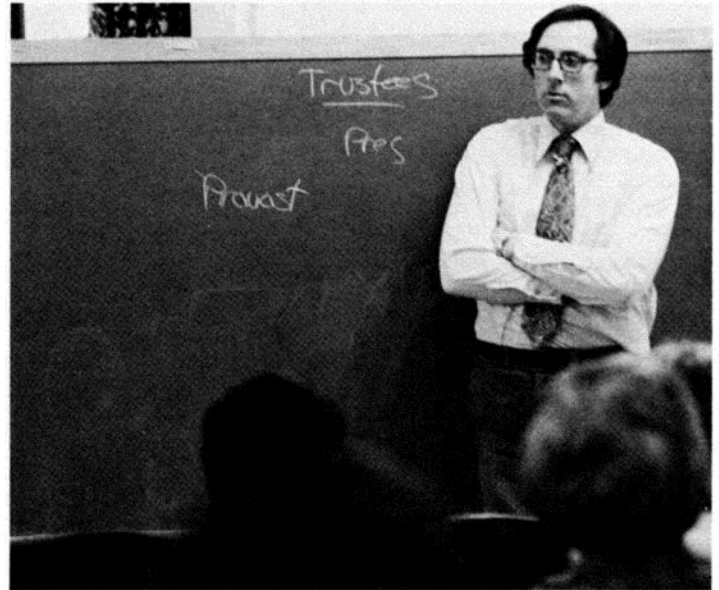
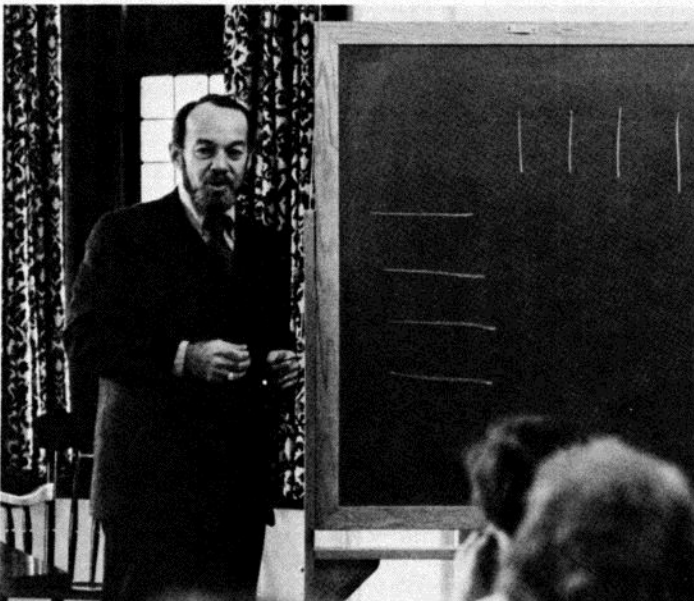




*Janis Somerville answered questions about her role as secretary to the corporation at the January 22 "Brown Bag Seminar."*



*The next week D. Bruce Johnstone, vice-president for administration, outlined the University's present system of management.*



*On February 5, Donald Carroll, dean of the Wharton School, proposed a new "decentralized" method of management, citing the experience of the Wharton School.*



*Treasurer Harold Manley informed the "Brown Bag Seminar" participants of the history of the University's investments and its present policy.*

## HUP's Rehabilitation Program Offers New Beginning for the Physically Disabled

A number of severely disabled people have the opportunity for a new beginning thanks to a rehabilitation program at the Hospital of the University of Pennsylvania's Handicapped Training Center. The "Computer Science Program" trains disabled individuals, in a nine-month course, to be computer programmers and thereby to become self-supporting, with greater social and emotional as well as financial independence.

