

PENNLINE

Vol. 1 No. 2
February, 1976
A newsletter for the campus community to be published quarterly

Communication is a lifeline between people. PENNLINE is an effort to keep communications flowing by providing information about Personnel Relations which will be both relevant and interesting to the entire University community. It also is designed to solicit questions and comments from those who receive it. Additional copies may be requested by calling extension 6017 or addressing a note to: Ms. Jacqui Pollard, Assistant to the Executive Director of Personnel Relations, 740 Franklin Building/16. Comments may also be sent to Ms. Pollard.

New Payroll System

During early 1973, the decision was made to implement a modern management information system to improve the University's Payroll Budgeting and Personnel processes. The total system, when completed, will be the largest single system operating within the institution.

The following events led to the successful implementation of the Payroll Module. Between March and September 1973, system design and documentation was completed. The completed documentation provided a detailed description of forms, reports, and mechanics required to perform the basic payroll function. With documentation completed, the actual development of operating programs commenced.

By late 1974, four teams were organized to complete the other major components of system implementation. The components were Acceptance Testing, Data Conversion, Policy and Procedure, and Training.

As operating programs were completed, the acceptance test team thoroughly tested each completed phase of the payroll process to insure compliance with expected results as defined in the design phase. The new payroll process was actually simulated (weekly and monthly cycles) on a daily basis by the test team which used a mini acceptance test file. Due to thorough testing, we were confident that the system would perform as intended as actual payments began during March of 1975.

The old systems we replaced were comprised of four independent systems with responsibility for maintenance of those systems vested in two different areas of responsibility.

The new system utilizes the Data Base concept (a single file) with responsibility for that file under the Office of the Executive Director of Personnel Relations. The payroll process remains under the direction of the Comptroller.

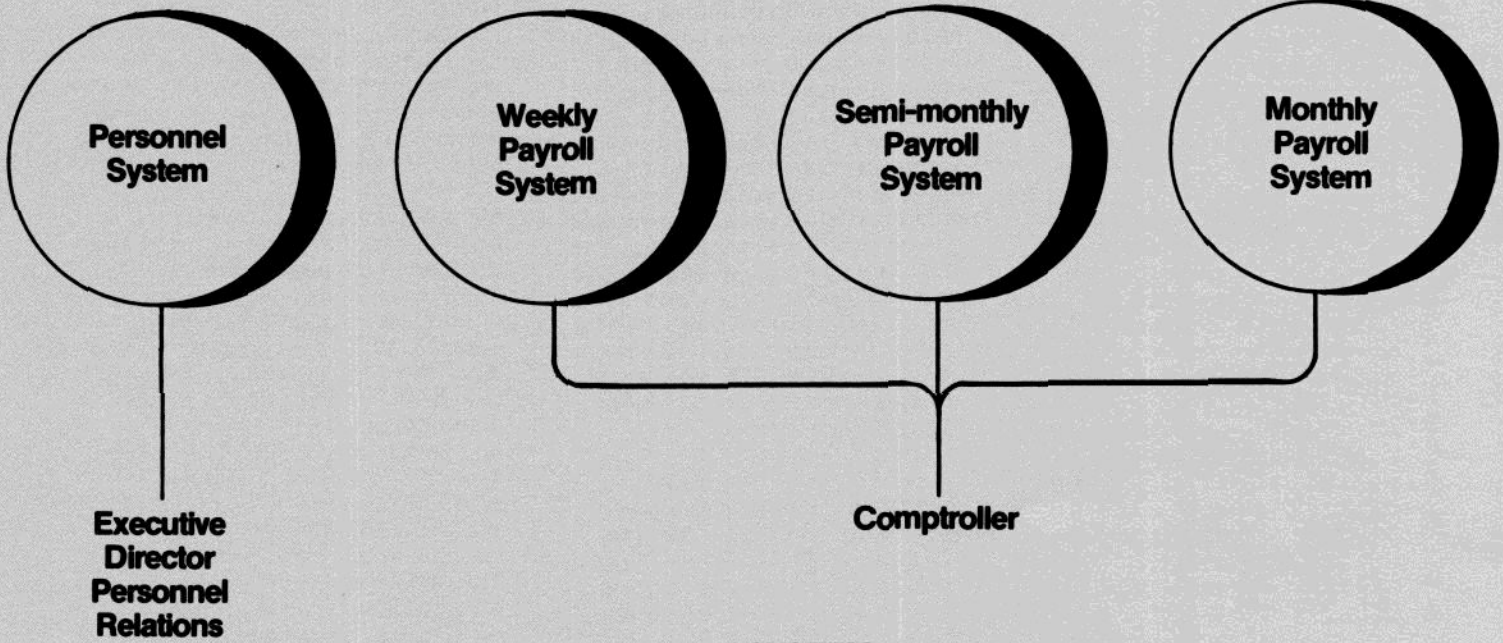
The conversion team had responsibility for moving the massive amount of personnel and payroll information from our four old files to the new data base. In some instances, information was required in the new system that had not been captured in the old system. This information was captured and recorded as the entire University community assisted the conversion effort with prompt response to a number of data inquiries. One of the most difficult aspects of the entire conversion effort was the translation of salary and deduction balances to weekly for those previously paid on a semi-monthly basis.

