Personnel Department Analysis

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COMMUNITY SYSTEMS FOUNDATION

February 10, 1967

To: Sister Mary Patrice, R.S.M., Administrator
Bay City Mercy Hospital

cc: Mr. Richard J. Nadolny, Assistant Administrator
Mr. Wilfred Rice, Controller
Mrs. Beverly Reif, Director of Nursing

From: Mr. Rick Braidwood, Industrial Engineering

Subject: Industrial Engineering Program Progress Report

Various phases of the industrial engineering program at Mercy Hospital will be discussed in the following pages. The major portion of this discussion will detail the current status of the Personnel Department Analysis (MG-BC-8).

After this progress report has been received and approved by Administration, the various sub-sections should be copied and distributed as follows:

a. Personnel Analysis - Personnel Department (2 copies), Payroll, and Nursing Service Secretary.

b. Housekeeping Analysis - Housekeeping Department (2 copies) and Director of Plant Operations.

If there are any questions regarding this progress report, please direct them to Mr. Jack Segall, Community Systems Foundation (313-761-1846).
The following discussion of the Personnel Department Analysis is divided into two sections; "Implementation of Approved Recommendations" and "Topics for Future Consideration." The first section will detail the Position Control System, Labor Budgeting, Turnover Reports, and procedures for various Personnel functions. All forms necessary for the implementation and operation of the recommendations are illustrated at the end of this section. The immediate and thorough implementation of the items discussed in this first section is strongly advised. The major responsibility for implementing these items lies with the Personnel Department, although strong administrative support is needed to insure the effective future operation of the various systems.

1. Implementation of Approved Recommendations

A. Position Control System

The position classification procedure which has been used to classify all existing positions at Mercy Hospital employs a seven (7) digit number, the first four digits specifying the cost center and position and the remaining three digits corresponding to the employees' time clock numbers. The following list itemizes the cost centers by using the first three digits of the Position Control Number. The fourth digit is used to identify the different positions within each cost center.

