup> T-tests help measure whether the pay gap between two groups is due to systemic differences or random chance, considering the sample sizes and distributions around the mean.

# | Report of Findings

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# Descriptive Statistics – Full-time-Regular

## *Salary and Demographic Information by Gender and Race/Ethnicity*

	Count	Average Age	Average Service at County	Average Salary (\$K)
<b>Gender</b>				
Female	3,512	48.3	12.3	\$98.2
Male	5,512	46.3	13.1	\$97.1
<b>Minority Status</b>				
White	3,768	46.7	15.1	\$105.6
Non-White	4,434	48.4	12.0	\$91.9
Unknown	822	42.0	6.7	\$90.5
<b>Race / Ethnicity</b>				
White	3,768	46.7	15.1	\$105.6
Asian	634	49.3	12.2	\$102.4
Black or African American	2,488	50.1	12.6	\$91.2
Unknown	822	42.0	6.7	\$90.5
Hispanic or Latino	1,149	44.9	11.2	\$88.3
Other	163	42.6	8.7	\$88.1
<b>Total</b>	<b>9,024</b>	<b>47.1</b>	<b>12.8</b>	<b>\$97.5</b>

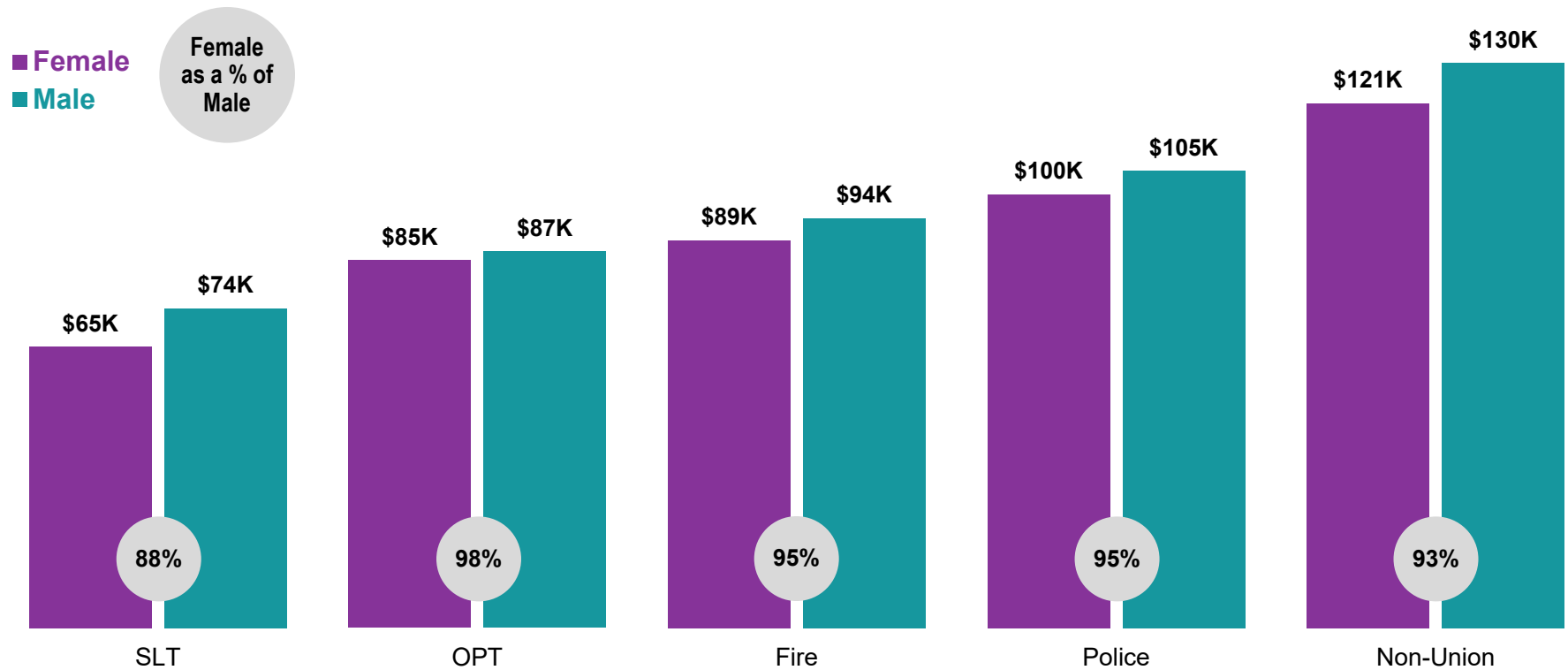
Females on average earn **1% more** than Males

Non-Whites on average earn **13% less** than Whites

Further testing is needed before conclusions can be drawn on the above pay gaps. The following slides show sample outputs from the pay equity model; the full model will be provided to OHR to conduct further analysis.