Many aspects of the University's benefits program are calculated and retained in the new system—TIAA-CREF reductions and deductions, Group Life Insurance, Health Insurance, sick, vacation and personal days. Prior to developing programs to handle these benefits, it became mandatory to completely re-write and update all benefits. The updated version of our benefit package provided us with the foundation to process accurately and record benefits from a system standpoint. The update and re-definition of benefits allowed us to prepare and distribute a handsome comprehensive benefits brochure to all University personnel.

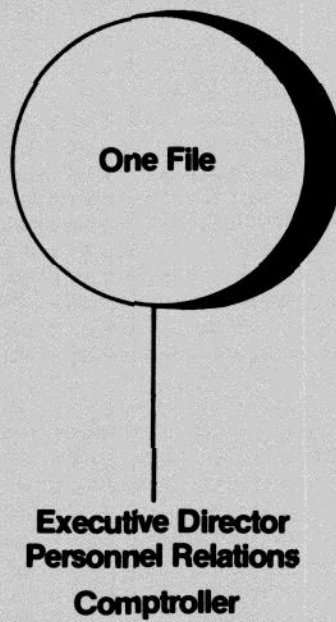
The final phase of system implementation was the critical aspect of training. All individuals responsible for time-keeping and personnel actions attended classes to become familiar with the proper completion of forms and other operating aspects of the new system. While classes were being conducted for administrators, secretaries, and clerical staff, internal classes were being conducted for Personnel, Payroll, and the Data Entry (keypunch) section of UMIS. This internal group also faced revolutionary changes in forms and procedures.

On March 13, 1975 the initial checks generated by the new system were distributed to Type 2 personnel. It was an eventful day as problems were minimal. It marked the successful climax of a massive effort.

OLD SYSTEMS



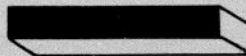
NEW SYSTEM



To date some major advantages we have realized are:

1. An expanded data base (more information) with a higher degree of accuracy. This information will enable us to meet more efficiently our internal and external reporting requirements. Many of the reports currently derived from the new system could not have been derived from the old system.
2. We have consolidated four operating systems into one and three payroll cycles into two. There is a significant cost savings realized by this consolidation in the elimination of redundant file maintenance and the reduced computer time required. Because of extensive system edits we are in a better position to monitor the payment of premiums to benefits carriers. Thus, a significant reduction in costs has been attained in this area.
3. We have a modern, well documented payroll system that provides for easy change as tax withholding regulations change and benefit plans are revised.
4. The new personnel action form provides those at the departmental level with more information, provides a vehicle to change easily and efficiently information for University personnel, and serves as a means of "checks and balances" as the information recorded in the system is reflected in the turn-around document distributed as changes occur.
5. The earnings statement is more comprehensive as all personnel are now provided with year-to-date balances for all deductions. One's percentage participation in TIAA is also reflected in the earnings statement.

The new system in many ways has provided something for everyone. During system implementation it would have been impractical to change the initial design before the entire system was tested and operating. We have received many very good suggestions and recommendations intended to improve and enhance the new system. Each suggestion and recommendation will be evaluated and many will certainly be incorporated into the system.



