

AD HOC ANALYSIS OF
CLERICAL STAFF

404 - 68

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404
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TO: Mr. Sydney C. Peimer, Administrator
Sinai Hospital of Detroit
March 12, 1968

CC: Mr. Robert Tell, Assistant Administrator
Mr. Benno Levi, Controller
Mr. Andrew Duym, Purchasing Director
Mr. Richard Friedland, Project Director

FROM: Mr. Jerry Wilczynski, Project Engineer

SUBJECT: AD HOC ANALYSIS OF PURCHASING CLERICAL STAFF
(MG-SN-18c) (404-68)

As per the Purchasing Director's request, CSF conducted a brief work sample of the purchasing office to determine if additional clerical staff should be added. The sample results are presented in tabular form on attachment "A". With changes in methods and procedures, it does not appear necessary to increase the staff at this time.

The study consisted of 393 random observations of the staff conducted over a two-day period (March 1 and 4, 1968). The per-day study length was 8.5 hours and observations were made during lunch and coffee break periods. The workload was slightly higher (125 P.O./day) than average (100 P.O./day).

STUDY RESULTS

The observed non-productive time of the clerical staff is summarized below:

	<u>SECRETARY</u>	<u>CLERK</u>	<u>CLERK-TYPIST</u>
Non-productive Time per study results	1.23 hrs/day	.92 hrs/day	.97 hrs/day
LESS: Allowance for lunch period & personal time	<u>1.06 hrs/day</u>	<u>1.06 hrs/day</u>	<u>1.06 hrs/day</u>
Residual non-productive time	.17 hrs/day	-.14 hrs/day	-.09 hrs/day

The above results indicate that the clerical staff of the purchasing office are busy essentially full time. The effectiveness of the staff, however, is in no way reflected by the above results. Methods and procedures determine effectiveness and some recognized revisions are in order.

OBSERVATIONS AND CONCLUSIONS

Below are outlined the more overt problems and possible solutions which would effect changes in procedures and/or methods within the purchasing department.

1. The layout of the office is inadequate. (Only solution is to relocate).
2. There is no purchase follow-up system (create an open file).
3. Present incomplete EDP purchase system (see attachment "B"), creates unnecessary work for the clerical staff. The lag between typing of purchase orders and their appearance on the weekly print-out can be as long as nine (9) working days. Since the weekly print-out is used as the "open" P.O. file, there exists an automatic delay in the processing of shipment receipt data to clear the open file. This not only creates problems within the purchasing office, but it interferes with the processing of accounts payable information. (Use open file and a 10-day closed suspense file).

Since there is virtually nothing that can be done with the layout of the purchasing office except to possibly relocate it, no further elaboration will be made on this point. The current procedures and methods employed to maintain the open file (weekly print-out) can be changed.

Receiving data should not be held in the purchasing office due to an incomplete system and a regular procedure of purchase follow-up is deemed necessary. Therefore, it is suggested that an "open" purchase order file

be implemented.

The "open" file should consist of two separate files; one for stores and one for non-stores items. The procedures to be employed in maintaining this "open" file are displayed on attachment "C". A verbal description of this system appears in comparison form against the present system below:

<u>PRESENT</u>	<u>PROPOSED</u>
1) Packing slip & copy 2 of P.O. forwarded from Receiving to Purchasing.	1) Packing slip & copy 2 of P.O. forwarded from Receiving to Purchasing.
2) Packing slip & copy 2 stored in drawer, - to 10 working days later.	2) Corresponding copy 4 of P.O. pulled from open file and matched with packing slip and copy 2.
3) Packing slip & copy 2 pulled from drawer - 4 to 10 working days later.	3) Copy 2 & packing slip forwarded to Accounts Payable.
4) Weekly print-out searched for appearance of purchase information corresponding to copy 2 & packing slip.	4) Copy 4 filed numerically on 10 day rotation file by day.
5) Located corresponding purchase information - handwrite receipt date on print-out.	5) At the start of any day, .10 day old copy 4 of P.O. pulled from temporary closed file.
6) Print-out retained as open file and purchase history.	6) Copy 4 matched with print-out - date received stamped on print-out.
7) Copy 2 & packing slip forwarded to Accounts Payable	7) Print-out retained as purchase history.
	8) Copy 4 discarded.

The request for additional clerical staff should be rejected. While the results of the work sample were most impressive indicating nearly full utilization of the work day, it was also stressed that effectiveness is not a product of business. Methods, etc. determine effectiveness and the methods

and procedures should be changed to reduce the efforts required to process purchase data and provide purchase follow-up information.

The recommended open file will ease the workload of the clerk and assist the secretary in follow-up. Furthermore, the system will speed up the processing of Accounts Payable data and bring timeliness into the payment system so discount stipulation can be met.

When a complete on-line purchase/inventory system is implemented, most of the current problems will dissolve completely negating any need for additional clerical staff in the purchasing office.