The program, initiated by the IBM Corporation, was begun here three years ago under Executive Director of Personnel Relations Gerald Robinson, as part of JOBS '70, with the support of the Wharton School. The program came under the sponsorship of HUP in its second year. The present director is William F. Nilsson, Jr.; the administrator of the program is James Vagnoni, a social work professional, and Karl Thornton, a computer scientist and educator, is in charge of instruction. The program has been funded by a grant from the federal government through the Commonwealth of Pennsylvania's Bureau of Vocational Rehabilitation. Principle investigators of the grant are Drs. William Erdman and Robert Leopold, faculty members in HUP's Department of Physical Medicine and Rehabilitation. Eminent scholars in the rehabilitation field, they provide consultation and advice about the professional aims of the program and the physical care of the participants. In April the program will expand, doubling the number of handicapped people who can participate. Future classes will be conducted on a fee-for-service basis through state vocational rehabilitation services, the Veterans Administration, and insurance companies. There are nine other similar programs in the United States.

The students share some traits—each is severely physically disabled, each was selected through referrals from the Pennsylvania Bureau of Vocational Rehabilitation, and each has an aptitude for computer programming. Otherwise they are extremely varied. Some come to the program with college degrees and experience in other fields, while others are recent high school graduates. Their ages range from eighteen to the late forties. This year's class of fifteen, which started last September, includes three women and two black students. Despite their physical disabilities (which include paraplegia, quadriplegia, multiple sclerosis, muscular dystrophy, cerebral palsy, and other



severe disabilities) each participant is a highly motivated individual who looks forward to becoming a working member of society.

How is this accomplished? In nine months the students are trained in a profession, gaining the necessary skills to enter the job market. Beginning with six weeks of basic survey study in computer science, they learn COBOL (Common Business Oriented Language). This training deals, at first, with simple problems which are solved by individual and group effort. As the students become more familiar with the methods they are assigned more complicated and difficult projects. These are real business problems, not simply "theoretical" exercises; many of the programming projects are supplied by corporations and businesses in the Delaware Valley. The course concludes with a period of on-the-job training. Because computer programming is essentially an intellectual exercise, requiring little manual effort, it is an ideal vocation for the physically disabled.

The training takes place at HUP's Handicapped Training Center, 4025 Chestnut Street. Mr. Thornton has designed an extensive curriculum, including guest lecturers from participating industries to supplement his teaching. As one of the older students, Dave Savage, points out, these outside speakers are particularly helpful for the younger people who may have little experience with the business world. Having corporate data processing executives as lecturers on special topics, computer problems supplied by busi-

*(continued on page 4)*

## A-3 Performance Review Begins in March

April may be the cruelest or the sweetest month, depending on your preference for Eliot or Chaucer, but March brings A-3 Performance Reviews! This will be the second review for most of the University's support staff. Based on last year's experience, this year's form has been changed; the two most significant changes are the inclusion of a section for reports on progress made in those areas noted in last year's review as needing improvement and space on the form itself for the employee's remarks.

This year the review form comes with a "self-appraisal worksheet." Its use is optional. Self appraisal was a part of a number of administrative performance reviews, and those who included this found that thinking about their own strengths and weaknesses as well as the areas they wished to discuss with their supervisors was helpful.

Copies of the review forms and guidelines for their use will be distributed to all departments during the last week in February. Every person on the A-3 staff should have an opportunity to see the forms and guidelines. If these are not available from your department administrator or posted on the department bulletin board, copies may be obtained from the assistant directors of Personnel Relations in the School of Dental Medicine, the Faculty of Arts and Sciences, the School of Medicine, and the Wharton School, or by calling the Personnel Relations Department at extension 6093.



## Jon Strauss Next Brown Bag Seminar Speaker

Vice President for Budget and Finance Jon C. Strauss will speak on the topic of financial planning and the budget process on Monday, February 19 in Houston Hall's Benjamin Franklin Room. Plan to join us from noon to 1 p.m. next and every Monday. In addition to Mr. Strauss next month's speakers include Jerrold Jackson, William Owen, and Anthony Merritt.

