

The need exists to conduct a comprehensive compensation study, including an evaluation of the content of selected "benchmark" jobs. Therefore, the compensation study would provide a proven, systematic approach to the analysis of job content leading to an approach to job evaluation ("pricing a position") predicated on job content instead of job titles. Therefore, the study would also generate salary data for the State of Maryland which can be used in comparability studies including compensation and benefits, permitting comparisons with the Federal Government, the governments of adjacent states, selected counties, and private employees. Development of this "benchmark" system would help to eliminate the proliferation of job classifications which enables small groups of employees, frequently in the middle and upper level salary grades, to seek selective salary increases under the guise of position reclassification.

There is a need to evaluate present employee benefits (nncash compensation), i.e., sick leave, retirement benefits, vacations and holidays, etc. These benefits should be evaluated in two ways: (1) to establish whether the same (or superior) benefits are provided by other competing employers; and (2) to determine the salary equivalent value of the current benefits so that an estimate of the total remuneration of State employees can be made.

The benefit study would also generate data needed in comparison to the benefits provided by the Federal Government, selected states, major contiguous counties (Montgomery, Prince George's) and Baltimore City, and regional employers in the private sector. Taken together, the compensation study and benefit study can constitute the first step towards the development of a comprehensive and equitable compensation plan for the State of Maryland.

The Joint Committee On Personnel Management in their 1976 interim report recommended that a study be undertaken to establish a comprehensive compensation plan and to identify what kind of public employer the State of Maryland is. This study, was not to be considered a study of salary levels, or whether the State pays adequately or inadequately. Rather, the State should examine the compensation policy comprehensively as a management tool to recruit, retain, motivate, and reward employees equitably for job performance and responsibility.

Therefore, a study should be undertaken in order to review and evaluate job content; responsibility, productivity, their appropriate cash values, and equity