Ambulatory Care Nursing
Analysis of Payroll Operations
April 25, 1990
Industrial and Operations Engineering 481
Management Systems

Michael Fee
Sherry Haller
Andrea Mey
Irfan Viki
EXECUTIVE SUMMARY

The objective of this project, was to analyze the Ambulatory Care Nursing payroll system, with the following goals:

- To produce a flowchart of the current payroll system
- To identify areas in the current process that can be improved
- To make recommendations for improvement

Our investigation consisted of interviewing on site and satellite nurse managers, payroll clerks, and related hospital and campus personnel; and observing the payroll process itself.

The results of our investigation can be seen in the flow charts, Figures 1 through 5 in the body of the report. The payroll process is complex and time consuming. We found that due to hospital and campus constraints, the payroll process involved procedures that resulted in more opportunities for errors to occur. Hospital and campus constraints, such as the payroll deadline and the payroll forms are not changeable under the scope of our project.

The team then consulted the nurse managers. The purpose of these interviews was to gather and record processes and opinions of the nurse managers. The team then reviewed the information and found that some nurse managers are spending considerable time collecting and entering the payroll times into ANSOS, the Automated Nurse Staffing Office System. Our analysis showed that a lack of ANSOS terminals combined with the extremely slow ANSOS operations, "computer illiteracy," the new nursing contract, and lack of teamwork are major attributes to this problem. Furthermore, the nurse managers make several trips to deliver information to the payroll clerk, Connie Kidder. This underutilization of the nurse managers time may be corrected by a more efficient information storage, retrieval, and transmission and/or clerical help.

The scope of the assigned project also includes the satellite M-Care Centers. The nurse managers at these remote clinics record their nurses' hours without the aid of ANSOS and either fax or telephone in their records, using a variety of forms. Common among all nurse managers is a lack of understanding of exactly what information is required by Connie, and when it is due.

We recommend a quality approach for the improvement of the current payroll system. The term quality is defined here as a freedom from defects, or a freedom from inaccurate
timesheet information being submitted to payroll. This approach is typified by our recommendations for improving the accuracy and timeliness of the current system:

• Standardization of the payroll forms and satellite timesheets

• Documentation for all nurse managers listing standard requirements and deadlines concerning the payroll process

• Delegation of authority to nurse managers and/or their assistants for “Authorized Signatures”

• Simplifying and automating much of Connie's manual work

Each of these recommendations address a link where we have found an information/communication breakdown. If these recommendations are implemented, we expect the Ambulatory Care Nursing payroll system to run more effectively at a decrease in costs and an increase in productivity.
INTRODUCTION

The Ambulatory Care Nursing Payroll System is currently being analyzed by a group of students acting under the direction of Management Systems. This project team is made up of Michael Fee, Sherry Haller, Andrea Moy, and Irfan Virk.

PROJECT DEFINITION

Purpose: Analyze the payroll system in the ambulatory care nursing unit.

Goals: 
• To produce a flowchart of the current payroll process in Ambulatory Care Nursing unit.
• To identify areas in the current process that can be improved.
• To make recommendations for improvement.

Background: Continuous problems with timeliness, efficiency and accuracy of payment process. New nurse contract and ANSOS (the Automated Nurse Staffing Office System) implemented for scheduling and tracking of nurses’ work times.

INVESTIGATION

The team initiated their project by first meeting with the client, Joan Robinson, the Director of Ambulatory Care Nursing; and the Assistant Director of Ambulatory Care Nursing, Candia Laughlin. The result of this meeting was a general understanding by the student team members of the current payroll system and associated problems. The team then proceeded to write a preliminary project proposal. After several weekly meetings with Candia Laughlin, a final project proposal was written and signed by clients and team members.