<table>
<thead>
<tr>
<th>1st Digit</th>
<th>2nd Digit</th>
<th>3rd Digit</th>
<th>Cost Center</th>
</tr>
</thead>
<tbody>
<tr>
<td>0</td>
<td>1</td>
<td>0</td>
<td>Administration</td>
</tr>
<tr>
<td>0</td>
<td>2</td>
<td>0</td>
<td>Personnel</td>
</tr>
<tr>
<td>0</td>
<td>3</td>
<td>0</td>
<td>Business Office - General</td>
</tr>
<tr>
<td>0</td>
<td>3</td>
<td>1</td>
<td>&quot; &quot; - Accounting</td>
</tr>
<tr>
<td>0</td>
<td>3</td>
<td>2</td>
<td>&quot; &quot; - Admitting</td>
</tr>
<tr>
<td>0</td>
<td>3</td>
<td>3</td>
<td>&quot; &quot; - Credit,</td>
</tr>
<tr>
<td>&quot;&quot;</td>
<td>&quot;&quot;</td>
<td>&quot;&quot;</td>
<td>&quot; &quot; - Switchboard</td>
</tr>
<tr>
<td>0</td>
<td>3</td>
<td>4</td>
<td>&quot; &quot; - Insurance</td>
</tr>
<tr>
<td>0</td>
<td>3</td>
<td>5</td>
<td>&quot; &quot; - Payroll</td>
</tr>
<tr>
<td>0</td>
<td>4</td>
<td>0</td>
<td>Purchasing</td>
</tr>
<tr>
<td>0</td>
<td>5</td>
<td>0,1,2</td>
<td>Dietary</td>
</tr>
<tr>
<td>0</td>
<td>6</td>
<td>0</td>
<td>Laundry</td>
</tr>
<tr>
<td>0</td>
<td>7</td>
<td>0,1,2</td>
<td>Housekeeping</td>
</tr>
<tr>
<td>0</td>
<td>8</td>
<td>0</td>
<td>Maintenance - General</td>
</tr>
<tr>
<td>0</td>
<td>8</td>
<td>1</td>
<td>&quot; &quot; - Plant Operation</td>
</tr>
<tr>
<td>1</td>
<td>1</td>
<td>0,1</td>
<td>Nursing - Administration, Misc.</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>0</td>
<td>Surgery - General</td>
</tr>
<tr>
<td>1</td>
<td>2</td>
<td>1</td>
<td>&quot; &quot; - Recovery</td>
</tr>
<tr>
<td>1</td>
<td>3</td>
<td>0</td>
<td>Pediatrics</td>
</tr>
<tr>
<td>1</td>
<td>4</td>
<td>0</td>
<td>Surgical Floor - 3S</td>
</tr>
<tr>
<td>1</td>
<td>4</td>
<td>1</td>
<td>&quot; &quot; - 3N</td>
</tr>
<tr>
<td>1</td>
<td>5</td>
<td>0</td>
<td>Medical Floor - 2S</td>
</tr>
<tr>
<td>1</td>
<td>5</td>
<td>1</td>
<td>&quot; &quot; - 2N</td>
</tr>
<tr>
<td>1</td>
<td>5</td>
<td>3</td>
<td>&quot; &quot; - 4N</td>
</tr>
<tr>
<td>1st Digit</td>
<td>2nd Digit</td>
<td>3rd Digit</td>
<td>Cost Center</td>
</tr>
<tr>
<td>-----------</td>
<td>-----------</td>
<td>-----------</td>
<td>-------------</td>
</tr>
<tr>
<td>1</td>
<td>6</td>
<td>0</td>
<td>Obstetrics - Post Partum, Nursery</td>
</tr>
<tr>
<td>1</td>
<td>6</td>
<td>1</td>
<td>&quot; - Delivery</td>
</tr>
<tr>
<td>1</td>
<td>7</td>
<td>0</td>
<td>Emergency</td>
</tr>
<tr>
<td>1</td>
<td>3</td>
<td>0</td>
<td>Central Supply</td>
</tr>
<tr>
<td>1</td>
<td>9</td>
<td>0</td>
<td>Inhalation Therapy</td>
</tr>
<tr>
<td>2</td>
<td>0</td>
<td>0</td>
<td>Anesthesia</td>
</tr>
<tr>
<td>2</td>
<td>1</td>
<td>0</td>
<td>Medical Records</td>
</tr>
<tr>
<td>2</td>
<td>2</td>
<td>0</td>
<td>Radiology</td>
</tr>
<tr>
<td>2</td>
<td>3</td>
<td>0,1</td>
<td>Laboratory</td>
</tr>
<tr>
<td>2</td>
<td>4</td>
<td>0</td>
<td>Pharmacy</td>
</tr>
<tr>
<td>2</td>
<td>5</td>
<td>0</td>
<td>Physical Therapy</td>
</tr>
</tbody>
</table>

Further refinements in the above classifications can be obtained in the future with the creation of these cost centers: 142 - Intensive Care, 152 - Two East, 162 - Nursery, and 232 - Blood Bank. The present staffing situations in these areas preclude these detailed subdivisions.

A Master List specifying all positions and employees has been prepared and is to be used by Personnel for reference purposes in the operation of the system. The position number, position title, employee name, time clock number, and time clock location assignment are shown on the Master List. By keeping the Master List up-to-date and by calculating the average number of working hours per position per week, this list will become important during labor budget review sessions.

Cost centers 120 through 180 use the following system for position numbering (4th digit):

1. Head Nurse
2. Staff Nurse, RN
3. Graduate Nurse
4. LPN, Grade A
5. LPN, Grade B
6. Practical Nurse
7. Nurse Aide
8. Ward Clerk
9. Orderly (in Surgery only)

Position Control Cards (see Appendix A) have been typed for all positions specified in the Master List. The accuracy of these cards must be continually checked by Personnel. The definition and classification of relief and part-time employees is a particularly bothersome but necessary task in this respect.

To maintain the control of the number of positions, the number of budgeted like positions should be indicated on each Position Control Card of that position. For example, to indicate the total number of Two - North Ward Clerks, two (2), use the lower left corner of each Position Control Card for that position: "1510-2", where the "2" indicates the total number of positions numbered 1510.