# Descriptive Statistics – Full-time-Regular

## *Average Salary by Gender and Bargaining Unit*

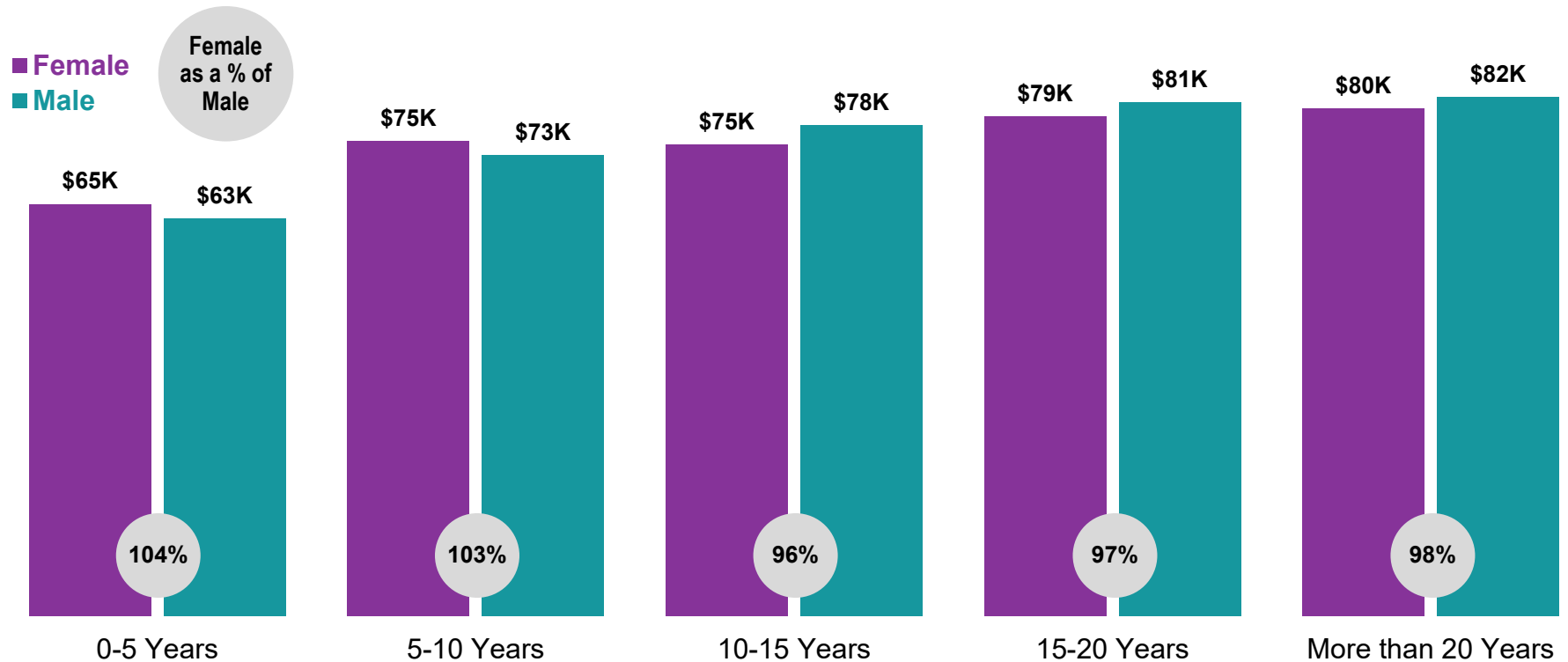


	Counts				
F	316	2,408	70	228	1,098
M	1,163	1,541	1,167	826	987

Females earn less on average than males in each bargaining unit despite a higher overall average salary. This discrepancy is driven by the relative low number of females in SLT and the relative high number in non-union.