The next stage of the project was to consult the nurse managers who play a role in the current payroll process. The purpose of these interviews was to gather and record processes and opinions of the nurse managers regarding the payroll. The team then reviewed the information and found that the nurse managers seem to have varied opinions about the payroll process. Some nurse managers believe that it is their responsibility to ensure that each nurse in their respective department is paid correctly. These nurse managers who typically have no problems with payroll either are very familiar with ANSOS, or they are responsible for small departments. For example, one nurse manager, who has
no problems with payroll, reported that it takes her 30 minutes to complete payroll without any interruptions, and then she calls in her amendments on Monday morning.

On the contrary, some nurse managers believe that payroll should be completed by "someone who has a knack for numbers". Nurse managers with this particular attitude report that payroll is too time consuming, very tedious, and in general it takes away from other nursing responsibilities. This burden could be relieved by part-time clerks. At the time of our observations, however, dissatisfaction was high because of the demands based on the new nursing contract. Some of the nurse managers were optimistic that the exorbitant amount of time spent on what they considered to be clerical work—the data entry—would be reduced once they became familiar with the new contract and its effects on the ANSOS symbols.

The new nursing contract is only one factor affecting the amount of time spent on data entry. Two other factors are inadequate computer experience, and ANSOS itself. Some of the nurse managers do not have much experience on computers. They are not of the generation that is growing up on computers, thus if they have not taken the time to learn how computers can be an asset, the have found themselves at a slight disadvantage, not just at the hospital, but in today's world, which is highly computerized. ANSOS is not particularly user-friendly, and if one had to become acquainted with computers and the ANSOS system at the same time, one could expect to spend a great deal of time on data entry. Another reason for the complexity of the ANSOS system is that the University of Michigan Hospitals exceed all parameters for computer programs such as ANSOS, which puts limitations on what can be effectively done. Preliminary analysis showed that a lack of ANSOS terminals combined with the extremely slow ANSOS operations are also major attributes to the problem.

Furthermore, the nurse managers make several trips to deliver information to the payroll clerk, Connie Kidder. This underutilization of the nurse managers time may be corrected by a more efficient information storage, retrieval, and transmission and/or clerical help. One major step towards this goal would be to install ANSOS equipment in Connie's office. This would allow her to print out ANSOS in her office, thus saving Nurse manager time because the Nurse managers would not have to hand-deliver the information.

The scope of the assigned project also includes the satellite M-Care Centers. The nurse managers at these remote clinics record their nurses hours without the aid of ANSOS and either fax or telephone-in their records, using a variety of forms. Common among all nurse managers is a lack of understanding of exactly what information is required by Connie, and when it is due.
Concurrently, the team also reviewed the process which is followed by Connie Kidder, the payroll clerk. This information was translated into the flow chart, Figures 1 and 2, pages 6 and 7. The process, which requires much manual data calculation and entry, begins on Wednesday (nine days before payroll checks are issued). Connie first prepares the official payroll timesheets of the university, hospital, and various grants by reviewing names and the account breakdown from which they are paid. (Copies of these timesheets are included in Appendix A) On Thursday and Friday, time information is received from the nurse managers as described above. Connie then transcribes this information to the prepared timesheets. Since actual hours worked can differ from information delivered to Connie, the nurse manager must notify Connie of these changes by Monday morning. Before these timesheets are given to payroll, most nurse managers return to Connie's office to initial the timesheets for their nurses. Each timesheet also requires authorized signature. Initially, this required either the director or assistant director of Ambulatory Care Nursing to sign each timesheet.

The payroll forms for Ambulatory Care Nursing are due Monday by 11:00 a.m. Between Monday afternoon and Friday, the payroll process on campus and at the hospital is similar. At the hospital, Monday is used primarily for screening common errors, rechecking Connie's work, and posting adjustments. Hospital payroll sends their payroll sheets to Campus payroll by 4:30 Monday afternoon. Campus then sends their own timesheets for Ambulatory Care Nursing, along with Hospitals' timesheets for Ambulatory Care Nursing to Datacheck in Southfield. Datacheck proceeds to keypunch the necessary payroll information, and the batches of keypunched information is returned over the telephone lines by Tuesday evening.

