Housekeeping
Attendance
Analysis

Final Report

April 28, 1993

Client: Edward Grady
Director of Housekeeping Services

Coordinator: Richard J. Coffey, PhD.
Director of Management Systems, UMH

Brad Lars Christensen
Chad Howard Christensen
Paige Abbate Herzenstiel
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</table>
To:  Joseph Diederich, Director of Hospital Services  
     Edward Grady, Director of Housekeeping Services Department  

From:  Brad Christensen, Chad Christensen, Paige Herzenstiel,  
     Management Systems  
RE:  Recommendations for the reduction of absences in the  
     Housekeeping Services Department.  

Date:  April 28, 1993  

The purpose of this study was to determine the reasons behind  
absences and suggest ways that the housekeeping services  
department could reduce absences. The Housekeeping Services  
Department perceived an unacceptable level of absences and  
requested this investigation to determine causes and develop  
solutions to this situation.  

Definition of an absence: a person not being at work when scheduled  
to be there or an open position when work is not being completed;  
this includes sick, emergency vacation, Personal Discretion Time  
(PDT), open, and unpaid absences.  

The expected outcomes and results of the study are:  
1.  Determine when, where and why absences occur in  
   the Housekeeping Services Department.  
2.  Develop suggestions to decrease absences.  
3.  Develop suggestions to improve customer  
satisfaction and employee work environment.  
4.  Improve the efficiency and quality of work for the  
   Housekeeping Services Department.  

Suggestions were developed through analysis of Daily Census Reports  
(attendance reports), a survey distributed to AFSCME employees in  
the Housekeeping Department, and interviews with various  
departments in the hospital.  

Our group recommends three alternatives to reduce absences in the  
Housekeeping Services Department. These suggestions may be  
implemented together or separately.  

Recommendation 1.  Flexible Scheduling  
Recommendation 2.  Group Work  
Recommendation 3.  Job Rotation
In addition to these recommendations we suggest a follow-up study on an incentive program that is currently in place in the Food and Nutrition Department.

**Recommendation 1. Flexible Scheduling**

Definition: Change in the permanent schedule starting and ending times up to a certain number of hours; a permanent change in schedule for certain employees meeting established criteria.

This will have an immediate impact for 7 to 10 percent of employees who have chronic problems with starting and or ending times due to child care, taking children to and from school, and other situations. A short implementation plan for the pilot program, would include:

1. Set criteria and number of hours that can be shifted
2. Involve employees in decision making
3. Supervisor and employee set up individual schedule with the Director's approval
4. Allow a grace period of two weeks for employees to return to original schedule
5. Check attendance of employees following the implementation to determine if the program is effective.
Recommendation 2. Group Work

Definition: Employees working either together, or towards a common goal (i.e. finishing a certain floor).

The incorporation of group work may improve the work environment, encourage employee attendance, and minimize the effects of absences. Over fifty percent of employees are interested in some form of group work. This may be especially effective on weekend schedules where not only the highest rates of absences were recorded but also expressed the most interest in group work programs. A short implementation plan for the pilot program, would include:

1. Determine goals of a team
2. Determine composition of teams from these goals
3. Establish an autonomous team
4. Check attendance and productivity of the team

Recommendation 3. Job Rotation

Definition: Workers within the same classification, building, shift, and schedule, rotating assignments.

Rotation would bring more variety in the work environment, increase skills, and minimize the effects of absences. Although fewer employees supported rotation as compared to group work, it makes employees aware of the total process and decreases stress and strain on muscles due to repetitive motions of the same job, as well as reducing boredom. This may be especially effective with the weekend Fri-Mon employees, as sixty percent were interested in job rotation. A short implementation plan for the pilot program, would include:

1. Gather list of volunteers
2. Determine rotation group
3. Allow employees to decide themselves, the rotation plan
4. Check attendance of employees involved in pilot program
INTRODUCTION

PURPOSE

The Housekeeping Services Department has observed levels of absenteeism among the Housekeeping staff, judged to be unacceptably high, and desires to lower these levels. As a consequence, Mr. Edward Grady, Director of Housekeeping Services, directed our group to analyze the data and underlying causes of absenteeism in the Housekeeping staff. The purpose of this report is analysis of the following items to determine the underlying causes of absenteeism and provide suggestions to decrease absenteeism in the Housekeeping Services Department:

1. Identify the patterns, cycles, and characteristics of absences in the Housekeeping Services Department.
2. Identify the underlying causes of absenteeism in the Housekeeping Services Department.
3. Suggest ways the Housekeeping Services Department can decrease employee absenteeism.
4. Determine if managerial or institutional problems are the cause of absenteeism in the Housekeeping Services Department.

DEFINITION OF AN ABSENCE

An absence is the situation where an employee is scheduled but does not attend work. Included as an absence are: open positions (considered as a missing employee), Personal Day Time (PDT), sick, and unpaid time. Funerals, vacations and emergency vacations are excluded because they cannot be controlled.

PDT is a particular concern to management. A personal day is not a vacation, nor an emergency vacation. No permission is necessary. An employee may take 3 PDT’s per year, but only 1 PDT per month. The PDT day is taken from an individual’s vacation bank.

Partial-Day Absences are still included in the absence statistics. For example, a four hour absence would be counted as .5 day absence.
OBJECTIVES

The objective of this report is to analyze sick time data in order to develop guidelines for the reduction of absenteeism in the Housekeeping Services Department. The foremost goal is to determine the causes of absenteeism. In order to accomplish that goal, we pursued the following five outputs/results:

1. Analysis of January-December 1992 Daily Census Reports data, the daily attendance reports, to determine the patterns, cycles, and relationships among absences and relevant variables. The variables include shift, work area determined by Assistant Director of Housekeeping, month, day of the week, and reason for absence.

2. Personal interviews with the Housekeeping Department, Human Resources Department, and Union Representatives. Analysis of surveys to determine the underlying causes of absenteeism.

3. Determine the key effects of Housekeeping Services Departments’ absenteeism rates in areas such as cost, effects on Housekeeping’s ability to perform its duties, and the effects on other departments of the University of Michigan Hospitals. This will provide background for suggestions to decrease the rate of absenteeism in the Housekeeping Services Department.

4. Determine the obstacles in lowering absenteeism rates for the Housekeeping Services Department. This item will provide background in the development of suggestions for decreasing absenteeism.

5. Provide suggestions for reducing absenteeism in the context of resolving or minimizing the key effects of absenteeism.

BACKGROUND

This report is a reassessment of an earlier study on the analysis of Housekeeping Services absenteeism completed in February 1991 (Asik. Chung, and Seth). The earlier study did not investigate the causes of absenteeism, rather it investigated patterns, cycles, and relationships among absences and variables such as worker classification, month, day, and schedule.
Housekeeping management requested this project for the following:

1. Improve internal Housekeeping Services efficiency.
2. Improve quality of work of Housekeeping Services.
3. Cost reduction.
4. Improve customer environment and employee work environment.

There are several interested parties involved in this project. As a primary customer of the Housekeeping Department's services the Nursing Department have input in this project. The American Federation of State, County, and Municipal Employees (AFSCME), the union to which the Housekeeping staff belongs, has concern for its members and have input with this project as well.

There are several key issues pertaining to absenteeism upon which this investigation was based. Most importantly, the Housekeeping personnel are irreplaceable by machines or other staff, therefore when staff are absent work is not completed unless they are replaced. Cost and quality are the secondary issues. Costs increase if Housekeeping duties are uncompleted or employee turnover is high. Indirect costs include fines, liability suits, retraining unfilled empty positions, customer dissatisfaction and lost future customer business. Quality falls when absenteeism is high due to disrupted maintenance cycles, incomplete work, and the training learning curve due to open positions. The issue of employee job satisfaction and morale is also important if absentee levels increase due to overwork from covering for absent staff or unfilled positions.

CURRENT SITUATION

At this time there is no computerized time keeping system in place; payroll sheets, time sheets, and absenteeism are all done by hand. As a result, information on trends, patterns, or cycles of absenteeism is difficult for supervisors and directors to determine. The Housekeeping Services Department works in every hospital building for at least one shift. Currently 3 shifts are in place: day, evening, and midnight. Employees usually stay in the same building, but may move to other buildings if problems arise.
Three job classes are present: Wall Washer (WW)
Custodian 2 (C2)
Unit Custodian (UC)

Description of each Job Class
Unit Custodian: lowest seniority
general duties (garbage, bathrooms)
patient rooms
No heavy equipment

Custodian 2: higher seniority
mainly floor care/carpets care
buffing and shampoo machines

Wall Washer: highest seniority
paid the most
some C2 jobs
heavy equipment to clean walls and ceilings

The Housekeeping employees are unionized, and positions are filled
by seniority and bidding (except at hiring in). The employees may
have transferred from another job at the University, or may move up
in class by bidding. Temporaries are also utilized to fill positions.
Temporaries may only work for three months at a time, based upon
the current AFSCME union contract.

The union bargaining agreement does not allow movement among
job classifications. The main reason being the difference in pay
between the three classes. The jobs are not skill specific, except the
use of equipment (no licensing necessary). Frankly, the gap in skills
is not that great and transfers can be made quickly. In fact, a
Custodian 2 may temporarily do a Wall Washer job if they are paid
the WW rate.

Several points should be noted:
• UC does the same job 99% of the time
• C2 splits time between C2 and WW duties
• C2 can be forced into doing UC jobs due to absences
• WW can do C2 or UC jobs

Much of the work is done on an individual basis, although work
groups are sometimes set up by floor and WW have project groups.
EXPECTED IMPACT AND OUTCOMES

There are three specific proposals/suggestions in this report: flexible scheduling, job rotation within classifications, and group/team work.

Job rotation within classification and group/team work are suggestions which resolve employee concerns regarding work environment. Many employees expressed concerns about job satisfaction and boredom. The Hospital must have fully trained and experienced employees in all areas to complete work effectively. If employees are not trained or experienced costs occur due to work incompletion or the effects of the learning curve on completed work done by inexperienced employees. Job rotation among classification will provide a fully trained work force and provide variety/changes for employees to combat boredom and increase job satisfaction.

Group/Team work will also improve employee's work environment and job satisfaction. An indirect effect could include improved attendance due to the subsequent improvement of work environment and increased job satisfaction. A worker who is trained, willing, and motivated to work should have higher attendance as well as higher work completion. An employee that is part of a team/group is empowered by their job ownership and the added responsibility given to the employee. Rotation will provide an employee with a higher level understanding of their total work environment. This understanding empowers employees and provides the basis for employee suggestions, continuous improvement and total workplace optimization.

The expected outcomes of this report are separated into two categories, attendance information and attendance improvement. Attendance information provides data to describe when absences occur and at what cost, what the reasons there are for these absences, and what trends explain these absences. Information also includes employee concerns, suggestions, and ideas regarding attendance and scheduling. The impact of this information is a better understanding of employee scheduling needs. This information base should provide a basis for implementation of suggestions which lower absenteeism. The cost analysis of absences can be used to determine the economic merit of suggestions. The information may be used for a better understanding of Housekeeping's current situation and as a basis for attendance improvements.
The second outcome of the report involves suggestions to improve the attendance of Housekeeping Services staff. The expected impact of these suggestions is their use as the basis for a program to reduce the number of absences in the Housekeeping Department—or at the very least minimize the costs of absences. The suggestions should lead to increased employee, management, and patient satisfaction as absences are decreased, work completed, and employee concerns are resolved. These suggestions should provide a basis for the implementation of a program to decrease absences.
FINDINGS AND CONCLUSIONS

PERCENT TOTAL ABSENT BY REASON

Analysis of the Daily Census Reports from January through December 1992, resulted in the following trend upon consideration of the total year and all the reason's provided by the Daily Reports. The reasons for absences that require the most research include: open positions, sick time use, unpaid time, and personal day time use(pdt) as these reasons are the major categories of reasons for absences.