After the Position Control Cards are completed and checked for accuracy, the next step involves the preparation of Employee Cards for all employees of Mercy. The recommended Employee Card
is shown in Appendix B and will be discussed in more detail later. The Employee Card should be either white or yellow in color and of similar paper texture as the present Employee Record used at Mercy. A quantity of 2000 yellow or white cards should be printed and an additional 200 cards should be printed on red paper. The red Employee Cards are to be used for all temporary, unbudgeted, or relief employees, i.e., use for the four unbudgeted Housekeepers.

Using the visible index file in Personnel, the Employee Card is filed in front of the appropriate Position Control Card in the same visible file envelope. The visible index file should be organized by 1) cost center, 2) position within cost center, and 3) alphabetically within position. Employee Cards for those employees on leaves of absence or filling temporary, unbudgeted, or relief positions can be filed either by cost center or separately.

The twelve (12) monthly sections at the bottom of the Employee Card are to be used to indicate:

1. Month of evaluation with an "E",
2. Month of birthday with a "B",
3. Month of termination for a temporary employee with a "T".
   If the month of evaluation and birthday is the same, type "EB" in the appropriate space.

Plastic signals or flags are to be used as follows:

<table>
<thead>
<tr>
<th>Color</th>
<th>Location on Employee Card</th>
<th>Information Designated</th>
</tr>
</thead>
<tbody>
<tr>
<td>Red</td>
<td>Left Side</td>
<td>Part-time employee</td>
</tr>
<tr>
<td>Blue</td>
<td>Month of Expected Return</td>
<td>Leave of Absence</td>
</tr>
<tr>
<td>Green</td>
<td>Middle</td>
<td>Position to become vacant in near future</td>
</tr>
</tbody>
</table>

The operation of the Position Control System described above is given in the following outline:

1. When a Termination Notice for a budgeted position, effective in the near future, is received by Personnel:
   a. Indicate the termination by a "green" plastic signal;
   b. Immediately begin recruitment for replacement
   Note: A "Request for Personnel" form is not needed.

2. When the termination becomes effective:
   a. Remove Employee Card of terminated employee and record termination information (discussed further later);
b. Enter termination information on Position Control Card - date, tenure, and reason for termination.

3. When vacant budgeted position is filled by a new hire:
   a. Type and file the new Employee Card;
   b. Enter information on Position Control Card - Clock number, name, date, and any change in hours per week;
   c. Update Master List (described previously).

4. When a job transfer occurs:
   a. Remove Employee Card of transferred employee and record transfer information (discussed further later);
   b. Enter transfer information on "old" Position Control Card - transfer date (in "Term." column), tenure in the old position, and reason (transferred to ________);
   c. Enter transfer information on "new" Position Control Card - clock number, name, transfer date (in "Start" column);
   d. Update Master List.

Note: In effect, treat the old position as a termination and the new position as a new hire. Of course, a transfer can occur only if a budgeted position is vacant.

5. When a need for a new position occurs:
   a. Department Head must fill out a "Request for Un-budgeted Personnel", (see Appendix C) and return it to Personnel;
   b. Personnel and Administration review the request, and if granted;
   c. Personnel assigns a Position Number to the Position, types a Position Control Card, begins recruitment proceedings, and updates the Master List.
   d. If the position is temporary, follow the above steps with two modifications - the Position number is "Temp" and the Employee Card is red with a "T" indicating the month of expected termination.

6. When an employee goes on a Leave of Absence:
   a. Follow steps No. 1 and No. 2 except file the Employee Card in the LOA section of the visible file, using a blue plastic signal to indicate the expected month of return;
b. If a replacement is necessary, follow Step No. 3 (if replacement is only a temporary hire, use a red Employee Card).

B. Labor Budgeting

The degree of control over personnel expenditures provided by a Position Control System is entirely dependent upon the manner in which the annual labor budget is determined. The labor budget should be calculated in great detail and comprehensively reviewed by Administration, Accounting, Personnel, and the Department Head. The labor budget should determine the number of budgeted hours for each position and the budgeted labor dollars for the cost center. Appendix D illustrates a worksheet for calculating the labor budget for a cost center. An example of labor budgeting can be observed by referring to the Housekeeping Labor Budget for 1967 which was prepared by Community Systems Foundation (dollar expenditures only).