Hospital and Campus Payroll receive the payroll batches on Wednesday morning. Payroll is checked once again for errors and efforts are made to make sure that everyone will receive a paycheck. Copies of the payroll report are then sent to each department for verification, and finally the checks are dispatched Thursday, and imprest checks are cut. Hospital reported that they cut an average of 364 imprest checks a month, which cost approximately $100 each to process.

Currently, Campus Payroll is working on designing new timesheet documents so that the payroll can be keypunched in Ann Arbor. In the long run, both Campus and Hospital Payroll hope to cut out the intermediate steps of downloading payroll information from ANSOS and keypunching. The goal is to have checks issued straight from ANSOS.

The payroll system which was documented is, in fact, already obsolete. Throughout the course of the project, there have
Figure 1. Present Situation Flow Chart (part 1)

Start Payroll Process

Collect Payroll Forms (4 different forms)

Phone-in time sheets (Chelsea)

Connie begins to prepare timesheets

Data about appointment percentages

Wednesday (Week 1)

Connie transcribes hours to various timesheets

Thursday/Friday (Week 1)

Overtime Patient Care?

Yes

Compute "Time Recoding Payroll Adjustment" for new contract

No

Nurse managers notify Connie of any changes

Memo returned to acknowledge changes

Changes in hours delivered if they occur

A
Figure 2. Present Situation Flow Chart (part 2)

Nurse Managers return to authorize timesheets

Asst. Director or Director (Candia/Joan) sign each timesheet

Delivered to Payroll (drop box) Monday (Week 2) 11:00 A.M.

Requests for imprest checks as needed

Payroll information processed by the University Monday (Week 2) thru Friday (Week 2)

Checks issued Thursday/Friday (Week 2)

Yes Error Reported by Employee?

No

End
been modifications in the payroll process, such as the transference of signature authority from the director and assistant director of nursing to the head nurses (although the assistant head nurses in some instances are the ones doing the payroll for some units, they have not been given signature authority by Joan Robinson, the use of electronic mail by Connie, and the addition of a third server.

According to hospital information services, Connie is in the process of getting ANSOS in her office, although it will take two to three months to obtain all the hardware. Once she has ANSOS in her office, she will be able to print off the ANSOS timesheets directly in her office, which will save the head nurses and/or assistant head nurses the wait time for printing and the travel time for delivering. This is the method that was found to be the most time efficient for the Mott/Women's/Holden payroll system.

An alternative system that supposedly runs more smoothly than our clients' system is the Mott/Women's/Holden payroll system. We were, therefore, asked by our client, Candia Laughlin, to observe the two clinics (Pediatrics and OB/GYN) in the Mott/Women's/Holden payroll system to determine the cause of their alleged efficiency over the Ambulatory Care Nursing payroll system. One major difference between the two systems is the Mott/Women's/Holden has two payroll clerks located in the Clinical Faculty Office Building who have access to ANSOS in their office. They print the ANSOS timesheets there, instead of the nurse managers printing them and bringing them to the clerks. The nurse managers in the clinics work with the payroll clerks as a team to get a quality product (i.e. accurate payroll sheets) into the dropbox by 11 a.m. Monday morning.

The Ambulatory Care nurse managers do not seem to make an as-effective team with Connie. In some instances, there seems to be a lack of understanding for what Connie does, which in turn, does not allow Connie to have "pride of workmanship," as per W. Edwards Deming's twelfth point of continual improvement. This did not seem to be the case with the Mott/Women's/Holden payroll system.