Table 1. Percent of Total Absences by Reason for Entire Year 1992

<table>
<thead>
<tr>
<th>Reason For Absences</th>
<th>Percent of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Open</td>
<td>43%</td>
</tr>
<tr>
<td>Sick time use</td>
<td>32</td>
</tr>
<tr>
<td>Unpaid time use</td>
<td>10</td>
</tr>
<tr>
<td>Personal Day time Use</td>
<td>6</td>
</tr>
<tr>
<td><strong>Other</strong></td>
<td>15</td>
</tr>
</tbody>
</table>

*Open refers to an open position; a position that needs to be filled. It takes six months to fill an open position. It is counted as an absence because an employee is not there, and is needed.

**Other includes emergency vacation, vacation, funeral, and other activities not listed.

The open position category is the largest reason for absences, however these are planned absences and controllable. The open positions may contribute to the other reasons of absenteeism, for example higher sick or unpaid time due to overwork from employees covering open positions.

Sick, unpaid, and pdt use are the next major categories of absenteeism. Unlike open positions, these are unplanned absences and are not directly controllable. Sick time, if the sickness is legitimate, is totally uncontrollable. Unpaid time and pdt time are controllable, in a sense, if the causes for the use of this time is found solutions to absenteeism in these categories is possible.
Absence Patterns by Month
Findings and Conclusions

OVERALL
The percentage of employees that are absent is relatively stable throughout the year at an average of 11.9%. August shows a peak, the data is incomplete for that month. This indicates the overall pattern of absences is consistent and predictable. Variation of absence rates, if there is any, occurs within shifts, building, or occurs in the reasons for absences.

SICK TIME
The percent of total absences due to sick time by month is extremely stable at around thirty percent of total absences each month. The only deviation is the month of December, Holiday time and vacation time is higher in December, which consequently skews the data.

This indicates that sick time use is constant throughout the year. The sick time use can therefore be predicted as thirty percent of the overall rate per month (30% of 11.9%). Sick time may be estimated as 3.57% of scheduled time.

PERSONAL DISCRETION TIME
The percent of total absences due to PDT time by month displays an obvious trend. The percentage of PDT absences of total absences is high early in the year, the first three months, and then falls in the later months of the year.

It appears as though employees use all their personal discretion time early in the year. The fall at the end of the year could be due to employee's excessive use in the beginning of the year. An employee may use up their PDT (personal discretion time) early in the year and must consequently use other forms of absences later in the year. This relation could directly correspond to the use of employee unpaid time (unpaid time increases at the end of the year). Further analysis should be made to determine the link between unpaid time and personal discretion time.

UNPAID TIME
The percent of total absences due to unpaid time by month displays the opposite trend as PDT time. The percent of total absences due to unpaid time increases in the middle and later months of the year rather than the beginning. The peak periods of
### Numbers and Percentages of Absences for Year

<table>
<thead>
<tr>
<th>Month</th>
<th>Number Scheduled Reporting</th>
<th>Number Not Reporting</th>
<th>emergency pdt</th>
<th>vacation</th>
<th>open</th>
<th>funeral</th>
<th>unpaid</th>
<th>other</th>
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<tbody>
<tr>
<td>January</td>
<td>6750</td>
<td>798</td>
<td>253</td>
<td>130</td>
<td>7</td>
<td>269</td>
<td>19</td>
<td>114</td>
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<tr>
<td>February</td>
<td>6986</td>
<td>756</td>
<td>287</td>
<td>159</td>
<td>9</td>
<td>207</td>
<td>5</td>
<td>84</td>
</tr>
<tr>
<td>March</td>
<td>7475</td>
<td>942</td>
<td>392</td>
<td>147</td>
<td>11</td>
<td>302</td>
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<td>April</td>
<td>6667</td>
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<td>301</td>
<td>87</td>
<td>17</td>
<td>256</td>
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<td>May</td>
<td>7381</td>
<td>829</td>
<td>276</td>
<td>83</td>
<td>19</td>
<td>329</td>
<td>17</td>
<td>96</td>
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<td>June</td>
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<td>65</td>
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<td>July</td>
<td>7557</td>
<td>921.5</td>
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<td>45</td>
<td>21.5</td>
<td>430</td>
<td>13</td>
<td>69</td>
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<td>August</td>
<td>4517</td>
<td>652</td>
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<td>359</td>
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<td>September</td>
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<td>751</td>
<td>249</td>
<td>17</td>
<td>21</td>
<td>350</td>
<td>17</td>
<td>84.5</td>
</tr>
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<td>October</td>
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<td>757</td>
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<td>28</td>
<td>14</td>
<td>338</td>
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<td>November</td>
<td>5832</td>
<td>668</td>
<td>228</td>
<td>21</td>
<td>17</td>
<td>281</td>
<td>8</td>
<td>75</td>
</tr>
<tr>
<td>December</td>
<td>6206</td>
<td>859</td>
<td>188</td>
<td>24</td>
<td>15</td>
<td>332</td>
<td>17</td>
<td>78</td>
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<tr>
<td>Total</td>
<td>80223</td>
<td>9566.5</td>
<td>3186</td>
<td>828</td>
<td>182.5</td>
<td>3794</td>
<td>145</td>
<td>999.5</td>
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<tr>
<td>Percent Absent</td>
<td>0.119249</td>
<td>0.33303716</td>
<td>0.08655203</td>
<td>0.01907699</td>
<td>0.39659228</td>
<td>0.01515706</td>
<td>0.10447917</td>
<td>0.04369414</td>
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</tbody>
</table>

### Percent of Total Absences by reason

- University of Michigan Hospitals
- Housekeeping Services Department
- Period: Jan. 1 to Dec. 31 1992
- Source: Daily Census Reports
- Date: 3/3/93
PERCENT ABSENT BY MONTH

University of Michigan Hospitals
Housekeeping Services Department
Period: 1992
Source: Daily Census Reports
Date: April 28, 1993
<table>
<thead>
<tr>
<th>Month</th>
<th>Percent Absent</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan.</td>
<td>0.0</td>
</tr>
<tr>
<td>Feb.</td>
<td>0.00</td>
</tr>
<tr>
<td>Mar.</td>
<td>0.00</td>
</tr>
<tr>
<td>Apr.</td>
<td>0.00</td>
</tr>
<tr>
<td>May</td>
<td>0.00</td>
</tr>
<tr>
<td>June</td>
<td>0.00</td>
</tr>
<tr>
<td>July</td>
<td>0.00</td>
</tr>
<tr>
<td>Aug.</td>
<td>0.00</td>
</tr>
<tr>
<td>Sept.</td>
<td>0.00</td>
</tr>
<tr>
<td>Oct.</td>
<td>0.00</td>
</tr>
<tr>
<td>Nov.</td>
<td>0.00</td>
</tr>
<tr>
<td>Dec.</td>
<td>0.00</td>
</tr>
<tr>
<td>Total</td>
<td>0.00</td>
</tr>
</tbody>
</table>

**Source:** Daily Census Reports

**Period:** 1992

Housekeeping Services Department

University of Michigan Hospitals
Percent of Total Absences by Reason for 1992

Number Scheduled: 80,223
Number Absent: 9,566
Percent Absent: 11.9%

Reasons:
- Sick: 3,186
- Pdt: 828
- Em. vac.: 182
- Open: 3,794
- Funeral: 145
- Unpaid: 1,000
- Other: 418

University of Michigan Hospitals Housekeeping Services Department
Period: Jan. 1 to Dec. 31 1992
Source: Daily Census Reports
Date: 3/3/93
### Percent of Total Absences due to the Sick Category, Number per Month

<table>
<thead>
<tr>
<th>Month</th>
<th>Absences</th>
</tr>
</thead>
<tbody>
<tr>
<td>Jan</td>
<td>228</td>
</tr>
<tr>
<td>Feb</td>
<td>249</td>
</tr>
<tr>
<td>Mar</td>
<td>188</td>
</tr>
<tr>
<td>Apr</td>
<td>301</td>
</tr>
<tr>
<td>May</td>
<td>320</td>
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<tr>
<td>June</td>
<td>392</td>
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<td>July</td>
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<td>Aug</td>
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<td>Sept</td>
<td>263</td>
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<td>Oct</td>
<td>210</td>
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<tr>
<td>Nov</td>
<td>496</td>
</tr>
<tr>
<td>Dec</td>
<td>88</td>
</tr>
</tbody>
</table>

Number Absent: 9,566
Sick Absences: 3,186
Percent of Absences: 33.3%

**Source:** Daily Census Reports
**Period:** 1992

Housekeeping Services Department
University of Michigan Hospitals

**Date:** 3/7/93
Percent of Total Absences due to the PDT Category, Number per Month

Number Absent: 9,566
PDT Absences: 828
Percent of Absences: 8.6%


Months

- pdt
Percent of Total Absences due to Open Positions, Number per Month

Number Absent: 9,586  
Open Positions: 3,749  
Percent due to Open: 39.66%


Open

Date: 3/9/93  
Source: Daily Census Reports  
Period: 1992  
Houskeeping Services Department  
University of Michigan Hospitals
Percent of Total Absences due to Unpaid Time, Number per Month

Number Absent: 9,566
Unpaid Absences: 1,000
Percent of Absences: 10.5%

MONTHS

unpaid time use are May and June in the summer and September, October, and November at the end of the calendar year.

The high rate at the end of the year may be due to the fact that personnel have already used up their vacation, PDT and sick time. The summer month peaks in June and May are an unexpected problem, the question should not be the lack of alternative vacation or sick time. The summer unpaid times could be due to work environment, the worker cannot obtain any recreational time in the summer without using unpaid time. This is an institutional and planning problem which could ultimately be controllable through administration of vacation time.

OPEN POSITIONS
The percent of total absences due to open positions exhibits one peak at 56% of total absences and one valley at around 30% of total absences. The highest percentage of total absences due to open positions occurs in the months of July and August. On the other hand the lowest percentage of open positions of total absences occurs in January and December.

These peaks could be due to employment, hiring practices or job market swings. Employees leaving work for school may explain the peak in open positions in August.

ABSENCE PATTERNS BY SHIFT
Absence Patterns of the Day Shift
Findings and Conclusions

OVERALL ABSENCES
Overall absences on the day shift increase and decrease in an alternating pattern. June, August and December have the highest overall absence rate on the day shift. More importantly, a pattern of one month with high absences followed by one month of low absences emerges. The pattern is as follows: May is low, June is high, July is low, August is high, then September is low.

There is a definite cyclical pattern for the absences on the day shift. The cycles are predictable but unexplainable except by the patterns of sick time use.

SICK TIME
Sick day use by the day shift employees is positively related to the monthly trend for the overall absences of the day shift. A month of high sick time use is followed by a month of low sick time use. April-high, May-low, June-high, July-low, August-high, September-
low, October-low, November-high. This pattern of sick time use could explain the alternating trend in the overall absences. The other reasons for absences on the day shift do not indicate this trend.

PERSONAL DISCRETION TIME AND UNPAID TIME
Pdt and unpaid time use on the day shift displays the same trend as the overall monthly pdt and unpaid usage for the entire sample set. There is high use of pdt time in the earlier months and low use in the later months of the year 1992. As with the overall monthly totals, unpaid days rise as the year goes on.

OPEN POSITIONS
The percent of total absent on the day shift due to open positions is relatively stable throughout the year.

Absence Patterns of the Afternoon/Evening Shift
Findings and Conclusions

OVERALL ABSENCES/SICK TIME/ OPEN POSITIONS
The overall absences, sick time use, and open positions on the evening/afternoon shift are stable with no patterns.