# Descriptive Statistics – Full-time-Regular

## *Average Salary by Gender and Experience - SLT*



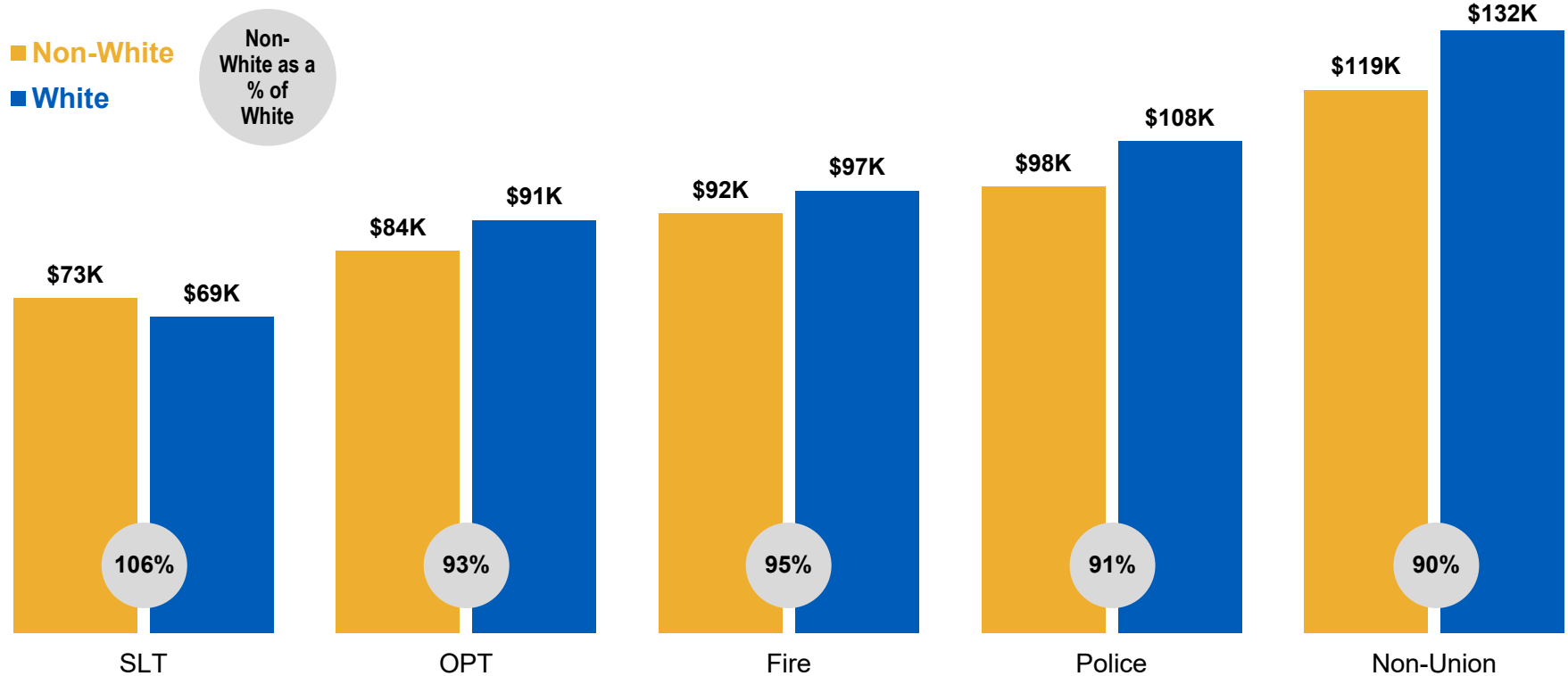
	Counts				
F	52	42	14	33	26
M	289	263	152	212	214

Factoring in experience helps close the overall gender pay gap in SLT, though female salaries generally compare more favorably at shorter service levels versus longer service levels.



