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COMPARISON OF WAGES PAID BY SETON HOSPITAL WITH WAGES
PAID BY OTHER EMPLOYERS IN AUSTIN, TEXAS

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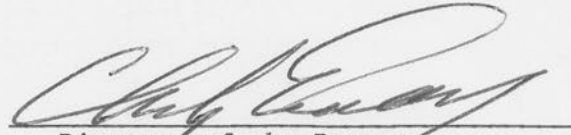
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January 1971

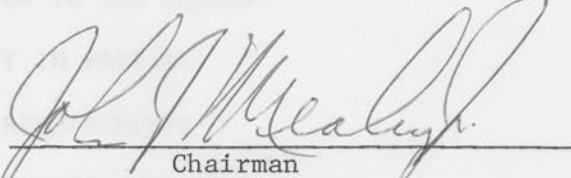
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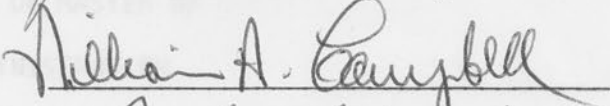
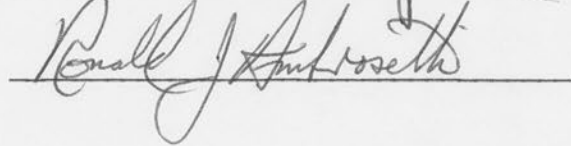
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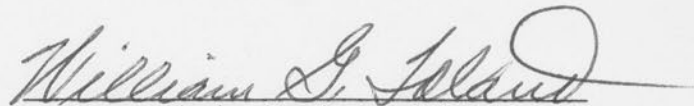
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Construction continued in 1920 when separate buildings were constructed to house the hospital laundry and boiler house. In 1927 Seton Hall, a four-story brick building, was constructed as a residence for student nurses. In the same year arrangements were also made with St. Edwards University

HISTORICAL SKETCH OF SETON HOSPITAL

In 1897 the citizens of Austin, capital city of Texas, recognized their need for a hospital, and a small group representing many religions formed the St. Vincent's Aid. This society invited the Sisters of Charity of St. Vincent de Paul, a religious order long associated with nursing and works of charity, to establish a hospital in Austin. The invitation was accepted, and the first fund-raising event, an operetta, was held on July 8 of that year. By 1900 the sum of \$5,300 had been raised, a site was purchased, and construction began. The hospital was opened on May 28, 1902, and the first patient was admitted on that date. Perhaps it is significant in view of recent developments that the first patient admitted was a Negro. The hospital was named for Elizabeth Ann Seton, the foundress of the Sisters of Charity of the United States. It was also in 1902 that four young women became student nurses, and started what was to become Seton's excellent nursing education program.

Seton's first significant contribution to the community occurred in 1917 when Travis County, in which Austin is located, suffered an outbreak of smallpox. Seton's sisters were so instrumental in combating the dread disease that the community made a presentation of a gold medal to them in appreciation. During World War I an influenza epidemic broke out in three military installations in the Austin area, and Seton's facilities were all turned over to the military until that disease had been controlled.

Construction continued in 1920 when separate buildings were constructed to house the hospital laundry and boiler house. In 1927 Seton Hall, a four story brick building, was constructed as a residence for student nurses. In the same year arrangements were also made with St. Edwards University

for student nurses to receive courses in biological and physical sciences, social science, English and religion. Credits for these courses could be applied towards degrees in Nursing. In 1965 an intensive care unit was opened to provide better care for the critically ill patient. 17

2 Seton Hospital is today a complete treatment facility of 137 beds. 18
 Already available are a modern laboratory, complete x-ray department with equipment for both diagnosis and treatment and special monitoring units for cardiac patients. 21
 3 hourly wages - porter..... 23

4 Further progress has been assured through the purchase of more land and the completion of plans for the construction of a new 250 bed hospital. 24

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1. To establish hiring rates which will attract new employees.
2. As a basis for rate changes to prevent abnormal turnover due to inadequacy of compensation, and also to minimize "labor pirating."
3. To keep abreast of pay rate trends which have a direct bearing on cost of products manufactured or services rendered.
4. To implement company policy which emphasizes that the company pays community rates or better.

CHAPTER I

INTRODUCTION

When it comes to setting salary levels, some companies merely keep an eye on what their neighbors are paying and follow their example; others are guided by the belief that they must outbid the competition; and still others proceed on the assumption that they can pay below average rates and still maintain their share of the labor market. Whatever the basis of determination, though, it is still essential for the company to know what other employers in its community or industry are paying.¹

It is now well recognized by American industry that wage surveys are an essential and effective tool for personnel management. Statistics show that most major companies participate in wage surveys.² There are many questions which should be raised by the administrator which can be answered either partially or entirely by a wage survey. Among these questions are the following: Why are we having trouble obtaining new employees? What is a reasonable living rate? Why do we lose so many employees? How do our policies on holidays, bonus plans, vacations, et cetera, compare with similar employers?³ Answers to these questions are obviously important to any efficient operation.

Specifically, some of the uses of wage surveys are:

1. To establish hiring rates which will attract new employees.
2. As a basis for rate changes to prevent abnormal turnover due to inadequacy of compensation, and also to minimize "labor pirating."
3. To keep abreast of pay rate trends which have a direct bearing on cost of products manufactured or services rendered.
4. To implement company policy which emphasizes that the company pays community rates or better.

5. To determine the extent of employee benefits and services offered in addition to direct pay rates.⁴ In the field of hospital administration MacEachern, too, has recognized the value of wage surveys. He states:

Probably the most common method of establishing hiring rates is that of comparing existing or proposed rates with rates used in other hospitals and organizations in the community for comparable positions.⁵

Thus far, wages have been discussed from the point of view of the employer, but it should be recognized that the real significance of wages stems from the importance attached to them by employees. Simply stated, wage surveys are conducted because of the importance attached to wages by employees. That wages are a vital consideration of employees has been noted by many authorities. Many believe that direct wages are the most prominent factors determining employees' incentives and levels of performance. Yoder states as much when he writes: "Although levels of their performance and contribution may be influenced by many considerations other than their pay, none of these others can take the place of pay."⁶

That real wages are of primary importance to employees is recognized by labor leaders as well as management. In the United States wages have almost always been the focal point of employee-employer negotiations. Samuel Gompers, first president of the American Federation of Labor, expressed his belief in the importance of wages, and further stated his standards for wage demands by replying to a question -- "my standard is simple -- more."⁷

1. It may be concluded then, that wages are of prime importance to employees, and that their level of performance is greatly influenced by pay. Because the hospital "product" is patient care, nowhere do wages have a greater effect on human lives than in the field of hospital personnel.

2. George C. Lovejoy, *Wage and Salary Administration* (New York: The Ronald Press Company, 1959), pp. 294-295.

3. Malcolm T. MacEachern, *Hospital Organization and Management* (Berwyn, Illinois: Physicians Record Company, 1962), p. 98.

4. Dele Yoder, *Personnel Management and Industrial Relations* (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1963), p. 451.

5. Ibid., p. 447

FOOTNOTES

THE PROBLEM

1. Robert G. Wall, "Do's and Don'ts for the Occasional User of Salary Surveys", Personnel, XL, No. 4 (May-June 1964), 26-30
2. Charles W. Brennan, Wage Administration (Homewood, Illinois: Richard D. Irwin, Inc., 1959), p. 183
3. Ibid, pp. 183-184.
4. Lawrence C. Lovejoy, Wage and Salary Administration (New York: The Ronald Press Company, 1959), pp. 294-295.
5. Malcolm T. MacEachern, Hospital Organization and Management (Berwyn, Illinois: Physicians Record Company, 1962), p. 985.
6. Dale Yoder, Personnel Management and Industrial Relations (Englewood Cliffs, N.J.: Prentice-Hall, Inc., 1963), p. 451.
7. Ibid, p. 447

If Seton's wages were found to be lower than those of other employers surveyed, the administrator wanted to know if the difference was significant. It was decided by mutual agreement between the administrator and this writer, that if 75% of the other employers surveyed were paying more than Seton was paying the difference would be considered significant. It was believed that if that many employers were paying higher wages, Seton would have difficulty in competing for personnel.