## Deductible for Insurance Losses Increased to \$1,000

Effective January 1, 1979, all University owned or leased property will be subject to a \$1,000 deductible for insurance losses. Accordingly, the Treasurer's Office will only reimburse home departments for that portion of insurance losses which exceed \$1,000 per incident. Claims for losses occurring before January 1, 1979 will be honored subject to the previous deductible of \$250.00.

All claims should include a report by the Security Office and be addressed to:

The Treasurer's Office  
4th Floor, Franklin Building I6  
Attention: Insurance Manager

## Performance Reviews Are Confidential

Much has been written—and more endlessly discussed in committee meetings—about the confidentiality of student records since the passage of the so-called Buckley amendment several years ago. But little has been said about the confidentiality of employee records.

For many years the University has afforded confidential treatment to personnel records, but the policy has not been recorded in writing until the distribution of the *Personnel Policy Manual*. Policy No. 101, Confidentiality of Records, sets forth University policy and practice with regard to central personnel records.

We call your attention to this policy now because performance reviews are being done; many employees have asked about the confidentiality of their reviews. The guidelines for conducting performance reviews include the following statements: "The copies held in office files or in the central personnel file may be examined by the subject employee upon request. Access to performance records otherwise is limited to authorized University personnel officers when required in conjunction with relevant personnel transactions. At all times and in every respect, employee

## Something on Your Mind?

If you have questions, comments, notices, or suggestions, send them to "Something on Your Mind?" All inquiries and remarks sent to 737 Franklin Building will be kept confidential. Comments or questions of sufficiently broad interest will appear in this column.

**Question:** As a new employee of the University I keep hearing the phrase "P.A. level." What does this mean?

**Answer:** P.A. level refers to the pay grades for professional and administrative staff. There are ten pay grades in this category. For clerical workers, there are nine grades; technical employees have seven grades, crafts and services thirteen. The grade indicates the range of pay for each position. Each grade has a minimum, mid-point, and maximum wage or salary range. Most employees are hired at or near the minimum rate for that level, because a new staff member, typically, would not be fully proficient in all aspects of the job when he or she begins. The usual advancement to a full performance level can take about three years. The mid-point wage or salary is appropriate for employees who are performing at a fully satisfactory level. Exceptional performance may be recognized by increases beyond the mid-point of the range.

**Question:** Are pay grades adjusted and, if so, on what basis?

**Answer:** Although pay grades have not been adjusted since 1977, they are updated periodically. Surveys of the job market are taken to determine if the University's salary ranges are competitive, and they are adjusted accordingly.

**Question:** How can I move from a lower to a higher pay grade?

**Answer:** The way to move to a higher pay grade is by seeking promotion to a more responsible job. Promotion opportunities are posted regularly by Personnel and updated as vacancies occur. Occasionally an entire job category may be moved to another pay grade if, through market surveys, the University realizes its assessment of a classification is no longer competitive.

**Question:** Do I have to move through each pay grade like steps on a ladder?

**Answer:** No. You may move from one grade to any other. For example, let's say you begin working for the University as a secretary in grade three (clerical level). After a year in the job your supervisor promotes you to a vacant administrative assistant position. You would move from grade three to grade six.

performance review forms shall be afforded confidential treatment."

**101. Confidentiality of Records.** Personnel records, including those established in connection with the recruitment process, are University property and are afforded confidential treatment at all times. In order to ensure confidentiality and accuracy of personnel information, it is the responsibility of the Personnel Information Services office to handle all outside inquiries for information concerning past and present employees of the University. Inquiries received by other offices should be referred to Personnel Information Services.

Only the correct spelling of an employee's name, dates of employment and title are released in response to outside inquiries without the written permission of the employee or a lawfully issued subpoena. Other informa-

tion is provided only with the written permission of the employee or in response to a lawfully issued subpoena. When information is provided in response to a subpoena, the Personnel Information Services office notifies the employee by letter to the last address of record.