EQUIPMENT NECESSARY TO IMPLEMENT SYSTEM

OPEN FILE

Pendaflex check filer

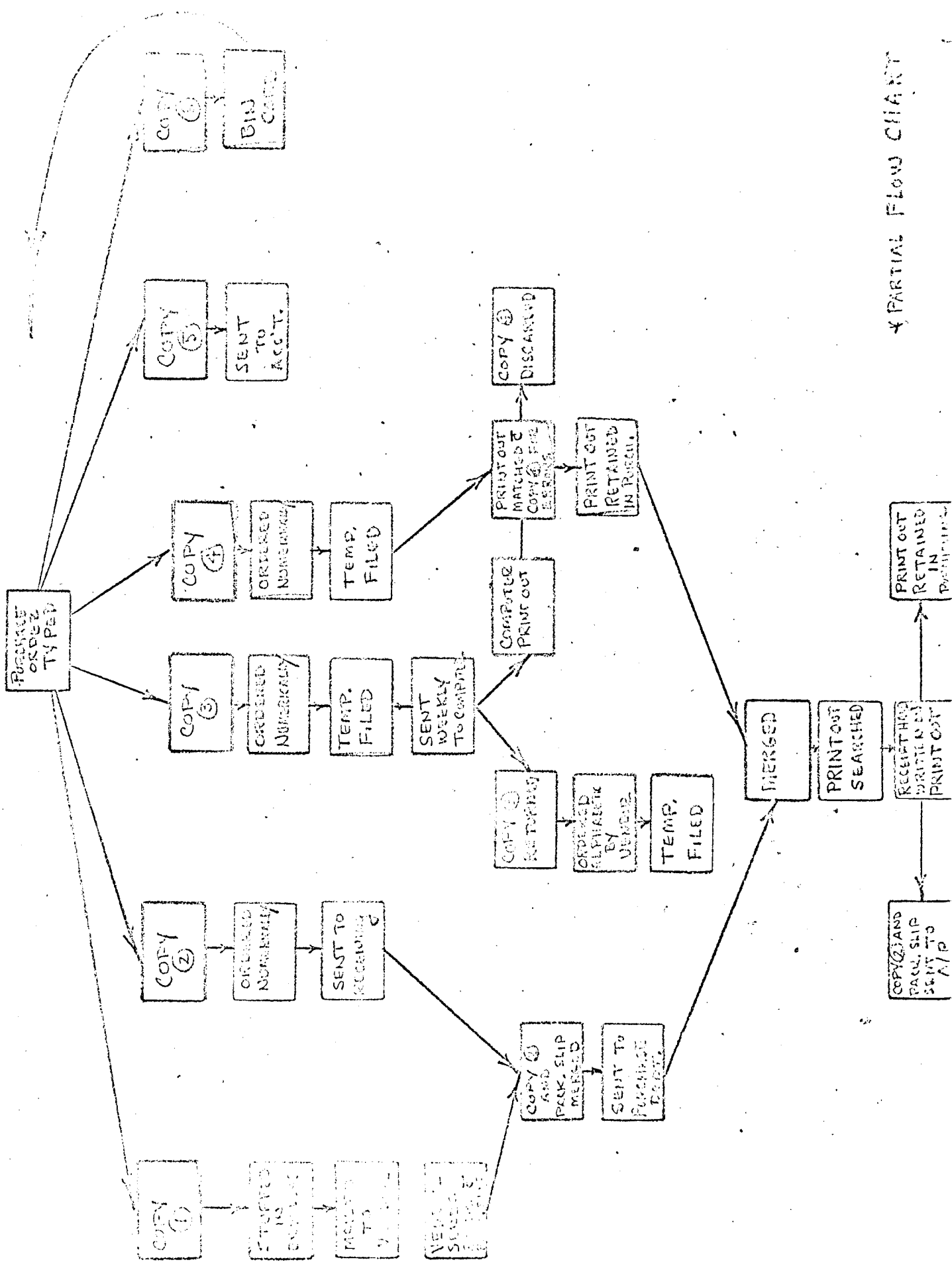
CLOSED 10-DAY ROTATION FILE

Pendaflex file

ATTACHMENT A
WORK SAMPLE RESULTS

FUNCTION	PERCENT			MH/DAY			MH/WK		
	SECY.	CLK.	CLK-TYP.	SECY.	CLK.	CLK-TYP.	SECY.	CLK.	CLK.-TYP
Type P.O.	-	-	30.6	-	-	2.60	-	-	13.00
Type Other	17.5	-	-	1.49	-	-	7.45	-	-
Telephone	21.3	21.3	10.7	1.81	1.81	.91	9.05	9.05	4.55
Proof Read	9.1	-	-	.77	-	-	3.85	-	-
Receptionist	11.4	.8	2.3	.97	.07	.20	4.85	.35	1.00
Sort Mail	1.5	-	1.5	.13	-	.13	.65	-	.65
Burst P.O.	-	11.4	.8	-	.97	.07	-	4.85	.35
Talk (Job Related)	3.8	4.5	3.0	.32	.38	.26	1.60	1.90	1.30
File, Write, Search & Sort	12.6	42.7	27.5	1.07	3.62	2.33	5.35	18.10	11.65
Walk (in office)	5.3	1.5	1.5	.45	.13	.13	2.25	.65	.65
Tube	-	-	.8	-	-	.07	-	-	.35
Stuff Envelopes	-	.8	5.3	-	.07	.45	-	.35	2.25
Non-Productive	1.5	2.3	3.8	.13	.20	.32	.65	1.00	1.60
Out, Productive	3.0	6.2	4.5	.26	.53	.38	1.30	2.65	1.90
Out, Non-Productive	-	.8	-	-	.07	-	-	.35	-
Out, Scheduled	13.0	7.7	7.7	1.10	.65	.65	5.50	3.25	3.25
Sub-Totals	<u>100.0</u>	<u>100.0</u>	<u>100.0</u>	<u>8.50</u>	<u>8.50</u>	<u>8.50</u>	<u>42.50</u>	<u>42.50</u>	<u>42.50</u>
TOTALS BY CATEGORY		<u>100.0</u>			<u>25.50 hrs/day</u>			<u>127.50 hrs/wk</u>	

PRESENT PROCESSING PLAN CHART



* PARTIAL FLOW CHART