Methodology

The project was divided into the following four phases:

1. Collection of background material both on wage administration generally, and on Seton Hospital's personnel and wage administration specifically in order to establish a basis for later review.

CHAPTER II

THE PROBLEM

The problem as posed by Sister Mary Vincent, administrator of Seton Hospital, was to determine whether or not a difference existed in the wages paid by Seton Hospital and those paid in the rest of the community; and if one did exist what the extent of the difference was. The administrator wanted to be able to prepare long range plans for her salary structure. When the time came that she would be able to raise wages, she wanted to know what categories of employees would have to be raised more than others, and by approximately what amounts in order to bring her wages in line with the rest of the community.

If Seton's wages were found to be lower than those of other employers surveyed, the administrator wanted to know if the difference was significant. It was decided by mutual agreement between the administrator and this writer, that if 75% of the other employers surveyed were paying more than Seton was paying the difference would be considered significant. It was believed that if that many employers were paying higher wages, Seton would have difficulty in competing for personnel.

Methodology

The project was divided into the following four phases:

1. Collection of background material both on wage administration generally, and on Seton Hospital's personnel and wage administration specifically in order to establish a basis for later review.

2. Planning a wage survey. The wage survey in this case would be defined as a study conducted to obtain sample wage differentials of comparable jobs within a given community.

3. Conducting the survey.

4. Evaluation.

In the collection of background material, literature pertinent to the subject was first studied, and later an interview with Mr. James Weiss, personnel director of Seton Hospital, was conducted in order to determine how Seton's policies compared with those discussed in the literature. Material concerned with wage surveys as well as wage administration was gathered.

Planning for the survey was done following the steps recommended by Charles W. Brennan.⁸ Data considered necessary in view of the problem stated by the administrator included these wages and benefits:

1. Starting rates
2. Maximum rates in those instances where maximum rates were established by the employer
3. Number of paid holidays granted by the employer
4. Pension plan in terms of the employer's contribution
5. Insurance plans, again in terms of employer contribution
6. Paid vacations
7. Bonuses
8. Sick leave authorized
9. Recreation program provided by employer
10. Basic work week

11. Overtime compensation

12. Miscellaneous benefits

The problem, as stated, involved the Austin, Texas community, and the area to be covered was decided to be that which falls within an area extending five miles outside the city limits of Austin. The survey was restricted to an area extending 5 miles beyond the city limits because there were few employers located beyond that distance.

Because the procedure used in selection of companies to be solicited would have such a profound effect on the result of the wage survey, great care was taken to rigidly define the types of organization to be chosen. Only those firms which had established job descriptions which could be compared with those established by Seton Hospital were chosen. All companies selected had been in business in Austin for at least two years.

Selection of companies to be included in the survey was considered likely to effect the outcome of the survey. For instance, if only union employees were considered, the results would be quite different than they would be if only non-union employees were included. For that reason only those firms which had established job descriptions which could be compared with those established by Seton Hospital were chosen. Only companies which had been established in Austin for two years were chosen. Unionized workers were not covered in the survey proper in order to conform to the non-union pattern at Seton. As many different types of employers as possible were contacted. Included were hospital and non-hospital employers, relatively large and relatively small firms, as well as governmental and non-governmental employers. Some jobs covered by

minimum wage laws were included, as well as some jobs which were not.

Appendix A is a list of firms surveyed.

Three methods of data collection were considered: The mailed questionnaire, the telephone interview, and the personal interview. It was finally decided to use the personal interview because it was felt that the most accurate results could be obtained in this way. Too, it would be easier to explain the reason for the survey and exactly what information was being requested using that method.

This method is endorsed by Lovejoy who stated:

The experience of those involved in community survey of pay rates for several jobs plus information about supplementary pay practices shows that the personal visit method produces far better results than attempts to get information solely from mailed questionnaires.⁹

Further, it was absolutely necessary to insure that the job descriptions provided by Seton matched those used by the employers being surveyed. The personal interview method provided the opportunity for personal observation to insure that workers were actually performing the work called for in the job description. These observations were accomplished on a random "spot check" basis.

The standardized or structured interview was chosen in order to collect the same information from each respondent, and to insure that all answers dealt with precisely the same subject matter. (The schedule used to structure interviews is attached as Appendix B.) With the exception of the last question asked, all questions used were of the closed type as defined by Richardson, Dohrenwend and Klein.¹⁰ That is, each question could be answered with a few words. Finally, all interviews were of the

"free-response" type as discussed by Richardson, Dohrenwend and Klein.¹¹

The interviewer never suggested a choice of answers from which the respondent had to choose, and respondents were able to qualify any of their answers when they thought that qualification was necessary.

The choice of jobs to survey was dictated primarily by three factors: the desire on the part of Seton's administrator to concentrate chiefly on non-medical positions, the feeling of the writer that as many departments within the hospital as possible should be represented, and finally, the prevalence of different types of occupations within the community.

The jobs selected, and the departments responsible for them at Seton Hospital were:

1. Maintenance

Carpenter

2. Laundry

General laundry worker

3. Housekeeping

Porter

Maid

4. Administration and Clerical

Switchboard operator

5. Nursing

Registered Nurse, General Duty

Nurses Aid

6. Dietary

Food Service Worker

Beginning wages were chosen as the basis of comparison for three reasons. First, this is the wage that attracts new workers, and secondly the high turnover experienced in these jobs causes average wages to fluctuate greatly. Finally, Seton's statistics express wages as "beginning" and "maximum."

The first step taken in the conduct of the surveys was to interview public agencies to determine if any previous wage surveys had been done in Austin, and to get an over-all picture of employment in the city. The second phase was to contact and interview individual employees. Finally, evaluation was a matter of constructing tables showing wages and benefits offered the eight different type workers, and then compare them.

Limitations of the Study

The basic limiting factor was the time available to complete the survey. It was considered essential to conduct personal interviews with both public officials and individual employees, and the time available to accomplish these interviews obviously limited the number of interviews possible.

Definition of Terms

Wages - Money paid to an employee for work done during a given period.

Benefits - Any compensation given an employee which is not in the form of wages. (Vacations, bonuses, etc.)

Job descriptions used in this survey are shown in Appendix C.

FOOTNOTES

DISCUSSION

8. Brennan, op. cit., p. 184
9. Lovejoy, op. cit., p. 298
10. Stephan A. Richardson, Barbara Snell Dohrenwend and David Klein, Interviewing, Its Forms and Function (New York City: Basic Books, Inc., 1965), p. 147.
11. Ibid, pp. 258-262

being considered was accomplished by a study of numerous job analyses which showed the component elements of each job including job functions, abilities, and required efforts. For the job analyses and ratings no job analysis had been done. In these cases the job descriptions were considered adequate for the purpose of this study. Job descriptions have been used in the conduct of well-known surveys according to Charles W. Brennan.¹² Compensatory bands were available as well-defined pay scales which had been published in an employees' handbook.

The personnel director of some states that it was the goal of his wage administration policy to base wages upon job factors, including relative importance of job, amount of training, and number of performance.¹³ Selton, however, states that he had no rating program, and it is difficult to determine the relative value of different jobs or their relationship to each other.

The first step in orderly job rating is the determination of the relative value of the various jobs in the organization. Once this value is considered in terms of the relative value of the job, the combination of the skills, the mental and physical efforts, and the responsibilities required, plus the environment of the job.¹⁴

The establishment of job ratings would serve several useful purposes.

Among these are:

CHAPTER III

DISCUSSION

Seton Hospital employs 325 persons, including 172 in jobs covered in the survey. The first step was to gather as much information as possible covering these 172 jobs and the program which had been established to define them and pay for their performance. Definition of the jobs being considered was accomplished by a study of existing job analyses which showed the component elements of each job including qualifications, abilities, and required efforts. For two jobs (maids and porters) no job analysis had been done. In those cases the job descriptions were considered adequate for the purposes of this study. Job descriptions have been used in the conduct of valid wage surveys according to Charles W. Brennen.¹² Compensatory rates were available in well-defined pay scales, which had been published in an employees' handbook.