PERSONAL DISCRETION TIME
On a similar note, the pdt time demonstrates the same trend of high use in the early months tailing off in the later months.

UNPAID TIME
The unpaid time use on the afternoon/evening shift shows the same relationship as with the overall total year trend. The unpaid time has two peaks, one in May/June and the other in September/October/November.

The trends of the afternoon/eveningshift directly support and correspond to the monthly absence patterns. This indicates the absence patterns are stable, and in a sense predictable.
### Absences by Shift

#### Ranking of Absences by Shift: Reason and Month

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University of Michigan Hospitals

Housekeeping Services Department

Period: Jan.1 to Dec. 31, 1992

Source: Daily Census Reports

Note: Same number of X's = equivalent percentage

Date: February 28, 1993
Percent Absent by Shift in 1992
Number Absent by Shift in 1992

(number absent)

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<td>5433</td>
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<tr>
<td>Mid.</td>
<td>1320</td>
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Number Scheduled

- Day: 31,141
- Eve.: 37,557
- Mid.: 11,497

University of Michigan Hospitals
Housekeeping Services Department
Period: 1992
Source: Daily Census Reports
Date: 3/4/93
Percent of Absences due to Sick Time by Shift in 1992

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<th>Number Absent</th>
<th>Percent of Total Absences by Shift</th>
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<td>Day</td>
<td>2,808</td>
<td>0.4</td>
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<td>Eve.</td>
<td>5,433</td>
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<td>Mid.</td>
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(number absent)
Percent of Total Absences
due to PDT time by Shift in 1992

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<tr>
<td>Eve.</td>
<td>5,433</td>
</tr>
<tr>
<td>Mid.</td>
<td>1,320</td>
</tr>
</tbody>
</table>

(number absent)
Percent of Total Absences due to Open Positions by Shift in 1992

- Day: 2,808
- Eve.: 5,433
- Mid.: 1,320

Percent of Total Absences by Shift

Date: 3/4/93
Source: Daily Census Reports
Period: 1992
Housekeeping Services Department
University of Michigan Hospitals
Percent of Total Absences due to Unpaid Absences by Shift in 1992

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<thead>
<tr>
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<td>Day</td>
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<tr>
<td>Mid.</td>
<td>1,320</td>
<td>0.23</td>
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Source: Daily Census Reports
Date: 3/4/93
Absence Patterns of the Midnight Shift
Findings and Conclusions

SICK TIME
Sick time use increases as a percent of total absences in the later months, peaking in November and December. This trend is inconsistent with the monthly absence patterns and the patterns corresponding to the other shifts.

The midnight shift may consist of lower seniority employees who cannot bid for vacation time over the holidays. The employees may use sick time as a substitute for vacation time. Added family/social concerns over the holidays may force the midnight shift workers to use sick time to be with their families.

PERSONAL DISCRETION TIME
Pdt time use demonstrates the repeated trend of high use in the early months then a tailing off of the use later.

UNPAID TIME
Unpaid time use on the midnight shift demonstrates the same relationship as with the overall total year trend. The unpaid time has two peaks, one in April/May/June and the other in September/October/November.

OPEN POSITIONS/OVERALL
The percentage of total absences on the midnight shift due to open positions is steady throughout the year. The open positions are planned, therefore this trend is normal if turnover is not excessive.

ABSENCE PATTERNS BY BUILDING

Absence Patterns by Building
Findings and Conclusions

The housekeeping staff has been divided for analysis into three regions:

Area I includes:
M/W/H, Med Inn, MPB, MCHC, Bank, Trailer
(Day and Evening Shifts)
Area II includes:
   UH, Kellogg, Turner
   (Day and Midnight Shifts)

Area III includes:
   UH, Taubman, Kellogg, Turner, UHEC, Riverview,
   NIB (Evening Shifts)

Area II and Area III overlap. This information is the finest
separation we can develop from the Daily Census Reports—the daily
attendance records.

OVERALL
Area II and Area III have the largest total percent absent per
month. Area III has the largest total percentage absent in eight of
the months in 1992. (January, May, June, July, August, September,
November, December)

This rate of absences could be due to the work environment of
the employees. The University Hospital may create more stress for
employees (more emergencies and discharges) which results in more
absences. Taubman and the NIB in Area III are mainly office areas,
employees may not feel needed and consequently not come in to
work consistently.

UNPAID TIME
The major leader in unpaid time use by percent of total
absences is Area II. Area II leads the other two areas in eight
months of 1992 in unpaid time use by percent of total absences.
Area II has a majority of the midnight shift workers. There may be
a correlation between the unpaid time use and shift, though this is
not indicated from the absence data on the shifts.

OPEN POSITIONS
The major leader in open positions by percent of total absences is
Area III. Area III leads the other two areas in ten months of 1992
in open positions by percent of total absences. This high percentage
of open positions may skew Area III's overall percentages. Area III
may seem to have high absence rates compared to the other areas
due to the number of open positions, a controllable number.
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Area (I) includes M/W/H, Med Inn, MPB, MCHC, Bank, Trailer (Day and evening shifts)
Area (II) includes UH, CAPH, Kellogg, Turner (Day and Midnight Shifts)
Area (III) includes UH, Taubman, CAPH, Kellogg, Turner, UHEC, Riverview, NIB (Evening shifts)

University of Michigan Hospitals

Housekeeping Services Department

Period: Jan. 1 to Dec. 31, 1992

Source: Daily Census Reports

Date: February 28, 1993

Note: If two days have the same number of X's they are equivalent

XXX = Highest relative percentage of absences
XX  = Second highest relative percentage of absences
X   = Third highest relative percentage of absences
Percent Absent for each Building in 1992

- MCHC/MEDINN: 1,707
- UH/K/CAPH/T: 1,653
- NIB/UH/TAUB: 6,011

Number Scheduled: 16,403

Building: 46,985

Source: Daily Census Reports
Date: 3/15/93
Percent and Number of Total Absences for each Building in 1992 due to sick time.

Total Number Absent  
MCHC/MEDINN: 1,707  
UH/K/CAP/T: 1,653  
NIB/NI/T/TAUB: 6,011
Percent and Number of Total Absences for each Building in 1992 due to Open Pos.

- MCHC/MEDINN: 1,707 (number absent) 568
- UH/K/CAPHT: 1,653 (number absent) 434
- NIB/USH/TAUB: 6,011 (number absent) 2,725

Percent of Total Absences

Date: 3/3/93
Period: 1992
Source: Daily Census Reports
Housekeeping Services Department
University of Michigan Hospitals

Date: 3/3/93
Period: 1992
Source: Daily Census Reports
Housekeeping Services Department
University of Michigan Hospitals
Percent and Number of Total Absences for each Building in 1992 due to PDT time

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<thead>
<tr>
<th>Building</th>
<th>Number Absent</th>
<th>Percent of Total Absences</th>
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<td>MCHC/MEDINN</td>
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<tr>
<td>UH/K/CAPH/T</td>
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<tr>
<td>NIB/UH/TAUB</td>
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DATE: 3/3/93
Source: Daily Census Reports
Period: 1992
Housekeeping Services Department
University of Michigan Hospitals
SICK TIME

Sick time use was evenly distributed throughout the buildings. Area I narrowly led Area II in sick time use by percentage of total absences. This data could be skewed due to the high percentage of open positions in Area III. This corresponds to all the data on sick time use—there is no variation in use by month, shift, or building.

PERSONAL DISCRETION TIME

Area I led all areas in PDT time use by percent of total absences from January to July 1992. Area III led all areas in PDT time use by percent of total absences from September to December 1992. Area I and Area III displayed an overall trend of decreasing PDT usage as the year progressed. There is no explanation of the variation in PDT use. There may have been a shift in employee duties, supervision, or random variation that was not indicated on the Daily Census Reports.

ABSENCE PATTERNS BY DAY OF THE WEEK

Absence Patterns by Day of the Week
Findings and Conclusions

Overall

Friday, Saturday, and Sunday had the highest rates of absenteeism. The Daily Census reports indicate higher uses of sick time, Personal Discretion Time, and unpaid time occur on these three days.

The weekend days would normally have the highest rates of absences as there are more distractions from work. Friday and Saturday are the final day of the work week for many employees, therefore these days would be taken off for three day weekends. Sunday is taken for religious purposes and because it is the beginning of the work week for some employees. Monday and Tuesday also had higher rates of absenteeism as these are also the beginning of the work week for many employees.

Sick Time Use and Open Positions

There is no day of the week which has a single identifiable reason accounting for its sick time or open position absences. For example, sick time use varies throughout the week. Some months record high rates of sick time use on Mondays, while other months record high sick time use on Fridays or Saturdays. There is no
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XXX = Highest percentage of absences
XX = Second Highest percentage of absences
x = Third Highest relative percentage of absences
Note: If two days have the same number of X's they are equivalent
EMPLOYEE SURVEY

Introduction

In order to learn the issues of employees, we conducted a survey. The issues we were trying to learn about were related to scheduling and work conditions (i.e. starting times, chronic problems, personal problems affecting work completion or attendance, etc.). The surveys were distributed during meetings conducted solely for the purpose of completing the survey. In this manner we were able to gain responses from 221 employees (see distribution on next page). All responses are held in confidentiality.

Survey Results:

#1 What is your current employment classification?
#2 Are you a permanent/regular or temporary worker?
#3 Your Present Schedule is:
#4 When does your current work shift begin and end?
#5 Where do you work (Building and Floors)?

These questions were used to provide the demographical data.

#6 Do you feel that some jobs within your classification are easier than others within your classification on your shift?

By Building
Nearly half of the employees in Mott answered yes to this question. This was 15% higher than in UH, MCHC, or Taubman which answered nearly the same (35% said yes). The NIB workers felt that their jobs were the most evenly balanced (only 1 out of 9 feel his job was more difficult).

By Classification
Unit Custodians are the most likely to feel that the jobs within their classification are not balanced (40%) while Wall Washers are only half as likely (20%) to feel that way. Around a third of C2 feel jobs are not balanced effectively.
Percent responding "yes" by classification to:
do you feel certain jobs within your classification
are much easier than others

Job Balancing

University of Michigan Hospitals
Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/28/93

Topic
By Shift
All three shifts responded about the same, 35% said yes on each shift.

By Schedule
The Mon-Fri schedule felt its jobs were more evenly balanced than any of the other schedules. The others were 10-15% above Mon-Fri responding yes 38-46% that some jobs were easier.

Conclusion:
In general we do not believe that there are significant problems with the amount or types of work that are being done by each classification, answers throughout the survey did not indicate any. One-fifth of wall washers feeling that there are imbalances between jobs within their classification seems acceptable. The other classifications could be expected to be slightly higher as comparisons between classification may be made in error. The fact that the majority feel that the jobs are balanced fairly in every classification says a lot about the effectiveness of the consulting firm that split up the work several years ago. The work environment itself and the methods used to do the work is more likely to be a cause of stress or problems than any single job or job classification being more difficult than another. Changing the work methods and environment such as implementing groups or rotating jobs within a classification may be effective.

#8, 9, 10 Percent willing to rotate jobs within their classification? Do you know the people on your shift within your classification? Do you think you can work with them?

Overall

By Building
Nearly half of those in Mott and NIB would be willing to rotate jobs. Only about 30% of those in the UH would want to rotate. In between are Mott and Taubman with just under 40% of the employees working there willing to rotate. Employees know 75% or more of their co-workers on their own shift and in their own classification. Around 40% of those in UH, TAUB, and NIB believe that they can work with the others within their classification and shift. Nearly 60% of those in Mott and MCHC believe that they can.
By Classification
Custodian 2s are twice as willing as Wall Washers to rotate (40% to 20%), while about a third of Unit Custodians would be willing. Custodian 2s also believe that they can work together within their classification about twice as much as Wall Washers (60% to 30% this time). Again about one third of Unit Custodians think that they could work together.