# Descriptive Statistics – Full-time-Regular

## *Average Salary by Minority Status and Bargaining Unit*



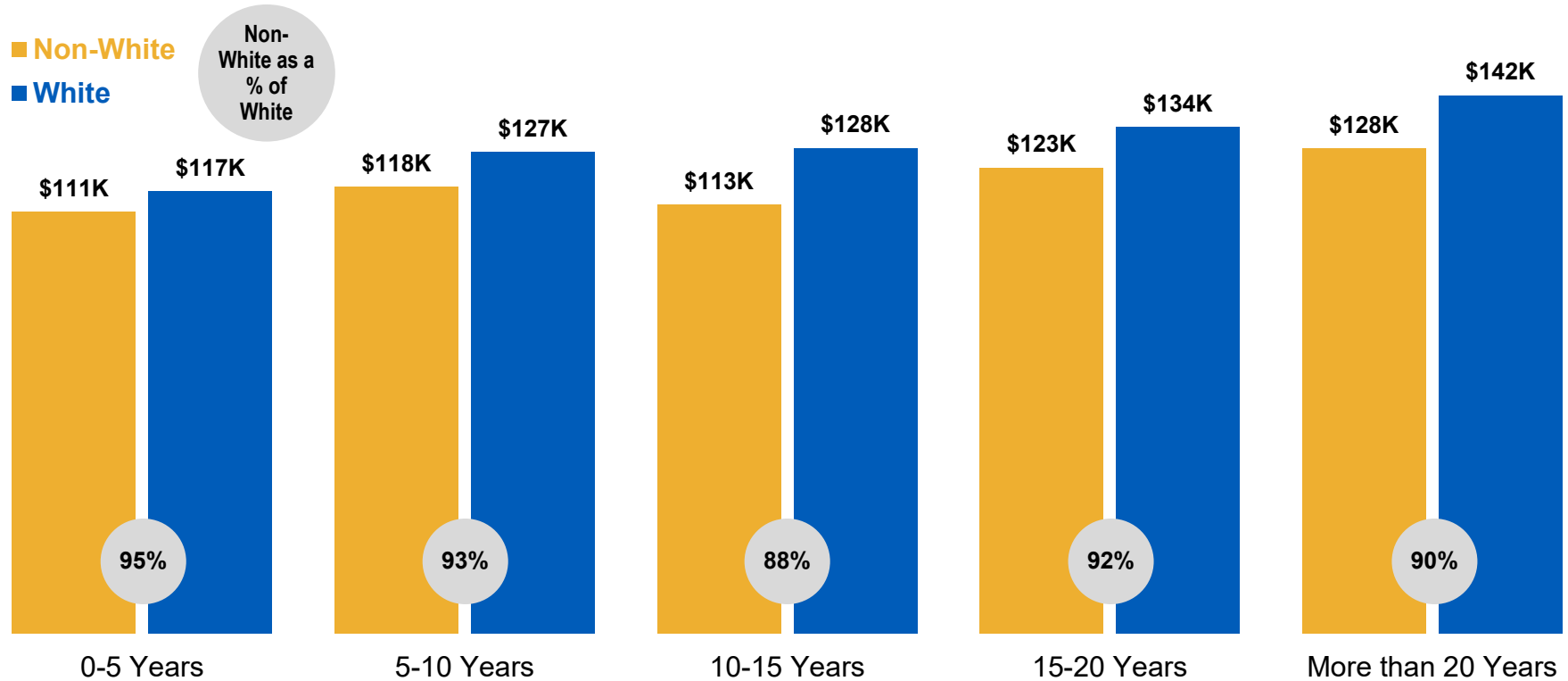
	Counts <sup>1</sup>				
Non White	1,105	2,289	238	291	951
White	310	1,283	890	706	923

While the pay gap within each bargaining unit is less than the overall pay gap of 13%, additional analysis is needed. Further, it is noted that the pay gap by minority status widens in the higher paying units.

<sup>1</sup> Counts exclude individuals with Unknown race or ethnicity

# Descriptive Statistics – Full-time-Regular

## *Average Salary by Minority Status and Experience – Non-Union*



	Counts <sup>1</sup>				
Non White	1,434	971	587	804	988
White	791	628	654	798	1,241

The pay gap amongst non-union employees is not fully explained by experience as salaries on average remain relatively consistent across service buckets. Further analysis was therefore conducted reflecting grade and FLSA status.

<sup>1</sup> Counts exclude individuals with Unknown race or ethnicity

# | Report of Findings

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# Descriptive Statistics – Part-time-Regular

## *Salary and Demographic Information by Gender and Race/Ethnicity*

	Count	Average Age	Average Service at County	Average Salary (\$K)
<b>Gender</b>				
Female	608	53.6	12.3	\$68.7
Male	171	50.5	7.1	\$61.9
<b>Minority Status</b>				
White	343	57.1	13.2	\$71.2
Non-White	350	50.3	10.3	\$65.0
Unknown	86	47.1	6.7	\$60.4
<b>Race / Ethnicity</b>				
White	343	57.1	13.2	\$71.2
Black or African American	176	49.3	9.7	\$66.0
Hispanic or Latino	91	47.7	10.5	\$64.6
Other	16	50.0	6.4	\$63.6
Asian	67	56.4	12.6	\$63.0
Unknown	86	47.1	6.7	\$60.4
<b>Total</b>	<b>779</b>	<b>52.9</b>	<b>11.2</b>	<b>\$67.2</b>

