



**UNION POSITION STATEMENT  
ON WORKDAY® BALTIMORE**

**TO: Baltimore City Workday  
Executive Steering Committee**

- **Quinton Herbert**  
*Department of Human Resources  
Director & Chief Human Capital Officer*
- **Henry Raymond**  
*Department of Finance  
Director & Chief Financial Officer*
- **Todd Carter**  
*Baltimore City Office of Information Technology  
Chief Digital Officer/CIO*

**Baltimore City Retirement Systems**

- **David Randall**  
Employees & Elected Officials Retirement Systems  
Executive Director
- **Anthony Calhoun**  
*FPRS Executive Director*

**Mayor & City Council of Baltimore  
Office of the Mayor**

- **Christopher J. Shorter**  
*Chief Administrative Officer*
- **Michael Huber**  
*Chief of Staff*
- **Leslie Carter**  
*Deputy Chief of Staff*

**FROM: Coalition of Baltimore City Unions**

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on behalf of:

Baltimore City Lodge No. 3, FOP  
Baltimore Fire Fighters Local 734, IAFF  
Baltimore Fire Offices Local 964, IAFF  
Baltimore Municipal Employees Local 44, AFSCME  
City Union of Baltimore, AFT Local 800  
Community Health Nurses and Nurse Practitioners, AFSCME Local 558  
Human Service Workers, AFSCME Local 2202  
Managerial and Professional Society of Baltimore, Inc.  
Maryland Public Employees, AFSCME Council 67

**CC:**           **Nick J. Mosby**  
President, Baltimore City Council  
**Deborah Moore-Carter**  
Labor Commissioner of Baltimore  
Office of the Labor Commissioner

**DATE:**       **February 1, 2021**

**RE:**           **Workday® Baltimore Defects**

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In calendar year 2020, the Mayor and City Council announced that it planned to disband the City’s Human Resource Information Systems (HRIS), and to discontinue the City’s ADP Human Resources/Payroll Information System. HRIS and ADP had served as the platforms for time and attendance (e-Time) record entry, maintenance of sensitive City personnel data sets (including pension and health benefit obligations), Report Smith, and HR audit and confirmation functions. The two platforms also served as essential links between City government and the City’s three retirement systems, the Baltimore City Employees’ Retirement System (ERS); City of Baltimore Employees’ and Elected Officials’ Retirement System (EOS); and Baltimore City Fire and Police Employees’ Retirement System (FPRS).

HRIS and ADP interacted with City managers and personnel in all agencies and at all levels of City Government to perform basic bookkeeping functions: to record hours of work, overtime, premium pays, the identity of employee spouses, dependents and beneficiaries, benefit selection, home address changes, and to assign Baltimore City employee identification numbers as unique personnel identifiers. The City employed hundreds of persons to regularly perform those duties.

Workday®, a proprietary product consisting of cloud-based software applications for human capital and financial management, was chosen by the City to replace its HRIS and ADP systems. Workday® is characterized on the City’s website as a “modern and easy to use system” able to provide in a transparent manner “an integrated solution to streamline business processes.” The “Workday Baltimore vision” is to connect and automate City government to efficiently save time and money, and to potentially eliminate job. <https://workday.baltimorecity.gov/node/18179>.

The City's web portal for Workday® anticipates a shift in payroll time-keeping, personnel record management, and data entry from payroll and personnel clerks to desktop computer terminals. The Main Menu of the web portal <https://workday.baltimorecity.gov/about-5> opens to a page that lists "Employee Applications in Workday." <https://workday.baltimorecity.gov/employees> That page, in turn, lists tasks which an employee can do – himself or herself – to shift personnel record keeping and data entry duties from payroll and data personnel directly to each City employee. One effect of Workday® Baltimore is to shift responsibility for payroll and personnel tasks in two ways, that is, to eliminate the work payroll and personnel clerks and administrators; and to reassign those tasks to each City employee to produce a "self-service" payroll and personnel system. The website menu title admits as much as it lists thirteen: "Employee Self-Service Job Aids"

Implementation of Workday® Baltimore necessitates changes in job functions and in the use of employee time both on and off the job. To succeed, Workday® Baltimore must be introduced in a careful, measured way, with in-advance schooling of the City's supervisors and workforce, little of which has been apparent to the City's Unions to date.

### Unions' Impression

While the City's Workday® objectives are lofty, and if attained the savings achieved would be welcome, the Unions' experience thus far has fallen short of those marks. From the Unions' experience, Workday® implementation has been error prone, clumsy and static. Most notable is that the Workday® transition has left hundreds of City workers without routine paychecks or direct deposit pays, and other employees with inaccurate pays, many uncorrected on successive pay dates as the Baltimore Sun has reported. <https://www.baltimoresun.com/politics/bs-md-pol-baltimore-employees-not-paid-20210129-iyvg2api3jgo5mwyaxkjz4orka-story.html> Offers of off-cycle and supplemental checks have been only partially successful in curing plainly evident problems.

Data used to populate the new Workday® Baltimore database apparently was not refreshed and updated before running payroll, as one would have reason to expect. Parallel or trial payrolls were not run or sufficiently well examined to identify errors in elementary payroll calculations, or to identify omission of overtime entries, shift differentials, hazardous duty pay and leave accruals and like components of routine payroll runs. Apparently neither planned or performed were efforts to verify or pre-note bank deposit routing numbers and similar instructions to ensure that direct deposit information was current and accurately transferred. Based on employee and retiree experience reported to the Unions, data expected to populate in Workday® such as email and home address changes, marital status changes, births, deaths were not refreshed as it should have been before the program was placed in operation.