By Shift
Those on the day and evening shifts are nearly twice as willing to rotate jobs as employees on the midnight shift (38% to 20%).

By Schedule
60% of Fri-Mon workers would like to rotate, 37% of Mon-Fri would, while only 22% of Sun-Thurs and Tues-Sat would.
Percent Responding "yes" by Schedule to:
- willing to rotate jobs within classification on own shift
- do you know these people, do you think you can work with them

Topic

Willing  Know  Work With

- Mon-Fri
- Fri-Mon
- Sun-Thurs
- Tues-Sat

Percent responding "yes"
Conclusion
The survey indicates that there is a demand for this type of change, especially for the Fri-Mon employees (these employees also were the most interested in groupwork). Although willingness is not a majority in any of the groupings above, except the Fri-Mon workers (60% yes), we believe the percentage of workers with positive attitudes toward this change is much higher than the figures seem to indicate, because many people did not fill in every question or may not have been familiar with the concept.

# 12 Number of Time per Week you are pulled away from your regular job.

Overall
About 30% of employees are never pulled away. Another 20% are pulled away once per day. Another 20% are pulled away 2-3 times a week and the rest are needed once a week.

By Building
Follows the same pattern as above for all buildings.

By Classification
Follows the same general pattern as above for all classifications. Wall Washers are pulled away much less than the other classifications, nearly half are never pulled away. Although those who are pulled go more frequently (2-3 times week). Unit Custodians are pulled away less frequently than Custodian 2s.

By Shift
Day shift is usually pulled at least once a day, while the evening and midnight shifts are pulled only 2-3 times a week at the most.

By Schedule
Follows the same general pattern as above for all schedules. Over 50% of those scheduled Thurs-Sat are pulled once per week, while over 50% of those scheduled Fri-Mon are pulled once a day

Conclusion
We wanted to determine if employees were becoming frustrated or could not complete their jobs, which would lead to absences. As can be seen, employees are not being pulled away very often, but perhaps group work could improve flexibility and the ability to get
areas complete when someone is called to do a task (the rest of the group members could cover for that one person).

#13 What is the Hardest day of the week for you to complete all of your assignments?

Overall
Monday was the most difficult day to complete assignments according to nearly a third of those responding. One quarter felt that Friday was the most difficult. Sunday appeared to be the easiest day to complete work assignments.

By Building
By Classification
Follows the same pattern as above for Wall Washers, while Unit Custodians felt that Mondays and Tuesdays were the most difficult. Custodian 2s felt that Monday through Friday were equally difficult and Saturday and Sunday were only half as difficult to complete.

By Shift
The Day shift felt that Sunday (40%) was the most difficult, followed by Monday and Friday. The evening shift felt that Monday (40%), Tuesday, and Saturday were the most difficult. The midnight shift followed the same overall pattern as above.

By Schedule
The Monday-Friday schedule felt that Monday was by far the most difficult day to complete their work, Monday being twice as difficult as any other day of the week. The Friday-Monday schedule had difficulty completing its work on Monday, Friday, and Saturdays. The Sunday-Thursday schedule had the most difficulty on Sundays and Thursdays. The Tuesday-Saturday schedule found Tuesdays, Saturdays, and Fridays most difficult, although the distribute was quite even for this schedule.

Conclusion
This information complements the data obtained from the Daily Census Reports nicely. Monday has a high rate and number of absences compared to the rest of the week, hence it is harder for employees to get their work done. This in turn makes it more likely that more employees will continue to take Monday off to avoid the stress. Even though Sunday had the highest percent absent of any day of the week, it was reported to be the easiest day to complete
Percent of Respondents indicating Day of Week is the most difficult to complete work.

University of Michigan Hospitals Housekeeping Services Department
Period: February 1993
Source: Housekeeping Survey 1993
Date: March 10, 1993

Percent of Respondents
Day of Week
Mon 0.303
Tues 0.76
Wed 0.232
Thur 0.167
Fri 0.147
Sat 0.126
Sun 0.069
University of Michigan Hospitals
Housekeeping Services Department
Period: February 1992
Source: Housekeeping Survey 1993
Date: 3/18/93

Percent of Respondents by Shift indicating Day of week that is the most difficult to complete work.
tasks. Why then would Sunday have the highest percent of absences? Human intuition and the desire of most workers to have week-ends off, might suggest that sentimental reasons may be a big factor. If it is the easiest day to complete tasks, then it might follow that fewer employees need to be scheduled on Sunday. It is interesting to note however that the day shift felt that Sunday was the most difficult to complete work, while the other shifts did not respond this way. This is most likely due to high absenteeism, so it might be reasonable to determine if the day shift work on Sunday really must is necessary or if workers could be transferred from day to other shifts just for Sundays. As with day of the week that is the most difficult to come in on, the days of the week that are hardest to complete tasks are those at the beginning and end of each schedule. These are also the days with the most absences.

#11 &13 Why is it hard to complete all your assignments? (May Check more than One)

Overall
Over half (54%) of those responding could finish all their assignments. Two thirds of those who responded that they could not complete their assignments said it was because of too much work. The next highest reason was covering for others, which was twice as likely to be given as a reason as too few workers or covering for a previous shift.

By Building
80% of employees working in Mott stated that they could complete all of their duties. The reasons given for not completing work were covering for absent workers and covering for a previous shift. About half of employees working in the University Hospital could complete all of their work. Too much work and covering for absent employees were the highest reasons (30% of workers) while too few and covering for a previous shift were also sited (20%). Nearly 60% of workers in MCHC can complete their work, with the reasons for not completing work being similar to those of the University Hospital in the same proportions. 80% of employees working in Taubman could complete all of their tasks. Covering for absent employees and too much work were twice as likely to be the cause of incomplete work than too few scheduled or covering for a previous shift.
About half of employees working in the NIB could finish all their work with, all the reasons stated above in equal proportion.

By Classification
Nearly 60% of Unit Custodians could finish their jobs, compared to about half of the Custodian 2s, and less than half of the Wall Washers. C2s are twice as likely to give cover another shift as a reason for not completing work (30% to 15%) as WWs or UCs. Unit custodians are less likely to cover for those absent than C2s or Wall Washers. Covering for absent workers and too much work were the largest complaints overall. Too much work was the Unit Custodians main reason for incompletion.

By Shift
Half of those on the day shift can complete work, while nearly 60% can finish assignments on the evening and midnight shifts. Only about a fifth of those on each shift felt that there were too few workers. One third of those on each shift gave covering for others that were absent as a reason for incompletion. The day shift is twice as likely to cover others (30% to 15%) covering for a previous shift as a reason than evening or midnight workers.

By Schedule
Tuesday-Saturday schedule was the least likely to finish assignments (with only 40% completing), compared to half of the Friday-Monday workers being able to complete and nearly 60% of those who work Monday-Friday and Sun-Thursday. The Friday-Monday and Tuesday-Saturday schedules have a higher rate for all reasons than any other schedule, but not in different proportions. The overall patterns are the same for every schedule.

Conclusions
Taubman and Mott were most likely able to finish their work because the work most likely includes cleaning offices which is a less externally paced job. Too few workers was half as likely to be given as a reason as covering for others. This response implies a problem with work completion (increasing stress, increasing absences) is occurring due to absences rather than an unfair amount of work given to any one shift, classification or building. The job balancing question further supports this theory. Those who are less likely to cover for others can complete assignments as stated above in the classification section.
Percent of Total "Yes" responses to
Work completion for shift, Too few people per shift, Too much work per shift
Cover for late or absent, Cover for Previous shift, and other reasons for not
completing work during the shift.
Percent of Total "yes" responses to Work completion for shift, Too few people per shift, Too much work per shift, and other reasons for not completing work during the shift.

Shift

Day

Eve.

Mid.

Percent of "Yes" Responses

0.0

0.1

0.2

0.3

0.4

0.5

0.6

0.7

0.8

0.9

1.0

University of Michigan Hospitals Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/18/93

Finish

Too few

Too Much

Cover

Cov. Prev.

Other
#14 Day that you are least able to come to work.

Just over 40% of those responding said that they are always able to attend work. One quarter did not respond to this question at all. Sunday is the day that 15% of employees said that they have trouble attending. Monday and Friday are the next highest with 5% each.

By Building
Follows the same pattern as above for all Buildings.

By Classification
Follows the same pattern as above for all classifications. 10% of Wall Washers have problems coming in Thursday, Friday, and Saturday (but still 5% on Monday).

By Shift
Follows the same pattern as above for all shifts. Day and Midnight shifts have particular problems coming to work on Sundays, twice as much problem as the evening shift has. As expected the evening and midnight shifts on Friday have more trouble coming in, while on Saturday the day shift is less able to come to work. The evening and midnight shifts are less likely to come in on Mondays than the day shift.

By Schedule
The first and last days of each schedule are the most difficult to attend for all employees on every schedule.

Conclusions
It is encouraging to see that almost half (40%) of employees said that they can come in every day. It shows a lot of pride since that was not even a selection. Employees wrote it in themselves. Monday and Friday absence rates may be higher than on other days due to overlapping of beginning and ending schedules. Changing the work environment may be more effective than changing schedules because this is an emotional desire to have a longer weekend.

#15 Would you be willing to work another day that week if you could have that day off? If Yes, Which day would you be willing to exchange?

Most employees misinterpreted this question or left it blank. This question was disregarded as the data is flawed.
#16 Those Mon-Fri and Thurs-Sun who would work Saturday if they got a Monday off by Rotation. Out of 161 responses, 23 would while 138 were opposed.

#17 Do you have another part-time job?
Less than two percent of employees have part time jobs, and none indicated that it affected their schedule at the Housekeeping Department. Scheduling around jobs does not seem to be a major problem at this time.

#18 Is there a Family problem that comes up every week because of your schedule? (mark all that apply)
Overall
15% gave child care as a problem, additionally 7% gave taking child to school. 2% cited elder care.

By Building
Follows the same pattern as above.

By Classification
Follows the same pattern as above.

By Shift
Follows the same pattern as above, with taking child to school higher for the third shift employees,

By Schedule
Nearly 40% of those scheduled Friday-Monday have child care problems, compared to 20% of Sunday-Thursday workers and 10% of Monday-Friday and Tuesday-Saturday workers.

Conclusions
Family care problems are aggravated on the Fri-Mon schedule.
A flex time change would be appropriate to solve many chronic and family problems.

#19 How long does it take you to get to work?

The mean time for employees to come to work was 21-22 minutes
Percent of respondents by shift that indicate attendance problems due to family care issues.

- First Shift
- Second Shift
- Third Shift
Percent of Respondents citing these reasons for not coming to work when asked about family concerns.

- Child care: 0.1538
- School: 0.078
- Elder care: 0.018
- Other: 0.045

Family Concerns

University of Michigan Hospitals Housekeeping Services Department Period: February 1993 Source: Housekeeping Survey 1993 Date: March 10, 1993
Percent and Number of workers on Mon-Fri and Sun-Thurs schedules who would work Sat if they had Mon off

Total Responses
Mon-Fri: 135
Sun-Thurs: 26

<table>
<thead>
<tr>
<th>Work Sat. to get Mon. off</th>
<th>Opposed</th>
</tr>
</thead>
<tbody>
<tr>
<td>20</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

University of Michigan Hospitals
Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/28/93
#20 Do you own a car?

98% of employees indicated they own a car, but the car may not run well. Transportation was indicated as a recurring problem for 10% of employees. Nearly ten percent of employees indicated that car pooling would be desired. Car ownership does not correspond to reliability of transportation.

#21 Would you be interested in car pooling, if a system was set up?

9.52% of employees indicated they would be interested in a car pooling system. Transportation was indicated as a chronic problem in attending work. This supports that data.