Females on average earn **11% more** than Males

Non-Whites on average earn **10% less** than Whites

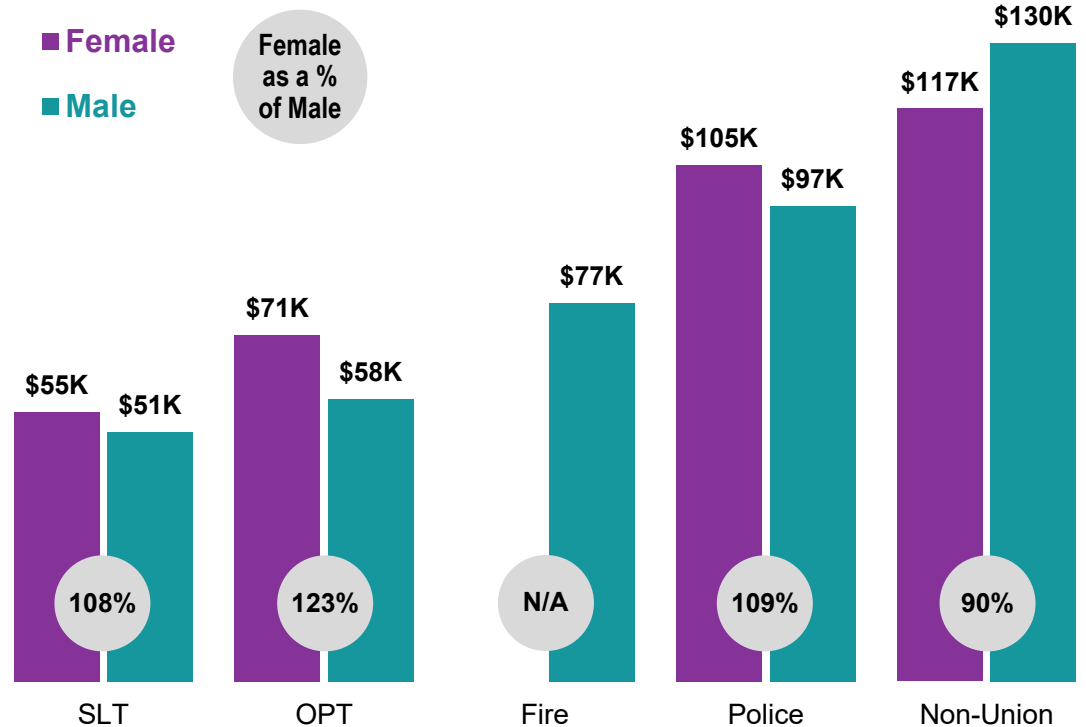
Further testing in the model showed that the majority of pay gaps were explained by grade and experience, with some exceptions.

# Descriptive Statistics – Part-time-Regular

## *Average Salary by Gender and Bargaining Unit*

### Observations

- 95% of employees are in SLT or OPT bargaining units
- Pay gaps for SLT, Police, and Non-Union are explained by grade and experience
- Fire has no gender pay gap as both employees in unit are male
- Pay gaps within OPT are mostly explained by grade and experience, with some cohorts flagged for further investigation



Counts					
F	149	433	0	6	20
M	33	123	2	1	12

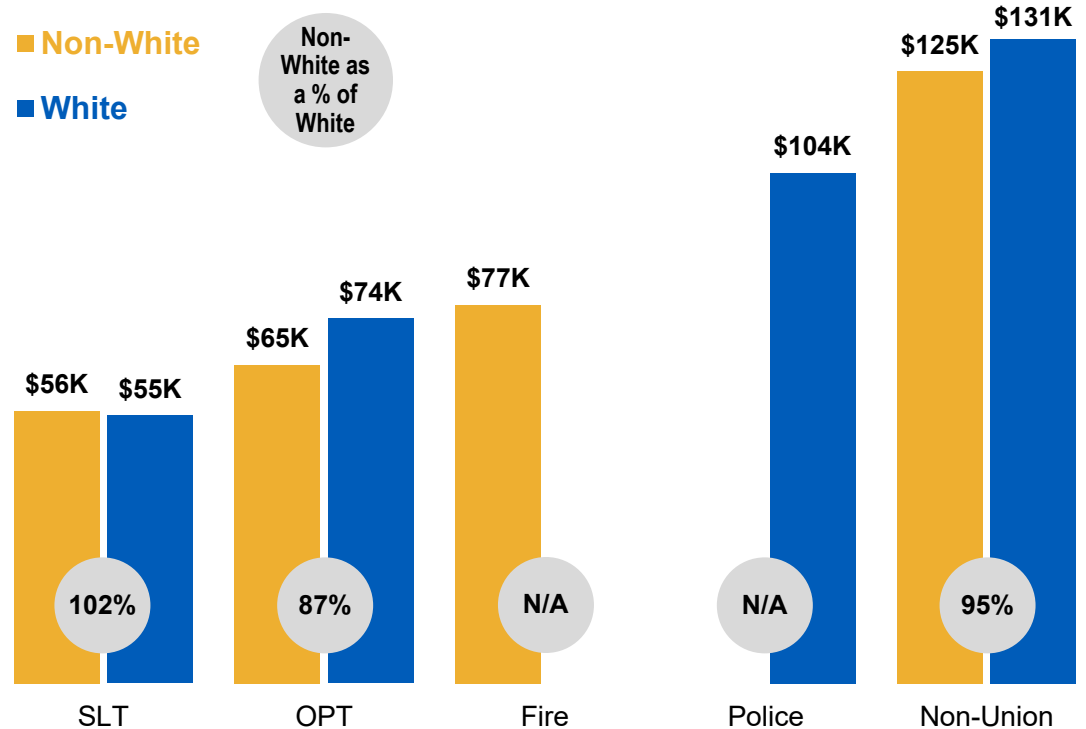
Though a wide range of pay gaps still exist when reflecting grade, the model showed that the majority are explained by experience with the exception of a small number of gaps noted in OPT.