The personnel director of Seton stated that it was the goal of his wage administration policy to base Seton's wages on several factors, including relative importance of job, length of service, and caliber of performance.¹³ Seton, however, does not have a job rating program, and it is difficult to determine the relative value of different jobs or their relationship to each other.

The first step in orderly job rating is the determination of the relative value of the various jobs to the organization. Often this value is considered in terms of the difficulty of the job... the combination of the skills, the mental and physical effort, and the responsibilities required, plus the environment of the job.¹⁴

The establishment of job rating would serve several useful purposes. Among these are:

1. Assurance that the policy of equal pay for equal work is followed.
2. The establishment of a relative wage rate between different jobs.
3. The elimination of grievances due to misunderstanding and/or lax employees.
4. Clarification of the function, authority, and responsibility in any given job.¹⁵

Employees would probably appreciate a job rating, as it would make their own positions clearer.¹⁶

After determining Seton's policies and practices the following public agencies were canvassed in order to determine if similar studies had been made recently: The Chamber of Commerce, the local branch of the Texas State Employment Commission, the Austin Personnel Association, the Texas Hospital Association, and Bergstrom Air Force Base Civilian Personnel Office.

The results of two surveys have been published within the past year, one by the Austin Personnel Association, and another by Bergstrom Air Force Base. The data for these surveys was collected in 1965. The more comprehensive of the two is that survey conducted by the Austin Personnel Association.¹⁷ This report covered 62 jobs, including six of those included in this survey. The survey was of particular interest in that the job descriptions used in all six cases applied to the corresponding categories at Seton. Seton had, in fact, participated in the survey.¹⁸

Job descriptions used corresponded to descriptions used in Bureau of Labor statistics.

The survey was conducted by a committee from the Austin Personnel Association. The committee's sources of employers to be contacted were

the Austin Personnel Association membership list, the Chamber of Commerce list of firms employing 50 or more persons, and a list of state agencies. Questionnaires were mailed to 150 organizations. There were 75 completed and returned, a response of 50%. Of the returned questionnaires, 41 of the 75 represented membership in the Austin Personnel Association. Participation in the survey was distributed as follows:

| <u>Type of Organization</u> | <u>No.</u> | <u>Individual Positions Reported in Survey</u> | <u>Total No. of Austin Employees these Employers have</u> |
|-----------------------------|------------|--|---|
| Private Organization | 49 | 2,225 | 8,616 |
| City Government | 2 | 1,228 | 4,537 |
| State Government | 18 | 5,270 | 12,566 |
| Federal Government | 6 | 574 | 2,841 |
| Totals | 75 | 9,297 | 28,560 |

The questionnaires were mailed on November 1, 1965. The target date for completion was set at November 23, and members of the Wage and Salary Committee then conducted a personal follow-up of unreturned questionnaires. The closing date was then set at December 10, 1965 to allow return of the additional questionnaires. The results of this survey were expressed in terms of average salaries and employee benefits. Average salaries for each type job can be determined from the survey but benefits cannot. The committee asked for salary information by job description. They asked for information concerning benefits only by number of employees, and a separate questionnaire was used to record information on benefits. It was therefore impossible to determine precisely which workers received which benefits.

Both governmental and private employers participated, as well as unionized and non-unionized employers.

The results of this survey were expressed in actual, current wages earned, not as beginning or maximum wages. The results for porters, maids,

registered Nurses, switchboard operators, food service workers, and carpenters follow, together with Seton Hospital's beginning and maximum salaries:

Porters and Maids (Combined Category)

| | |
|--|-------------|
| Number of workers | 969 |
| Mean monthly wage | \$242 |
| Median monthly wage | \$235 |
| Middle range (one-fourth earn above; one-fourth earn below) | \$206-\$255 |
| Low | \$175 |
| High | \$491 |
| Seton Hospital | \$175-\$245 |

Registered Nurses (General Duty)

| | |
|---------------------|-------------|
| Number of workers | 117 |
| Mean monthly wage | \$372 |
| Median monthly wage | \$361 |
| Middle range | \$321-\$395 |
| Low | \$314 |
| High | \$587 |
| Seton Hospital | \$330-\$390 |

Switchboard Operators

| | |
|---------------------|--------------------------------|
| Number of workers | 87 |
| Mean monthly wage | \$266 |
| Median monthly wage | \$257 |
| Middle range | \$240-\$300 |
| Low | \$150 |
| High | \$404 |
| Seton Hospital | \$190 (no maximum established) |

Food Services Workers

| | |
|---------------------|-------------|
| Number of workers | 157 |
| Mean monthly wage | \$203 |
| Median monthly wage | \$205 |
| Middle range | \$170-\$213 |
| Low | \$156 |
| High | \$268 |
| Seton Hospital | \$175-\$245 |

Carpenters

| | |
|---------------------|--------------------------------|
| Number of workers | 69 |
| Mean monthly wage | \$410 |
| Median monthly wage | \$398 |
| Middle range | \$337-\$476 |
| Low | \$280 |
| High | \$665 |
| Seton Hospital | \$340 (no maximum established) |

The second study was that done by the federal government's wage survey board for Bergstrom Air Force Base. Each year a wage survey is conducted in communities in which military installations are located. These surveys are done so that civilian personnel employed at military installations will be paid at a rate equal to the average rate found in the surrounding community.¹⁹ The original data is not given to the civilian personnel office at the individual installation, but the wages they are authorized to pay local "wage board" employees is supposed to be the local average wages as determined by the survey board. The formal survey is conducted every three years by personnel of the Wage Survey Board from Washington, D. C. They are usually assisted by personnel from the local civilian personnel office. A number of "key jobs" are first chosen from a list of all jobs found at the post in question, then approximately 25 local firms employing workers in those positions are selected. For formal surveys the personal interview method is used to obtain the necessary information. Local wages are then authorized on the basis of the survey results. Each year between formal surveys the local offices make informal surveys, either by telephone interview, the usual method, or by mailed questionnaire. The information gathered during the informal survey is reported to Washington, D. C.

It should be noted that these surveys are concerned only with "wage board" civilian workers, i.e., those who perform mostly blue collar jobs. Salaries for other workers, once fixed, are not subject to change due to survey. Benefits for both groups of workers are also stable, and are not reviewed annually.

The following are the hourly rates being paid at Bergstrom Air Force Base for a 40-hour week for beginning level workers. Time-and-a-half is

paid for overtime. Benefits received by these employees will be discussed in another portion of this paper.

| <u>Job</u> | <u>Beginning Wage</u> | <u>Maximum Wage</u> |
|---------------------|-----------------------|---------------------|
| Carpenter | \$2.50 | \$2.76 |
| Porter | 1.50 | 1.66 |
| Food Service Worker | 1.60 | 1.76 |

The Texas State Employment Commission, essentially an employment agency, does not maintain wage records, nor has that office ever conducted any wage surveys. A great deal of information concerning jobs and wages does flow through the commission, however. Firms desiring to hire workers notify the commission of the existing vacancies and the wages that they are willing to pay. The Employment Commission, in turn, interviews prospective employees, and if they possess the necessary qualifications, they are sent to the employer. Once the employer and employee have been matched no records are kept. The director of the Austin office, Mr. Ernest C. Leak, stated that because of his experience he was able to offer a well-founded opinion of the current wage levels in Austin.²⁰ While the following figures are estimates by Mr. Leak, it must be emphasized that they are only estimates, and are not based on any records. The figures shown are hourly wages except where otherwise indicated.

| <u>Job</u> | <u>Beginning Wage</u> | <u>Maximum Wage</u> |
|------------------------|-----------------------|---------------------|
| General Laundry Worker | \$1.00 | \$1.25 |
| Food Service Worker | .75 | 1.00 |
| Porter | 1.00 | 1.50 |
| Maid | .75 | 1.00 |
| Switchboard Operator | \$50 weekly | \$75 weekly |
| RN, General Duty | \$350 monthly | \$450 monthly |
| Nurses Aide | \$35 weekly | \$50 weekly |

Thus far only the results of efforts made by public agencies have been analyzed. With this information provided as background material, the results of the wage survey conducted by this writer are discussed.