To control the annual labor budget throughout the year, a quarterly labor budget report should be prepared by Payroll for Administration. The future employment of data processing and decentralized time clocks will greatly assist in the preparation of these reports. See Appendix E for a suggested Labor Budget Report form.

C. Turnover Reports

A systematic procedure for controlling and reporting turnover involves the preparation of periodic turnover reports by the Personnel Department. The forms to be used are illustrated in Appendices F, G, and H.

An example turnover report entry for one department is described below and illustrated in Appendix F. Assume the following information regarding the Business Office: 1) budgeted positions = 26 full-time, 12 part-time (all working 2-1/2 days per week); 2) budgeted full-time equivalent = 26 + (12 (.5) = 32; 3) current month is February; 4) January data: 3 full-time terminations; 32 full-time equivalent positions; 5) February data: 2 full-time terminations; 30 full-time equivalent positions filled at end of February. The entries for the turnover report are as follows:

1. At the start of the fiscal year, column (2), the number of full-time equivalent budgeted positions, is filled in from the yearly budget sheets of each department. These figures will probably remain the same for the entire fiscal year. In the example, this would be 32.

2. Column (3) is the number of F.T. equivalent positions filled at the end of the current month. In the example, this entry would be 30.

3. Column (4) is the average number of F.T. equivalent Positions for the year-to-date. In the example, this
would be \((32 + 30)/2 = 31\).

4. Column (5) is the number of terminations (F.T. equivalent) during the current month, or 2 in this example.

5. Column (6) is the number of terminations (F.T. equivalent) during the year-to-date. In the example, the entry is \(3 + 2 = 5\).

6. Column (7) is the current monthly turnover rate, calculated for the larger departments only by dividing column (5) by column (3). In the example, the monthly turnover rate is \((2)/(30) = 0.067\) or \(6.7\%\).

7. Column (8) is the year-to-date turnover rate for all departments. This is found by dividing column (6) by column (4), or, \((5)/(31) = 0.161\) or \(16.1\%\).

To give Administration a comparative picture of the hospital's turnover rates, the graph on the back of the Turnover Report, Appendix G, should be updated each month. By using the Xerox copier, the graph will not have to be redrawn every month. In addition the previous year's turnover rates might be plotted as fixed to provide further comparisons. The turnover calculations could be done in the future on a last-12-months-basis to give an up-to-date yearly turnover picture.

The third form to be prepared monthly by Personnel is shown in Appendix H. This form indicates the position and tenure of all terminated employees during the current month as well as which positions have been filled (new hires) and existing position vacancies. This form will be relatively simple to complete if Personnel merely retains all Employee Cards for terminations, not filing them, until the end of the month.

D. Personnel Department Operating Procedures

The section will detail the major responsibilities and procedures necessary to perform the various transactions affecting employees at Mercy: hiring procedure, orientation session, status changes, evaluations and wage changes, terminations, leaves of absences, vacations, sick leaves, and job transfers.

The general procedure followed in many instances involves the preparation of the Employee Card (Appendix B) in triplicate by Personnel so Payroll and Department Heads can maintain accurate, current, and uniform records on all employees. When changes in status occur (address change, job change, wage increase, termination, leave of absence, etc.), the new information is typed by Personnel on their copy of the Employee Card. Two copies of this updated card are then made on the hospital copying machine (using \(8\times 10\) paper) and sent to Payroll and the Department Head (Nursing Service Secretary for all nursing employees) who will destroy their outdated copies. When the new Employee Cards are
typed for all employees (discussed in the Position Control section), copies for Payroll and Department Heads must be made also.

Procedures necessary for the Position Control System were discussed previously and will not be repeated here.