#22 How do you use Personal Discretion Time
(May Mark More Than One Reason)

Overall
Over 60% of those responding use Personal Discretion Time for emergencies, nearly half use it for family care, and one quarter of the time it is used for vacations. Transportation problems account for 15% of its use, and sickness 10%.

By Building
Follows nearly the same pattern as above for all buildings.

By Classification
Follows nearly the same pattern as above for all classifications.

By Shift
Follows nearly the same pattern as above for all shifts.
As expected Day shift uses PDT more for family care and emergencies than does the Midnight shift.

By Schedule
Follows nearly the same pattern as above for all schedules.
Thurs-Sun, Tues-Sat, and Mon-Fri are nearly 20% more likely to use PDT time for emergencies than the Fri-Mon schedule.
Use of Personal Discretion Day Time

University of Michigan Hospitals
Housekeeping Services Department
Period: February 1993
Source: Housekeeping Surveys 1993
Date: March 10, 1993

Reasons for use of pdt sick trans family care emerg. vaca. other

Percent Use of Personal Discretion Day

0.104
0.1493
0.466
0.6244
0.244
0.0135

pdt use
Reasons given for use of Personal Discretion Time by Each Shift

- Day shift
- Eve. shift
- Mid. shift

- Sick
- Trans.
- Fam. care
- Emer.
- Vac.
- Other

University of Michigan Hospitals Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/18/93
Reasons given for use of Personal Discretion Time by Schedule

PDT use

Percent use of PDT time by Reason

sick trans. fam. care emerg. vac. other

Mon-Fri Fri-Mon Sun-Thurs Tues-Sat

University of Michigan Hospitals Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/22/93
Reasons given for use of Personal Discretion Time by Schedule

Percent use of PDT time by Reason

PDT use

University of Michigan Hospitals
Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/22/93

- Mon-Fri
- Fri-Mon
- Sun-Thurs
- Tues-Sat

sick  trans.  fam. care  emer.  vac.  other
Conclusions
From the survey information we believe that it would be valid to keep the PDT policy as it is. Answers were consistent throughout all buildings, shifts, and classifications. Personal Discretion Time use can be predicted and accounted for as it is used consistently and in the same pattern throughout all buildings, shifts, and classifications as determined by the Daily Census Reports. It should be noted that the midnight shift uses the least PDT time, that would be consistent with the overall use of this time for emergencies and child care (less problems occur at night, relatives can care for children at night, etc.). We still believe that PDT time can be reduced through flex time and a change in work method (teamwork, rotation).

#23 Do you know how others use their sick time?
Most employees did not answer this question, therefore this question was thrown out since the data was skewed.

#24 How do you feel about your starting time for a workday? Is it hard to make it on time?
Ten percent of employees indicated that their starting time created difficulty.

#25 If you could change your schedule, how would you change it?
Most employees left this question blank, therefore this question was thrown out.

#26 Do you have a problem that comes up every week? Mark all that apply.
By Building
Workers in MCHC and Taubman have more chronic starting time problems than any of the other buildings (16% to 9%). Child care problems are more likely to be the cause of absenteeism in Mott and the University Hospitals than in the other buildings. Chronic transportation problems, like starting time problems are more prevalent in MCHC and Taubman.
Percent of Respondents that indicated child care, transportation, second jobs, and other as chronic reasons for absences.

University of Michigan Hospitals
Housekeeping Services Department
Period: February 1993
Source: Housekeeping Surveys 1993
Date: March 10, 1993
Percent of Schedule responding "yes" to having a chronic problem by reason

Chronic Problems

- St. Time
- Child
- trans
- job
- other

Mon-Fri
Fri-Mon
Sun-Thurs
Tues-Sat
Percent of Total of those responding "yes" to having a chronic problem by shift by reason

- Day Shift
- Eve. Shift
- Mid. Shift

Chronic Problems

- St. time
- child
- trans
- job
- other

Source: Housekeeping Survey 1993
Date: 3/18/93
By Classification
Only ten percent of each classification had problems with starting times. Custodian 2s are more likely to have chronic problems with children and transportation than Wall Washers or Unit Custodians (15% compared to 10%)

By Shift
Those on the Evening shift are 3 times as likely to have problems with starting times (18% compared to 5%) than Day or Evening shift employees. Midnight shift employees are twice as likely as day shift workers (19% compared to 11%) and 4 times as likely as evening shift employees to have a chronic child care problem. Ten percent of those on each shift stated they have a chronic transportation problem. About 2% on each shift have other part-time jobs.

By Schedule
About one tenth of employees on each schedule have chronic problems with starting times. Friday-Monday and Sun-Thursday workers have more child related problems than those on the other schedules (15% compared to 10%). About 10% of those on each schedule have a chronic transportation problem, with Tuesday-Saturday schedule being slightly higher.

Conclusion
The Daily Census Reports show that the absence rate for the evening shift is the highest, while the midnight shift has the highest unpaid time percentage. The reason for the evening rate may have a great deal to do with starting times, implementing a flex time plan for at least this shift may reduce absences to the levels of the other shifts. The midnight shift may have high unpaid time numbers due to chronic child care problems, which could possibly be solved by flex time also. Taking children to school in the morning is an easy condition to schedule around because the time does not vary.

#27 Those Mon-Fri and Tues-Sat who would work a different shift on Saturday or be willing to Rotate Saturdays.

Question was not understood, and probably taken negatively. Ten percent of those who work Mon-Fri (from our sample at least 13) would be willing to work on Saturday on a different shift, if they got another day off.
Percent of those scheduled Fri-Mon and Tues-Sat that would like to work different shift on Saturday or be willing to rotate Saturdays.
How many workers currently are in groups? How many would enjoy their job more if they were in one? How many think it would make their jobs more efficient?

By Building
Generally less than 20% of employees are working in groups in any area, with TAUB working in groups about one-half as much. Over half of all those who responded said that working in groups would make their jobs more enjoyable and efficient.

By Classification
Nearly 30% of Wall Washers are already working in groups, as are about 20% of C2s and Unit Custodians. About half of the C2s and Unit Custodians believe it would make their jobs more enjoyable. One the other hand, only a fifth of Wall Washers thought that it would make their jobs more enjoyable. Nearly 60% of C2s think it would make their jobs more efficient, while about half of Wall Washers and Unit Custodians think it would.

By Shift
Employees on the Day shift are twice as likely to work in groups than those on the Evening or Midnight shifts (25% to 12%). Nearly half of those on the Day shift feel it would make their jobs more enjoyable and efficient slightly less on the Evening and Midnight shifts also feel this way.

By Schedule
About 20% of employees on each schedule work in groups. Over three-fourths of employees scheduled Fri-Mon would enjoy their jobs more in groups and think it would make them more efficient. Around 40% on the other schedules think this.

Conclusion
From the Daily Census Reports it was determined that the day shift had the lowest absence rate. Those classifications and shifts that were more familiar with group work were more likely to think that this change would make their jobs more efficient and enjoyable. Weekend workers, the Fri-Mon schedule were particularly interested in groupwork (75%) so we can infer some type of work environment improvement which may encourage more employees to attend Sundays, Mondays, Saturdays, and Fridays.
Percent of respondents by schedule who are working in groups and those who believe that their job would be made more enjoyable and efficient by teamwork.

- Mon-Fri
- Fri-Mon
- Sun-Thurs
- Tues-Sat

University of Michigan Hospitals
Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/28/93
Percent of each classification that are currently working in groups, and percent that feel groupwork would make their jobs more enjoyable and efficient.
Percent of each shift that are currently working in groups, and percent that feel groupwork would make their jobs more enjoyable and efficie
#30. Mark all the spaces that apply for your supervisor question.

Overall
Nearly half (48%) of all those who took the survey feel that their supervisor is respectful to employees and helps the employees get their jobs done. However, only a little over a third (38%) say that a positive work environment is created. Understanding employee schedules and the task of actively asking for ideas from employees scored a little above the work environment (40 and 42 percent respectively).

By Building
Taubman's supervisors had the best scores followed closely by Mott's. These two areas were consistently higher than the others by 10 to 20 percent. The NIB employees scored its supervisors the lowest in every category compared to all other building employees. Between buildings a trend seemed to occur. In a category where Taubman and Mott supervisors would receive a 75% positive response, the UH and MCHC supervisors would receive around a 45-50% positive response, while the NIB would score a 35-40% positive response. This type of response remained proportional for each question.

By Classification
The classifications all felt about the same about their supervisors, each keeping with the overall trends above. Wall washers did however find supervisors more helpful in getting their jobs done.

By Shift
The evening shift responded more positively to all questions about supervisors than the day or midnight. The day and midnight shifts scored their supervisors nearly the same, but still consistently 15-20 percent lower than the evening shift. Evenings were particularly more positive in the receptive to ideas and the helpful to finish job questions. The trends for each shift followed the same trend as the overall answers.

By Schedule
The Tues-Sat schedule scored higher in every category than the rest generally about 5-15%. None were particularly low, and the trends followed the overall trends above. The Fri-Mon is about 10% lower
than the others in the actively looking for employees input, respectful to employees, and work environment questions.

Conclusion:
When the employees are respected, and their ideas are listened to by supervisors the positive responses are high in all categories. When the supervisors are not active in soliciting employees' ideas the work environment is scored low and responses tend to be negative overall. Unfortunately, NIB and Taubman are in the same area when Daily Census Reports are completed. So the data on absences for these individual buildings cannot be compared. The evening shift had the highest rate of absenteeism however, but also gave the highest rating to its supervisors. Upon closer inspection, it should be noted that open positions were highest in the evening shift. When the percentage of employees who are sick for each shift is determined you can note that there is no change between shifts; but when percentage of employees who use PDT is determined it turns out that the evening shift uses a lower percentage of PDT time (25% less) than the other shifts. Therefore, supervisor attitudes and behavior can have an effect on PDT time, PDT time can be varied.
Percent of "yes" responses to characteristics of Housekeeping Supervisors on Survey.

- Help get job done (0.479)
- Active asks for ideas (0.42)
- Underst. employee schedules (0.4)
- Respecful (0.478)
- Create positive work environment (0.38)

Supervisor Characteristics

Source: Housekeeping Surveys
Period: February 1993
Date: March 10, 1993

University of Michigan Hospitals
Housekeeping Services Department
Percentage of Total comments.

University of Michigan Hospitals
Housekeeping Services Department
Source: Housekeeping Survey 1993
Date: 3/28/93

<table>
<thead>
<tr>
<th>Comments</th>
<th>Percent of Respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td>No resp.</td>
<td>0.289</td>
</tr>
<tr>
<td>Days</td>
<td>0.09</td>
</tr>
<tr>
<td>Status Quo</td>
<td>0.1147</td>
</tr>
<tr>
<td>Mon.-Fri.</td>
<td>0.19</td>
</tr>
<tr>
<td>10-hr.</td>
<td>0.085</td>
</tr>
</tbody>
</table>

Totals
Alternatives and Suggestions

The following is a list of alternatives and suggestions that we have compiled through interviews, surveys, and study of scheduling. In the following section each option will be discussed in terms of advantages, disadvantages, and feasibility of implementation.