In the tables for each type of worker which follow in the text, the succeeding explanations apply:

1. The number of workers employed by a particular institution is reflected by the number in parentheses following the job title.
2. The amounts listed under the "Beginning" column are the beginning wage; those listed under "Maximum" are the highest wages an employee in that job can earn.
3. Paid holidays are expressed in the number authorized per year.
4. Pension is expressed in terms of the employer's monthly contribution to the employee's pension fund.
5. Insurance, in those cases where the information was available is shown by the employee's monthly contribution.
6. Basic work week is the number of hours an employee must work before he receives either more money or compensatory time off.
7. Overtime is the compensation a worker receives for working beyond the number of hours in his basic work week. "1½" stands for time-and-a-half, and "comp" represents compensatory time.
8. Sick leave is given in the number of days which may be taken per year with pay.
9. Other is benefits which have not been covered elsewhere. It includes such things as discounts for cost of employee hospitalization, and bereavement leave.

TABLE I
COMPARISON OF HOURLY WAGES - CARPENTER

| Employer | No. of Employees | Beginning | Maximum |
|--------------------------|------------------|-----------|------------|
| Seton | 1 | \$2.125 | none given |
| Mount Carmel | 1 | 1.562 | none given |
| Breckenridge | 3 | 2.194 | 2.905 |
| St. Davids | 1 | 1.500 | 2.188 |
| Bergstrom Air Force Base | 7 | 2.500 | 2.760 |

Carpenters Total \$2.00

Of the four employers other than Seton surveyed, two paid more and two paid less than Seton. Seton's basic wage fell within the middle range (\$337-\$476) of the Austin Personnel Association survey, but was considerably less than the \$398 median. The APA survey includes unionized workers, however. Seton's benefits are also somewhat lower than other firms surveyed, particularly in contributions to insurance and the pension fund. While unionized carpenters were not included in the survey proper, the Austin local of the Construction Carpenters Union was contacted, and it should be noted that their contract called for substantially higher wages than are earned by non-union workers. This is significant in that the engineer at Seton believes that Seton's carpenter possesses sufficient skill to allow him to become a union member.²¹

TABLE 2
COMPARISON OF BENEFITS - CARPENTER

| Benefits | Seton | Mt. Carmel |
|------------------------------|--|------------|
| Paid Holidays | 6 | 5 |
| Pension | .. | .. |
| Insurance, Total. | \$2.00 | .. |
| Life | .. | .. |
| Hospital | 2.00 | .. |
| Surgical | .. | .. |
| Vacation | 2 weeks | 2 weeks |
| Bonus | .. | .. |
| Sick Leave | 12 days | 7 days |
| Recreation Program | .. | .. |
| Basic Work Week | 40 hours | 48 hours |
| Overtime | Comp. | Comp. |
| Others | 1. 3 day bereavement leave 2. 25% discount for hosp. | .. |

TABLE 2 - Continued

COMPARISON OF HOURLY WAGES - SWITCHBOARD OPERATOR

| Breckenridge | St. Davids | BAFB |
|--|------------------------------------|--------------------------|
| 9 | 5 | 8 |
| \$14.04 | \$12.00 | Paid by worker |
| \$2.10 | \$4.21 | \$7.00 |
| .. | .80 | .. |
| .. | 3.41 | .. |
| .. | .. | .. |
| 2 weeks | 2 weeks | 13 days |
| .. | \$5.00 (Xmas) | .. |
| 12 days | 12 days | 13 days |
| .. | .. | All Air Force facilities |
| 40 hours | 40 hours | 40 hours |
| Reg. rate | Reg. rate | 1 1/2 |
| 1. Can use sick leave to care for family | 1. Pharmacy drugs at cost | Credit Union |
| 2. 3 day bereavement leave | 2. 1/3 discount on hospitalization | |

TABLE 3
COMPARISON OF HOURLY WAGES - SWITCHBOARD OPERATOR

| Employer | No. of Employees | Beginning | Maximum |
|--------------------------|------------------|-----------|------------|
| Seton | 4 | \$1.187 | None given |
| Breckenridge | 6 | 1.150 | \$1.956 |
| St. Davids | 2 | 1.250 | 1.438 |
| Bergstrom Air Force Base | 11 | 1.150 | None given |
| Holy Cross | | 1.150 | None given |

Switchboard Operator

Seton's switchboard operators earn more than two, and less than two of the firms surveyed. Their wages do not approach those in the middle range of the Austin Personnel Association survey. A probable explanation for this is that the APA survey included unionized workers. Again, while they were not included in the survey because they were unionized, Austin's largest employers of switchboard operators, Southwestern Bell Telephone Company, was contacted. Their wages and benefits are much greater than those of non-union workers.

Basic Work Week 40 hours 40 hours

Overtime Comp. Reg. rate

Other 1. 3 day bereavement leave
2. 25% discount for hospital
1. May use sick leave to care for family
2. 3 day bereavement leave

TABLE 4
COMPARISON OF BENEFITS - SWITCHBOARD OPERATORS

| Benefits | Seton | Breckenridge |
|------------------------------|--|--|
| Paid Holidays | 6 | 9 |
| Pension | .. | \$9.60 |
| Insurance, Total | \$2.00 | \$3.10 |
| Life | .. | .. |
| Hospital | 2.00 | .. |
| Surgical | .. | .. |
| Vacation | 2 weeks | 2 weeks |
| Bonus | .. | .. |
| Sick Leave | 12 days | 12 days |
| Recreation Program | .. | .. |
| Basic Work Week | 40 hours | 40 hours |
| Overtime | Comp. | Reg. rate |
| Other | <ol style="list-style-type: none"> 1. 3 day bereavement leave 2. 25% discount for hospital | <ol style="list-style-type: none"> 1. May use sick leave to care for family 2. 3 day bereavement leave |

TABLE 4 - Continued

COMPARISON OF HOURLY WAGES - PORTER

| St. Davids | BAFB | Holy Cross |
|-------------------------------------|---------------------|----------------------------------|
| Employer | No. of Employees | Beginning |
| Seton 5 | 8 | \$1.091 |
| Mt. Carmel | 3 | .781 |
| Breckenridge | 6 | 1.194 |
| \$10.00 | Paid by worker | . . .300 |
| Austin Public Schools | 212 | 1.376 |
| Bergstrom AFB OOM | 1 | 1.000 |
| \$4.21 | \$6.40 | 1.000 |
| Products Co. | 80 | 1.150 |
| Hol .80 | . . | 1.150 |
| 3.41 | . . | 1.150 |
| . . | . . | . . |
| 2 weeks | 13 days | 2 weeks |
| \$5.00 (Xmas) | . . | . . |
| 12 | 13 | 6 |
| . . | All BAFB facilities | . . |
| 40 hours | 40 hours | 40 hours |
| Reg rate | 1½ | Reg rate |
| 1. Pharmacy drugs at cost | Credit Union | 50% discount for hospitalization |
| 2. 1/3 discount for hospitalization | | |

TABLE 5
COMPARISON OF HOURLY WAGES - PORTER

| Employer | No. of Employees | Beginning | Maximum |
|--------------------------|------------------|-----------|------------|
| Seton | 10 | \$1.091 | \$1.531 |
| Mt. Carmel | 3 | .781 | none given |
| Breckenridge | 6 | 1.194 | 1.500 |
| St. Davids | 17 | .800 | 1.300 |
| Austin Public Schools | 232 | 1.376 | 1.050 |
| Bergstrom AFB OOM | 1 | 1.000 | none given |
| Alamo Products Co. | 80 | 1.000 | none given |
| Holy Cross | 8 | 1.150 | none given |
| Bergstrom Air Force Base | 1 | 1.150 | 1.660 |

Porter

Seton's porters receive more compensation than 4 of the institutions surveyed, and less than 4. Public employees (Austin Public Schools, Bergstrom Air Force Base) pay more than do the private employers surveyed.