Deming’s ninth point is, "Break down barriers between staff areas," and his fourteenth point is, "Put everybody in the company to work to accomplish the transformation." (Deming, 1986, pp. 23-96) Improving the quality and the cost effectiveness of an organization is not just upper management's job. The improvement of quality and cost effectiveness can be accomplished by teamwork among everyone—the nursing staff, nurse managers, and the payroll clerk. The nurses must work with the payroll clerk to get a quality product out on Monday.
"Deming, Juran, Crosby, and other quality experts agree that approximately 85% of the quality problems and opportunities for improvement relate to changes in the systems and processes to produce and deliver the service or product, or working smarter. Only 15% of the improvement potential relates to employees working harder or more diligently. Therefore, the focus for quality improvements should be on improving systems and processes." (IOE 481 course pack, p. 9-11) This would be typified by our recommendations for improving the accuracy and timeliness of the current system: standardization of the payroll forms and satellite timesheets, simplification and automation of much of Connie's manual work, and documentation for all nurse managers listing standard requirements and deadlines concerning the payroll process.

RECOMMENDATIONS

Our first recommendation is to standardize the timesheets which are used by the satellite care centers. The version we submitted is shown in Appendix B.

In comparison with the Mott/Women's/Holden payroll, the Ambulatory Care Nursing payroll seems to lack effective communication between nurse managers and the payroll clerk. Therefore, to improve the quality of communication, we recommend that the following guidelines for the standardization of the payroll process be issued:

- ANSOS data must be accurate by 3:00 P.M. on Thursday.

  (Until Connie Kidder has ANSOS at her desk:
  - Payroll timesheets from on site locations are due in Connie Kidder's office by 3 P.M. on Thursday.)

- Payroll timesheets from satellite locations must be faxed to Connie by 3 P.M. on Thursday.

- Hospital and campus payroll sheets must be checked and signed by on site nurse managers by 5 P.M. on Friday.

- Changes in payroll information must be sent by electronic mail from on site locations to Connie no later than 8 A.M. Payroll Monday.

- Changes in payroll information must be phoned in from satellite locations to Connie no later than 8 A.M. Payroll Monday.

As discussed in the investigation, the Director or the Assistant Director of Ambulatory Care Nursing are the authorized signers of the campus and hospital timesheets. We
recommend that the authority be delegated to the actual nurse manager or assistant nurse manager who is entering the data into ANSOS and knows better who is actually working the recorded hours.

Lastly we recommend further automation of manual work. This includes the use of electronic mail, or E-mail, by all nurse managers and payroll clerk, the use of ANSOS by the payroll clerk to print out timesheet information, and also the use of a fax machine and standard timesheet by all satellites.

By applying these recommendations to the present situation flow chart, Figures 1 and 2, we developed a new flow chart. This is shown as Figures 3 and 4, pages 11 and 12. Also included is an “optimistic” flow chart, Figure 5, page 13, which is the result of the university developing a system which could down load the timesheet data directly from ANSOS to their check processing computers. This would eliminate all of the transcribing steps and further reduce the possibility of error as well as allow time data to be entered after the period has ended.

If these recommendations and guidelines are implemented, we expect the Ambulatory Care Nursing payroll system to run more effectively. In detail, the amount of re-work will be reduced, the quality will be improved (defects decrease), and the work environment will be improved. In turn, this will lead to a reduction in costs and an increase in productivity.
Figure 3. Flow Chart Reflecting Recommendations (part 1)

1. **Start Payroll Process**
2. **Collect Payroll Forms (4 different forms)**
3. **Connie updates Database**
4. **Data about appointment schedules**
   - **Wednesday (Week 1)**
   - **By Thursday 3:00 P.M. (Week 1)**

   **Satellites fax in timesheets on a standard form**

5. **On site nurse managers input payroll data into ANSOS**

6. **Connie prints out ANSOS timesheets**
   - **Thursday After 3:00 P.M.**

7. **Connie transcribes hours to payroll timesheets**
   - **Thursday (Week 1) thru Monday (Week 2)**

8. **Nurse managers notify Connie of any changes**

9. **E-Mail Notices**
10. **E-Mail Replies**
Figure 4. Flow Chart Reflecting Recommendations (part 2)

Nurse Managers/Assistants Authorize (Sign) Timesheets

Deliver to Payroll Dropbox

Requests for Imprest Checks as needed

Payroll information processed by University.