Upward Mobility at Pennsylvania

The University is interested in the development and advancement of its employees, even in these times of economic difficulty. Mr. Gerald L. Robinson, the Executive Director of Personnel Relations, discussed upward mobility at the University during the fall general meeting of the Administrative Assembly on November 25. He reported that in 1974, over 290 support staff (Type 2 or A-3) had been promoted, as well as ninety-six administrative per-

sonnel (Type 1 or A-1). These figures represent 13.1% of all A-3 staff on board at that time, and 7.8% of all administrators. The breakdown is as follows:

A-1 Personnel

Promotions	41
Reclassifications	55
Total	96

A-3 Personnel

Promotions	91
Reclassifications	76
Reclassifications to A-1 positions	123
Total	290

One of the most important ways the University encourages the development of its staff is through its program of education benefits (highlighted in the last issue of PENNLINE). Mr. Robinson also revealed that in the fall, 1975

semester, 417 A-3's took courses at the University under the Faculty and Staff Scholarship Program, as did 219 A-1's. These figures constitute 18.8% of all A-3's and 17.9% of all A-1's. The following chart shows where employees were enrolled.

A-3 Personnel

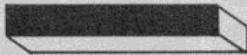
Number of Employees	Where enrolled
21	Graduate Faculty of Arts & Sciences
7	Graduate School of Education
280	College of General Studies
87	Wharton Evening School
22	Other
417	Total

A-1 Personnel

Number of Employees	Where enrolled
42	Wharton Evening School
37	Wharton Graduate School
103	College of General Studies
36	Other
219	Total

PENNLINE will keep its readers informed on the latest statistics as they become available.

Another way the University assists employees in their professional advancement is through its variety of Training Programs. See the next article.



Training for Professional Development

The Office of Training and Staff Development offers a variety of courses to University employees. The programs provide an opportunity to brush up old skills and to gain new ones.

Some of the most popular courses in the past four years have been part of the In-service Secretarial Program. Classes have been given in typing, stenography, and bookkeeping. Many employees have used the program to improve skills, as well as to learn new ones which will help them in their current jobs and prepare them for advancement.

The classes generally meet three times a week. **(Applications for In-service courses beginning the end of February are being accepted now.)**

The Supervisory Institute also will be offered again. This course is designed for supervisors and potential supervisors and considers such management techniques as planning, communications, delegation, leadership, and employee motivation. During the past four years over a hundred University employees have completed the program, which consists of eight two-hour seminars. Dates of the course and registration material will be available soon.

This year for the first time, the EXCEL program is being offered to the University community. This course, developed by the American Management Association, has met with great success in industry. It has recently been adapted for use by educational institutions. EXCEL is designed for non-supervisory staff with office and administrative-support responsibilities. Its broad goal is to help both employees and managers use their resources more productively to meet organizational goals while simultaneously working toward their own individual professional goals.

It aims to improve an employee's ability to work effectively with supervisors and managers, to work productively with other people within the organization, and to manage each aspect of an administrative-

support job skillfully and maturely. The skills EXCEL emphasizes can be broadly categorized under communications and planning. The former category includes effective use of the telephone, planning communications and analyzing communication failures, giving reports (whether oral or written), understanding information needs, and dealing with different managerial styles. Topics in the area of planning include handling one's time effectively, organizing and choosing appropriate methods for accomplishing a task, anticipating and dealing with problems, setting standards, and setting realistic and attainable goals (whether short or long term.)

The EXCEL course is given in eight two-hour segments. Enrollment will be limited to about twenty. The first session will be offered in February.

Another new program, which is expected to contribute significantly to administrative staff development and advancement, is the Executive Development Program for University Administrators. Under this program each year approximately twenty business managers and junior directors will study such topics as project management, organizational management, planning, responsibility center budgeting, and University governance. The program consists of eight seminars, meeting a total of four days a month for eight months. The seminars will be taught by University of Pennsylvania faculty and administrators. Participants will be nominated by department supervisors. The program will begin in the fall.

If you have questions concerning participation in any of these programs (either for yourself or someone under your supervision) please contact the Office of Training and Staff Development, 729 Franklin Building, ext.6015.



Personnel Representatives

A new concept in servicing the human resource needs of the University is being tried in the Wharton School and for the administrative offices in the Franklin Building and College Hall.

The concept is to have individuals on the staff of the Director of Personnel and Labor Relations responsible for the interpretation, implementation, and application of personnel policies and procedures for a responsibility center or several responsibility centers, and administrative functions.