I) Do Nothing

II) Recognition or Incentive Program

III) Rotating Weekends

IV) Flexible Schedules

V) Group Work

VI) Rotating Between Jobs

VII) Reduce Classifications

VIII) Pay for Knowledge

IX) 4-Day Work Week

X) Temporary Workers for Weekends

XI) Allow 1 PDT per Quarter

XII) Eliminate PDT
I) Do Nothing

The total average absence rate was 11.9% for the year 1992. Some absences cannot be avoided such as emergency vacation, funeral leave, and some portion of sick time use. The absence rate can be broken down as follows:

<table>
<thead>
<tr>
<th>Absence Type</th>
<th>Rate</th>
<th>Notes</th>
</tr>
</thead>
<tbody>
<tr>
<td>Emergency vacation</td>
<td>0.235%</td>
<td>Assume we cannot change</td>
</tr>
<tr>
<td>Funeral</td>
<td>0.235%</td>
<td>Assume we cannot change</td>
</tr>
<tr>
<td>Sick time</td>
<td>4.5%</td>
<td>Assume we can change</td>
</tr>
<tr>
<td>PDT time</td>
<td>1.0%</td>
<td>Assume we can change</td>
</tr>
<tr>
<td>Unpaid time</td>
<td>1.2%</td>
<td>Assume we can change</td>
</tr>
<tr>
<td>Open positions</td>
<td>4.73%</td>
<td>Assume we can change</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>11.9%</td>
<td></td>
</tr>
</tbody>
</table>

This leaves .47% that cannot be changed, or about 3% of the total absences that cannot be reduced.

Reducing absences by one percent (out of 100%) saves $6,807 per year solely due to work not done due to absences (see next page Absences and Costs). Further savings would be realized by the reduction of temporary and bridging workers.

The reduction of current absences by ten percent would save an estimated $68,074. A reduction of 25% would save $170,186. A ten percent reduction is probably possible at a negligible cost with minor changes in schedule, while a twenty five percent reduction would be a good long term goal which could be attained over time with a change in the environment and attitudes. We will explain why we believe this in the following sections of Alternatives.

The reduction of larger than ten percent will require maintenance costs and initial costs in time, effort, and coordination. We believe that these costs are still small compared to the marginal savings.

**Recommendation:** See Further Recommended Alternatives.
<table>
<thead>
<tr>
<th>Absence and Costs</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Hourly Wage</strong></td>
</tr>
<tr>
<td>Unit Custodian</td>
</tr>
<tr>
<td>Custodian 2</td>
</tr>
<tr>
<td>Wall Washer</td>
</tr>
<tr>
<td><strong>Total Workers</strong></td>
</tr>
</tbody>
</table>

**Weighted Av. of Wages**

- Percent Absent: 0.119
- Percent that is variable: 0.1143
- Percent that is fixed: 0.0047

**Cost of Absence**

- Current Value of Absences: $708,731

**Reduction in Absences**

<table>
<thead>
<tr>
<th>Reduction</th>
<th>Total Absences</th>
<th>Decrease in Number of Absences</th>
<th>Value of absences</th>
<th>Value of Decreased Absences</th>
</tr>
</thead>
<tbody>
<tr>
<td>1% reduction</td>
<td>9078</td>
<td>92</td>
<td>377</td>
<td>$701,924</td>
</tr>
<tr>
<td>2% reduction</td>
<td>8986</td>
<td>163</td>
<td>377</td>
<td>$695,116</td>
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<td>3% reduction</td>
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<td>275</td>
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<td>$688,309</td>
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<td>6877</td>
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University of Michigan Hospitals
Housekeeping Services Department
5-Apr-93
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<td>182.5</td>
<td>3794</td>
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<td>999.5</td>
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Percent Absent: 0.119249

Percent of Total Absences by reason:

- University of Michigan Hospitals: 0.33303716
- Housekeeping Services Department: 0.08655203
- Other: 0.01907699
- Unpaid: 0.39659228
- Vacation: 0.01515706
- Open: 0.10447917
- Funeral: 0.04369414

University of Michigan Hospitals
Housekeeping Services Department
Period: Jan. 1 to Dec. 31 1992
Source: Daily Census Reports
Date: 3/3/93
II) Incentive/recognition Plan

Definition: To reward employees for perfect attendance (over a specific period of time)

Currently there is one incentive plan in place at the Food and Nutrition Department of the University of Michigan Hospitals. No data could be obtained concerning the effectiveness of this plan, even so we feel that this program should be considered further. Norma Grills, Director of Food and Nutrition Dept., can be contacted to explain the program in detail and would probably compile the current comparison data. A plan was in place for the Food and Nutrition Department 1983 through 1984, and some data was kept for that plan. In this report sick time was reduced 15%.

Food and Nutrition Recognition/Incentive Plan

• Monthly Awards
  Awards for perfect attendance for entire month:
    certificate
    $3.50 meal coupon

• Year End Awards
  Award for six months non cumulative perfect attendance in a period of 12 months:
    $10
  Award for nine months non cumulative perfect attendance in a period of 12 months:
    $50
  Award for twelve months cumulative perfect attendance in a period of 12 months:
    $90

• Dinner for employees who received awards at the end of the year.
Advantages:
- Awards do not have to be large, may be much less than absence costs.
- Recognition is cheap or free, certificate is paper costs and bulletin board is cheap.
- Provides a reward for good workers, positive reinforcement for good work.
- Plans have already been set up in the University of Michigan Hospital.
- The plans implemented in the University of Michigan Hospital have been described as successful. Sick time use by Food/Nutrition employees was reported to fall by fifteen percent upon implementation of an incentive/recognition program in 1982-1984.
- Support and help from Food and Nutrition Services is available.
- Employees developed the criteria for the recognition/incentive plan in Food and Nutrition.
- Improve employee/supervisor relations if supervisor handles awards.

Disadvantages:
- Immediate reward/positive reinforcement of behavior-employees ask for quick rewards.
- Extra cost to provide awards and recognition.
- Extra supervisor time to check attendance records.
- Must pay for employees that will always come to work as well as those persuaded by rewards and incentives.
- Mention was made of payments of accrued sicktime at the end of periods of time, this would not lower costs or solve problems. Paying employees extra for not taking time off is just like paying employees for not going to work.

Recommendation:
Further exploration of an incentive/recognition plan is recommended upon examination of advantages and disadvantages.
If this alternative is deemed useful after examination of current data we suggest this type of implementation.

IMPLEMENTATION PLAN
Step 1: Obtain information on set-up and costs of recognition plans. Currently an employee recognition plan is set up in Food & Nutrition dealing with employee attendance. The Contact person is Norma Grills, Director of Food and Nutrition Services.

Step 2: Set up employee, union, supervisor, and lead team work-group to define and develop a recognition/incentive plan for employee attendance. (As in the F/N Department)
Step 2a: Reach total understanding and agreement on the program.
Step 2b: Budget and set up for employee recognition and incentive awards.

Step 3: Communicate and explain the recognition/incentive plan to all supervisors and employees during monthly meetings, postings, and letters.

Step 4: Begin incentive/recognition plan at beginning of year, allow employees a clean slate of sick time/ personal discretion day time/ or unpaid time.

Step 5: Six months after implementation of plan-study, total attendance records to determine the effects of recognition/incentive plan.
III) ROTATING WEEKENDS PLAN

Definition: Rotating weekends- those workers who are regularly scheduled to work weekends exchange one day per weekend (once per month or biweekly) to work on a weekday, while those workers who are regularly scheduled to work weekdays would exchange one day per week to work on a weekend (once per month or biweekly). Assume that they are the in the same classification.

Advantages:
• Employees on weekend shifts desire to have a weekend day off.
  22% of employees scheduled from Friday through Monday commented on 1993 Housekeeping Survey that a Saturday or Sunday off is desired.
• Add variety to employee work in the form of a job rotation

Disadvantages:
• A changing schedule would require more planning and supervisory work.
• Increase family care problems, create more child care problems over the weekends. Family care is a major issue in employee attendance.
• Supervisors may need to rotate along with the employees.
• Resistance from current employees; seniority and bidding usually allows an employee to move into positions of not working weekends.
• Employees oppose a rotating weekends plan:
  Source: 1993 Housekeeping Survey
  90% of Monday-Friday employees oppose rotating weekends plan
  80% of Tuesday-Saturday employees oppose rotating weekends plan

Recommendation:
Do not implement any type of weekend rotation plan. Most employees (percents shown in disadvantages section above) strongly oppose the idea of weekend rotation.
IV) Flex Time

Definition: Flex Time-change in the permanent schedule starting and ending times up to a certain number of hours; this is a change in schedule not an option of coming in an hour early or an hour later. However, Note: More flexibility was mentioned in the surveys in terms of being able to finish full eight hours if tardy.

Through our survey we determined that 10% of all employees have problems with their starting times. Seven percent of employees surveyed had the chronic problem of taking children to school. Percentage of workers with the problem of taking children to school by shift.

<table>
<thead>
<tr>
<th>Shift</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>day</td>
<td>6.4%</td>
</tr>
<tr>
<td>evening</td>
<td>5.7%</td>
</tr>
<tr>
<td>midnight</td>
<td>9.75%</td>
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</table>

Problems with starting times (getting there on time); percentage by shift.

<table>
<thead>
<tr>
<th>Shift</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>day</td>
<td>6%</td>
</tr>
<tr>
<td>evening</td>
<td>17%</td>
</tr>
<tr>
<td>midnight</td>
<td>4%</td>
</tr>
</tbody>
</table>

-Some people wish to start later to take children to school is why this percentage is smaller than above.

Advantages include immediate impact and low costs (costs are time and co-ordination).
Disadvantages include preparation of supervisors, more difficult to supervise workers, and may interfere with teamwork.

Recommendation: Implement Flex Time

The disadvantages of training of supervisors (one time expense) and possible teamwork problem (the team can overcome this problem together) are temporary.

Difficulty of supervision is temporary until supervisor becomes accustomed to schedule. The advantages outweigh the disadvantages because of the low cost and the fact that this is a chronic problem that can be controlled (unlike chronic illness). The ten percent of employees that have chronic starting time problems and school problems account for more than ten percent of absences. Conservatively we could estimate a reduction of absences by 10%, saving $68,074 (See Absences and Costs spreadsheet).
Implement a policy change for tardy workers

Allow tardy workers to at least finish shift and complete eight-hour day if possible. The current penalties for chronic tardiness could still be followed but at least work is completed.

**Implementation Plan**

Step 1: Establish criteria for being able to use Flex time

Employees must have a reasonable objection or reason to change their schedule (under management’s discretion).

ex. employees must establish that they have
- a second job schedule convex
- take children to school
- chronic medical schedule conflicts
- school schedule conflict
- ride regularly with a person that have these problems

Step 2: Set the number of hours that the starting and ending times may be changed.

Step 3: Inform the employees of criteria and the possible times, may wish to involve them in re-creating the criteria.

Step 4: The employee and supervisor must work together to get permission and set schedule. May want to set up some kind of commitment or agreement.

May wish to include a grace period of two weeks, during which the employee could go permanently back to his/her regular schedule.

Step 5: Within six months, check the attendance records of these employees to determine any flaws or revisions.
v) Group Work

**Definition:** Employees working either together, or towards a common goal (i.e. finishing a certain floor).

Currently less than 20% of employees in the Housekeeping Services Department are working in groups. Over 50% of employees however, would like to work in groups because they feel it would make their jobs more efficient and enjoyable. The day shift workers are currently more likely to be found working in groups than those on other shifts. It should be noted that these day shift workers had a lower rate of absenteeism according to the Daily Census Reports. The survey also showed that they were more likely to be able to complete their work. Groupwork is a work environment/motivation issue.

**Advantages:**
- Group work would be a good motivational tool that could be used to increase attendance. It is our opinion that the social needs of the jobs are not being met. The need to be needed by others, and to be part of a system can be met by groupwork. Employees, for the first time, may become aware when other people are absent and become more sensitive to the problems that occur because of missing people. Employees may feel more important. Employees may also understand their purpose in the process of keeping the hospital clean.

- An important part of setting up teams is giving the team structure and a goal which it can focus on and achieve. The goal should not be about learning everyone’s names, but determining ways in which everyone can work together better to make jobs easier, do jobs more quickly, or get jobs done when members of the group are absent.