Access to the file within the University is limited to its use for legitimate institutional purposes, including personnel transactions and legal requirements.

Any employee may review the contents of his or her personnel file by appointment with the Personnel Information Services office, and may also obtain copies of any documents in the file that originated within the University, in accordance with the schedule of charges in effect from time to time.

## Employee Counselor Carole Gurkaynak Places A-3 Secretarial and Clerical Staff

Starting this month, the *Newsletter* will begin a series of short profiles on various University employees whose jobs bring them into frequent contact with other staff members. We hope thereby to further your acquaintance with the people and the services they offer. This series, called "Getting to Know You," begins with the Employment Office.

Personnel Relations Assistant Carole N. Gurkaynak (pronounced Gurki-nac) has been with the University for seventeen years; she spent the first fourteen working for Residential Living and the Personnel Relations Department. Since 1975 she has been an employee counselor with responsibility for the clerical and secretarial jobs throughout the University. Ms. Gurkaynak handles both recruitment and transfers within the University. She also counsels staff members, although the assistant directors of Personnel Relations with whom Ms. Gurkaynak works usually do most counseling.

In hiring secretaries and clerical workers Ms. Gurkaynak cooperates with the schools and departments to match applicants with job descriptions. She talks with those seeking jobs, discusses available positions, and then tries to place the applicant in an area most closely related to his or her interests. She also supplies, on request, job descriptions of open positions for those wishing to transfer within the University.

If you are a secretary or clerical worker, Ms. Gurkaynak is the employee counselor to contact for job information. She can be reached at 130 Franklin Building, extension 7285.



(continued from page 2)

ness, and field visits to data processing installations, the students are fully exposed to the business environment.

Classes are designed to allow a great deal of individual attention for every student. In addition to the more formal teaching, the participants in the course receive continuous counseling by the program staff and the members of the corporate community, all of which is designed to make the transition from classroom to business office a smooth one. Diana Wauters, a graduate intern from the University's School of Social Work, works with the students four days a week to prepare them for jobs and to help with adjustment problems which may arise while taking the course.

The goal of the program is not only to enable the students to enter the job market but also to help them become more self-reliant. According to Mr. Nilsson, they are not only taught professional skills, they also learn how to go on living. "They become more independent in their lifestyles," he reports. "By getting to and from school each day, often for the first time, students learn they can become more self-sufficient. I have seen a handicapped person almost transformed into another person—constructive, optimistic about life, a well-adjusted human being." This process of adjustment and growing optimism about what they can accomplish is furthered by the interaction of the class itself. The students help each other not only with projects, often done as a team to familiarize them with the way such projects are handled in business, but with personal adjustments as well.

Once the students have finished their training their employment possibilities are bright. Right now the demand for capable programmers is high, and last year all the students were placed in jobs with salaries ranging from close to \$10,000 to \$14,800. Many find employment with the companies which participate in the program.

The program's success depends, to a great extent, on the contributions of Delaware Valley area businesses, who form the program's Industry Advisory Board. The board acts through its four committees—applications, curriculum, evaluation, and placement—to ensure that the students' training is directly applicable to local business' needs for programming skills.

The businesses which have already hired graduates of the program are now coming back with requests for additional workers. The value of this program cannot, of course, be measured simply by the success in training and placing the disabled, however well this is done. Less tangible, but very real, benefits accrue to the University and the community through having this training available. As the physically handicapped prove to themselves and to the rest of us that they are contributing members of our society, no longer dependent on the charity of the community, they remind us that we are all sharers in an effort to make life more meaningful.

### **Personnel Relations Newsletter, Volume 1, Number 3**

The newsletter appears ten times a year, on the third Tuesday of the month, except in June, July, and August for which there is one combined summer issue.

Edited by Debra J. Thomas

Designed by Howard S. Kline

Photography credits: page 1, Fred Sachs and Tom Kuhn; pages 2 and 4, Marilyn Ackerman