# Descriptive Statistics – Part-time-Regular

## *Average Salary by Minority Status and Bargaining Unit*

### Observations

- 95% employees are in SLT or OPT bargaining units
- Pay gaps for SLT and Non-Union are explained by grade and experience
- Fire and Police have no pay gaps by minority status as all employees within each unit are the same status
- Pay gaps within OPT are mostly explained by grade and experience, with some cohorts flagged for further investigation



Counts <sup>1</sup>					
Non-White	47	294	2	0	7
White	115	204	0	7	17

The pay gaps in SLT and Non-Union were explained by experience as were the majority of gaps in OPT, with a few exceptions that were noted for further analysis.

<sup>1</sup> Counts exclude individuals with Unknown race or ethnicity

# | Report of Findings

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# Descriptive Statistics – Recreation Workers

## *Salary and Demographic Information by Gender and Race/Ethnicity*

	Count	Average Age	Average Service at County	Average Salary (\$K)
<b>Gender</b>				
Female	1,168	30.5	3.9	\$37.5
Male	995	25.8	3.6	\$36.9
<b>Minority Status</b>				
White	569	30.9	4.6	\$37.7
Non-White	1,496	27.6	3.5	\$37.1
Unknown	98	24.6	3.3	\$36.6
<b>Race / Ethnicity</b>				
White	569	30.9	4.6	\$37.7
Hispanic or Latino	407	24.7	2.7	\$37.2
Asian	170	27.4	2.7	\$37.1
Black or African American	816	29.4	4.1	\$37.1
Other	103	25.2	2.8	\$36.8
Unknown	98	24.6	3.3	\$36.6
<b>Total</b>	<b>2,163</b>	<b>28.3</b>	<b>3.8</b>	<b>\$37.2</b>

Females on average earn **2% more** than Males

Non-Whites on average earn **2% less** than Whites

While overall pay gaps exist by gender and race/ethnicity, individual salaries are almost entirely driven by pay grade (*see next slide*).



# Descriptive Statistics – Recreation Workers

## *Observations*

- 2,162 out of 2,163 recreation workers are in the OPT union
- Salaries are heavily driven by pay grade, as shown in the chart below:

Grade	Count	Salary (\$K)	Count w/Salary	Salary (\$K)	Count w/Salary	Salary (\$K)	Count w/Salary
S1	810	\$34.7	809	\$36.6	1		
S2	31	\$35.8	31				
S3	580	\$36.8	576	\$38.8	1	\$73.6	3
S4	241	\$37.9	240	\$39.8	1		
S5	173	\$38.9	172	\$40.9	1		
S6	202	\$39.9	202				
S7	62	\$43.7	60	\$46.0	2		
S8	61	\$49.4	60	\$52.0	1		
10	1	\$42.1	1				
16	2	\$54.4	1	\$63.2	1		

All but 10 individuals (out of 2,163) have salaries equal to their expected grade value.

# | Agenda

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# Appendix: Pay Equity Laws

## State of Maryland

- Equal Pay for Equal Work Act under the Maryland Labor and Employment Code states<sup>1</sup>:

*“An employer may not discriminate between employees in any occupation by:*

- paying a wage to employees of one sex or gender identity at a rate less than the rate paid to employees of another sex or gender identity if both employees work in the same establishment and perform work of comparable character or work on the same operation, in the same business, or of the same type*
- providing less favorable employment opportunities based on sex or gender identity.”*

## Exceptions for Pay Disparities

- Seniority system
- Merit system
- Different required abilities or skills
- Regular performance of different duties or services
- Different shifts or at different times of day
- System which measures earnings by quantity or quality of production
- Geographic locations outside of the employee’s county
- Bona fide factor other than sex, such as education, training, or experience

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<sup>1</sup> Maryland Statutes Labor and Employment Code § 3-304

## **Appendix H – Pay Performance Criteria**

performance evaluation on record for the previous fiscal year.