- Teams would be an efficient way to implement rotation strategies to increase variety of jobs for workers (it would require that the team be in the same classification right now). The group itself could determine how it would split up the jobs (12-18 rooms to 6-9 rooms in different areas if two employees switched areas in the middle of the day). The group could decide how to allocate people to achieve its purpose when members are absent.
Disadvantages:
• May cause initial resentment of employees opposed to group work
• Personality conflicts may arise between group members
• Occasional turnover may threaten group unity

Recommendation:
We recommend some form of teamwork, whether it be voluntary or required. Voluntary would be a good starting point due to the slight majority that was noted.

Implementation Plan:
1) Determine the goals of a team
   finish floor of building (all of jobs) vs. doing a certain job together
2) Determine composition of a team
   by floor, by building, by classification, by the job they do
3) Instruct group members to decide themselves who will do what and when.
4) Follow up on employees to determine if productivity at least stays the same, and attain input from employees to see what they like or dislike about the new system; implement pilot test of concept.
5) Check absenteeism for the next few months compared to workers not on teams, to determine if the number of absences has been reduced for group employees.
VI) Job Rotation

Definition of Job Rotation: Job rotation is defined as workers within the same classification, building, shift, and schedule, rotating assignments.

Currently, there is little room for employees to enjoy a variety of duties. There is much rigidity as far as who does what, where and when. As a possible solution to reduce the amount of repetitive boredom in the workplace, job rotation has been addressed. A possible example of job rotation might include: a day shift supervisor tells two workers that certain areas of the NIB need to be cleaned. The workers then decide among themselves who should do what area, and what day of the week or which week or month in general. This would enable workers some freedom of choice, in an attempt to reduce resentment of supervisors and increase enjoyment of their job.

In the surveys, as part of the job rotation question, it was asked if employees were willing to rotate jobs and if the they knew and would be able to work with the people on their shift. If employees were able to work with their colleagues, then it was thought they shouldn’t have much trouble allocating the assignments between themselves.

The results indicated that of all housekeeping employees, at least one third of the workers from each building indicated a willingness to rotate jobs. Of the Fri-Mon workers, 60% were willing to rotate, although only 37% of Mon-Fri employees wanted to rotate jobs (We are not sure that employees however interpreted our survey question as intended. They may have thought it to mean, rotate jobs between classification instead of solely within your own classification). It is interesting to note that only 40% of those workers in Mott said they were willing to rotate jobs. However, 60% of the same workers said they thought they could work together. Those 20% whom did not want to rotate jobs may not be considering that rotation may increase the enjoyment of their job by adding variety. The hospital would also hopefully benefit in reducing absenteeism due to apathy and boredom. Also noteworthy is the fact that twice as many Custodian 2s as Wall Washers were willing to rotate, and again twice as many Custodian 2s as Wall Washers believed they could work together. Thus the willingness to rotate could well be related to employees’ perception of their being able to cooperate with each other. These employees however may be convinced otherwise through time.
Advantages of job rotation:
• Decrease monotony
• Challenges employees to set goals and develop skills
• Has potential of improving employee relations with supervision and among themselves, it facilitates teamwork and goals.
• Allows employees to use different muscles and senses, preventing strain and reducing stress.
• Employees become more aware of the total process, they then can help each other, communicate better, and solve problems/make improvements together.
• It develops standard work procedures between workers.
• The above advantages may alleviate absenteeism due to avoidance of monotonous, boring job or of colleagues and/or superior tension.

Disadvantages of job rotation:
• May cause initial resentment of employees against idea
• Harder for management to determine scheduling of assignments and to know who’s responsible for what

Recommendation:
We perceive that the advantages outweigh the disadvantages for job rotation and that rotations in manufacturing operations are common. Our surveys also show that there is some willingness to try it. In addition, Judy Levy, the AFSCME union president, has said the union would not be opposed to this type of plan. It is very possible for this to result in a savings of money for the Hospital, due to the potential improvement in the work environment. In summation, due to the fact that not all shifts, schedules, buildings, and classifications have a majority (over 50%) willing to rotate, we recommend job rotation be introduced on a volunteer basis.

Implementation Plan:
1. Gather list of volunteers
2. Split each classification in each shift, schedule, and building, into small groups.
3. Allocate a certain amount of different assignments to these group members.
4. Instruct employees to decide themselves who to do what and when (notice that this entails groupwork).
5. Follow up on employees to determine if productivity at least stays the same, and attain input from employees to see what they like and dislike about the new system.
6. Check absenteeism for the next few months to determine if it has reduced. The time to wait before improvements show, may vary, as the new implementation may have lagged affects.
VII) Pay for Knowledge

Definition: Pay for Knowledge-employees receive compensation on the basis of job knowledge and skills rather than seniority or classification.

Advantages: This would allow new employees to increase pay at their own rate instead of by seniority and bidding process. It allows flexibility to allow others to do jobs when other employees are absent. This option would allow workers to do the higher priority jobs in case of absences. A pool of reserve workers would not be needed, or the reserve could just consist of the lowest skill/wage employees. This also allows employees to maintain a focus or goal, and also may reduce boredom if some type of rotation system was implemented.

Disadvantages: A criteria for knowledge and training would have to be established which would be costly. The wages of current employees would likely rise. The skills that some may learn would not be used on a consistent basis, you may have to pay a higher wage for someone doing the same job. The costs of paying everyone the top wage would not be cost effective for the amount of absences that could be reduced.

Recommendation:
We do not have sufficient data related to the impact on absences to recommend that this alternative be implemented. Right now this alternative would be costly for the reasonable reduction in absences (we have no data on how much this might reduce absences) that could be attained. If the wages were increased to $9.65/hr for everyone eventually the total salary cost would increase by $295,520; absences would have to be reduced by 41% to cover this extra expense. By itself, reducing classifications can probably not do this.

This would be a difficult goal to achieve due to such factors as:
1) there already is a classification system
2) the employees must be trained
3) the employees must meet certain requirements to reach higher pay level
4) must keep track of each employees knowledge
5) existing union contract would have to be changed
This alternative could solve some of the problems due to absenteeism, but may not solve the root causes of absences as we know them. Most of the value comes from the option of having skilled workers that can fill in for absentee workers. The alternative may decrease absenteeism to some degree by giving employees a challenge and goals to work for, but the total amount of decrease cannot be estimated at this time. The only way that pay for knowledge might help pay for itself is being implemented along side a rotation system so that workers can use the new skills (then you are not paying a higher rate for certain jobs).
VIII) REDUCE /CHANGE EMPLOYEE CLASSIFICATION

Definition: Change classifications of the current Wall Washer, Custodian II, and Unit Custodian

Advantages:
• Make employees' jobs more interesting. Housekeeping Survey 1993 indicated that boredom was a problem on the job.
• Create a pool of fully skilled employees, problems related to the lack of members of a special classification will be eliminated.
• Reduce paperwork of calculating the number of hours employees to work on jobs in certain classification.

Disadvantages:
• There will be a pay difference as all employees move up to WW hourly pay. The lead time will also be included in this.
The yearly amount of increased costs would be approximately $295,520
• Must pay employees performing Unit Custodian and Custodian Two tasks, Wall Washer rate pay.
• There may be resentment from the twenty-one current Wall Washers (This should not block progress of 320 total employees)
• Employees are required to learn new skills rather than by bidding or volunteering.
• This solution reduces the effects of absenteeism by providing a skilled workforce rather than resolving the root causes of absenteeism.

Recommendations:
At this time we cannot make a positive recommendation on the reduction of classifications. We have no statistical proof that this alternative will reduce absences. This solution may remedy the effects of absenteeism without solving the causes. We believe that absences are due more to schedule and chronic problems than classification. Our survey revealed that every classification has the same concerns and problems. The costs of paying a higher wage at this time are significantly greater than the likely reduction in cost that a reasonable reduction in absences can provide (absences would have to be reduced to 58% of the current number).
IX) 4-Day Work Week

From the employee surveys, 10% of all employees, spread out over all classifications and shifts, indicated a desire for a 4-day work week with 10 hour working shifts. These requests were noted in the comment section without unspecified reasons. Thus we are assuming that the 4-day work week would consist present schedule modifications to either Mon-Thurs, Tues-Fri, Sun-Wed, Thurs-Sun, or Fri-Mon (which already exists); starting and ending times slightly varied.

Advantages:
• Working 10 hours a day would increase job completion.
• The greater overlaps in shift starting and ending by two hours/shift change might reduce the number of employees needed, which in turn would reduce costs.

Disadvantages:
• Increasing the workday by 2 hours would result in each employee receiving an extra 2 hour’s pay, thereby raising the cost for each worker if absent.
• Discharging workers because of the extended work shift, would create tension with the employees, and might lead to strikes, poor worker productivity or even lawsuits. Keeping the employees instead, would result in an extra 6 hours of overlapping time which could result in a shortage of work and an overall decrease in productivity/efficiency. Getting “the most for your money” for the University Hospital, will have limitations in this respect.
• Earlier starting time won’t reduce absenteeism problems for the taking child to school; may increase instead. Later ending time may also adversely affect absenteeism because of problems with picking up child from school.

Recommendation:
We cannot give a recommendation backed with any statistical data. We brought up the issue based on employee comments and felt obliged to consider them.
X) Temporary Workers for Weekends

Our data shows that absenteeism is highest Friday, Saturday, Sunday, and Monday. There is some deviation of absence rates among shifts on these days however. On Sundays for example:
In our survey employees stated that the day and midnight shifts were more difficult to come in than for the evening shift. The feasibility of putting more workers on the evening shift (from the other shifts) might be considered for Sunday.

Some of the absences are due to employee behavior on these days such as desiring a three day weekend and taking off the first and last days of their schedule. The problem is accentuated when one schedule starts on a day that another ends, such as on Friday, Monday, and Sunday. The current schedules seem logical; however, little can be done about human nature except giving workers a reason to come in on these days due to the nature of their work or an incentive.

Advantages:
Temporary workers have better attendance records.

Disadvantages:
Based on the current AFSCME union contract, Temporary workers must be replaced every three months. The training costs of workers would be lost. The union representatives are strongly against the use of Temporary workers whom have no benefits of any sort (based on our talk with Ms. Judy Levy). The schedules that already exist would have to be modified. There is a question of what is the weekend, is Monday and Friday included. There is a question if weekend absences would actually be reduced in a new set of workers. Child care is a common problem for current Fri-Mon. workers. As a large cause of absenteeism on this schedule, this may prove to carry absences over to temporary workers.

Recommendations:
Advantages of this plan do not outweigh disadvantages.
The current Fri-Mon schedule workers gave the most interesting responses to every question on the survey and we suspect that this might be a profile of weekend workers responses and issues if implemented. Their responses included:
• more negative feelings toward supervisors
• more feelings of job imbalances
• show a desire to change work
  - high desire for rotation within classification on shift and schedule
  - 75% want to work in groups
• are able to complete daily assignments less than other schedules
• hardest days to complete were Mon., Fri., Sat.
• have more child care problems than any other schedule

We believe that working with the current employees, and solving their problems would be less expensive in terms of training, the quality of work that is done, and goodwill. Solving the current problems due to scheduling is better than the "band-aid" solution of temporaries. We believe that the other alternatives that were suggested would be more effective and efficient than the use of temporary workers.
XI and XII) PDT Concerns

Personal Discretion Time (PDT) is a very emotional and volatile issue facing not only the Housekeeping Department, but others that also have AFSCME workers. Although there is clear evidence that most of the PDT time that is taken is used in the first quarter of the year, there are several reasons that may not change;

1) PDT absences make up only 8.5% of the total number of absences
   see graph: Absences for 1992
2) PDT is part of an employees vacation, therefore there is no net loss
3) Our survey indicates that PDT time is used in a reasonable manner.
   see graph: Use of Personal Discretion Time

The main problem with PDT use is the inability of supervisors to plan for it at various points in the year. The Department can plan to carry extra employees during the first quarter of the year to solve this problem. Forcing employees to take only one PDT day per quarter would create a problem that must be dealt with all year, on non consecutive months.

