ANALYSIS OF
DEPARTMENTAL TIMEKEEPING PROCEDURES

# 384 - 67

AUTHORS: A. FELSHER
         C. McCOULUM
October 31, 1967

Mr. Chester M. Warman
Director of Financial Management and Controller
Methodist Hospital
1604 North Capitol Avenue
Indianapolis, Indiana

Dear Mr. Warman:

At your request the following report has been prepared as a partial documentation of the timekeeping procedures employed by various departments within Methodist Hospital. The departments studied represent 91% of the Total Hourly Employees.

We would like to acknowledge the complete cooperation from every member of the Methodist Hospital staff; particularly Mrs. L. Bailey, Paymaster.

Respectfully submitted,

Arthur A. Felsher
Project Assistant

Clyde M. McCollum
Project Director

AF/mjs
INTRODUCTION

The Payroll Department has the responsibility of preparing and distributing paychecks for all the hospital employees. In order to do this job, information concerning each employee's productive and nonproductive hours must be sent to the Payroll Office. At the present time each department has its own method of recording employees' time; however, when the information is summarized and sent to the Payroll Office, one of various standard forms are used: Employee Attendance sheets and Overtime Record sheets or Time Cards and Overtime Record sheets.

Presently, information needed for computation of wages sometimes is not received by the Payroll Office until Tuesday evening, when all information should be in by Monday afternoon. Since time reporting is the most important phase in preparing paychecks, a need arises for a uniform system of rapid and accurate time reporting with the implementation of payroll on the computer.

The timekeeping methods of various departments were studied from an informative point of view. The object of the study is to show the methods which are used to report employees' time to the Payroll Office. Also included in this report are proposed ideas for consideration, of which one is recommended for use under the computer system.
PRESENT SYSTEM

The following section describes the timekeeping methods employed by various departments within the hospital.

A. Controller Department

1. Number of employees - 75.
2. All the employees punch a time card (Exhibit A).
3. "Punched" time is calculated by Payroll Office.
4. Approval of punched time made by Assistant Controllers.
5. Assistant Controllers prepare overtime slips (Exhibit B).
6. Controller (Administrative Head) approves time cards and overtime slips.
7. Time cards and overtime slips sent to Payroll Office.

B. Nursing

1. Number of employees - 900.
2. Sign-in sheets are used by all employees (Exhibit C).
3. Twice each week the sign-in sheets are sent to the Nursing Payroll Clerk.
4. Individual attendance cards are updated. (Exhibit D)
5. At the end of the pay period, employees attendance and Overtime Record sheets are filled in (Exhibit E & F) by Payroll clerk from individual attendance cards.
6. Administrative Head approves the Overtime Record sheets.
7. Employee Attendance and Overtime sheets are sent to Payroll Office.
C. Operating Room

1. Number of employees - 99.

2. All O.R. personnel use a sign-in-and-out sheet (Exhibit C).

3. Individual Annual Attendance cards (Exhibit H) are updated daily by personnel within department.

4. Employee Attendance and Overtime Record sheets are filled in at the end of the pay period by the Assistant Supervisor.

5. Approval of all sheets is made by the Head of the Operating Room.

6. Employee Attendance and Overtime sheets are sent to Payroll Office.

D. X-Ray (Clerical)

1. Number of employees - 30.

2. Sign-in sheets are used by everyone (similar to Exhibit C).

3. Employee Attendance and Overtime sheets are filled in at the end of the pay period.

4. Approval of overtime record sheets is made by Administrative Head.

5. Employee Attendance and Overtime sheets are sent to the Payroll Office.

E. X-Ray (Technical)

1. Number of employees - 36.

2. Sign-in sheets are used by everyone (similar to Exhibit C).

3. Department Secretary updates time daily from the sign-in sheets to the Employee Attendance sheets.

4. Employee Attendance and Overtime Record sheets are completed at end of pay period by Department Secretary.
5. Approval made by Head of Radiology Department.

6. Employee Attendance and Overtime sheets are sent to the Payroll Office.

F. Laboratory

1. Number of employees – 200.

2. Sign-in sheets are used by 189 people (similar to Exhibit G).

3. 11 employees punch time cards.

4. Supervisors keep track of everyone’s hours.

5. Department Secretary meets with supervisors to get payroll information.

6. Secretary then fills in all Employee Attendance and Overtime Record sheets.

7. Approval made by Head of Laboratory Department.

8. Time cards, Employee Attendance, and Overtime Record sheets are sent to Payroll Office.

G. Medical Education and Heart Station

1. Number of employees – 10.

2. Employees sign in and out on blank time cards (Exhibit A).

3. Department Secretary fills in Employee Attendance and Overtime Record sheets at the end of the pay period.

4. Approval made by Administrative Head.

5. Employee Attendance sheets and Overtime Record sheets are sent to Payroll Office.

H. Medical Records

1. Number of employees – 55.
2. All employees sign in and out on blank time cards (Exhibit A).

3. A clerk in the department summarizes the time daily on the time card.

4. Employee Attendance and Overtime Record sheets are made out at end of pay period.

5. Approval is made by Administrative Head.

6. Employee Attendance and Overtime Record sheets are then sent to the Payroll Office.

I. Dietary

1. Number of employees - 210.

2. 165 employees "punch" a time card (Exhibit A).