There does not seem to be much difference in benefits offered. Seton's wages are well below the median wage of \$242 found in the APA survey, but that survey included workers covered by the minimum wage law while this writer's survey did not.²²

| Overtime | Comp. | Comp. | Reg. rate | Reg. rate |
|----------|--|-------|--|---|
| Others | 1. 3 day bereavement leave 2. 25% discount for hospital | | 1. May use sick leave to care for family 2. 3 day bereavement leave | 1. Pharmacy drugs at cost, 2. 1/3 discount for hosp. |

TABLE 6
COMPARISON OF BENEFITS - PORTER

| Benefits | Seton | Mt. Carmel | Breckenridge | St. Davids |
|---------------------|--|------------|--|---|
| Paid Holidays . . . | 6 | 5 | 9 | 5 |
| Pension | \$7.00 | .. | \$7.64 | \$6.40 |
| Insurance, Total. | \$2.00 | .. | \$3.10 | \$4.21 |
| Life | .. | .. | .. | .80 |
| Hospital | 2.00 | .. | .. | 3.41 |
| Surgical | .. | .. | .. | .. |
| Vacation | 2 weeks | 2 weeks | 2 weeks | 2 weeks |
| Bonus | .. | .. | .. | \$5.00 (Xmas) |
| Sick Leave. | 12 days | 7 days | 12 days | 12 days |
| Recreation. | .. | .. | .. | .. |
| Basic Work Week | 40 hours | 48 hours | 40 hours | 40 hours |
| Overtime | Comp. | Comp. | Reg. rate | Reg. rate |
| Others | 1. 3 day bereavement leave 2. 25% discount for hospital | .. | 1. May use sick leave to care for family 2. 3 day bereavement leave | 1. Pharmacy drugs at cost. 2. 1/3 discount for hosp. |

TABLE 6 - Continued

COMPARISON OF HOURLY WAGES - NAJD

| Austin Public Schs. | BAFBOOM | Alamo Products Co. | Holy Cross | BAFB |
|---|----------------|---------------------------------|------------------------|---------------------|
| Emp 9 | 6 | 6 | 6 | 8 |
| \$13.20 | .. | .. | .. | Paid by worker |
| Amt. paid into retirement fund | \$7.00 | .. | .. | \$7.00 |
| 2 weeks | 1 week | 1 week | 2 weeks | 13 days |
| .. | .. | \$5.00 per yr. | .. | .. |
| 12 days | 7 days | Depend on circum. | 6 days | 13 days |
| .. | .. | .. | .. | All BAFB facilities |
| 40 hours | 44 hours | 40 hours | 40 hours | 40 hours |
| .. | Reg. rate | 1½ | Reg rate | 1½ |
| After 10 years, if disabled, receive \$100.00 per month for life. | 1 meal per day | Employer pays for ½ of uniforms | 50% discount for hosp. | Credit Union |

COMPARISON TABLE 7 - MAID

COMPARISON OF HOURLY WAGES - MAID

| Employer | No. of Employees | Beginning | Maximum |
|-----------------------|------------------|-----------|------------|
| Seton | 7 | \$1.094 | \$1.531 |
| Mt. Carmel | 3 | .677 | none given |
| Breckenridge | 16 | 1.194 | 1.150 |
| St. Davids | 8 | .700 | 1.150 |
| Austin Public Schools | 55 | 1.376 | 2.050 |
| Alamo Products Co. | 50 | 1.000 | none given |
| Holy Cross | 6 | .850 | none given |

Maid

Seton's wages are less than 2 companies questioned and greater than 4. The benefits offered by Seton are greater than 3 and somewhat less than 3. Seton's minimum is \$175 per month, and maximum is \$245. The middle range in the APA survey was \$206 to \$255, but those figures again include workers covered by the minimum wage law.

| | | | |
|-----------------|---|----------|--|
| Sick Leave | 12 days | 7 days | 12 days |
| Basic Work Week | 40 hours | 48 hours | 40 hours |
| Overtime | Comp. | Comp. | Reg. rate |
| Others | 1. 3 day bereavement leave. 2. 25% discount on hospital. | | 1. 3 day bereavement leave. 2. May use sick leave to care for family. |

TABLE 8

COMPARISON OF BENEFITS - MAID

| Benefits | Seton Public Schools | Mt. Carmel Products Co. | Breckenridge |
|----------------------------|---|----------------------------|--|
| Paid Holidays | 6 | 5 | 9 |
| Pension | .. | .. | \$7.64 |
| Insurance, Total | 2.00 | .. | 3.10 |
| Life | .. | .. | .. |
| Hospital | 2.00 | .. | .. |
| Surgical | .. | .. | .. |
| Vacation | 2 weeks | 2 weeks | 2 weeks |
| Recreation | .. | .. | .. |
| Bonus | .. | .. \$5.00 per year | .. |
| Sick Leave | 12 days | 7 days | 12 days |
| Basic Work Week | 40 hours | 48 hours | 40 hours |
| Overtime | Comp. | Comp. | Reg. rate |
| Others | 1. 3 day bereavement leave. 2. 25% discount on hospital. | .. | 1. 3 day bereavement leave. 2. May use sick leave to care for family. |

TABLE 8 - Continued

COMPARISON OF HOURLY WAGES - GENERAL LAUNDRY WORKER

| St. Davids | Austin Public Schools | Alamo Products Co. | Holy Cross |
|---------------------------------|---|------------------------------------|------------------------------|
| 5 | 9 | 6 | 6 |
| \$7.60 | \$13.20 | .. | .. |
| \$4.21 | | .. | .. |
| .80 | Amt. paid into | .. | .. |
| 3.41 | retirement fund | .. | .. |
| 2 weeks | 2 weeks | 1 week | 2 weeks |
| .. | .. | .. | .. |
| \$5.00(Xmas) | .. | \$5.00 per year | .. |
| 12 days | 12 days | Depend on circum. | 6 days |
| 40 hours | 40 hours | 44 hours | 40 hours |
| Reg. rate | .. | 1½ | Reg. rate |
| 1. Pharmacy drugs at cost. | After 10 years, if permanently disabled, | Employer pays for ½ of uniforms | 50% discount for hospital |
| 2. 1/3 discount for hospital | receive \$100.00 per month for life | | |

TABLE 9

COMPARISON OF HOURLY WAGES - GENERAL LAUNDRY WORKER

| Employer | No. of Employees | Beginning | Maximum |
|----------------------------|------------------|-----------|------------|
| Seton | 11 | \$1.094 | \$1.531 |
| Capital Laundry & Cng. Co. | 24 | .578 | none given |
| Tarrytown Bendix Laundry | 2 | .700 | none given |
| Breckenridge | 20 | 1.194 | 1.500 |
| Burtons Laundry | 24 | .650 | .750 |
| Holy Cross | 2 | .900 | .750 |
| Travis Laundry | 30 | .881 | .750 |

General Laundry Worker

Only 1 employer pays laundry workers more than Seton, and 5 pay less. Seton's benefits are also higher than most employers' benefits. Laundry workers receive less pay than any other workers covered in the survey, especially those employed by private concerns. It should be recognized, however, that laundry workers in private laundries have greater prospects for advancement than do workers in hospital laundries. Most of the laundry done in hospitals is flatwork, and flatwork laundry workers are at the bottom of the laundry pay scale. Workers in commercial laundries may progress to more highly paid types of work, such as shirts and pants or dry cleaning.²³ This does not exist to any extent in hospital laundries.

- Others
1. 3 day bereavement leave.
 2. 25% discount on hospital.