(B) ***Probationary employee.*** A probationary employee with less than 6 months of service is not eligible for performance-based pay.

(C) ***Eligibility based on performance rating.***

(i) An employee with a performance rating of *Successful Performance*, *Highly Successful Performance*, or *Exceptional Performance* is eligible to receive performance-based pay as indicated in the table below. However, the salary of an employee who receives an addition to base salary award must not exceed the maximum of the assigned pay band.

<b>Eligibility for Performance-Based Pay for MLS and PLS Employees*</b>			
<b>Overall performance rating:</b>	<b>If employee's salary is below 90 percent of pay band</b>	<b>If employee's salary is at or above 90 percent of pay band</b>	<b>If employee's salary is at top of pay band</b>
<b>Exceptional Performance</b>	Employee is eligible for an addition to base salary and lump-sum award. The total of the addition to base salary and lump-sum award must not exceed 6 percent of base salary.	Employee is eligible for an addition to base salary and lump-sum award. The total of the addition to base salary and lump-sum award must not exceed 4 percent of base salary.	Employee is eligible for a lump-sum award not to exceed 4 percent of base salary. **
<b>Highly Successful Performance</b>	Employee is eligible for an addition to base salary and lump-sum award. The total of the addition to base salary and lump-sum award must not exceed 4 percent of base salary.	Employee is eligible for an addition to base salary and lump-sum award. The total of the addition to base salary and lump-sum award must not exceed 3.5 percent of base salary.	Employee is eligible for a lump-sum award not to exceed 3.5 percent of base salary.
<b>Successful Performance</b>	Employee is eligible for an addition to base salary and lump-sum award. The total of the addition to base salary and lump-sum award must not exceed 3.5 percent of base salary.	Employee is eligible for a lump-sum award not to exceed 2 percent of base salary.	Employee is eligible for a lump-sum award not to exceed 2 percent of base salary.
<b>Below Expectations</b>	Employee is not eligible for performance-based pay.	Employee is not eligible for performance-based pay.	Employee is not eligible for performance-based pay.
<b>Does Not Meet Expectations</b>	Employee is not eligible for performance-based pay.	Employee is not eligible for performance-based pay.	Employee is not eligible for performance-based pay.
<p>* An MLS or PLS employee receives the general wage adjustment granted to other non-bargaining unit employees unless the employee's overall performance rating was <i>Does Not Meet Expectations</i>.</p> <p>**With approval by the CAO, the Executive Director of Montgomery County Employee Retirement Plans is eligible to receive a lump-sum award that exceeds 4 percent of base salary but does not exceed 25 percent of base salary for exceptional performance.</p>			

- (ii) An MLS or PLS employee does not automatically receive a performance-based pay award of any particular type or amount.
- (b) ***Performance-based pay for employees on the General salary schedule.*** An employee whose position is on the general salary schedule may be eligible to receive a lump-sum performance-based pay award as described in this subsection.

(1) ***Eligibility for performance-based pay.***

- (A) ***Career employee.*** An employee with merit system status in a position assigned to the general salary schedule is eligible to receive performance-based pay if the employee:
  - (i) has an annual performance rating on record for the previous rating period;
  - (ii) satisfies the criteria stated in subsection (2) below; and
  - (iii) is not eligible to receive a 20-year longevity/performance increment under Section 12-9.
- (B) ***Probationary employee.*** A probationary employee is not eligible for performance-based pay.

(2) ***Eligibility based on performance rating.***

- (A) An employee with a performance rating of *Exceptional Performance* or *Highly Successful Performance* for a review period of not less than 6 months will receive a lump-sum award as indicated in the table below unless the employee receives a twenty-year longevity/performance increment under Section 12-9 for the same annual overall rating.

