

**CITY OF BALTIMORE
COUNCIL BILL 05-0103R
(Resolution)**

Introduced by: Councilmember Young, President Dixon, Councilmembers Kraft, D’Adamo, Curran, Holton, Clarke, Harris, Conaway, Welch, Spector, Rawlings Blake, Reisinger, Branch, Mitchell

Introduced and read first time: November 7, 2005

Assigned to: Education, Housing, Health, and Human Services Committee

Committee Report: Favorable with amendments

Adopted: December 8, 2005

A COUNCIL RESOLUTION CONCERNING

Salary Parity for City Employees – It’s Only Fair

FOR the purpose of requesting the Director of Human Resources to conduct a comparison study of salaries paid to City Employees with salaries paid to government workers in the surrounding subdivisions and nearby cities in other states to determine if current levels of compensation are comparable to salaries being paid to employees holding similar positions; and urging the Director to submit the results of the salary parity study to the City Council within 5 months.

Recitals

“Adopting Fairer Compensation”, an article published in *American City and County*, states that public sector personnel managers are faced with a shrinking qualified labor pool and significant recruitment and retention challenges because they cannot pay their employees what they deserve, and that there are ample opportunities for current employees to find more lucrative jobs elsewhere.

Although in a lot of instances the principal problem is a shortage of money, equally often, employment polices focusing on internal equity, which seek to ensure that similar jobs have similar salaries regardless of departmental affiliation or other factors, lead to traditional classification systems that ignore the 2 primary factors that drive today’s labor economics: productivity (i.e., employee performance) and the relevant market for the employee’s function.

To combat employee dissatisfaction and to retain workers by providing parity with private sector employees and employees of similar government systems, many cities and counties have developed alternative compensation systems. The most common of these is “broadbanding” – the term for a hybrid of various flexible compensation and benefits components, with no identical implementations but with 3 common themes:

1. Departmental management is responsible for developing an appropriate compensation strategy and for then making salary recommendations within the department’s budgetary parameters.

EXPLANATION: Underlining indicates matter added by amendment.
~~Strike out~~ indicates matter stricken by amendment.

- 1 2. The local government recognizes the existence of a relationship between individual
2 performance and the employee’s relevant market value, no raises are given purely for
3 market reasons or solely for reasons of merit, and every raise is justified by the
4 employees performance and represents a reasonable career progression through the
5 market range for that job.
- 6 3. The employee’s working title is assigned by the department and does not have to be the
7 same as that of the “band” established for market comparison purposes by the personnel
8 department.

9 Other subdivisions in Maryland face similar problems of assuring that their employees are
10 fairly compensated for their work. To facilitate a system of parity, the *Compensation Survey of*
11 *Maryland Local Government* is published biennially as a joint project of the Maryland
12 Association of Counties (MACo), the Maryland Municipal League (MML), and the Institute for
13 Governmental Service (IGS), University of Maryland at College Park that contains information
14 on employees salaries at the municipal and county level.

15 While “broadbanding” may not be the appropriate way for Baltimore City to establish a
16 fairer employee compensation system, something must be done to ensure that we are able to
17 retain and recruit a work force to keep pace with the needs of an evolving city – a comparison of
18 our City employee’s salary with those in surrounding subdivisions and nearby cities such as
19 Philadelphia and Washington, D.C. will provide a basis from which to build a system based of
20 fair compensation and salary parity.

21 **NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF BALTIMORE,** That the
22 Director of Human Resources is requested to conduct a comparison study of salaries paid to City
23 Employees with salaries paid to government workers in the surrounding subdivisions and nearby
24 cities in other states to determine if current levels of compensation are comparable to salaries
25 being paid to employees holding similar positions; and urging the Director to submit the results
26 of the salary parity study to the City Council within 5 months and that the Labor Commissioner
27 has agreed to do a parity study of all positions covered by CUB and AFSME, and of non-union
28 temporary positions at the same level as CUB and AFSME, within one year from the date that
29 this Resolution is adopted.

30 **AND BE IT FURTHER RESOLVED,** That a copy of this Resolution be sent to the Mayor, the
31 Director of Human Resources, the Labor Commissioner, the governing bodies of AFSCME
32 Locals 44, 558, and 2202, the City Union of Baltimore, the Fire Fighters Union, the Fire Officers
33 Union, the Fraternal Order of Police, and the Managerial and Professional Society, and the
34 Mayor’s Legislative Liaison to the City Council.