TABLE 10
COMPARISON OF BENEFITS - GENERAL LAUNDRY WORKER

| Benefits | Seton | Capital | Tarrytown Bendix Laundry |
|----------------------------|---|----------|-----------------------------|
| Paid Holidays | 6 | .. | 4 |
| Pension | .. | .. | .. |
| Insurance, Total | \$2.00 | .. | .. |
| Life | .. | .. | .. |
| Hospital | 2.00 | .. | .. |
| Surgical | .. | .. | .. |
| Vacation | 2 weeks | .. | 1 week |
| Bonus | .. | .. | .. |
| Sick Leave | 12 days | .. | .. |
| Recreation | .. | .. | .. |
| Basic Work Week | 40 hours | 45 hours | 45 hours |
| Overtime | Comp. | 1½ | Reg. rate |
| Others | 1. 3 day bereave- ment leave. 2. 25% discount on hospital. | .. | .. |

TABLE 10 - Continued

| Breckenridge | Burtens | Holy Cross | Travis |
|--|--|--------------------------|-------------------------------------|
| 9 | 7 | 6 | 9 |
| \$7.64 | .. | .. | .. |
| \$3.10 | .. | .. | \$2.00 |
| 2 weeks | 1 week | 2 weeks | .. |
| .. | \$5.00 per yr. | .. | Profit sharing 20% (\$29.60 mo.) |
| 12 days | .. | 6 days | .. |
| .. | .. | .. | .. |
| 40 hours | 43 hours | 40 hours | 42 hours |
| Reg rate | 1½ | Reg rate | .. |
| 1. 3 day bereavement leave 2. May use sick leave to care for family | 1. Free meals for Sunday work 2. Free work clothes cleaning 3. ½ discount on family cleaning | 50% discount on hospital | 50% discount on laundry & cleaning |

TABLE 11

COMPARISON OF HOURLY WAGES - REGISTERED NURSE, GENERAL DUTY

| Employer | Beginning | Maximum |
|------------------------------|-----------|------------|
| Seton (48) | \$2.062 | \$2.438 |
| Mt. Carmel (4) | 1.563 | none given |
| Breckenridge (67) | 2.194 | 2.906 |
| St. Davids (22) | 2.063 | 2.125 |
| Bergstrom Air Force Base (7) | 2.750 | 3.575 |
| Holy Cross (30) | 2.050 | none given |

Registered Nurse, General Duty

Seton's nurses are paid approximately the same as other nurses, with the exception of those at Bergstrom Air Force Base which pays about \$.70 more to begin, and \$1.10 more maximum. There appears to be no material difference between the benefits offered by the hospitals contacted, with the exception of Mt. Carmel which offers few benefits. Seton's range is from \$330 per month beginning wage to \$390 per month maximum. The APA study revealed a middle range from \$350 to \$360.

TABLE 12

COMPARISON OF BENEFITS - REGISTERED NURSE, GENERAL DUTY

| Benefits | Seton | Mt. Carmel |
|----------------------------|---|------------|
| Paid Holidays | 6 | 5 |
| Pension | . . | . . |
| Insurance, Total | \$2.00 | . . |
| Life | . . | . . |
| Hospital | 2.00 | . . |
| Surgical | . . | . . |
| Vacation | 2 weeks | 2 weeks |
| Bonus | . . | . . |
| Sick Leave | 12 days | 7 days |
| Recreation | . . | . . |
| Basic Work Week | 40 hours | 48 hours |
| Overtime | Comp. | Comp. |
| Others | 1. 3 day bereavement leave. 2. 25% discount on hosp. | . . |

TABLE 12 - Continued

COMPARISON OF HOURLY WAGES - NURSES AID

| Breckenridge | St. Davids | BAFB | Holy Cross |
|---|----------------------------|----------------------|------------------------|
| Employer Seton (9) | 5 | Beginning \$1.094 | 8 Maximum \$1.51 |
| St. Davids (4) | | 670 | more than |
| Breckenridge (40) | | 1.288 | 1.663 |
| \$14.04 (35) | \$16.96 | Paid by worker | . . . |
| Holy Cross (50) | | 1.350 | more than |
| \$3.10 | \$5.01 | \$6.65 | . . . |
| | 1.60 | .25 | . . . |
| Nurse's Aid | 3.41 | 6.40 | . . . |
| | . . . | . . . | . . . |
| 2 weeks | 2 weeks | 13 days | 2 weeks |
| . . . | \$5.00 (Xmas) | . . . | . . . |
| 12 days | 12 days | 13 days | 6 days |
| . . . | . . . | All BAFB facilities | . . . |
| 40 hours | 40 hours | 40 hours | 40 hours |
| Reg. rate | Reg. rate | 1½ | Reg. rate |
| 1. 3 day bereavement leave. | 1. Pharmacy drugs at cost. | Credit Union | 50% discount on hosp. |
| 2. May use sick leave to care for family. | 2. 1/3 discount for hosp. | | |

TABLE 13
COMPARISON OF HOURLY WAGES - NURSES AID

| Employer | Beginning | Maximum |
|-------------------|-----------|------------|
| Seton (71) | \$1.094 | \$1.531 |
| Mt. Carmel (4) | .670 | none given |
| Breckenridge (40) | 1.288 | 1.663 |
| St. Davids (35) | 1.188 | 1.250 |
| Holy Cross (50) | 1.050 | none given |

Nurse's Aid

Seton's nurses aids receive more than those in 2 of the hospitals covered, and less than 2. Benefits received follow the same pattern, with Seton offering more than 2, and less than 2. Seton conducts a 4-week training program for nurses aids that is very similar to that offered by the other hospitals. Investigation revealed no measurable difference in the value of training received.

Recreation

Basic Work Week

Overtime

Others

1. 3 day bereavement leave.
2. 25% discount on hosp.

TABLE 14
COMPARISON OF BENEFITS - NURSES AID

| Benefits | Seton | Mt. Carmel |
|----------------------------|--|-------------|
| Paid Holidays | 6 | 5 |
| Pension | . . | . . |
| Insurance, Total | \$2.00 | . . |
| Life | . . | . . 2 weeks |
| Hospital | 2.00 | . . |
| Surgical | . . | . . |
| Vacation | 2 weeks | 2 weeks |
| Bonus | . . | . . |
| Sick Leave | 12 days | 7 days |
| Recreation | . . | . . |
| Basic Work Week | 40 hours | 48 hours |
| Overtime | Comp. | Comp. |
| Others | 1. 3 day bereavement leave. 2. 25% discount on hosp. | . . |

TABLE 14 - Continued

COMPARISON OF HOURLY WAGES - FOOD SERVICE WORKER

| Breckenridge | St. Davids | Holy Cross |
|---|-----------------------------|--------------------------|
| 9 | 5 | 6 |
| \$8.24 | \$9.52 | .. |
| \$3.10 | .. | .. |
| 2 weeks | 2 weeks | 2 weeks |
| .. | \$5.00 (Xmas) | .. |
| 12 days | 12 days | 6 days |
| .. | .. | .. |
| 40 hours | 40 hours | 40 hours |
| Reg. rate | Reg. rate | Reg. rate |
| 1. 3 day bereavement leave. | 1. Pharmacy drugs at cost. | 50% discount on hospital |
| 2. May use sick leave to care for family. | 2. 1/3 discount on hospital | |

TABLE 15

COMPARISON OF HOURLY WAGES - FOOD SERVICE WORKER

| Employer | Seton | Beginning | Maximum |
|------------------------------|-------|-----------|------------|
| Seton (31) | | \$1.094 | \$1.531 |
| Hill's Cafe (6) | | .850 | 1.250 |
| Villa Capri Restaurant (8) | | 1.100 | none given |
| Breckenridge (40) | | 1.288 | 1.663 |
| St. Davids (17) | | .906 | none given |
| Holy Cross (8) | | 1.000 | 1.250 |
| Bergstrom AFB OOM (4) | | 1.000 | 1.000 |
| Bergstrom Air Force Base (3) | | 1.600 | 1.760 |

Food Service Workers

Seton's wages for food service workers are higher than 4 of the employers questioned, and lower than 3. The benefits offered by Seton are a little higher than those offered most food service workers. Seton's range of \$175 to \$245 compares to a middle range in the APA study of \$170 to \$213.

