

Comments on merit pay for employees

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Supt. Rogers: Mr. Chairman: I think, as usual when these questions are discussed, that the real principles involved we all agree upon. It is rather a question of method. I don't believe that time service alone counts for much unless there is improvement in the service, or unless it is particularly difficult to secure anyone to do that particular service. As illustrated by Mr. Leavett a little while ago, constancy is worthy of recognition, but it is exceedingly important to get people who will keep the standard up wherever it is, whether it is the care of patients or other classes of work. I believe, as AI said a little while ago, that it is exceedingly important in passing, from grade to grade, whether that involves time or not, to require some tests. It is for that reason that our schedule for nurses, which is nominally \$32.00 is held up as \$30.00 to our people with a possible increase of \$2.00 and I am referring to a graduated schedule now each month. The physician in charge of a department and the matron submit to me a report of the different features of the work, a percentage report. If the employees pass a certain percentage the \$2.00 is added. Now that kind of discrimination is exceedingly difficult, sometimes, to make and involves, as Mr. Dow suggested, some feeling, but my experience during the last three years following that kind of a schedule is that it works well. I have found, as a rule, that the ones who were the most sensitive were the ones that needed, perhaps to be weeded out eventually. There might be one month some injustice introduced, but there wouldn't be month after month and it is quite easy one month to correct some mistake of the previous month if we afterwards find a mistake has been made. In the end if a person is unworthy and insists upon demanding the maximum when his work was not efficient, that person will drop out, even though his feelings may be hurt. It is really justice to the work that he should. On the other hand, those who constantly get the \$2.00 are those who are making every effort month after month to secure it. On the whole it works very well. I have in mind the case of an individual who would be entitled to an increase on the undergraduate schedule but his work is not up to the standard and I am not quite satisfied whether he is going to be efficient or not. We are all of us testing our people. This one man is not keeping up the standard and I told him yesterday morning he couldn't receive an advance if he worked twenty years. Now he is deciding whether he can make the extra effort to reach that standard whether he will try something else. I mention this as an illustration of what I thoroughly believe in, although it is difficult sometimes of administration.

There is another point I wish to refer to. We are measuring these things, of course, from the commercial standpoint because we are obliged to. Now I agree with almost everything Warden Wolfer said, but I disagree on one point. There are people who have no money-making faculty whatever but have qualities that we want. They don't measure their own qualities in dollars and cents. It makes but little difference to them whether they have an increase in wages or not. But they generally have a great deal of

pride in their work and if they are made to feel that their work is appreciated and that they stand high in their work and \$2.00 or \$5.00 doesn't cut any figure at all. Of course in considering these things those people must be considered.

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