The forms and procedures recommended in this analysis will replace the following forms and files used in connection with Personnel transactions at Mercy:

Present Form or File | Recommendation | Appendix
--- | --- | ---
1. Termination of Service | Personnel Notice | K
2. Change of Position or Salary of Employee | " | K
3. Probationary Evaluation (several) | " | K
4. Six Months Evaluation (several) | " | K
5. Annual Evaluation (several) | " | K
6. Recommend for Salary Increase? | " | K
7. Personnel's 3 x 5 Employee File | Employee Card | B
8. Personnel's 3 x 5 Birthday File | " | B
9. Personnel's 3 x 5 Evaluation File | " | B
10. Nursing Service's Employee File | " | B
11. Payroll's 4 x 6 Employee File | " | B
12. Payroll's 5 x 3 Employee File | " | B
13. Employee Requisition (if for budgeted position) | Automatically accomplished by Termination Notice and Position Control System | K,A
14. Prospective Employee Check List | Manila Folder if pre-printed with Check List | I

Hiring Procedure

The recommended hiring procedure consists of the following steps (refer to the primary Personnel Department Report rough draft for details):

1. Application.
2. Initial interview - conducted by Personnel Secretary.
3. Reference letters.
4. Application File - application, interview results,
reference letters should be filed by job category and cross-indexed if necessary.

5. Determination of Position Openings - automatically accomplished by Position Control System.

6. Pre-employment Testing - typing and business machine ability tests administered by Personnel Secretary.

7. Physical Examination.

8. Interview with Department Head - final hiring decision.

9. Preliminary Orientation - conducted by Personnel Secretary. This session should last only about 10-15 minutes and should include a discussion of time cards and procedure, work location and hours, filling out of the necessary tax forms, uniform requirements, distribution of handbook, informing the new hire of the date of the orientation session, and other items. A complete discussion of all rules, regulations, and policies is not necessary at this time. It is also suggested that the Personnel Secretary distribute the time cards to the new employees instead of the present procedure which involves the lengthy trip to Payroll. An Employee Induction Check List is to be used by the Personnel Secretary (see Appendix I). An Employee Induction Check List for Department Heads and Supervisors is also recommended (see Appendix J).

10. Preparation and Distribution of Forms - Personnel Secretary types an Employee Card and sends one copy to Payroll and one copy to the Department Head.

General Orientation Session

Refer to pages 35 through 38 of the Personnel Department Report rough draft for a complete description of the recommended General Orientation Session.

Status Changes

A status change can initiate in two manners: 1) employee notifying the Personnel Department directly, or 2) employee notifying his Department Head.

In the first situation, Personnel merely updates their copy of the Employee Card, makes two copies of the updated card, and notifies Payroll and the Department by sending one copy to each.

If the status change does not initiate in Personnel, a "Mercy Personnel Notice" form, shown in Appendix K, is filled out by the Department Head and sent to Personnel. Personnel then follows the same procedure as mentioned in the preceding paragraph, updating, copying, and notifying. The Personnel Notice form is filed in the employee's manila folder in Personnel.

The above procedure is also used for changes in position. It is extremely important that all position changes be reported.
promptly to Personnel to insure the success of the Position Control System. This includes all permanent switches of nursing personnel from one unit to another.

**Evaluations and Regular Wage Increases**

The procedure to follow for performance evaluations and wage increases is described below:

1. Personnel send list of those employees to be evaluated to Department Head or Supervisor.
2. Department Head or Supervisor evaluate employee and return form to Personnel.
3. Personnel Secretary score the evaluation.
4. If the criteria for a regular wage increase is met, Personnel grants the raise by updating their copy of the Employee Card with the new wage rate information (reference to the wage levels for the position is necessary of course).
5. Personnel prepares two copies of the updated Employee Card and sends one each to Payroll and the Department Head to notify them of the change.
6. Payroll grants the raise according to the effective date and amount as indicated on their copy of the Employee Card.

If the criteria for a wage increase is not met in Step No. 4 above, Personnel must send the current evaluation score, a history of past evaluations, and all other pertinent data to Administration for review and decision. The final administrative decision is then relayed back to Personnel who notify Payroll and the Department Head as before if the wage increase was approved. If the final decision was a denial or postponement of the increase, Personnel notifies only the Department Head by written memo of the decision.