3. 45 employees follow a schedule sheet.

4. All employees follow an advance schedule sheet (Exhibit I).

5. Supervisors fill in the advance schedule sheets daily.

6. Supervisors compare employees' attendance with the schedule sheets.

7. "Punched" time is calculated by Payroll Department.

8. Clerk prepares time book (Exhibit J) from approved time cards at end of pay period.

9. Overtime Record sheets made from approved time cards.

10. Approval made by Administrative Head.

11. Time cards, Employee Attendance and Overtime Record sheets are sent to the Payroll Office.

J. Housekeeping

1. Number of employees - 187.

2. All employees "punch" a time card (Exhibit A).
3. A Payroll Record sheet (Exhibit K) is used by each supervisor to schedule advance days-off for each employee.

4. Supervisors record employees' time daily.

5. During the pay period the time cards and Payroll Record sheets are compared.

6. Payroll Recap sheet (Exhibit L) is prepared in alphabetical order for the entire department, by department Payroll Clerk at end of pay period.

7. Annual attendance card is updated for each individual at end of pay period.

8. Overtime Record sheets are made at end of pay period.

9. Approval made by Administrative Head.

10. Time cards and Overtime Record sheets are then sent to the Payroll Office.

K. Pharmacy

1. Number of employees - 15.

2. All employees follow an advance schedule sheet.

3. Time is updated on Employee Attendance sheets daily by Chief Pharmacist.

4. Employee Attendance and Overtime Record sheets made out at the end of the pay period.

5. Approval made by administrative head.

6. Employee Attendance and Overtime Record sheets are then sent to the Payroll Office.

L. Maintenance

1. Number of employees - 69.

2. All employees "punch" a time card (Exhibit A).
3. Department secretary checks the time cards for errors and prepares the Overtime Record sheets.

4. Approval is made by the Head of Maintenance Department.

5. Time cards and Overtime Record sheets are then sent to the Payroll office.

M. Admitting Office

1. Number of employees - 43.

2. All employees keep track of their own time on a time sheet (Exhibit N).

3. Head of the Admitting Office prepares the Employee Attendance and Overtime Record sheets at end of pay period.

4. A time book is up-dated from the Employee Attendance and Overtime Record sheets.

5. Approval made by administrative head.

6. Employee Attendance and Overtime Record sheets are then sent to the Payroll office.

METHODS FOR CONSIDERATION

Several alternatives have been taken into consideration in order to evaluate a rapid and accurate method of transmitting employee payroll information. An explanation of the various alternatives considered, along with the advantages and disadvantages of each are as follows:

I. TIME CLOCKS

Automatic recording of arrival and departure time of all personnel through the use of time cards. Payroll information would be summarized and coded onto each card at the end of each pay period. The time cards would then be transported to the data center for key punching of input data.
a. Advantages

- this method creates a uniform timekeeping system for all employees.
- accurate recording of arrival and departure time is accomplished.

b. Disadvantages

- in general, various professional groups throughout the hospital have expressed a reluctance toward the uniform adoption of time clocks.
- additional capital investment for an estimated 10 time clocks would be required (est. cost - $4,000).
- records will have to be kept in the departments to insure against the possibility of original document losses.

II. DATA COLLECTION DEVICES - (e.g., IBM 357, Friden, Collecta Data - 30, etc.)

Data collection devices would automatically record arrival and departure time for all personnel, by insertion of a badge or card. The data would be recorded on either a paper tape in the terminal or be on-line to the computer. The paper tape at the end of the pay period would be processed by the computer or with on-line capabilities, the data would be processed at the time of input.

a. Advantages

- accurate recording of work distribution.
- faster processing through on-line capabilities.
- elimination of various intermediate manual tasks.

b. Disadvantages

- costs, equipment delivery time, education and implementation would require major payroll systems changes which are not feasible at this time.

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III. HOSPITAL INSTALLATION OF INPUT DOCUMENT PRODUCING EQUIPMENT -  
(e.g. keypunch, magnetic data recorder, etc.)

With the necessary equipment at the hospital, payroll data would be collected at will and input forms produced. The documents would then be sent to the data center for processing.

a. Advantages

- direct control by hospital of input information.

b. Disadvantages

- capital investment for the necessary equipment would be required.

- trained personnel would have to be obtained by the hospital.

- cost of maintaining the system would not be overcome by lower processing costs.

- payroll information would still have to be collected and summarized.