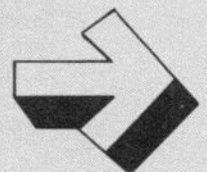
Ms. Karen Freedman has accepted the position of Assistant Director of Personnel Relations for the Wharton School. In this capacity she will assist Dean Carroll, his staff, department heads, and employees in the handling of personnel matters. Ms. Freedman is located in the Wharton School, ext. 7601.

Ms. Jacqueline Pollard has accepted the position of Assistant Director of Personnel Relations for the Franklin Building/College Hall. In this capacity Ms. Pollard will assist the departments and offices located in these buildings in the handling of personnel matters. Ms. Pollard is located on the 7th floor of the Franklin Building, ext. 6017.

In order to make the concept succeed, all matters involving employees in these locations should be brought to the attention of either Ms. Freedman or Ms. Pollard instead of being taken directly to a specific personnel function.

It is our intent that through this concept, personnel matters can be solved in the school or the department—where they should be solved—and the personnel department will become much more aware of the needs of the faculty, staff and employees at the University of Pennsylvania.

Additional individuals in the personnel function are being prepared for placement in other responsibility centers so the Personnel Department can effectively service human resource needs of the University of Pennsylvania. Any questions or comments concerning this concept should be directed to Mr. George W. Budd, Director of Personnel and Labor Relations, Room 737 Franklin Building 1/6, telephone ext. 6018.





Title IX

The University of Pennsylvania maintains a firm policy against discrimination on the basis of race, color, sex, age, religion, national origin, or physical handicap. This policy is clearly stated in the University's affirmative action plans. Title IX of the Education Amendments of 1972, moreover, specifically prohibits discrimination on the basis of sex in all education programs and activities receiving or benefiting from federal financial assistance.

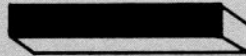
The Department of Health, Education, and Welfare has now issued a final implementing regulation for Title IX, which places various responsibilities on the University of Pennsylvania.

It is essential to our integrity and excellence as an academic institution, and to assure the continuation of Federal financial support, that the University comply fully with the requirements of Title IX. Several steps must be taken:

1. The University has reaffirmed its non-discrimination policy in *The Daily Pennsylvanian*, *The Almanac*, *The Pennsylvania Gazette*, and here in PENNLINE, and it also includes a statement of non-discrimination in its catalogues, contracts, applications, and personnel documents.
2. The University is also required to study its policies and procedures to determine whether or not they are sex-discriminating or if the effects of any past discrimination exist, to take any necessary remedial action, and to maintain appropriate records for HEW study. Among the activities that will be reviewed are Graduate Admissions, Financial Aid, Residence, Student Activities and Counseling, Athletics, Health Services, and Employment and Personnel Administration. The Provost, the Senior Vice President for Management, and the Vice Provost for Graduate Studies and Univer-

sity Life are issuing guidelines to appropriate University officers, asking them to conduct self-studies of their activities and to report the results to them by March 19. Everyone's cooperation is essential and is sincerely appreciated.

3. Mr. James Robinson, the University's Equal Opportunity Officer, has been designated the Title IX Coordinator (ext. 6993). He will be happy to answer questions or assist those conducting evaluations of their programs.



Announcement

We would like to thank publicly those individuals whose responsibilities included the processing of forms granting salary increases for the year 1976. Given the period of time we had to get this task done, it could not have been accomplished without the total support we received from the University community.

Thank you for all your efforts.

—Personnel Information Services

Effective immediately, all persons interested in obtaining employment at the University of Pennsylvania will be asked to submit a resume and/or complete our employment application. After a review of all resumes and/or applications, the applicant will be notified, by postcard, of the status of their application. Interviews will be arranged for all open positions and only *qualified applicants* will be considered. All interviews for outside applicants will be scheduled on Mondays, Wednesdays and Fridays.

University employees, who are interested in transferring to another department and/or have other matters to discuss with the Personnel Counselors, can arrange to see their Personnel Counselors on Tuesdays and Thursdays.

This change is being implemented in an attempt to service the University community more efficiently.

Effective January 1, 1976 Ms. Irene McMenamin has been appointed the Assistant to the Director of Personnel and Labor Relations. Prior to January 1, Ms. McMenamin was serving in this position on a part-time basis. Ms. McMenamin's primary area of responsibility will be in the area of labor relations.