Checks issued

Yes

Error Reported by Employee?

No

End

Friday (Week 1)

Monday (Week 2) 11:00 A.M.

Monday (week 2) thru Friday (Week 2)

Thursday/Friday (Week 2)
Figure 5. Optimistic Future Flow Chart

Start Payroll Process

All nurse managers input payroll data into ANSOS

Transmit timesheet data from ANSOS to Payroll Computer

By Wednesday at 11:00 A.M.

Wednesday Afternoon

Requests for Imprint Checks as needed

Payroll information processed by University.

Checks issued

Thursday/Friday

Yes

Error Reported by Employee?

No

End
APPENDIX A

Campus and Hospital Timesheets
<table>
<thead>
<tr>
<th>NAME</th>
<th>CODE</th>
<th>REGULAR</th>
<th>BASE PAY HOURS</th>
<th>BASE PAY HOURS TO BE PAID</th>
<th>ADD'L HRS TO BE PAID</th>
<th>REG. RATE</th>
<th>REG RATE</th>
<th>REG RATE</th>
<th>SPEC. SCHED. HRS</th>
<th>FOR PAYROLL USE ONLY</th>
<th>ON CALL HOURS</th>
</tr>
</thead>
<tbody>
<tr>
<td>9</td>
<td>18.90</td>
<td>40.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>18.90</td>
<td>32.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>18.90</td>
<td>52.8</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>18.90</td>
<td>66.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>12.16</td>
<td>64.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>18.28</td>
<td>25.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>14.02</td>
<td>48.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>18.90</td>
<td>44.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>15.42</td>
<td>16.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>15.64</td>
<td>40.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>3</td>
<td>17.73</td>
<td>40.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>18.90</td>
<td>46.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>18.90</td>
<td>17.6</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>16.52</td>
<td>45.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>18.90</td>
<td>24.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>7</td>
<td>18.90</td>
<td>80.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>0</td>
<td>18.90</td>
<td>26.4</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>8</td>
<td>18.90</td>
<td>80.0</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

REMINDER: IF SHIFT IS ENTERED IN COLUMNS 39-46, YOU MUST ENTER A, M OR S IN COLUMN 54.
### Payroll Details

**Period Covered:** From 02-04-90 Thru 02-17-90

**Pay Date:** 02-23-90

<table>
<thead>
<tr>
<th>Days of the Week</th>
<th>Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td>Sun</td>
<td>8.5</td>
</tr>
<tr>
<td>Mon</td>
<td>8</td>
</tr>
<tr>
<td>Tns</td>
<td>4</td>
</tr>
<tr>
<td>Wed</td>
<td>4.5</td>
</tr>
<tr>
<td>Thu</td>
<td>8</td>
</tr>
<tr>
<td>Fri</td>
<td>8</td>
</tr>
<tr>
<td>Sat</td>
<td>8</td>
</tr>
</tbody>
</table>

**Amount Due:** $40

**Special Instructions:**
- Due in Payroll 11 A.M. after close of period.
THE UNIVERSITY OF MICHIGAN — PAYROLL OFFICE
BI-WEEKLY TIME REPORT

NAME (PRINT LAST, FIRST)                                  SOCIAL SECURITY NUMBER

PAY PERIOD
05-29-88 TO 06-11-88

PAYROLL USE ONLY
REASON:

CERTIFY THAT THE EFFORT DISTRIBUTION SHOWN ABOVE REASONABLY REFLECTS MY ACTUAL EFFORT FOR THE BI-WEEKLY PERIOD COVERED BY THIS TIME REPORT. IF DISAGREE, SEE INSTRUCTION 6 ON REVERSE SIDE.

