

February 28, 1979

*file
Cautels*

*See - Here's that Phase II
& III proposal I
mentioned.
Steve
3/5*

Mr. Jerome Dunn
Director of Personnel
Hoag Memorial Hospital Presbyterian
301 Newport Blvd.
Newport Beach, California 92663

Dear Jerry:

A pleasure to see you and Rick again - I enjoyed the opportunity to discuss and review your progress and concerns relative to your employee relations programs and your interest in assessing the effectiveness of these programs, particularly their impact on nursing and other non-exempt personnel.

As I indicated, WCIRA has developed a comprehensive Three-Phase Employee Relations Audit Program that we have successfully utilized at hundreds of acute health care and industrial facilities throughout the U.S. over the past several years, which is designed to provide employers with an unusually objective insight and perspective of the thoughts and feelings of their employees with reference to their total working environment.

Based upon our earlier services for and knowledge of Hoag's Personnel programs, as well as the information you provided at our meeting yesterday, I feel that we can dispense with Phase I, which is an overview of your policies and practices for employment, compensation, benefits, communications, conformance to federal and state regulatory laws, etc. I feel that the two remaining phases, however, would be of considerable interest to you and are described as follows:

Attachment I

PHASE II

This phase consists of a remarkable assessment of the attitudes and morale of employees at any level, through small (12-15 employees) group meetings which are conducted and monitored by skilled meeting moderators who are trained to develop, not only an effective rapport with employees, but to insure against any negative meeting effects. They provide an excellent insight into contemporary problems (such as a union organizational efforts), concerns, grievances and wish of employees, without the need for the design, preparation, submission and analysis of written attitude surveys. The meetings can be conducted with the entire selected population or an adequate, random

sampling of same. Following these meetings, you are provided with a comprehensive, written report which identifies - on the basis of intensity and priority by subject - what your employees are truly thinking and saying about their employer.

PHASE III

This involves approximate one-hour meetings with selected supervisory and management personnel to assess, not only their concerns and needs relative to their position and organization, but their relative effectiveness (or lack of same), strengths, weaknesses and likelihood of success in the performance of their supervisory responsibilities. The meetings are open-ended, semi-directed interviews which are conducted by skilled interviewers who have been trained in the analysis of management personnel. Following these meetings, you are provided with a detailed synopsis and analysis of each interviewee, including the information outlined above.

The above audit phases are available singly or in combination, as desired. The cost of an audit is based on a straight, time-basis (audit meeting, analysis and report time) at a rate of \$50.00 per hour. While time and costs are a function of organization and population size, on the basis of the statistics we discussed, a twenty-five percent (25%) "random" sampling of your current total population would cover approximately 435 employees. As a guideline, I would anticipate Phase II to require 29 meetings at 1.5 hours each, for a sub-total of 43.5 hours and analysis and report time at 15 to 20 hours, for a total estimated time of 63.5 hours or a maximum cost of \$3175. For Phase III, if you were to select, as an example, fifteen (15) management personnel (department heads, managers or supervisors) for assessment, I would estimate meeting, analysis and report time of 45 or a cost of \$2250.

Overall, these audit reports are quite candid, and singly or together can provide top management with an effective means to assess their organization in terms of a total employee/labor relations overview. Of equal importance is the value of each report as a "laundry list" of remedial and corrective actions for management to take to avoid more serious, long-term problems. I might also mention that this program has become an unusually effective, preventative weapon in situations where an employer suspects that he has become vulnerable to union organizing activity or drives.

As you know, WCIRA has an outstanding track record in union prevention and avoidance, the development of excellent employee and labor relations, management development and practical supervisory training and a multitude of management-labor consultation services. I feel certain that our audit programs, described above, would

Mr. Jerome Dunn

-3-

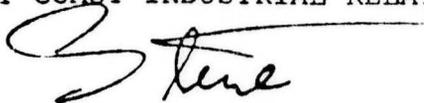
February 28, 1979

more than adequately fulfill your needs for the present.

Since you expressed not only an interest in this program but a sense of urgency in getting it accomplished, we'll do our best to schedule around your needs. Please call me as soon as you have decided on a plan of action.

Sincerely,

WEST COAST INDUSTRIAL RELATIONS

A handwritten signature in cursive script, appearing to read "Steve", with a long horizontal line extending from the end of the signature.

Steven J. Ross
Executive Vice President

SJR/mla

P.S. Per your request, I prepared a preliminary draft of a proposed announcement memorandum for the audit, which is attached for your review.

M E M O R A N D U M

TO: All Employees

FROM:

SUBJECT: Employee Relations

Several weeks ago, I engaged the services of a professional employee relations consulting firm, West Coast Industrial Relations Associations (WCIRA), to assist us in an objective evaluation of our entire employee relations program at Hoag Memorial Hospital. WCIRA has an outstanding track record in the acute health care field and in assisting organizations like ours throughout the U.S. in these areas.

As part of this program, WCIRA will be conducting a series of confidential employee meetings with small groups of randomly selected employees from all departments and all shifts within the next two weeks. The purpose of these meetings is to allow you to candidly and openly voice your interests, needs, concerns and opinions about our employee relations programs, policies and the environment in which you work. There will be no supervisory or management personnel present at these meetings. Employees who will be attending these meetings will be advised of their meeting dates and time and, of course, will be paid for this time.

I have given our fullest commitment to WCIRA for this program and ask all of you on the Hoag staff to provide them with your cooperation and assistance in helping them to help us. I will continue to keep you posted on our future progress in this program.