IV. EMPLOYEE SEMI-ANNUAL/ANNUAL TIME LEDGER

Present system of timekeeping would be used to obtain individual employee payroll information. The summary would be coded directly onto a Time Ledger (similar to an employee attendance card, used by various departments) for a six-or-twelve-month period. At the end of each pay period the Time Ledgers would be sent to the data center for keypunching.

a. Advantages

- time is recorded in a summarized fashion.

- keypunching is done directly from the record.

- an automatic match is made to account for each person's record.
b. Disadvantages

- possibility of loss of an entire record during transportation.
- payroll information would still have to be collected and summarized.

V. PREPUNCHED TIME AND SUMMARY CARD

Throughout the pay period a Hollerith (IBM) card (containing Social Security Number, I.D. number, rate, shift, etc.) would be used as the time card in a time clock. Time information would be summarized on the card and sent to the data center for keypunching of summary information - prepunched information would be duplicated.

a. Advantage

- reduced keypunching time and cost
- automatic matching to account for each employees' record.

b. Disadvantages

- similar systems have experienced torn and/or mutilated cards through employee handling during the pay period.
- professional groups reluctance to adoption of time clocks.
- additional capital investment for time clocks.
- records would have to be kept in the departments to insure against the possibility of original document losses.

VI. PREPUNCHED SUMMARY CARD

The present time keeping system would be used to collect payroll data. At the end of the pay period a summarization of employees' time would be placed on a prepunched Hollerith card containing: Social Security number, I.D. number, rate, shift, etc. The cards would be sent to the data center where the prepunched information would be duplicated and the summary would be keypunched.
a. Advantages

- reduced keypunching time and costs.
- automatic match to account for each person's record.

b. Disadvantages

- time involved in locating single card for employee and entering summary information.
- if employee works in more than one cost center, an entire card must be completed including social security number, I.D. number, etc.
- duplicate summary information should be kept in the hospital to insure against loss of any summary cards.

VII. DEPARTMENT TRANSMITTAL SHEET

This sheet is a two-part form with preprinted information such as: Name, Social Security number, employee I.D. number, rate, charge account number, shift, etc. The top sheet is perforated so that after the summarization is coded on it, the top sheet can be divided into two parts. One part would be sent to the data center for keypunching, while the remaining half would serve as a departmental record. The carbon copy would be kept in the Payroll Office as a complete record in case of errors.

a. Advantages

- provides an automatic record for the department.
- automatic check to account for each person's record.
- time is recorded in a summarized fashion.
- keypunching is done from this document by the data center.
- duplicate copy remains in hospital for control.
- controls can be easily established.
b. Disadvantages

- a new line would have to be manually made in case a person works in a different cost center.

CONCLUSION AND RECOMMENDATIONS

The proposed methods for consideration, described in the previous section, were analyzed as to their advantages and disadvantages. After careful consideration, it is recommended that a system utilizing a departmental transmittal sheet be adopted. This is not to say that the transmittal sheet is the ultimate for payroll data transmission. However, under the circumstances of:

2. The lack of on-line capabilities at the present time.
3. The high cost result ratio for single application terminals.
4. The on-line time reporting system revisions that would be necessary.

The departmental transmittal sheet would provide a system for reporting the necessary payroll data to the IHDA Data Center with the least amount of changes in the present system.

As more sophisticated data transmission capabilities become developed by IHDA some of the proposed methods for consideration outlined in this report should be examined again.
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<th>X RAY (TECHNICAL)</th>
<th>LABORATORY (TECHNICAL)</th>
<th>LABORATORY (OTHER)</th>
<th>MEDICAL ED.</th>
<th>HEART STATION</th>
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Payroll Use Only (Hours)

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Approval: P.225
CONTROLLERS OFFICE OVERTIME WORK

Please pay Jane Doe

Date 10/18 From 5:00p To 8:00p Total 3

Reason Budget - Equip. Report

Signed Jane Doe

Approved

PLEASE TURN IN EACH DAY AS OVERTIME IS WORKED.

EXHIBIT B
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* Paydays  || Sundays
F.497

EMPLOYEE ATTENDANCE RECORD

PAY PERIOD FROM SEP 10 1967 THRU SEP 23 1967

PAY NO. 31

DEPARTMENT

APPROVED

REGULAR TIME HOURS ONLY

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Hours Worked | D or I | Over-Time | Sick | Vacation | Holiday | Time Recog | Jury Duty | Days Absent |

HOW TO MARK ATTENDANCE:  
(1) All time to be recorded in hours.  
(2) Sick Time - S  
(3) Vacation Time - V  
(4) Business Leave - BL  
(5) Holidays -  
(6) Injury on Duty - I  
(7) Death Leave - DL  
(8) Tenure Recognition - TR  
(9) Jury Duty - JD  
(10) Day Off - D  
(11) Absent - A
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Total Hours
Above hours do not include lunch hour.

Important Instructions:
Full Time Personnel

Vacation by "V"  Days Off By "D-O"
Illness by "S"

Paid sick leave cannot be granted unless form is completed and left in reservation office upon your return to work. Vacation slips must be signed before starting on vacation.