Also effective January 1, 1976, Ms. Jacqueline Pollard and Ms. Karen Freedman will assume new responsibilities as personnel administrators for the administrative offices of the University and the Wharton School respectively.

Ms. Pollard's additional responsibility is personnel administration of the departments within the Franklin Building and the executive offices in College Hall. She continues as the Assistant to the Executive Director of Personnel Relations.

Ms. Freedman, the Assistant Director of Personnel—Wharton School, is responsible for personnel administration in the Wharton School and acts as liaison between the Wharton School and central personnel.



W2 Inquiries

A special section has been established in the office of Personnel Information Services to handle all W2 Inquiries. Telephone inquiries may be directed to extension 4646 or 4647. Mail inquiries should be directed to the Office of Personnel Information, Room 232, Franklin Building. Those making inquiries (mail or phone) should provide name and social security number to allow us to respond promptly to the inquiry.

All W2's will have been mailed by Friday, January 23rd.



PENNNLINE'S Questions and Answers

The Department of Personnel Relations welcomes questions from the University community. Some questions will be developed as a part of the on-going activity of Personnel Relations coupled with inquiries received via the Personnel hotline.

1. QUESTION: I feel that I am being discriminated against. What can I do to rectify this situation?

ANSWER: If you feel you are being treated unfairly, there are several means by which employee grievances may be resolved. The first and preferred way is through an informal process, namely, the Personnel Office, and Ombudsman and/or the Office of Equal Opportunity, after discussion of your grievance with your immediate supervisor, if possible. Or, for those cases which cannot be resolved on an informal basis, the formal grievance procedure is implemented by requesting the Office of Equal Opportunity to initiate a formal review of your particular case.

If a complaint cannot be resolved at one of the above levels, the Executive Director of Personnel Relations or his designee will establish a Complaint Appeals Panel to review and resolve the case.

2. QUESTION: Under the new payroll system, my annual salary is eight cents (\$.08) short of the salary I was told by my supervisor. Why?

ANSWER: If your annual salary is short any amount, it is due to a mathematical error made by your home department. As per instructions released to the University community, all dollar amounts should be rounded off to the nearest \$25. For example, if your annual salary was calculated at \$10,173, it should have been put into the system at \$10,175.

In order to correct this situation, please see the person who processes the personnel action forms in your area.

3. QUESTION: When is an A-1 employee eligible for participation in the TIAA/CREF retirement program?

ANSWER: Immediate participation, *without University contribution*, is available to permanent, full-time exempt salaried personnel (A-1). However, if such an individual enrolls in and makes contributions to TIAA/CREF *within one month following appointment*, as of September, 1973, then upon completion of the three year service requirement, the University will make a retroactive contribution, without interest or earnings to cover the waiting period.

Minimum contributions by a participant are 4% of the benefits base salary if under age 30, 5 % if over. The University contributions are 6%, 8%, or 9% depending upon whether the participant is under 30, 30-39, 40 or over. Participants may divide their contributions and those of the University in any proportion, including full allocation to either company, TIAA or CREF.

Please note: It is the responsibility of all employees to become acquainted with the University's benefits package in conjunction with their immediate supervisors and/or the Personnel Benefits Office.

4. QUESTION: What is the difference between a promotion and a reclassification?

ANSWER: *Reclassification.* Reclassification results from the evolution of job content and is not based on an individual's qualifications. Reclassification occurs when significant changes in job duties and responsibilities warrant upgrading or downgrading a job classification. For example, if the job duties of an employee classified as a Secretary II are changed to include the processing of bills, monitoring expenditures, and composing correspondence, these changes could warrant reclassification to a Secretary III position.

Promotion. Promotion is the assignment of an employee to a vacant or newly created position that has a higher classification or salary range than the individual's present position. For example, if a department has a vacant Administrative Assistant I position and fills it internally with an employee who is classified as a Secretary III, then that individual has been given a promotion.

The promotion policy of the University is to promote the best qualified employee. Qualification shall include but not be limited to such factors as productivity, knowledge, education, skill, judgment, and dependability. These qualifications may be measured by attendance, the carrying out of assignments, potential, and ability to work with others.