MI MEDICAL CENTER
MANAGEMENT SYSTEMS

DAILY TIME REPORT — ENTER FRACTIONAL HOURS IN DECIMAL FORM ON A TENTH OF AN HOUR BASIS

<table>
<thead>
<tr>
<th>FIRST WEEK</th>
<th>SCHEDULED HOURS WORKED</th>
<th>SHIFTS A/M/S</th>
<th>EXCEPTION TIME</th>
<th>SUMMARY OVERTIME HOURS AT</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td>HOURS</td>
<td>CODE</td>
</tr>
<tr>
<td>SUNDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MONDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>TUESDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>WEDNESDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>THURSDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRIDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>SATURDAY</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>SECOND WEEK</th>
<th>SCHEDULED HOURS WORKED</th>
<th>EXCEPTION TIME</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>HOURS</td>
</tr>
<tr>
<td>SUNDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>MONDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TUESDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>WEDNESDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>THURSDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>FRIDAY</td>
<td></td>
<td></td>
</tr>
<tr>
<td>SATURDAY</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

RETURN TO PAYROLL OFFICE BY MONDAY NOON FOLLOWING CLOSE OF PAY PERIOD

TOTAL ACCOUNTS HOURS DESCRIPTION

64.0 275424 64.0 UMIMA OUTPATIENT CLINIC

PAY PERIOD SCHEDULED HOURS

SEE REVERSE SIDE FOR INSTRUCTIONS

JOBCLASS 30578 PAY DATE 06-17-88
MEDICAL CAMPUS DEPARTMENT OF HUMAN RESOURCES
UNIVERSITY OF MICHIGAN HOSPITALS
TIME RECORDING/PAYROLL ADJUSTMENT REQUEST

REQUESTOR
NAME
PHONE NUMBER

EMPLOYEE INFORMATION
NAME
SOCIAL SECURITY NUMBER
ACCOUNT NUMBER
LOCATION CODE

SUPERVISOR'S SIGNATURE
DATE

PAY TYPE ☐ MONTHLY ☐ BI-WEEKLY ☐ TEMPORARY

☐ TIME RECORDING AMENDMENT-PAY DATE

Please change the time reported for the above employee as follows:

Calendar Date(s)

Time Recorded As

Time Should Be

☐ PAYROLL ADJUSTMENT

Complete this section to report dollar amount adjustments to pay.

Pay Date:

(Attach this form to the monthly or bi-weekly timesheet on which the employee is reported).

<table>
<thead>
<tr>
<th>CIRCUMSTANCE</th>
<th>HOURS AFFECTED</th>
<th>X DIFFERENCE PAID</th>
<th>= ADJUSTMENT AMT</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergent Work Form</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MNA Shift Rotation Premium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MNA Weekend Premium</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Incentive Pay/</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Transcriptionist</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Medical Legal Fees</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>On Call Special Adjustment</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MNA Mandatory O.T.</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Other (specify)</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

☐ IMPREST REQUEST

FOR HOSPITAL PAYROLL USE ONLY

Imprest Check ☐ Add to next paycheck

GROSS AMOUNT

BY
DATE
☐ S and V FILE ADJUSTED

FOR HOSPITALS PAYROLL USE ONLY

By
Date
APPENDIX B

Standardized Satellite Timesheet
<table>
<thead>
<tr>
<th>MON</th>
<th>TUE</th>
<th>WED</th>
<th>THUR</th>
<th>FRI</th>
<th>SAT</th>
<th>SUN</th>
</tr>
</thead>
</table>

**Exception Codes**

- 01 Vacation
- 02 Sick
- 03 Overtime—Regular Rate
- 04 Overtime—1 1/2 Rate
- 05 Excused Time W/O Pay
- 06 Unexcused Time W/O Pay
- 07 Holiday
- 08 Educational Time
- 10 Jury Duty
- 11 Military
- 12 Season Day
- 13 Inclement Weather