It should be noted that in the first quarter of 1992 PDT may have been blamed for a high number of unexplained unpaid absences. PDT was not the sole cause of high absenteeism in the first quarter.

Also it should be noted that when employees feel that their supervisors treat them with respect and encourage their ideas, PDT use is less, as shown by the afternoon shift. These workers gave their supervisors the highest ratings.

Recommendations:
Keep Personal Day Time intact without changes. Data from surveys and information from interviews, do not provide evidence that this change will reduce absences overall. At worst, the absences due to PDT time by month and day of the week can be estimated from our data and extra workers can be allocated to keep productivity levels up. see graphs This will cost more, but the work is done.
Personal Discretion Time use can be reduced, which would produce less variance in the number of absences. A reduction in PDT time should come from the preceding alternatives.
We believe that PDT can only be reduced by changes in the work, scheduling, and environment that allow for more individual responsibility and input.
Housekeeping Department

Management Systems
Housekeeping Scheduling Survey

Monday   February 8, 1993  7:15 a.m.
Monday   February 8, 1993  11:00 p.m.
Tuesday  February 9, 1993  5:30 p.m.
Thursday February 11, 1993  7:15 a.m.

Developed by:
Chad Christensen
Brad Christensen
Paige Herzenstiel

This survey was developed to analyze the scheduling system used by the Housekeeping Department. We are trying to determine the strengths, weaknesses, advantages, and problems that arise from the current system. This survey will be used to propose and make recommendations for changes in scheduling. Please fill out the survey as completely and in as much detail as possible. We are interested in and appreciate all your answers, thoughts, and ideas. We encourage you to provide us with as much honest, clear, and explicit information as possible; this will enable us to make helpful and fair recommendations. This survey is anonymous and confidential. Thank you for your time.

1. What is your current employment classification?
   ____a) Unit Custodian (UC)
   ____b) Custodian 2 (C2)
   ____c) Wall Washer (WW)

2. Are you a permanent/regular or temporary worker? ______

3. Your present schedule is:
   ____a) 40 hours/week, Monday-Friday
   ____b) 32 hours/week, Friday-Monday
   ____c) 16 hours/week, Friday-Monday
   ____d) Other: hours/week:______ days:______ - ______

4. When does your current Work Shift begin and end?
   ______ to ______

5. Where do you work? (Building and Floors): ________________
6. Do you feel that certain jobs within your classification are much easier than others?  ____Yes  ____No
   If you answered "Yes" please explain why, and give an example: ____________________________________________

8. Would you be willing to rotate between jobs within your classification, if offered?  ____Yes  ____No

9. Do you know all the people on your shift within your classification?  ____Yes  ____No

10. Do you think you could work with and rotate jobs with the people on your shift within your classification?  ____Yes  ____No

11. Can you get all of your work assignments done, that you would like to do, by the end of the day?  ____Yes  ____No
   If the answer was "No", please check off all that apply:
      too few people ____
      too much work ____
      have to cover for other people who are late or absent ____
      previous shift did not get all of their work done, so you must finish __
      other reason __________________________________________________________

12. How often are you pulled away from regular job duties to deal with spills, emergencies, etc:  ____once a week
                     ____2-3 times a week
                     ____once a day

13. Which day of the week is the most difficult to complete all of your work?  ____Sun  ____Mon  ____Tue  ____Wed  ____Thur  ____Fri  ____Sat
   Why is this the hardest day? __________________________________________________________

14. Which day of the week are you least able to come to work?  ____
   Why? __________________________________________________________

15. Would you be willing to work another day that week if you could have that day off?  ____Yes  ____No
   If Yes, Which day would you be willing to exchange? ________________________

16. If you work Mon-Fri, would you be willing to work on Saturdays(every other Saturday or one Saturday a month) and get a Monday off?
   ____Yes  ____No  ____I don't work Mon-Fri
17. Do you have another part-time job? ___Yes ___No
If, yes, how does this job affect your schedule at the Housekeeping Dept.?
__________________________________________________________________________
Is it hard to match the two job schedules and hours? ___Yes ___No

18. Are there scheduling difficulties due to family? Mark all that apply:
   child care ___ take child to school ___ elder care ___
   other reason(s), please explain ____________________________________________

19. How long does it take you to get to work (in minutes)? _______
What form of transportation do you use? ___walk ___ car
   ___ bus ___ get a ride from someone else ___ other

20. Do you own a car? ___Yes ___No. If yes, do you ever not make it to work due to car problems?
   ___ once a year ___ 2-3 times a month
   ___ once a month ___ 4-5 times a month
   ___ never ___________________ other

21. Would you be interested in car pooling, if a system was set up? ______

22. How do you use PDT time? Check all that apply:
   ___ sick ___ transportation problems ___ family problems
   ___ emergencies ___ vacation __________________________ other, please explain

23. Do you know how other employees use sick time (not PDT)?
   Check all that apply:
   ___ sick ___ transportation problems ___ family problems
   ___ emergencies ___ vacation __________________________ other, please explain

24. How do you feel about your starting time for a workday? Is it hard to make it on time? ___Yes ___No
   If yes, why ____________________________________________________________

25. If you could change your schedule, how would you change it (examples: what shift would you prefer, days etc., what days would you prefer to work?, what time would you prefer to start and end work?) ________
26. Is there a certain problem because of your schedule, that comes up every week that you have to work around or face to get to work? Mark all that apply:
   ____ children            Why? ____________________________
   ____ transportation      Why? ____________________________
   ____ other part-time job Why? ____________________________
   ____ other
   Please describe why? ______________________________________

27. If you are regularly scheduled on Saturdays would you like to work a different shift? ______ a different day of the week? ______
   To get a Saturday off, you must have someone else come in.

28. Would you be willing to rotate Saturdays if you normally worked Mon-Fri? _____ Yes _____ No

29. Do you regularly work in groups of two or more people?
   _____ Yes _____ No
   Would you enjoy your job more if you did? _____ Yes _____ No
   Do you think this would enable you to work more efficiently (get more done in less time)? _____ Yes _____ No
   What part(s) of your job do you think would benefit most from teamwork? ____________________________________________

30. Are your supervisors: ? (Check every one that is true)
   _____ Helpful and supportive in your completion of work assignments
   _____ Active in seeking your comments, suggestions and ideas
   _____ Understanding of your scheduling requirements
   _____ Respectful of you and your co-workers
   _____ Create a positive work environment
   Additional comments: ________________________________________

31. How could your job be made more enjoyable and interesting? ______
   _______________________________________________________
   General (On any topic)
   Comments/Recommendations: ________________________________
   ________________________________________________________
   ________________________________________________________
<table>
<thead>
<tr>
<th>Date</th>
<th>Shift</th>
<th>Type of Worker</th>
<th>Number</th>
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<th>Number</th>
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<td>People</td>
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<td>1=Mott</td>
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Date: Feb. 1993
Source: Housekeeping Survey
University of Michigan Hospitals
Housekeeping Services Department

P 1
<table>
<thead>
<tr>
<th>u finish?</th>
<th>Cover For</th>
<th>Cover For</th>
<th>Times per week</th>
<th>Which day is Hardest to Complete all</th>
<th>If multiple days</th>
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<tbody>
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<td>0=No Problem</td>
<td>1=Once per week</td>
<td>1=Yes</td>
<td>0=No</td>
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<td>2=Tues.</td>
<td>0=No</td>
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<td>3=once per day</td>
<td>4=Thurs.</td>
<td>5=Fri.</td>
<td>6=Sat.</td>
<td>7=Sun.</td>
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Source: Housekeeping Survey
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<th>Day</th>
<th>Least able to come to work</th>
<th># 15 Willing</th>
<th>Which day would you exchange</th>
<th>Work Sat. if off</th>
<th># 17 Do you Part-time job affect you</th>
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<td>7=Sat.</td>
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<td>8=Never</td>
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Date: Feb. 1993  
Source: Housekeeping Survey  
University of Michigan Hospitals  
Housekeeping Services Department
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<tr>
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<th>Template</th>
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<tr>
<td>How many times per year can’t make it to work due to car problems?</td>
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<td>#20 do you own a car?</td>
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<td>Travel time to work (min)</td>
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<tr>
<td>Transportation mode:</td>
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<tr>
<td>1 = walk</td>
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<td>2 = car</td>
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<td>3 = bus</td>
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<td>4 = ride</td>
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<td>5 = other</td>
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<thead>
<tr>
<th>Does it affect hours Child to School Elder Care Other to work (1=Yes 2=No)?</th>
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<td>1 = Yes</td>
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<tr>
<td>1 = once/month</td>
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<td>1 = once/year</td>
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<td>1 = 4-5/year</td>
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<td>School</td>
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<td>1 = Yes</td>
<td>2 = No</td>
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| Other to work | |
|----------------|
| 1 = Yes | 2 = No |

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<th>Time (minutes)</th>
<th>1 = walk</th>
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<td>3 = bus</td>
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<td>4 = ride</td>
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<td>5 = other</td>
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<th>Other to work</th>
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<td>2 = never</td>
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<td>2 = 2-3/year</td>
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<td>1 = 4-5/year</td>
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<td>2 = Other</td>
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### Survey Template

#### # 21 How do you use sick time — How do others use sick time

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<th>Carpool</th>
<th>Sick</th>
<th>Transport</th>
<th>Family</th>
<th>Emergency</th>
<th>Vacation</th>
<th>Other</th>
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<th>Transport</th>
<th>Family</th>
<th>Emergency</th>
<th>Vacation</th>
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</tbody>
</table>

**Date:** Feb. 1993  
**Source:** Daily Census Reports  
**University of Michigan Hospitals  
Housekeeping Services Department**
<table>
<thead>
<tr>
<th>#24 How is your starting time?</th>
<th>Are there any Weekly Problems</th>
<th>Work Sat. Shift Change</th>
<th>Work Sat. Day Change</th>
<th>#28</th>
<th>#29</th>
</tr>
</thead>
<tbody>
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<td>1=Yes</td>
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<td>1=Yes</td>
<td>1=Yes</td>
<td>1=Yes</td>
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</tr>
<tr>
<td>1=Good</td>
<td>1=Yes</td>
<td>1=Yes</td>
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<td>2=No</td>
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<tr>
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</table>

Date: Feb. 1993

Source: Housekeeping Survey

University of Michigan Hospitals

Housekeeping Services Department
<table>
<thead>
<tr>
<th>More Efficient</th>
<th>Helpful</th>
<th>Active</th>
<th>Understanding</th>
<th>Receptive</th>
<th>Create Envir.</th>
<th>Notes</th>
<th>Shift</th>
</tr>
</thead>
<tbody>
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<td>1=Yes</td>
<td>1=Yes</td>
<td>1=Yes</td>
<td>1=Yes</td>
<td>1=Yes</td>
<td>1=Day</td>
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<td>2=No</td>
<td>2=No</td>
<td>2=No</td>
<td>2=No</td>
<td>2=No</td>
<td>2=No</td>
<td>2=Sat-Sun off</td>
<td>2=Evening</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>3=1 weekend</td>
<td>3=Midnight</td>
</tr>
</tbody>
</table>

Date: Feb. 1993
3 weekdays

Source: Housekeeping Survey
4=keep same
University of Michigan Hospitals
5=work M-F
Housekeeping Services Department
6=work Tue-Sat
7=start earlier
8=Sun-Thurs
9=10 hr day
10=want 40
11=weekends off
12=Mon-Thurs
13=work 2nd