### Implementation Defects Observed

The City failed to successfully carryover, interpret and apply past, current and new information about all individuals covered under its active employee and retiree personnel programs. Many are problems resulting from transfer of data (and failure to transfer or update data transferred) between ADP, BNY Mellon, HRIS and Workday® Baltimore. The following table contains a list

of implementation defects that the City's Unions have observed. The City's Unions view these defects as in violation of existing legal and contractual commitments of the City as an employer:

<b>Problem</b>	<b>Remedy Sought</b>	<b>Persons Affected</b>
No paycheck/no direct deposit (pay earned and owed not delivered to payee)	Immediate payment necessary. Determine cause of and cure systemic payroll errors.	All bargaining units Possibly affects recent retirees
Incorrect routing of direct deposits	Update system with correct deposit information either from ADP or the employee.	All bargaining units
Off-cycle pays not deposited or checks not delivered to payee	Correct and deliver promptly.	All bargaining units
Work hours overlooked/unpaid	Correct and pay	All bargaining units
Out of Title work overlooked and not paid	Correct and pay	All bargaining units
Incorrect entry of Base Pay, progressions and longevities	Correct and pay	All bargaining units
Permission leave overlooked or miscalculated	Correct and pay, correct programming	All bargaining units
Overtime hours omitted	Correct and pay, correct programming	All bargaining units
Compensatory time omitted	Correct and enter, correct programming	All bargaining units
Shift Differential omitted	Correct and pay, correct programming	All bargaining units
Hazardous Duty Pay omitted	Correct and pay, correct programming	All bargaining units
Incorrect pay deductions	Correct and reverse; follow employee commands	All bargaining units All retirees (pre and post 65) All retirement systems.
Errors in assignment between health benefit programs and program coverage options	Correct and reverse; cure to furnish coverage elected; and expedite delivery of cards	All bargaining units All retirees (pre and post 65) All retirement systems.
Incorrect health benefit plan premium deductions (amounts incorrect – overcharges)	Correct and reverse (e.g., double charge for prescription benefit (MAPD))	All bargaining units All retirees, spouses, and dependents
Qualifying life events omitted (Overlooked dependents and spouses to be entered before and after open enrollment not updated.)	Correct, revise and ensure proper coverage.	All bargaining units. All retirees, spouses and dependents
Incorrect health benefit plans premium deductions (amounts incorrect – overcharged)	Update coverage Medicare A and B, adjust premiums, correct and reverse overcharge	Retirees newly attaining age 65 in late 20

Access denied to: FSAs; reimbursement waivers for health care; holidays and holiday pay; and other benefits	Correct and rework programs to ensure coverage access	All bargaining units
Failure to identify spouse (and/or dependents)	Correct and reverse	All bargaining units All retirees, spouses, and dependents.
Failure to recognize new retirements	Correct and implement	All bargaining units
Failure to assign to correct other benefit plans elected (in addition to health plans)	Correct and reverse to election made during Open Enrollment	All bargaining units All retirees and spouses
Benefit cards not issued or received	Deliver enrollment cards (e.g., health and prescription)	All bargaining units All retirees and spouses
Correct accrued leave balances; Historical edits needed on the ADP carried forward; affecting leave balances on the Workday®	Update or correct balances; upgrade and test programming	All bargaining units
FSA (TASC) balances not updated or not correct	Update and correct.	All bargaining units
Workday reports needed by accounting operations are not being generated creating unnecessary holds and service denials (TASC and insurance carriers)	Correct software, generate reports, pay bills in a timely fashion.	All bargaining units and all retirees.

### Unions' Demand for Remedy

The Municipal Employee Relations Ordinance recognizes the City's commitment to its workforce "to provide orderly procedures for the participation by municipal employees and their representatives in the formulation of personnel policies and plans, to insure the fair and considerate treatment of municipal employees, to eliminate employment inequities." Balto. City Code, Art. 12, § 1-2(b). By the same token, the MERO also recognizes the need for the City to extend "cooperative efforts" to "enter into negotiations with affirmative willingness to resolve grievances and differences." Art. 12, § 1-2(c)(1). Covered "terms and conditions of employment" include "salaries, wages, hours and other matters relating to employee benefits and duties." Art. 12, § 1-1(l).

City Code Art. 12, § 7-2(4) places on the City the affirmative duty to "negotiate in good faith" over terms and conditions of employment. The terms of the MERO are incorporated into each MOU between the City and its Union.

As presented on the City's website and as implemented, Workday® Baltimore will affect most every aspect of the employment relationship between the City and its union-organized workforce.

There is no more fundamental aspect of the employment relationship than pay for work. Because of Workday® Baltimore, there are City employees who were or who have not been paid, or not paid in full. There are as well City employees and retirees to whom the City is to provide health insurance coverage, but those employees have not been correctly enrolled and/or have not received enrollment cards, and there are still other employees or retirees who are being incorrectly overcharged for medical or prescription plan enrollment.

The Unions' experience under Workday® Baltimore has been disconcerting. It has been so due to the scope of the changes attempted by the Mayor & City Council, the City's hurried method of implementation, its failure to adequately to anticipate and prepare for errors and deficiencies. In disregard of the MERO, the City failed to engage the City Unions' leadership in decision and effects bargaining. Through collective bargaining, implementation and effects problems now so readily apparent could have been anticipated and avoided.

In the haste and manner of implementation of Workday® Baltimore, the City violated the MERO and every Union MOU. In fundamental ways, the City has gone about Workday® Baltimore exercise without giving sufficient prior notice, and without preparation and cooperation as anticipated in the MERO. It is incumbent on the Administration to cure each of the defects identified above without delay, and to open collective bargaining over the impact of Workday® Baltimore on the work of every union-represented City employee.

To that much, the City's Unions and their members are entitled by law and contract.