The exact format of the "Performance Evaluation" form has not been determined at this time, but it is strongly recommended that the evaluation form finally adopted be printed on the reverse side of the "Personnel Notice", Appendix K. It is also strongly recommended that one form be used for all evaluations. Evaluation forms are filed by Personnel in employees' manila folders.

**Merit Wage Increases**

The procedure in cases where an employee has reached the maximum wage for his position is very similar to the above steps for regular wage increases: After scoring the evaluation, Personnel sends the "Personnel Notice" to Administration (assuming the evaluation is on the reverse side). If a raise is deemed advisable by Administration, it is indicated on the front side of the form.
in Section B-15 and the form is returned to Personnel. Personnel then updates, copies, and distributes the Employee Card as before.

Terminations

The procedure to follow for terminations of employment is described below:

1. Employee notify Department Head or Supervisor.

2. Department Head or Supervisor immediately fill out the Termination and Performance Evaluation sections of the Personnel Notice, Appendix K, and send to Personnel. (One advantage of having the Evaluation form on the reverse side of the Personnel Notice is clearly evident in this instance).

3. Personnel update, copy, and distribute the Employee Card as described previously.

4. Personnel arrange for an Exit Interview with the Employee.

5. Personnel distribute the final paycheck.

Leaves of Absence

The following steps are recommended for the processing of leaves of absence:

1. Employee obtain a LOA request form from Personnel (present form is satisfactory), fill out, and return to Personnel.

2. Personnel enter LOA history on form and send to Department Head. Verification of LOA history by Payroll is not necessary since Personnel is to keep all records regarding LOA.

3. Department Head or Supervisor approves or disapproves the LOA request and returns form to Personnel.

4. If both the Department Head approves and the LOA history is satisfactory, Personnel approves request by updating, copying, and distributing the Employee Card as is done for all transactions. Personnel also notifies the employee of the approved request.

5. If either the Department Head disapproves or the LOA history is unsatisfactory, Personnel sends the form to Administration.

6. If Administration approves the request, Personnel completes step No. 4.

7. If Administration disapproves the request, Personnel notifies the Department head and employee in writing of the request denial.
0. Upon return from a LOA, employee must check into the Personnel Office first.

The above procedure must be strictly enforced by all concerned. Department Heads must instruct employees to report to Personnel before taking a LOA or if not, the LOA should be considered a termination. Strict adherence to the rules stated on the LOA request form is also mandatory.

Job Transfers

The procedure for job transfers is outlined as follows:

1. Employee obtains form from Personnel.

2. Personnel checks position openings for the requested change.

3. Personnel obtains approval or disapproval from affected Department Heads and from Administration.

4. Personnel notifies all concerned of final decision. If request has been approved, the usual procedure of updating, copying, and distributing Employee Card is used.

Vacations and Sick Leaves

These items are discussed together because of similarities and overlaps in procedures. Two major changes must precede the actual procedures for handling vacations and sick leaves: a) Personnel to assume all record keeping and control responsibilities, and b) Department Heads or Supervisors to check all time cards at the end of every pay period.

The first step involves the annual preparation of a Master List by Personnel which indicates the allowable vacation and sick time for all employees during the current year. This list is prepared by department and copies are sent to the appropriate Department Heads. Also, a copy of the entire list is sent to Payroll.

To facilitate the record keeping procedure in Personnel, the form shown in Appendix L, is recommended. This form can be filed in the visible card file in the back of the envelope preceding the appropriate Employee Card.

The following procedure is recommended for the processing of vacations:

1. Using his copy of the Master List prepared by Personnel, the Department Head notifies his employees of the number of vacation days they are entitled to during the current year and distributes copies of the "Vacation Request" form, Appendix M.

2. Employee fills out the "Vacation Request" in triplicate and returns all copies to the Department Head.
3. After Department Head and employee reach agreement on the vacation schedule, the Department Head keeps his copy of the form, returns a copy to the employee, and sends the remaining copy to Payroll.

4. When the vacation is actually taken by the employee, the Department Head, Supervisor, or Nursing Service Secretary will indicate the number of days taken on the time card.

5. Payroll compares the number of days indicated on the time card to their copy of the Vacation Request and the Master List. If everything is in order, Payroll issues paycheck. If not, a check with Personnel is necessary.