<b>Eligibility for Performance-Based Pay for Employees on the General Salary Schedule</b>	
<b>Overall performance rating:</b>	<b>Employee receives:</b>
<i>Exceptional Performance</i>	A lump-sum award of 2 percent of base salary
<i>Highly Successful Performance</i>	A lump-sum award of 1 percent of base salary
<i>Successful Performance</i>	No additional pay
<i>Below Expectations</i>	No additional pay
<i>Does Not Meet Expectations</i>	No additional pay

- (B) An employee may receive only one lump-sum award in a fiscal year.
- (c) ***Administration of performance-based pay.***

## **Appendix I – Classifications Studied**

Segal Grouping	Classification Title
Individual Classification Study	Program Aide
Individual Classification Study	Management and Budget Specialist III, Grade N25
Individual Classification Study	Program Specialist II
Individual Classification Study	Manager III
Individual Classification Study	Administrative Specialist III / 23
Individual Classification Study	Police Aide
Individual Classification Study	Animal Care Attendant Supervisor
Individual Classification Study	Program Manager II
Individual Classification Study	Program Manager II
Individual Classification Study	Office Services Coordinator/16
Individual Classification Study	Principal Administrative Aide/13
Individual Classification Study	Program Manager II
Individual Classification Study	Program Manager II
Individual Classification Study	Program Specialist II
Individual Classification Study	Police Aide
Individual Classification Study	Police Aide
Individual Classification Study	Social Worker II/Grade 23
Individual Classification Study	Senior Permitting Services Specialist
Individual Classification Study	Fiscal Assistant, Grade 16
Individual Classification Study	Senior Supply Technician
Individual Classification Study	Highway Construction Field Supervisor
Individual Classification Study	Social Worker III
Individual Classification Study	Program Manager II/ 25
Individual Classification Study	Administrative Specialist II, N21
Individual Classification Study	Administrative Specialist I/18
Individual Classification Study	Program Manager I
Individual Classification Study	Program Manager I/N23
Individual Classification Study	Program Specialist I
Individual Classification Study	Program Specialist II
Individual Classification Study	Program Aide
Individual Classification Study	Accountant/Auditor III, Grade 23
Individual Classification Study	Dental Assistant/14
Individual Classification Study	Permitting and Code Enforcement Inspector II/21
Individual Classification Study	Principal Administrative Aide
Individual Classification Study	Program Manager II
Individual Classification Study	Community Services Aide III, Grade 18
Individual Classification Study	Public Service Craftworker I, Grade 15
Individual Classification Study	Program Manager I, grade 23
Individual Classification Study	Emergency Management Specialist I, Grade 24
Individual Classification Study	Public Information Officer II
Individual Classification Study	Program Specialist II/21
Individual Classification Study	Public Service Craftworker I/15
Individual Classification Study	Program Manager II
Individual Classification Study	Program Manager II
Individual Classification Study	Program Manager II Grade 25
Individual Classification Study	Mail Services Supervisor, Grade17
Individual Classification Study	IT Technician III
Individual Classification Study	Program Manager II
Individual Classification Study	Manager III
Individual Classification Study	Water Quality Specialist II, Grade 22
Individual Classification Study	Accountant/Auditor I
Individual Classification Study	Animal Care Attendant Supervisor
Individual Classification Study	Police Aide



Individual Classification Study	Gain Sharing Coordinator
Individual Classification Study	Nurse Manager
Individual Classification Study	Inspection and Enforcement Supervisor
Individual Classification Study	Medical Doctor Psychiatrist III
Individual Classification Study	Senior Planning Specialist, Grade 25
Individual Classification Study	Administrative Specialist III, Grade 23
Individual Classification Study	Senior Information Technology Specialist, Grade 28
Individual Classification Study	Manager III
Individual Classification Study	Community Services Aide III
Individual Classification Study	Program Manager II
Individual Classification Study	Community Services Aide III
Individual Classification Study	Senior Information Technology Specialist, Grade 28
Individual Classification Study	Community Outreach Manager
Individual Classification Study	Program Specialist II
Individual Classification Study	Information Technology Specialist II
Individual Classification Study	Manager II
Individual Classification Study	Information Technology Specialist III
Individual Classification Study	Office Services Coordinator
Individual Classification Study	Office Services Coordinator
Individual Classification Study	Administrative Specialist III
Occupational Classification Study	School Health Room Technician I, II, III
Occupational Classification Study	Forensic Firearms/Toolmark Examiner
Occupational Classification Study	Forensic Scientist
Occupational Classification Study	Forensics Specialist I
Occupational Classification Study	Forensics Specialist II
Occupational Classification Study	Latent Print Examiner
Occupational Classification Study	Senior Forensic Scientist
Occupational Classification Study	Senior Latent Print Examiner
Occupational Classification Study	Income Assistance Program Specialist I, II & III, Supervisor
Occupational Classification Study	Multiple Library Titles
Occupational Classification Study	Highway Construction Field Supervisor
Occupational Classification Study	Captains/Lieutenants
Occupational Classification Study	Labor Relations (New class)
Occupational Classification Study	FLSA Study
Occupational Classification Study	Equipment Operator Apprentice