Recreation

Basic Work Week 40 hours 54 hours 48 hours

Overtime Emp. Reg. rate Reg. rate

Others 1. 3 days bo-
 rroment leave
 2. 25% discount on
 hospital 1/2 discount
 on meals 1/2 discount
 on meals

TABLE 16
COMPARISON OF BENEFITS - FOOD SERVICE WORKER

| Benefits | Seton | Hill's Cafe | Villa Capri |
|-------------------------|--|---------------------------------|---------------------------------|
| Paid Holidays | 6 | 1 | 5 |
| Pension | .. | \$18.36 | .. |
| Insurance, Total . . . | \$2.00 | .. | \$5.90 |
| Life | .. | .. | .. |
| Hospital | 2.00 | .. | .. |
| Surgical | .. | .. | .. |
| Vacation | 2 weeks | 1 week | 1 week |
| Bonus | .. | \$45.90 | .. |
| Sick Leave | 12 days | .. | .. |
| Recreation | .. | .. | .. |
| Basic Work Week . . . | 40 hours | 54 hours | 48 hours |
| Overtime | Comp. | Reg. rate | Reg. rate |
| Others | 1. 3 days bereavement leave to care for family 2. 25% discount on hospital | $\frac{1}{2}$ discount on meals | $\frac{1}{2}$ discount on meals |

TABLE 16 - Continued

| | | | |
|--|-----------------------------|--------------------------|---------------------|
| 12. Brennan, op. cit., p. 150 | | | |
| 13. Interview with Mr. James Weiss, personnel director, Selou Hospital, May 3, 1966 | | | |
| 14. Loveloy, op. cit., p. 150 | Breckenridge | St. Davids | BAFB |
| 15. Brennan, op. cit., pp. 51-52 | | | Holy Cross |
| 16. Loveloy, op. cit., p. 112 | 9 | 5 | 6 |
| 17. Austin Personnel Association, Wage and Salary Survey, Austin Area, Report prepared by Wage and Salary Survey Committee, Austin Personnel Association, 1966 | \$7.64 | \$7.25 | Paid by worker |
| 18. Interview with Mr. Richard S. Robertson, Chairman, Wage and Salary Survey Committee, Austin Personnel Association, May 4, 1966 | \$3.10 | \$4.21 .80 3.40 | \$6.40 |
| 19. Interview with Mr. A. . . . , Assistant Personnel Director, Fort . . . Houston, Texas, May 27, 1966 | | | |
| 20. Interview with Mr. E. . . . , Director, State Employment Commission, Austin, Texas | 2 weeks | 2 weeks | 13 days |
| 21. . . . Interview with Mr. G. . . . , Selou Hospital, May . . . 1966 | | \$5.00 (Xmas) | |
| 22. Interview with Mr. Richard S. Robertson, Chairman, Wage and Salary Survey Committee, Austin Personnel Association, 1966 | 12 days | 12 days | 6 days |
| 23. Interview with Mr. C. A. Burton, member, Texas Laundry Employees Association, May 10, 1966 | | | All BAFB facilities |
| | 40 hours | 40 hours | 40 hours |
| | Reg. rate | Reg. rate | 1½ |
| 1. 3 day bereavement leave | 1. Pharmacy drugs at cost. | 50% discount on hospital | Credit Union |
| 2. May use sick leave to care for family | 2. 1/3 discount on hospital | | |

FOOTNOTES

CONCLUSIONS AND RECOMMENDATIONS

12. Brennan, op. cit., p. 83
13. Interview with Mr. James Weiss, personnel director, Seton Hospital, May 3, 1966
14. Lovejoy, op. cit., p. 190
15. Brennan, op. cit., pp. 51-52
16. Lovejoy, op. cit., p. 112
17. Austin Personnel Association, Wage and Salary Survey, Austin Area, a report prepared by the Wage and Salary Survey Committee (Austin, Texas: Austin Personnel Association, 1966).
18. Interview with Mr. Richard S. Robertson, Chairman, Wage and Salary Survey Committee, Austin Personnel Association, May 4, 1966
19. Interview with Mr. R. Draper, Assistant Personnel Director, Fort Sam Houston, Texas, May 22, 1966
20. Interview with Mr. Ernest C. Leak, Director, Austin Branch, Texas State Employment Commission, Austin, Texas
21. Interview with Mr. G. Klipsch, engineer, Seton Hospital, May 13, 1966
22. Interview with Mr. Richard S. Robertson, Chairman, Wage and Salary Survey Committee, Austin Personnel Association, May 4, 1966
23. Interview with Mr. C. A. Burton, member, Texas Laundry Legislation Committee, May 10, 1966

| | | | |
|---------------------|---|---|-------|
| RR, General Duty | 3 | 3 | H .69 |
| | | | L .50 |
| Nurse's Aid | 2 | 2 | H .39 |
| | | | L .42 |
| Food Service Worker | 4 | 3 | H .51 |
| | | | L .24 |

CHAPTER IV

CONCLUSIONS AND RECOMMENDATIONS

Seton Hospital's wages are generally lower than those offered by public employers such as Berg's Conclusions and the Austin Public School.

The table below is a summary of the differences in beginning wages paid by Seton Hospital and other employers surveyed. In the range column "H" indicates the difference between Seton's wage and that of the highest paying employer, and "L" indicates the difference between Seton's wage and that of the lowest paying employer.

| <u>Job</u> | <u># Higher</u> | <u># Lower</u> | <u>Range</u> |
|------------------------|-----------------|----------------|----------------|
| Carpenter | 2 | 2 | H .38 L .62 |
| Switchboard Operator | 1 | 3 | H .07 L .03 |
| Porter | 4 | 4 | H .41 L .31 |
| <u>Recommendations</u> | | | |
| Maid | 2 | 4 | H .28 L .42 |
| General Laundry Worker | 1 | 5 | H .10 L .51 |
| RN, General Duty | 3 | 2 | H .69 L .50 |
| Nurse's Aid | 2 | 2 | H .19 L .42 |
| Food Service Worker | 4 | 3 | H .51 L .24 |

Seton Hospital's wages are generally lower than those offered by public employers such as Bergstrom Air Force Base and the Austin Public Schools. Their wages and benefits are generally higher than those offered by private employers such as commercial laundries. The benefits offered by Seton are somewhat lower than those offered by other hospitals within the community, particularly within the areas of pensions and insurance. The category of laundry workers was the only one in which there was a marked variance, and Seton's wages and benefits appear high in comparison with those offered by the other firms checked. Overall, however, there is not a significant difference between the wages and benefits offered by Seton Hospital and those offered by the rest of the community.

Recommendations

The following recommendations are suggested:

1. That no wage changes be made on the basis of this survey.
2. That if wages are raised in the future by Seton Hospital they be raised "across the board", with exception of general laundry workers, whose pay is currently high in relation to their fellow employees at Seton. Recommend further, that if other wages are raised that laundry workers receive a token raise to preclude morale problems.

APPENDIXES
APPENDIX A

FIRMS INCLUDED IN THE WAGE SURVEY

FIRMS INCLUDED IN THE WAGE SURVEY

1. Civilian Personnel Office, Bergstrom Air Force Base
2. Officers Open Mess, Bergstrom Air Force Base
3. Hill's Cafe, 4700 South Congress
4. Villa Ceprl Restaurant, 2300 North Interregional Highway
5. Capital Laundry and Dry Cleaning Company, 801 Barton Springs Road
6. Tarrytown Bendix Laundry, 2425-B Exposition Boulevard
7. Burton's Laundry and Cleaners, 615 West 19th Street
8. Travis Laundry and Cleaners, 12th and Red River Streets
9. Austin Public Schools, 701 East 11th Street
10. Alamo Products Company, Room 22, Infield Building

APPENDIX A

FIRMS INCLUDED IN THE WAGE SURVEY

11. Holy Cross Hospital (120 beds), 1200 East 24th Street
12. Our Lady of Mount Carmel Hospital (18 beds), 1401 East Woodward Street
13. Breckenridge Hospital (265 bed city hospital), 7500 East Avenue
14. St. Davids Community Hospital (160 beds), 915 East 24th Street
15. Saton Hospital (140 beds), 600 West 26th Street