6. Payroll updates their copy of the Master List.

7. Payroll indicates on their copy of the Vacation Request the days actually taken and sends it to Personnel at the end of the pay period.

8. Personnel updates their records of vacations and if the vacation "bank" is not used up, sends the Vacation Request back to Payroll. If, the vacation "bank" is used up, Personnel files the Vacation Request in the employee's manila folder.

9. All changes in vacations require a new "Vacation Request".

The following procedure is recommended for the processing of sick leaves.

1. When the employee returns to work, checking in at Personnel Health first, with the Doctor's Statement, the Personnel Health Nurse indicates on the Sick Pay Slip, the number of calendar days absent and sends the slip to the Department Head, Supervisor, or Nursing Service Secretary.

2. The Department Head, et. al, indicates on the slip the number of scheduled work days absent during the total calendar period shown on the slip by Personnel Health and sends the slip to Personnel.

3. Personnel compares the number of scheduled work days absent with the sick day "bank" by referring to the Master List.

4. Personnel updates their records of sick leaves and notifies Payroll via the same slip of the number of paid days allowable under the hospital rules.

5. At the end of a pay period, Payroll receives the time card from the Department Head, issues paycheck per Personnel's instructions in step No. 4, and updates their copy of the Master List. The sick pay slip is returned to Personnel to be filed in the employee's manila folder.
11. Topics for Future Consideration

The several items listed below present topics for future consideration in connection with the Personnel Department Analysis:

1. Staggered pay periods for Payroll - refer to the "Time Clock Analysis" report.

2. Development of a complete "Supervisors Manual".

3. Revision and updating of "Employee Handbook".

4. Initiation of attendance records to be kept by Department Heads, Supervisors, and Nursing Service Secretary - refer to pages 41-44 of the "Personnel Department Analysis" rough draft report.

5. Review of Wage and Salary Administration - refer to pages 15-31 of the "Personnel Department Analysis" rough draft report.

6. Development of a "Performance Evaluation" form to be used for all evaluations and printed on reverse side of "Personnel Notice" form, Appendix K.

7. Preparation of job descriptions and departmental tables of organization - rough drafts of most job descriptions had been completed.

8. Analysis of the Public Relations functions of the present Personnel Department.


10. Employment in all departments of Staffing Methodologies where possible or available.
APPENDICES
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<th>POSITION CONTROL CARD</th>
<th>NAME OF EXITING EMPLOYEE</th>
<th>TERM. LEVEL</th>
<th>REASON FOR TERMINATION</th>
<th>HOURS/WK</th>
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**APPENDIX A**
REQUEST FOR UNBUDGETED PERSONNEL

DEPARTMENT _______________ DATE NEEDED BY _______________ REQUEST DATE _______________

POSITION TITLE ____________________________________________ FT __________ PT ____________

JOB DUTIES _______________________________________________ TEMP until ____________

CONS/reek _______________ PERMANENT _______________

REASON FOR REQUEST _____________________________________________

RECRUITMENT REQUIREMENTS _____________________________________________

REQUESTED BY _______________ DEPARTMENT HEAD _______________

APPROVED _______________ DISAPPROVED _______________ PERSONNEL _______________ REASON _______________

APPROVED _______________ DISAPPROVED _______________ ADMINISTRATION ____________ REASON _______________
| POSITION TITLE | FIRST QUARTER |          |          |          |          |          |          |          |
|               | BUDGET | ACTUAL | DEVIATION | BUDGET | ACTUAL | DEVIATION | BUDGET | ACTUAL | DEVIATION | BUDGET | ACTUAL | DEVIATION |
|               | HRS %  | HRS %  | HRS %      | HRS %  | HRS %  | HRS %      | HRS %  | HRS %  | HRS %      | HRS %  | HRS %  | HRS %      |
|               |        |        |            |        |        |            |        |        |            |        |        |            |