FIRMS INCLUDED IN THE WAGE SURVEY

1. Civilian Personnel Office, Bergstrom Air Force Base
2. Officers Open Mess, Bergstrom Air Force Base
3. Hill's Cafe, 4700 South Congress
4. Villa Capri Restaurant, 2300 North Interregional Highway
5. Capital Laundry and Dry Cleaning Company, 801 Barton Springs Road
6. Tarrytown Bendix Laundry, 2425-B Exposition Boulevard
7. Burton's Laundry and Cleaners, 615 West 19th Street
8. Travis Laundry and Cleaners, 12th and Red River Streets
9. Austin Public Schools, 701 East 11th Street
10. Alamo Products Company, Room 423, Littlefield Building
11. Holy Cross Hospital (120 beds), 2600 East 19th Street
12. Our Lady of Mount Carmel Hospital (18 beds), 425 East Woodward Street
13. Breckenridge Hospital (265 bed city hospital), 1400 East Avenue
14. St. Davids Community Hospital (160 beds), 919 East 32nd Street
15. Seton Hospital (140 beds), 600 West 26th Street

SCHEDULE USED TO STRUCTURE INTERVIEWS

Job: _____

Employer _____ Beginning _____ Maximum _____

Paid holidays

Pension

Insurance

Life

Hospitalization

Surgical

Vacation Period

Bonuses

Sick leave

Basic work week

Overtime

Reals

Other

APPENDIX B

SCHEDULE USED TO STRUCTURE INTERVIEWS

SCHEDULE USED TO STRUCTURE INTERVIEWS

Job: _____

| Employer | Beginning | Maximum |
|----------|-----------|---------|
| | \$ | \$ |

Paid holidays

Pension

Insurance

Life

Hospitalization

Surgical

Vacation Period

Bonuses

Sick leave

Basic work week

Overtime

Meals

Other

APPENDIX C
JOB DESCRIPTIONS

Carpenter

Performs the carpentry duties necessary to construct and maintain in good repair building woodwork and equipment such as bins, cribs, counters, benches, partitions, doors, floors, stairs, casings and trims made of wood in an establishment. Work involves most of the following: planning and layout of work from blueprints, drawings, models, or verbal instructions; using a variety of carpenters hand tools, and standard measuring instruments; making standard shop computations relating to dimensions of work; selecting materials necessary for the work. In general, the work of the maintenance carpenter requires rounded training and experience usually acquired through a formal apprenticeship or equivalent training and experience.

Nurse's Aid

Performs variety of routine and special duties to assist professional nursing staff in caring for hospitalized patients; confers with general duty nurse and physician to plan work. Escorts patients to assigned rooms. Assists patients in disrobing and donning hospital clothing. Hangs patient's clothes in closets. Turns crank manually to position bed for patient's comfort. Takes patient's temperature, pulse, respiration, and blood pressure, following prescribed procedures, using thermometer, sphygmomanometer and cuff, stethoscope, and wrist watch, and records readings on nursing records. Carries food trays to patient rooms and positions tray on bed. Assists very ill patients in bathing and eating. Passes and empties bed pans, and collects urine and fecal specimens. Rubs and massages patients with alcohol, oils, and similar medications, as directed. Combs hair, cleans and cuts nails, gives shampoos and mouthwashes, and assists in cleaning teeth. Escorts visitors, physicians, and others to patient rooms. Runs errands for patients, physicians, and hospital staff to deliver messages and obtain equipment and supplies. Answers patient's call light or bell and confers with patient to ascertain his needs and wants.

Food Service Worker

Performs a variety of manual tasks incidental to cafeteria, institutional dining room or snack bar operation such as: bussing and washing dishes, replenishing silverware, refilling condiment containers, and mopping floors or general cleaning duties.

Carpenter

Performs the carpentry duties necessary to construct and maintain in good repair building woodwork and equipment such as bins, cribs, counters, benches, partitions, doors, floors, stairs, casings and trims made of wood in an establishment. Work involves most of the following: planning and layout of work from blueprints, drawings, models, or verbal instructions; using a variety of carpenters hand tools, and standard measuring instruments; making standard shop computations relating to dimensions of work; selecting materials necessary for the work. In general, the work of the maintenance carpenter requires rounded training and experience usually acquired through a formal apprenticeship or equivalent training and experience.

Nurses Aid

Performs variety of routine patient-care duties to assist professional nursing staff in caring for hospitalized patients; confers with general duty nurse and studies written orders to plan work. Escorts patients to assigned room. Assists patients in disrobing and donning hospital clothing. Hangs patient's clothes in closets. Turns crank manually to position bed for patient's comfort. Takes patient's temperature, pulse, respiration, and blood pressure, following prescribed procedures, using thermometer, sphygmomanometer and cuff, stethoscope, and wrist watch, and records readings on nursing records. Carries food trays to patient rooms and positions tray on bed. Assists very ill patients in bathing and eating. Passes and empties bed pans, and collects urine and fecal specimens. Rubs and massages patients with alcohol, oils, and similar medications, as directed. Combs hair, cleans and cuts nails, gives shampoos and mouthwashes, and assists in cleaning teeth. Escorts visitors, physicians, and others to patient rooms. Runs errands for patients, physicians, and hospital staff to deliver messages and obtain equipment and supplies. Answers patient's call light or bell and confers with patient to ascertain his needs and wants.

Food Service Worker

Performs a variety of manual tasks incidental to cafeteria, institutional dining room or snack bar operation such as: bussing and washing dishes, replenishing silverware, refilling condiment containers, and mopping floors or general cleaning duties.

General Laundry Worker

Performs all of the following duties on an alternating basis: shakes out, segregates, and stacks linens and garments received from Extractor Operator to be flat ironed, tumbled or pressed. Feeds flat work pieces one after another into automatic-roller ironing machine. Receives and folds flatwork emerging from ironing machine; stacks flatwork into segregated groups. Loads tumbling machine with damp linens to be dried; sets time dial and starts machine; unloads dried clothes and folds such articles as towels, wash cloths, and diapers.

Porter and Maid

Cleans and keeps in an orderly condition factory working areas and washrooms, or premises of an office, apartment house, or commercial sweeping, mopping or scrubbing, and polishing floors; removing chips, trash, and other refuse; dusting equipment, furniture or fixtures; polishing metal fixtures or trimmings; providing supplies and minor maintenance services; cleaning lavatories, showers, and restrooms.

Switchboard Operator

Operates a single or multiple position telephone switchboard. Duties include handling incoming, outgoing, intraplant or office calls. May perform limited information work, for example, giving telephone extension numbers when a specific name is furnished. May occasionally take telephone orders.

Registered Nurse, General Duty

Renders professional nursing care to assigned patients within nursing unit in accordance with physician's instructions, and supervises and directs subordinate members of the nursing team engaged in performance of routine patient-care duties; confers with head nurse, studies patient charts, and participates in staff conferences to plan work. Writes patient name, room number, and nature of work to be performed by subordinates on nursing instructions. Confers with team members (usually nurses aids, orderlies, and licensed practical nurses) to issue special instructions and solve operating problems and grievances. Visually inspects nursing care records and procedures, and confers with patients to assure that nursing care is being performed as directed and treatments administered in accordance with physician's instructions.

Inspects rooms for cleanliness and orderliness. Accompanies physicians on rounds to keep informed of orders concerning patients. Assists physician in examining and treating of patients by obtaining patient's chart, positioning patient, and preparing instruments, treatment trays, and equipment, as directed. Administers prescribed medications and treatments, such as hypodermic or intravenous injections, catheterizations, and bladder irrigations or instructs subordinate team members to perform these duties based on capabilities of workers, nursing service policies, and physician's orders. Observes, records and reports to head nurse or physician patient's condition and reactions to drugs and treatments. Administers oxygen, glucose, blood or blood plasma, heart stimulants, and other emergency treatments to critical patients as directed by the physician, and in conformance with hospital policy. Co-signs requests for medications. Periodically counts and inventories drugs and narcotics to control reordering and safeguarding procedures. Maintains a variety of nursing records reflecting patient's condition, medication, and treatments. Teaches patients special treatments and administration of medications ordered by physician to be carried out after patient is discharged from the hospital. Performs a variety of routine patient care duties normally performed by subordinate nursing team members, such as assisting patients in eating and bathing, answering patient's call light or bell, and taking and recording temperature, respiration, pulse and blood pressure, during peak periods, during emergencies, and when short handed.

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