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<th>A.V. H.OF F.T. EQUIV. POSITIONS YTD-DATE</th>
<th>TERMINATIONS - CURRENT</th>
<th>TERMINATIONS - F.T. EQUIV. YTD-DATE</th>
<th>TERMINATION RATE CURRENT MONTH</th>
<th>TURNOVER RATE YEAR TO DATE</th>
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Col. (2) = FROM ANNUAL BUDGET SHEETS
Col. (3) = # POS. FILLED AT END OF CURRENT MONTH
Col. (4) = A.V. H.OF F.T. EQUIV. POSITIONS YTD-DATE
Col. (5) = TERMINATIONS - CURRENT
Col. (6) = TERMINATIONS - F.T. EQUIV. YTD-DATE
Col. (7) = COL. (5) / COL. (3)
Col. (8) = COL. (6) - COL. (5)
Appendix 2-12

EMPLOYEE INDUCTION CHECK LIST

Name _____________________________________________

☐ References ☐ Handbook

☐ Physical ☐ Fire & Safety Manuals

☐ Insurance ☐ Uniform

☐ Taxes ☐ Preliminary Orientation

☐ Time Card ☐ Complete Orientation

By _________________________ Date _________________
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**To:** Supervisor  

Check the items which you have personally explained to the new employee. Be sure they are thoroughly understood.

**HOURS**
- Begin and end of work day
- Lunch period
- Overtime possibility
- Punching time clock

**FACILITIES**
- Rest room
- Lockers
- Lunch Facilities
- Personnel Health Service
- Parking

**PAY**
- When and where
- Rate: regular, overtime, shift premium
- Holidays
- Vacation
- Free days

**REGULATIONS**
- Uniforms
- Change of address
- Absence
- Tardiness
- Sick Leave

**JOB TRAINING**
- Work of Department, place in organization
- Introduce to fellow workers
- Purpose of specific job
- Demonstrate job (May use group leader)
- Safety rules

**JOB FUTURE**
- Merit increases are earned
- Lines of promotion; needed training and experience
- Quality & patient satisfaction

**EMPLOYEE SERVICES**
- Hospitalization discount
- Pharmacy purchases
- Employee House Organ (Scroll)

**QUESTIONS ASKED BY EMPLOYEE THAT ARE NOT COVERED ABOVE, SPECIFY ON REVERSE SIDE**

**REMARKS:**

________________________
Signed: 
________________________
Date Interviewed:

**PLEASE COMPLETE AND RETURN TO PERSONNEL OFFICE WITHIN 5 DAYS OF DATE OF HIRE**
MERCY PERSONNEL NOTICE

A. GENERAL INFORMATION
1. NAME OF EMPLOYEE
2. CLOCK NO.
3. DEPARTMENT
4. POS.

B. INDICATE TYPE OF TRANSACTION
- STATUS CHANGE
- POSITION CHANGE
- TERMINATION
- REPRIEVE CHANGE
- EVALUATION
- OTHER

C. EFFECTIVE DATE
7. PRESENT DATE

B. STATUS, POSITION, OR WAGE CHANGE
1. NAME OF EMPLOYEE
2. ADDRESS OF EMPLOYEE

3. PHONE
4. EMPLOYEE STAYS
5. LICENSE NO.
6. CLOCK NO.
7. OTHER CHANGES

8. IN EMERGENCY NOTIFY
9. ADDRESS
10. PHONE
11. RELATION

C. TERMINATION NOTICE
1. NAME OF EMPLOYEE
2. DATE TERMINATED
3. REPLACEMENT NEEDED
4. SPECIAL INSTRUCTIONS FOR REPLACEMENT
5. NOTIFY OF DEPT.

D. INDICATE REASON FOR TERMINATION AND EXPLAIN BELOW
- RESIGNED
- ILLNESS
- RETIRED
- TEMPORARY
- DISCHARGED
- DECEASED
- L.C.A.
- OTHER

E. EXPLANATION OF REASONS AND OTHER COMMENTS - MUST BE FILLED OUT

DATE SIGNATURE OF DEPT. HEAD

DATE SIGNATURE OF ADMINISTRATION

DATE PERSONNEL DEPARTMENT
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__Note:__ Requests must be submitted in triplicate by which 1st

__For Payroll Use Only:__

__Yellow Copy - Rent, Hand, Green Copy - Employee__